



WELLINGTON
SHIRE COUNCIL

The Heart of Gippsland

COUNCIL MEETING AGENDA ORDINARY MEETING

Meeting to be held via Skype

Tuesday 6 July 2021, commencing at 3:00 PM

**or join Wellington on the Web:
www.wellington.vic.gov.au**

**ORDINARY MEETING OF COUNCIL
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COUNCIL MEETING INFORMATION

As we remain under COVID-19 restrictions, the “Minister’s Good Practice Guideline MGP-1: Virtual Meetings”, issued by the Minister for Local Government, will apply. Pursuant to section 87 of the Local Government Act 2020, these guidelines ensure that local Government decision making can continue in line with COVID-19 restrictions and further details can be found on the Local Government Victoria website.

These guidelines took effect from 1st May 2020 and will remain in place through to 26th April 2022.

While members of the public cannot attend this meeting in person, we have provided options for you to interact with us virtually via our Council Meetings page on the Wellington Shire Council Website. You are able to interact with Council in two ways:

- Email a specific question or comment relating to a particular Council Agenda item no later than 1:00pm on the day of the Council Meeting; or*
- For general questions to Council, via the online webform early in this meeting to ensure that your questions can be dealt with at the end of this meeting.*

While we maintain a virtual way of gathering, we thank you for your ongoing support.

ACKNOWLEDGEMENT OF COUNTRY

“We acknowledge the traditional custodians of this land, the Gunaikurnai people, and pay respects to their Elders past and present”

PRAYER

“Almighty God, we ask your blessing upon the Wellington Shire Council, its Councillors, officers, staff and their families. We pray for your guidance in our decisions so that the true good of the Wellington Shire Council may result to the benefit of all residents and community groups.”

Amen

1. APOLOGIES

2. DECLARATION OF CONFLICT/S OF INTEREST

3. CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING/S

3.1. ADOPTION OF MINUTES OF PREVIOUS COUNCIL MEETING

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

PURPOSE

To adopt the minutes of the Ordinary Council Meeting of 15 June 2021.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council adopt the minutes and resolutions of the Ordinary Council Meeting of 15 June 2021.

CONFLICT OF INTEREST

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

4. BUSINESS ARISING FROM PREVIOUS MEETINGS

ACTION OFFICER: CHIEF EXECUTIVE OFFICER

ITEM	FROM MEETING	COMMENTS	ACTION BY
NIL			

5. ACCEPTANCE OF LATE AND URGENT ITEMS

6. NOTICE/S OF MOTION

7. RECEIVING OF PETITION OR JOINT LETTERS

7.1. OUTSTANDING PETITIONS

ACTION OFFICER: CHIEF EXECUTIVE OFFICER

ITEM	FROM MEETING	COMMENTS	ACTION BY
Bus Stop Safety Issue - Hillcrest Estate/Boisdale Street, Maffra	15 June 2021	Petition is currently being considered and a response being prepared by the Built Environment team.	Manager Built Environment

8. INVITED ADDRESSES, PRESENTATIONS OR ACKNOWLEDGEMENTS

9. QUESTION/S ON NOTICE

9.1. OUTSTANDING QUESTION/S ON NOTICE

ACTION OFFICER: CHIEF EXECUTIVE OFFICER

ITEM	FROM MEETING	COMMENTS	ACTION BY
NIL			

10. DELEGATES REPORT

11. GENERAL MANAGER CORPORATE SERVICES

11.1. ASSEMBLY OF COUNCILLORS

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

OBJECTIVE

To report on all assembly of Councillor records received for the period 7 June 2021 to 27 June 2021.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council note and receive the attached Assembly of Councillor records for the period 7 June 2021 to 27 June 2021.

BACKGROUND

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

Following is a summary of all Assembly of Councillor records received for the period 7 June 2021 to 27 June 2021.

ATTACHMENTS

1. Assembly of Councillors - 7 June 2021 - Gippsland Art Gallery Advisory Group [11.1.1 - 1 page]
2. Assembly of Councillors - 8 June 2021 - SLUPP [11.1.2 - 1 page]
3. Assembly of Councillors - 15 June 2021 - Council Day [11.1.3 - 2 pages]

OPTIONS

Council has the following options:

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

PROPOSAL

That Council note and receive the attached assembly of Councillors records during the period 7 June 2021 to 27 June 2021.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

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

COMMUNICATION IMPACT

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

LEGISLATIVE IMPACT

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

COUNCIL POLICY IMPACT

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

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 6 Organisational states the following strategic objective and related strategy:

Strategic Objective 6.3: *"Maintain a well governed, transparent, high performing, ethical and accountable organisation."*

Strategy 6.3.3: *"Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making."*

This report supports the above Council Plan strategic objective and strategy.

RESOURCES AND STAFF IMPACT

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

COMMUNITY IMPACT

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

ENVIRONMENTAL IMPACT

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

ENGAGEMENT IMPACT

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

RISK MANAGEMENT IMPACT

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

ASSEMBLY OF COUNCILLORS – MONDAY 7 JUNE 2021

MEETING	COUNCILLORS, OFFICERS AND OTHERS IN ATTENDANCE (NAME AND POSITION)					
GIPPSLAND ART GALLERY ADVISORY GROUP	Councillor Name	Attendance	Conflict of Interest	Officer Name	Attendance	Item No.
	Cr Ian Bye	No		D Morcom, CEO	No	
	Cr Carolyn Crossley	Yes	No	A Skipitaris, GMCS	No	
	Cr Marcus McKenzie	No		S Houlihan, GMC&C	No	
	Cr Carmel Ripper	No		C Hastie, GMB&NE	No	
	Cr Jill Wood	No		B McAlister, GMD	No	
	Cr Gayle Maher	No		Simon Gregg, Art Gallery Director	Yes	All
	Cr John Tatterson	No		Andrew Thomson, Acting Manager Arts & Culture	No	
	Cr Scott Rossetti	Yes	No			
	Cr Garry Stephens	No				
OTHERS IN ATTENDANCE (NAME AND POSITION)			MATTERS/ITEMS CONSIDERED AT THE MEETING			
Art Gallery Advisory Group members: Bianca Taylor (Chair), Brian Castles, Rob Ziffer, Klara Jones, Bruce Arnup, Julie Rosewarne Foster, Jenny Noone, Robyn Aitken			Proposed art acquisitions			
			Planning and monitoring of programs			
			Expansion and encouragement of volunteer program			
			Cultural and artistic matters relating to Gallery and other services of Council			
			Friends of the Gallery report			
			Director's Report			

ASSEMBLY OF COUNCILLORS – 8 JUNE 2021

MEETING	COUNCILLORS, OFFICERS AND OTHERS IN ATTENDANCE (NAME AND POSITION)						
STRATEGIC LAND USE PLANNING PROJECT REVIEW GROUP	Councillor Name	Attendance	Conflict of Interest	Officer Name	Attendance	Item No.	Conflict of Interest
	Cr Ian Bye	Yes		D Morcom, CEO	No		
	Cr Carolyn Crossley	No		A Skipitaris, GMCS	No		
	Cr Marcus McKenzie	No		S Houlihan, GMC&C	No		
	Cr Gayle Maher	Yes		C Hastie, GMB&NE	Yes	All	
	Cr Carmel Ripper	No		B McAlister, GMD	No		
	Cr Scott Rossetti	No					
	Cr Garry Stephens	No					
	Cr John Tatterson	Yes					
	Cr Jill Wood	No					
OTHERS IN ATTENDANCE (NAME AND POSITION)			CONFLICT OF INTEREST	MATTERS/ITEMS CONSIDERED AT THE MEETING			
Josh Clydesdale (Manager Land Use Planning)			No	Meeting Agenda – 8 June 2021			
Sam Pye (Manager Built Environment)			No	Strategic Planning Priorities			
Barry Hearsey (Coordinator Strategic Planning)			No	Incoming Correspondence			
John Traa (Principal Planner)			No	Rezoning Requests			
				Other Business			

ASSEMBLY OF COUNCILLORS – 15 JUNE 2021

MEETING	COUNCILLORS AND OFFICERS IN ATTENDANCE (NAME AND POSITION)				CONFLICT/S OF INTEREST OR ACTION ITEMS
	Name	Attendance	Name	Attendance	
IT / Diary Meeting	Cr Bye	Yes	Cr Stephens	Yes	N/A
	Cr Crossley	Yes	Cr Tatterson	Yes	N/A
	Cr McKenzie	Yes	Cr Wood	Yes	N/A
	Cr Maher	Yes	David Morcom, CEO	Yes	N/A
	Cr Ripper	Yes	Leah Carubia, EA CEO	Yes	N/A
	Cr Rossetti	Yes	Damian Norkus, ICT Operations Officer	Yes	N/A

MEETING	COUNCILLORS AND OFFICERS IN ATTENDANCE				CONFLICT/S OF INTEREST OR ACTION ITEMS
	Name	Attendance	Name	Attendance	
Workshops	Cr Bye	Yes	Cr Tatterson	Yes	N/A
	Cr Crossley	Yes	Cr Wood	Yes	N/A
	Cr McKenzie	Yes	David Morcom, CEO	Yes	N/A
	Cr Maher	Yes	Arthur Skipitaris, GM Corporate Services	Yes	N/A
	Cr Ripper	Yes	Sharon Houlihan, GM Community & Culture	Yes	N/A
	Cr Rossetti	Yes	Chris Hastie, GM Built & Natural Environment	Yes	N/A
	Cr Stephens	Yes	Brent McAlister, GM Development	Yes	N/A

Workshops (cont.)	MATTERS/ITEMS CONSIDERED AT THE MEETING	OTHERS IN ATTENDANCE
	1. FINAL REVIEW: DRAFT WELLINGTON 2031/COUNCIL PLAN/FINANCE PLAN/ASSET PLAN	<ul style="list-style-type: none"> Brent McAlister, General Manager Development Arthur Skipitaris, General Manager Corporate Services Bodye Darvill, Coordinator Council Plan Engagement Ian Carroll, Manager Corporate Finance <i>Conflict of Interest: Nil</i>
	2. OMBUDSMAN'S REPORT - INVESTIGATION INTO HOW LOCAL COUNCILS RESPOND TO RATEPAYERS IN FINANCIAL HARDSHIP	<ul style="list-style-type: none"> Arthur Skipitaris, General Manager Corporate Services Ian Carroll, Manager Corporate Finance Madeleine Hillsley, Coordinator Rates & Revenue <i>Conflict of Interest: Nil</i>
	3. CLOSURE OF AQUA ENERGY CRECHE	<ul style="list-style-type: none"> Nic Hall, Manager Leisure Services <i>Conflict of Interest: Nil</i>
	4. INTEGRATING UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS INTO COUNCIL OPERATIONS	<ul style="list-style-type: none"> Dr Monica Green, Senior Lecturer School of Education - Federation University (external presenter) Dr Jessica Reeves, Lecturer School of Engineering, IT and Physical Sciences - Federation University (external presenter) Tim Rowe, Manager Natural Environment and Parks <i>Conflict of Interest: Nil</i>
	5. BEST PRACTICE OFF-LEASH AREAS EDUCATION PRESENTATION	<ul style="list-style-type: none"> Lesley Humphreys, Director Paws4Play and LMH Consulting (external presenter) Vanessa Ebsworth, Manager Municipal Services <i>Conflict of Interest: Nil</i>
	6. CAMERON STADIUM REDEVELOPMENT UPDATE	<ul style="list-style-type: none"> Sam Matthews, Senior Community Facilities Project Officer <i>Conflict of Interest: Nil</i>
	7. COUNCILLOR COMMUNITY CONVERSATIONS STREET WALKS	<ul style="list-style-type: none"> Karen McLennan, Manager Communities, Facilities and Emergencies Brent McAlister, General Manager Development <i>Conflict of Interest: Nil</i>
	8. MAFFRA STRUCTURE PLAN – UPDATE	<ul style="list-style-type: none"> Barry Hearsey, Acting Manager Land Use Planning <i>Conflict of Interest: Nil</i>
	9. WASTE, RECYCLING AND SUSTAINABILITY UPDATE	<ul style="list-style-type: none"> Samantha Nock, Coordinator Waste and Sustainability Joanna Rule, Sustainability Projects Officer <i>Conflict of Interest: Nil</i>

11.2. CONSIDERATION OF PUBLIC SUBMISSIONS RELATING TO THE REVIEWED MAYORAL AND COUNCILLOR ALLOWANCES

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

PURPOSE

For Council to receive and consider public submissions relating to the reviewed Mayoral and Councillor allowances.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council receive and consider the one public submission that was received in response to the public exhibition of the reviewed Mayoral and Councillor allowances as attached.

BACKGROUND

The *Local Government Act 2020* transfers responsibilities in determining Mayoral, Deputy Mayoral and Councillor allowances to the Victorian Independent Remuneration Tribunal (the Remuneration Tribunal). However, until the Remuneration Tribunal makes its first determination on allowances, the allowance framework under the *Local Government Act 1989* continues to apply. Section 39(6) of the 2020 Act provides for this transitional arrangement. Under section 74(1) of the *Local Government Act 1989*, Councils must review and determine the level of Mayoral and Councillor allowances within six months of a general election or by 30 June, whichever is later. The review must also include public consultations and the opportunity for submissions in accordance with Section 223 of the Act.

Mayors and Councillors are entitled to receive an allowance while performing their duty as an elected official. Under the current framework the Victorian Government sets the upper and lower levels for allowances paid to Councillors. Allowance levels are subject to annual automatic adjustments that are announced in the Victoria Government Gazette by the Minister for Local Government.

The Wellington Shire Council is deemed as a Category 2 Council, along with another 28 Victorian Councils and pays the following per annum:

- Councillors - \$26,245
- Mayor - \$81,204

Further information regarding Councillor Remuneration can be found at the "Know Your Council Website" via the following link - [Councillor remuneration - Know Your Council](#).

Individuals and organisations have had an opportunity to make submissions in response to the review of the Mayoral and Councillor allowances. Submissions were open from 1 June 2021 and closed at 5:00pm on Tuesday 29 June 2021 with one public submission received. Individuals will also have an opportunity to speak to their submission at the Council meeting on Tuesday 6 July 2021 from 3:00pm.

Council will then meet on Tuesday 20 July 2021 to consider the formal adoption of the Mayoral and Councillor allowances, until the Victorian Independent Remuneration Tribunal makes its first determination.

ATTACHMENTS

1. Public submissions received [11.2.1 - 1 page]

OPTIONS

Council has the following options available:

1. Receive and consider the one public submission received in response to the public exhibition of the reviewed Mayoral and Councillor allowances as attached; or
2. Not receive and not consider the one public submission received in response to the public exhibition of the reviewed Mayoral and Councillor allowances as attached and seek further information.

PROPOSAL

That Council receive and consider the one public submission received in response to the public exhibition of the reviewed Mayoral and Councillor allowances as attached.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

Provision for the proposed Mayoral and Councillor allowances is included in Council's annual budget.

COMMUNICATION IMPACT

All individuals or organisations have been provided with an opportunity to submit responses relating to the review of the Mayoral and Councillor allowances and will have an opportunity to present to Council at the Ordinary Council Meeting on Tuesday 6 July 2021 at 3:00pm. Any submissions received will be advised in writing of the outcome once Council has considered their submission.

LEGISLATIVE IMPACT

Section 74(1) of the *Local Government Act 1989* (the Act) requires Council to review and determine the level of Councillor and Mayoral allowances within a period of six months after a general election or by the next 30 June, whichever is the later. The review must also include public consultations and the opportunity for submissions in accordance with section 223 of the Act which requires Council to provide a 28-day submission period.

COUNCIL POLICY IMPACT

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

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 6 Organisational states the following strategic objectives and related strategies:

Strategic Objective 6.2: *“Community engagement and customer service excellence is central to Council's decision-making process.”*

Strategy 6.2.3: *“Ensure sound processes are in place to facilitate input into Council deliberations and decision making.”*

Strategic Objective 6.3: *“Maintain a well governed, transparent, high performing, ethical and accountable organisation.”*

Strategy 6.3.3: *“Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making.”*

This report supports the above Council Plan strategic objectives and strategies.

RESOURCES AND STAFF IMPACT

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

COMMUNITY IMPACT

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

ENVIRONMENTAL IMPACT

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

ENGAGEMENT IMPACT

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

RISK MANAGEMENT IMPACT

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

**REVIEW OF MAYORAL AND COUNCILLOR ALLOWANCES:
PUBLIC SUBMISSIONS**

NO.	CORRESPONDENT	SUBMISSION
1.	Anthony Goode	<p>I would like to see Councillor allowances raised substantially, in the order of 100 to 200%. My rationale is that currently the small remuneration effectively reduces the pool of potential representatives to self-funded retirees. For all other cohorts it is not near enough to act as a reasonable wage that could adequately supplement any other income. Given the role of councillors is very time consuming, combined with the small wage, this effectively makes it impossible for young people, parents, working singles and couples, etc to put their hand up for a Councillor role. Hence, it becomes impossible to get a diverse representation of views and opinions on Council.</p>

11.3. APPROVAL OF DRAFT WELLINGTON 2031 COMMUNITY VISION, COUNCIL PLAN 2021-25, FINANCIAL PLAN AND ASSET PLAN FOR EXHIBITION

ACTION OFFICER: GENERAL MANAGER DEVELOPMENT

PURPOSE

For Council to resolve to advertise the following draft documents, which have been developed under sections 88, 90, 91 and 92 of the *Local Government Act 2020*, for public review and submission: Wellington 2031 Community Vision (as attached), Council Plan 2021-25 (as attached), Financial Plan 2021/22 to 2030/31 (as attached) and Asset Plan 2021 (as attached).

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council resolve to advertise the following draft documents, which have been developed under sections 88, 90, 91 and 92 of the Local Government Act 2020, for the second stage of Council's consultation process:

- ***Wellington 2031 Community Vision (as attached)***
- ***Council Plan 2021-25 (as attached)***
- ***Financial Plan 2021/22 to 2030/31 (as attached) and***
- ***Asset Plan 2021 (as attached)***

for a period of four weeks starting 7 July to 4 August 2021.

BACKGROUND

The draft documents detailed above are recommended for Council's second stage of consultation, for a period of four weeks, from 7 July to 4 August 2021. Community and stakeholder engagement has previously been sought for both the draft Wellington 2031 Community Vision (as attached) and Council Plan 2021-25 (as attached). Further feedback (stage 2) is now sought for all the draft documents detailed herein in accordance with deliberative engagement principles.

The second stage of Council's consultation process will consist of:

- Public drop-in sessions in the townships of Heyfield, Maffra, Rosedale, Sale, Stratford and Yarram
- Online engagement and surveys via the Your Wellington, Your Say portal: <https://your.wellington.vic.gov.au/>
- Direct stakeholder engagement (online and in person) with businesses, organisations and community groups who contributed to stage 1 or who are key partners listed in the Council Plan 2021-25
- An open public workshop at the end of the process, held in person and online, to review and discuss all feedback received from stage 2
- Public submissions will also be considered.

If any of the above activities cannot take place due to COVID-19 restrictions, attempts will be made to replicate these processes online and via telephone.

Following the second stage of Council's consultation process, all feedback will be considered, and if required, the documents detailed herein will be updated and provided to Council for final adoption before 31 October 2021.

Community Vision

In accordance with section 88 of the *Local Government Act 2020*, every Council must maintain a Community Vision that is developed with its municipal community in accordance with its deliberative engagement practices.

The scope of the Community Vision is a period of at least the next 10 financial years, and it must describe the municipal community's aspirations for the future of the municipality.

In February to April 2021 the existing Wellington 2030 Community Vision was reviewed with the community through a consultation process, and the updated draft has now been presented for a final consultation.

A copy of the draft Wellington 2031 Community Vision is attached for Council's consideration.

Council Plan

In accordance with section 90 of the *Local Government Act 2020*, every Council must prepare a Council Plan that includes:

- (a) the strategic direction of the Council
- (b) strategic objectives for achieving the strategic direction
- (c) strategies for achieving the objectives for a period of at least the next four financial years
- (d) strategic indicators for monitoring the achievement of the objectives.
- (e) a description of the Council's initiatives and priorities for services, infrastructure, and amenity.
- (f) any other matters prescribed by the regulations.

In February to April 2021 the community was consulted about their key ideas and priorities for the next four years. These have been incorporated into the draft Council Plan 2021-25 which has now been presented for a final consultation.

A copy of the draft Council Plan 2021-25 is attached for Council's consideration.

Financial Plan

In accordance with section 91 of the *Local Government Act 2020*, every Council must develop, adopt, and keep in force a Financial Plan covering at least the next 10 financial years. The Financial Plan must include the following in the manner and form prescribed by the regulations:

- (a) statements describing the financial resources required to give effect to the Council Plan and other strategic plans of the Council;
- (b) information about the decisions and assumptions that underpin the forecasts in the statements specified in paragraph (a);
- (c) statements describing any other resource requirements that the Council considers appropriate to include in the Financial Plan;

- (d) any other matters prescribed by the regulations.

The Financial Plan provides a 10 year financially sustainable projection on how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan covers the period 2021-22 to 2030-31 and aims to maintain sound operational surpluses, increasing Council's renewal, upgrade, and new investment in community assets, and ensuring that the cash position is maintained at a level to meet cash flow requirements and be available for potential emergencies or opportunities.

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

A copy of the draft Financial Plan 2021/22 to 2030/31 is attached for Council's consideration.

Asset Plan

In accordance with section 92 of the *Local Government Act 2020*, every Council must develop, adopt, and keep in force an Asset Plan covering at least the next 10 financial years. An Asset Plan must include the following:

- (a) information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council.
- (b) any other matters prescribed by the regulations.

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

A copy of the draft Asset Plan 2021 is attached for Council's consideration.

ATTACHMENTS

1. Draft Wellington 2031 [11.3.1 - 16 pages]
2. Draft Council Plan 2021-25 [11.3.2 - 28 pages]
3. Draft Financial Plan 2021-31 [11.3.3 - 30 pages]
4. Draft Asset Plan 2021-31 [11.3.4 - 32 pages]

OPTIONS

Council has the following options available:

1. Resolve to advertise the draft Wellington 2031 Community Vision, Council Plan 2021-25, Financial Plan and Asset Plan as attached and which have been developed under sections 88, 90, 91 and 92 of the *Local Government Act 2020*: for the second stage of Council's consultation process for a period of four weeks starting 7 July to 4 August 2021 or
2. Request further changes to the draft documents detailed herein and consider an amended resolution to undertake further consultation at a future Council meeting.

PROPOSAL

It is proposed that in accordance with the requirements of sections 88, 90, 91 and 92 of the *Local Government Act 2020*, Council publicly advertise the attached draft Wellington 2031

Community Vision, Council Plan 2021-25, Financial Plan and Asset Plan for further consultation.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

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

The draft Council Plan 2021-25 will have varying degrees of financial impact over the short and longer term. Absolute understanding of the draft Council Plan 2021-25 will be gained by reading it in conjunction with Council's annual Budget.

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

COMMUNICATION IMPACT

The draft Wellington 2031 Community Vision, Council Plan 2021-25, Financial Plan and Asset Plan communicate the community's vision and Council's financial and strategic direction to implement this vision. These documents can also be used by Council to communicate its vision and direction to other tiers of government, organisations, government agencies and funding bodies.

LEGISLATIVE IMPACT

The Council will comply with the requirements of the *Local Government Act 2020* by adopting a Community Vision, Council Plan, Financial Plan and Asset Plan as set out in sections 88, 90, 91 and 92.

Council may adjust its Council Plan, Finance Plan and Asset Plan following the adoption of these documents in October 2021. Significant reviews, other than minor grammatical and aesthetic revisions, must be conducted with the municipal community in accordance with the deliberative engagement practices outlined in Council's Community Engagement Strategy.

COUNCIL POLICY IMPACT

The draft Wellington 2031 Community Vision, Council Plan 2021-25, Financial Plan and Asset Plan have been prepared in the context of existing Council policies but may lead to their revision or the development of new policies because of implementation of the initiatives contained in these documents.

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 2 Services & Infrastructure states the following strategic objectives and related strategies:

Strategic Objective 2.2: *“Council assets are responsibly, socially, economically and sustainably managed.”*

Strategy 2.2.1: *“Develop asset management plans in conjunction with service level plans for all council facilities and infrastructure.”*

The Council Plan 2017-21 Theme 6 Organisational states the following strategic objective and related strategy:

Strategic Objective 6.3: *“Maintain a well governed, transparent, high performing, ethical and accountable organisation.”*

Strategy 6.3.1: *“Maintain processes and systems to ensure sound financial management.”*

The Council Plan 2017-21 Theme 6 Organisational states the following strategic objective and related strategy:

Strategic Objective 6.4: *“Act and lobby on behalf of the priorities of the community.”*

Strategy 6.4.1: *“Council strategies and plans reflect the aspirations of our diverse communities.”*

This report supports the above Council Plan strategic objectives and strategies.

RESOURCES AND STAFF IMPACT

The initiatives contained within the draft Council Plan will be implemented within the existing resources of the Council.

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

COMMUNITY IMPACT

The attached draft Council Plan has been prepared considering the renewed Wellington 2031 Community Vision. It is intended to set out for the community the objectives, initiatives, and strategies that the Council considers are needed to implement its Vision on behalf of the community over the next four years.

ENVIRONMENTAL IMPACT

The draft Council Plan declares that Climate Change adaptation, mitigation and response is the number one priority of the Council Plan 2021-25. The Council Plan outlines several initiatives and key projects that will lead to positive environmental impacts.

ENGAGEMENT IMPACT

In accordance with sections 88, 90, 91 and 92 of the *Local Government Act 2020*, Council will place the draft Wellington 2031 Community Vision, Council Plan 2021-25, Financial Plan and Asset Plan in the public domain for comment.

In line with stage 1 consultation on these documents during February-April 2021, deliberative engagement practices will be used which follow from section 56 of the *Local Government Act 2020*:

- (a) a community engagement process must have a clearly defined objective and scope
- (b) participants in community engagement must have access to objective, relevant and timely information to inform their participation;
- (c) participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement;
- (d) participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement;
- (e) participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making.

Online and in person methods will be used to seek community, business and stakeholder submissions on the draft Wellington 2031 Community Vision, Council Plan 2021-25, Financial Plan and Asset Plan. Copies will be available for inspection at all Council Customer Service Centres, libraries and on Council's website.

RISK MANAGEMENT IMPACT

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



The logo for the year 2031, rendered in a blue, geometric, isometric style. The digits are composed of triangular facets, giving them a three-dimensional appearance.

COMMUNITY VISION

VERSION 3.0 / 2021

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State and Regional strategic visioning documents that inform Wellington 2031.

- Gippsland Regional Growth Plan May 2014
- Water for Victoria Water Plan March 2016
- Protecting Victoria's Environment - Biodiversity 2036
- Victoria's Climate Change Framework 2016
- Victorian Public Health and Wellbeing Plan 2019-2023
- Absolutely Everyone - State Disability Plan 2017-2020
- Vision, Goal, Role and Values of Emergency Management in Victoria June 2014
- Victoria's 30 Year Infrastructure Strategy December 2016
- Ending Family Violence - Victoria's 10 Year Plan for Change, 2016
- Safe and Strong - A Victorian Gender Equality Strategy 2016
- Marrung Aboriginal Education Plan 2016-2026
- Youth Policy: Building Stronger Youth Engagement in Victoria 2016



**"Happy people,
healthy environment
and thriving
communities."**

LIVE WELLington 2031.

LIVE

WELL

PROFILE

WELLINGTON SHIRE COUNCIL

21.5

Wellington Shire Council has revegetated over 21.5 hectares of mixed native species vegetation for carbon offsetting purposes

205,600

Annual branch visits to Wellington Shire libraries

600

Hectares (approx) of Public Open Space managed by Wellington Shire.



Modernisation of the Macalister Irrigation District (MID) 2030 infrastructure continues to create opportunities for increased dairy production and intensive horticulture expansion.

33%

33% of the 33,032 rated properties across the shire are owned by people who live outside the Shire



Rates of volunteering across Wellington Shire remain higher than the Victorian average.

44,770

Population (estimated 2020)



10,924

Square kilometres (Third largest municipality in Victoria)

28

Between 2017-2021, 28 major community facility upgrades have been progressed with over \$13.5M external funding and \$3.2M community funding contributing.

241

There are 241 community facilities that Council oversees with 106 Committees of Management.



\$3.5b

Gross Regional Product

34.95%

of Wellington residents have university or TAFE qualifications compared to 41.22% of the Victorian population.



The location of training and higher education facilities and limited public transport or distance to education facilities are barriers.



3,100

Kilometres of public roads managed by WSC

VICTORIA



Employment by Industry



12.43%

Health Care & Social Assistance



14.19%

Agriculture, Forestry & Fishing



9.99%

Retail Trade



11.83%

Construction



9.30%

Public Admin & Safety



8.38%

Education and training

2021 CHECK-IN

Wellington 2031 is our community's vision for the future. Wellington Shire Council has facilitated the development of this vision and will play a role in supporting the community to achieve it.

The original Wellington 2030 Strategic Vision was developed through community consultation in 2008 and was renewed in 2017. To assist with the renewal of the vision, an innovative community engagement process was completed inviting residents, visitors, and business owners to 'Direct our journey to 2030'. The 2017 engagement process received responses from over 3,100 people who represented the geographical regions of the Shire and different age groups.

The common themes from this engagement were used to develop the five key themes in this community vision: Communities, Services and Infrastructure, Natural Environment, Lifelong Learning and Economy.

In 2021, we completed a 'check-in' process to see if people's views about what was important to them had changed and what they wanted to see achieved in the next 10 years. We undertook significant internal and external consultation with community, government, and business stakeholders. Over 1,100 community members joined the conversation via the online platform Your Wellington, Your Say, community meetings, workshops, and the annual Community Satisfaction Survey during the first consultation phase.

Though the 2030 survey had low engagement, responses indicated over 75% positive support for the Vision Statement and each of the current themes. Information gathered during many in person conversations and workshops about priorities for action indicated the same. All significant community priority areas raised during consultation could be placed inside existing Community Vision themes.

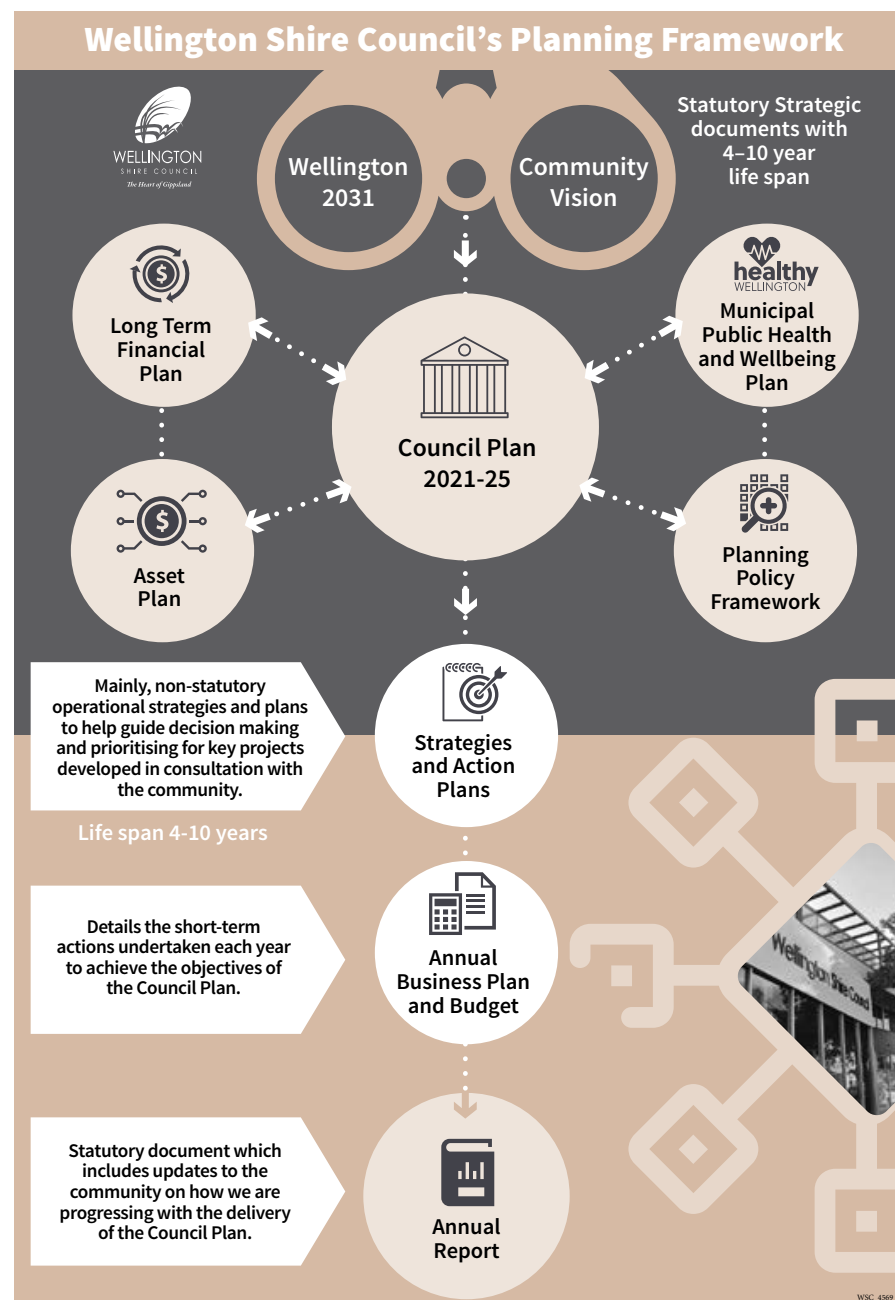
Because the existing Community Vision is still relevant, we have not changed the content during the 2021 'check-in'. Instead, we have provided an update to the community in the end pages of this plan about what Council has achieved in the last 4 years towards your vision.

The Wellington Shire Council Plan, prepared every four years delivers the action Council will take to help achieve this vision. There are other groups and organisations who can also have a lead role in taking action. All community members, community groups and organisations are encouraged to use 2031, reference it, share it and deliver action to achieve the vision. Council will provide information annually on how we are progressing towards this vision.

It makes sense but the action is what really matters to deliver this.

It encompasses the key elements of what regional community life should focus on.

Beautifully covers the most important connections people have with the environment and highlights the responsibility people have to protecting the land we live on.





SURVEY QUESTIONS

In 2017 we asked the community the following questions and these were the most common responses:



	QUESTION	Most Common Responses
1	What I love about Wellington (and where I live) and want to keep...	We value the friendly people, close communities and peaceful small town rural living. We value the diversity and beauty of our Natural Environment.
2	In 14 years' time I hope that Wellington...	...stays the way it is. ...has improved levels of conservation and cleaner natural environment.
3	My hope for the future... (Youth responses only for this question)	Happy, healthy, contented and the opportunity to lead fun and exciting lives. A job and career with good work life balance and stability.
4	What we don't have that we should get in Wellington?	Increased leisure, recreation, entertainment and retail options. Better public transport.
5	What I don't like about Wellington that we should get rid of?	Drug abuse, crime, littering, graffiti and family violence.
6	What we should change or bring from the past into the future in Wellington?	Improved leisure, recreation and entertainment options. Improved infrastructure and services.



OUR VISION

“We know and support each other and have a strong sense of community belonging. Diversity is respected and there are many social and community activities providing opportunities for all people to interact. We strive for good health, feel safe in our communities and are prepared for natural disasters.”

What is important under this theme?



What we heard from the community...

- Maintain a friendly, inclusive and welcoming Shire where people feel safe at home and in their community.
- Reinforce the value of family connections and interaction across generations.
- Provide infrastructure that enables and encourages healthy and active lifestyles.
- Improve quality of life by enabling residents to develop leadership and mentoring skills, and participate in activities connecting neighbourhoods and communities.
- Increase support networks and opportunities that enable young people in Wellington to achieve their goals.
- Strengthen community identity by promoting our heritage and history, our future aspirations and small town rural living.



What State Government, Local Organisations and statistics tell us is important...

- Facilitate planning for natural disasters and implement strategies to enhance community resilience.
- Recognise and respect Aboriginal and Torres Strait Islander cultural values.



OUR VISION

“Wellington has a built environment that is sustainable, appropriate, accessible and responsive to the community. Transport connects people to communities and places. Events and services support our strong communities.”

What is important under this theme?



What we heard from the community...

- Further develop networks and community hubs for people to find out more about the services available. Ensure access to a broad range of Healthcare services, community events and services for young people and waste recycling.
- Improve diversity of retail outlets, an array of sporting clubs, varied leisure and entertainment options and a range of cultural pursuits that make Wellington attractive for people of all ages to visit, work and or live.
- Encourage people to stay in Wellington by enabling access to affordable housing and lifestyle options
- Provide a well maintained road network (including footpaths and safe cycling routes) and public transport so that everyone can move easily throughout the shire, especially between our communities.
- Provide appropriate services, facilities and infrastructure in seasonal towns.



What State Government, Local Organisations and statistics tell us is important...

- Improve infrastructure to enable services and initiatives to support Wellington's increasing ageing population including striving to be an “Age Friendly” Shire.
- The built environment has a direct effect on the lifestyle of every resident. What is built must be based on universal design principles and be maintained for many decades to come. Responsible asset management, decisions around renewal of assets and the addition of new infrastructure makes sure we do not have large maintenance burdens into the future.

OUR VISION

“Wellington’s natural environment and landscape is clean, diverse, beautiful, accessible and protected.”

What is important under this theme?



What we heard from the community...

- Maintain and enhance access to the Natural Environment for a wide range of outdoor pursuits at our beaches, high country, open spaces and waterways. This access to the natural environment is balanced with the need to conserve and protect.
- Change energy use within Council, by residents, business and industries to reduce impact on the environment.
- Continue to have diversity of healthy native plants and wildlife with well protected habitat areas free of invasive species.
- Keep Wellington clean so residents and visitors can enjoy our scenic environment.
- Manage Natural Environment assets recognising their impact on health and wellbeing.



What State Government, Local Organisations and statistics tell us is important...

- Wellington is taking practical actions to manage risks from climate impacts, protect communities and strengthen the resiliency of the economy.
- Increase renewable energy sources in Wellington to combat the decline in energy produced from fossil fuels.
- Improve understanding of potential coastal hazards for the region in light of climate change.

4

LIFELONG
LEARNING

OUR VISION

“Wellington has a broad choice of local training, education and holistic learning and development options that lead to meaningful employment and personal fulfilment.”

What is important under this theme?

**What we heard from the community...**

- Improve people's access to opportunities to challenge and extend their thinking, promote independence, stimulate ideas, further develop leadership skills and lead meaningful lives.
- Enable young people to remain in Wellington to complete further and tertiary education of their choice.
- Support Secondary Schools in Wellington to provide choices and deliver engaging and high quality education that contributes to local industry development.
- Provide a breadth of entry level jobs in Wellington for those newly qualified and or those with limited experience.
- Develop Wellington as a hub for innovation in further education. Encourage industry, employers and further education providers to work in partnership to train and recruit people locally and provide opportunity for career progression within Wellington.
- Provide formal and informal lifelong learning opportunities for personal development and wellbeing.

**What State Government, Local Organisations and statistics tell us is important...**

- A diversity of high quality local education and training opportunities supports the retention of youth in the community and improves local employment outcomes.



OUR VISION

“Wellington has a wealth of diverse industries providing employment opportunities for all. There is growth in the Wellington population and economy which is balanced with the preservation of our natural environment and connected communities.”

What is important under this theme?



What we heard from the community...

- Provide a wide range of employment opportunities across Wellington that offer stability, promote positive work / life balance and provide career pathways.
- Maximise economic output whilst ensuring the natural environment is protected.
- Develop the visitor economy through innovative marketing programs and product development to attract people to the region to live, work and play.
- Support business to promote sustainable environmental practices in Wellington.



What State Government, Local Organisations and statistics tell us is important...

- Improve the resiliency of the Wellington economy to adapt to unforeseen downturn in industries.
- Work with the State and Federal Governments to maximise Wellington Shire's competitive strengths in industries such as food and fibre.
- Leverage new business opportunities through the expansion of technologies such as high speed broadband networks.
- Improve public transport links to ensure businesses have easy access to markets whilst enhancing the livability / attractiveness of the region for current and new residents.

Council's actions towards your 2031 goals

In the four years since 2017, Council has made significant progress towards achieving the goals identified by the community in your 2031 Community Vision. Some of the key actions and projects are listed in the following pages.

A more detailed breakdown can be found in Council's Annual Report.



OUR
ACTIONS

1 COMMUNITIES

Facility upgrades

\$14.53M Port of Sale redevelopment to the gallery, library, visitor centre, café and cultural precinct completed.

- \$10.75 million external funding attracted.
- 203,500 people visited the Port of Sale building in the first 12 months.

\$9.5M Cameron Sporting Complex stadium redevelopment in Maffra to upgrade the regional gymnastics center and sports show court and deliver a court expansion.

- \$4 million external funding attracted.

Funding to enhance community facilities (\$13.567M from state and federal government, \$13.069M from Council and \$3.215M from community)

- Baldwin Reserve – female friendly changerooms
- Briagolong Recreation Reserve – pavilion redevelopment, traffic management and open space upgrades
- Briagolong Quarry Reserve – toilet renewal
- Cameron Sporting Complex, Maffra – stadium redevelopment and water upgrade
- Community facilities – accessibility upgrades
- Cowwarr Recreation Reserve – changeroom redevelopment
- Gippsland Regional Sporting Complex - stage 2A synthetic field and timber floor upgrade
- Gordon Street Recreation Reserve - cricket nets and oval lighting
- Gormandale Recreation Reserve – oval and netball lighting
- Maffra Lawn Tennis Club – synthetic courts, pavilion redevelopment and fence renewal
- Maffra Recreation Reserve – drainage upgrade
- Pinelodge, Stratford - tennis court upgrades
- Port of Sale – skatepark lighting
- Sale Memorial Hall – internal redevelopment, roof replacement and power upgrade
- Sale Oval precinct projects
- Sale Tennis – court and pavilion redevelopment
- Stephenson Park – main oval lighting, netball court and cricket nets, changeroom redevelopment and baseball lighting renewal
- Stratford Community Hub - accessibility upgrades
- Stratford Recreation Reserve – netball court development, changeroom redevelopment
- Yarram Recreation Reserve - oval lighting
- Yarram Regent Theatre - façade, signage & accessibility upgrades
- Community support and full funding achieved for 'A Warmer Pool for Yarram' project (20 years in the planning)

Emergencies

- Wellington was the first Council in Victoria to live-stream community meetings run by the Incident Controller during emergencies. This trial became the standard all councils were expected to meet during subsequent emergencies.
- In 2019 Council provided response, relief, and recovery support to those affected by the Rosedale, Walhalla and Licola/Dargo bushfires
- Council supported East Gippsland in the 2020 Black Summer evacuation over the Christmas and New Year period which led onto a major community relief effort. Significant ongoing recovery work and funding was attracted for projects in impacted areas.
- Direct support was provided for drought impacted farmers including:
 - free household water cartage
 - \$3.8M in rate relief from the Victorian Government
 - free social events for farmers
 - \$700 debit cards for eligible farming families
 - Council contributed a further \$1M to farmers in 19/20 budget specifically aimed at drought support initiatives
- In 2020 and 2021 the COVID-19 pandemic had a devastating global impact. Council supported the local public health response, working to mitigate the economic and community impacts of COVID restrictions. Support included instigating a zero % rate rise for 20/21 financial year as a direct response to the COVID-19 pandemic.
- The June 2021 flood and storm event damaged property and left significant parts of the Wellington community without power for an extended period leading to activation of response, relief, and recovery work.

Health

- Wellington Shire Council was internationally recognised for approach to minimising future Mosquito borne diseases such as the Zika Virus.
- In the last 4 years over 18,200 vaccinations have been administered to 16,300 people.
- Council supported the establishment of a COVID 19 community mass vaccination centres at Gippsland Regional Sporting Complex.

Support for volunteers and community

- Aqua Energy became a registered provider for the National Disability Insurance Scheme
- \$1.36M in community grants to support programs, events and facility upgrades across the Shire
- \$2.28M to volunteer committees to manage 100 community facilities across the Shire
- L2P Learner Driver Mentor program saw 153 Wellington young people participating between 2016 - 2020
- Over 290 entries to the Wellington Youth Art Prize

Strategic planning

- Wellington 2030 Community Vision
- Healthy Wellington Plan 2017–2021
 - Wellington Community Early Years Plan 2017-2021
 - Wellington Youth Strategy 2017–2020
 - Wellington Access and Inclusion Strategy and Action Plan 2017–2022
 - Age Friendly Communities Strategy
- Community Managed Facilities Strategy 2020-2025

2 SERVICES AND INFRASTRUCTURE

Roads, paths, drainage, and bridges

- Completed a \$59.6M capital works program that included repairs, replacements, safety improvements to 520km of sealed road, 171 km of gravel road reconstruction, 99km of road widening, reconstruction, and upgrades and 41km of path renewals and expansions.

Streetscapes

- Improvements at Rosedale, including Willow Park upgrade, Stratford, Yarram, Sale CBD and Maffra CBD

Open space upgrades

- Alberton to Port Albert walking track
- Sale Botanic Garden - Garden for Life project
- The Glebe Woondella shared path project completed
- Multiple playground and outdoor gym facilities upgrades across the Shire including Sale Botanic Gardens, Macalister River Park Maffra, Loch Sport Foreshore and Gippsland Regional Sporting Complex
- Pump track installations at Yarram, Maffra, Heyfield and Sale
- Loch Sport, Port Albert, and other boating facility upgrades

Waste management

- "Get it Sorted" recycling campaign, followed by an E-waste education campaign.
- E-waste ban to landfill program rollout and infrastructure improvements.

Strategic planning

- Residential Road and Street Construction Plan
- Recreational Boating Facilities Plan
- Urban Paths Plan / Rural Paths Process



3 NATURAL ENVIRONMENT

Renewable energy

- 25% of Council electricity now comes from renewable energy
- 390kw Solar PV installed across businesses and residential properties across Wellington. The Wedge installation will save \$285k and 725 tonnes of carbon emissions over 20 years.

Natural environment

- 95 Parks Week events
- Approximately 5000 street trees planted across the shire including significant plantings in Cowwarr, Yarram and Seaspray and over 4000 indigenous plants planted
- Completed the Wellington Integrated Water Management Plan, a collaborative approach to water planning and management that brings organisations together with an interest in all aspects of the water cycle.

Strategic planning

- Environmental Sustainability Strategy



4 LIFELONG LEARNING

Education

- 'It's Time' campaign to encourage TAFE Gippsland to commit to building a new campus in Sale.
- EduCloud rolled out to all Wellington Shire Libraries which made it available to 1000 secondary school students across Wellington. The program won the Municipal Association of Victoria, Technology Achievement of the Year, and the Collaboration of the Year Award for our collaboration with 5 Wellington Shire Secondary Schools, ESSO & BHP, Aussie Broadband and Microsoft.

Libraries

- Through innovative 'click and deliver' and 'click and collect' services during all the COVID-19 lockdowns from April - October 2020, the libraries delivered over 12,700 items to over 4,500 patrons. An additional 140 children's story packs and 150 books to communal street libraries were delivered for those who could not visit.
- In 2019 the Library Service collaborated with Libraries Victoria giving our community access to the resources of 200 libraries across the State.
- Electronic resources have grown from 2014 to over 26,000 eBooks and eAudio loans annually. Members have taken to downloading Library materials from home, with a 50% increase in usage since 2018.
- Libraries serve to introduce infants to stories and imagination, and to enhance their learning through Rhythm and Rhyme, and Storytime programs. Since 2015 over 5,200 of these programs have served 75,000 children. Nearly 900 adult programs have had 9,000 attendees.

Arts

- Gallery in house and outreach schools and art class program



5 ECONOMY

- 'The Middle of Everywhere' marketing campaign was launched to promote the Shire as a place to explore, learn, live, invest, play and to do business.
- The 'Wellington Still Delivering' campaign encouraged local businesses to promote how they were still operational during the Covid-19 pandemic.
- West Sale Airport's \$6M runway extension and lighting upgrade were completed. West Sale Airport was recognised as Australia's Small Regional Aerodrome of the Year at the Australian Airports Association (AAA) National Airport Industry Awards in 2019.
- Significant growth area planning advanced, including rezoning of the Wurruk Growth Area (800+ lots) and the North Sale Development Plan (1000+ lots).





Sale Service Centre

18 Desailly Street (PO Box 506), Sale Victoria 3850
Tel 1300 366 244

Yarram Service Centre

156 Grant Street, Yarram Victoria 3971
Telephone 03 5182 5100

Web www.wellington.vic.gov.au

Email enquiries@wellington.vic.gov.au





WELLINGTON SHIRE **COUNCIL PLAN** 2021-25 **DRAFT**





TARRA BULGA

ACKNOWLEDGMENT OF COUNTRY

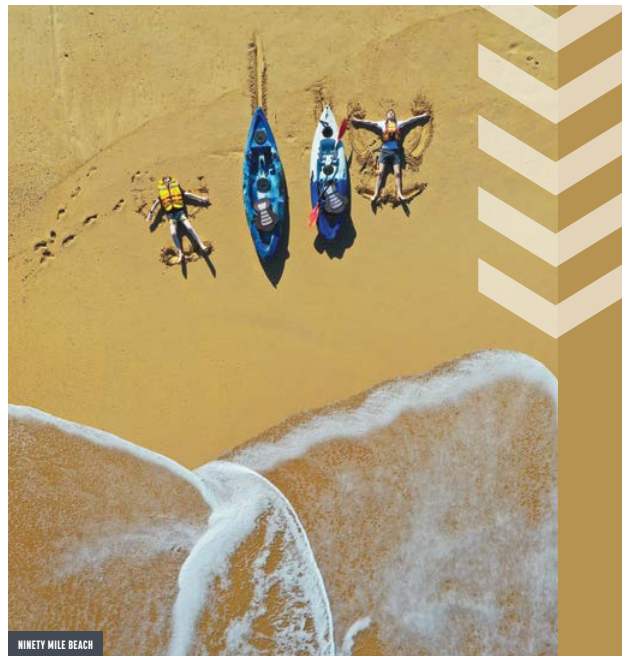
The Gunaikurnai people are the First People of the Country we now call Wellington Shire. They have survived for tens of thousands of years, often against great adversity. They have looked after their Country and passed on stories and traditions through countless generations. Today, they continue to survive and thrive, maintaining connection to Country and to ancestors.

Wellington Shire Council acknowledges the Traditional Owners of the land, the Gunaikurnai people, and pay our respects to their Elders past, present and emerging. We acknowledge, respect, and uphold their unique ability to care for Country and deep spiritual connection to this land and water on which we rely. Council acknowledges the history of dispossession and movement of Aboriginal and Torres Strait Islander peoples across Gippsland and the impact this has had to the cultural lore, health, and wellbeing of the Traditional Owners.

In this Council Plan, and into the future, Wellington Shire Council commits to genuine partnership and meaningful engagement with Traditional Owners and Aboriginal communities. We commit to contributing to the care for Country and the broader aspirations of Gunaikurnai people to stand proud and strong, to be self-sufficient and highly respected.

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NINETY MILE BEACH



ROSEDALE

MAYOR'S MESSAGE

On behalf of the Wellington Shire Council, I am proud to present this draft Council Plan 2021-25 back to the community for consultation. The Council Plan sets the strategic actions, priorities, and key projects for the Council to deliver over the next four years. It aligns with the long-term goals the community have expressed in the Wellington 2031 Community Vision.

To compile this Council Plan, we consulted widely with the community using deliberative engagement methods in accordance with the *Local Government Act 2020* and our Community Engagement Strategy. I thank the community members who have engaged so far and welcome the community's further feedback on this draft before it is finalised for adoption.

The Council Plan centres around five priority areas:

- Climate change
- Economy in transition
- Partnering with Gunaikurnai
- Sustainable population growth and housing choice
- Better access to key services

The four Strategic Directions define the actions Council will take to achieve change for these and other community priorities. They are centred under the headings of:

- Environment and Climate Change
- Economy and Sustainable Growth
- Liveability and Wellbeing
- Services and Infrastructure

These priorities and Strategic Directions will keep us focused on our regional advantages and community aspirations. This Council Plan will provide Council, its staff, and the community with a clear line of sight from community vision to daily actions. We will report our progress back to the community through regular Council Reports in addition to the Annual Plan.

My fellow Councillors and I look forward to sharing our progress with you as we work with the community to achieve the outcomes of this plan over the coming four years.

Cr Garry Stephens
Mayor

YOUR COUNCILLORS



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ABOUT THIS PLAN

What is a Council Plan?

The Local Government Act 2020 requires Council to work with the community every four years to develop a new Council Plan. The 2021-25 Wellington Shire Council Plan identifies priorities for action and key projects to be delivered in the next four-year period and beyond.

The Council Plan does not contain the 'business as usual' work that Council does every day providing key services to our community. This includes planning and building services, waste management, road management, local laws, emergency management and recreation and community services. A list of Council's key functions can be found at the back of this plan.

How did we develop the Council Plan?

We undertook significant internal and external consultation with community, government, and business stakeholders to understand the key needs and priorities to be addressed in the next four years. As a part of this process, we also reviewed the Wellington 2031 Community Vision which is the community's long-term hopes for the future of our Shire. The 2031 Vision was developed in 2017 and we reviewed the last four years of delivery against it to check if it needed updating for the future.

During early 2021 Council asked the community their thoughts about what has been successful, what still needs work and what new challenges or opportunities have emerged since 2017. Over 1,100 community members joined the conversation via Your Wellington, Your Say, community meetings, workshops, and the annual Community Satisfaction Survey during the initial consultation phase. We collated the feedback and used this information to renew the Wellington 2031 Community Vision and develop this new Council Plan.

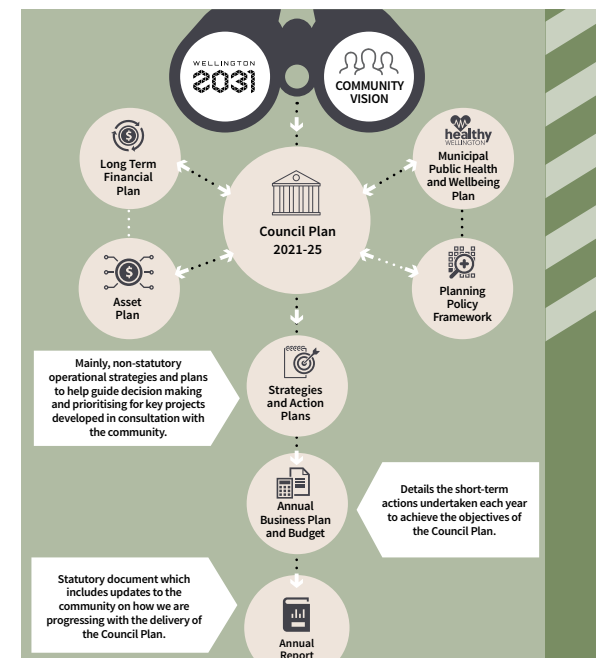
How does the Council Plan fit in with Council's Strategic Planning?

The Wellington 2031 Community Vision details the long-term vision for Wellington Shire Council for the next ten-year period. It is an overarching strategy that guides planning, leadership, decision making and expectations about the municipality into the future. The Council Plan 2021-25 details the four-year objectives, projects and priorities to meet the longer-term vision of Wellington 2031.

The Council Plan is underpinned by a ten-year Asset Plan and ten-year Financial Plan. These plans set out the financial and non-financial resources and technical elements required for managing assets to achieve the objectives of the Council Plan.

The Council Plan also provides direction to Council's four-year Municipal Public Health and Wellbeing Plan, known as Healthy Wellington 2021-2025. Healthy Wellington 2021-2025 aims to provide Council and the community with a strategic framework to integrate community outcomes and health priorities into the work we do. Within this plan, there are key initiatives that are linked to Healthy Wellington 2021-2025 planning. These initiatives will be marked with the icon. More information can be found within Healthy Wellington 2021-2025.

Council will work in partnership with the community of Wellington Shire to deliver the Council Plan 2021-25. Council will also provide regular updates to the community on how we are progressing through a variety of reporting mechanisms including Council's Annual Report. The Council Plan will also be reviewed annually and adjusted for its continuing relevance and in response to changing circumstances, new opportunities and completed actions.



HOW TO READ THIS PLAN

The following table outlines the strategic content as required by the Local Government Act 2020, section 90, and how we have interpreted each item within this document. We have also included Council's role in delivering the initiatives and priorities.

Local Government Act 2020 s.90 requirements:	Wellington Shire Council Plan 2021-25 terminology:
(a) strategic direction of the Council	Strategic direction
(b) strategic objectives for achieving the strategic direction	What outcomes do we want by 2025?
(c) strategies for achieving the objectives	Strategies and plans
(d) strategic indicators for monitoring the achievement of the objectives	Indicators of success
(e) description of the Council's initiatives and priorities for services, infrastructure, and amenity	Key initiatives and priorities to achieve these outcomes. Key projects.

Council's role in delivering outputs	
Provider	Council operated and delivers the service
Funder	Council does not directly provide the service but provides funding for its delivery to the community
Regulator	Council is responsible for enforcing legislative requirements relating to the service
Facilitator	Council doesn't directly deliver a service but promotes or facilitates its delivery
Advocate	Council prepares submissions and advocates on behalf of the community in respect of the service.

Measuring our success

We have listed specific indicators to assess whether we have influenced change in the outcome over the four-year period of the Council Plan. These indicators have been connected to the United Nations Sustainable Development Goals (SDGs). The SDGs are a list of 17 goals for health, wellbeing, equity and sustainability and they allow us to connect our local action to global outcomes.

More information about the Sustainable Development Goals can be found at: <https://sdgs.un.org/goals>



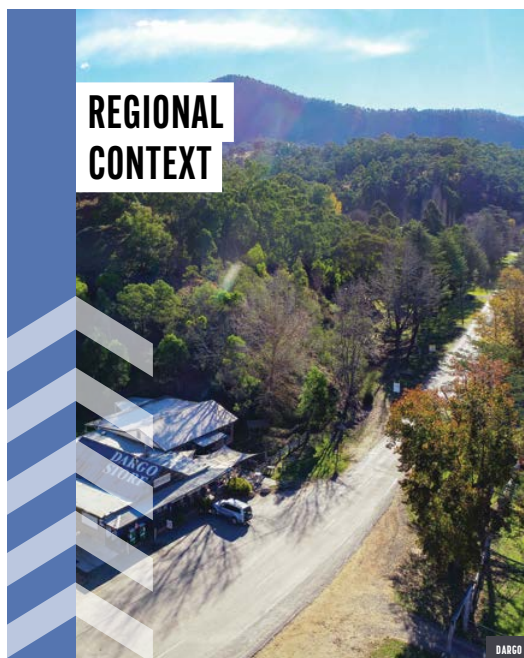
STATE AND FEDERAL FUNDING CONTEXT

As far as possible, Council will prioritise the initiatives and projects inside this plan for delivery in the next four-year period. However, unforeseen circumstances, including natural disasters or significant changes to industry and jobs, can give rise to other priorities and funding opportunities that must be delivered.

Council acknowledges that State and Federal Government priorities and funding opportunities are often delivered through Local Government. As far as possible, Wellington Shire Council will attempt to match those opportunities to existing Council Plan initiatives and priorities, however funding will not be rejected simply because it does not align with the current Plan.

When a project is funded beyond Council Plan initiatives and priorities, the potential social and economic benefits must be carefully considered, including asset renewal and ongoing maintenance costs in the case of assets.

REGIONAL CONTEXT



Two key plans provide the regional context in which we operate:

1. **Gippsland Regional Growth Plan 2014:** the Victorian State Government growth plan for our region developed in consultation with all stakeholders. Its key elements are embedded into the statutory planning schemes of Councils in the region.

2. **Gippsland Regional Plan 2020-25:** a non-statutory plan developed through collaboration with all levels of Government, business, and education, as well as a wide range of agencies and community organisations.

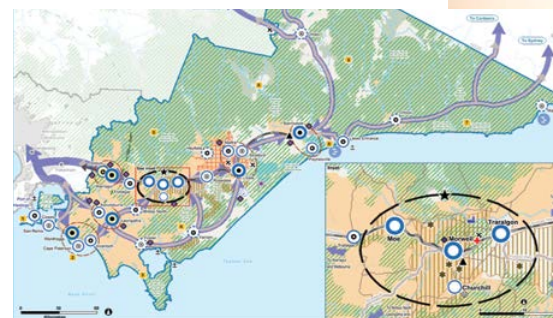
Much of our future success is dependent upon effective advocacy through strong partnerships including One Gippsland, our peak regional advocacy body. The following are the key regional issues and priorities highlighted by these plans that are particularly relevant to Wellington Shire:

- Effectively addressing **climate change** and mitigating the risks as far as possible.
- Improved **transport services** in particular better frequency and reliability of rail and bus services.
- Improved **digital connectivity** given its importance to our economy and growth.
- Increased diversity, investment, and innovation in **key industries** like food and fibre, health, and a focus on renewable energy.
- Expanding programs and services to care for our most **vulnerable communities**.
- Improved access to **quality health and education** services.
- Ensuring that **regional infrastructure** of all kinds is in place to enable growth including utilities (water, sewer, drainage etc), road/rail etc.
- **Protecting our heritage**, both natural and man-made.
- Our **low** (in some areas) **population growth** and our **aging communities**.
- Promoting **sustainable growth** into major towns, acknowledging drainage as a constraint.

This Council Plan gives rise to initiatives and projects which address each of these regional issues to some extent.

Gippsland's game changer priorities

- Increasing digital inclusion throughout Gippsland
- Progressing major transport infrastructure and services to open Gippsland to new business, visitors, and residents:
 - a third Victorian international airport south east of Melbourne
 - expansion of the Port of Hastings
 - faster Gippsland rail services
- Renewable, clean and community energy initiatives
- Hero tourism destinations and Traditional Owner and Aboriginal cultural tourism
- Encouraging innovation and investment to sustainably grow our key industries:
 - food and fibre
 - new energy
 - health
 - advanced manufacturing
 - knowledge services
- Commercialising Carbon Capture and Storage
- Rehabilitating Latrobe Valley's mines and land
- Expanding programs that support and enable our most vulnerable communities and people



THE SHIRE AT A GLANCE



BLUE GABLES, MAFFRA

BUSINESSES



4,029

JOB



18,111

POPULATION



44,770

EDUCATION



TAFE GIPPSLAND
OPENING IN SALE IN 2022

5

**SECONDARY
SCHOOLS**

30

**PRIMARY
SCHOOLS**

HOSPITALS AND HEALTH SERVICES



HEYFIELD HOSPITAL
MAFFRA DISTRICT HOSPITAL
GIPPSLAND BASE HOSPITAL
LOCH SPORT COMMUNITY
HEALTH CARE
RAMAHYUCK DISTRICT
ABORIGINAL CORPORATION
YARRAM AND DISTRICT
HEALTH SERVICES

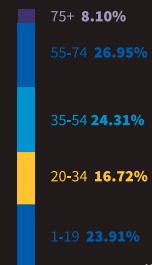
GROSS-REGIONAL PRODUCT

**\$3.548
BILLION**

VALUE OF TOURISM

**\$182
MILLION**

POPULATION AGE BREAKDOWN (2018)



...explore, live,
work and invest

VICTORIA



MISSION



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

VALUES

The organisation's values guide our behaviour and underpin everything we do. Our values help us achieve our vision and improve the quality of the services we offer to our community.

- **Cooperation:** Working together, teamwork, collaboration and being solution oriented.
- **Integrity:** Acting with respect, honesty, reliability, trust, tolerance and understanding.
- **Balance:** Demonstrating fairness, equity, and flexibility. Considering work-life balance, and balancing community needs against resources.
- **Professionalism:** Personal development and meaningful work, being competent, innovative, and courageous, focusing on excellence and continuous improvement.
- **Sustainability:** Go above and beyond to demonstrate commitment to leading sustainable practices and encourage and support others to do the same.

VISION

"Happy people, healthy environment and thriving communities." Wellington 2031 Community Vision



EMERGING OPPORTUNITIES AND PRIORITIES

- 1 **CLIMATE CHANGE**
- 2 **ECONOMY IN TRANSITION**
- 3 **PARTNERING WITH GUNAIKURNAI**
- 4 **POPULATION GROWTH AND HOUSING CHOICE**
- 5 **BETTER ACCESS TO KEY SERVICES**

We have identified five overall opportunities and challenges that will have a significant influence on our prosperity and wellbeing in the next four years. Each of these areas has a set of priorities that will be given precedence for resourcing and action in this Council Plan. Climate change is the number one challenge/opportunity and priority for the 2021-25 Council Plan.

Throughout this plan we will place people at the forefront of decision making, looking at how each of these challenges and opportunities affects the people in Wellington Shire.

LOCH SPORT

1 CLIMATE CHANGE

Climate change is the biggest challenge and priority facing the Shire. The impacts on our people will be significant: long-term temperature increases (between 1 and 1.2 degrees Celsius since 1950), more bushfires, lower than average annual rainfall (between 100-200 mm and up to 200-300 mm in the high country), increased droughts, more intense flooding, and sea level rise (between 0.1 to 0.2 m above the 1986-2005 level).

The agricultural sector is the backbone to the Shire's economy, providing prosperity for our towns and communities. The loss of fertile soil during drought negatively impacts fertility, stock carrying capacity, productivity, and farm viability. With Gippsland fast developing a name as Victoria's food bowl, a key opportunity lies in strengthening our farming sector to be resilient and to take advantage of climate change innovations such as regenerative agriculture, carbon capture and bioenergy.

Low-lying areas near rivers and coastlines will experience increasing risk of inundation due to global warming. Once the State Government have finalised their position on coastal inundation Council will proactively work with coastal communities to prepare plans for vulnerable areas. Sea level rise will be a consideration in our asset plans given the public investment in infrastructure that exists in coastal settlements.

In a similar way Council will work with communities in high-risk bushfire areas to be more resilient. Human health and wellbeing impacts caused by disruptive weather patterns

and increasing temperatures will drive a need for Council's involvement. Council will also role model and lead best practice climate change practices. This will mean significantly lifting Council's carbon reductions performance to meet our 2040 net-zero emissions target.

Victoria's Climate Change Strategy recognises that local councils and communities across Victoria are playing a crucial role in our collective response to climate change. Wellington Shire Council's approach to the challenge of climate change will vary between proactively acting to mitigate (lessen) environmental changes, responding to situations and emergencies as they arise, and adapting to a new climate reality.



PRIORITIES

The following are the priorities for addressing this number one challenge:

- Become one of the leading best practice renewable energy and sustainability hubs in Australia.
- Use our region's competitive advantage in access to energy transmission capacity and energy related workforce to drive uptake of large-scale renewable energy.
- Investigate community-owned decentralised energy (microgrids and bioenergy) and advocate for take up of household solar PV.
- Work with key partners to deliver the Gippsland Regional Climate Change Adaptation Strategy and Victoria's Climate Change Strategy priorities, where applicable to Council.
- In line with the State Government's new Marine and Coastal Strategy and spatial planning framework, reconsider flood planning provisions within the Wellington Planning Scheme (known as Amendment C99) to reduce risks of flooding and coastal inundation as sea levels rise. Engage with the community to help them understand and respond to future risks.
- Integrate organisation-wide implementation of the climate change aspects of Council's Sustainability Strategy 2020-24, Healthy Wellington Strategy 2021-25 and Planning Policy Framework including our net zero carbon emissions target by 2040.
- Advocate for investment to increase water security and assist farmers in a warmer, drier climate.
- Meet the 2040 net zero emission target for our corporate emissions and work with community to set targets for community emissions. Complete an audit and roadmap to enable Council to significantly lift our performance to achieve our 2040 target.
- Help our businesses and communities understand their exposure to climate change risk and build their sustainability and resilience to both physical impacts and economic shocks, including those that result from increased emergencies.



PORT ALBERT

2 ECONOMY IN TRANSITION

Our people have been subject to multiple economic shocks including the Hazelwood power station closure, a prolonged drought, bushfires and more recently COVID-19. Traditional industries like oil are in decline and native timber harvesting will shortly cease under current State Government policy. There is great opportunity to diversify and transition our economy to encourage job growth and take advantage of several exciting sunrise (growth) industries, the best prospect being the renewable energy industry.

The health care and social assistance sector is the largest employer in Wellington Shire, while agriculture, forestry, defence, oil and gas industries have been the backbone of our economy. All face significant challenges due to climate change. Agriculture's biggest challenge is ongoing droughts combined with fluctuating prices, especially in the dairy sector. The State Government's policy of phasing out native timber harvesting by 2030 is another big challenge to our region and the oil industry has been in long-term decline as production dwindles.

Given these trends and the recent economic shocks there is a need to diversify our economy to establish greater economic resilience and encourage job growth and ongoing liveability. Sunrise industries in Wellington Shire will assist with the transition of our economy, the largest of which is renewable energy. Our region has clear renewable energy advantages; land for installations, an abundance of wind/biomass, a shallow seabed for wind turbines and our proximity to the Latrobe Valley power transmission capacity.

Multi-billion-dollar off-shore wind energy projects and a major solar energy project have the potential to transform the economy and bring increased prosperity to communities in the southern part of Wellington Shire. This is aligned with both the Council and State

Government's priority around climate change and policy position of being carbon neutral (by 2040 and 2050 respectively). Gippsland has been designated a renewable energy zone and multiple wind/solar projects are already planned alongside a renewable energy academy.

Other growth industries include the relatively new poultry industry, the continued East Sale RAAF Base upgrades as the Australian military air academy, the growth in domestic tourism driven by COVID-19 restrictions and the reactivation of the visitor economy after the 2020 bushfires and the Macalister Irrigation District modernisation for intensive horticulture. There is also significant opportunity in the National Disability Insurance Scheme (NDIS) rollout. In 2018/19 NDIS participants had only spent \$8.4 million of the \$17.3 million in total allocated to plan supports for participants residing in Wellington Shire. This underspend was due to the lack of services available, with Wellington Shire considered an area of high need for more services and workers. An ageing population will further increase this need.

'The Middle of Everywhere' brand and campaign has lifted the profile of the Shire as a place to explore, live, work, invest and do businesses.

PRIORITIES

The following are the priorities for addressing these challenges and opportunities:

- Actively facilitate and advocate for growth industries that will create new jobs, diversify our economy to make it more resilient and assist with smooth transitions between industries. This includes:
 - advocating for expediting the Gippsland renewable energy zone transmission infrastructure
 - proactively developing an industrial and residential growth strategy for the southern part of Wellington Shire to take full advantage of the major proposed solar/wind projects, including the provision of battery storage
 - advocating for and incentivising the adoption of regenerative agriculture across our farming community to increase resilience and profitability
 - working with partners like Southern Rural Water to maximise yield from the Macalister Irrigation District, including opportunities for expansion
 - increasing diversion of organics from landfill
 - maximising local spending from the ongoing RAAF presence and major upgrades
 - facilitating new closely aligned business from our rapidly expanding poultry industry
 - attracting NDIS providers to service our people's needs.
- Continue to actively promote Wellington Shire as a place to explore, live, invest, play and to do business particularly through our flagship 'The Middle of Everywhere' campaign and the Wellington Prospectus. This requires strong partnerships with:
 - our business and tourism associations to encourage buy local and placemaking
 - Destination Gippsland and Central Gippsland Tourism to attract visitors
 - the Committee for Wellington to provide advocacy.
- Lobby the State Government to reverse or soften their policy on native timber transition and concurrently plan for this transition and seek to position Wellington as a key location for new softwood and hardwood plantations.
- Prioritise the implementation of the Port of Sale Masterplan (PoSM) given its significance in attracting Shire-wide new business, investment, events, visitors, and residents.
- Ensure our major townships have adequately zoned land and infrastructure to attract and retain new business.

AUSTRALIAN SUSTAINABLE HARDWOODS, HEYFIELD

3 PARTNERING WITH GUNAICKURNAL

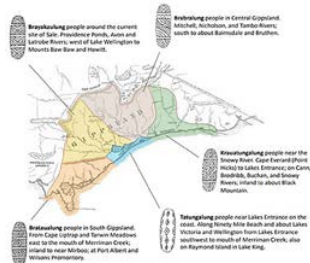
The land, air, and water (the climate) are fundamental to life, health, wellbeing, and survival. The Gunaikurnai have long recognised that they are sustained by Country, through the water, food, medicines, and materials it provides. Our challenge is to change our thinking to harness this fundamental wisdom. Developing a strong relationship and partnership with the Gunaikurnai people and other traditional landowners is vital to achieving our common environmental, cultural, social, and economic objectives.

The Gunaikurnai people are recognised as the traditional owners of approximately 1.33 million hectares in Gippsland. Gunaikurnai country extends well beyond Wellington Shire boundaries including coastal and inland areas of the southern slopes of the Victorian Alps. The Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) represents traditional landowners and are the appointed Registered Aboriginal Party in our Shire.

There are a wealth of Aboriginal cultural places, artefacts, stories, and history within Wellington Shire. Some of the key places are jointly managed by GLaWAC including The Knobs Reserve at Stratford and the Gippsland Lakes Coastal Park. In recent years, contested accounts and monuments relating to historical events have impeded positive engagement with our community, however, there is a mutual commitment to build a strong relationship and partnership with Gunaikurnai people and organisations. This is evidenced by partnership projects underway including:

- cultural and water-based tourism business opportunities

- the development of strategic land that is subject to Native Title entitlements in the Port of Sale Precinct
- the joint approach to the proposed Environmental Education Centre adjacent to Lake Guyatt in Sale.



PRIORITIES

The following are the priorities for addressing this opportunity:

- Continue to develop tangible outcomes for both Council and Gunaikurnai from the various cultural, environmental, and economic partnership projects that have been commenced including the Port of Sale masterplan joint economic initiatives.
- Council will develop, adopt, and implement a Reconciliation Action Plan (RAP). Australia wide, RAP's are the best practice way of lifting awareness, understanding and commitment to the reconciliation process. They are also an effective way of facilitating agreement on initiatives to enhance community, economic and cultural outcomes for traditional owners and other Aboriginal people in our community.
- Work in partnership for the implementation of the GLaWAC Whole of Country Plan as it aligns with Council's areas of influence. The most significant connections are in the spaces of:
 - Goal 1: A strong, healthy, happy mob
 - Goal 2: Healthy Country
 - Goal 4: Respect as Traditional Owners of our Country; and
 - Goal 6: Economic independence



LAKE GUYATT, SALE

4 SUSTAINABLE POPULATION GROWTH AND HOUSING CHOICE

Increasing our population growth and securing greater housing choice has ripple effects right across our economy and community. Increased population improves the prosperity of our businesses and greater housing choice is important for our aging and vulnerable people.

Wellington Shire has a relatively low population spread over several small towns inside the third largest Shire by area in the State. The Shire's annual population increase has been consistently lower than the Victorian regional average for at least the last decade (below 1%). This has not been evenly distributed; Sale, Stratford, Maffra, and Rosedale have had increases above 1% while Heyfield and Yarram are below 1%. The Shire's population is also aging with a significant increase in people over 60 years of age.

Wellington Shire has a very high standard of open space, and community and sporting facilities. Given this high amenity, we have the capacity to increase our population. The prosperity and viability of our dispersed community facilities and businesses would be increased with greater population growth. The key is ensuring there is sufficient housing stock. Many of our towns across

Wellington Shire have a housing shortage, both in terms of new house lots and rental/ homeowner dwellings. This is due to a variety of factors present in much of regional Victoria including relatively low lot prices and infrastructure constraints.

'The Middle of Everywhere' campaign has focussed on lifting the awareness to potential new residents of the amazing liveability, lifestyle, and public facilities in our area. Our acute housing shortage reduces the effectiveness of our new resident/business marketing campaigns which will lead to loss of discretionary local spending as people are forced to live outside the Shire. Looking after our increasing aged population will put

pressure on our health, public transport, and social services. In addition, there is a shortage of modern independent retirement villages.

Wellington Shire has a relatively small rating base for the facilities and services it provides over a large area. Increasing our population will help 'grow the pie' of our rating base.



PRIORITIES

The following are the priorities for addressing these challenges and opportunities:

- Develop and implement a Shire-wide combined Growth Management and Economic Development Strategy. These subjects are inextricably linked. Attracting new business and investment is dependent upon the growth of our towns including the provision of housing.
- Work with partners like Housing Victoria to ensure our key towns have adequate stock of both affordable housing and social housing.
- Implement the outcomes of the residential growth assessment and stocktake including the unblocking of critical infrastructure constraints such as trunk stormwater drainage, which impacts all towns in Wellington given their predominantly flat nature. There is also a need to lobby service providers for improved sewer, water reticulation, phone and internet, and gas in key communities.
- Continue to promote the liveability and high amenity of the Shire via 'The Middle of Everywhere' campaign and the investment opportunities identified in the Wellington Shire Investment Prospectus.
- Deliver on the Healthy Wellington 2021-25 strong focus on meeting the health and wellbeing needs of the community, including addressing barriers to accessing community, social and health services.



HEYFIELD TOWNSHIP

5 ACCESS TO KEY SERVICES

Resilience levels in our community have been impacted due to the combined effects of drought, fires, flood, and COVID-19. Improving access to education, public transport, health, and internet services is critical to our ability to attract new residents, retain our youth and enhance the wellbeing of our aging and vulnerable people.

With the TAFE Gippsland campus at Port of Sale due for completion in 2022, the challenge is to identify and secure a better range of vocational courses suited to our changing economy's needs. We must also ensure that tertiary students who want to study locally have a well-established and promoted study facility in our area.

In the early years' education space, Council will need to respond to the expected provision of 15 hours of 3-year-old kinder by 2029. This, as well as demand for long day care services, will require Council to lead early years infrastructure development and improved kindergarten service delivery models.

Little to no provision of public bus services from our smaller towns hinders those needing to access major towns in the region for school, work, and health appointments. Limited public train access prohibits residents from accessing more specialised health appointments, higher education options and employment opportunities.

The overarching issue for health services is the shortage of doctors and allied health practitioners such as speech therapists, medical and paediatrics specialists, and mental health workers. This is particularly acute in Yarram given its relative isolation, doctor shortage and limited public transport. Access to health services has increasing importance given our aging population, challenges around public transport and the combined impacts of multiple emergencies in our region.



Council will also need to respond to the implications of Federal Government system reforms for Home and Community Care and assess how best to support an ageing population with coordination of access to aged care and in-home services.

Internet services require significant improvement given the large number of mobile blackspots, the digital skill shortage and poor NBN capability and reliability. This has become particularly relevant with the potential 'working from home' migration out of Melbourne to the regions.

PRIORITIES

The following are the priorities for addressing these challenges and opportunities:

- Given these services are generally provided by State and Federal Governments, strong partnership and advocacy to the service providers and via local State and Federal members of Parliament must be a priority. This includes advocating for:
 - increased number of train services into Melbourne from Sale
 - improved bus services and connectivity into Sale from smaller towns
 - increased health specialists and allied health practitioners
 - a single Sale College campus
 - a better range of TAFE courses that match our changing economy's needs
 - improved digital connectivity and literacy, particularly among vulnerable community members.
- Prioritise the delivery of projects that address the Healthy Wellington 2021-25 pillars of mental health, active living, equity (including prevention of family violence), and the human wellbeing impacts of climate change. Key projects include:
 - Investigating gaps in service provision for vulnerable community members, reviewing options and determining Council's future role.
 - Commitment to delivery of the Living Well during COVID-19 plan which addresses social and economic impact of living through the COVID-19 pandemic.
 - Assist in recruiting and attracting health specialists and health industry workers by promoting the attractive lifestyle through 'The Middle of Everywhere' campaign, facilitating increased childcare in key areas, and helping to establish a new resident relocation service.
 - Promote the Sale Business Fibre Zone.
 - Work with partners to facilitate the development of a tertiary study hub.
 - Through a Memorandum of Understanding with Federation University and TAFE Gippsland, explore and implement innovative ways of improving tertiary, certificate, and training pathways for Wellington students.
 - Prioritise programs and actions that encourage positive ageing in our community so that people can remain independent for longer.
 - Identify key early years infrastructure and service needs and lead the required development





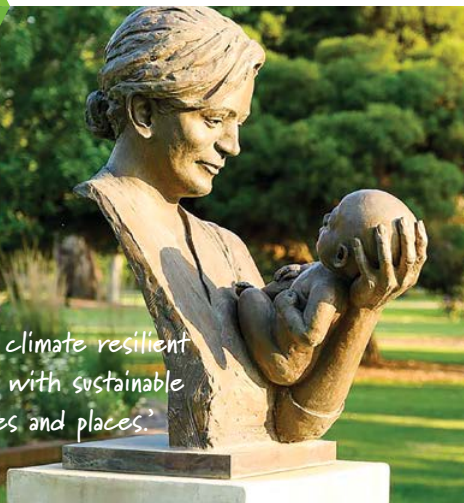
<p>1</p> <p>ENVIRONMENT AND CLIMATE CHANGE</p> <p><i>We are a climate resilient community with sustainable practices and places.</i></p> <p>OUTCOMES</p> <ul style="list-style-type: none"> 1.1 A climate and disaster resilient community. 1.2 Community commences transition to a low carbon economy via adoption of sustainable practices and renewable energy. 1.3 The natural environment is valued, protected and accessible. 1.4 Council is an environmental steward with a reducing carbon footprint. 	<p>2</p> <p>ECONOMY AND GROWTH</p> <p><i>We are a growing and prosperous community.</i></p> <p>OUTCOMES</p> <ul style="list-style-type: none"> 2.1 A diverse economy that creates jobs and opportunities. 2.2 A community that has the capacity and skills to meet our economic needs. 2.3 An increase in variety of housing choice to support equitable access to housing. 2.4 Infrastructure investment is targeted to maximise jobs and housing growth. 	<p>3</p> <p>LIVEABILITY AND WELLBEING</p> <p><i>We are a liveable, engaged, and supported community.</i></p> <p>OUTCOMES</p> <ul style="list-style-type: none"> 3.1 An inclusive, diverse, and resilient community. 3.2 An actively engaged community. 3.3 Opportunities for everyone to work, learn, create, play, and share. 3.4 Improved access to and participation in support services focussing on those who are vulnerable including: young children, youth, people living with a disability and seniors. 	<p>4</p> <p>SERVICES AND INFRASTRUCTURE</p> <p><i>We are a connected community with access to the services and infrastructure we require.</i></p> <p>OUTCOMES</p> <ul style="list-style-type: none"> 4.1 A financially sustainable, high performing organisation. 4.2 Services deliver operating efficiencies and best value. 4.3 Well planned and sustainable towns, facilities, and infrastructure that service community need. 4.4 Safe and well-used transport connections across all modes of travel.
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DIRECTION

1

Environment and Climate Change

'We are a climate resilient community with sustainable practices and places.'



Key projects

- Resource Recovery Hub at Kilmany Landfill site (1.4.3)
- Longford Landfill Rehabilitation (1.4)
- Lake Guyatt Environmental Education Centre (1.1.3, 3.1.1) ♥
- Food Organics and Green Organics (FOGO) kerbside collection service (1.4)
- Maffra Resource Recovery Facility (1.4.3)
- Electric vehicle charging stations (1.2.2)
- Amendment C99 review of flood planning provisions within the Wellington Planning Scheme to reduce risks of flooding and coastal / river inundation as sea levels rise (1.1.1) ♥
- Great Southern Rail Trail connection (1.3.3)
- Solar or alternate energy rollout across community facilities (1.2.3)




ENVIRONMENT AND CLIMATE CHANGE

Council's approach to the challenge of climate change will vary between proactively acting to mitigate (lessen) environmental changes, responding to situations as they arise, and adapting to a new climate reality.

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's role	Key partners	Lead division
1.1 A climate and disaster resilient community. (Respond, adapt)	MI ♥	1.1.1 In line with revised State Government policy documents, establish and implement a policy position around the impacts of sea level rise, flooding and bushfire on land use planning.	Regulator	State Government	Development
	MI ♥	1.1.2 Deliver organisation-wide integrated implementation of the climate change aspects of the Council's Sustainability Strategy 2020-24, Healthy Wellington 2021-25 and Planning Policy Framework including our zero net carbon emissions target by 2040.	Provider Funder Facilitator Advocate		CEO
	MI ♥	1.1.3 Educate the community to increase understanding of the risks and impacts of climate change and the need for adaptation and sustainable living.	Facilitator	State Government Federation University Landcare Gippsland Climate Change Network TAFE Gippsland Parks Victoria	Built & Natural Environment
	MI ♥	1.1.4 Deliver community-led emergency management planning and preparedness in high-risk and vulnerable communities to build disaster resilience and enable them to adapt and recover swiftly following an emergency.	Provide Facilitate	Community Emergency response, relief and recovery agencies	Community & Culture
		1.1.5 Ensure municipal emergency management plans are developed collaboratively with lead agencies to achieve better coordination of emergency mitigation to coordinate resources, protect lives, property, and the environment.	Facilitate	Emergency response, relief and recovery agencies	Community & Culture
	♥	1.1.6 Increase the extent of our urban forests and trees to help our townships cope better with future temperatures increases.	Provider	State Government	Built & Natural Environment
1.2 Assist community to transition to a low carbon economy via adoption of sustainable practices and renewable energy. (Mitigate, adapt)	MI	1.2.1 Advocate for, educate, and facilitate the adoption of regenerative agriculture and investment to increase water security and assist farmers to increase resilience and profitability in a warmer, drier climate.	Facilitator Advocate	Ag Vic Food and Fibre Gippsland Southern Rural Water West Gippsland Catchment Management Authority Victorian Farmers Federation Landcare	Development
		1.2.2 Advocate for uptake of electric and hybrid vehicles across our broader community and support this through delivery of charging stations.	Advocate Provider	Gippsland Councils Central Victorian Climate Alliance	Built & Natural Environment
	MI	1.2.3 Advocate for Wellington to become the focus of the Gippsland Renewable Energy Zone. Identify opportunities in renewable energy and supporting industries and encourage their establishment in Wellington to the advantage of community.	Regulator Facilitator Advocate	State Government Industry Committee for Wellington One Gippsland	Development



















MI = Major Initiative ♥ = linked to Healthy Wellington Plan

ENVIRONMENT AND CLIMATE CHANGE (CONTINUED)

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's role	Key partners	Lead division
1.3 The natural environment is valued, protected and accessible. (Mitigate)		1.3.1 Maintain a high-quality network of local parks, open space and urban forests which help to lessen the impacts of extreme heat and are managed for community and environmental benefit.	Provider	Parks and Leisure Australia Botanic Gardens Australia/ New Zealand	Built & Natural Environment
		1.3.2 Ensure strategic and land use planning considers the value of natural ecosystems and refuges and urban biodiversity.	Regulator		Development
		1.3.3 Encourage access, appreciation and use of our natural areas through well-planned and sustainable nature-based and cultural tourism.	Funder Facilitator	GLaWAC Destination Gippsland Parks Victoria	Development
	MI	1.3.4 Implement the Wellington Shire Council Integrated Water Management Plan to better utilise existing water resources, improve river health and increase biodiversity values.	Provider Regulator	Southern Rural Water West Gippsland Catchment Management Authority Gippsland Water	Built & Natural Environment
1.4 Council is an environmental steward with a reducing carbon footprint. (Mitigate)	MI	1.4.1 Complete an energy and emissions stocktake to provide a roadmap to improve our performance in reaching our 2040 net zero emissions target.	Provider		Built & Natural Environment
		1.4.2 Commence the green fleet transition to corporate electric and hybrid vehicles	Provider		Corporate Services
		1.4.3 Advocate for alternate waste technologies to increase diversion of valuable resources and contaminated waste from landfill. Encourage and facilitate investment into resource recovery by private industries or partnerships.	Regulator Facilitator Advocate	Resource Recovery Gippsland State Government Sustainability Victoria Private sector	Built & Natural Environment
		1.4.4 Investigate glass collection and diversion options to separate glass streams to facilitate the circular economy.	Provider	Resource Recovery Gippsland Sustainability Victoria	Built & Natural Environment
		1.4.5 Establish an internal capital fund to rank and prioritise return on investment for Council's renewable energy and energy saving projects and accelerate delivery.	Funder Facilitator		Built & Natural Environment

MI = Major initiative  = linked to Healthy Wellington Plan

INDICATORS OF SUCCESS

SDG	INDICATOR	SOURCE	BASELINE	2025 TARGET	WHEN MEASURED	OUR RESPONSIBILITY
Outcome 1.1 A climate and disaster resilient community						
	Community satisfaction with Council performance in environmental sustainability (SDG 15.9)	Community Satisfaction Survey	59/100 (2020)	Higher than large rural Councils (60/100 in 2020)	Annually	 Influence
	Number of deaths and affected persons attributed to high temperatures and heat stress (SDG 11.5.1)	Ambulance attendance data			Two-yearly	 Monitor
	Percentage of tree canopy cover within town boundaries (SDG 15.2.1)	iTree analysis	20% (2020)	1.5% improvement	Before 2025	 Control
Outcome 1.2 Community commences transition to a low carbon economy via adoption of sustainable practices and renewable energy						
	Solar penetration rate – the percentage of electricity generation from solar facilities (SDG 7.2.1)	Australian PV Institute	21% (2018)	50%	Annually	 Monitor
	Wellington Shire community greenhouse gas emissions intensity (emissions per person) (SDG 13.2.2)	Co2 Emissions Community Snapshot	31.3 tonnes per person (2019)	Annual reduction	Annually	 Monitor
Outcome 1.3 The natural environment is valued, protected and accessible						
	Percentage of people with equitable access to 400 metres of quality open space (SDG 11.7.2)	Geocortex	2014 Open Space Plan	85%	2023	 Control
	Domestic travel visitor numbers to Wellington Shire (SDG 8.9)	Tourism Research Australia	750,000 (2020)	2% increase	Annually	 Influence
Outcome 1.4 Council is an environmental steward with a reducing carbon footprint						
	Corporate Greenhouse Gas emissions (aiming for zero net emissions by 2040) (SDG 13.2.2)	WSC Carbon Accounts	5244 tonnes of carbon equivalent emissions (2017/18)	23% reduction	Biennial (2 years)	 Control
	Percentage waste diversion rate from kerbside collection (SDG 12.5)	Local Government Performance Reporting Framework	35% (2019-20)	50%	Annually	 Influence

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DIRECTION

2

Economy and Sustainable Growth

Key projects

- York Street Streetscape enhancement (2.4.2)
- Commence Port of Sale Masterplan priorities (2.4.2)
- Local Shared Office and Learning Centre Hub (2.2.5)
- Tertiary Study Hub (2.2.2)
- Maffra and Sale Growth Area Drainage Strategies (subject to funding) (2.4.2)
- Shire-wide Growth Management and Economic Development Strategy
- Yarram Industrial and Residential Growth Study

'We are a growing, sustainable and prosperous community.'

ECONOMY AND SUSTAINABLE GROWTH

Council's approach to economy and sustainable growth is to focus on keeping the jobs we have, encouraging innovation and attracting new jobs into the area and providing housing and lifestyle options for new residents when they come seeking the work we can offer.

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's role	Key partners	Lead division
2.1 A diverse economy that creates jobs and opportunities.	MI	2.1.1 Encourage and facilitate investment in the local mainstay industries with the potential to generate significant economic growth: Defence, Health, Agriculture, Tourism, Education, Timber, Renewables and the Oil and Gas transition. This includes encouraging modernisation and identifying supporting industries, encouraging their establishment in Wellington Shire.	Facilitator Advocate	One Gippsland Committee for Wellington Regional Development Vic Timber Towns Vic Central Gippsland Health Yarram & District Health Service State Government	Development
		2.1.2 Attract diversified and large-scale agriculture, including poultry, to meet Food and Fibre Gippsland objectives: Gippsland the Food Bowl of Victoria. Leverage off the significance of the Macalister Irrigation District.	Facilitator Advocate	Regional Development Vic Ag Vic Food and Fibre Gippsland Southern Rural Water Victorian Farmers Federation	Development
	♥	2.1.3 Attract creative industry (arts) organisations to assist with COVID-19 recovery of the sector and increase population, economic activity, and our reputation as a cultural centre for Gippsland.	Facilitator Advocate	Creative Victoria Regional Development Victoria Department of Jobs, Precincts & Regions	Development
	MI	2.1.4 Continue to advocate for the sustainability of the timber industry in Wellington Shire.	Advocate	Timber Towns Vic National Timber Council Vic Forests	Development
		2.1.5 Continue to investigate options for developing aviation related activity at the West Sale Airport and industrial growth on adjacent land.	Funder Facilitator Advocate	Regional Development Victoria Australian Airports Association	Development
	♥	2.1.6 Attract skilled service providers and enterprises to provide National Disability Insurance Scheme (NDIS) and My Aged Care delivery for our community.	Facilitator Advocate	Department of Health Federal Government	Development
	MI ♥	2.1.7 Use 'The Middle of Everywhere' campaign to promote the Shire as a place to explore, learn, live, invest, play and to do business.	Provider Funder Advocate	Destination Gippsland Central Gippsland Tourism Committee for Wellington	Development
2.2 A community that has the capacity and skills to meet our economic needs.		2.2.1 Identify and secure a range of vocational courses suited to our changing economy's needs.	Facilitator Advocate	TAFE Gippsland Federation University Department of Education	Development

MI = Major Initiative ♥ = linked to Healthy Wellington Plan

ECONOMY AND SUSTAINABLE GROWTH (CONTINUED)

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's role	Key partners	Lead division
2.2 A community that has the capacity and skills to meet our economic needs.		2.2.2 Ensure that secondary and tertiary students have a well-established and promoted study facility in our local area, advocating for Sale College one campus approach as an additional tool.	Facilitator	TAFE Gippsland Federation University Department of Education and Training Committee for Wellington	Development
	♥	2.2.3 Respond to significant economic shocks (including COVID-19) by delivering on State and Federal Government initiatives to provide economic resilience programs that assist community and businesses.	Facilitator	State & Federal Government Regional Development Victoria	Development
	♥	2.2.4 Define Council and the community's role in place activation and event delivery and reassess the level of resources provided in this space.	Provider Funder Facilitator	Central Gippsland Tourism Destination Gippsland	Development
		2.2.5 Advocate for a local shared office and business learning centre hub to encourage business innovation and collaboration.	Facilitator Advocate	Committee for Wellington TAFE Gippsland Gippsland East Local Learning and Employment Network	Development
2.3 An increase in variety of housing choice to support equitable access to housing.	MI ♥	2.3.1 Satisfy housing demand by facilitating the development of a range of living settings and lifestyle choices including response to an aging demographic and advocating for affordable social housing models.	Regulator Facilitator	Private developers Housing Victoria State Government	Development
	MI ♥	2.3.2 Promote and facilitate appropriate land release/incentives and subsequent housing development in growth areas, being guided by sustainable development principles.	Regulator Facilitator Advocate	Private developers State Government Community Housing Victoria Water Authorities	Development
2.4 Infrastructure investment is targeted to maximise jobs and housing growth.	MI ♥	2.4.1 Prepare a Shire-wide Growth Management and Economic Development Strategy to establish town hierarchy and identify priority projects.	Provider Advocate	State Government Regional Development Victoria	Development
	MI	2.4.2 Prioritize investment projects in the main urban centres, including lobbying for upgrades to trunk stormwater drainage, sewer, water reticulation, internet, and gas that will stimulate growth and housing.	Provider Funder Advocate	Water Authorities NBN One Gippsland Utility / service providers	Development
		2.4.3 Adopt a 'buy local' approach for Council procurement processes aligned with best value*.	Provider Funder	Business and Traders/ Tourist Associations	Development
	♥	2.4.4 Increase access to and usage of internet and digital technologies throughout Gippsland, continuing the shift to online delivery of services and advocating for reduction of identified 'black spots'. Use access to networks to shape population attraction strategies and target industry development.	Advocate	Telecommunication providers Department of Infrastructure, Transport, Regional Development & Communications One Gippsland	Development

* Best value is the most advantageous combination of cost, quality, and sustainability to meet requirements.

MI = Major initiative ♥ = linked to Healthy Wellington Plan



INDICATORS OF SUCCESS

SDGs	INDICATOR	SOURCE	BASELINE	2025 TARGET	WHEN MEASURED	OUR RESPONSIBILITY
2.1 A diverse economy that creates jobs and opportunities						
	Annual growth rate of real Gross Regional Product (GRP) (SDG 8.2.1)	REMPAN economy	\$3,492 B (2019)	Increase	Annually	👁 Monitor
	Unemployment rate, by sex, age and persons with disabilities (SDG 8.5.2)	REMPAN economy	4.5% (Sept 2020)	Reduce	Annually	👁 Monitor
2.2 A community that has the capacity and skills to meet our economic needs						
	Destinations of Wellington year 12 or equivalent completers six months after leaving school (SDG 8.6.1)	Department of Education and Training 'On track' data	7.8% unemployed 46.9% further study	5% 56%	Annually	👁 Monitor
2.3 An increase in variety of housing choice to support equitable access to housing						
	Number of new dwelling approvals across Shire (SDG 11.3)	Authority building permit register	251 (2020)	Annual increase from prior year	Annually	👁 Monitor
	Number of new housing units built in the municipality (SDG 11.1.1)	Department of Families, Fairness and Housing	TBA	TBA	TBA	TBA
2.4 Infrastructure investment is targeted to maximise jobs and housing growth						
	Wellington Shire total % population increase (SDG 11.3)	ID profile	44,770 (2020 estimate)	Approximately 1% increase per annum	Annually	👁 Monitor
	Proportion of people using the internet (SDG 9.c.1)	TBA	TBA	TBA	TBA	👁 Monitor

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DIRECTION

3

Liveability and Wellbeing

'We are a liveable,
engaged, and supported
community.'

Key projects

- Wedge Performing Arts Centre Redevelopment business case (3.3.5) ♥♥
- Develop Early Learning Facilities with a focus on multi-use spaces (3.3.4) ♥
- VicHealth Youth Mental Health project (3.4.3) ♥
- Gippsland Art Gallery blockbuster exhibitions commencing with Archibald Prize 2021 (3.3.5)
- Respond to the Federal Government Home and Community Care funding reform (3.4.2) ♥♥

LIVEABILITY AND WELLBEING

We place people and their wellbeing at the forefront of decision making, looking at how each of the challenges we face and opportunities we have affects the people in Wellington Shire. We strive to ensure all people can participate and work, learn, create, play, and share in the ways they desire.

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's Role	Key partners	Lead division
3.1 An inclusive, diverse, and resilient community.	MI ♥	3.1.1 Implement a Reconciliation Action Plan (RAP) to build relationships, improve cultural awareness and reconciliation with Gunakurnai people and deliver on cultural, environmental, and economic projects in the spirit of the Gunakurnai Whole of Country Plan.	Facilitator	GLaWAC Ramahyuck	Community & Culture
	♥	3.1.2 Facilitate activities and events that celebrate and promote inclusion and engagement of our culturally and socially diverse communities.	Provider Funder Facilitator	Community, organisational and private event organisers, and promoters	Community & Culture
	♥	3.1.3 Use the Access and Inclusion Plan to enable people with a disability to participate, contribute and be represented in our community.	Provider Facilitator Advocate	Primary Care Partnership Community, health and support service providers	Community & Culture
	♥	3.1.4 Implement a Gender Equality Action Plan to improve gender equity and fairness within the workplace and amongst our community.	Provider Facilitator	Gender Equality Commission	Community & Culture
3.2 An actively engaged community.		3.2.1 Use a deliberative engagement approach to consultation to highlight community voices in our decision making and their active engagement at the core of our operation.	Provider Facilitator	Community	CEO
		3.2.2 Advocate for local and regional priorities and issues that matter to our community in partnership with key stakeholders.	Advocate	One Gippsland Gippsland Regional Development Australia Committee Regional Development Victoria Committee for Gippsland Committee for Wellington	CEO
		3.2.3 Use a range of online and in person methods to provide clear communication about decisions and plans that affect communities.	Provider	Media including community media	CEO

MI = Major Initiative ♥ = linked to Healthy Wellington Plan

LIVEABILITY AND WELLBEING (CONTINUED)

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's Role	Key partners	Lead division
3.3 Opportunities for everyone to work, learn, create, play, and share.	♥	3.3.1 To assist in recovery from COVID-19, facilitate support for and capacity building of community volunteers in Committees of Management and other community groups that deliver community outcomes.	Provider Funder Facilitator	Committees of Management Community groups Volunteering Victoria	Community & Culture
	♥	3.3.2 Partner with education providers to provide pathways to higher or vocational training and improve educational attainment and aspiration within Wellington Shire.	Facilitator Advocate	Federation University TAFE Gippsland Department of Education and Training Gippsland East Local Learning and Employment Network	Development
	♥	3.3.3 Improve the transition to different education settings for children, youth, and adults.	Facilitator Advocate	Federation University TAFE Gippsland Department of Education and Training Gippsland East Local Learning and Employment Network	Community & Culture
	MI ♥	3.3.4 Respond to future Early Years' service gaps, particularly in childcare and kindergarten in major towns.	Provider (landlord) Funder Facilitator Advocate	Department of Education and Training Not for profit service providers Volunteer committees of management Private providers	Community & Culture
	♥	3.3.5 Work with the community to understand which arts and cultural services and opportunities are important to them and facilitate development in these areas.	Provider Funder	Community Cultural venue managers (community and private) Regional Arts Victoria Local arts groups and organisations	Community & Culture
		3.3.6 Investigate opportunities for alternative cost-effective models for delivery of quality cultural, leisure and recreation facilities and programs that encourage access and participation across our community.	Provider Funder Facilitator	Private providers Shared services providers	Community & Culture
	♥	3.3.7 Establish partnerships that improve and grow access to cultural experiences and provide learning opportunities and social connectedness by utilising and activating our open space, community, and cultural facilities.	Provider Funder Facilitator	TAFE Gippsland Community groups Cultural venue and space managers Local arts groups and organisations Creative Victoria	Community & Culture

MI = Major Initiative ♥ = linked to Healthy Wellington Plan

LIVEABILITY AND WELLBEING (CONTINUED)

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's Role	Key partners	Lead division
3.4 Improved access to and participation in support services focussing on those who are vulnerable including: young children, youth, people living with a disability and seniors.	MI ♥	3.4.1 Investigate gaps in service provision for vulnerable community members, review options and determine Council's future role.	Facilitator	Primary Care Partnership Department of Families, Fairness and Housing Department of Health	Community & Culture
	MI ♥	3.4.2 Assess and facilitate coordination of access to aged care and in-home services for an ageing population, in response to the Federal Government System reforms for Home and Community Care.	Funder Facilitator Advocate	Central Gippsland Health Yarram and District Health Service Primary Care Partnership Federal Government	Community & Culture
	♥	3.4.3 Advocate for increased access to appropriate health services to meet the modern health challenges of the community including increased mental health and wellbeing services and education to reduce the stigma of accessing services in a post-COVID environment.	Facilitator Advocate	Central Gippsland Health Yarram and District Health Service Department of Health Committee for Wellington Federal Government VicHealth Gippsland Primary Health Network	Community & Culture
	MI ♥	3.4.4 Facilitate the recruitment / attraction of health specialists and allied health workers.	Facilitator Advocate	Central Gippsland Health Yarram and District Health Service Gippsland Primary Health Network	Development
	MI ♥	3.4.5 Create a Wellington Shire Health and Wellbeing Partnership with health agencies to achieve Healthy Wellington objectives in areas of mental health, active living, equity, and climate change.	Facilitator	Primary Care Partnership Gippsland Climate Change Network State Government Health and community service providers	Community & Culture
	MI ♥	3.4.5 Use Healthy Wellington 2021-25 to focus on the health and wellbeing needs of the senior population, including addressing barriers to accessing community, social and health services.	Funder Facilitator Advocate	Municipal Association of Victoria Positive Ageing Network Local aged care networks Central Gippsland Health Yarram and District Health Services Seniors focussed clubs and groups	Community & Culture

MI = Major Initiative ♥ = linked to Healthy Wellington Plan



INDICATORS OF SUCCESS

SDGs	INDICATOR	SOURCE	BASELINE	2025 TARGET	WHEN MEASURED	OUR RESPONSIBILITY
3.1 An inclusive, diverse, and resilient community						
	Community satisfaction with perception of diversity and accessibility in the community (SDG 10.2)	Community Satisfaction Survey			Annually	Influence
3.2 An actively engaged community						
	Community satisfaction with Council decisions (SDG 16.7.2)	Community Satisfaction Survey	58/100 (2020 large rural was 52)	Continual improvement on WSC score	Annually	Influence
	Community satisfaction with Council engagement (SDG 16.7.2)	Community Satisfaction Survey	57/100 (2020 large rural was 54)	Continual improvement on WSC score	Annually	Influence
	Community satisfaction with level of Council lobbying (SDG 16.7.2)	Community Satisfaction Survey	57/100 (2020 large rural was 53)	Continual improvement on WSC score	Annually	Influence
3.3 Opportunities for everyone to work, learn, create, play, and share						
	Participation rates in kindergarten for 4-year-olds (SDG 4.2.2)	Department of Education and Training	91.89% (2020)	Improve	Annually	Monitor
	Active library members in municipality (SDG 4.6)	Know Your Council	13% (2019-20)	18%	Annually	Influence
	Participation at Council-run performing arts events (SDG 4.7)	Internal data	21,300 visits (2018-19)	Increase by 2%	Annually	Influence
	Participation in Gippsland Art Gallery programs and events (SDG 4.7)	Internal data	39,600 visits (2018-19)	Increase by 2%	Annually	Influence
3.4 Improved access to and participation in support services focussing on those who are vulnerable including: young children, youth, people living with a disability and seniors						
	Availability of NDIS services within Wellington Shire to meet service demand (SDG 10.2)	NDIS Demand Map	43% of NDIS funding used by participants (2020)	80%	6 monthly	Monitor
	Proportion of children attending Maternal and Child Health 3.5 years ages and stages visit (SDG 3.8)	Department of Education and Training	71.3% (2017)	90%	Annually	Influence

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DIRECTION

4

Services and Infrastructure







Key projects

- Increase annual capital budget for Urban Paths Plan delivery (4.4.3) 
- Aqua Energy Redevelopment (4.3.5) 
- Investigate delivery of Gippsland Regional Sport Complex Stage 2B (4.3.5)
- Briagolong Tennis Court Refurbishment (4.3.5)

AQUA ENERGY, SALE

SERVICES AND INFRASTRUCTURE





Wellington Shire Council strives to be a high performing, financially sustainable organisation that meets community needs in an effective and efficient way. Our towns benefit from our holistic planning approach and our program of infrastructure delivery.

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's role	Key partners	Lead division
4.1 A financially sustainable, high performing organisation.		4.1.1 Investigate a shared services operating model to expand innovative activities, enable operational efficiencies, contain costs, and take advantage of other revenue generating opportunities to benefit the organisation and community.	Provider Facilitator	Other Council(s)	Corporate Services
		4.1.2 Continue to improve our long-term finance and asset planning to ensure that the Council remains financially sustainable.	Provider		Corporate Services
4.2 Services deliver operating efficiencies and best value*		4.2.1 Provide services that are easy to use and valued by the community.	Provider		CEO
4.3 Well planned and sustainable towns, facilities, and infrastructure that service community need.		4.3.1 Work to ensure that our town centres are activated, safe, clean, have appropriate facilities and are well-maintained.	Provider Regulator		Built & Natural Environment
		4.3.2 Plan for the key growth communities across the shire from a 'place-based' approach holistically considering the built environment, community, and economic directions concurrently.	Provider Facilitator	Private developers Business and Tourism/ Traders Associations Service and utilities providers	Development
		4.3.3 Ensure green infrastructure provision is a key component of the built environment and design of the public realm facilitates sustainability, liveability, and social connectivity.	Provider Advocate	Private developers	Built & Natural Environment
		4.3.4 Assess our key tourism areas and benchmark against like towns to ensure the right mix of Council services and facilities is provided to meet peak tourist demand and ongoing community requirements.	Provider Funder Facilitator	Destination Gippsland Other LGAs	Development

* Best value is the most advantageous combination of cost, quality, and sustainability to meet requirements.















MI = Major Initiative  = linked to Healthy Wellington Plan

SERVICES AND INFRASTRUCTURE (CONTINUED)

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's role	Key partners	Lead division
4.3 Well planned and sustainable towns, facilities, and infrastructure that service community need.		4.3.5 Support volunteer facility managers whose work contributes to improved community mental and physical health by activating, upgrading, and repurposing existing sporting, cultural and social facilities in preference to establishing new.	Provider Funder Facilitator Advocate	State and Federal Government Community groups and Committees of Management GippsSport	Community & Culture
		4.3.6 Review Council Plan priorities and ensure they align with forward strategies and capital works plans.	Provider Funder		Built & Natural Environment
		4.3.7 Respond to increased safety and compliance requirements and costs from State Government.	Provider Regulator	Victorian Building Authority	Development
4.4 Safe and well-used transport connections across all modes of travel.	MI 	4.4.1 Advocate strongly to Public Transport Victoria (PTV) and local stakeholders for improvements to the passenger train service to key regional centres.	Advocate	One Gippsland Department of Transport	CEO
	MI 	4.4.2 Advocate strongly to Public Transport Victoria (PTV) and local stakeholders for improvements to the inter-town bus network connecting major towns to key regional centres in Gippsland.	Advocate	One Gippsland Department of Transport Local private and community bus and rideshare service providers Department of Education and Training	Community & Culture
		4.4.3 Address community road safety and connection issues via active travel projects (education) and road and footpath improvements which will build a physically active, safe, and connected community.	Provider Funder	Local schools Regional Roads Victoria TAC VicHealth Department of Transport	Community & Culture

MI = Major initiative  = linked to Healthy Wellington Plan

INDICATORS OF SUCCESS

SDGs	INDICATOR	SOURCE	BASELINE	2025 TARGET	WHEN MEASURED	OUR RESPONSIBILITY
4.1 A financially sustainable, high performing organisation						
	Working capital (Current assets as a percentage of current liabilities) (SDG 16.6)	Know Your Council	299.58% (Similar councils 2019-20)	Better than similar councils	Annually	 Influence
	Loans and borrowings as a percentage of rates (SDG 16.6)	Know Your Council	18.73% (Similar councils 2019-20)	Better than similar councils	Annually	 Control
4.2 Services deliver operating efficiencies and best value						
	Community satisfaction rate with Council's overall performance (SDG 16.6.2)	Community Satisfaction Survey	62/100 (2020 large rural was 55)	Continual improvement on WSC score	Annually	 Influence
4.3 Well planned and sustainable towns, facilities, and infrastructure that service community need						
	Reduction in the Wellington Shire retail vacancy rate (SDG 11.a)	CBD vacancy audit	11.40% (2021)	10%	Annually	 Influence
	% of Community Managed Facilities accessibility audit recommendations delivered (SDG 9.1)	Internal data	5% of items (2020)	10% each year	Annually	 Control
4.4 Safe and well-used transport connections across all modes of travel						
	Community satisfaction with condition of sealed local roads (SDG 9.1)	Customer Satisfaction Survey	47/100 (2020 large rural council average)	>52/100	Annually	 Influence
	Increase in kilometres of active travel routes in Wellington Shire as identified under the urban paths plan (SDG 11.2)	Internal data	237km (2021)	Increase by 2km of paths annually	Annually	 Control

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SUPPORTING INFORMATION

The following are the strategies and plans for achieving the Council Plan outcomes for the next four years.

Existing Council Strategies and Action Plans	MI	Environment & Climate Change	Economy & Sustainable Growth	Liveability & Wellbeing	Services & Infrastructure
Access and Inclusion Plan 2017-22				X	
Amendment C99 Flood Mapping update		X	X		
Arts and Culture Strategy 2016 (under review)			X	X	
Provision of Aquatic Facilities and Services 2015-20				X	
Community Engagement Strategy 2021		X	X	X	X
Community Managed Facilities Strategy 2020-25 incorporating the Sporting Infrastructure, Community Infrastructure and Early Years Infrastructure Plans		X		X	X
Customer Service Strategy 2018					X
Healthy Wellington 2021-25		X	X	X	X
Heyfield Structure Plan 2011			X		
Living Well COVID Recovery Plan 2021			X	X	
Longford Development Plan 2015			X		
Municipal Emergency Management Plan 2020-23		X		X	
North Sale Development Plan 2018			X		
Port of Sale Masterplan 2021			X	X	X
Public Open Space Plan 2014-24		X		X	
Revenue and Rating Strategy 2021					X
Recreational Boating Facilities Plan 2019					X
Recreational Vehicle Strategy 2018			X		
Residential Road and Street Construction Plan 2019					X
Risk Management Framework 2021					X
Road Management Plan 2021					X
Rosedale Structure Plan 2012			X		
Sale, Wurruk, and Longford Structure Plan 2010			X		
Sustainability Strategy 2020-24		X		X	X

Existing Council Strategies and Action Plans	MI	Environment & Climate Change	Economy & Sustainable Growth	Liveability & Wellbeing	Services & Infrastructure
Urban Paths Plan 2019		X		X	
Wellington Shire Investment Prospectus 2021			X		
West Sale Airport Masterplan 2017			X		
West Sale and Wurruk Industrial Land Supply Strategy 2018			X		

New Council strategies and plans to be developed/ under development	MI	Environment & Climate Change	Economy & Sustainable Growth	Liveability & Wellbeing	Services & Infrastructure
Diversity and Inclusion Strategy				X	X
Gender Equality Action Plan				X	X
Greening Wellington		X			
Maffra Structure Plan			X		
Maffra Drainage and Integrated Water Management Strategy		X	X		X
Reconciliation Action Plan	✓			X	
Shire-wide Growth Management and Economic Development Strategy	✓		X		
Stratford and Yarram Growth Area Drainage Strategies					X
Targeted strategy for high yield niche tourism offerings, nature based and cultural tourism		X	X		
Workforce Management Plan					X
Wurruk Development Plan			X		X
Yarram Industrial and Residential Growth Study: respond to renewable energy industry growth	✓		X		

COUNCIL SERVICES



HEYFIELD SKATE PARK

COUNCIL'S SERVICES

Sitting behind the Council Plan are detailed operational plans across all areas of Council's business, which enable us to deliver on the services that we provide to the municipality every day.

Service area	Services
Advocacy	<ul style="list-style-type: none"> Local investment advocacy Community services advocacy Compliance
Aged and disability services	<ul style="list-style-type: none"> Fund Home and Community Care services delivery Access and Inclusion Plan 2017-22 Community building – work with individuals, businesses, service providers and the community to reduce barriers for people with a disability, enhancing social inclusion.
Arts development	<ul style="list-style-type: none"> Arts community development Art collection management Theatre management Art exhibition management Arts/culture events and support for projects and events initiated by the local community
Economic development and business support	<ul style="list-style-type: none"> Food, retail, agricultural business and sector support Major project facilitation Business and community liaison Tourism promotion and information centres Conduit between business and government (local, State & Federal) services and programmes. Development of Economic Development Strategy Promotion of Council as a destination for new residents, business, and tourism Saleyard and Council properties

Service area	Services
Family support	<ul style="list-style-type: none"> Support delivery of Family Day Care, Long Day Care, Maternal and Child Health, Playgroup and Kindergarten by making facilities available for use Early years partnerships management
Community activities	<ul style="list-style-type: none"> Australia Day celebrations Volunteer functions Community grants Citizenship ceremonies Community directories Support for community capacity building Festival and events program management
Community access services	<p>Supports the community to plan and develop strategies which will increase community participation for people with a disability. Project areas include:</p> <ul style="list-style-type: none"> Physical access Health and wellbeing Business and tourism Recreation and leisure Education and training Information provision Physical safety

COUNCIL'S SERVICES (CONTINUED)

Service area	Services	Service area	Services
Community development	<ul style="list-style-type: none"> • Volunteer capacity building, training, and development • Community conversations • Health and wellbeing planning and health promotion • Prevention of Violence Against Women • Increasing physical activity • Creating healthy environments including planning for active transport: shared path network, pathways, crossings. • Grant seeking for priority community and council projects • Festival and events sponsorship 	Immunisation service	<ul style="list-style-type: none"> • Infant and public immunisation program • School immunisation program • Workplace immunisation program
		Library service	<ul style="list-style-type: none"> • Books, CDs, videos, DVDs, magazines and newspapers to borrow and browse • Online resources • Preschool story time and school holiday activities • Internet and computer classes • Spaces to read, relax and study • Community meeting rooms • Library outreach service
Environment and community safety	<ul style="list-style-type: none"> • Emergency management: organisational and community preparedness, planning, response and recovery • Land management • Environmental health - Food safety, public health and wellbeing, domestic wastewater management • Community local law 	Litter management and graffiti removal	<ul style="list-style-type: none"> • Graffiti Removal • Landfill Rehabilitation • Litter Control
		Parks and gardens	<ul style="list-style-type: none"> • Maintain all public municipal areas in the Shire • Planting and maintaining street trees
Environmental sustainability	<ul style="list-style-type: none"> • Support, and assist residents to reduce everyday environmental impacts. • Natural resource management • Resources efficiency - waste and emissions management • Energy efficient street lighting • Climate resilient communities • Noxious weed control – Council reserves and roadsides 	Property management	<ul style="list-style-type: none"> • Property management • Lease management
		Leisure services	<ul style="list-style-type: none"> • Provision of safe, welcoming community aquatic facilities • Fully equipped, accessible fitness gym • Gentle exercise (rehabilitation) hydrotherapy pool • Swimming and water-safety education programs • Group fitness classes • Social sports and activities • Community leisure activities

Service area	Services	Service area	Services
Public health	<ul style="list-style-type: none"> • Ensure compliance to the Food Act 1984 • Registration of premises, food safety programs, food complaints, temporary events, safety standards, labelling requirements • Registration and assessment of other premises such as accommodation and caravan parks and beauty salons to ensure correct hygiene and safe practices • Monitoring for noise, smells and smoke and pest control • Preventing the spread of infectious diseases • Approving individual domestic septic systems • Monitoring compliance with tobacco laws, including tobacco sales and smoking in public places 	Recreation services	<ul style="list-style-type: none"> • Provision and development of sporting grounds and aquatic recreation facilities around the Shire • Development of playgrounds • Support Committees of Management for Council and Crown owned community and recreation facilities • Recreation planning to ensure that the current and future recreation needs of residents are identified and planned for
		Youth support	<ul style="list-style-type: none"> • Support of youth music and leadership programmes e.g. FReeZa • National Youth Week – a program of events, activities and celebrations • Youth Action Groups • Youth mentoring projects/programs including Youth Council • Youth referral services; advocacy and youth representation • Youth oriented festivals and events
Revenue raising	Raising revenue to enable the Council to perform its functions: <ul style="list-style-type: none"> • Revenue collection • Property valuations • Fire Services Levy collection on behalf of State Revenue Office • Single Farm Enterprise Exemption • Fee setting and collection • State and Federal grant applications • Loan management 	Infrastructure provision and maintenance	<ul style="list-style-type: none"> • Community facility provision and management • Footpath provision and maintenance • Parks, open space and street tree provision • Road infrastructure provision and maintenance • Stormwater drainage provision and maintenance • Traffic management • Building Essential Safety measures for public and private buildings
Waste and recyclables collection	<ul style="list-style-type: none"> • Garbage collection • Hard waste collection • Recycling service 		

COUNCIL'S SERVICES (CONTINUED)

Service area	Services
Land use planning	<ul style="list-style-type: none"> Development assessments and approvals Statutory - planning permits Strategic planning - policy and rezoning Heritage advice Planning enforcement Domestic Waste Management Plan
Urban services	<ul style="list-style-type: none"> Urban maintenance and cleansing of towns Public toilet and BBQ cleaning Drainage Line marking Street furniture Signage
Local laws	<ul style="list-style-type: none"> Animal management Local Law legislation and enforcement Community compliance School crossing supervision
Legislated duties	<ul style="list-style-type: none"> Building safety inspections Health standards enforcement Property valuations Statutory financial reporting and plan development Community education

Service area	Services
Municipal administration	<ul style="list-style-type: none"> Accounting standard and regulation compliance Asset management Communications equipment provision and support Consultation and engagement support Contract management and procurement Customer service Governance Human resources Strategic planning Council website and online services

LOCAL LAWS, ANIMAL MANAGEMENT



GLOSSARY



CGH – Central Gippsland Health
GLaWAC – Gunaikurnai Land and Waters Aboriginal Corporation
MI – Major initiative
NDIA – National Disability Insurance Agency
RAAF – Royal Australian Air Force
SDG – Sustainable development goal
YDHS – Yarram and District Health Service



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Draft Financial Plan

2021/22 to 2030/31

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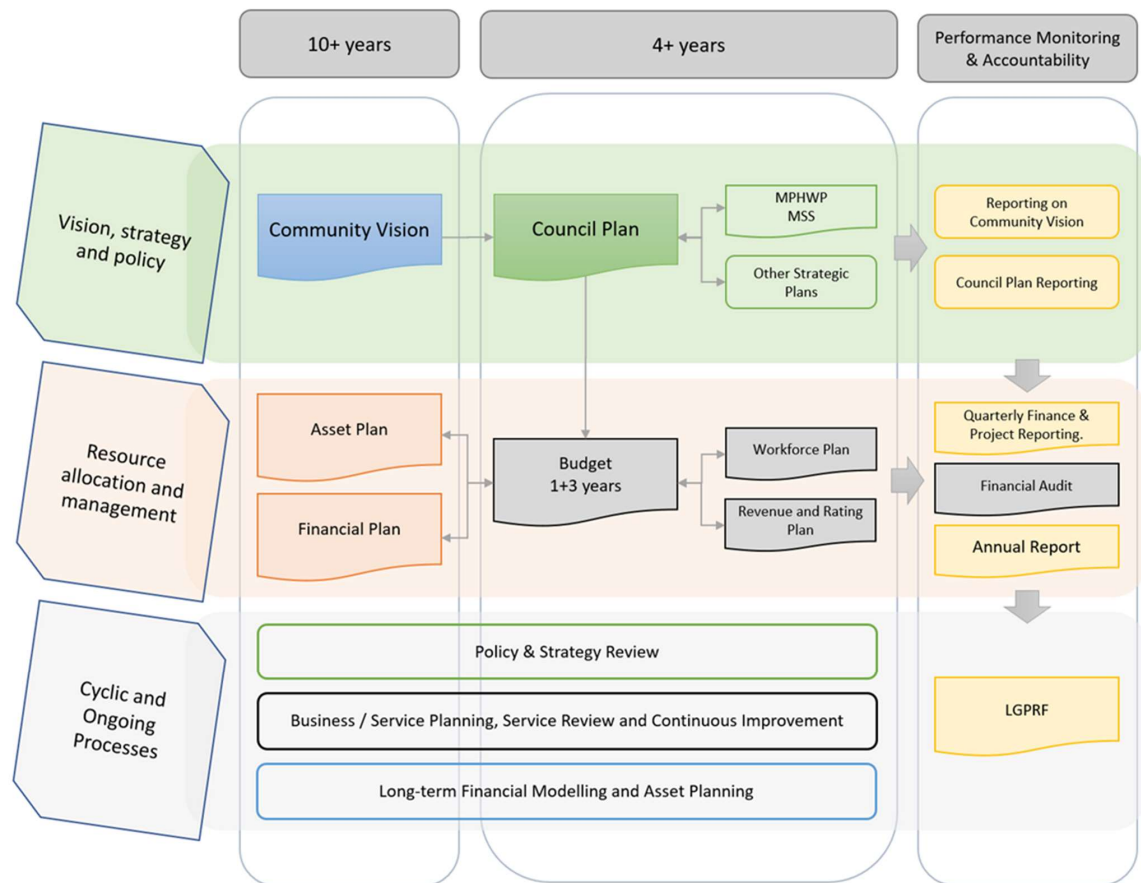
1. Legislative Requirements

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

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



The following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.



1.1 Strategic Planning Principles

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

- Council has an integrated approach to planning, monitoring and performance reporting.
- Council financial plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.

e) The Financial Plan provides for the strategic planning principles of continuous monitoring of progress and reviews to identify and adapt to changing circumstances.

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- 1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.2.2 Management of the following financial risks:
 - a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
 - b) the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections.
 - c) the beneficial enterprises of Council (where appropriate).
- 1.2.3 Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- 1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements)

1.3 Engagement Principles

Council is in the process of developing a comprehensive community engagement framework. In the interim, Council has implemented the following consultation process to ensure due consideration and feedback is received from relevant stakeholders.

- a) Draft Financial Plan prepared by management;
- b) Draft Financial Plan placed on public exhibition at (July) Council meeting for a period of 28 day and calling for public submissions;
- c) Community engagement is conducted using local news outlets and social media;
- d) Hearing of public submissions to the Financial Plan (August);
- e) Draft Financial Plan, including any revisions, presented to (August) Council meeting for adoption.

1.4 Service Performance Principles

Council services are designed to be purpose, targeted to community needs and value for money. The service performance principles are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b) Services are accessible to the relevant users within the community.
- c) Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate Council's performance regarding the provision of quality and efficient services.
- d) Council is developing a performance monitoring framework to continuously improve its service delivery standards.
- e) Council is developing a service delivery framework that considers and responds to community feedback and complaints regarding service provision.

1.5 Asset Plan Integration

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

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

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

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

2. Financial Plan Context

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

2.1 Financial Policy Statements

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

Policy Statement	Measure	Target	Forecast Actual											
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
Consistent underlying surplus results	Adjusted underlying result greater than \$0	-	(\$3,727)	(\$9,932)	(\$2,484)	(\$681)	(\$615)	(\$620)	(\$216)	(\$369)	\$79	\$496	\$1,361	
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.25	1.25	3.31	3.21	3.00	2.79	2.59	2.48	2.32	2.16	2.15	2.14	2.06	
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / Depreciation above 100%	100%	170%	175%	134%	139%	166%	141%	137%	143%	130%	131%	145%	
That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / Rate revenue to remain below 60%	60%	2%	6%	11%	14%	24%	24%	25%	25%	25%	25%	24%	
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 80%	80%	170%	184%	170%	155%	137%	122%	113%	105%	101%	98%	38%	
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital.	Capital Outlays as a % of Own Source Revenue to remain above 30%	30%	70%	75%	61%	61%	66%	56%	53%	55%	50%	49%	52%	

2.2 Strategic Actions

Following a series of community engagement activities, Council has identified the following strategic actions that will support the aspirations of the Council Plan.

The strategic actions are included in the 10-year financial plan and, where appropriate, referenced in the commentary associated with the 10-year Comprehensive Income Statement and the 10-year Statement of Capital Works.

- Set rate increased in accordance with the Fair Go Rates Framework and Revenue and Rating Plan.
- Rate revenue will remain at a stable percentage of total underlying revenue (target between 60 per cent and 70 per cent of total underlying revenue) and other revenue will be strengthened over the medium term to reduce reliance on rate revenue.
- Increase investment in renewal capital to reduce the escalating risk and maintenance of aging infrastructure.
- Allocate additional funding to address climate change.
- Apply new debt funding to growth infrastructure where necessary and based on a sound business case and demonstrated community benefit.

- To deliver better value to our growing community, we will support developing policy and practice in the workplace to increase organisation innovation, effectiveness and efficiency.

2.3 Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Escalation Factors % movement	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Growth	1.21%	1.19%	1.17%	1.13%	1.13%	1.13%	1.13%	1.13%	1.13%	1.13%
Rates and charges	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Statutory fees and fines	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
User fees	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants - Operating	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants - Capital	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Contributions - monetary	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Contributions - non-monetary	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other income	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Employee costs	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and services	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other expenses	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

2.3.1 Rates and charges

Base rate revenue will increase by 1.5% for the 2021/22 year, based on the state government Fair Go Rates System, with estimated future annual increases in line with the Victoria Government Budgeted CPI increases. Rating increases are prepared in line with the Rating and Revenue Plan.

Garbage charges are proposed to increase by 2.2% compared to 2020/21 levels in order to defray the total costs of waste management incurred across the municipal district. Future years waste charges are estimated to increase in line with the growth 2.0% increase to ensure Council continues to recover the full costs of providing waste services. The purpose of this charge is to meet the costs of waste disposal and recycling activities throughout the Council area, including the operating costs of Landfills and Transfer Stations.

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

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

2.3.2 Statutory fees and fines

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

2.3.3 User fees

Revenue from user fees is expected to increase by 1.5% for the 2021/22 year. Details of user fees for the 2021/22 budget year can be found in Council's schedule of Fees and Charges that is adopted in conjunction with the budget.

Revenue increases for the ensuing years are based on a conservative annual rate of increase of 1.5% to reflect, as a minimum, annual increases in line with the state government rate cap.

2.3.4 Grants

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Recurrent grants are expected to increase on an annual basis by approximately the estimated rate of CPI and are assumed to continue over the 10 year plan. A portion of non-recurrent grant funding has been assumed to be received to fund certain planned capital works. Future grant funding opportunities are not guaranteed, so future anticipated grants have not been included unless Council has a reasonable expectation that grant funding will be received. Non recurrent grant funding has therefore been included in years beyond 2021/22 at a reduced and conservative level.

2.3.5 Contributions

Council receives contributions from developers and user groups.

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

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

2.3.6 Other income

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

2.3.7 Employee costs

The 2021/22 year includes a 2.5% increase for employee costs that mainly reflects the salary increase for all staff pursuant to the Enterprise Bargaining Agreement as well as a further 0.9% to fund increased staff resources in the areas of planning and customer service due to service demands.

The ensuing years, from 2022/23 to 2030/31, reflect annual increases of 2.5% per annum to provide for annual EBA increases and the required banding increases to staff salaries.

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

2.3.8 Materials and services

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

2.3.9 Depreciation & amortisation

Depreciation estimates have been based on the projected capital spending as per the 10 year capital works program as listed in section 3.

2.3.10 Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Plan.

2.3.11 Other expenses

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

2.4 Other Matters impacting the 10-year financial projections

COVID-19 has presented a fast-evolving significant challenge to businesses, households, and the economy worldwide. The Impacts of COVID-19 will have both an immediate and long term impact on Council. Council has acted in the interest of keeping our community, residents and workforce safe. Officers are actively monitoring and managing our response to COVID-19. The effect of the pandemic on our ability to provide services, the demand for services and our financial response to our own cash flow and the financial impact on our ratepayers and local community have all been considered in the development of the long term financial plan.

Future negotiation of Enterprise Agreements (EA) will affect the increase of the employee costs projections. The current EA has a nominal expiry date of 8 November 2022 and a new EA is required every three years.

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

Before 31 December each year, the Minister for Local Government sets the local council rate cap for the next financial year. The rate cap is the maximum amount a council can increase general rates and municipal charges. Projections for future Rate Cap rates have been set at the same rate as the projected CPI increases, but the Long term financial sustainability of Council is at risk if the Rate Cap increases below Council's expense profile.

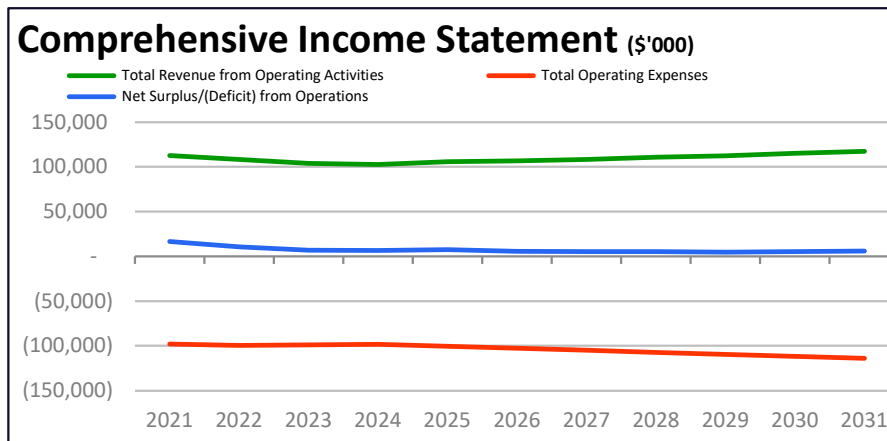
3. Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years from 2021/22 to 2030/31.

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

3.1 Comprehensive Income Statement

	Forecast / Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	63,380	66,909	67,051	69,198	70,779	72,902	74,663	76,668	78,715	80,805	82,939
Statutory fees and fines	966	868	885	930	921	940	986	978	997	1,044	1,037
User fees	6,214	7,998	7,458	7,617	7,813	7,949	8,123	8,255	8,440	8,588	8,780
Grants - Operating	21,307	13,570	19,328	18,590	18,673	19,004	19,343	19,688	20,040	20,399	20,764
Grants - Capital	14,950	17,175	8,671	5,440	6,340	8,400	7,960	8,660	8,558	9,035	10,505
Contributions - monetary - Operating	344	344	176	134	136	139	142	145	148	151	154
Contributions - monetary - Capital	941	991	-	600	350	320	400	410	330	360	-
Contributions - non-monetary	4,387	-	-	-	-	-	-	-	-	-	-
Other income - Operating	1,813	2,082	1,948	1,895	1,963	1,957	2,036	2,033	2,119	2,124	2,155
Other income - Capital	33	360	110	260	760	10	10	10	10	10	10
Total income	114,334	110,297	105,626	104,664	107,736	111,621	113,663	116,847	119,357	122,515	126,345
Expenses											
Employee costs	29,035	31,428	32,122	33,276	34,397	35,555	36,660	37,837	38,940	40,078	41,247
Materials and services	38,702	42,518	40,093	37,568	38,036	37,665	38,418	39,234	39,893	40,982	41,525
Depreciation	23,664	23,923	24,407	25,019	25,417	26,697	26,791	27,219	27,578	27,468	27,422
Amortisation - intangible assets	758	589	634	683	737	795	1,009	1,153	1,228	1,311	1,475
Amortisation - right of use assets	329	225	471	473	472	476	480	480	480	480	480
Bad and doubtful debts	70	70	71	73	74	76	77	79	80	82	84
Borrowing costs	(7)	81	187	290	391	654	667	705	731	742	741
Finance Costs - leases	4	1	16	12	10	6	-	-	-	-	-
Other expenses	5,294	817	833	850	867	884	902	920	938	957	976
Net loss on disposal of property, infrastructure, plant and equipment	1,273	899	892	987	900	942	1,085	858	1,045	995	982
Total expenses	99,121	100,551	99,727	99,232	101,301	103,750	106,089	108,485	110,913	113,095	114,932
Surplus/(deficit) for the year	15,213	9,746	5,900	5,432	6,435	7,871	7,575	8,362	8,444	9,421	11,413
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation increment/(decrement)	(209)	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	15,004	9,746	5,900	5,432	6,435	7,871	7,575	8,362	8,444	9,421	11,413



3.2 Balance Sheet

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	57,018	56,752	52,797	46,575	42,147	38,764	34,627	30,449	31,046	31,983	30,162
Trade and other receivables	20,053	8,500	8,199	8,055	8,309	8,648	8,805	9,033	9,257	9,504	9,836
Other financial assets	40,000	40,000	39,600	39,204	38,812	38,618	38,425	38,233	38,042	37,851	37,662
Inventories	21	21	21	21	21	21	21	21	21	21	21
Other assets	320	320	320	320	320	320	320	320	320	320	320
Total current assets	117,412	105,593	100,937	94,175	89,608	86,371	82,198	78,056	78,686	79,679	78,001
Non-current assets											
Trade and other receivables	1,511	3,504	3,654	4,064	4,140	4,367	4,631	4,855	5,119	5,342	5,523
Property, infrastructure, plant & equipment	1,018,156	1,040,787	1,054,779	1,069,574	1,088,931	1,100,973	1,111,808	1,124,752	1,134,219	1,144,092	1,157,832
Right-of-use assets	138	88	1,756	1,332	990	514	514	514	514	514	514
Intangible assets	1,787	1,198	618	2,035	1,298	503	2,554	5,101	3,873	2,562	2,657
Total non-current assets	1,021,592	1,045,577	1,060,807	1,077,005	1,095,359	1,106,357	1,119,508	1,135,223	1,143,725	1,152,511	1,166,526
Total assets	1,139,004	1,151,170	1,161,744	1,171,180	1,184,968	1,192,728	1,201,706	1,213,279	1,222,412	1,232,190	1,244,527
Liabilities											
Current liabilities											
Trade and other payables	6,770	6,145	6,004	5,877	6,025	6,091	6,245	6,393	6,557	6,741	6,883
Trust funds and deposits	18,545	18,620	18,697	18,774	18,851	18,930	19,009	19,089	19,170	19,252	19,334
Provisions	9,779	7,557	7,557	7,557	7,557	7,557	7,557	7,557	7,557	7,557	7,557
Interest-bearing liabilities	288	557	890	1,064	1,637	1,870	2,196	2,535	2,889	3,256	3,653
Lease liabilities	52	45	472	455	485	408	480	480	480	480	480
Total current liabilities	35,434	32,924	33,620	33,726	34,555	34,856	35,487	36,054	36,652	37,286	37,908
Non-current liabilities											
Provisions	14,677	16,899	16,954	19,054	19,054	19,054	19,114	21,314	21,314	21,314	21,384
Interest-bearing liabilities	738	3,486	6,172	8,386	15,290	15,407	16,190	16,634	16,726	16,449	16,351
Lease liabilities	80	40	1,277	861	480	72	-	-	-	-	-
Total non-current liabilities	15,495	20,425	24,403	28,301	34,824	34,533	35,304	37,948	38,040	37,763	37,735
Total liabilities	50,929	53,349	58,022	62,026	69,379	69,388	70,791	74,003	74,692	75,049	75,644
Net assets	1,088,075	1,097,821	1,103,721	1,109,154	1,115,589	1,123,339	1,130,914	1,139,276	1,147,720	1,157,141	1,168,883
Equity											
Accumulated surplus	422,681	432,698	438,947	445,540	452,088	459,175	468,137	478,325	485,075	492,910	506,048
Reserves	665,394	665,123	664,774	663,614	663,501	664,164	662,777	660,951	662,645	664,231	662,835
Total equity	1,088,075	1,097,821	1,103,721	1,109,154	1,115,589	1,123,339	1,130,914	1,139,276	1,147,720	1,157,141	1,168,883

3.3 Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2021 Forecast Actual				
Balance at beginning of the financial year	1,071,963	405,489	655,612	10,862
Surplus/(deficit) for the year	15,213	15,213	-	-
Net asset revaluation increment/(decrement)	(209)	-	(209)	-
Effect of prior year adjustments	1,108	1,108	-	-
Transfers to other reserves	-	(3,281)	-	3,281
Transfers from other reserves	-	4,152	-	(4,152)
Balance at end of the financial year	1,088,075	422,681	655,403	9,991
2022				
Balance at beginning of the financial year	1,088,075	422,681	655,403	9,991
Surplus/(deficit) for the year	9,746	9,746	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(2,967)	-	2,967
Transfers from other reserves	-	3,238	-	(3,238)
Balance at end of the financial year	1,097,821	432,698	655,403	9,720
2023				
Balance at beginning of the financial year	1,097,821	432,698	655,403	9,720
Surplus/(deficit) for the year	5,900	5,900	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,252)	-	3,252
Transfers from other reserves	-	3,601	-	(3,601)
Balance at end of the financial year	1,103,721	438,947	655,403	9,371
2024				
Balance at beginning of the financial year	1,103,721	438,947	655,403	9,371
Surplus/(deficit) for the year	5,432	5,432	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,246)	-	3,246
Transfers from other reserves	-	4,407	-	(4,407)
Balance at end of the financial year	1,109,154	445,541	655,403	8,210
2025				
Balance at beginning of the financial year	1,109,153	445,540	655,403	8,210
Surplus/(deficit) for the year	6,435	6,435	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,333)	-	3,333
Transfers from other reserves	-	3,447	-	(3,447)
Balance at end of the financial year	1,115,588	452,089	655,403	8,096

3.3 Continued

2026

Balance at beginning of the financial year	1,115,589	452,088	655,403	8,098
Surplus/(deficit) for the year	7,751	7,751	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,329)	-	3,329
Transfers from other reserves	-	2,666	-	(2,666)
Balance at end of the financial year	1,123,339	459,175	655,403	8,761

2027

Balance at beginning of the financial year	1,123,339	459,175	655,403	8,761
Surplus/(deficit) for the year	7,725	7,725	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,365)	-	3,365
Transfers from other reserves	-	4,752	-	(4,752)
Balance at end of the financial year	1,131,064	468,287	655,403	7,374

2028

Balance at beginning of the financial year	1,131,064	468,287	655,403	7,374
Surplus/(deficit) for the year	8,587	8,587	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,361)	-	3,361
Transfers from other reserves	-	5,187	-	(5,187)
Balance at end of the financial year	1,139,651	478,700	655,403	5,548

2029

Balance at beginning of the financial year	1,139,651	478,700	655,403	5,548
Surplus/(deficit) for the year	8,669	8,669	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,397)	-	3,397
Transfers from other reserves	-	1,703	-	(1,703)
Balance at end of the financial year	1,148,320	485,675	655,403	7,242

2030

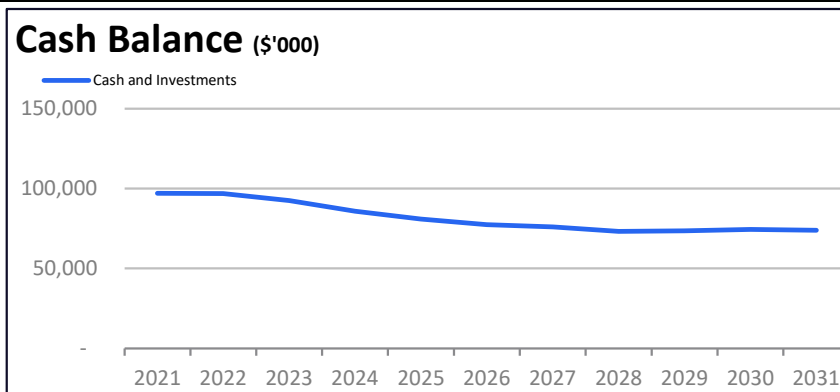
Balance at beginning of the financial year	1,148,320	485,675	655,403	7,242
Surplus/(deficit) for the year	9,646	9,646	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,395)	-	3,395
Transfers from other reserves	-	1,809	-	(1,809)
Balance at end of the financial year	1,157,966	493,735	655,403	8,828

2031

Balance at beginning of the financial year	1,157,966	493,735	655,403	8,828
Surplus/(deficit) for the year	12,043	12,043	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,431)	-	3,431
Transfers from other reserves	-	4,827	-	(4,827)
Balance at end of the financial year	1,170,008	507,173	655,403	7,432

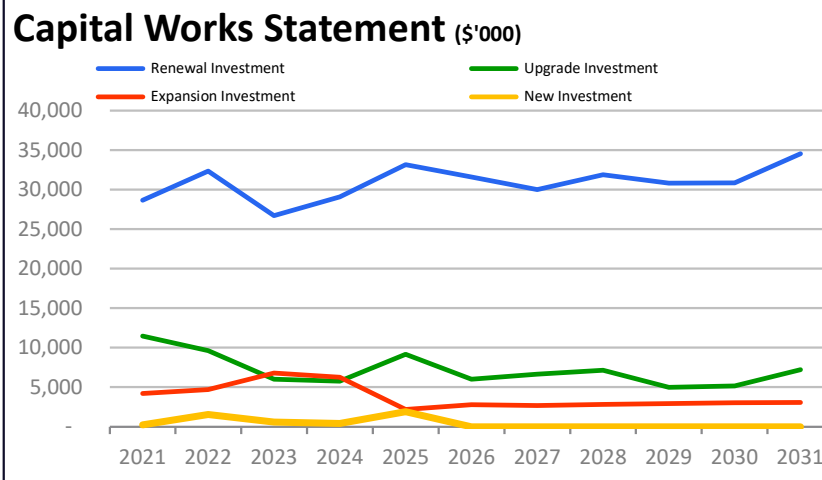
3.4 Statement of Cash Flows

	Forecast / Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)
Cash flows from operating activities												
Rates and charges	58,468	72,732	66,595	68,409	70,217	72,204	73,964	75,984	77,959	80,081	82,232	
Statutory fees and fines	966	898	883	924	920	937	982	976	994	1,040	1,035	
User fees	6,313	8,271	7,466	7,579	7,797	7,925	8,095	8,232	8,411	8,564	8,757	
Grants - operating	20,681	14,818	18,819	18,568	18,635	18,925	19,256	19,612	19,948	20,318	20,690	
Grants - capital	14,052	18,753	9,345	5,678	6,256	8,209	7,971	8,582	8,539	8,973	10,363	
Contributions - monetary	1,285	1,695	286	994	1,246	349	552	565	488	521	494	
Interest received	500	400	408	416	424	433	442	450	459	469	478	
Trust funds and deposits taken	3,466	75	76	77	78	79	79	80	81	82	83	
Other receipts	1,019	2,221	1,905	1,756	1,837	1,877	1,903	1,914	1,992	1,997	2,027	
Employee costs	(29,275)	(31,691)	(32,065)	(33,189)	(34,297)	(35,460)	(36,569)	(37,749)	(38,841)	(39,984)	(41,151)	
Materials and services	(38,353)	(42,873)	(40,292)	(37,784)	(37,989)	(37,695)	(38,356)	(39,176)	(39,830)	(40,892)	(41,480)	
Short-term, low value and variable lease	-	-	-	-	-	-	-	-	-	-	-	
Trust funds and deposits repaid	-	-	-	-	-	-	-	-	-	-	-	
Other payments	(5,182)	(824)	(832)	(849)	(865)	(883)	(901)	(919)	(936)	(955)	(974)	
Net cash provided by/(used in) operating activities	33,940	44,475	32,594	32,581	34,258	36,899	37,418	38,553	39,262	40,213	42,554	
Cash flows from investing activities												
Payments for property, infrastructure, plant and equipment	(44,545)	(48,242)	(40,103)	(41,488)	(46,439)	(40,408)	(42,319)	(43,345)	(38,721)	(39,017)	(44,343)	
Proceeds from sale of property, infrastructure, plant and equipment	824	789	813	687	765	727	608	824	631	681	700	
Payments for investments	(128,899)	(132,899)	(138,899)	(144,899)	(150,899)	(156,899)	(162,899)	(168,899)	(174,899)	(180,899)	(186,899)	
Proceeds from sale of investments	128,707	132,899	139,299	145,295	151,291	157,092	163,091	169,090	175,089	181,088	186,899	
Net cash provided by/ (used in) investing activities	(43,913)	(47,453)	(38,890)	(40,405)	(45,282)	(39,488)	(41,519)	(42,330)	(37,900)	(38,147)	(43,643)	
Cash flows from financing activities												
Finance costs	9	(81)	(187)	(290)	(391)	(654)	(667)	(705)	(731)	(742)	(741)	
Proceeds from borrowings	-	3,300	3,600	3,300	8,600	2,000	3,000	3,000	3,000	3,000	3,580	
Repayment of borrowings	(289)	(283)	(581)	(912)	(1,122)	(1,650)	(1,890)	(2,216)	(2,556)	(2,909)	(3,280)	
Interest paid - lease liability	(4)	(1)	(16)	(12)	(10)	(6)	-	-	-	-	-	
Repayment of lease liabilities	(257)	(222)	(475)	(482)	(481)	(485)	(480)	(480)	(480)	(480)	(480)	
Net cash provided by/(used in) financing activities	(541)	2,713	2,341	1,603	6,596	(795)	(37)	(402)	(766)	(1,131)	(921)	
Net increase/(decrease) in cash & cash equivalents	(10,514)	(266)	(3,955)	(6,222)	(4,428)	(3,384)	(4,138)	(4,179)	596	935	(2,010)	
Cash and cash equivalents at the beginning of the financial year	67,532	57,018	56,752	52,797	46,575	42,147	38,764	34,627	30,449	31,046	31,983	
Cash and cash equivalents at the end of the financial year	57,018	56,752	52,797	46,575	42,147	38,763	34,626	30,448	31,045	31,982	29,973	
	Forecast / Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents	57,018	56,752	52,797	46,575	42,147	38,764	34,627	30,449	31,046	31,983	30,162	
Other financial assets	40,000	40,000	39,600	39,204	38,812	38,618	38,425	38,233	38,042	37,851	37,662	
Total Cash Balance	97,018	96,752	92,397	85,779	80,959	77,382	73,052	68,682	69,088	69,834	67,824	



3.5 Statement of Capital Works

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	9	20	1,040	2,590	-	-	-	-	-	-	-
Land improvements	2,000	-	55	2,100	-	-	3,000	3,500	-	-	3,000
Total land	2,009	20	1,095	4,690	-	-	3,000	3,500	-	-	3,000
Buildings	8,037	7,944	2,719	5,575	13,245	3,925	3,930	4,055	4,170	4,185	4,190
Total buildings	8,037	7,944	2,719	5,575	13,245	3,925	3,930	4,055	4,170	4,185	4,190
Total property	10,046	7,964	3,814	10,265	13,245	3,925	6,930	7,555	4,170	4,185	7,190
Plant and equipment											
Plant, machinery and equipment	1,637	2,913	2,874	2,665	2,805	2,859	2,590	3,328	2,634	2,949	3,100
Fixtures, fittings and furniture	328	346	50	70	30	30	30	30	30	30	30
Computers and telecommunications	118	275	200	200	200	220	220	220	236	-	-
Library books	251	256	262	268	273	278	283	288	293	298	303
Total plant and equipment	2,334	3,790	3,386	3,203	3,308	3,387	3,123	3,866	3,193	3,277	3,433
Infrastructure											
Roads	18,782	17,170	15,476	15,366	21,369	22,012	20,261	21,200	20,840	21,580	21,347
Bridges	1,245	1,633	1,050	1,030	540	650	670	710	750	790	820
Footpaths and cycleways	5,439	7,646	7,413	3,064	1,635	2,020	2,135	2,250	2,365	2,480	2,502
Drainage	274	690	3,460	2,269	832	845	1,185	1,190	1,233	1,290	1,430
Recreational, leisure and community facilities	2,195	2,293	1,575	1,881	1,000	3,200	1,300	1,300	1,200	1,240	2,300
Waste management	199	1,205	1,000	80	120	-	45	-	-	90	-
Parks, open space and streetscapes	2,421	1,016	1,555	2,720	2,430	2,644	2,944	3,067	3,197	3,311	3,061
Aerodromes	139	675	85	85	85	90	91	92	1,143	94	95
Off street car parks	880	810	1,025	1,500	850	110	65	70	75	80	90
Other infrastructure	335	2,822	250	-	1,000	1,000	-	-	-	-	-
Total infrastructure	31,909	35,960	32,889	27,995	29,861	32,571	28,696	29,879	30,803	30,955	31,645
Intangibles	256	528	15	25	25	525	570	545	555	600	575
Total Intangibles	256	528	15	25	25	525	570	545	555	600	575
Total capital works expenditure	44,545	48,242	40,103	41,488	46,439	40,408	39,319	41,845	38,721	39,017	42,843
Represented by:											
New asset expenditure	228	1,554	600	400	1,930	-	-	-	-	-	-
Asset renewal expenditure	28,644	32,345	26,706	29,091	33,139	31,610	29,996	31,892	30,801	30,835	32,556
Asset expansion expenditure	4,202	9,638	6,804	6,249	2,215	2,781	2,693	2,815	2,937	3,029	3,074
Asset upgrade expenditure	11,471	4,705	5,993	5,748	9,155	6,018	6,630	7,138	4,983	5,153	7,213
Total capital works expenditure	44,545	48,242	40,103	41,488	46,439	40,408	39,319	41,845	38,721	39,017	42,843
Funding sources represented by:											
Grants	14,983	17,174	8,671	5,440	6,340	5,400	4,360	4,520	3,590	3,570	3,401
Contributions	975	1,351	100	850	1,100	210	410	420	340	370	340
Council cash	28,587	26,416	27,722	31,898	30,399	32,798	31,549	33,905	31,791	32,077	35,522
Borrowings	-	3,300	3,610	3,300	8,600	2,000	3,000	3,000	3,000	3,000	3,580
Total capital works expenditure	44,545	48,242	40,103	41,488	46,439	40,408	39,319	41,845	38,721	39,017	42,843



3.6 Statement of Human Resources

Staff expenditure	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total staff expenditure											
Male	16,117	16,439	16,123	16,732	17,299	17,887	18,443	19,042	19,602	20,178	20,773
Female	10,742	10,957	12,230	12,649	13,070	13,504	13,927	14,368	14,784	15,212	15,649
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total staff expenditure	26,859	27,396	28,353	29,381	30,369	31,391	32,370	33,410	34,386	35,390	36,422
Permanent full time											
Male	15,516	15,826	15,487	16,075	16,620	17,186	17,719	18,294	18,833	19,386	19,959
Female	8,766	8,941	9,757	10,094	10,431	10,778	11,115	11,468	11,799	12,141	12,491
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	24,281	24,767	25,244	26,169	27,051	27,964	28,834	29,762	30,632	31,527	32,450
Permanent part time											
Male	601	613	636	657	679	701	724	748	769	792	814
Female	1,976	2,016	2,473	2,555	2,639	2,726	2,812	2,900	2,985	3,071	3,158
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	2,577	2,629	3,109	3,212	3,318	3,427	3,536	3,648	3,754	3,863	3,972
Casuals and Temp Employees	2,176	4,032	3,769	3,895	4,028	4,164	4,290	4,427	4,554	4,688	4,825
Total staff expenditure	29,035	31,428	32,122	33,276	34,397	35,555	36,660	37,837	38,940	40,078	41,247

Staff numbers	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Total staff numbers											
Male	158.2	158.2	158.2	158.2	158.2	158.2	158.2	158.2	158.2	158.2	158.2
Female	117.0	117.0	117.0	117.0	117.0	117.0	117.0	117.0	117.0	117.0	117.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total staff numbers	275.2	275.2	275.2	275.2	275.2	275.2	275.2	275.2	275.2	275.2	275.2
Permanent full time											
Male	151.0	151.0	151.0	151.0	151.0	151.0	151.0	151.0	151.0	151.0	151.0
Female	96.0	96.0	96.0	96.0	96.0	96.0	96.0	96.0	96.0	96.0	96.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	247.0	247.0	247.0	247.0	247.0	247.0	247.0	247.0	247.0	247.0	247.0
Permanent part time											
Male	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2
Female	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	28.2	28.2	28.2	28.2	28.2	28.2	28.2	28.2	28.2	28.2	28.2
Casuals and Temp Employees	46.6	58.7	42.1	35.5	31.5	31.5	31.5	31.5	31.5	31.5	31.5
Total staff numbers	321.8	333.9	317.3	310.7	306.7	306.7	306.7	306.7	306.7	306.7	306.7

Department	Permanent Full Time				Permanent Part Time				Combined
	Male	Female	Self-described	Total	Male	Female	Self-described	Total	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Chief Executive Officer	510	355	-	865	-	-	-	-	865
Built & Natural Environment	9,377	1,782	-	11,159	44	86	-	130	11,289
Development	3,015	1,992	-	5,007	354	603	-	957	5,964
Corporate Services	1,706	2,522	-	4,228	-	293	-	293	4,521
Community and Culture	1,218	2,290	-	3,508	215	1,034	-	1,249	4,757
Total permanent staff expenditure	15,826	8,941	-	24,767	613	2,016	-	2,629	27,396
Casuals, temporary and other expenditure	1,642	857	-	2,498	477	1,810	-	2,287	4,786
Capitalised labour costs	(754)	-	-	(754)	-	-	-	-	(754)
Total staff	16,714	9,798	-	26,511	1,090	3,826	-	4,916	31,428

3.7 Planned Human Resource Expenditure

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer										
Permanent - Full time	865	891	921	951	982	1,011	1,043	1,072	1,102	1,134
Female	355	366	378	390	403	415	428	440	452	465
Male	510	525	543	561	579	596	615	632	650	669
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Chief Executive Officer	865	891	921	951	982	1,011	1,043	1,072	1,102	1,134
Built & Natural Environment										
Permanent - Full time	11,159	10,284	10,719	11,093	11,479	11,825	12,214	12,582	12,960	13,349
Female	1,782	1,848	1,926	1,994	2,063	2,126	2,195	2,262	2,330	2,400
Male	9,377	8,436	8,793	9,099	9,416	9,699	10,019	10,320	10,630	10,949
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	130	134	140	144	149	154	158	164	169	173
Female	86	89	93	96	99	102	105	109	112	115
Male	44	45	47	48	50	52	53	55	57	58
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Built & Natural Environment	11,289	10,418	10,859	11,237	11,628	11,979	12,372	12,746	13,129	13,522
Development										
Permanent - Full time	5,007	5,053	5,214	5,386	5,565	5,759	5,947	6,117	6,293	6,474
Female	1,992	2,011	2,075	2,144	2,215	2,292	2,367	2,434	2,505	2,576
Male	3,015	3,042	3,139	3,242	3,350	3,467	3,580	3,683	3,788	3,898
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	957	1,252	1,292	1,335	1,378	1,427	1,473	1,516	1,560	1,604
Female	603	905	934	965	996	1,032	1,064	1,095	1,127	1,159
Male	354	347	358	370	382	395	409	421	433	445
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Development	5,964	6,305	6,506	6,721	6,943	7,186	7,420	7,633	7,853	8,078
Corporate Services										
Permanent - Full time	4,228	4,538	4,687	4,840	4,999	5,157	5,317	5,469	5,625	5,786
Female	2,522	2,796	2,888	2,982	3,080	3,177	3,276	3,369	3,465	3,564
Male	1,706	1,742	1,799	1,858	1,919	1,980	2,041	2,100	2,160	2,222
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	293	300	310	320	331	341	352	362	372	382
Female	293	300	310	320	331	341	352	362	372	382
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Corporate Services	4,521	4,838	4,997	5,160	5,330	5,498	5,669	5,831	5,997	6,168
Community and Culture										
Permanent - Full time	3,508	4,478	4,628	4,781	4,939	5,082	5,241	5,392	5,547	5,707
Female	2,290	2,736	2,827	2,921	3,017	3,105	3,202	3,294	3,389	3,486
Male	1,218	1,742	1,801	1,860	1,922	1,977	2,039	2,098	2,158	2,221
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	1,249	1,423	1,470	1,519	1,569	1,614	1,665	1,712	1,762	1,813
Female	1,034	1,179	1,218	1,258	1,300	1,337	1,379	1,419	1,460	1,502
Male	215	244	252	261	269	277	286	293	302	311
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Community and Culture	4,757	5,901	6,098	6,300	6,508	6,696	6,906	7,104	7,309	7,520
Casuals, temporary and other expenditure	4,032	3,769	3,895	4,028	4,164	4,290	4,427	4,554	4,688	4,825
Total staff expenditure	31,428	32,122	33,276	34,397	35,555	36,660	37,837	38,940	40,078	41,247

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Chief Executive Officer										
Permanent - Full time	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Female	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Male	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Chief Executive Officer	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Built & Natural Environment										
Permanent - Full time	118.0	118.0	118.0	118.0	118.0	118.0	118.0	118.0	118.0	118.0
Female	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0
Male	97.0	97.0	97.0	97.0	97.0	97.0	97.0	97.0	97.0	97.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Female	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Male	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Built & Natural Environment	119.5	119.5	119.5	119.5	119.5	119.5	119.5	119.5	119.5	119.5
Development										
Permanent - Full time	39.0	39.0	39.0	39.0	39.0	39.0	39.0	39.0	39.0	39.0
Female	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0
Male	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7
Female	7.9	7.9	7.9	7.9	7.9	7.9	7.9	7.9	7.9	7.9
Male	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Development	50.7	50.7	50.7	50.7	50.7	50.7	50.7	50.7	50.7	50.7
Corporate Services										
Permanent - Full time	39.0	39.0	39.0	39.0	39.0	39.0	39.0	39.0	39.0	39.0
Female	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0
Male	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Female	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Corporate Services	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0
Community and Culture										
Permanent - Full time	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0
Female	28.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0
Male	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Female	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1
Male	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Community and Culture	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0
Casuals, temporary and other expenditure	58.7	42.1	35.5	31.5	31.5	31.5	31.5	31.5	31.5	31.5
Total staff numbers	333.9	317.3	310.8	306.7	306.7	306.7	306.7	306.7	306.7	306.7

4. Financial Performance Indicators

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

Indicator	Measure	Notes	Forecast Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Trend
Operating position															
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	2%	-3%	0%	0%	4%	-	0%	0%	0%	0%	0%	-	
Liquidity															
Working Capital	Current assets / current liabilities	2	331%	321%	300%	279%	259%	248%	232%	216%	215%	214%	206%	-	
Unrestricted cash	Unrestricted cash / current liabilities	3	170%	184%	170%	155%	137%	122%	113%	105%	101%	98%	38%	-	
Obligations															
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	2%	6%	11%	14%	24%	24%	25%	25%	25%	25%	24%	-	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0%	1%	1%	2%	2%	3%	3%	4%	4%	5%	5%	-	
Indebtedness	Non-current liabilities / own source revenue		22%	27%	32%	36%	43%	42%	42%	44%	43%	41%	40%	+	
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	170%	175%	134%	139%	166%	141%	137%	143%	130%	131%	145%	-	
Stability															
Rates concentration	Rate revenue / adjusted underlying revenue	6	64%	67%	67%	69%	67%	68%	69%	69%	70%	70%	70%	+	
Rates effort	Rate revenue / CIV of rateable properties in the municipality		1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	o	
Indicator	Measure	Notes	Forecast Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Trend
Efficiency															
Expenditure level	Total expenses/ no. of property assessments		\$2,822	\$2,919	\$2,970	\$2,863	\$2,898	\$2,934	\$2,822	\$2,791	\$2,848	\$2,839	\$2,840	+	
Revenue level	Total rate revenue / no. of property assessments		\$1,906	\$1,984	\$1,968	\$2,011	\$2,037	\$2,077	\$2,106	\$2,142	\$2,177	\$2,213	\$2,249	+	
Indicator	Measure	Notes	Forecast Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Trend
Sustainable Capacity															
Population	Total expenses/ Municipal population		\$2,115	\$2,131	\$2,090	\$2,090	\$2,054	\$2,075	\$2,120	\$2,141	\$2,170	\$2,190	\$2,209	+	
Population	Municipal population / Kilometres of local roads		15.0	15.2	15.3	15.5	15.6	15.7	15.8	16.0	16.2	16.3	16.5	+	
Own-source revenue	Own source revenue / Municipal population		\$1,537	\$1,646	\$1,616	\$1,644	\$1,665	\$1,708	\$1,728	\$1,755	\$1,778	\$1,804	\$1,825	+	
Recurrent grants	Recurrent grants / Municipal population		\$498	\$321	\$395	\$367	\$440	\$425	\$418	\$421	\$403	\$406	\$407	-	
Key to Forecast Trend:															
+ Forecasts improvement in Council's financial performance/financial position indicator															
o Forecasts that Council's financial performance/financial position indicator will be steady															
- Forecasts deterioration in Council's financial performance/financial position indicator															

Notes to indicators**1. Adjusted Underlying Result**

The Underlying operating result is an important measure of financial sustainability as it excludes all funds which are used for capital from being allocated to cover operating expenses. In 2021/22 capital funds are defined as recurrent capital grants (Road to Recovery funding) of \$6.5M, non-recurrent grant funding of \$10.6M, contributions (including ratepayer contributions to special street charge schemes) of \$3.4M and other capital adjustments of (\$0.9M) and all have been excluded to determine the underlying result.

2. Working Capital

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

3. Unrestricted Cash

Unrestricted cash represents all cash and cash equivalents other than restricted cash.

4. Debt compared to Rates

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

5. Asset Renewal

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

6. Rates Concentration

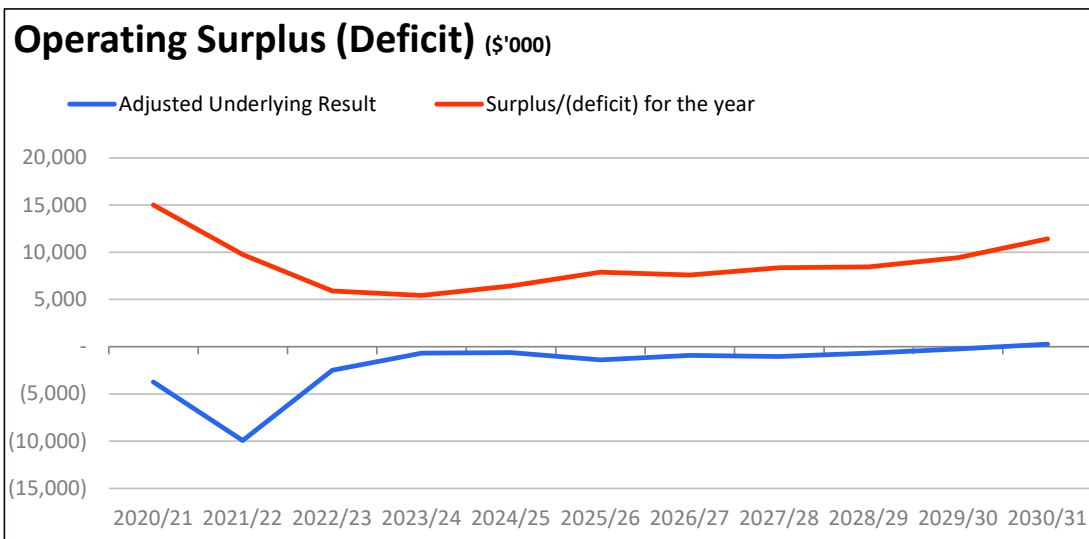
Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. Trend indicates Council will become more reliant on rate revenue to all other sources.

Calculation of Adjusted Underlying surplus / (deficit)

The following table shows how the adjusted underlying result has been calculated

Adjusted Underlying Result

	Forecast / Actual										
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Total income	114,334	110,297	105,626	104,664	107,736	111,621	113,663	116,847	119,357	122,515	126,345
Total expenses	99,330	100,551	99,727	99,232	101,301	103,750	106,089	108,485	110,913	113,095	114,932
Surplus/(deficit) for the year	15,004	9,746	5,900	5,432	6,435	7,871	7,575	8,362	8,444	9,421	11,413
Less non-operating income and expenses											
Grants - Capital	14,950	17,175	8,671	5,440	6,340	8,400	7,960	8,660	8,558	9,035	10,505
Contributions/Donations - monetary (capital)	941	3,402	605	1,660	1,610	1,810	1,610	1,610	1,610	1,610	1,610
Contributions - non-monetary	4,387	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,338)	(899)	(892)	(987)	(900)	(942)	(1,085)	(858)	(1,045)	(995)	(982)
Net asset revaluation increment /(decrement)	(209)	-	-	-	-	-	-	-	-	-	-
Adjusted underlying surplus/(deficit)	(3,727)	(9,932)	(2,484)	(681)	(615)	(1,397)	(910)	(1,050)	(679)	(229)	279



5. Strategies and Plans

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

5.1 Borrowing Strategy

5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2022 is \$3.76 million.

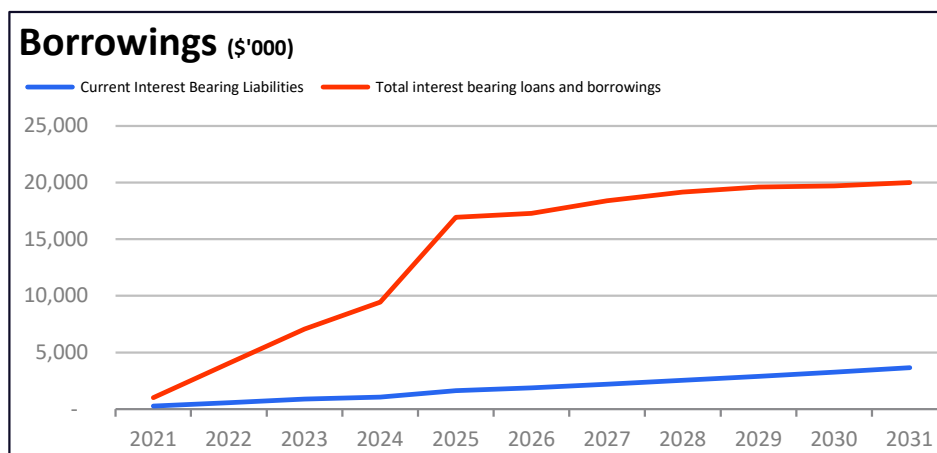
Council intends to access debt funding in 2021/22 to complete a range of major infrastructure projects including the construction of the Lake Guthridge-Guyatt, Sale - Environmental Education Centre & Wetland Trail Project and the Stephenson Park Recreation Reserve, Sale - Changeroom Redevelopment.

5.1.2 Future Borrowing Requirements

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

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	1,026	743	3,759	6,778	9,166	16,644	16,993	18,103	18,886	19,331	19,422
Plus New loans		3,300	3,600	3,300	8,600	2,000	3,000	3,000	3,000	3,000	3,580
Less Principal repayment	(283)	(283)	(581)	(912)	(1,122)	(1,650)	(1,890)	(2,216)	(2,556)	(2,909)	(3,280)
Closing balance	743	3,759	6,778	9,166	16,644	16,993	18,103	18,886	19,331	19,422	19,721
Interest payment	(81)	(81)	(187)	(290)	(391)	(654)	(667)	(705)	(731)	(742)	(741)

Our borrowings strategy is guided by the principal that borrowings are appropriate for funding large non-recurrent capital works that can be expected to provide benefits to future generations. Borrowings will not be used to fund ongoing operations. A prudent and fiscally responsible approach will be applied in considering any proposals for new debt to deliver our objectives.



5.1.3 Performance Indicators

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

Performance Indicator	Target	Forecast / Actual	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		2020/21	%	%	%	%	%	%	%	%	%	%
Total borrowings / Rate revenue	Below 60%	1.6%	6.3%	10.7%	13.9%	24.2%	24.0%	24.9%	25.3%	25.2%	24.6%	24.4%
Debt servicing / Rate revenue	Below 5%	0.4%	0.6%	1.2%	1.8%	2.2%	3.2%	3.5%	3.9%	4.2%	4.6%	4.9%
Debt commitment / Rate revenue	Below 10%	0.4%	0.5%	1.0%	1.6%	1.9%	2.9%	3.1%	3.5%	3.8%	4.1%	4.4%
Indebtedness / Own source revenue	Below 60%	21.8%	21.8%	26.5%	31.9%	36.0%	43.2%	41.7%	41.7%	43.6%	42.6%	41.2%

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

Total borrowings / Rate revenue

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

Debt servicing / Rate revenue

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

Debt commitment / Rate revenue

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

Indebtedness / Own source revenue

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

5.2 Reserves Strategy

5.2.1 Current Reserves

Recreational Land Reserve

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

Art Gallery Acquisitions/Contributions Reserve

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

Leased Property Reserve

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

Development Infrastructure Reserve

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

Plant Replacement Reserve

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

Waste Infrastructure Reserve

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

Asset Improvement Reserve

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

5.2.2 Reserve Usage Projections

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

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

Reserves	Non Discretionary / Discretionary	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's	2025-26 \$000's	2026-27 \$000's	2027-28 \$000's	2028-29 \$000's	2029-30 \$000's	2030-31 \$000's
Recreational Land Reserve												
	Non Discretionary											
Opening balance		723	643	703	685	654	626	588	551	516	482	450
Transfer to reserve		110	110	112	114	117	119	121	124	126	129	131
Transfer from reserve		(190)	(50)	(130)	(145)	(145)	(157)	(158)	(159)	(160)	(161)	(164)
Closing balance		643	703	685	654	626	588	551	516	482	450	417
Art Gallery Acquisitions/Contributions Reserve												
	Non Discretionary											
Opening balance		56	20	20	30	20	30	20	30	20	30	20
Transfer to reserve		1	-	20	-	20	-	20	-	20	-	20
Transfer from reserve		(37)	-	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Closing balance		20	20	30	20	30	20	30	20	30	20	30
Leased Property Reserve												
	Non Discretionary											
Opening balance		1,459	1,623	1,789	2,050	2,316	1,588	865	1,148	1,436	1,730	2,030
Transfer to reserve		164	256	261	266	272	277	283	288	294	300	306
Transfer from reserve		-	(90)	-	-	(1,000)	(1,000)	-	-	-	-	-
Closing balance		1,623	1,789	2,050	2,316	1,588	865	1,148	1,436	1,730	2,030	2,336
Developer Infrastructure Reserve												
	Non Discretionary											
Opening balance		65	99	99	99	99	99	99	99	99	99	99
Transfer to reserve		34	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-	-
Closing balance		99	99	99	99	99	99	99	99	99	99	99
Reserves Summary												
	Total Non Discretionary											
Opening balance		2,303	2,385	2,611	2,864	3,089	2,343	1,572	1,828	2,071	2,341	2,599
Transfer to reserve		309	366	393	380	409	396	424	412	440	429	457
Transfer from reserve		(227)	(140)	(140)	(155)	(1,155)	(1,167)	(168)	(169)	(170)	(171)	(174)
Closing balance		2,385	2,611	2,864	3,089	2,343	1,572	1,828	2,071	2,341	2,599	2,882
Plant Replacement Reserve												
	Discretionary											
Opening balance		1,027	1,220	862	858	883	824	1,044	1,231	1,445	1,651	1,849
Transfer to reserve		1,000	1,000	1,250	1,250	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Transfer from reserve		(807)	(1,358)	(1,254)	(1,225)	(1,359)	(1,080)	(1,113)	(1,086)	(1,094)	(1,102)	(1,200)
Closing balance		1,220	862	858	883	824	1,044	1,231	1,445	1,651	1,849	1,949
Waste Infrastructure Reserve												
	Discretionary											
Opening balance		6,597	5,532	5,443	5,156	3,746	4,438	5,652	3,822	1,539	2,757	3,887
Transfer to reserve		1,593	1,601	1,609	1,617	1,625	1,633	1,641	1,649	1,657	1,666	1,674
Transfer from reserve		(2,658)	(1,690)	(1,896)	(3,027)	(933)	(419)	(3,471)	(3,932)	(439)	(536)	(3,453)
Closing balance		5,532	5,443	5,156	3,746	4,438	5,652	3,822	1,539	2,757	3,887	2,108
Asset Improvement Reserve												
	Discretionary											
Opening balance		6,597	5,532	5,482	5,171	5,171	5,171	5,171	5,171	5,171	5,171	5,171
Transfer to reserve		1,593	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(2,658)	(50)	(311)	-	-	-	-	-	-	-	-
Closing balance		5,532	5,482	5,171	5,171	5,171	5,171	5,171	5,171	5,171	5,171	5,171
Reserves Summary												
	Total Discretionary											
Opening balance		14,221	12,284	11,787	11,185	9,800	10,433	11,867	10,224	8,155	9,579	10,907
Transfer to reserve		4,186	2,601	2,859	2,867	2,925	2,933	2,941	2,949	2,957	2,966	2,974
Transfer from reserve		(6,123)	(3,098)	(3,461)	(4,252)	(2,292)	(1,499)	(4,584)	(5,018)	(1,533)	(1,638)	(4,653)
Closing balance		12,284	11,787	11,185	9,800	10,433	11,867	10,224	8,155	9,579	10,907	9,228
Reserves Summary												
	Non Discretionary & Discretionary											
Opening balance		16,524	14,669	14,398	14,049	12,889	12,776	13,439	12,052	10,226	11,920	13,506
Transfer to reserve		4,495	2,967	3,252	3,247	3,334	3,329	3,365	3,361	3,397	3,395	3,431
Transfer from reserve		(6,350)	(3,238)	(3,601)	(4,407)	(3,447)	(2,666)	(4,752)	(5,187)	(1,703)	(1,809)	(4,827)
Closing balance		14,669	14,398	14,049	12,889	12,776	13,439	12,052	10,226	11,920	13,506	12,110



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Asset Plan

2021

(DRAFT)

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1 INTRODUCTION

1.1 Purpose of the Plan

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

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

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

1.2 Plan framework

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

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

The AP does not include:

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

1.3 Asset Hierarchy

The asset hierarchy defines the levels at which assets are managed (with respect to new construction, upgrade, renewal, or maintenance).

Council's asset hierarchy is described as follows:

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

2 LEVELS OF SERVICE

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

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

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

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

- Quality:
 - physical condition
 - appearance
 - maintenance standards
- Function:
 - fitness for purpose
 - whether asset meet service delivery needs
 - accessibility
 - health and safety
 - legislative compliance
- Capacity/Utilisation:
 - whether usage matches design capacity
 - availability
- Other:
 - Cost and affordability
 - Customer satisfaction
 - Responsiveness

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

3 ASSET PARAMETERS & FINANCIAL STATUS

3.1 Valuation Summary

The value of infrastructure assets as at 30 June 2020 is:

Asset Class	Current Replacement Cost	Written Down Value	Average Annual Asset Consumption
Roads	\$790,883,100	\$545,614,833	\$10,790,507
Paths	\$44,855,262	\$28,900,584	\$907,170
Bridges	\$110,457,895	\$68,674,956	\$1,118,999
Drainage	\$98,442,162	\$63,073,795	\$979,262
Property	\$244,021,963	\$120,397,006	\$6,813,812
Open Space	\$25,924,046	\$14,743,790	\$816,073
TOTAL	\$1,314,584,428	\$841,404,964	\$21,425,823

The average annual asset consumption (AAAC) is \$21.4M (1.6%).

3.2 Financial Sustainability Indicators

Asset Consumption, Renewal and UEN (2019/20)	
Asset consumption (depreciation / depreciable amount)	1.6%
Asset renewal (actual capital renewal expenditure / depreciable amount)	1.0%
Asset UEN (actual capital UEN expenditure / depreciable amount)	0.4%
Asset renewal as % of asset consumption	63.1%
Assets being added as % of asset stock	0.7%
Life Cycle Cost (long term)	
	\$'000
Life cycle cost (depreciation + operational & maintenance expenditure Year 1)	\$58,464
Life cycle expenditure (capital renewal expenditure + ops. & maint. exp. Year 1)	\$71,639
Life cycle gap (life cycle expenditure – life cycle cost)	\$12,905
Life cycle sustainability indicator (life cycle expenditure / life cycle cost)	122%
Medium Term Sustainability (10 years)	
	\$'000
10 year operational, maintenance and renewal projected (required) expenditure	\$619,039
10 year operational, maintenance and renewal planned (budget) expenditure	\$689,336
10 year funding shortfall (10 year planned – projected expenditure)	\$70,296
10 year sustainability indicator (10 year planned / projected expenditure)	111%
Short Term Sustainability (5 years)	
	\$'000
5 year operational, maintenance and renewal projected (required) expenditure	\$302,615
5 year operational, maintenance and renewal planned (budget) expenditure	\$347,989
5 year funding shortfall (5 year planned – projected expenditure)	\$45,375
5 year sustainability indicator (5 year planned / projected expenditure)	115%

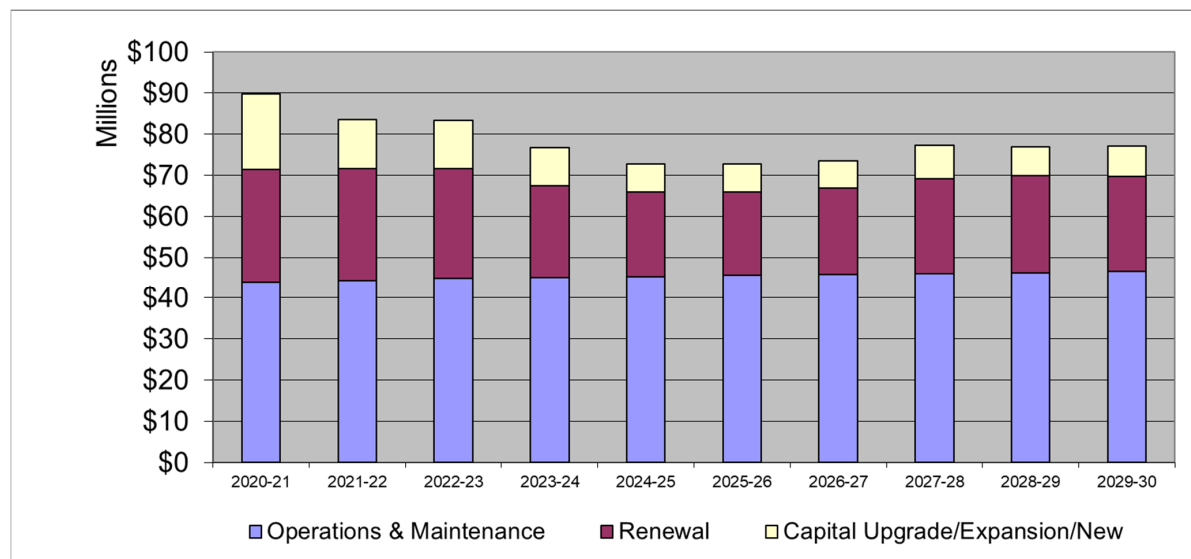
3.3 Funding Strategy

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

3.4 Lifecycle Summary

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

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



4 MAINTENANCE

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

4.1 Maintenance Plan

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

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

A maintenance plan:

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

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

4.2 Defect Inspections & Prioritisation of Maintenance Works

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

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

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

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

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

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

4.3 Basis for Determining Future Maintenance Costs

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

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

5 RENEWAL

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

5.1 Renewal Plan

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

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

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

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

5.2 Basis for Determining Future Renewal Costs

Asset renewal expenditure in 2019/20 was 1.0% of the depreciable amount and 63%% of the Average Annual Asset Consumption (AAAC).

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

Future renewal requirement is determined from the following input data:

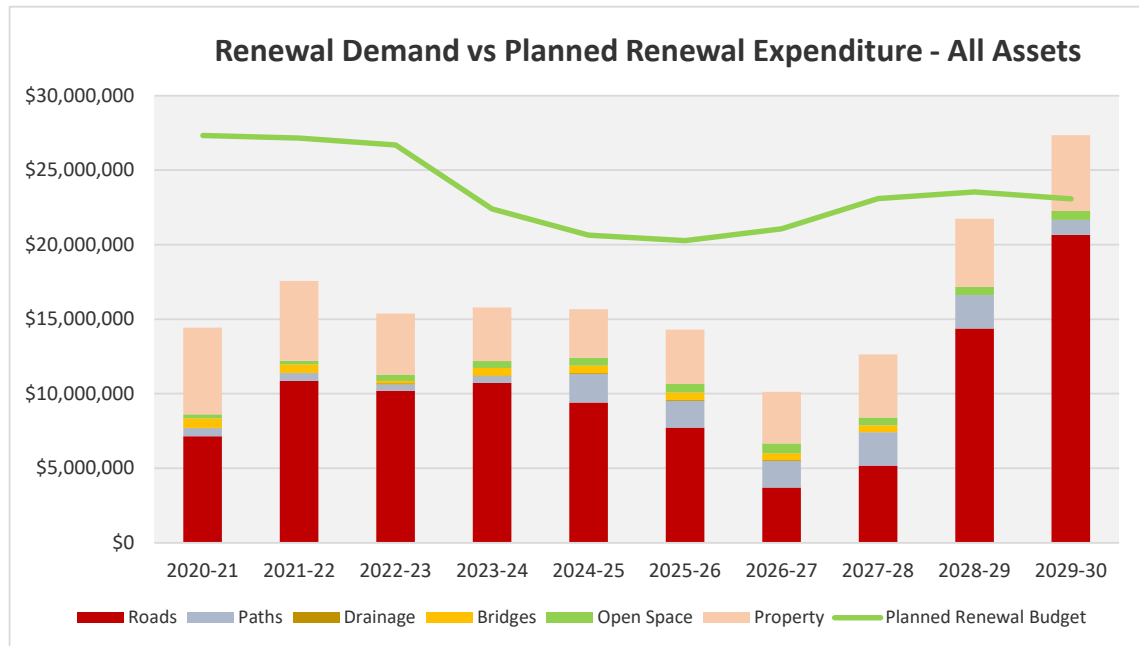
- Condition intervention level
- Asset useful life
- Asset condition
- Asset quantity
- Asset replacement cost
- Deterioration profile
- 10-year planned renewal budget
- Actual maintenance expenditure

5.3 Financial Projections

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

Annual Renewal Requirement	Roads	Paths	Bridges	Drainage	Property	Open Space	Annual Total
2021	\$7,147,458	\$537,585	\$648,267	\$18,763	\$5,808,918	\$263,372	\$14,424,363
2022	\$10,858,512	\$527,620	\$556,851	\$15,010	\$5,349,307	\$246,557	\$17,553,857
2023	\$10,207,397	\$424,467	\$163,783	\$63,753	\$4,106,710	\$417,862	\$15,383,972
2024	\$10,716,408	\$447,530	\$502,525	\$63,753	\$3,598,655	\$457,701	\$15,786,572
2025	\$9,398,638	\$1,912,558	\$502,525	\$63,753	\$3,277,783	\$519,120	\$15,674,377
2026	\$7,723,329	\$1,794,473	\$502,525	\$63,753	\$3,621,899	\$584,224	\$14,290,203
2027	\$3,703,412	\$1,777,350	\$464,288	\$63,753	\$3,460,924	\$643,716	\$10,113,443
2028	\$5,166,993	\$2,242,066	\$464,288	\$0	\$4,238,563	\$519,314	\$12,631,224
2029	\$14,377,164	\$2,246,360	\$0	\$0	\$4,566,070	\$552,594	\$21,742,188
2030	\$20,655,583	\$1,006,941	\$0	\$0	\$5,082,940	\$592,250	\$27,337,714
10 Year Total	\$99,954,894	\$12,916,950	\$3,805,052	\$352,538	\$43,111,769	\$4,796,710	\$164,937,913
Average Annual Renewal Requirement	\$9,995,489	\$1,291,695	\$380,505	\$35,254	\$4,311,177	\$479,671	\$16,493,791

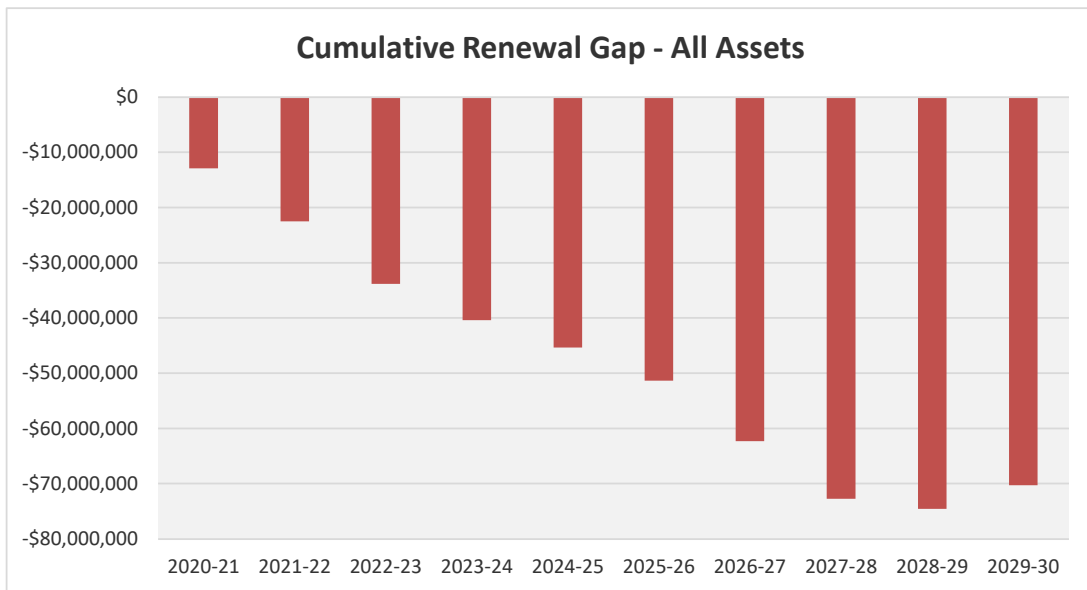
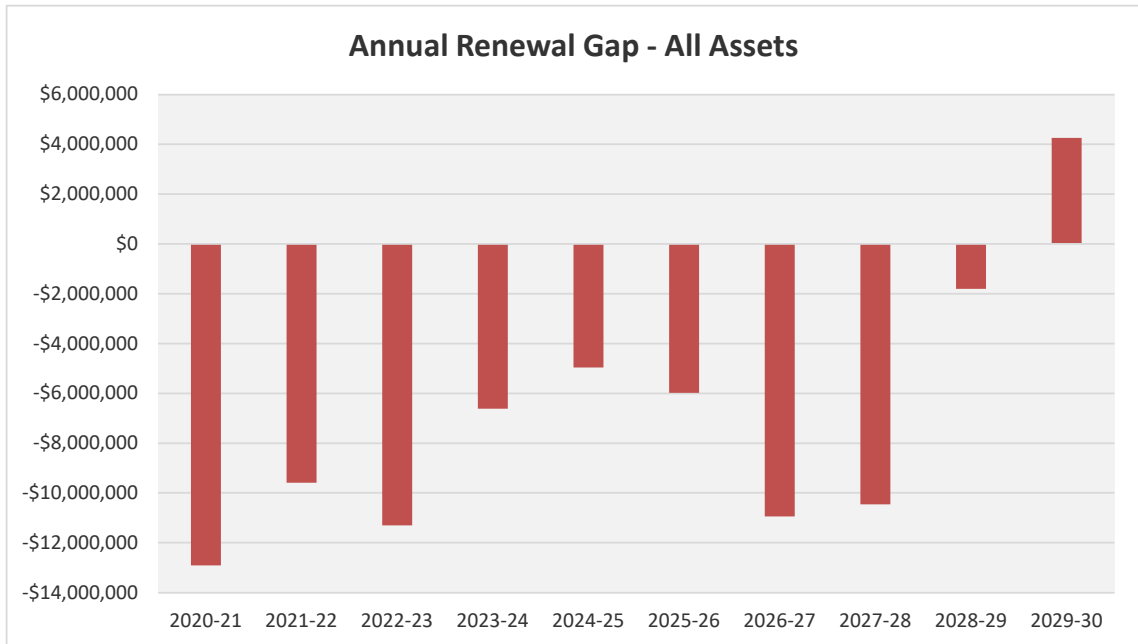
The 10-year annual capital renewal requirement against proposed renewal expenditure:



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

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$14,424,363	\$27,329,406	\$12,905,043	\$12,905,043
2022	\$17,553,857	\$27,141,320	\$9,587,463	\$22,492,507
2023	\$15,383,972	\$26,691,700	\$11,307,728	\$33,800,235
2024	\$15,786,572	\$22,400,680	\$6,614,108	\$40,414,343
2025	\$15,674,377	\$20,634,700	\$4,960,323	\$45,374,666
2026	\$14,290,203	\$20,277,000	\$5,986,797	\$51,361,463
2027	\$10,113,443	\$21,053,800	\$10,940,357	\$62,301,820
2028	\$12,631,224	\$23,086,600	\$10,455,376	\$72,757,196
2029	\$21,742,188	\$23,542,800	\$1,800,613	\$74,557,808
2030	\$27,337,714	\$23,076,200	-\$4,261,514	\$70,296,294
10 Year Total	\$164,937,913	\$235,234,207	\$70,296,294	\$70,296,294
Annual Average	\$16,493,791	\$23,523,421	\$7,029,629	

The average annual renewal requirement over the next 10 years (to 2030) is \$16.5 M and the average annual proposed expenditure is \$23.5 M. This results in a cumulative renewal funding surplus of \$70 M over the next 10 years.



6 NEW, UPGRADE & EXPANSION

6.1 New Assets

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

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

6.2 Asset Expansion

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

6.3 Asset Upgrade

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

6.4 Basis for Determining Future New, Upgrade & Expansion Costs

New, upgrade and expansion expenditure in 2019/20 was 0.4% of the depreciable amount and 27% of the Average Annual Asset Consumption (AAAC).

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

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

Various strategic plans identify opportunities for expansion and upgrade of assets that are implemented through a number of annual upgrade and expansion programs:

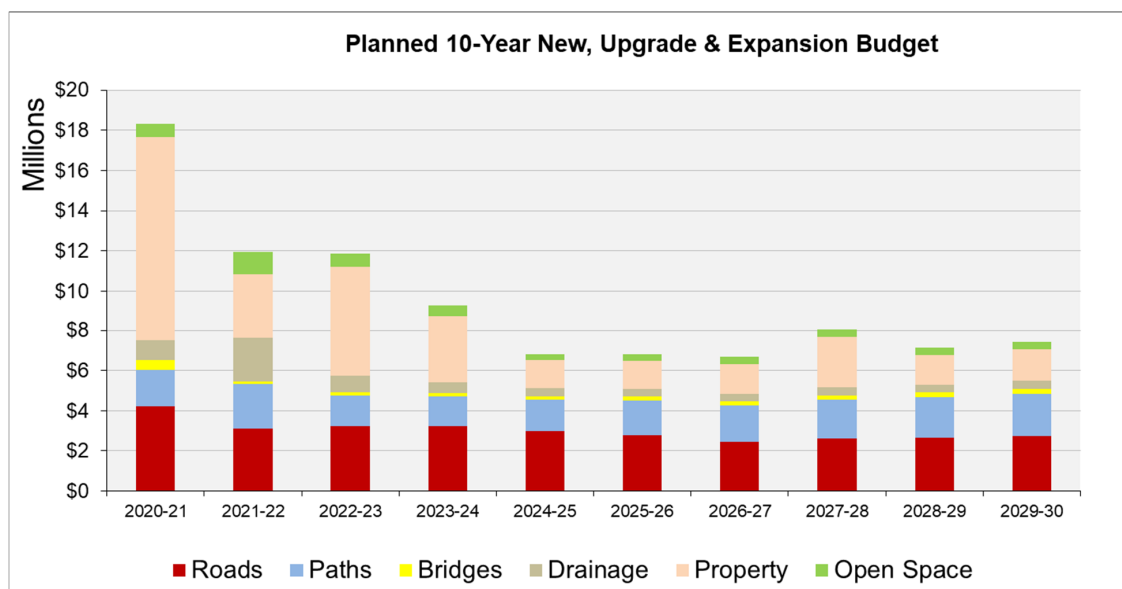
- Urban Paths Plan

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

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

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

The creation of new assets is expected to grow at 0.7% per year over the next 10years, based on planned upgrade and expansion projects in the 10-year capital program.



7 DISPOSAL & DECOMMISSIONING

There is no overall Disposal & Decommissioning Plan for any of Wellington Shire Council's asset classes.

Closure and disposal of assets may occur when there is insufficient use of the asset or continued existence of the asset is not justified.

8 APPENDICES

Appendix A – 10 Year Planned Expenditure Forecast

Renewal Requirement	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	10 year average
Roads	\$7,147,458	\$10,858,512	\$10,207,397	\$10,716,408	\$9,398,638	\$7,723,329	\$3,703,412	\$5,166,993	\$14,377,164	\$20,655,583	\$9,995,489
Paths	\$537,585	\$527,620	\$424,467	\$447,530	\$1,912,558	\$1,794,473	\$1,777,350	\$2,242,066	\$2,246,360	\$1,006,941	\$1,291,695
Bridges	\$648,267	\$556,851	\$163,783	\$502,525	\$502,525	\$502,525	\$464,288	\$464,288	\$0	\$0	\$380,505
Drainage	\$18,763	\$15,010	\$63,753	\$63,753	\$63,753	\$63,753	\$63,753	\$63,753	\$0	\$0	\$35,254
Property	\$5,808,918	\$5,349,307	\$4,106,711	\$3,598,655	\$3,277,783	\$3,621,899	\$3,460,924	\$4,238,563	\$4,566,069	\$5,082,939	\$4,311,177
Open Space	\$263,372	\$246,557	\$417,862	\$457,702	\$519,121	\$584,225	\$643,716	\$519,315	\$552,593	\$592,250	\$479,671
Total Renewal Requirement	\$14,424,362	\$17,553,857	\$15,383,972	\$15,786,572	\$15,674,377	\$14,290,203	\$10,113,443	\$12,631,224	\$21,742,187	\$27,337,713	\$16,493,791
Operations & Maintenance Expenditure	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
Operating	\$33,172,539	\$33,470,035	\$33,765,278	\$33,995,423	\$34,165,397	\$34,334,604	\$34,500,742	\$34,700,894	\$34,878,702	\$35,063,757	\$34,204,737
Maintenance	\$10,867,279	\$10,964,738	\$11,061,459	\$11,136,855	\$11,192,538	\$11,247,970	\$11,302,396	\$11,367,966	\$11,426,215	\$11,486,839	\$11,205,426
Total Operations & Maintenance	\$44,039,817	\$44,434,774	\$44,826,737	\$45,132,278	\$45,357,934	\$45,582,573	\$45,803,139	\$46,068,860	\$46,304,917	\$46,550,596	\$45,410,163
Renewal Expenditure	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
Roads	\$14,396,645	\$13,948,756	\$13,705,903	\$13,873,649	\$14,784,353	\$14,832,196	\$14,880,038	\$15,632,881	\$16,215,724	\$16,898,566	\$14,916,871
Paths	\$1,697,692	\$1,980,457	\$1,467,845	\$1,112,210	\$990,579	\$1,021,559	\$1,085,420	\$1,131,572	\$1,149,422	\$1,145,481	\$1,278,224
Bridges	\$778,000	\$390,000	\$390,000	\$390,000	\$418,000	\$446,000	\$474,000	\$502,000	\$530,000	\$558,000	\$487,600
Drainage	\$2,644,750	\$3,233,614	\$2,742,360	\$1,673,766	\$1,137,544	\$653,573	\$587,102	\$590,630	\$594,159	\$597,688	\$1,445,519
Property	\$6,607,397	\$5,969,600	\$6,579,200	\$4,356,680	\$2,486,200	\$2,482,000	\$2,890,300	\$3,943,600	\$3,992,017	\$3,086,466	\$4,239,346
Open Space	\$1,204,923	\$1,618,893	\$1,806,391	\$994,375	\$818,023	\$841,672	\$1,136,939	\$1,285,916	\$1,061,478	\$790,000	\$1,155,861
Total Renewal	\$27,329,407	\$27,141,320	\$26,691,700	\$22,400,680	\$20,634,700	\$20,277,000	\$21,053,800	\$23,086,600	\$23,542,800	\$23,076,200	\$23,523,421
Upgrade, Expansion & New Expenditure	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
Roads	\$4,214,281	\$3,089,435	\$3,250,038	\$3,237,973	\$2,997,124	\$2,780,372	\$2,433,619	\$2,631,866	\$2,660,113	\$2,738,361	\$3,003,318
Paths	\$1,814,281	\$2,223,714	\$1,500,896	\$1,494,778	\$1,562,893	\$1,733,117	\$1,828,341	\$1,923,565	\$2,018,789	\$2,114,013	\$1,821,439
Bridges	\$502,000	\$160,000	\$160,000	\$160,000	\$172,000	\$184,000	\$196,000	\$208,000	\$220,000	\$232,000	\$219,400
Drainage	\$989,187	\$2,162,412	\$810,864	\$520,250	\$391,983	\$394,512	\$397,040	\$399,569	\$402,098	\$404,626	\$687,254
Property	\$10,159,401	\$3,207,400	\$5,476,300	\$3,307,600	\$1,377,800	\$1,368,000	\$1,470,700	\$2,518,400	\$1,471,600	\$1,563,800	\$3,192,100
Open Space	\$660,458	\$1,110,919	\$665,202	\$527,000	\$328,000	\$339,000	\$350,000	\$361,000	\$372,000	\$383,000	\$509,658
Total Upgrade & Expansion	\$18,339,608	\$11,953,880	\$11,863,300	\$9,247,600	\$6,829,800	\$6,799,000	\$6,675,700	\$8,042,400	\$7,144,600	\$7,435,800	\$9,433,169
Renewal Gap	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
Roads	-\$7,249,188	-\$3,090,245	-\$3,498,506	-\$3,157,241	-\$5,385,716	-\$7,108,867	-\$11,176,626	-\$10,465,888	-\$1,838,559	\$3,757,017	-\$4,921,382
Paths	-\$1,160,107	-\$1,452,837	-\$1,043,379	-\$664,681	\$921,979	\$772,914	\$691,929	\$1,110,494	\$1,096,938	-\$138,540	\$13,471
Bridges	-\$129,733	\$166,851	-\$226,217	\$112,525	\$84,525	\$56,525	-\$9,712	-\$37,712	-\$530,000	-\$558,000	-\$107,095
Drainage	-\$2,625,987	-\$3,218,604	-\$2,678,607	-\$1,610,013	-\$1,073,791	-\$589,820	-\$523,349	-\$590,630	-\$594,159	-\$597,688	-\$1,410,265
Property	-\$798,479	-\$620,293	-\$2,472,489	-\$758,025	\$791,583	\$1,139,899	\$570,624	\$294,963	\$574,052	\$1,996,474	\$71,831
Open Space	-\$941,551	-\$1,372,336	-\$1,388,530	-\$536,673	-\$298,903	-\$257,447	-\$493,223	-\$766,602	-\$508,885	-\$197,750	-\$676,190
Total Annual Shortfall/Suplus	-\$12,905,044	-\$9,587,463	-\$11,307,728	-\$6,614,108	-\$4,960,323	-\$5,986,797	-\$10,940,357	-\$10,455,376	-\$1,800,613	\$4,261,513	-\$7,029,630
Cumulative Renewal Gap (all)	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
Cumulative Renewal Gap (all)	-\$12,905,044	-\$22,492,508	-\$33,800,236	-\$40,414,344	-\$45,374,666	-\$51,361,464	-\$62,301,821	-\$72,757,197	-\$74,557,809	-\$70,296,297	
Cumulative Renewal Gap (Roads)	-\$7,249,188	-\$10,339,432	-\$13,837,938	-\$16,995,179	-\$22,380,895	-\$29,489,762	-\$40,666,388	-\$51,132,276	-\$52,970,835	-\$49,213,818	
Cumulative Renewal Gap (Paths)	-\$1,160,107	-\$2,612,944	-\$3,656,323	-\$4,321,004	-\$3,399,025	-\$2,626,111	-\$1,934,182	-\$823,688	\$273,250	\$134,710	
Cumulative Renewal Gap (Bridges)	-\$129,733	\$166,851	-\$226,217	\$112,525	\$84,525	\$56,525	-\$9,712	-\$37,712	-\$530,000	-\$558,000	
Cumulative Renewal Gap (Drainage)	-\$2,625,987	-\$3,218,604	-\$2,678,607	-\$1,610,013	-\$1,073,791	-\$589,820	-\$523,349	-\$590,630	-\$594,159	-\$597,688	
Cumulative Renewal Gap (Property)	-\$798,479	-\$620,293	-\$2,472,489	-\$758,025	\$791,583	\$1,139,899	\$570,624	\$294,963	\$574,052	\$1,996,474	
Cumulative Renewal Gap (Open Space)	-\$941,551	-\$2,313,887	-\$3,702,416	-\$4,239,089	-\$4,537,992	-\$4,795,439	-\$5,288,662	-\$6,055,264	-\$6,564,149	-\$6,761,899	

Infrastructure Assets

Figures based on 2019/20 financial year

REPLACEMENT VALUE
\$1.31 B +

ASSET CLASSES

Bridges & Major Culverts: includes floodways

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

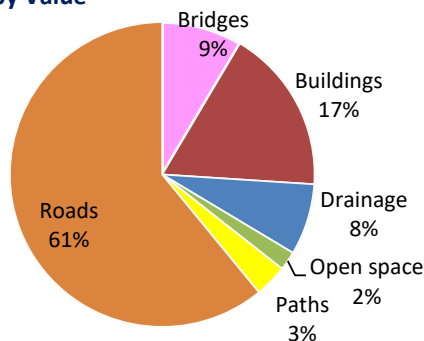
Drainage: pits, pipes, open drains

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

Paths: concrete, sealed and unsealed paths

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

Assets by Value



AVERAGE AGE & ASSET LIFE

Bridges & major culverts	43 years / 99 years
Buildings & structures	25 years / 42 years
Drainage	36 years / 100 years
Open space	15 years / 31 years
Paths	19 years / 54 years
Roads:	
• Urban sealed	19 years / 64 years
• Rural sealed	20 years / 44 years
• Unsealed	12 years / 20 years
• Kerb & channel	29 years / 70 years

ASSET EXPENDITURE 2019/20

Renewal:	\$13,509,254
Upgrade/Expansion:	\$5,755,329
Operational/Maintenance:	\$43,433,877

NEW/UPGRADE WORKS

Average annual expenditure next 10 years: \$9.4 M

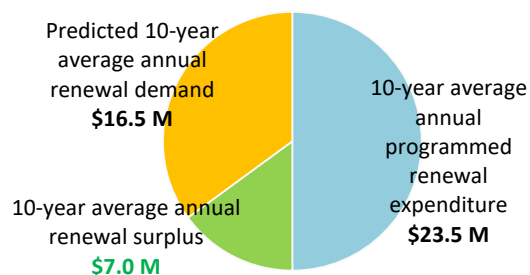
FINANCIAL INDICATORS 2019/20

- Average Annual Asset Consumption: \$21.4M or 1.6%
- Asset renewal: 1.0%
- Asset Upgrade/Expansion/New: 0.4%
- Renewal as % of consumption: 63.1%
- Assets added as % of stock: 0.7%
- Operating/Maintenance ratio: 3.3%

10 YEAR AVERAGE ANNUAL RENEWAL DEMAND

Proposed funding below demand (based on renewal model)

	Demand	Budget
Bridges	\$380.5 k	\$487.6 k
Buildings	\$4.3 M	\$4.2 M
Drainage	\$35.2 k	\$1.4 M
Open Space	\$479.7 k	\$1.15 M
Paths	\$1.3 M	\$1.3 M
Roads	\$10.0 M	\$14.9 M



IMPROVEMENT ACTIONS

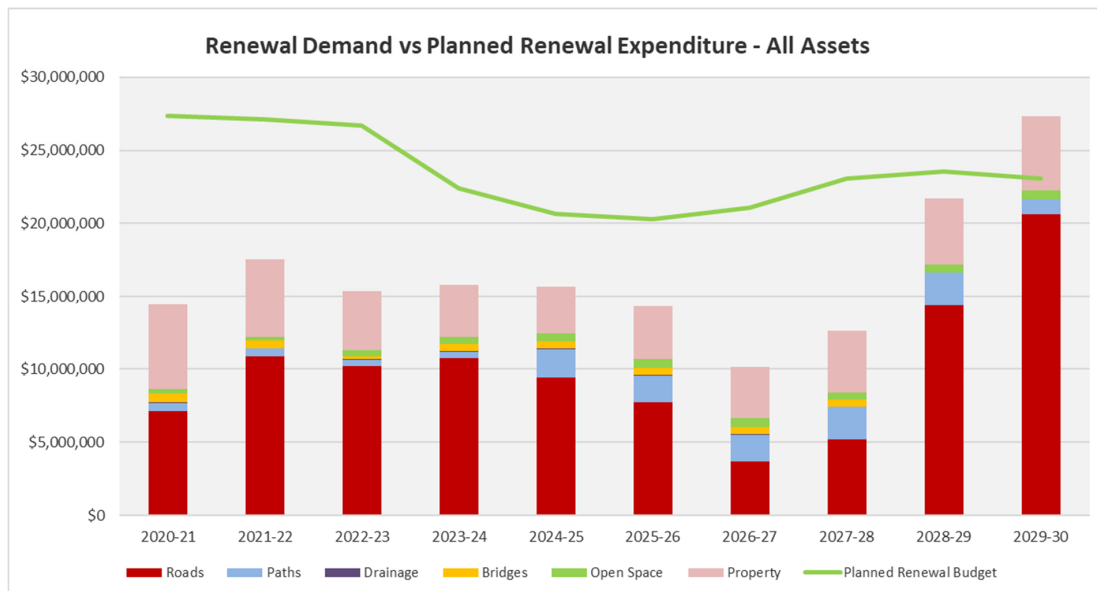
1. Review asset hierarchy for each facility and reserve in the Asset Management System.
2. Enhance condition information where required for: bridges, major culverts, drainage, and paths.
3. Use enhanced condition information to support reviews of forward capital works programs.

SUMMARY

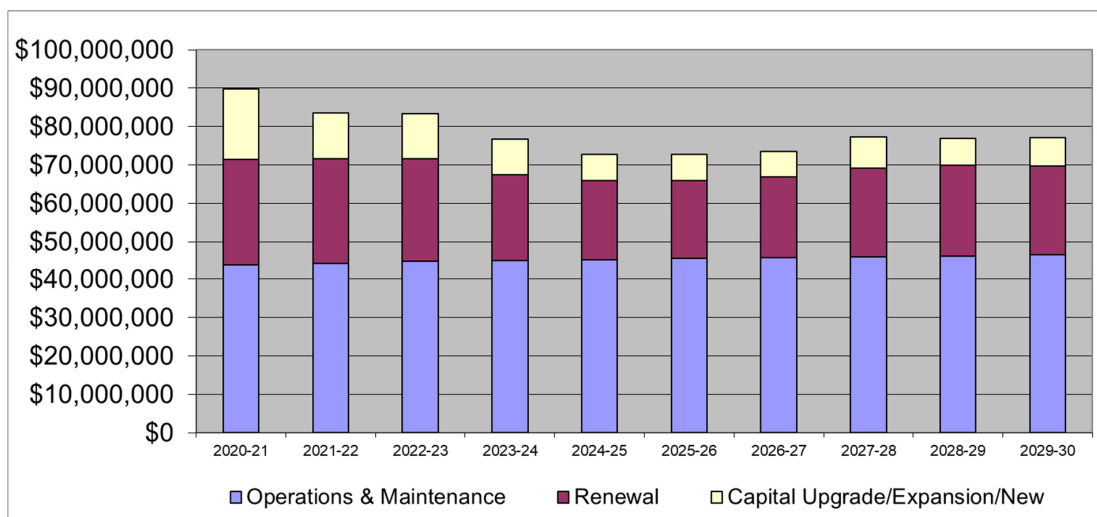
- Road assets make up over half the total asset replacement value.
- Condition data will continue to be reviewed for various asset classes to inform future asset planning.

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$14,424,363	\$27,329,406	\$12,905,043	\$12,905,043
2022	\$17,553,857	\$27,141,320	\$9,587,463	\$22,492,507
2023	\$15,383,972	\$26,691,700	\$11,307,728	\$33,800,235
2024	\$15,786,572	\$22,400,680	\$6,614,108	\$40,414,343
2025	\$15,674,377	\$20,634,700	\$4,960,323	\$45,374,666
2026	\$14,290,203	\$20,277,000	\$5,986,797	\$51,361,463
2027	\$10,113,443	\$21,053,800	\$10,940,357	\$62,301,820
2028	\$12,631,224	\$23,086,600	\$10,455,376	\$72,757,196
2029	\$21,742,188	\$23,542,800	\$1,800,612	\$74,557,808
2030	\$27,337,714	\$23,076,200	-\$4,261,514	\$70,296,294
10 Year Total	\$164,937,913	\$235,234,207	\$70,296,294	\$70,296,294
Annual Average	\$16,493,791	\$23,523,421	\$7,029,629	



Lifecycle Summary



Road Assets

Figures based on 2019/20 financial year

ASSET CATEGORIES

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

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

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

Rural road drainage: includes table drains and minor culverts

Verge: traffic control devices and signage

Car parks: both on and off-street parking areas

Urban sealed roads	201 km
Rural sealed roads	1312 km
Unsealed roads	1564 km
Kerb & channel	383 km

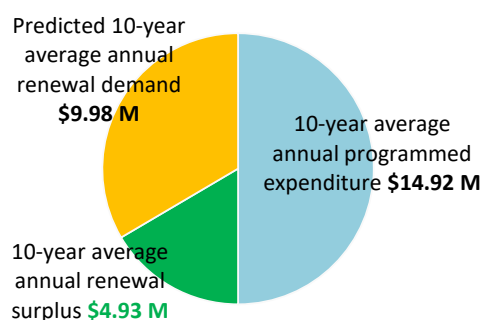
NEW/UPGRADE WORKS

Current programs are:

- Roads & Street Construction Plan - Schemes
- Road widening projects
- Intersection upgrades
- Average annual new/upgrade expenditure next 10 years: \$3.0 M

10 YEAR RENEWAL

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



REPLACEMENT VALUE

\$790.9 M +

60% of total \$1.31 B

ASSET LIFE

Pavement

Sealed road: 100 years

Unsealed road Local A & Above: 15 years

Unsealed road Local B & C: 20 years

Wearing surface: seal 15 / asphalt 30 years

Kerb & channel: 70 years

Rural road drainage & verge: 100 years

EXPENDITURE 2019/20

Renewal:	\$7,780,382
Upgrade/Expansion:	\$2,043,477
Operational/Maintenance:	\$12,462,786

Type	Condition 2020
Urban Sealed	Good 92.0% / Fair 8% / Poor 0%
Rural Sealed	Good 65% / Fair 34% / Poor 1%
Unsealed	Good 45 / Fair 49% / Poor 6%
Kerb	As per urban sealed roads

FINANCIAL INDICATORS 2019/20

- Average Annual Asset Consumption: \$10.8M or 1.4%
- Asset renewal: 1.0%
- Asset Upgrade/Expansion/New: 0.3%
- Renewal as % of consumption: 72.1%
- Roads added as % of stock: 0.4%
- Operating/Maintenance lifecycle cost ratio: 1.6%

IMPROVEMENT ACTIONS

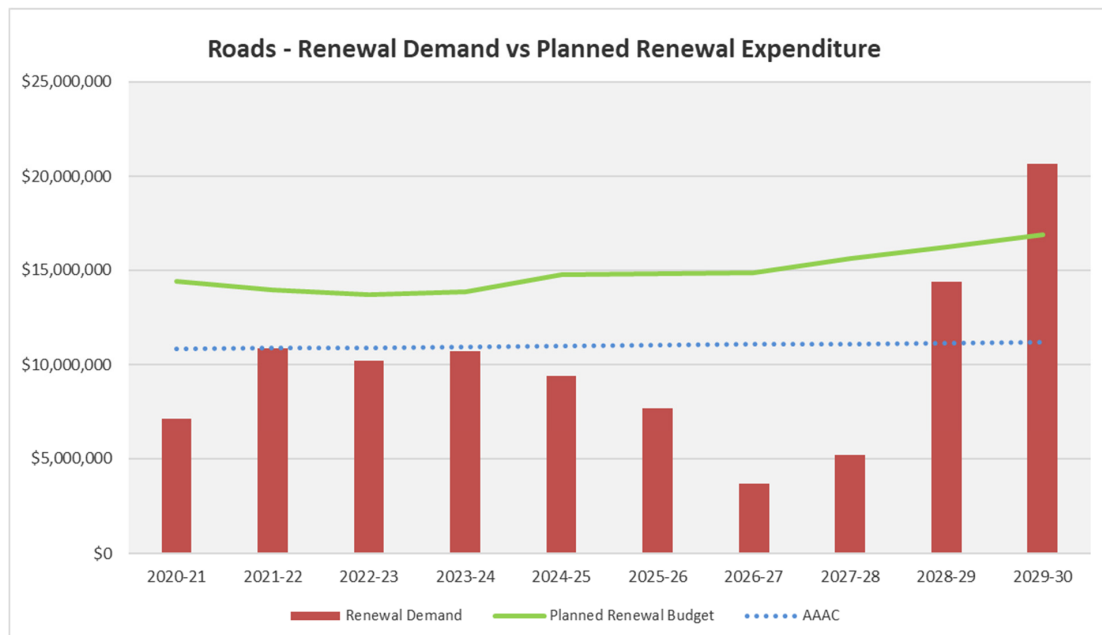
1. Enhance expenditure data on road maintenance activities in Asset Management System
2. Review condition intervention levels at which road assets are renewed

SUMMARY

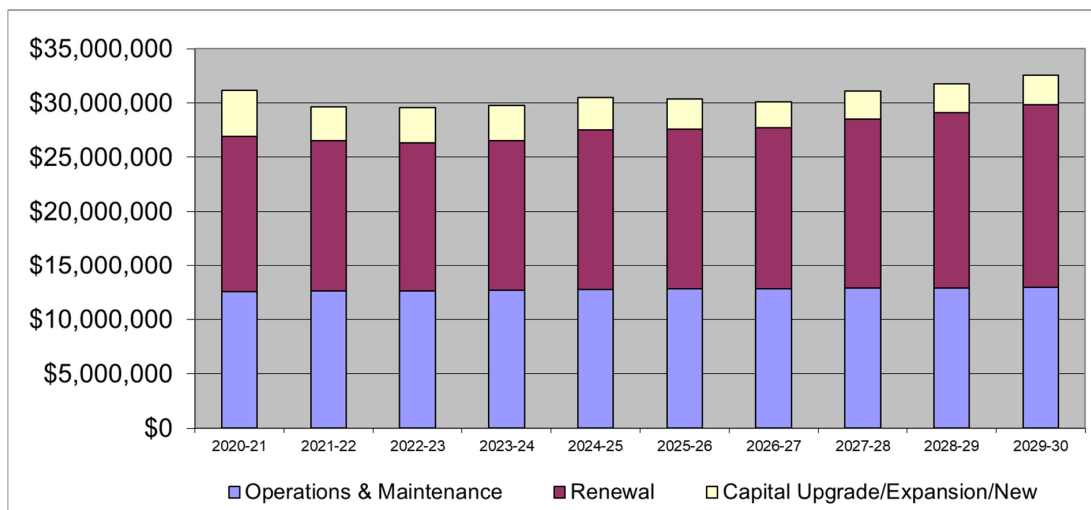
- Road assets are of a high overall value
- Urban roads are in good condition
- Rural roads are in good to fair condition

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$7,147,458	\$14,396,645	\$7,249,188	\$7,249,188
2022	\$10,858,512	\$13,948,756	\$3,090,245	\$10,339,432
2023	\$10,207,397	\$13,705,903	\$3,498,506	\$13,837,938
2024	\$10,716,408	\$13,873,649	\$3,157,241	\$16,995,179
2025	\$9,398,638	\$14,784,353	\$5,385,716	\$22,380,895
2026	\$7,723,329	\$14,832,196	\$7,108,867	\$29,489,762
2027	\$3,703,412	\$14,880,038	\$11,176,626	\$40,666,388
2028	\$5,166,993	\$15,632,881	\$10,465,888	\$51,132,276
2029	\$14,377,164	\$16,215,724	\$1,838,559	\$52,970,835
2030	\$20,655,583	\$16,898,566	-\$3,757,017	\$49,213,818
10 Year Total	\$99,954,893	\$149,168,711	\$49,213,818	\$49,213,818
Annual Average	\$9,995,489	\$14,916,871	\$4,921,382	



Lifecycle Summary



Path Assets

Figures based on 2019/20 financial year

ASSET CATEGORIES

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



**Approx. 281 km
503,069 m²**

REPLACEMENT VALUE

\$44.85 M

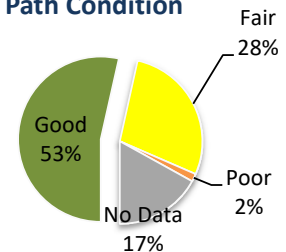
3.4% of total \$1.31 B

ASSET LIFE

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

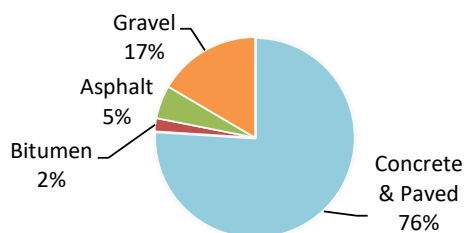
Defect inspections: concrete paths only as per RMP

Path Condition



Condition above intervention:
7,468 m² or 1.5%

PATH SURFACES



EXPENDITURE 2019/20

Renewal:	\$1,871,041
Upgrade/Expansion:	\$931,820
Operational/Maintenance:	\$779,235

FINANCIAL INDICATORS 2019/20

- Average Annual Asset Consumption: \$0.9M or 2.0%
- Asset renewal: 4.2%
- Asset Upgrade/Expansion/New: 2.1%
- Renewal as % of consumption: 206%
- Paths added as % of stock: 4.1%
- Operating/Maintenance ratio: 1.7%

NEW/UPGRADE WORKS

Current programs are:

- Roads & Street Construction Schemes
- Access improvement program
- Urban Paths Plan
- Average annual expenditure next 10 years: \$1.82 M

10 YEAR RENEWAL

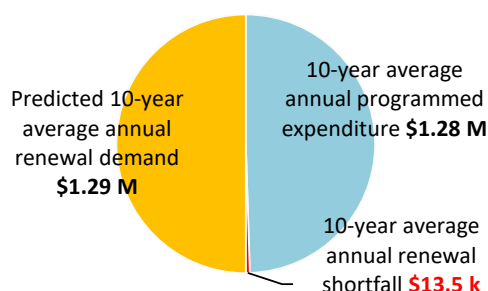
Proposed funding meets demand

IMPROVEMENT ACTIONS

1. Review and enhance condition and defect assessment programs for gravel paths
2. Review condition intervention levels at which path assets are renewed
3. Use enhanced condition information to support reviews of forward capital works programs

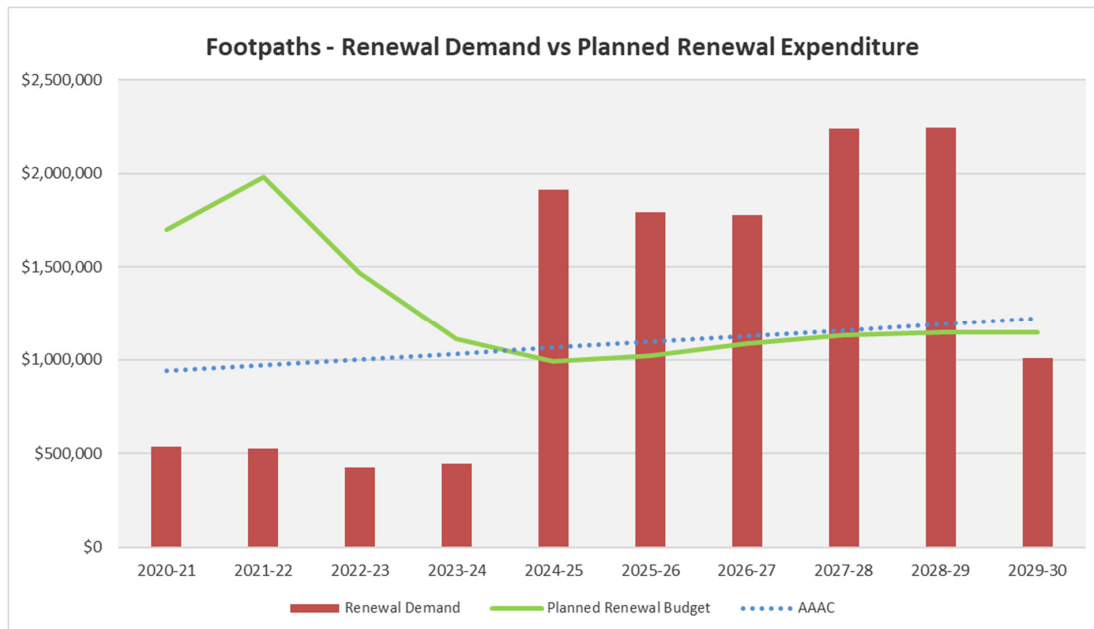
SUMMARY

- Paths are predominately of concrete construction
- The majority of paths are in good condition
- Proposed renewal funding meets demand
- Condition and defect assessment processes for gravel paths will be reviewed and enhanced

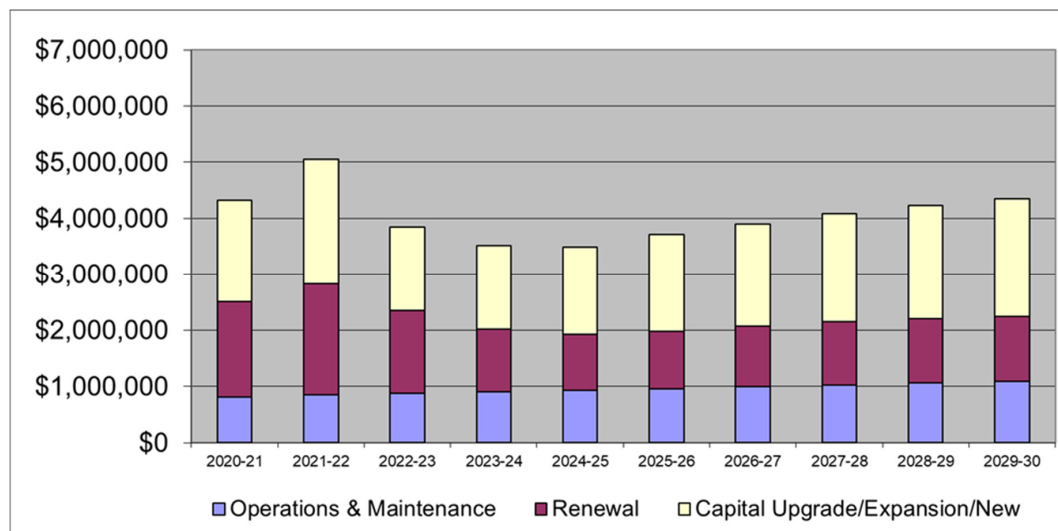


10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$537,585	\$1,697,692	\$1,160,107	\$1,160,107
2022	\$527,620	\$1,980,457	\$1,452,837	\$2,612,944
2023	\$424,467	\$1,467,845	\$1,043,379	\$3,656,323
2024	\$447,530	\$1,112,210	\$664,681	\$4,321,004
2025	\$1,912,558	\$990,579	-\$921,979	\$3,399,025
2026	\$1,794,473	\$1,021,559	-\$772,914	\$2,626,111
2027	\$1,777,350	\$1,085,420	-\$691,929	\$1,934,182
2028	\$2,242,066	\$1,131,572	-\$1,110,494	\$823,688
2029	\$2,246,360	\$1,149,422	-\$1,096,938	-\$273,250
2030	\$1,006,941	\$1,145,481	\$138,540	-\$134,710
10 Year Total	\$12,916,948	\$12,782,238	-\$134,710	-\$134,710
Annual Average	\$1,291,695	\$1,278,224	-\$13,471	



Lifecycle Summary



Bridges & Major Culverts

Figures based on 2019/20 financial year

473 structures
+ 2 VicRoads structures
with maintenance
agreements

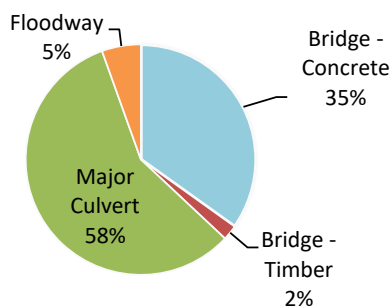
ASSET CATEGORIES

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

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

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

Assets by Quantity



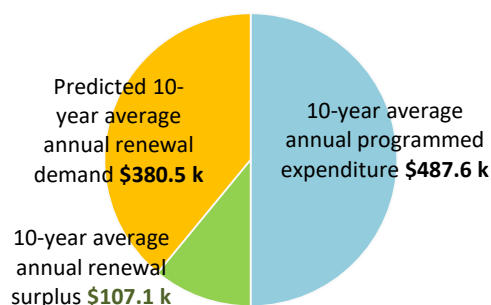
NEW/UPGRADE WORKS

Current programs are:

- Timber bridge replacement
- Average annual new/upgrade expenditure next 10 years: \$219k

10 YEAR RENEWAL

Proposed funding above demand



REPLACEMENT VALUE

\$110.5 M

8.4% of total \$1.3 B

ASSET LIFE

Bridge - concrete 100 years

Bridge - timber 60 years

Major Culvert 100 years

Floodway 100 years

CONDITION & DEFECTS

Programmed condition assessments are not performed for bridge assets

Defect inspections are performed in line with Road Management Plan

EXPENDITURE 2019/20

Renewal:	\$444,829
Upgrade/Expansion:	\$535,522
Operational/Maintenance:	\$997,392

FINANCIAL INDICATORS 2019/20

- Average Annual Asset Consumption: \$1.1M or 1.0%
- Asset renewal: 0.4%
- Asset Upgrade/Expansion/New: 0.5%
- Renewal as % of consumption: 39.8%
- Assets added as % of stock: 0.2%
- Operating/Maintenance ratio: 0.9%

IMPROVEMENT ACTIONS

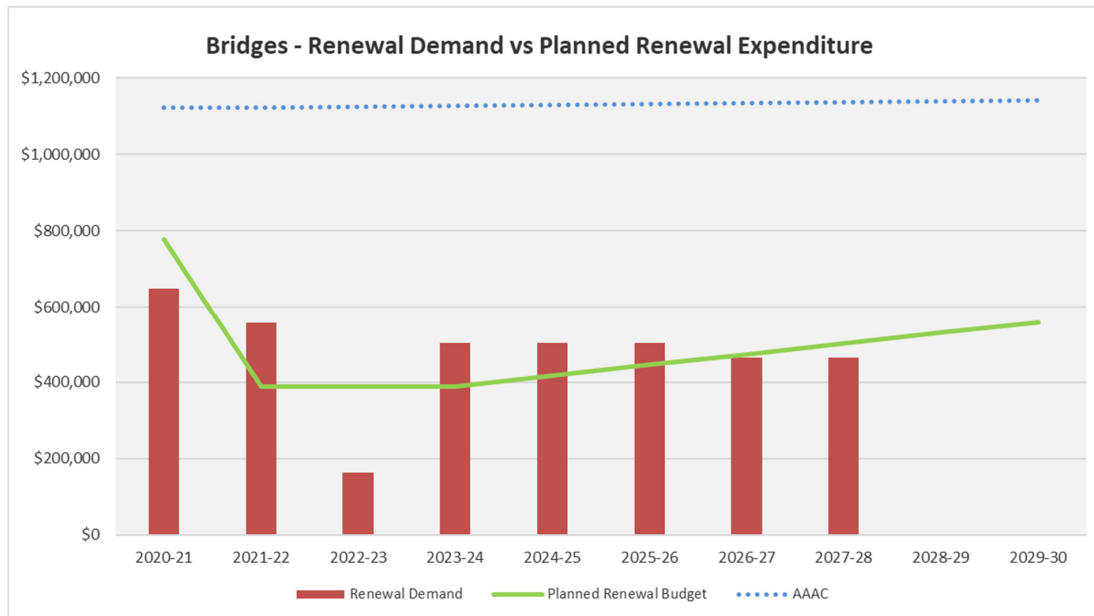
1. Review and enhance condition assessment processes if required
2. Review condition intervention levels at which assets are renewed
3. Use enhanced condition information to support reviews of forward capital works programs

SUMMARY

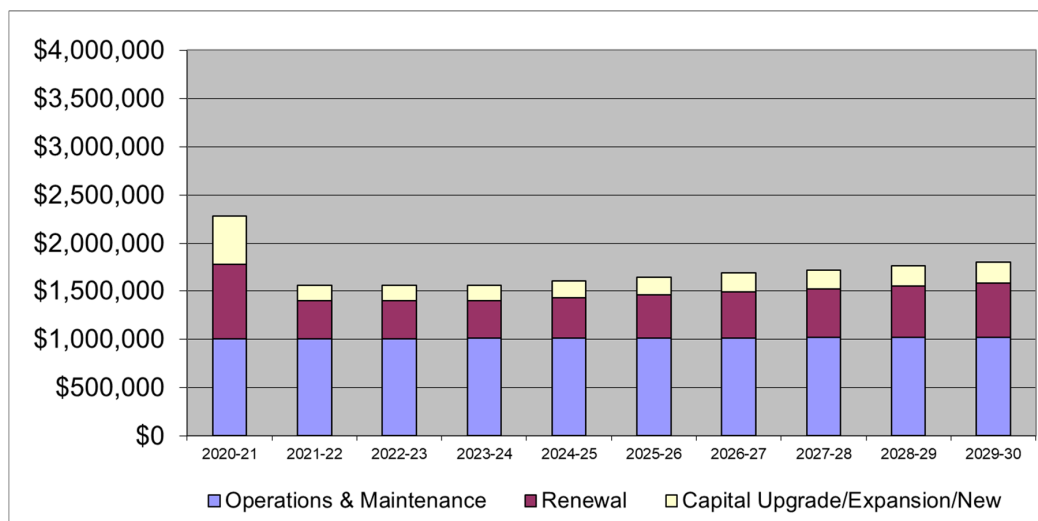
- Bridges are predominately of concrete construction.
- Condition and defect assessment processes for bridges will be reviewed and enhanced if required

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$648,267	\$778,000	\$129,733	\$129,733
2022	\$556,851	\$390,000	-\$166,851	-\$37,118
2023	\$163,783	\$390,000	\$226,217	\$189,099
2024	\$502,525	\$390,000	-\$112,525	\$76,574
2025	\$502,525	\$418,000	-\$84,525	-\$7,950
2026	\$502,525	\$446,000	-\$56,525	-\$64,475
2027	\$464,288	\$474,000	-\$9,712	-\$54,763
2028	\$464,288	\$502,000	-\$37,712	-\$17,051
2029	\$0	\$530,000	\$530,000	\$512,949
2030	\$0	\$558,000	\$558,000	\$1,070,949
10 Year Total	\$3,805,051	\$4,876,000	\$1,070,949	\$1,070,949
Annual Average	\$380,505	\$487,600	\$107,095	



Lifecycle Summary



Drainage Assets

Figures based on 2019/20 financial year

ASSET CATEGORIES

Drainage assets include the below ground structures that form part of the urban stormwater system. It excludes box drains and minor culverts that are outside of the urban system (these fall under the Roads asset class).

Pits

Pipes

Open Drains: earthen and concrete lined channels

Retention Basins

Gross Pollutant Traps

Pump Wells

Other: drainage structures such as box drains and flood gates

Pits	8,963
Pipes	259 km
Open Drains	32 km

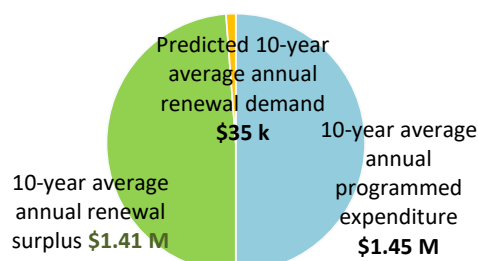
NEW/UPGRADE WORKS

Current programs are:

- Road and Street Construction Plan - Schemes
- Average annual expenditure next 10 years: \$687k

10 YEAR RENEWAL

- Minor drainage networks
- Major drainage development
- Street reconstruction
- Streetscape renewal
- Proposed funding above demand



REPLACEMENT VALUE

\$98.4 M +

7.5% of total \$1.31 B

ASSET LIFE

Average age 36 years; Average life 100 years

Pits & pipes: 100 years

Concrete open drain – 100 years

Box drains: 100 years

Pump well: 20 years

Earthen open drain – indefinite

Retention basin - indefinite

EXPENDITURE 2019/20

Renewal:	\$355,900
Upgrade/Expansion:	\$158,137
Operational/Maintenance:	\$1,181,431

CONDITION

Programmed condition assessments are not currently performed for drainage assets.

Defect inspections are performed as required

FINANCIAL INDICATORS 2019/20

- Average Annual Asset Consumption: \$0.98M or 1.0%
- Asset renewal: 0.4%
- Asset Upgrade/Expansion/New: 0.2%
- Renewal as % of consumption: 36.3%
- Drainage added as % of stock: 0.7%
- Operating/Maintenance ratio: 1.2%

IMPROVEMENT ACTIONS

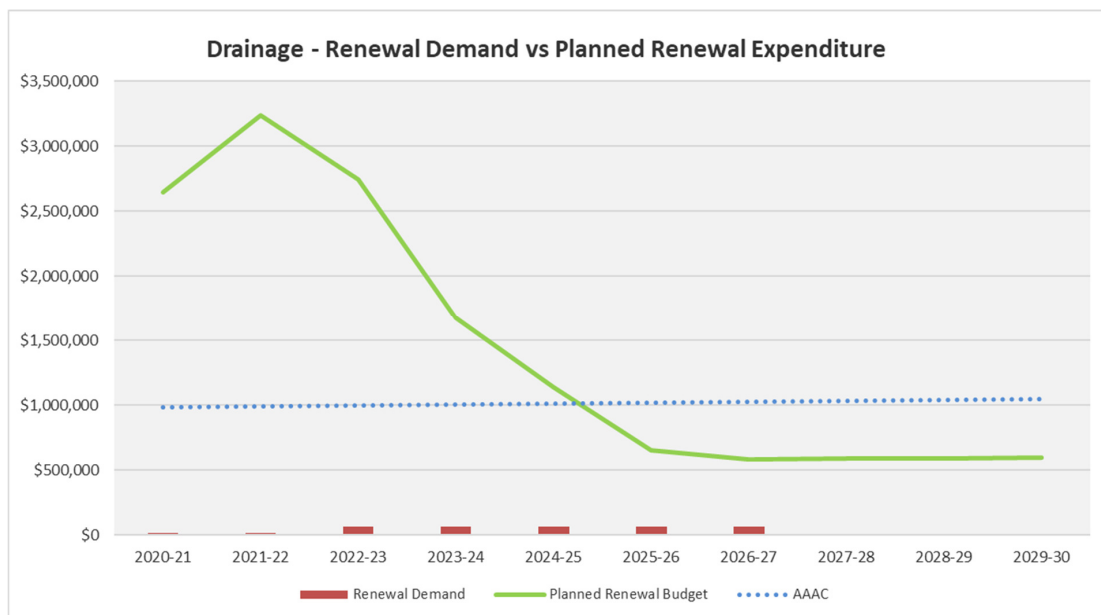
1. Develop condition assessment program to incrementally target trunk drainage and document the assessment methodology
2. Review condition intervention levels at which drainage assets are renewed
3. Based on condition data, develop a 10-year capital program for specific renewal and/or upgrade works to be undertaken on the drainage network

SUMMARY

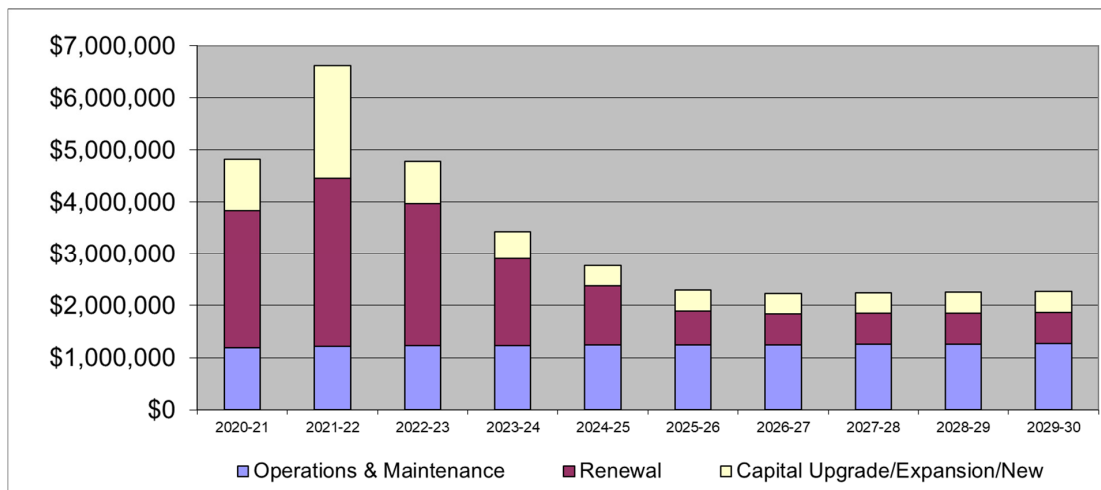
- No programmed condition assessments have been performed for drainage assets
- Proposed renewal funding is above demand.

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$18,763	\$2,644,750	\$2,625,987	\$2,625,987
2022	\$15,010	\$3,233,614	\$3,218,604	\$5,844,591
2023	\$63,753	\$2,742,360	\$2,678,607	\$8,523,198
2024	\$63,753	\$1,673,766	\$1,610,013	\$10,133,211
2025	\$63,753	\$1,137,544	\$1,073,791	\$11,207,002
2026	\$63,753	\$653,573	\$589,820	\$11,796,822
2027	\$63,753	\$587,102	\$523,349	\$12,320,171
2028	\$0	\$590,630	\$590,630	\$12,910,802
2029	\$0	\$594,159	\$594,159	\$13,504,961
2030	\$0	\$597,688	\$597,688	\$14,102,649
10 Year Total	\$352,538	\$14,455,186	\$14,102,649	\$14,102,649
Annual Average	\$35,254	\$1,445,519	\$1,410,265	



Lifecycle Summary



Property Assets

Figures based on 2019/20 financial year

ASSET TYPES

Buildings: permanent structures with the following components: structure, roof, services and fit out

Structures: miscellaneous structures such as fencing, lighting, bores, sports courts, marine structures

FACILITY CATEGORIES

Commercial: aerodromes, caravan parks, rental properties (shops and residential), tourist information centres

Community & Cultural: public halls, museums, libraries, art galleries, theatres, multipurpose community centres

Human Services: kindergartens, senior citizens centres, neighbourhood houses, infant health centres

Municipal Operational: civic offices, depots, waste management facilities

Sport & Recreation: boating facilities, swimming pools, stadiums, recreation reserves, active recreation facilities

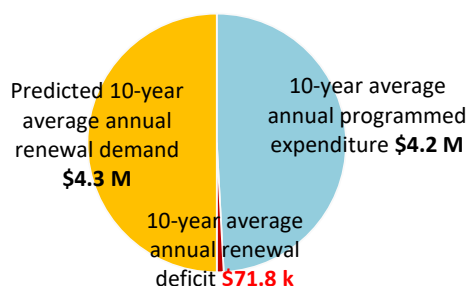
NEW/UPGRADE WORKS

Current programs are:

- Waste facility upgrades
- Recreational Boating Facilities Plan
- Sporting Infrastructure Plan
- Community Infrastructure Plan
- Average annual expenditure next 10 years: \$3.19 M

10 YEAR RENEWAL

- Pools rolling renewal program
- Annual toilet renewal program
- Proposed funding meets demand



REPLACEMENT VALUE

\$334.7 M +

18.6% of total \$1.31 B

ASSET LIFE

Average age / Average life

Aerodromes:	30 years / 48 years
Car Parks:	20 years / 47 years
Community:	29 years / 46 years
Other:	24 years / 40 years
Waste Management:	15 years / 32 years

EXPENDITURE 2019/20

Renewal:	\$5,094,185
Upgrade/Expansion:	\$8,065,703
Operational/Maintenance:	\$23,454,629

Type	Condition 2019
Aerodromes	Good 36% / Fair 58% / Poor 6%
Car Parks	Good 67% / Fair 31% / Poor 2%
Community	Good 51% / Fair 35% / Poor 14%
Other	Good 49% / Fair 39% / Poor 12%
Waste Facilities	Good 52% / Fair 46% / Poor 2%

FINANCIAL INDICATORS 2019/20

- Average Annual Asset Consumption: \$6.8M or 2.8%
- Asset renewal: 0.8%
- Asset Upgrade/Expansion/New: 0.5%
- Renewal as % of consumption: 30.2%
- Assets added as % of stock: 1.3%
- Operating/Maintenance ratio: 9.6%

IMPROVEMENT ACTIONS

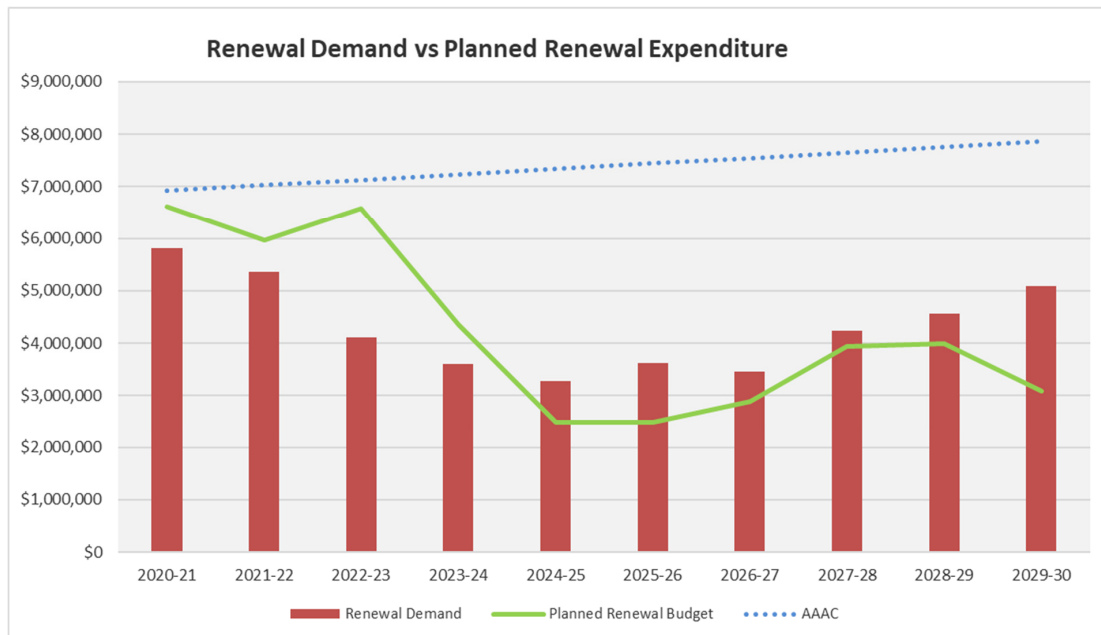
1. Facility hierarchy to be confirmed and assigned to each facility asset in the Asset Management System
2. Review condition intervention levels at which assets are renewed
3. Develop a 10-year capital program for specific works to be undertaken on facilities
4. Develop a 10-year maintenance program from defect audits

SUMMARY

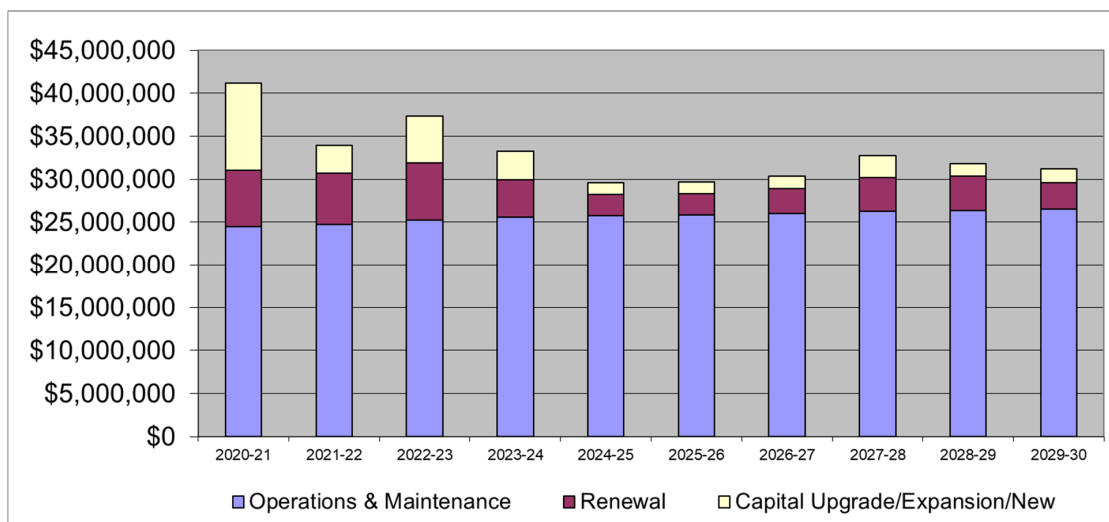
- Property assets are of a significant overall value
- Properties are in good to fair condition
- Proposed renewal funding meets demand

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$5,808,918	\$ 6,607,397	\$798,519	\$798,519
2022	\$5,349,307	\$ 5,969,600	\$620,293	\$1,418,812
2023	\$4,106,710	\$ 6,579,200	\$2,472,489	\$3,891,301
2024	\$3,598,656	\$ 4,356,680	\$758,025	\$4,649,326
2025	\$3,277,783	\$ 2,486,200	-\$791,583	\$3,857,743
2026	\$3,621,899	\$ 2,482,000	-\$1,139,899	\$2,717,844
2027	\$3,460,924	\$ 2,890,300	-\$570,624	\$2,147,220
2028	\$4,238,563	\$ 3,943,600	-\$294,963	\$1,852,258
2029	\$4,566,070	\$ 3,992,017	-\$574,052	\$1,278,205
2030	\$5,082,940	\$ 3,086,466	-\$1,996,474	-\$798,269
10 Year Total	\$43,111,771	\$42,393,460	-\$798,269	-\$798,269
Annual Average	\$4,311,177	\$4,239,346	-\$71,827	



Lifecycle Summary



Open Space Assets

Figures based on 2019/20 financial year

ASSET CATEGORIES

Playgrounds: public areas containing play equipment, includes skate parks and BMX tracks

Sports Grounds: located in Sale and Wurruk

Irrigation: located in streetscapes, parks and sport grounds

Parks & Reserves: open space for passive recreation, including ornamental gardens, open space corridors and native landscapes.

Streetscapes: The visual elements of a street, including street furniture, trees and open spaces, that combine to form the street's character, appearance, identity, and functionality

Note: trees, landscaping, network assets (litter bins, bollards, outdoor furniture) are expensed and not listed on the asset register for the purposes of asset renewal modelling; public toilets are listed under buildings asset class

Asset	No.
Playgrounds, Skate Parks, BMX	68
Reserves – Level 1 & 2	50
Reserves – Level 3 & 4	149
Reserves – Level 5	91

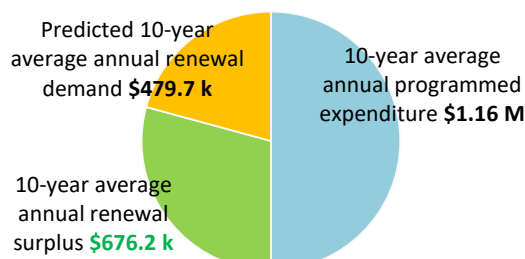
NEW/UPGRADE WORKS

Current programs are:

- Parks & reserves upgrade program
- Refer to Public Open Space Plan
- Average annual expenditure next 10 years: \$509.6 k

10 YEAR RENEWAL

- Playground renewal program
- Open space irrigation renewal program
- Streetscape renewal program
- Parks shelter renewal program
- Proposed funding above demand



REPLACEMENT VALUE

\$25.9 M +

2% of total \$1.31 B

ASSET AGE / LIFE

Average age 15 years; Average life 33 years

Playground:	11 / 19 years
Shelter:	15 / 28 years
BBQ:	9 / 14 years
Basketball Court	4 / 18 years
Irrigation system:	11 / 20 years
Lighting:	11 / 23 years

EXPENDITURE 2019/20

Excludes trees, landscaping & network assets

Renewal:	\$1,002,095
Upgrade/Expansion:	\$846,392
Operational/Maintenance:	\$4,558,405

Type	Condition 2019
Playgrounds	Good 93% / Fair 6% / Poor 1%
BBQs & Shelters	Good 76% / Fair 21% / Poor 3%
Irrigation	Good 74% / Fair 19% / Poor 7%
Other Park/Streetscape	Good 81% Fair 17% / Poor 2%

FINANCIAL INDICATORS 2019/20

- Average Annual Asset Consumption: \$0.8M or 3.1%
- Asset renewal: 3.9%
- Asset Upgrade/Expansion/New: 3.3%
- Renewal as % of consumption: 122.8%
- Assets added as % of stock: 2.0%
- Operating/Maintenance ratio: 17.6%

IMPROVEMENT ACTIONS

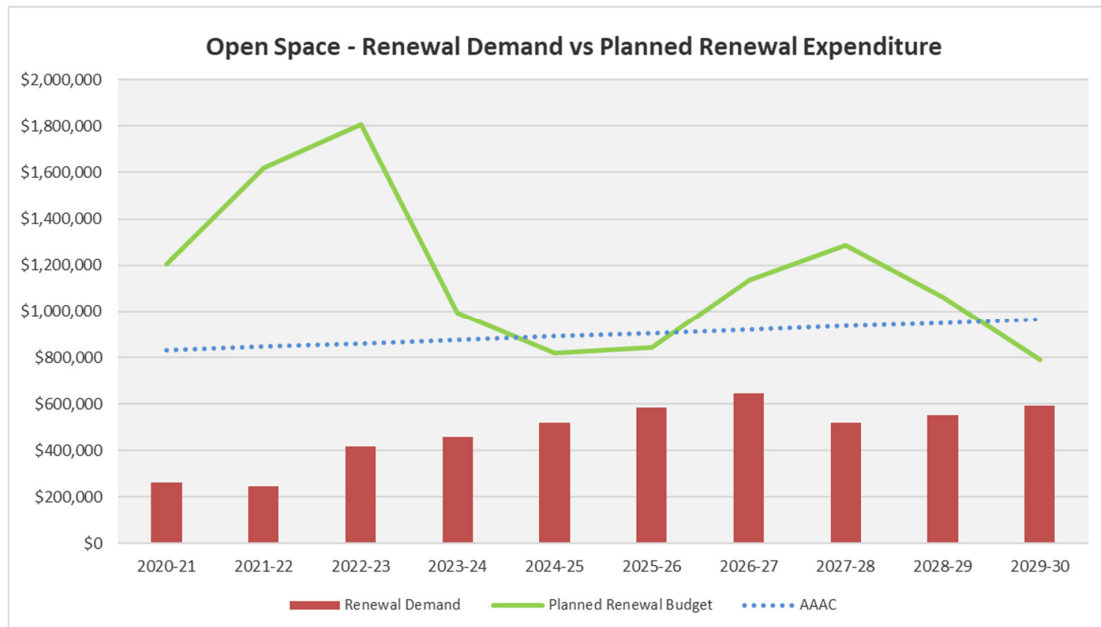
1. Park hierarchy to be confirmed and assigned to each open space asset in the Asset Management System
2. Maintenance-only asset inventory (landscaping, street furniture and litter bins) to be kept up to date in the Asset Management System

SUMMARY

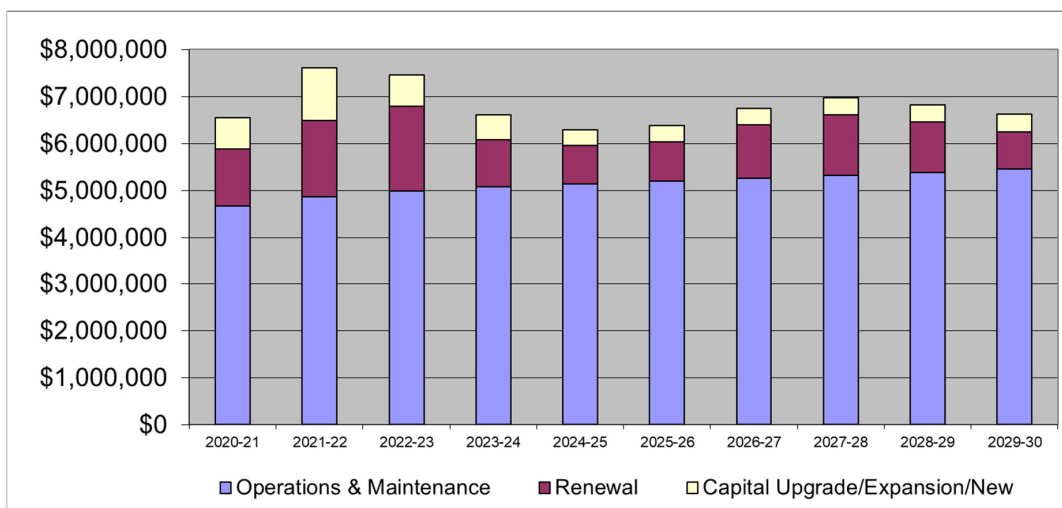
- Open space assets are in good condition
- Open space assets tend to have a short life
- Proposed renewal funding above demand

10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2021	\$263,372	\$ 1,204,923	\$941,551	\$941,551
2022	\$246,557	\$ 1,618,893	\$1,372,336	\$2,313,887
2023	\$417,862	\$ 1,806,391	\$1,388,530	\$3,702,416
2024	\$457,702	\$ 994,375	\$536,673	\$4,239,089
2025	\$519,121	\$ 818,023	\$298,903	\$4,537,992
2026	\$584,225	\$ 841,672	\$257,447	\$4,795,439
2027	\$643,716	\$ 1,136,939	\$493,223	\$5,288,662
2028	\$519,315	\$ 1,285,916	\$766,602	\$6,055,264
2029	\$552,593	\$ 1,061,478	\$508,885	\$6,564,149
2030	\$592,250	\$ 790,000	\$197,750	\$6,761,899
10 Year Total	\$4,796,712	\$11,588,611	\$6,761,899	\$6,761,899
Annual Average	\$479,671	\$1,155,861	\$676,190	



Lifecycle Summary





Sale Service Centre

18 Desailly Street, Sale, Victoria 3850
Telephone 1300 366 244

Yarram Service Centre

156 Grant Street, Yarram, Victoria 3971
Telephone 03 5182 5100

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



11.4. APPROVAL OF INSTRUMENTS AND DELEGATIONS RELATING TO THE NEW ENVIRONMENT PROTECTION ACT 2017

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

PURPOSE

For Council to approve the attached S2 Council Resolution and S5 and S18 Instruments of Delegation due to the release of the new *Environment Protection Act 2017* and Environment Protection Regulations 2021 on 1 July 2021.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council approve the attached Instruments of Delegation:

- 1. S2 Council Resolution – Delegation to CEO thereby authorising the S5 Instrument of Delegation – Council to CEO;*
- 2. S5 Instrument of Delegation – Council to CEO thereby authorising the CEO to exercise their powers, duties and functions as detailed in the Schedule to the Instrument; and*
- 3. S18 Instrument of Sub Delegation under the Environment Protection Act 2017 thereby authorising the new provisions under the Act.*

BACKGROUND

The *Environment Protection Act 2017* (new Act) and Environment Protection Regulations 2021 (new Regulations) will come into force on 1 July 2021. This updated legislation provides a modern framework for authorised officers of Council to protect people and the environment from pollution and waste.

To allow Council's Environmental Health Officers and Wastewater Project Officer to carry out their duties under the new Act and new Regulations, the following Council Resolution and Instruments of Delegation require Council approval to provide the Chief Executive Officer with the relevant powers to authorise and appoint authorised officers and sub-delegate powers from the Environment Protection Authority.

The following details provide background relating to each of the as named attachments.

S2 Council Resolution- Delegation to CEO:

- provides Council with the mechanism to approve the instrument that delegates the powers, duties and functions under section 11 of the *Local Government Act 2020* to the Chief Executive Officer,
- revokes the S5 Instrument of Delegation – Council to CEO that was approved and sealed on 8 July 2020.

S5 Instrument of Delegation – Council to CEO:

- this instrument delegates the powers, duties and functions under section 11 of the *Local Government Act 2020* to the Chief Executive Officer,

- details of the S5 Instrument of Delegation have not been amended from the last approval in July 2020,
- due to the introduction of the *Environment Protection Act 2017* (new Act) and Environment Protection Regulations 2021 (new Regulations), which come into force on 1 July 2021, this instrument is required to be remade to ensure that the powers of sub-delegation take into account the new Act and new Regulations.

S18 Instrument of Sub Delegation under the *Environment Protection Act 2017*:

- one off instrument of delegation to allow for the enforcement of the provisions set out under the Act to commence immediately,
- this will be incorporated into the S7 Instrument of Sub Delegation when the next six-monthly delegations update is released in late July 2021 and will be revoked as a separate instrument at that stage.

ATTACHMENTS

1. S2 Council Resolution - Delegation to CEO - EPA 2017 [**11.4.1** - 1 page]
2. S5 Instrument of Delegation Council to CEO - EPA 2017 [**11.4.2** - 4 pages]
3. S18 Instrument of Sub Delegation - EPA 2017 [**11.4.3** - 7 pages]

OPTIONS

Council has the following options available:

1. Approve the attached S2 Council Resolution and S5 and S18 Instruments of Delegation due to the release of the new *Environment Protection Act 2017* on 1 July 2021; or
2. Not approve the attached S2 Council Resolution and S5 and S18 Instruments of Delegation due to the release of the new *Environment Protection Act 2017* on 1 July 2021 and seek further information.

PROPOSAL

That Council approve the attached S2 Council Resolution and S5 and S18 Instruments of Delegation due to the release of the new *Environment Protection Act 2017* on 1 July 2021.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

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

COMMUNICATION IMPACT

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

LEGISLATIVE IMPACT

The *Environment Protection Act 2017* and Environment Protection Regulations 2021 will come into effect on 1 July 2021 and provide a modern framework to protect people and the environment from pollution and waste.

Under the new regulations, Council is only responsible for the regulation of:

- on-site wastewater management systems ≤ 5000 litres on any day; and
- noise from construction, demolition and removal of residential premises.

Council's Environmental Health Officers and Wastewater Project Officer will be duly appointed and authorised to enforce these regulations.

COUNCIL POLICY IMPACT

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

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 6 Organisational states the following strategic objective and related strategy:

Strategic Objective 6.3: *"Maintain a well governed, transparent, high performing, ethical and accountable organisation."*

Strategy 6.3.3: *"Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making."*

This report supports the above Council Plan strategic objective and strategy.

RESOURCES AND STAFF IMPACT

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

COMMUNITY IMPACT

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

ENVIRONMENTAL IMPACT

The introduction of the *Environment Protection Act 2017* and Environment Protection Regulations 2021 delegates stronger powers to authorised officers of Councils in the enforcement of actions to prevent harm to public health and the environment from pollution and waste.

ENGAGEMENT IMPACT

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

RISK MANAGEMENT IMPACT

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



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Maddocks Delegations and Authorisations

S2 Council Resolution Delegation to Chief Executive Officer

Council Resolution Delegation to Chief Executive Officer

In the exercise of the power conferred by s 11(1)(b) of the *Local Government Act 2020* (**the Act**), Wellington Shire Council (**Council**) resolves that –

1. There be delegated to the person holding the position, or acting in or performing the duties, of Chief Executive Officer the powers, duties and functions set out in the attached *Instrument of Delegation to the Chief Executive Officer*, subject to the conditions and limitations specified in that Instrument.
2. The instrument comes into force immediately upon this resolution being made and is signed by the Council's Chief Executive Officer and the common seal of Council affixed to the instrument.
3. On the coming into force of the instrument all previous delegations to the Chief Executive Officer are revoked.
4. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.



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Maddocks Delegations and Authorisations

S5 Instrument of Delegation to Chief Executive Officer

Wellington Shire Council

Instrument of Delegation

to

The Chief Executive Officer



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Instrument of Delegation

In exercise of the power conferred by s 11(1) of the *Local Government Act 2020* (**the Act**) and all other powers enabling it, the Wellington Shire Council (**Council**) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on 6 July 2021;
2. the delegation
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2 is subject to any conditions and limitations set out in the Schedule;
 - 2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
 - 2.4 remains in force until Council resolves to vary or revoke it.

The Common Seal of WELLINGTON)
 SHIRE COUNCIL, was hereunto affixed)
 the day of July 2021)
 in accordance with Local Law No.1)
 in the presence of)

DAVID MORCOM
Chief Executive Officer
Wellington Shire Council

Date: / / 2021



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SCHEDULE

The power to

1. determine any issue;
 2. take any action; or
 3. do any act or thing
- arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.

Conditions and Limitations

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

1. if the issue, action, act or thing is an issue, action, act or thing which involves
 - 1.1 awarding a contract or making an expenditure exceeding the value of \$400,000; except for Insurance Contract Renewals which may be awarded on an annual basis to any amount;
 - 1.2 appointing an Acting Chief Executive Officer for a period exceeding 28 days;
 - 1.3 electing a Mayor or Deputy Mayor;
 - 1.4 granting a reasonable request for leave under s 35 of the Act;
 - 1.5 making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;
 - 1.6 approving or amending the Council Plan;
 - 1.7 adopting or amending any policy that Council is required to adopt under the Act;
 - 1.8 adopting or amending the Governance Rules;
 - 1.9 appointing the chair or the members to a delegated committee;
 - 1.10 making, amending or revoking a local law;
 - 1.11 approving the Budget or Revised Budget;
 - 1.12 approving the borrowing of money;
 - 1.13 subject to section 181H(1)(b) of the *Local Government Act 1989*, declaring general rates, municipal charges, service rates and charges and specified rates and charges;
2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;
3. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
4. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a



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- 4.1 policy; or
- 4.2 strategy
adopted by Council;
- 5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of s 11(2)(a)-(n) (inclusive) of the Act or otherwise; or
- 6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.



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Maddocks Delegations and Authorisations

***S18 Instrument of Sub-Delegation
under the Environment Protection Act 2017***

Wellington Shire Council

Instrument of Sub-Delegation

to

Members of Council staff



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Instrument of Sub-Delegation

By this Instrument of Sub-Delegation, in exercise of the power conferred by s 437(2) of the *Environment Protection Act 2017* ('Act') and the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described in column 3 of the Schedule;
2. this Instrument of Sub-Delegation is authorised by a resolution of Council passed on 6 July 2021 pursuant to a power of sub-delegation conferred by the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021;
3. the delegation:
 - 3.1 comes into force immediately the common seal of Council is affixed to this Instrument of Sub-Delegation;
 - 3.2 remains in force until varied or revoked;
 - 3.3 is subject to any conditions and limitations set out in sub-paragraph 4, and the Schedule; and
 - 3.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
4. this Instrument of Sub-Delegation is subject to the following limitations:
 - 4.1 the powers, duties and functions described in column and summarised in column 2 of the Schedule are only delegated for the purpose of regulating:
 - 4.1.1 onsite wastewater management systems with a design or actual flow rate of sewage not exceeding 5000 litres on any day.
 - 4.1.2 noise from the construction, demolition or removal of residential premises;
5. the delegate must not determine the issue, take the action or do the act or thing:
 - 5.1.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
 - 5.1.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - (a) policy; or
 - (b) strategy
 adopted by Council;
 - 5.1.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
 - 5.1.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.



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The Common Seal of WELLINGTON)
SHIRE COUNCIL, was hereunto affixed)
the day of July 2021)
in accordance with Local Law No.1)
in the presence of)

DAVID MORCOM
Chief Executive Officer
Wellington Shire Council

Date: / / 2021



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SCHEDULE



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ENVIRONMENT PROTECTION ACT 2017			
Column 1	Column 2	Column 3	Column 4
PROVISION	THINGS DELEGATED	POSITION CODE & NAME	CONDITIONS & LIMITATIONS
s 271	Power to issue improvement notice	144 Coordinator Environmental Health 145 Environmental Health Officer 146 Environmental Health Officer 830 Environmental Health Officer 845 Wastewater Project Officer	Position 845 is limited to onsite wastewater management systems only
s 272	Power to issue prohibition notice	144 Coordinator Environmental Health 145 Environmental Health Officer 146 Environmental Health Officer 830 Environmental Health Officer 845 Wastewater Project Officer	Position 845 is limited to onsite wastewater management systems only



Maddocks

s 279	Power to amend a notice	144 Coordinator Environmental Health 145 Environmental Health Officer 146 Environmental Health Officer 830 Environmental Health Officer 845 Wastewater Project Officer	Position 845 is limited to onsite wastewater management systems only
s 358	Functions of the Environment Protection Authority	144 Coordinator Environmental Health 145 Environmental Health Officer 146 Environmental Health Officer 830 Environmental Health Officer 845 Wastewater Project Officer	Position 845 is limited to onsite wastewater management systems only



Maddocks

s 359(1)(b)	Power to do all things that are necessary or convenient to be done for or in connection with the performance of the Environment Protection Authority's functions and duties and to enable the Authority to achieve its objective.	144 Coordinator Environmental Health 145 Environmental Health Officer 146 Environmental Health Officer 830 Environmental Health Officer 845 Wastewater Project Officer	Position 845 is limited to onsite wastewater management systems only
s 359(2)	Power to give advice to persons with duties or obligations	144 Coordinator Environmental Health 145 Environmental Health Officer 146 Environmental Health Officer 830 Environmental Health Officer 845 Wastewater Project Officer	Position 845 is limited to onsite wastewater management systems only

12. GENERAL MANAGER DEVELOPMENT

12.1. STRATEGIC LAND USE PLANNING WORK PROGRAM 2021/22

ACTION OFFICER: MANAGER LAND USE PLANNING

PURPOSE

To seek Council's support for the *'Residential Land Stocktake Charrette - Implementation of Findings'* and the preparation of a Wellington Shire, *'Growth Management and Economic Development Strategy'*, to be the two top priority projects for the 2021/22 Strategic Land Use Planning Work Program and to note other current strategic planning work priorities.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council:

- 1. Endorse the 'Residential Land Stocktake Charrette – Implementation of Findings' and preparation of a Wellington Shire, 'Growth Management and Economic Development Strategy', projects as outlined in the report, as the priority projects for the 2021/22 Strategic Land Use Planning Work Program.***
- 2. Note the secondary Strategic Land Use Planning priorities, as outlined in this report.***

BACKGROUND

The current Strategic Land Use Planning Work Program and potential 2021/22 project priorities were discussed at Council's *'Strategic Land Use Planning Projects Review Group'* (Project Review Group) meetings on both 9 February and 13 April 2021.

The process for the selection of a preferred project has been based on the following criteria:

- Budget allocation.
- Existing strategic support/need for the project.
- Resources - existing work priorities/commitments.
- Relationship to other current Council initiatives.
- Likelihood of private requests for rezoning being received.
- Urgency/need for a project.

Following discussion, the Project Review Group agreed that the *'Residential Land Stocktake Charrette - Implementation of Findings'* and preparation of a Wellington Shire, *'Growth Management and Economic Development Strategy'*, to be the two top priority projects for the 2021/22 Strategic Land Use Planning Work Program.

‘Residential Land Stocktake Charrette - Implementation of Findings’

The Residential Land Stocktake Charrette was held via two ‘virtual’ on-line sessions on 5 and 12 May 2021 and was attended by a broad range of interests - including Councillors; local developers; builders; real estate agents and statutory agencies.

The purpose of the Charrette was to collaboratively explore the infrastructure, land development economics and other issues that are preventing the effective supply of residential land to market within the key urban townships of the Wellington Shire.

An outcome of the Charrette will be the preparation of a ‘Decision-Making Framework’, that will act as a set of actions and guidelines for Council in considering support for infrastructure development. The Decision-Making Framework will consider a range of tools and incentives that might assist with bringing more well-located residential land to market.

In view of the significance of the Charrette and its objectives, the implementation of the recommendations of the Decision-Making Framework have been identified as a priority for the Strategic Planning Team for 2021/22.

‘Growth Management and Economic Development Strategy’

Proposals for growth involve both residential and employment land, which varies in terms of its location, development type and scale. Growth Management Strategies (GMS), provide a process which provides a fully informed and integrated framework to direct and manage residential and employment growth. Most importantly, having a GMS enables Council to plan for future service and infrastructure provision in priority areas with limited resources.

Other priorities identified for the 2021/22 financial year also include:

- i. Maffra Structure Plan: Infrastructure Contributions Mechanism.
- ii. North Sale Infrastructure Contributions Mechanism.
- iii. Yarram Industrial and residential Growth Study.

‘Other’ significant projects also currently highlighted in the work program for 2021/22 and beyond, include:

- iv. Wurruk Development Plan.
- v. West Sale Industrial Land Technical Studies.
- vi. Planning in the Economic Growth Zone/Smart Planning Implementation.
- vii. Review of RAAF Base East Sale Planning controls.
- viii. Planning Scheme Amendment C99 – Updated Flood Mapping and Planning Controls.
- ix. Environmental Audit Overlay site identification.

The ‘*Proposed Top 10 Strategic Work Priorities 2021/22*’, attached to this report visually illustrate the above proposed work program.

ATTACHMENTS

1. Proposed Top 10 Strategic Work Priorities 2021/22 [**12.1.1** - 1 page]

OPTIONS

Council has the following options available:

1. Endorse the 'Residential Land Stocktake Charrette – Implementation of Findings' and preparation of a Wellington Shire, 'Growth Management and Economic Development Strategy', projects as outlined in the report, as the priority projects for the 2021/22 Strategic Land Use Planning Work Program and note the secondary Strategic Land Use Planning priorities, as outlined in this report.
2. Not endorse the 'Residential Land Stocktake Charrette – Implementation of Findings' and preparation of a Wellington Shire, 'Growth Management and Economic Development Strategy', projects as outlined in the report, as the priority projects for the 2021/22 Strategic Land Use Planning Work Program nor note the secondary Strategic Land Use Planning priorities, as outlined in this report.

PROPOSAL

That Council endorse the 'Residential Land Stocktake Charrette – Implementation of Findings' and preparation of a Wellington Shire, 'Growth Management and Economic Development Strategy', projects as outlined in the report, as the priority projects for the 2021/22 Strategic Land Use Planning Work Program and note the secondary Strategic Land Use Planning priorities, as outlined in this report.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

Funding to undertake and support the proposed top two strategic land use planning work priorities identified in this report has been accounted for in the Council Budget 2021/22.

COMMUNICATION IMPACT

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

LEGISLATIVE IMPACT

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

COUNCIL POLICY IMPACT

The priority work highlighted in this report supports the relevant objectives of the Council Plan 2017 – 21.

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 2 Services & Infrastructure states the following strategic objectives and related strategies:

Strategic Objective 2.3: *"Wellington Shire is well planned, considering long term growth and sustainability."*

Strategy 2.3.1: *"Continue to provide strategic planning to encourage long term growth and sustainability in Wellington Shire."*

Strategy 2.3.2: *"Ensure sufficient land supply to provide for a range of lifestyle."*

The Council Plan 2017-21 Theme 6 Organisational states the following strategic objective and related strategy:

Strategic Objective 6.4: *"Act and lobby on behalf of the priorities of the community."*

Strategy 6.4.1: *"Council strategies and plans reflect the aspirations of our diverse communities."*

This report supports the above Council Plan strategic objectives and strategies.

RESOURCES AND STAFF IMPACT

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

COMMUNITY IMPACT

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

ENVIRONMENTAL IMPACT

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

ENGAGEMENT IMPACT

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

RISK MANAGEMENT IMPACT

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



Strategic Land Use Planning Proposed Top 10 Strategic Work Priorities 2021/22

Recommended strategic planning priorities

- 1.(a) Residential Stocktake Charrette -
Implementation of Findings
- 1.(b) Preparation of Growth Management Strategy

Other current priorities

- 2.(a) Maffra Structure Plan: Infrastructure
Contributions Mechanism
- 2.(b) North Sale Infrastructure Contributions
Mechanism
- 2.(c) Yarram Industrial/Residential Growth Strategy

Other work

- 3. Wurruk Development Plan
- 4. Implementation of Port of Sale Precinct Masterplan
Review
- 5. West Sale Tech Studies/Development Plan Preparation
- 6. Private Rezoning Requests (North Sale/Longford)
- 7. Planning Scheme Amendment C109 (Restructure of
Planning Scheme)
- 8. Victorian Coastal Strategy/C99
- 9. RAAF Planning Provisions
- 10. EAO Review

12.2. STRATEGIC LAND USE PLANNING QUARTERLY REPORT - APRIL TO JUNE 2021

ACTION OFFICER: MANAGER LAND USE PLANNING

PURPOSE

To update Council on the strategic land use planning work program for the second quarter (April – June) 2021.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council receive the second quarterly update on the strategic land use planning work program (included in Attachment 'Planning Project and Amendments', to this report).

BACKGROUND

The strategic land use planning work program is regularly reviewed by Council's Strategic Land Use Planning Projects Review Group (Review Group), which was appointed by Council at the Special Council meeting of 1 December 2020.

The Review Group considered it beneficial to provide Council and the community with a quarterly update of the strategic land use planning work program, which comprises various prioritised projects and planning scheme amendments as outlined in Attachment Planning Project and Amendments.

ATTACHMENTS

1. Current Strategic Land Use Planning Projects and Amendments [12.2.1 - 6 pages]

OPTIONS

Council has the following options available:

1. Receive the second quarterly update on the strategic land use planning work program; or
2. Not receive the second quarterly update on the strategic land use planning work program and seek further information for consideration at a future Council meeting.

PROPOSAL

To receive the second quarterly update on the strategic land use planning work program.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

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

COMMUNICATION IMPACT

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

LEGISLATIVE IMPACT

All strategic land use planning matters are considered in accordance with the *Planning and Environment Act 1987* and/or any relevant legislation.

COUNCIL POLICY IMPACT

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

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 2 Services & Infrastructure states the following strategic objectives and related strategies:

Strategic Objective 2.3: *"Wellington Shire is well planned, considering long term growth and sustainability."*

Strategy 2.3.1: *"Continue to provide strategic planning to encourage long term growth and sustainability in Wellington Shire."*

Strategy 2.3.2: *"Ensure sufficient land supply to provide for a range of lifestyle."*

Strategy 2.3.3: *"Recognise and advocate for best practice land development which considers energy efficiency and sustainability for housing."*

This report supports the above Council Plan strategic objectives and strategies.

RESOURCES AND STAFF IMPACT

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

COMMUNITY IMPACT

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

ENVIRONMENTAL IMPACT

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

ENGAGEMENT IMPACT

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

RISK MANAGEMENT IMPACT

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

Planning Projects and Amendments

Current Strategic Planning Projects

North Sale Developer Contributions Plan Priority: High Anticipated completion: 21/22

Status

The 'North Sale Development Plan' (Development Plan) was formally adopted by Council at its meeting of 17 April 2018 and facilitates the coordinated and integrated growth of 294 hectares of land within the nominated growth area to the north of Sale over the next 15-20 years.

The adopted Development Plan is available to view electronically on Council's website and in hard copy at the Shire offices at 18 Desailly Street, Sale.

Detailed work continues to be finalised in the preparation of the associated (and complex) Infrastructure Funding Arrangement, which will seek to equitably apportion the costs associated with the required key infrastructure provision across all of the developable land within the growth area.

As work now nears completion, it is anticipated that feedback on the contribution's arrangement will be sought from landowners during the second half of 2021 before any formal consideration by Council.

West Sale and Wurruk Industrial Land Strategy – Technical Report Preparation Priority: High Anticipated completion: 21/22

Status

The '*West Sale and Wurruk Industrial Land Supply Strategy (April 2018)*', (the Strategy) was formally adopted by Council at its meeting of 19 June 2018. A recommended action of the Strategy was the preparation of several detailed technical reports to address issues relating to cultural heritage, vegetation, drainage and traffic matters.

With funding from the Victorian Planning Authority via the '*Streamlining for Growth*' program, consultants Urban Enterprise have been preparing the technical reports to support the detailed master planning of the land.

A suite of draft technical reports has been completed and reviewed by Council Officers. The recommendations of the draft reports have identified a number of matters that require further detailed consideration.

Officers are currently working with the relevant statutory authorities to address these issues, prior to finalising the reports.

Port of Sale East Bank Redevelopment Study Priority: High Anticipated completion: 21/22

Status

The *'Port of Sale East Bank Redevelopment Study'*, (the Study) aims to investigate the strategic land use opportunities and associated planning provisions required to guide the redevelopment of land located on the eastern side of the Port of Sale, being land formerly occupied by the Sale High School and Specialist School.

Following a period of community consultation, Ratio planning consultants prepared draft planning scheme provisions to facilitate appropriate uses and development on the site, the details of which are currently being reviewed for future Council consideration.

The Study will also inform and complement work currently being undertaken as part of the *'Port of Sale Precinct Masterplan Review'*.

Maffra Structure Plan

Priority: High Anticipated completion: 21/22

Status

As a key strategic land use planning project, the Structure Plan will focus on the growth needs of Maffra and establish a direction as to how and where it should develop into the future. The Structure Plan will, amongst other things:

- provide an up-to-date and relevant strategic land use planning framework for Maffra;
- facilitate the coordinated and integrated growth of the township over the next 20 years;
- provide an informed direction for the future supply of land for residential, commercial and industrial uses, and
- review associated drainage and infrastructure issues holistically.

Given the constraints associated with the COVID 19 pandemic, Officers have been working closely with consultants Mesh Planning to develop ways to meaningfully progress the Structure Plan process within the parameters of current government social distancing restrictions.

As such, several 'virtual' on-line workshops have been successfully conducted with key internal and external statutory stakeholders and used to inform a *'Discussion Paper and Emerging Directions'*, which outlines key strategic land use issues and opportunities.

The Discussion Paper was subject to a 6-week period of public exhibition between 8 March - 19 April 2021, the feedback from which will now inform the preparation of a Draft Maffra Structure Plan itself. A draft Structure Plan is expected to be publicly exhibited in the second half of 2021.

Review of Planning Controls - RAAF Base East Sale

Priority: Medium Anticipated completion: 21/22

Status
<p>Following significant upgrades at RAAF Base East Sale to accommodate expanded officer training and facilitate the use of new aircraft, background work is now underway to review and assess updated noise contour mapping to support the on-going operation of the airfield.</p> <p>Officers initiated dialogue with the Department of Defence (Defence) in October 2019 to discuss the best approach to the development of updated planning controls. Consultation with Defence will continue to allow for the finalisation of preferred planning controls, which will also need the support of the Department of Environment, Land, Water and Planning.</p> <p>A future Planning Scheme Amendment will be undertaken to formally incorporate new controls into the Wellington Planning Scheme.</p>
<p>'Port of Sale Precinct Masterplan - Review and Revision' and 'Residential Land Supply Stocktake'.</p> <p>Priority: High Anticipated completion: 21/22</p>
Status
<p>Strong and consistent feedback received from key stakeholders during the General Manager's <i>'Listening Tour'</i>, highlighted the limited availability of lots to purchase for residential development within the key townships, as a priority issue. Relieving the residential lot shortage is a key to increasing population growth, improving economic prosperity and reducing the residential rental shortage.</p> <p>The need to update, consult and to formally adopt the Port of Sale (POS) Masterplan as a key strategic precinct for Council and the community has also been identified as a key project. The key focus will be the east bank education site redevelopment, the west bank redevelopment (both the moorings project and the pedestrian upgrades) and developing a place making plan to activate the public spaces. Other (near-by) key strategic sites - including the former Sale Police Station, connectivity to the TAFE new building site and strategic vacant industrial land at York Street South near the Lake will also be investigated.</p> <p>Both projects are a priority for the 20/21 financial year and have been/will be underpinned by a Charrette exercise. A Charrette (also known as an Enquiry by Design), is an intensive workshop in which a broad range of multi-disciplinary stakeholders are brought together to collaborate on and resolve a design issue(s) or other land use matter. At the close of the Charrette, the result is a shared vision for the subject site/subject matter, which is shared by everyone linked to the development.</p> <p>A series of virtual 'on-line' Charrette/Workshop's, facilitated by Urbanismlplus Planning Consultants have been held for the POS Masterplan, with work continuing remotely in the coming months.</p> <p>A draft Masterplan was subject to a period of public exhibition between 15 March – 19 April 2021. Feedback received will, where considered appropriate to do so, be used to inform the final Draft Precinct Masterplan, which is expected to be presented to Council in August 2021.</p>

A Charrette exercise for the Residential Stocktake was held over the course of two sessions in May 2021, with the findings due to be reported to Council in mid-year.

Wellington Growth Management Strategy

Priority: Medium Anticipated completion: 21/22

Status

Growth Management Strategies (GMS) provide an overarching plan for future growth across the Wellington Shire, as well as to plan for future service and infrastructure provision to facilitate such growth.

Key elements of a GMS include:

- Planning for "natural" rates of growth.
- Planning for the delivery of new houses.
- Planning for a range of different housing types to meet the needs of our future communities.
- Planning for a range of new employment opportunities so that residents have greater opportunities for working locally and within the region.
- Acknowledging and seeking to protect the Shire's rural and resource land because of their special economic, environmental and cultural values.
- Encouraging sustainable growth, which supports existing key townships.
- Making the provision of services and infrastructure deliverable, efficient and viable.

The GMS does not rezone land but provides overarching policy to guide decisions as to where future growth should be best directed.

As a major Shire-wide strategic land use planning exercise, initial background research and analysis for the GMS will occur in due course.

Current Council Planning Scheme Amendments

C99: Updated Flood Mapping

Priority: High Anticipated Completion: To be confirmed

Status

Amendment C99 proposes revisions to the Wellington Planning Scheme to incorporate up-to-date, Shire-wide flood mapping and associated revised local planning policy to mitigate against potential flood hazards.

The Amendment will be further considered by Council once a State-wide policy and strategy response to coastal flooding and coastal climate change adaptation is finalised by the State Government.

C109: Implementation of Smart Planning and Planning in the Economic Growth Zone Recommendations

Priority: Medium Anticipated completion: 21/22

Status

In conjunction with the state government, Council has completed several planning studies as part of the '*Planning in the Economic Growth Zone*' (PEGZ) initiative. The objectives of PEGZ is to streamline the provisions of the Wellington Planning Scheme (WPS) to make it more efficient and user-friendly through a reduction in the number of triggers for planning permits and stronger planning policy guidance.

The work of the PEGZ initiative has also been complemented by the completion of the state government's, '*Smart Planning Program*', which facilitates the restructure of **all** Planning Schemes across Victoria to provide greater consistency and streamlining. This has been achieved through the deletion of redundant provisions, repetition, and the closer realignment of state/regional/local planning policy.

Amendment C109 seeks to implement and formalise the recommendations of both initiatives into the WPS.

At the meeting of 2 June 2020, Council resolved to seek Authorisation from the Minister for Planning to proceed with Amendment C109.

A request for Authorisation will be formally sought in due course - subject to the current COVID restrictions and consideration of other project priorities.

Current Private Planning Scheme Amendments

C94: Rezoning of the former Sale Police Station Site

Priority: High Anticipated completion: Completed

Status

At the request of the Department of Justice, the former Sale Police Station (located on the South Gippsland Highway) was rezoned from the Public Use Zone to the Residential Growth Zone to facilitate its sale as a surplus asset to the Department's needs.

A formal Notice of Approval of the rezoning appeared in the Government Gazette on 14 January 2016.

The State Government is continuing in its work to resolve the issue of the removal of Native Title on the site, which currently prevents the sale of the land for development purposes.

13. GENERAL MANAGER BUILT AND NATURAL ENVIRONMENT

13.1. PLACE NAMES COMMITTEE MINUTES

ACTION OFFICER: MANAGER ASSETS AND PROJECTS

PURPOSE

The purpose of this report is for Council to receive and consider the minutes of the Place Names Committee meeting held on 12 May 2021.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That:

- 1. Council receive and note the minutes of the Place Names Committee meeting held on 12 May 2021; and***
- 2. That the name BOOTH, in recognition of Denis Booth's sporting achievements and community service to the Stratford area, be added to the Council Approved Road Name Register for consideration in future naming proposals; and***
- 3. The park between Krista Court and Mark Avenue, Sale, be named DJAMBIES PARK; and***
- 4. The name WIGGINS AVENUE be approved for the subdivision at 238 Boisdale Street, Maffra, in recognition of Colin Wiggins who was a Maffra Shire Engineer and his achievements in and contribution to local cricket; and***
- 5. The name MALLETT, in recognition of the Mallett family as early settlers of Sale and their services to the Sale Fire Brigade, be added to the Council Approved Road Name Register for consideration in future naming proposals, subject to compliance with the duplicate name rule.***

BACKGROUND

The Place Names Committee is an advisory committee of Council that meets quarterly to make recommendations to Council on geographical place name issues.

ATTACHMENTS

1. Place Names Committee Minutes_Redacted_20210512 [13.1.1 - 34 pages]

OPTIONS

Council has the following options available:

1. To receive the minutes of the Place Names Committee and consider the recommendations; or;

2. Seek further information and consider at a future meeting.

PROPOSAL

That:

1. Council receive and note the minutes of the Place Names Committee meeting held on 12 May 2021; and
2. That the name BOOTH, in recognition of Denis Booth's sporting achievements and community service to the Stratford area, be added to the Council Approved Road Name Register for consideration in future naming proposals; and
3. The park between Krista Court and Mark Avenue, Sale, be named DJAMBIES PARK; and
4. The name WIGGINS AVENUE be approved for the subdivision at 238 Boisdale Street, Maffra, in recognition of Colin Wiggins who was a Maffra Shire Engineer and his achievements in and contribution to local cricket; and
5. The name MALLET, in recognition of the Mallett family as early settlers of Sale and their services to the Sale Fire Brigade, be added to the Council Approved Road Name Register for consideration in future naming proposals, subject to compliance with the duplicate name rule.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

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

COMMUNICATION IMPACT

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

LEGISLATIVE IMPACT

The Local Government Act provides Council the power to approve, assign or change the name of a road, but in doing so Council must act in accordance with the guidelines provided for under the *Geographical Place Names Act 1998*.

COUNCIL POLICY IMPACT

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

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 1 Communities states the following strategic objectives and related strategies:

Strategic Objective 1.3: *"Strengthen community identity by promoting our heritage and history and appreciation for small town rural living."*

Strategy 1.3.1: *"Recognise, celebrate and promote the diverse shared heritage and history of Wellington Shire."*

The Council Plan 2017-21 Theme 6 Organisational states the following strategic objective and related strategy:

Strategic Objective 6.2: *"Community engagement and customer service excellence is central to Council's decision making process."*

Strategy 6.2.3: *"Ensure sound processes are in place to facilitate input into Council deliberations and decision making."*

This report supports the above Council Plan strategic objectives and strategies.

RESOURCES AND STAFF IMPACT

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

COMMUNITY IMPACT

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

ENVIRONMENTAL IMPACT

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

ENGAGEMENT IMPACT

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

RISK MANAGEMENT IMPACT

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



**PLACE NAMES COMMITTEE MEETING
12 MAY 2021 AT 10:30 AM
VIA SKYPE / THOMSON RIVER ROOM
MINUTES**

ATTENDEES:

Councillor Scott Rossetti (Chairperson)
Councillor Gayle Maher
Councillor Carolyn Crossley
Dean Morahan (Manager Assets & Projects)
Sandra Rech (Coordinator Asset Management)
James Blythe (GIS Officer)

APOLOGIES: Nil

MEETING OPENED: 10:30 AM

CONFLICT OF INTEREST: Nil

1.0 CONFIRMATION OF MINUTES FROM PREVIOUS MEETING

It was moved:
Cr Maher/Cr Crossley

That the minutes of the previous Place Names Committee meeting on 23 February 2021 be accepted.

CARRIED

2.0 CURRENT ISSUES

2.1 Street addressing issues, Earl Street, Woodside

There are several issues regarding Earl Street, Woodside (see attached). The street numbering is not consistent and the constructed road segments are not contiguous.

It was moved at the May 2016 Place Names Committee meeting that a letter be sent to the Yarram Historical Society, Woodside Cemetery Trust and Woodside Primary School asking

for road name submissions with a connection to the Woodside area and that Councillors arrange a road trip to visit the area.

Suggested names:

- Brennan – large property owner in Woodside
- Collins – large property owner in Woodside and local hotelier
- Buntine – prominent settler in the district. His wife gave birth to the first white child born in Gippsland.

It was moved at 8 August 2017 Place Names Committee meeting that the proposed names BRENNAN, COLLINS and BUNTINE be considered, along with the name LEAR from the ANZAC Commemorative Project; and

That the Committee visit the Woodside area to view the roads.

It was moved at 14 November 2017 Place Names Committee meeting that:

the section of Earl Street east of High Street and ending at Queen Street, remain named as EARL STREET; and

That the trafficable section of Earl Street west of High Street, Woodside, be renamed BUNTINE ROAD after a prominent settler in the district; and

That the section of Earl Street north of Victoria Street be renamed LEAR LANE after Eric Nightingale Lear, who died in France during the First World War and is commemorated on the Won Wron State School honour roll; and

That all properties accessing these sections of road be advised of this proposal and that it be advertised and that if no negative response is received within 30 days then apply to the Registrar of Geographic Names to formalise these names.

Letters were sent to the affected residents and one letter of objection has been received. See attachment.

It was moved at 27 February 2018 Place Names Committee meeting that

- (i) Apply to the Registrar of Geographic Names for the trafficable section of Earl Street west of High Street to be renamed Buntine Road; and
- (ii) The section of Earl Street north of Victoria Street be renamed Lear Lane; and
- (iii) Letters be sent to affected property owners outlining the history behind the names selected.

On 20 March 2018, Council endorsed the above and the names were submitted to the Office of Geographic Names and are awaiting approval.

It was moved at 8 May 2018 Place Names Committee meeting that

a letter be sent to the objector advising of the appeals process of Geographic Names Victoria as outlined in the Naming Rules for Places in Victoria and that this item remains open.

A letter was sent to the objector advising of the appeals process. Geographic Names Victoria has received a letter of appeal and no further advice has been received.

It was moved at 14 August 2018 Place Names Committee meeting that this item remains open.

Correspondence was received from Geographic Names Victoria and in response at the November 2018 Place Names Committee meeting it was decided that Councillor McCubbin and Councillor Maher make contact with local historians for further information and at the February 2019 Place Names Committee meeting that this item remains open.

Following historical information received from several local historians that Agnes Buntine was worthy of recognition, it was moved at the 25 May 2019 Place Names Committee meeting that a letter be written to Geographic Names Victoria to reaffirm the decision to rename the trafficable section of Earl Street west of High Street, Woodside, BUNTINE ROAD. No further correspondence has been received.

It was moved at the 3 December 2019 Place Names Committee meeting that this item remains open.

Geographic Names Victoria has noted that there is a similar sounding name 'Bunting Track' in Blackwarry, 25km away from the proposed Buntine Lane, which under the duplicate name rule may be considered a potential risk to public safety.

It was moved at the 11 February 2020 Place Names Committee meeting that Councillor McCubbin contact the Woodside Primary School and request that the school children or school council propose road name suggestions to add to the Council Approved Road Names Register for use on roads in the Woodside area.

Due the coronavirus pandemic and the forced closure of schools, the above action was put on hold.

It was moved at the 12 May 2020 Place Names Committee meeting that this item remains open.

It was moved at the 11 August 2020 Place Names Committee meeting that the name BUNTINE be added to the Council Approved Road Names Register and that the recommendation from 11 February 2020 be actioned.

The Woodside Primary School has been contacted and the grade 5 & 6 students have submitted a list of names for consideration. Refer to Attachment 2.1.

It was moved at the 23 February 2021 Place Names Committee meeting that:

- The trafficable section of Earl Street, west of High Street, be renamed Blue Wren Way; and
- A letter be sent to adjoining property owners and it be advertised that the trafficable section of Earl Street, west of High Street, be renamed BLUE WREN WAY, and if no objections are received within 30 days, then the name be registered with Geographic Names Victoria; and
- The Woodside Primary School be thanked for its contribution to the naming project and notified of the outcome.

The proposed name Blue Wren Way was advertised and adjoining property owners and Woodside Primary School contacted in writing. Submissions close on 14 May 2021.

No submissions have been received to date. This item to remain open.

2.2 Government Road off Dalmore Road, Dargo

There is a road that is being formally created as part of the Dalmore Road, Dargo road exchange and part of this road is incorrectly shown on plans as Government Road which will not be accepted by the Titles Office.

It was moved at the 25 May 2019 Place Names Committee meeting that a letter be sent to GLAWAC to seek an appropriate cultural name to the Dargo area before the next meeting.

A letter was sent to GLAWAC and has been raised with GLAWAC officers although no correspondence or response has been received to date.

It was moved at the 3 December 2019, 11 February 2020 and 12 May 2020 Place Names Committee meetings that this item remains open.

There has been no response from GLAWAC to date. There are names on the Council Approved Road Name Register for the Dargo area available for selection (and meeting the no-duplicate name rule), being:

Armstrong (Dargo) – suggested by Dargo Heritage Museum
Dodds (Dargo) – ANZAC name
Higgins (Dargo) – ANZAC name
Kelly (Dargo) – ANZAC name
See (Dargo) – ANZAC name
Lasich (Lower Dargo) – suggested by Dargo Heritage Museum
Watt (Lower Dargo) – suggested by Dargo Heritage Museum
Walsh (Upper Dargo) – suggested by Dargo Heritage Museum

It was moved at the 11 August 2020 Place Names Committee meeting that a letter be written to Dargo Heritage Museum, requesting that they nominate a name for the government road off Dalmore Road from either the shortlist or suggest a name after a prominent or notable woman from the area and furthermore:

- Request that some brief background information be provided for the names that had been previously been submitted; and
- As part of the 'Put Her Name on It Campaign', suggest suitable names of notable women of the district worthy of recognition and provide some supporting information with those names.

The Dargo Heritage Museum has considered the shortlisted names but has instead suggested the name Phelan (on the Council Approved Road Register) as more appropriate to the area.

It was moved at the 23 February 2021 Place Names Committee meeting that:

- The government road off Dalmore Road be named Phelan Road, in recognition of the Phelans who have a long association with the area; and
- A letter be sent to adjoining property owners and it be advertised that the government road off Dalmore Road be named PHELAN ROAD, and if no objections are received within 30 days, then the name be registered with Geographic Names Victoria.

The proposed name Phelan Road was advertised and adjoining property owners contacted in writing. Submissions close on 14 May 2021.

One letter of support has been received to date, although with the suggestion that the naming proposal be extended to a section of Dalmore Road. This item to remain open.

2.3 Policy for naming of community facilities and infrastructure

It was moved at the 11 August 2020 Place Names Committee meeting that Council develop a policy for the naming of community facilities and infrastructure.

This item to remain open.

2.4 Recognition of women in place naming

Women in Gippsland (WiG) has contacted the six Gippsland LGAs, seeking their commitment to make the contribution of historic women visible through more public recognition and equality in public place naming.

The *Put Her Name on It* campaign was launched earlier in 2020, advocating for notable and everyday women to be equitably recognised in public places. The campaign aims to increase the recognition of women in the region's public places to address systemic gender inequality.

It was moved at the 11 August 2020 Place Names Committee meeting that a letter be written to Women in Gippsland affirming Wellington Shire Council's support for the Put Her Name on It campaign and also to Wellington Shire Heritage Network requesting assistance to find more suitable women's names to be included on the Wellington Shire Council's Approved Road Name list.

On 31 January 2021, another letter was received from WiG encouraging Council to have its say in the review of the *Naming rules for places in Victoria*, particularly on the issue of gender equality in naming.

It was moved at the 23 February 2021 Place Names Committee meeting that:

- A letter be written to Women in Gippsland affirming Wellington Shire Council's support for the Put Her Name on It campaign, and make a submission to Geographic Names Victoria advocating for gender equality in naming; and
- The local historical societies be contacted requesting their assistance in compiling names of notable local women to be included on the Wellington Shire Council's Approved Road Name Register.

Women in Gippsland and the local historical societies have been contacted.

A response was received from Women in Gippsland with a further request for Council to commit to a place name audit to identify the current state at which progress can be measured.

**It was moved:
Cr Crossley/Cr Maher**

That Women in Gippsland be contacted to decline undertaking an audit due to the time commitment to complete it accurately and to inform them that the future naming policy being developed for Council facilities is expected to address gender equality and that this item be closed.

CARRIED

2.5 Brayakoloong Close extension, Sale

Brayakoloong Close has been extended so it is now a through road to Guthridge Parade. As a result, the road type 'Close' is no longer appropriate under the *Naming rules for places in Victoria*. It is proposed that the road type be amended to 'Crescent' to reflect the new extent.

It was moved at the 23 February 2021 Place Names Committee meeting that Gunaikurnai Land and Waters Aboriginal Corporation be contacted to confirm the spelling of

Brayakoloong/Brayakaulung, and upon receiving confirmation of spelling, apply to Geographic Names Victoria to rename the road with the road type WAY.

Brayakaulung Way was gazetted on 22 April 2021.

**It was moved:
Cr Maher/Cr Crossley**

That this item be closed.

CARRIED

2.6 Request to name a street in recognition of Don Schuback

A request to name a street in recognition of the Schuback family has been received as follows:

"With the passing of Don Schuback I thought of the impact that the Schuback family have had on Sale. Don and at least 2 of his brothers had a business in Raymond Street and 2 of Don's are in business or have been. The Schuback family have also been involved in sport for many years. I think it appropriate that a Schuback Street be named in the next land subdivision."

Principle (D) of the *Naming Rules for places in Victoria* states that proposed names must not duplicate another name within 15km for a regional urban area. Duplicates are considered to be names that are identical or have similar spelling or pronunciation. There is a road in Sale named Scheumack Place which sounds similar to Schuback.

It was moved at the 23 February 2021 Place Names Committee meeting that the name SCHUBACK, in recognition of Don Schuback's contribution to sport and business in the Sale area, be added to the Council Approved Road Name Register for future use in naming either a road if compliance with the naming rules can be achieved or possibly a community facility in the Sale area.

The name Schuback has been added to the Council Approved Road Name Register.

**It was moved:
Cr Maher/Cr Crossley**

That this item be closed.

CARRIED

2.7 Review of Naming rules for places in Victoria

A letter from Geographic Names Victoria has been received advising that a review of the *Naming rules for places in Victoria* is being undertaken. Council is invited to participate in the review process either by way of an online survey on the Engage Victoria website or by submitting comments directly to GNV by 19 March 2021.

It was moved at the 23 February 2021 Place Names Committee meeting that a submission be made by Council to the review of the *Naming rules for places in Victoria*, supporting the following:

- Recognition and use of Aboriginal names and their application to Dual Names;
- Gender equality in naming, including an update of the naming rules to allow use of first names to enable women to be more readily identifiable.

An online submission in support of these points was made.

**It was moved:
Cr Crossley/Cr Maher**

That this item be closed.

CARRIED

3.0 GENERAL BUSINESS

3.1 Request to recognise Denis Booth, Stratford

A request has been received to install a timber sculpture with plaque at Stratford Memorial Park, in honour and recognition of the late Denis Booth for his contribution and voluntary service to the Stratford community for over 60 years.

Denis Booth arrived in Stratford in 1957. His boxing skills brought him recognition in both the amateur circuit and international titles. At the Commonwealth Games in 1966 in Kingston, Jamaica, he won bronze in the Light Heavyweight title.

Council has responded to this request stating that the preferred approach to recognising individuals is to name a future road or park their honour, by having the name included on the Council Approved Road Name Register.

Refer to Attachment 4.1.

**It was moved:
Cr Crossley/Cr Maher**

That the name BOOTH, in recognition of Denis Booth's sporting achievements and community service to the Stratford area, be added to the Council Approved Road Name Register for consideration in future naming proposals.

CARRIED

3.2 Proposed naming of park between Krista Court and Mark Avenue, Sale

A naming proposal has been put forward by Sale North Kindergarten to name the park between Krista Court and Mark Avenue "Djambies Park". The word 'djambies' means 'friends' in Gunaikurnai language.

The Kindergarten has consulted with the Wellington Shire parks manager, local indigenous community and families and Gunaikurnai Land and Waters Aboriginal Corporation, who have all endorsed this name.

Refer to Attachment 4.2.

**It was moved:
Cr Crossley/Cr Maher**

That the park between Krista Court and Mark Avenue, Sale, be named DJAMBIES PARK.

CARRIED

3.3 Naming of road for proposed subdivision at 238 Boisdale St, Maffra

A developer has put forward the name 'Wiggins' for a new subdivision at 238 Boisdale Street, Maffra.

Colin Wiggins was appointed Shire Engineer in Maffra in September 1976, where he remained until amalgamation. He oversaw the redevelopment of the main street and was involved in initial development of the Morrison Street Sports complex. Colin was prominent in the Maffra cricket club, having been a champion opening batsman in the 1970s and 1980s, accumulating over 2,000 1st grade runs in 71 first XI matches. He was captain-coach of Maffra's 1979/80 and 1980/81 premiership teams and he scored 4 SMCA 1st grade centuries.

A duplicate name search in VicNames resulted in the following: Willis (Newry); Williamsons (Denison/Nambrok).

Refer to Attachment 4.3.

**It was moved:
Cr Rossetti/Cr Crossley**

That the name WIGGINS AVENUE be approved for the subdivision at 238 Boisdale Street, Maffra, in recognition of Colin Wiggins who was a Maffra Shire Engineer and his achievements in and contribution to local cricket.

CARRIED

3.4 Request for street named after Mallett family, Sale

A request has been received to name a street in Sale after the Mallett family. Frederick Mallett arrived in Sale in 1863. He and his sons were builders. Several family members have become life members of the Sale Fire Brigade.

Refer to Attachment 4.4.

A duplicate name search in VicNames resulted in the following: Millett (Longford); Sillett (Sale); Valetta (Sale); Millicent (Sale); Market (Sale).

**It was moved:
Cr Maher/Cr Crossley**

That the name MALLETT, in recognition of the Mallett family as early settlers of Sale and their services to the Sale Fire Brigade, be added to the Council Approved Road Name Register for consideration in future naming proposals, subject to compliance with the duplicate name rule.

CARRIED

3.5 Proposed naming of reserve, Callignee North

The Callignee Landcare Group has submitted a proposal to name a reserve along the Flynns Creek and Callignee South Road, just north of Lyndons Road. The area to be named is part of the road reserve, and is proposed to be named "Nita's Nook", after local resident Anita Charles who started the Callignee Landcare Group, is 2nd Lieutenant of the local CFA brigade, vice-president of the hall committee and on the playgroup committee.

The proposed name does not currently meet Principle (H) of the Naming Rules.

Refer to Attachment 4.5.

**It was moved:
Cr Crossley/Cr Maher**

That the Callignee Landcare Group be contacted informing it that whilst the Place Names Committee are supportive of the proposed name, the name does not comply with the *Naming rules for places in Victoria* and thus will not be accepted by Geographic Names Victoria.

CARRIED

3.6 Recognition of indigenous females

The names of three indigenous women were nominated by a local historian. The names have been forwarded to Gunaikurnai Land and Waters Aboriginal Corporation for endorsement.

Parley – one of two wives of Thomas Bungelene. Imprisoned with the rest of his family in Dandenong Police Paddocks. In June 1848 she and her two young sons were separated from the family, to the Merri Creek Orphanage.

Mumbalk (died 5 August 1848) – one of two wives of Thomas Bungelene. Died in captivity during imprisonment of Bungelene and his family in the search for the White Woman.

Bessie **Cameron** nee **Flower** (1851-1895) Aboriginal educator at Ramahyuck.

Refer to Attachment 4.6.

A response has not yet been received from GLaWAC. This item to remain open.

3.7 Late agenda item - Naming of roads for proposed subdivision at 238 Boisdale St, Maffra

Further to item 3.3, an additional three names have been submitted for consideration:

- Slattery Street, in recognition of Jim Slattery, former Councillor/Shire President
- McLaren Court, in recognition of Jim McLaren former Maffra Shire Engineer
- Cottman Street, in recognition of Norman Cottman, former Maffra Shire Engineer

A duplicate name search in VicNames resulted in the following:

- Cottman: Colemans (Maffra); Cotos (Myrtlebank); Scott (Stratford)
- McLaren: McLean (Maffra); McMahon (Maffra); McMillan (Stratford); McFarlane (Stratford)
- Slattery: Slaughterhouse (Newry)

**It was moved:
Cr Maher/Cr Crossley**

That in-principle support be given for the proposed names Slattery Street, Cottman Street and McLaren Court, subject to a biography of each individual being provided by the developer and the names being checked for compliance with the naming rules.
CARRIED

3.8 Additional business – Centenary of Royal Australian Air Force

This year marks the centenary of the Royal Australian Air Force (RAAF).

**It was moved:
Cr Crossley/Cr Maher**

That the Royal Australian Air Force Base East Sale be invited to submit suitable names to be included on the Approved Road Names Register to honour notable personnel or aircraft that have served in this area since locating in Sale.

CARRIED

4.0 NEXT MEETING

10 August 2021 at 2:00 PM

5.0 CLOSE

Meeting closed at 11:17 AM

Attachment for Item 2.1

Wellington Shire Road Names- Woodside Area

Suggestions from the students at Woodside Primary School

Suggested Name	Reasons	Contributed by	WSC Officer's Comment
Blue Wren	Lots of these lovely bird are in the area. It is also the emblem of the local school.		OK
Purple Street	The names in the Woodside township area have royal names. Purple is a royal colour.		Vicnames identifies 'Pullen' (Devon North) and 'Cupples' (Woodside) as similar sounding names
Railway Road	I have suggested this name to commemorate the old Woodside train station which opened in 1923 and closed in 1953. Not many people know about it now but this name would bring history to the present		Duplicate in Yarram
Hunter Rd	Robert Hunter was the teacher who was kidnapped along with 7 students from Wooreen SS. They were held in the Mullungdung Forrest (near Woodside) overnight by their captor, Edwin John Eastwood, the Faraday kidnapper.		Duplicate in Devon North
Robin Way	Logging truck driver Robin Smith escaped his chains when held by Edwin John Eastwood, along with students and teacher from Wooreen SS in the Mullungdung Forest. He raised the alarm which led to the police bringing the hostage situation to a successful conclusion.		First names not allowed; surname Smith already used in Devon North and Yarram
Henry Rd	I would like to name a road in honour of Henry Victor Willis because he served in WWI. He was killed aged just 20 on the 21 st of July 1916. He lived in Alberton and worked in Yarram.		First names not allowed; surname Willis and other similar sounding names already used in the district
Greg Avenue	Greg Foat was a very well-known local farmer and community member. He died at the age of 62 from melanoma. Greg had many significant achievements including playing over 300 games for		First names not allowed; 'D Foats' and 'R Foats' already used in Woodside

	Woodside Football Club. He was a life member of the football club and tennis club. He helped begin the Juniors programme and won flock of the year as a sheep grazier. He was president of the Tennis Club and was on school council for Woodside P.S. I know that his surviving family and close friends would love to see Greg remembered in this way.		
Boddy Rd	Percy J. Boddy died in action for his country in WWI. He was 26 and went to Balloong State School as well as Woodside State School. We see his name on the honour roll every time we go to the Woodside Hall. He was killed on 13 th March 1917 in France		Similar sounding name 'Bodmans' in Won Wron
Pickett Street	James Burnett Picket served in WWI. He was killed in action. James was a local to the Woodside area.		Similar sounding name 'Tucketts' in Woodside
Lindsay Rd	Lindsay Reeves only recently passed away and was a well know farmer at Woodside. He drove the pub bus for many years ensuring that inebriated people were returned home safely. He would help anyone. Everyone was sad about his loss. He did much work in the Woodside area including as a cleaner at the Woodside Primary School. This is how the students all knew him.		First names not allowed; surname 'Reeve' already used in Tarraville, 'Reeves Beach' in Woodside
Panther Way	A much-loved local myth/ legend/ belief is the so called 'Woodside Panther'. Many people claim to have sighted the big cat over the years and the Woodside Primary Students go on an annual 'Panther Hunt' as part of their sleepover programme. It would be nice to have something as tangible as a road named after the mighty panther.		OK

Attachment for Item 2.2



Plan showing name that was not approved by Titles Office



From: [REDACTED]
 Sent: Monday, 19 April 2021 2:01 PM
 To: [REDACTED]
 Subject: Phelans Road off Dalmore Road proposed change.

EXTERNAL EMAIL originated from outside of the Wellington Shire Council network. Do not click links or open attachments unless you recognise the sender and know the content is safe. Contact ICT Service Desk if unsure.

My name is [REDACTED] of Stratford, and I am a great grandson of the original David Phelan who settled at Dalmore , Dargo. I will begin by saying I am totally in favour of a name change. I would appreciate the chance to talk to some one with regard to the proposed name change if that is possible. I believe that on the basis of any name change, the whole of Dalmore Rd should be so renamed Phelans Road.

Yours faithfully,

[REDACTED]

6-12-20

WELLINGTON
SHIRE COUNCIL

25 FEB 2021

RECEIVED

TO ASSETS MANAGER

THE NORTH GOUT ROAD OF
DALLMORE RD AS IN YOUR MAP WE FEEL WOULD BE BETTER
CALLED PHELAN'S ROAD AS THE FAMILY OWNED LAND
IN THIS AREA, AS ORIGINAL SELECTOR FAMILY ALSO
HELPED CHINESE MINERS BY HIDING THEM IN BRIGHT
ISLAND VILLAGE AREA DURING CHINESE MINER RIGHTS - ALSO
FAMILY MEMBERS FOUGHT IN WW2, DAN PHELAN WAS AT ONE
TIME COUNCIL MEMBER IN THE OLD AUCKLAND SHIRE HIS WIFE
MARSHALL WAS BUSH NURSE IN DARSO,

I HOPE THIS IS THE INFORMATION THAT YOU NEED
DUE TO COVID 19 THE MUSEUM HASN'T HAD A MEETING TO
DISCUSS THE REST OF THE NAMES SUBMITTED BUT HOPE TO
GET TO THEM AT LATER DATE

SANDRA FOUND THIS COPY IN MY BAREN WORK SO AM
SENDING THIS TO YOU IF YOU DIDNT PICK UP WITH COPY SENT TO YOU HOPE
ITS NOT TOO LATE AS IT WAS A COPY OF MORTGAGE DEED

Attachment for item 3.1

Shire of Wellington
PO Box 506
SALE VIC 3850

c/- Deputy Mayor Scott Rossetti

25th February 2021

Dear Councillors,

I write, in consultation with the Booth family, to request Council's permission and assistance to install a carved wooden statue with plaque in the Stratford Memorial Park in honour and recognition of the extraordinary contribution of local resident, Denis Michael Booth to Stratford and surrounds. He is highly regarded and loved by his community.

The statue will be produced by renowned chainsaw sculpturer John Brady. John revered Denis as a mentor, teacher and inspiration and because of this, has decided to contribute his time and expertise at no costs. The position of the sculpture in the park would be decided by Council, with consultation by Denis and his family.

Denis is a man of extremely high-standing in the Stratford community. He contributed freely his time across a broad range of community pursuits and organisations. His love for the Stratford community was wide as he warmly welcomed everyone into all activities he ran. Denis stepped up to contribute whenever he saw the need. Denis is a stand-out in terms of the breadth of activities he was involved in and the guidance, skills and confidence he instilled in those kids (and adults alike) whom he reached.

Denis (born 1939) arrived in Stratford in 1957. A keen interest in boxing brought him recognition in both the amateur circuit and international titles. At the Commonwealth Games in 1966 in Kingston, Jamaica, he won bronze in the Light Heavyweight title.

After attempting to rescue a fellow-Stratford resident when a gas bottle exploded in the Stratford Caravan Park in 1967, Denis suffered severe injuries for his bravery. After a long bout of hospitalisation and several operations, he fought back hard to be fit enough to box.

In conjunction with his football training, he established a community gymnasium in the family home in Stratford where both young and young at heart were warmly welcomed by Denis to take up the challenge. He took kids off the street and gave them purpose.

In short, Denis's outstanding 60-years of voluntary service contribution to the community of Stratford well and truly deserves public recognition. His achievements include the following:

- 60-year member and honorary life member of the Stratford Fire Brigade
- Honorary life member of the Stratford Football-Netball Club
- Honorary life member of the Stratford Swimming Pool
- Running a community gym in his family home for 60 years
- Awarded the Channel 10 GippsStar Award in 1966 for his boxing achievements
- Awarded Stratford Citizen of the Year for 2012 on Australia Day 2013.
- Along with his wife Kath, recognised with an Australia Day Citizenship Award in 1991 from the Avon Shire Council for outstanding contribution to the Stratford Lifesaving Club

- Present a 'Golden Tractor' award (2014) for many years of tractor/slashing work from the Stratford Fire Brigade Ladies Auxiliary
- Voluntarily taught Lifesaving training for 25 years at the Stratford pool for students to gain certified medallions
- Awarded the Melvin Jones Fellow for "Dedicated humanitarian services" by Lions Club International Foundation.
- Undertook 25 bicycle rides for the charity Lions Club Ride for Sight
- Completed 3 charity rides for the MND (Motor Neurone Disease) Foundation
- Completed the Mt Isa to Cairns charity Great Queensland Bike Ride in 2010.

I commend Denis to you as well and truly worthy of a wooden carved statue in the Memorial Park of his beloved town of Stratford. Please note, there is some urgency to this approval, as Denis has been diagnosed with a very progressive form of Motor-Neurone Disease and is currently hospitalised.

I look forward to your response. Thank you in anticipation.

Yours faithfully,

A solid black rectangular box used to redact the signature of the sender.

4 March 2021



REQUEST FOR MEMORIAL – MR DENIS BOOTH

Thank you for your letter dated 25th February with your suggestion of recognising the wonderful community contribution of Denis Booth.

Council discussed this matter last Tuesday, and we were all deeply saddened to learn of Denis' passing. Stratford and the broader Wellington community is certainly the poorer for having lost one of our leading lights, and please pass on our condolences to Denis' family.

It is always challenging to know how best to remember and honour community 'champions' like Denis. It will not surprise you that Council receives many requests, particularly from those who wish to honour loved ones with everything from park benches to rose gardens to pieces of art held in our public collection.

Your idea for a wooden statue is indeed a wonderful way to remember his legacy. Placing of any such statue though is a challenge. Would we put it in a central location, by a fence, or in a quiet corner? The other challenge is the Memorial Park itself. The Park is already a memorial to our fallen soldiers, and we would be reluctant to begin to include individual memorials in a space that we feel already has a very important and dedicated purpose.

With extraordinary citizens like Denis, our preferred approach is to include their name immediately on our Place Names Register, so that a street or park in Stratford will be named after Denis in perpetuity. We will liaise with Denis' family in this matter, and we hope that honouring him with the name of a street or park in Stratford will be the ideal way to respectfully acknowledge his legacy.

Thank you for taking the time to write to us and detail Denis' contribution and achievements over the years.

Yours sincerely

CR GARRY STEPHENS
Mayor

CC: Councillors

Response to request to recognise Denis Booth



I have been asked by the Office of the CEO and Mayor to contact you and explain the next steps in having Denis Booth recognised.

As stated in the response letter to you by Mayor Stephens, Council's preferred approach is to recognise an individual by naming a road or park in their memory.

An individual considered worthy of recognition may have their name added to the Council Approved Road Name Register so that the name may be selected when naming a future road (or other feature). Refer to the current register at: https://assets-global.website-files.com/5d3aa33f5216e339f691d9ee/5f615df5c550e32742d26e02_Council%20Approved%20Road%20Names%20Register.pdf

Your request to have Denis Booth recognised has been referred to Council's Place Names Committee for consideration at its next meeting on 11 May 2021 (the Committee meets quarterly). Committee members are Cr. Rossetti, Cr. Maher and Cr. Crossley.

All naming requests are referred to the Place Names Committee for consideration, and any naming proposal must meet the Naming Rules set out by state government, which may be found here: <https://www.land.vic.gov.au/place-naming/understand-the-naming-process/the-naming-rules> (in particular, refer to Principle H. - Using commemorative names). Any recommendation made by the Place Names Committee is then put forward at a Council meeting for approval.

Thank you for providing a synopsis of Denis' achievements and his contribution to the community, this will facilitate the process.

Please don't hesitate to contact me should you have any questions in relation to the naming process.

Kind regards,



28th March 2021

Cr G Stephens
Mayor
Wellington Shire Council
SALE 3850

Dear Mayor Stephens,

Re: Request for Memorial – Mr Denis Booth

Thank you for your recent response to my letter seeking the Council's favourable consideration of a proposal for the location of a wooden sculpture of Denis Booth in the Stratford Memorial Park recognising his outstanding contribution to the community he loved and that loved him in return.

Whilst disappointed at Council's reluctance to approve the proposal as presented, its decision is respected as too is the need for Council to have policy and guidelines governing such proposals /requests.

If the Council needed any further evidence of the enormous gratitude, esteem and deep love the community of Stratford has for Denis, the massive attendance at his recent funeral and the outpouring of grief at his passing, along with the overwhelming acknowledgement of his outstanding contribution to the community, simply served to re-enforce his endeared standing. Some attending the funeral said it was far and away the largest attendance at a Stratford funeral, certainly in recent times, and possibly ever.

Members of the Stratford community are still working on a proposal to find a suitable location for the wooden sculpture and are hopeful that this memorial will ultimately come to pass.

Nevertheless, the Council's action in placing Denis's name on its Place Names Register is noted and very much appreciated. That a street or park in Stratford will be named after Denis in perpetuity will be a wonderful and very fitting way to acknowledge his contribution to community and his legendary status. Given that his recent passing is still strongly felt, it would be very timely and fitting if the honouring of Denis in this way could proceed with some immediacy.

On behalf of the Booth Family, and the community of Stratford, I would like to sincerely thank the Council for its consideration of a fitting memorial for Denis and hope that this recognition will be something the community will be able to appreciate and admire in the near future.

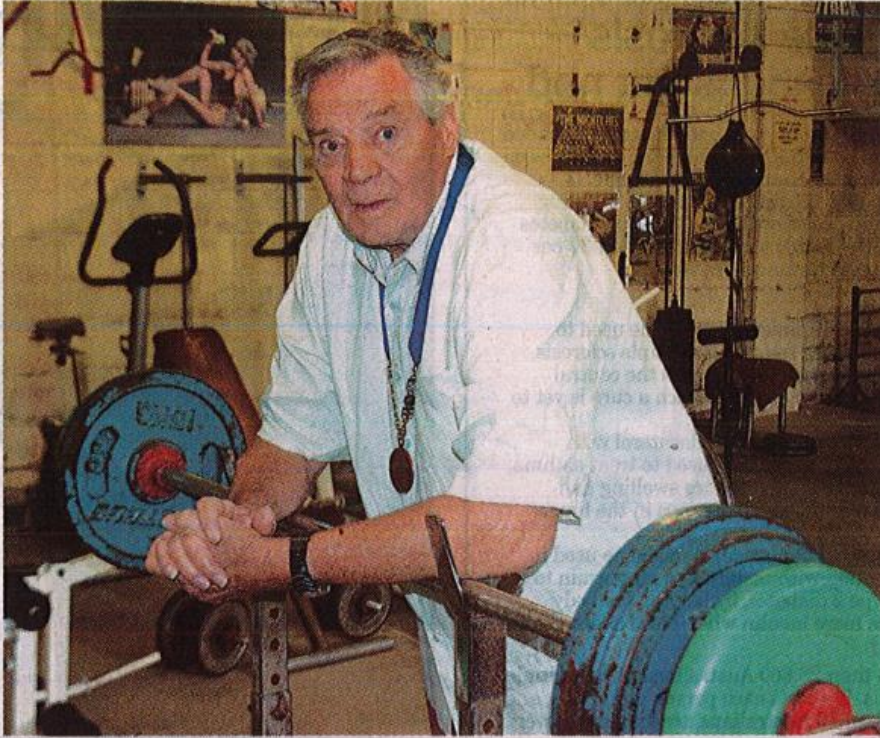
Many thanks.

Yours sincerely,

A solid black rectangular box used to redact the signature of the sender.

cc. Deputy Mayor Cr. Scott Rossetti

www.gippslandtimes.com.au



Legendary Stratford boxer Denis Booth, pictured in September last year with his Commonwealth Games bronze medal.
File photo: Liam Durkin

Farewell to a loved boxing legend

A FUNERAL service will be held today for Stratford boxing legend Denis Booth, who died on February 28, aged 81.

Booth won a Commonwealth Games bronze medal in 1966, with the Stratford community helping him travel to the games in Jamaica.

"I'm eternally grateful to Stratford," Booth told the *Gippsland Times* in September last year.

"The townspeople got behind me to send me over to the games, sent me over to Perth for the championships; I won over in Perth and then went to the games."

Booth moved to Stratford in the mid-1950s after meeting and marrying local girl Kathy. Around that time he also took up boxing,

training in old horse stables near the Avon River.

"We used to average one tournament every second month boxing from Orbost to Dandenong," Booth said.

In 1957, he reached the finals of the state amateur light heavyweight championships, and was crowned national champion two years later.

In the amateur ranks, Booth lost only 16 of his 94 bouts from 1956 to 1968, but turned down the chance to turn professional to spend more time with his family.

Booth continued to support many local boxers, as well as contribute to organisations in Stratford.

Today's funeral service will be held on from 11am in the Stratford Mechanics Institute Hall.

Attachment for item 3.2

[REDACTED]

From: Sale North Kindergarten <sale.north.kin@kindergarten.vic.gov.au>
Sent: Monday, 1 March 2021 5:44 PM
To: Enquiries
Cc: Sale Combined Kindergartens Inc.
Subject: Fw: 9A Krista court/Mark Avenue Park, Sale
Attachments: Letter to GLaWAC 20.pdf; Email GLaWAC.pdf
Categories: Purple category

EXTERNAL EMAIL originated from outside of the Wellington Shire Council network. Do not click links or open attachments unless you recognise the sender and know the content is safe. Contact ICT Service Desk if unsure.

From: [Sale North Kindergarten](#)
Sent: Monday, March 01, 2021 5:42 PM
To: enquiries@wellington.vic.gov.au
Cc: [Sale Combined Kindergartens Inc.](#)
Subject: 9A Krista court/Mark Avenue Park, Sale

[Place Name Committee, Wellington Shire](#)

Dear Committee,

We are writing to request that the park referred to as 9 A Krista Court or Mark Avenue Park in Sale be renamed.

We met at the park in August last year with Wellington Shire's Parks Department members [REDACTED]. At this time we discussed the redevelopment of the park to become a more nature inspired area for children to visit.

We put together a portfolio of suggestions and gave these to Sally. Many of these ideas have been used for the parks redevelopment, which is soon to be complete. At the time of our original meeting we spoke with Liam, Tim and Sally about renaming the park using a Gunaikurnai name. We consulted with our local indigenous community and families and the name "Djambies Park" was chosen as an ideal name. Djambies means friends in Gunaikurnai language.

We then wrote to Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) and have gained their support. I have attached the letter that we wrote to GLaWAC and the email responses from [REDACTED] General Manager – Culture.

Our kindergarten plans to visit the park regularly, assisting children to spend more time in natural surroundings which is so good for their development. They will also learn about road safety as they explore their local community.

If successful with our proposal we plan to ask a local indigenous artist to design a sign to erect in the space.

We look forward to hearing from the Place Name Committee about our proposal.

Warm Regards



*Sale North Kindergarten
13 Marilyn Way
Sale Victoria 3850
Telephone: 5144 1749*



We acknowledge the Gunaikurnai People as the Traditional Owners of the land that this kindergarten is built on.

PO Box 1243
 13 Marilyn Way
 Sale Victoria 3850
 Telephone: 5144 1749
 ABN: 380 630 881 63
 Email:
sale.north.kin@kindergarten.vic.gov.au
 23 November 2020



Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC)
 27 Scriveners Road (Forestec)
 Kalimna West VIC 3909

To whom it may concern.

We are looking for support from GLaWAC so that we can name a park in Sale.

The park is managed by the Wellington Shire and is currently referred to as 9A Krista Court, Sale and also Mark Avenue Playground. Our Kindergarten has been consulting with the Shire during 2020 about the redevelopment at the park and work will be completed in November and December. The redevelopment will provide a more natural play space for children containing logs, large rocks, a dry river bed and a natural play sand area. We plan to visit this area regularly with our kindergarten children in the future.

We would like to name the park Djambies (friends) Park. We found this name in a children's book written by Lynnette Solomon – Dent and believe that it is a good choice.

We have the support of our Aboriginal families and Ramahyuck and we have been consulting with Sandra Neilson who has been a great help with ideas and advice. We have also discussed the plans with our KESO Kim McLaughlin who is supportive of our plans. If we are able to use the name Djambies, we will then write to the Wellington Shire to apply for the space to be renamed.

I have attached a picture of the proposed redevelopment. We look forward to hearing from GLaWAC soon.

Yours sincerely



Sale North Kindergarten
 13 Marilyn Way
 Sale Victoria 3850
 Telephone: 5144 1749



We acknowledge the Gunaikurnai People as the Traditional Owners of the land that this kindergarten is built on.

To: [REDACTED]
Cc: [REDACTED]
Subject: Re: Mark Avenue Playground

Dear [REDACTED]
 Thank you for your reply and the support from the Gunaikurnai Land and Waters
 Aboriginal Corporation.
 The park redevelopment is nearly complete and we will now write to the Wellington
 Shire with our proposal. I will let you know about the outcome.

Warm Regards



*Sale North Kindergarten
 13 Marilyn Way
 Sale Victoria 3850
 Telephone: 5144 1749*



*We acknowledge the Gunaikurnai People as the Traditional Owners of the land that this
 kindergarten is built on.*

From: [REDACTED]
Sent: Tuesday, February 23, 2021 2:15 PM
To: sale.north.kin@kindergarten.vic.gov.au
Subject: Mark Avenue Playground

Dear [REDACTED]

Thanks for your letter dated 23rd November 2020. Our sincere apologies
 for the delay in response to your request. On behalf of GLaWAC we wish
 to express our support to the local Aboriginal community and Sale North
 Kindergarten in the naming proposal of the Mark Avenue Playground to
 replace this with the suggested name "Djambies Park" as noted and

supported by Aboriginal families and Ramahyuck. We thank you for your
 letter and wish you the best of luck to have this name endorsed by the
 Wellington Shire Council.

Kind Regards,



Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC)
 27 Scriveners Road, Kalimna West, VIC, 3909 RNTBC (ICN 4768)
 Website: <http://www.gunaikurnai.org>



I acknowledge the Gunaikurnai people as the Traditional
 Custodians of the land on which I live and work. I pay respect to
 Elders past and present. I commit to working respectfully to honour
 their ongoing cultural and spiritual connections to this country. I
 recognise the role and value of culture in our community.

Attachment for item 3.3

From: [REDACTED]
 Sent: Wednesday, 3 March 2021 3:41 PM
 To: [REDACTED]
 Cc: [REDACTED]
 Subject: P470/2020 - 238 BOISDALE STREET, MAFFRA (BW Ref: 2001072)

Good afternoon [REDACTED],

We are in the process of finalising the formal plan of subdivision for the above development.

Our client would like to put forward the name 'Wiggins' for one of roads.

Please see the email below with some background information regarding Colin Wiggins. Would you please pass this on to the Place Names Committee for their consideration, thank you.

Regards,



Proudly certified in Victoria for Quality ISO 9001, Safety AS/NZS 4801 and Environment ISO 14001



From: [REDACTED]
 Sent: Thursday, 18 February 2021 3:39 PM
 To: [REDACTED]
 Cc: [REDACTED]
 Subject: RE: 2001072 Daly Park - Colin Wiggins

Colin Wiggins.

Info from [REDACTED]:

- Born in Yallourn
- Educated at Yallourn Tech College
- Worked at Narracan Council
- Was appointed shire engineer at Edenhope in approx 1968

- Was appointed as shire engineer in Maffra in September 1976
- He remained a shire engineer until amalgamation
- Retired approx 1995
- Prominent in the Cricket club – potentially a captain
- Oversaw the redevelopment of the main street
- He was involved in initial development of the Morris Sports complex
- He was a handy golfer as well

From Google/Facebook:

- Colin Wiggins – SMCA Rep cap No 235.
- Colin Wiggins was a champion opening batsman for the Maffra cricket club in the 1970s and into the 1980s, accumulating over 2,000 1st grade runs in 71 first XI matches.
- He was captain – coach of Maffra's 1979/80 and 1980/81 premierships teams and he scored 4 SMCA 1st grade centuries. Prior to coming to Maffra he had played Dowling shield as a junior, 2nd XI district cricket for South Melbourne and represented Victoria Country in a match against England played at Horsham in 1971/72.
- His SMCA representative career appears to have been limited to a single season and the available records are unfortunately scant. That season was 1978/79, the season before taking on the captain/coach role at Maffra.
- His first known match was an invitational game played against the Victorian State team in October 1978. In addition to that game the 1978/79 representative season consisted of six GCL matches and four at Country Week. Of these eleven rep matches only two scorecards / teams are available and he appears in both, so he played between 2 and 11 games. The records for the seasons prior to and immediately after 1978/79 are largely intact. Hopefully additional records may surface at some point to allow his career to be fully accounted.
- Details of non SMCA playing career courtesy of "150 Not Out – History of the Maffra Cricket Club" - Allan Evans 2015.

Regards,



Proudly certified in Victoria for Quality ISO 9001, Safety AS/NZS 4801 and Environment ISO 14001



From: [Redacted]
Sent: Tuesday, 16 February 2021 12:03 PM
To: [Redacted]

Cc: [REDACTED]

Subject: FW: 2001072 238 Boisdale Street, Maffra

Hi [REDACTED],

A suggested road name for this development is “Wiggins” – named after Collin Wiggins.

I understand he was a council engineer, and that you worked with him.

Would you have any background information on Collin which we can use to present to council with this name request?

VICNAMES - The Register of Geographic Names

VICNAMES Knowledge Base Search

Search Entry

▼ Road

Allowed Values for Search Fields

Search Type :
☐ Normal ☒ Duplicate

Match :
 Similar Spelling and Sound

Road Name :
 Wiggins

Latitude (dd mm ss.ss) :
 37 57 00 93

Longitude (ddd mm ss.ss) :
 146 58 47 59

Radius(km) :
 15

Search on Map

Road Type :
 [Dropdown]

Road Suffix :
 [Dropdown]

Locality :
 [Dropdown]

Municipality :
 WELLINGTON SHIRE

Road Search Results

Road Name *	Road Type	Road Suffix	Locality
<input type="checkbox"/> WILLIS	ROAD		NEWRY
<input type="checkbox"/> WILLIAMSONS	ROAD		DENISON
<input type="checkbox"/> WILLIAMSONS	ROAD		NAMBROK

Regards,



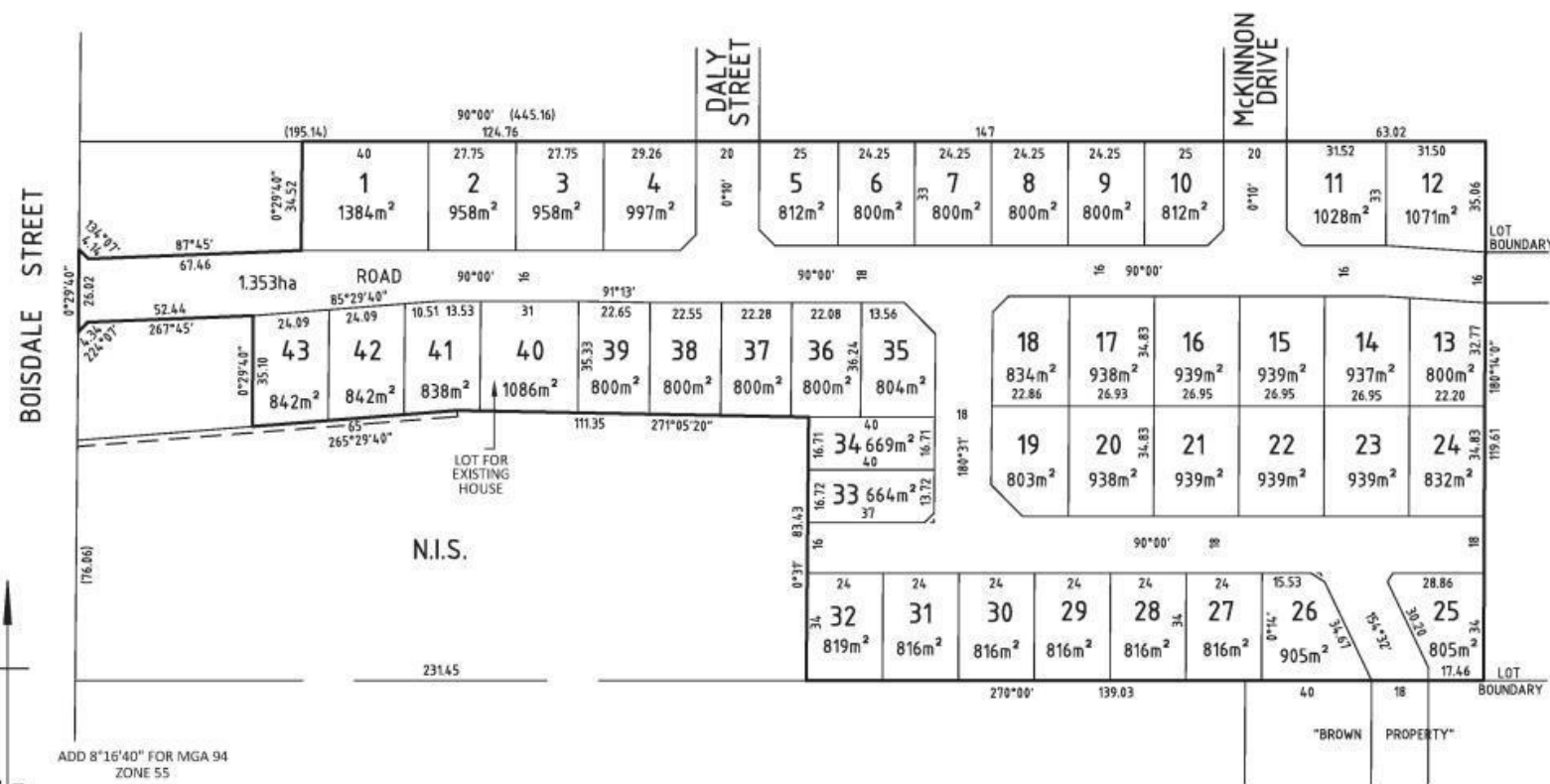
Proudly certified in Victoria for Quality ISO 9001, Safety AS/NZS 4801 and Environment ISO 14001



PARISH OF MAFFRA
CROWN ALLOTMENT 75 (PART)

PLAN OF PROPOSED SUBDIVISION

NOTE: DIMENSIONS SUBJECT TO TITLE SURVEY.
No. OF LOTS = 43



BW Beveridge Williams
development & environment consultants
Sale ph : 03 5144 3877
www.beveridgewilliams.com.au

SURVEYORS
REFERENCE
2001072
v6

LAST PLAN REF: PS 402923 J (LOT 2)

SCALE
1:1250
LENGTHS ARE IN METRES

ORIGINAL SHEET
SIZE: A3

SHEET 1 OF 1

VERSION 6, DATE: 02/02/2021

This document was printed from SPEAR on 08/02/2021 01:17 pm.

Amended document endorsed by Bimal Virimesh Narayan on 08/02/2021 for planning permit P470/2020,
Wellington Shire Council, page 1 of 2.

Attachment for item 3.4

MALLET - should be made of a street of SALE

1. My Great Father - Fredrick MALLEET came to
2. SALE in 1863 with his bride
3. (a) Fredrick was a builder along with his sons.
- (b) There is still a house that is occupied in the late eighties -
The on the Corner of Raymond St. and the West corner of Stuart St.,
(Can be seen in a booklet showing this house
(a) My father's Uncle was a foundation member of the Sale Fire Brigade.
- (b) My father was also a member till the Recession forced him leave Sale looking for work.
- (c) Siblings of my Grandfather were also forced to leave.
- (d) Auntie Jean tooked after ~~the~~ their parents.
~~at State~~ She remained in their home in York St
(diagonally opposit the Convent.
- (4) My Grand Father as among the first pupils P.S. 545 to march from the old school.
- (5) Auntie Kit & Auntie were amongst the first girls to attend to Sale ~~Technical~~ School
- (6) The boys attended the High School
- (7) I was amongst the first Teacher at the Cuthridge School
- (8) My sons were among Araluen P.S.
- (9) Personally ~~has~~ be honored by the Sale Fire Brigade as a Life Member at the opening of the "newest Fire Station"
- (d) We lived in Cuthridge Pde. from 1961 to approx
- (e) Those living Sale who were descended of F. Mallet
- (i) John Butrick (son of Auntie Kit)
- (ii) Grandson Lucas Mowat

SO THERE BEEN a member of the Family
from 1863 - Now



Attachment for item 3.5

To: Whom it may concern,

From: The members of the Callignee Landcare Group

Date: 29/03/2021

Subject: A proposal to name public park land.

We are writing this letter of proposal to ensure we get the opportunity of naming a park land area within the Wellington Shire of which we have spent time cleaning and maintaining as a community in recognition of one of our local hero's.

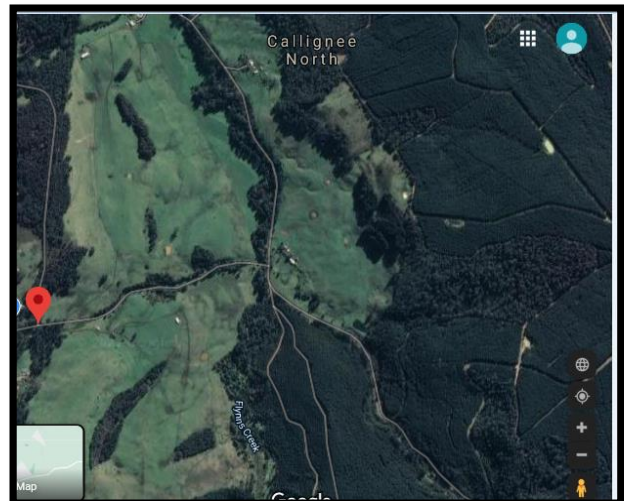
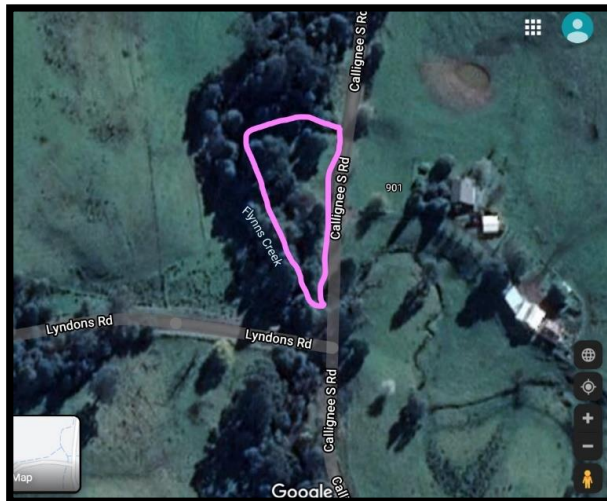
This park land was once a clean grass land area along the Flynn's Creek and Callignee South road between Dawson's bridge and Lyndon's road bridge with easy access to the creek. Over the past dozen or so years, sadly it has become overrun with blackberry's and ragwort with an un-maintained grass area.

We have just started the processes of beginning a landcare group in Callignee, so we can continue to clean and maintain this land and areas beyond within our community.

We would like to name a small area, (where the school bus shelter is situated), within this current project area, 'Nita's Nook,' after local resident Anita Charles. Anita is the backbone to our community. She is 2nd lieutenant within our CFA brigade, Vice President of our hall committee, on the playgroup committee, just to name a few. She organises street games for our local children and feeds us at numerous events. She gets in, gets her hands dirty to help any community member in need. Now she is starting the Callignee Landcare Group. I can honestly say our community wouldn't be where it is today without her, and we as a community and the Callignee Landcare Group, feel that it is time she is recognised for all her hard work.

Kind Regards

Callignee Landcare Group



Attachment for item 3.6

From: [REDACTED]
 Sent: Wednesday, 19 August 2020 12:31 PM
 To: [REDACTED]
 Subject: Putting her Name on it - Wellington - Indigenous

Hello [REDACTED],

Here is a formal nomination of three names for Indigenous Women. However I believe the first two at least should be subject to consultation with someone with speciality in 1840s Indigenous History. Possibly [REDACTED] may be the one to consult as to where that would be best sourced. I know [REDACTED] sourced their names from original documents, but I think it will still need some sort of corroboration / support.

So I am sending this in earlier than others, so that can commence.

[REDACTED]

Names of Indigenous Women for consideration for recognition

Parley – one of two wives of Bungelene. Imprisoned with the rest of his family in Dandenong Police Paddocks. June 1848 she and her two young sons were separated from the family, to the Merri Creek Orphanage.

Mumbalk (died 5 August 1848) – one of two wives of Thomas Bungelene – died in captivity during imprisonment of Bungelene and his family in the search for the White Woman.

Both the above should be referred to an appropriate Indigenous authority for a formal response as to their history and support for naming.

My source: Peter Gardner "Gippsland Biographies: Bungelene (died 1848)" in *Gippsland Heritage Journal* #10, June 1991, page 58. Primary sources are given there.

Bessie **Cameron** nee **Flower** (1851-1895) Aboriginal educator at Ramahyuck. The Cameron name may be in use, but Flower may not. I am in contact with family who are providing a biography.

In the meantime, see Australian Dictionary of Biography online:
<http://adb.anu.edu.au/biography/cameron-elizabeth-bessy-12834>

I am sure local consultation would lead to more names being suggested.

Attachment for item 3.7

From: [REDACTED]

Sent: Tuesday, 11 May 2021 8:25 AM

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: P470/2020 - 238 BOISDALE STREET, MAFFRA - Road names for Place Name Committee

Importance: High

Hi [REDACTED],

Can the following names please be considered at todays Place Name Committee meeting? These are proposed names for the Daly Park development in Maffra.

- **Wiggins Avenue** – provided to council 3 March
- **Slattery Street** (road 1 shown on the attached) – after Jim Slattery former councillor/shire president (brother of former owner Jessie Daly)
- **McLaren Court** (road 2) – after Former Maffra Shire Engineer Jim McLaren
- **Cottman Street** (road 3) – after Former Maffra Shire Engineer Norman Cottman

Colin Wiggins

Info from [REDACTED]:

- Born in Yallourn
- Educated at Yallourn Tech College
- Worked at Narracan Council
- Was appointed shire engineer at Edenhope in approx 1968
- Was appointed as shire engineer in Maffra in September 1976
- He remained a shire engineer until amalgamation
- Retired approx 1995
- Prominent in the Cricket club – potentially a captain
- Oversaw the redevelopment of the main street
- He was involved in initial development of the Morris Sports complex
- He was a handy golfer as well

From Google/Facebook:

- Colin Wiggins – SMCA Rep cap No 235.
- Colin Wiggins was a champion opening batsman for the Maffra cricket club in the 1970s and into the 1980s, accumulating over 2,000 1st grade runs in 71 first XI matches.
- He was captain – coach of Maffra's 1979/80 and 1980/81 premiership teams and he scored 4 SMCA 1st grade centuries. Prior to coming to Maffra he had played Dowling shield as a junior, 2nd XI district cricket for South Melbourne and represented Victoria Country in a match against England played at Horsham in 1971/72.
- His SMCA representative career appears to have been limited to a single season and the available records are unfortunately scant. That season was 1978/79, the season before taking on the captain/coach role at Maffra.

- His first known match was an invitational game played against the Victorian State team in October 1978. In addition to that game the 1978/79 representative season consisted of six GCL matches and four at Country Week. Of these eleven rep matches only two scorecards / teams are available and he appears in both, so he played between 2 and 11 games. The records for the seasons prior to and immediately after 1978/79 are largely intact. Hopefully additional records may surface at some point to allow his career to be fully accounted.
- Details of non SMCA playing career courtesy of "150 Not Out – History of the Maffra Cricket Club"- Allan Evans 2015.

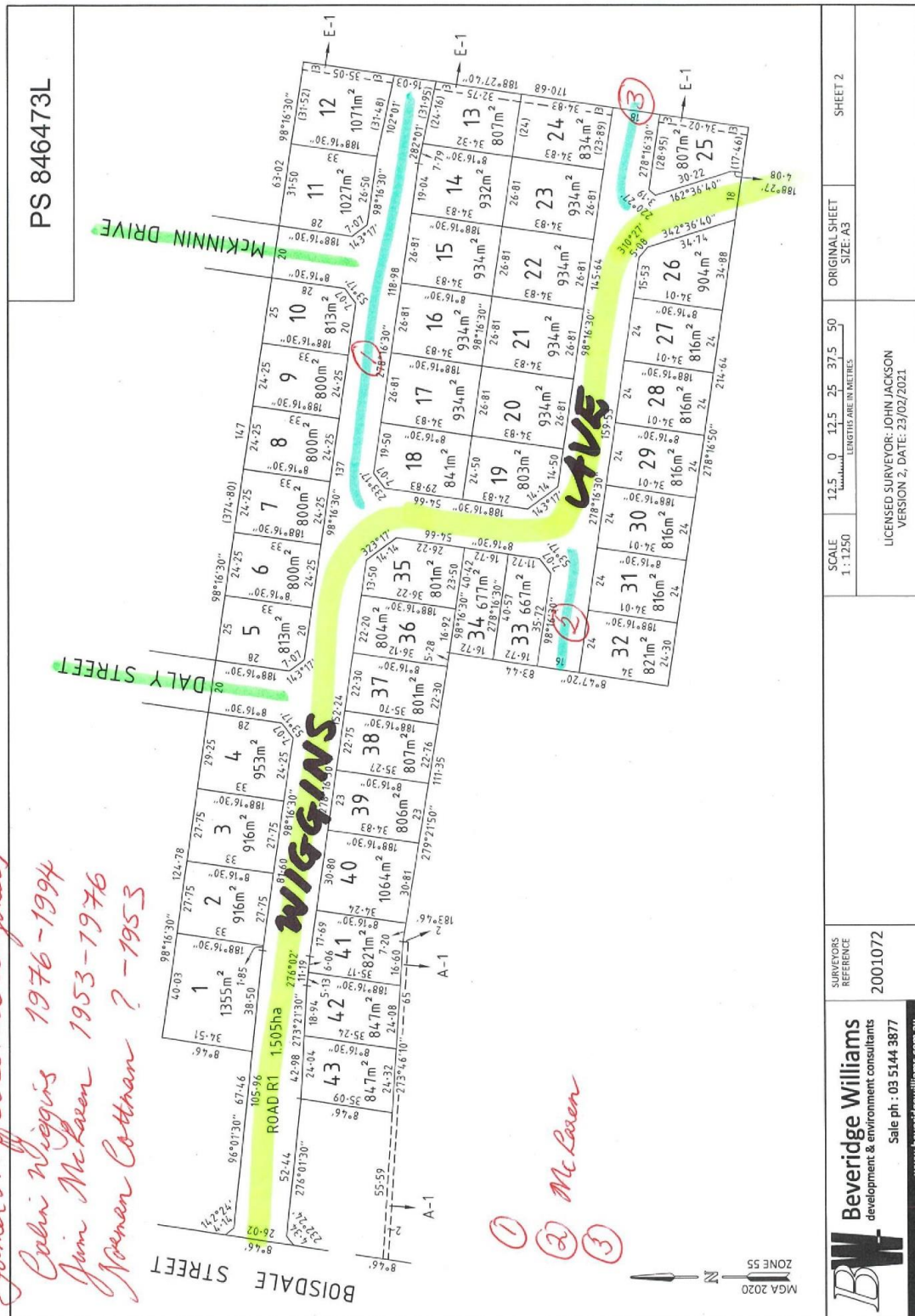
Regards,

BW | [REDACTED]
 [REDACTED]
 A [REDACTED]
 W [REDACTED]
 P [REDACTED] M [REDACTED]



Proudly certified in Victoria for Quality ISO 9001, Safety AS/NZS 4801 and Environment ISO 14001





13.2. URBAN AND RURAL TREE MANAGEMENT 2021-2023 SCHEDULE OF RATES - PANEL TENDER - 2021-077

ACTION OFFICER: MANAGER NATURAL ENVIRONMENT AND PARKS

PURPOSE

The purpose of this report is for Council to consider entering into a Schedule of Rates panel contract for the Urban and Rural Tree Management 2021-2023 Contract 2021-077.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council:

- 1. Receives and considers this report and all attachments pertaining to this report.***
- 2. Accepts the Schedule of Rates for Rural Tree Management 2021-2023 for a two-year term with two extension options of twelve months to be made available solely at Council's discretion as outlined in the Confidential Attachment and as submitted by:***
 - ASAP Tree Services***
 - Batt Brothers Vegetation Management***
 - Benson Group Contractors***
 - ENSPEC***
 - Flemings Tree Services***
 - Regal Tree Services***
 - Roots 2 Leaves; and***
- 3. The information contained in the confidential attachment Contract 2021-077 Tender Evaluation Tree Management 2021-2023 Schedule of Rates and designated confidential under Section 3(1) Confidential Information of the Local Government Act 2020 by the General Manager Built and Natural Environment on 15 June because it relates to the following grounds: (g) private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage; be designated confidential information under Section 3(1) Confidential Information of the Local Government Act 2020.***

BACKGROUND

Council provides tree services across the entire municipality. The Urban and Rural Tree Management 2021-2023 contract seeks to establish a panel of suitably qualified private contractors as required to carry out various types of tree work throughout our municipality, these include - pruning, removals, powerline clearing, stump grinding, tree watering, assessment and control of pest and disease outbreaks.

ATTACHMENTS

1. Confidential Header Urban Rural Tree Management 2021-2023 Schedule of Rates Panel Tender [**13.2.1** - 1 page]
2. CONFIDENTIAL REDACTED - 2021-077 Tender Evaluation Urban & Rural Tree Management 2021-2023 Schedule of Rates Panel [**13.2.2** - 6 pages]

OPTIONS

Council has the following options available:

1. Receives and considers this report and all attachments pertaining to this report, and accepts the Schedule of Rates for Rural Tree Management 2021-2023 for a two-year term with two extension options of twelve months to be made available solely at Council's discretion as outlined in the Confidential Attachment and as submitted by:
 - ASAP Tree Services
 - Batt Brothers Vegetation Management
 - Benson Group Contractors
 - ENSPEC
 - Flemings Tree Services
 - Regal Tree Services
 - Roots 2 Leaves; or
2. Not approve the Panel Contract at this time and seek further information at a future Council meeting.

PROPOSAL

That Council receives and considers this report and all attachments pertaining to this report, and accepts the Schedule of Rates for Rural Tree Management 2021-2023 for a two-year term with two extension options of twelve months to be made available solely at Council's discretion as outlined in the Confidential Attachment and as submitted by:

- ASAP Tree Services
- Batt Brothers Vegetation Management
- Benson Group Contractors
- ENSPEC
- Flemings Tree Services
- Regal Tree Services
- Roots 2 Leaves.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

Budget allowance for tree works is contained within Council's forward operating budgets.

COMMUNICATION IMPACT

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

LEGISLATIVE IMPACT

Wellington Shire Council is committed to ensuring the Contract tendering process complies with the *Local Government Act 1989*, *Local Government Act 2020* and the Victorian Local Government Code of Tendering.

COUNCIL POLICY IMPACT

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

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 3 Natural Environment states the following strategic objective and related strategy:

Strategic Objective 3.1: *"Conserve and protect our natural environment through responsible and sustainable management practices."*

Strategy 3.1.3: *"Manage Council's high quality, attractive open spaces and streetscapes in accordance with agreed service levels."*

This report supports the above Council Plan strategic objective and strategy.

RESOURCES AND STAFF IMPACT

This contract will be primarily managed with the resources of the Natural Environment and Parks unit however other Council business units may engage contractors via this panel and will therefore be required to provide their own resources and staff as required.

COMMUNITY IMPACT

The service provides the community with a well-managed and maintained urban forest.

ENVIRONMENTAL IMPACT

All tree works shall be undertaken in accordance with relevant Australia Standards.

ENGAGEMENT IMPACT

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

RISK MANAGEMENT IMPACT

It is considered that the proposed contract works will not expose Wellington Shire Council to any significant risks. All OH&S risks will be discussed with the contractor and allocated to the party in the best position to manage each risk.



WELLINGTON

SHIRE COUNCIL

The Heart of Gippsland

ORDINARY COUNCIL MEETING 6 July 2021

On this day, 07 June 2021, in accordance with Section 66 Clause (2)(a) of the *Local Government Act 2020*; I, Chris Hastie, General Manager Built and Natural Environment declare that the information contained in the attached document **2021 – 077 TENDER EVALUATION URBAN & RURAL TREE MANAGEMENT 2021-2023 SCHEDULE OF RATES PANEL** is confidential because it relates to the following grounds under Section 3(1) of the *Local Government Act 2020*:

- (g) *private commercial information, being information provided by a business, commercial or financial undertaking that—*
 - (ii) *if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;*

.....
CHRIS HASTIE, GENERAL MANAGER BUILT AND NATURAL ENVIRONMENT

13.3. VEGETATION MANAGEMENT WORKS 2021-2023 SCHEDULE OF RATES - PANEL TENDER – 2021-078

ACTION OFFICER: MANAGER NATURAL ENVIRONMENT AND PARKS

PURPOSE

The purpose of this report is for Council to consider entering into a Schedule of Rates panel contract for the Vegetation Management Works 2021-2023 Contract 2021-078.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council:

- 1. Receives and considers this report and all attachments pertaining to this report.***
- 2. Accepts the Schedule of Rates for Vegetation Management Works 2021-2023 for a two-year term with two extension options of twelve months to be made available solely at Council's discretion as outlined in the Confidential Attachment and as submitted by:***
 - Batt Brothers Vegetation Management***
 - Benson Group Contractors Pty Ltd***
 - Eastern Vegetation Contracting***
 - Envite Environment***
 - Gippsland Land Services***
 - Habitat Creations***
 - Hedley Range Services Pty Ltd***
 - Indigenous Design Environmental Management***
 - K.L. & J. Murray***
 - LSC Services & Excavation***
 - Regal Trees***
 - Roots 2 Leaves Tree Services Pty Ltd***
 - Two Harvs Contracting, Gippsland Pty Ltd; and***
- 3. The information contained in the confidential attachment Contract 2021-078 Tender Evaluation Report Vegetation Management Works 2021-2023 Schedule of Rates and designated confidential under Section 3(1) Confidential Information of the Local Government Act 2020 by the General Manager Built and Natural Environment on 09 June 2021 because it relates to the following grounds: (g) private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage be designated confidential information under Section 3(1) Confidential Information of the Local Government Act 2020.***

BACKGROUND

Council provides vegetation management services across the entire municipality. The Vegetation Management Works 2021-2023 contract seeks to establish a panel of suitably qualified private contractors as required to carry out various types of vegetation management work throughout our municipality. These include revegetation projects, existing vegetation management, weed control, pest animal control and fire hazard mitigation/fuel management.

ATTACHMENTS

1. Confidential Header Vegetation Management Works 2021-2023 Schedule of Rates Panel Tender [13.3.1 - 1 page]
2. CONFIDENTIAL REDACTED - 2021-078 Tender Evaluation Vegetation Management Works 2021-2023 Schedule of Rates Panel [13.3.2 - 7 pages]

OPTIONS

Council has the following options available:

1. Receives and considers this report and all attachments pertaining to this report and accepts the Schedule of Rates for Rural Tree Management 2021-2023 for a two-year term with two extension options of twelve months to be made available solely at Council's discretion as outlined in the Confidential Attachment and as submitted by:
 - Batt Brothers Vegetation Management
 - Benson Group Contractors Pty Ltd
 - Eastern Vegetation Contracting
 - Envite Environment
 - Gippsland Land Services
 - Habitat Creations
 - Hedley Range Services Pty Ltd
 - Indigenous Design Environmental Management
 - K.L. & J. Murray
 - LSC Services & Excavation
 - Regal Trees
 - Roots 2 Leaves Tree Services Pty Ltd
 - Two Harvs Contracting, Gippsland Pty Ltd; or
2. Not enter a Panel Contract at this time and seek further information at a future Council meeting.

PROPOSAL

That Council receives and considers this report and all attachments pertaining to this report and accepts the Schedule of Rates for Rural Tree Management 2021-2023 for a two-year term with two extension options of twelve months to be made available solely at Council's discretion as outlined in the Confidential Attachment and as submitted by:

- Batt Brothers Vegetation Management

- Benson Group Contractors Pty Ltd
- Eastern Vegetation Contracting
- Envite Environment
- Gippsland Land Services
- Habitat Creations
- Hedley Range Services Pty Ltd
- Indigenous Design Environmental Management
- K.L. & J. Murray
- LSC Services & Excavation
- Regal Trees
- Roots 2 Leaves Tree Services Pty Ltd
- Two Harvs Contracting, Gippsland Pty Ltd.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

Budget allowance for tree works is contained within Council's forward operating budgets.

COMMUNICATION IMPACT

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

LEGISLATIVE IMPACT

Wellington Shire Council is committed to ensuring the Contract tendering process complies with the *Local Government Act 1989*, *Local Government Act 2020* and the Victorian Local Government Code of Tendering.

COUNCIL POLICY IMPACT

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

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 3 Natural Environment states the following strategic objective and related strategy:

Strategic Objective 3.1: *"Conserve and protect our natural environment through responsible and sustainable management practices."*

Strategy 3.1.3: "Manage Council's high quality, attractive open spaces and streetscapes in accordance with agreed service levels."

This report supports the above Council Plan strategic objective and strategy.

RESOURCES AND STAFF IMPACT

This contract will be primarily managed with the resources of the Natural Environment and Parks unit however other Council business units may engage contractors via this panel and will therefore be required to provide their own resources and staff as required.

COMMUNITY IMPACT

Provision of this service will improve biodiversity, manage weeds and mitigate fire hazard on Council managed land within Wellington Shire.

ENVIRONMENTAL IMPACT

To improve biodiversity and manage declared noxious weeds on Council managed land within Wellington Shire.

ENGAGEMENT IMPACT

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

RISK MANAGEMENT IMPACT

It is considered that the proposed contract works will not expose Wellington Shire Council to any significant risks. All OH&S risks will be discussed with the contractor and allocated to the party in the best position to manage each risk.



WELLINGTON

SHIRE COUNCIL

The Heart of Gippsland

ORDINARY COUNCIL MEETING 6 July 2021

On this day, 07 June 2021, in accordance with Section 66 Clause (2)(a) of the *Local Government Act 2020*; I, Chris Hastie, General Manager Built and Natural Environment declare that the information contained in the attached document **2021 – 078 TENDER EVALUATION REPORT VEGETATION MANAGEMENT WORKS 2021-2023 SCHEDULE OF RATES PANEL** is confidential because it relates to the following grounds under Section 3(1) of the *Local Government Act 2020*:

- (g) *private commercial information, being information provided by a business, commercial or financial undertaking that—*
 - (ii) *if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;*

.....
CHRIS HASTIE, GENERAL MANAGER BUILT AND NATURAL ENVIRONMENT

13.4. LANDSCAPE CONSTRUCTION SERVICES 2021-2023 SCHEDULE OF RATES - PANEL TENDER – 2021-079

ACTION OFFICER: MANAGER NATURAL ENVIRONMENT AND PARKS

PURPOSE

The purpose of this report is for Council to consider entering into a Schedule of Rates panel contract for the Landscape Construction Services 2021-2023 Contract 2021-079.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council:

- 1. Receives and considers this report and all attachments pertaining to this report;***
- 2. Accepts the Schedule of Rates for Landscape Construction Services 2021-2023 for a two-year term with two extension options of twelve months to be made available solely at Council's discretion as outlined in the Confidential Attachment and as submitted by:***
 - All Round Landscapes***
 - K.L & J Murray***
 - Liz Filmer Landscaping***
 - Maffra Irrigation & Garden Supplies***
 - Newry Water Cartage***
 - R & C Coleman Excavations; and***
- 3. The information contained in the confidential attachment 2021-079 Tender Evaluation Landscape Construction Services 2021-2023 Schedule of Rates and designated confidential under Section 3(1) Confidential Information of the Local Government Act 2020 by the General Manager Built and Natural Environment on 9 June 2021 because it relates to the following grounds: (g) private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage; be designated confidential information under Section 3(1) Confidential Information of the Local Government Act 2020.***

BACKGROUND

Council provides landscape services across the entire municipality. The Landscape Construction Services 2021-2023 contract seeks to establish a panel of suitably qualified private contractors as required to carry out various types of landscaping work throughout our municipality.

ATTACHMENTS

1. Confidential Header Landscape Construction Services 2021-2023 Schedule of Rates Panel Tender [**13.4.1** - 1 page]
2. CONFIDENTIAL REDACTED - 2021-079 Tender Evaluation Landscape Construction Services 2021-2023 Schedule of Rates Panel Tender [**13.4.2** - 6 pages]

OPTIONS

Council has the following options available:

1. Receives and considers this report and all attachments pertaining to this report; and accepts the Schedule of Rates for Landscape Construction Services 2021-2023 for a two-year term with two extension options of twelve months to be made available solely at Council's discretion as outlined in the Confidential Attachment and as submitted by:
 - All Round Landscapes
 - K.L & J Murray
 - Liz Filmer Landscaping
 - Maffra Irrigation & Garden Supplies
 - Newry Water Cartage
 - R & C Coleman Excavations; or
2. Not enter a Panel Contract at this time and seek further information at a future Council meeting.

PROPOSAL

That Council receives and considers this report and all attachments pertaining to this report; and accepts the Schedule of Rates for Landscape Construction Services 2021-2023 for a two-year term with two extension options of twelve months to be made available solely at Council's discretion as outlined in the Confidential Attachment and as submitted by:

- All Round Landscapes
- K.L & J Murray
- Liz Filmer Landscaping
- Maffra Irrigation & Garden Supplies
- Newry Water Cartage
- R & C Coleman Excavations.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

Budget allowance for landscaping works is contained within Council's forward operating and capital budgets.

COMMUNICATION IMPACT

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

LEGISLATIVE IMPACT

Wellington Shire Council is committed to ensuring the Contract tendering process complies with the *Local Government Act 1989*, *Local Government Act 2020* and the Victorian Local Government Code of Tendering.

COUNCIL POLICY IMPACT

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

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 3 Natural Environment states the following strategic objective and related strategy:

Strategic Objective 3.1: *"Conserve and protect our natural environment through responsible and sustainable management practices."*

Strategy 3.1.3: *"Manage Council's high quality, attractive open spaces and streetscapes in accordance with agreed service levels."*

This report supports the above Council Plan strategic objective and strategy.

RESOURCES AND STAFF IMPACT

This contract will be primarily managed with the resources of the Natural Environment and Parks unit however other Council business units may engage contractors via this panel and will therefore be required to provide their own resources and staff as required.

COMMUNITY IMPACT

To provide high quality open spaces for the community.

ENVIRONMENTAL IMPACT

To continually develop Council reserves while improving both amenity and environmental values.

ENGAGEMENT IMPACT

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

RISK MANAGEMENT IMPACT

It is considered that the proposed contract works will not expose Wellington Shire Council to any significant risks. All OH&S risks will be discussed with the contractor and allocated to the party in the best position to manage each risk.



WELLINGTON

SHIRE COUNCIL

The Heart of Gippsland

ORDINARY COUNCIL MEETING 6 July 2021

On this day, 09 June 2021, in accordance with Section 66 Clause (2)(a) of the *Local Government Act 2020*; I, Chris Hastie, General Manager Built and Natural Environment declare that the information contained in the attached document **2021-079 TENDER EVALUATION REPORT LANDSCAPE CONSTRUCTION SERVICES 2021-2023 SCHEDULE OF RATES PANEL TENDER** is confidential because it relates to the following grounds under Section 3(1) of the *Local Government Act 2020*:

- (g) *private commercial information, being information provided by a business, commercial or financial undertaking that—*
- (ii) *if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;*

.....
CHRIS HASTIE, GENERAL MANAGER BUILT AND NATURAL ENVIRONMENT

13.5. MEMORANDUM OF UNDERSTANDING PRINCES HIGHWAY IMPROVEMENTS PROJECT

ACTION OFFICER: MANAGER BUILT ENVIRONMENT

PURPOSE

To seek Council approval for a Memorandum of Understanding to be created between Wellington Shire Council and the Department of Transport for the delivery of specific components of the broader Revitalising our Region Package of Works being the Cunninghame Street Signals and Princes Highway Through Lane Pavement Upgrade.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That, to support the implementation of the Princes Highway Improvements Package and the Cunninghame Street Signalisation Package of Councils Revitalising our Region package of works, as described in this report, Council;

- 1. Authorise the Chief Executive Officer to finalise a Memorandum of Understanding with the Department of Transport in relation to the delivery of the Cunninghame Street Signals and Princes Highway Through Lane Pavement Upgrade component of the Revitalising our Region Package of Works; and***
- 2. Subject to finalising the Memorandum of Understanding referred to in Recommendation 1, authorise the Chief Executive Officer to make payments to the Department of Transport or their nominated agent for the completion of works described; and***
- 3. That the information contained in the confidential attachment MOU Princes Highway Improvements and Princes Highway / Cunninghame Intersection Signalisation projects and designated confidential under Section 3(1) Confidential Information of the Local Government Act 2020 by the General Manager Built and Natural Environment on 21 June 2021 because it relates to the following grounds: (g) private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage; be designated confidential information under Section 3(1) Confidential Information of the Local Government Act 2020.***

BACKGROUND

At the ordinary Council meeting of 1 September 2020, Council resolved to apply for funding towards the Revitalising Our Region package of works. The Revitalising our Region package of works involves the combination of three separate projects being; Princes Highway Streetscape Works, Sale; Port of Sale Improvement Project; and The Sale Wetlands Project.

Project proposals were submitted for the Princes Highway Improvements Package and the Cunninghame Street Signalisation Package, to support the Princes Highway Streetscape Works, Sale component of the overall Revitalising Our Region package of works which were subsequently approved by the Deputy Prime Minister, The Honourable Michael McCormack,

Deputy Prime Minister and Federal Minister for Infrastructure, Transport & Regional Development, in February 2021.

Funding agreements have been finalised for the Princes Highway Improvements Package and the Cunninghame Street Signalisation Package components of the package of works. The total funding associated with these packages is \$13.1M with \$11.68M funded by the Federal Government, \$0.25M from the Victorian Government through the Department of Transport, and the remainder funded by Council. A Council workshop was held on Tuesday the 20th of April which provided Councillors with an update on the overall project including scope, costs and timelines.

A draft Memorandum of Understanding between Council and the Department of Transport has been developed in relation to the Cunninghame Street Signalisation Package and Princes Highway Through Lane Pavement Upgrade components of the project. The Memorandum of Understanding will need to be modified to reflect any changes that come from an independent legal review if this proposal is accepted by Council.

The specific budget for the Cunninghame Street Signalisation Package and Princes Highway Through Lane Pavement Upgrade components of the project, as provided in the funding agreements is \$1.58M and \$3.68M respectively giving a total budget of \$5.26M. Note that the \$3.68M for the Princes Highway Through Lane Pavement Upgrade works is inclusive of the \$0.25M contribution from the Department of Transport.

By way of background, the Princes Highway Streetscape Works component is identified as a key element of Wellington Shire Council's Revitalising our Region package of works. The project was instigated following several strategic planning documents that were completed to plan and deliver road and CBD improvements in Sale and other townships across the Shire. These include:

- Sale CBD Precinct Plan (2010),
- Sale, Wurruk and Longford Structure Plan (2010),
- Sale CBD Traffic Management and Car Parking Study (2008).

The Sale Wurruk Longford Structure Plan 2010 identified the need in York Street "to provide streetscape improvements along key streets to enhance character and amenity".

The Federal Government contribution to this package has been directed towards the Princes Highway Improvements Package and the Cunninghame Street Signalisation Package, as the funding source primarily targets Princes Highway road related improvement projects.

The Princes Highway Streetscape Works, Sale includes:

- undergrounding of existing overhead powerlines on York Street between Macalister Street and Stawell Street;
- streetscape works on York Street between Raglan Street and Foster Street, including the installation of centre median lighting;
- installation of centre median lighting on Foster Street between York Street and Reeve Street;
- installation of traffic lights at the intersection of York Street and Cunninghame Street;
- potential improvements/upgrading of the York Street through lanes between Foster Street and Raglan Street; and
- amenity enhancement through green infrastructure projects.

To support the funding announced by Darren Chester MP, Federal Member for Gippsland, Council will need to separately fund elements of the Port of Sale Improvement Project and Sale Wetlands Project components of the Revitalising our Region package of works in addition to its proportion of the Princes Highway Streetscape Works, Sale.

The outcomes associated with the Revitalising our Region package of works have been programmed to be delivered as part of Council capital works program between the 2020/21 and 2022/23 financial years.

ATTACHMENTS

1. Confidential Header MOU Princes Highway Improvements Project [**13.5.1** - 1 page]
2. CONFIDENTIAL REDACTED - DRAFT MOU Princes Highway Improvements and Princes Highway / Cunninghame Intersection Signalisation Projects Between Department of Transport and Wellington Shire Council [**13.5.2** - 6 pages]

OPTIONS

Council has the following options available:

1. That, to support the implementation of the Princes Highway Improvements Package and the Cunninghame Street Signalisation Package of Councils Revitalising our Region package of works, as described in this report, Council authorise the Chief Executive Officer to finalise a Memorandum of Understanding with the Department of Transport in relation to the delivery of the Cunninghame Street Signals and Princes Highway Through Lane Pavement Upgrade component of the Revitalising our Region Package of Works; and subject to finalising the Memorandum of Understanding referred to in Recommendation 1, authorise the Chief Executive Officer to make payments to the Department of Transport or their nominated agent for the completion of works described; or
2. That Council does not provide consent for a Memorandum of Understanding to be entered into with the Department of Transport in relation to this matter.

PROPOSAL

That, to support the implementation of the Princes Highway Improvements Package and the Cunninghame Street Signalisation Package of Councils Revitalising our Region package of works, as described in this report, Council authorise the Chief Executive Officer to finalise a Memorandum of Understanding with the Department of Transport in relation to the delivery of the Cunninghame Street Signals and Princes Highway Through Lane Pavement Upgrade component of the Revitalising our Region Package of Works; and subject to finalising the Memorandum of Understanding referred to in Recommendation 1, authorise the Chief Executive Officer to make payments to the Department of Transport or their nominated agent for the completion of works described.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

Funding for all works which are covered by the proposed Memorandum of Understanding are provided for in the existing York Street Revitalisation and Cunninghame Street Signals funding agreements.

COMMUNICATION IMPACT

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

LEGISLATIVE IMPACT

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

COUNCIL POLICY IMPACT

The Council Plan 2017-21 Theme 2 Services & Infrastructure states the following strategic objectives and related strategies:

Strategic Objective 2.2: *"Council assets are responsibly, socially, economically and sustainably managed."*

Strategy 2.2.3: *"Continue to maintain and enhance Council's built environment for public amenity and long-term sustainability."*

The Council Plan 2017-21 Theme 5 Economy states the following strategic objective and related strategy:

Strategic Objective 5.2: *"Use a targeted approach to attract new business investment to Wellington Shire, to support population growth."*

Strategy 5.2.1: *"Create a supportive investment environment that encourages new development and job growth."*

This report supports the above Council Plan strategic objectives and strategies.

COUNCIL PLAN IMPACT

This report supports the above Council Plan strategic objective and strategy.

RESOURCES AND STAFF IMPACT

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

COMMUNITY IMPACT

This impact has been assessed and it is expected that the proposed collaboration, which forms the basis of the Memorandum of Understanding, between Wellington Shire and the Department of Transport will have a lesser impact on the community overall. By working

more closely with the Department of Transport communication, engagement and delivery of the specific works packages will be clearer and more efficient.

ENVIRONMENTAL IMPACT

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

ENGAGEMENT IMPACT

This impact has been assessed and a jointly developed engagement plan covering the project components to be delivered by the Department of Transport forms part of the proposed Memorandum of Understanding.

RISK MANAGEMENT IMPACT

The federal funding for this package of works has been formally announced and funding agreements have been executed. A Memorandum of Understanding has been drafted in conjunction with Department of Transport representatives. Council Officers have arranged for an independent legal review of this document prior to its execution.



WELLINGTON

SHIRE COUNCIL

The Heart of Gippsland

ORDINARY COUNCIL MEETING 6 July 2021

On this day, 21 June 2021, in accordance with Section 66 Clause (2)(a) of the *Local Government Act 2020*; I, Chris Hastie, General Manager Built and Natural Environment declare that the information contained in the attached document, **MOU PRINCES HIGHWAY IMPROVEMENTS AND PRINCES HIGHWAY / CUNNINGHAME INTERSECTIONS SIGNALISATION PROJECTS** is confidential because it relates to the following grounds under Section 3(1) of the *Local Government Act 2020*:

(g) *private commercial information, being information provided by a business, commercial or financial undertaking that—*

(ii) *if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;*

.....
CHRIS HASTIE, GENERAL MANAGER BUILT AND NATURAL ENVIRONMENT

13.6. STREETLIGHT LED REPLACEMENT PROJECT - PHASE 2 - HARDWARE PROCUREMENT

ACTION OFFICER: MANAGER NATURAL ENVIRONMENT AND PARKS

PURPOSE

The purpose of this report is for Council to authorise the procurement of low energy streetlighting hardware (luminaires) for the Streetlight LED Changeover Project – Phase 2 under the Municipal Association of Victoria (MAV) Preferred Supplier Panel SL9311.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council adopt the recommendations contained in the attached confidential Supplier Evaluation Report of the Council Meeting Agenda for the supply of approved LED streetlights through the Municipal Association of Victoria Preferred Supplier Panel SL9311.

BACKGROUND

Council is currently undertaking a project to upgrade our streetlights to efficient LED alternatives via funding through Round 2 of the Federal Government's Local Roads and Community Infrastructure Program (LRCIP). The project is being run jointly with South Gippsland Shire and East Gippsland Shire. The total budget for this project is currently \$1.2M, fully funded through LRCIP.

Streetlights are Council's biggest electricity user, costing \$300,495 (exc. GST) in 2019/2020. A further \$157,000 in Maintenance and Replacement costs (OMR) are charged by Ausnet on a yearly basis.

A lighting audit was conducted in December 2020, followed by the development of a business case in January 2021. The benefits of the project are:

- replacing approximately 1,418 streetlights with energy efficient LED alternatives
- saving approximately 9,407 tonnes of greenhouse gas emission during the lifetime of the new assets (20 years) – equivalent to taking 2,188 cars off the road for one year
- saving approximately 470 tonnes of greenhouse gas emissions per year – equivalent to lighting 588 average Australian homes per year
- reducing Council's energy usage by 488,300 kWh per year
- the project will be cash flow positive in around five years (although as it is fully funded it is cash flow positive to Council immediately).

There are four separate contracts to be awarded as part of this project:

1. Project management,
2. Purchase of lighting hardware,
3. Installation of the streetlights, and
4. Network modification payment to Ausnet (non-contestable).

A contract for project management services has been awarded to Ironbark Sustainability via the MAV Procurement Vendor Panel, and a contract for installation will be sought in July 2021 once the final scope of the project has been decided and the lights themselves have been secured.

This report relates to the supply of hardware through the MAV Vendor Panel's pre-tendered contract SL3911 – Energy Efficient Street Lighting Hardware & Installation Services (Confidential Attachment 2 – MAV Recommendation Report and Attachment 3 – Schreder Novation Deed (the company took over Gerard Lighting Pty Ltd as listed in the Recommendation Report)). MAV facilitates the procurement process on behalf of Councils to seek better financial outcomes for members by leveraging economies of scale and streamlined and efficient process, while simplifying the resource requirements and ensuring full compliance with the Act.

The largest single purchase under the project is that of the street lighting hardware (luminaires), with an estimated cost of \$730,000. Council officers and Ironbark Sustainability completed a Supplier Evaluation (Confidential Attachment 1) to select the preferred supplier from the panel.

ATTACHMENTS

1. Confidential Header Streetlight LED Replacement Project - Phase 2 - Hardware Procurement [**13.6.1** - 1 page]
2. CONFIDENTIAL REDACTED - MAV Streetlight Hardware Evaluation [**13.6.2** - 7 pages]
3. CONFIDENTIAL REDACTED - 4436 SL 3911 Energy Efficient Street Lighting Hardware and Installation Services - recommendation report [**13.6.3** - 14 pages]
4. CONFIDENTIAL REDACTED - 4436 Sylvania-Schreder - novation deed (signed) (3) [**13.6.4** - 10 pages]

OPTIONS

Council has the following options available:

1. Adopt the recommendations contained in the attached confidential Supplier Evaluation Report of the Council Meeting Agenda for the supply of approved LED streetlights through the Municipal Association of Victoria Preferred Supplier Panel SL9311.
2. Not approve the purchase, which will result in non-delivery or significant delays.

PROPOSAL

Adopt the recommendations contained in the attached confidential Supplier Evaluation Report of the Council Meeting Agenda for the supply of approved LED streetlights through the Municipal Association of Victoria Preferred Supplier Panel SL9311.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

Estimates indicate that upgrading all streetlights in the municipality will reduce streetlight annual expenditure by around 50%. Wellington Shire Council has allocated \$1.2M for the delivery of this project, fully funded through the federally funded Local Roads and Community Infrastructure Program. The total estimated costs of the purchase of the lights is \$730,000, plus a contingency amount to allow for lighting design modifications during implementation.

COMMUNICATION IMPACT

A Communications Plan has been developed for the project. Some media and information will be required for the project. The EngagementHQ website will be used as the primary tool for engagement.

Communications with project partners (AusNet and third-party contractors) during the works is another important consideration to ensure there are clear lines of communication, clarity regarding specific roles and that reporting requirements are completed as required.

LEGISLATIVE IMPACT

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

COUNCIL POLICY IMPACT

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

COUNCIL PLAN IMPACT

The Council Plan 2017-21 Theme 3 Natural Environment states the following strategic objective and related strategy:

Strategic Objective 3.2: *"Demonstrate leadership in waste and water management, and energy efficiency."*

Strategy 3.2.2: *"Provide leadership and education in sustainable living practices."*

This report supports the above Council Plan strategic objective and strategy.

RESOURCES AND STAFF IMPACT

The installation works will be overseen by the Shire's Sustainability Project Officer. Ironbark Sustainability consultancy have been engaged, as the preferred panel supplier for streetlight project management services under MAV Procurement. There is no additional impact on other Council staff.

COMMUNITY IMPACT

This energy-efficient bulk replacement program will see the installation of new lights with improved light output and slightly different light spill characteristics than the incumbent lights.

Residents will not generally notice these changes; however, it is anticipated that some residents will experience additional light spill into their property. Concerns or inquiries will be responded to on a case-by-case basis.

There may also be brief disruptions to traffic during installation.

ENVIRONMENTAL IMPACT

Switching to energy efficient streetlights in residential streets is the biggest single action Wellington Shire can undertake to reduce its carbon emissions. In addition to offering lower costs, energy consumption and greenhouse emissions, the new lights provide better lighting outcomes for the community, including:

- greater uniformity of light across and along the street,
- better colour rendering and visibility,
- less depreciation of the light output over time,
- lower glare, and
- less light pollution (spill light).

ENGAGEMENT IMPACT

A Community Engagement Plan has been developed for the project.

RISK MANAGEMENT IMPACT

The key risks associated with this project are around tight timeframes for project completion, with the LRCIP funding agreement requiring project completion prior to the end of the 2021 calendar year. Early indications are that there are long lead times for lighting hardware, due to a combination of high demand for lights as several Councils across Australia take advantage of available funding streams and roll out lighting upgrade projects and supply constraints around lighting hardware resulting from the global shortage of semiconductors.

We will endeavour to seek certainty from suppliers around timeframes for delivery of their product, and if necessary, commence communication with the funding body around extensions to timeframes for delivery.



WELLINGTON
SHIRE COUNCIL
The Heart of Gippsland

**ORDINARY COUNCIL MEETING
6 July 2021**

On this day, 21 June 2021, in accordance with Section 66 Clause (2)(a) of the *Local Government Act 2020*; I, Chris Hastie, General Manager Built and Natural Environment declare that the information contained in the attached documents:

- **MAV STREETLIGHT HARDWARE EVALUATION**
- **4436 SL 3911 ENERGY EFFICIENT STREET LIGHTING HARDWARE AND INSTALLATION SERVICES – RECOMMENDATION REPORT**
- **4436 SYLVANIA – SCHREDER – NOVATION DEED (SIGNED) (3)**

is confidential because it relates to the following grounds under Section 3(1) of the *Local Government Act 2020*:

- g) private commercial information, being information provided by a business, commercial or financial undertaking that—**
 - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;**

.....
CHRIS HASTIE, GENERAL MANAGER BUILT AND NATURAL ENVIRONMENT

14. FURTHER GALLERY AND ONLINE COMMENTS

Gallery comments are an opportunity for members of the public to raise any particular matter they wish. This allows those in the gallery to speak directly to Councillors but is not a forum designed for open discussion or debate. We will listen respectfully to what you have to say and make the commitment that if your query requires a written response, we will advise you that a response will be forthcoming, and a copy of that response will be circulated to all Councillors.

This is not a forum for members of the public to lodge complaints against individuals, including Councillors and staff, particularly as that individual gets no public right of reply to any matter raised. We take complaints seriously, and in line with the guidance from the Victorian Ombudsman and the local Government Inspectorate, we request that any specific complaint against an individual be put in writing. This way, your concern can be properly dealt with while ensuring fairness to all parties concerned.

If you wish to speak, we remind you that this part of the meeting is being recorded and broadcast on our website. Council's official Minutes will record that you have spoken to Council and the subject you spoke to Council about but will not record specific comments. We ask you to state your name in full, where you are from, and you have three minutes.

ONLINE COMMENTS –

FURTHER GALLERY COMMENTS –

Meeting declared closed at:

The live streaming of this Council meeting will now come to a close.

15. IN CLOSED SESSION

COUNCILLOR

That the meeting be closed to the public pursuant to Section 66(2) of the Local Government Act 2020 to consider matters under Section 66(5)(b) as defined by Section 3(1) being:

- a) Council business information*
- b) Security information*
- c) Land use planning information*
- d) Law enforcement information*
- e) Legal privileged information*
- f) Personal information*
- g) Private commercial information*
- h) Confidential meeting information*
- i) Internal arbitration information*
- j) Councillor Conduct Panel confidential information*
- k) Information prescribed by the regulations to be confidential information*
- l) Information that was confidential information for the purposes of section 77 of the Local Government Act 1989*

IN CLOSED SESSION

COUNCILLOR

That Council move into open session and ratify the decision made in closed session.