



Glenelg Shire Council

Notice of Meeting and Agenda

Council Meeting Tuesday 25 November 2025

Notice is hereby given that a Council Meeting will be held in the Council Chamber, Glenelg Shire Offices, 71 Cliff Street, Portland commencing at **5:30 pm** on the above date for the purpose of transacting the business on the attached Agenda, together with such other business as the Chairperson may permit.

Helen Havercroft
Chief Executive Officer

Date of Issue: Friday, 21 November 2025

Invited: Mayor, Councillor Karen Stephens
Deputy Mayor, Councillor Matt Jowett
Councillor Duane Angelino
Councillor Michael Carr
Councillor Robyn McDonald
Councillor Mike Noske
Councillor John Pepper

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1. PRESENT**2. ACKNOWLEDGEMENT OF COUNTRY**

On behalf of this Glenelg Shire Council, I respectfully acknowledge the traditional lands and waters of the Gunditjmara, Jardwadjali and Boandik people and their respective culture heritages. I acknowledge the elders past and present here at today's gathering and through them, to all Aboriginal people.

Aboriginal and Torres Strait Islander People provide an important contribution to Australia's cultural heritage and identity. We respectfully acknowledge the Aboriginal and Torres Strait community living throughout the Glenelg Shire and the contribution they make to the Glenelg Shire's prosperity and wellbeing.

3. RECORDING OF MEETINGS

To those present in the gallery today, by attending a public meeting of the Council you are consenting to your image, voice and comments being recorded and published. Council meetings may be livestreamed and the Chief Executive Officer will enable a copy of the recording to the public.

4. RECEIPT OF APOLOGIES**5. CONFIRMATION OF MINUTES****5.1. CONFIRMATION OF MINUTES****Recommendation**

That the minutes of the Council Meeting held on 28 October 2025, as circulated, be confirmed.

5.2. RECORD OF COUNCILLOR BRIEFINGS

Director: David Hol, Director Corporate Services

Summary

This report provides for Council to receive a record of any recent Councillor Briefing sessions undertaken since last reported at a Council meeting.

Background

The Glenelg Shire Council Governance Rules as adopted on the 23 January 2024 require that a record is kept of each Councillor Briefing and that the record is tabled at an open Council meeting (excluding any confidential matters).

The record is to include a list of matters presented and any Conflict-of-Interest declarations together with any actions taken to resolve declared conflicts.

The objective of submitting the record to a Council meeting is to ensure public transparency in Council decision making processes.

Council Plan and Policy Linkage

Leading Glenelg - Create shared visions within the Community, ensuring agreed outcomes.

Recommendation

That Council receives the record of the Councillor briefing held on 28 October 2025, 5 November 2025, 11 November 2025, and 18 November 2025.

Attachment List

1. Councillor Briefing Record 28 October 2025 [**5.2.1** - 1 page]
2. Councillor Briefing Record 5 November 2025 [**5.2.2** - 1 page]
3. Councillor Briefing Record 11 November 2025 [**5.2.3** - 1 page]
4. Councillor Briefing Record 18 November 2025 [**5.2.4** - 1 page]

6. DECLARATIONS OF CONFLICT OF INTEREST**6.1. DECLARATIONS OF CONFLICT OF INTEREST**

A Councillor or Officer with a conflict of interest in an item on the Agenda must indicate that they have a conflict of interest by clearly stating:

- The item for which they have a conflict of interest
- Whether their conflict is ***general*** or ***material***; and
- The circumstances that give rise to the conflict of interest.

Declaration of material or general conflict of interest must also be advised by Councillors and Officers at the commencement of discussion of the specific item.

7. COUNCILLOR ACTIVITY REPORTS**7.1. COUNCILLOR ACTIVITY REPORTS 1 OCTOBER TO 31 OCTOBER 2025****Cr STEPHENS, MAYOR**

Date	Meeting/Event	Location	Comments (Optional)
01.10.25	Kardermudelar Karweeyn Mirring Dance Ground Opening	Portland	Official opening of the Ceremonial Dance Space on the Portland Foreshore
01.10.25	GSC Tourism Strategy Meeting	Portland	Meeting to discuss GSC Tourism Strategy
01.10.25	CEO Employment & Remuneration Committee meeting	Portland	Update provided on EOI process
01.10.25	MAV Delegates Pre State Council meeting	Online	Update on the advocacy work being undertaken by MAV and briefing on forthcoming State Council meeting.
02.10.25	Filming for Green Triangle Timber awards	Casterton	Green Triangle Timber Industry Awards filming opportunity to assist in profiling industry leaders.
02.10.25	Hardwood Manufacturing Hub meeting	Portland	Regular meeting on topic
06.10.25	GSC Tourism Strategy meeting	Portland	Meeting to discuss GSC Tourism Strategy
06.10.25	CEO Employment & Remuneration Committee meeting	Portland	Further update on EOI process
06.10.25	CEO & Councillors Monthly meeting	Portland	Opportunity for one-on-one discussions with CEO and all Councillors.
10.10.25	Interview for Audit & Risk Committee Independent Member	Online	Interview conducted for a new independent member.
13.10.25	Round 1 2025-26 Community Grants	Heywood	Opportunity to celebrate with the successful community group and organisations that received a Community Grant in this round of funding.
14.10.25	Councillor Briefing	Portland	Regular Council Briefing session to discuss matters of strategic importance
15.10.25	South West Victoria Alliance meetings with Ministers at Parliament House	Melbourne	Meetings with Ministers to advocate on matters of importance to the SWVA

16.10.25	South West Victoria Alliance meetings with Ministers at Parliament House	Melbourne	Further meetings with Ministers and Shadow Minister on matters of importance to the SWVA.
16.10.25	South West Victoria Alliance Business Forum at Parliament House	Melbourne	Opportunity to promote the SW to Politicians and pitch for budget bids for the coming year.
21.10.25	Australian Citizenship Ceremony	Portland	The formal event to confer new Australian Citizens into our community and a time to celebrate the occasion.
21.10.25	Interview for Audit & Risk Committee Independent Member	Portland	Interview conducted for a new independent member.
21.10.25	Councillor Briefing session	Portland	Regular Council Briefing session to discuss matters of strategic importance.
22.10.25	Trakmasters Off-Road Caravan Club, welcome gathering at the CSFNC Clubrooms	Casterton	Opportunity to welcome 66 caravans of about 123 people to Casterton for a week's stay exploring the district.
24.10.25	South West Victoria Alliance (SWVA) Board Meeting	Warnambool	Bi-monthly meeting of board
24.10.25	Green Triangle Timber Industry Awards 2025	Mt Gambier	Celebration of achievements in the Green Triangle Timber Industry
25.10.25	Trakmasters Caravan Club dinner at CSFNC Clubrooms	Casterton	Club's annual celebration dinner.
27.10.25	Trakmasters Caravan Club Farewell dinner	Casterton	Opportunity to thank attendees
28.10.25	Council Meeting	Portland	Monthly Council Meeting.

Cr MCDONALD, DEPUTY MAYOR

Date	Meeting/Event	Location	Comments (Optional)
1.10.25	Kardermudelar Karweeyn Mirring Dance Ground Opening	Portland	
1.10.25	Committee of Management Old Sale Yards Bridgewater	Portland	A community driven initiative to reinstate a committee, which I had the pleasure of chairing. A small group of local volunteers passionate about maintaining the site.
6.10.25	Tourism Update	Portland	

6.10.25	CEO Employment and Recruitment Committee Meeting	Portland	
6.10.25	CEO/Councillor Meeting	Portland	
8.10.25	PDH Strategic Review	Portland	An independently facilitated Review Workshop involving community perspectives on the strategic direction of Portland District Hospital.
13.10.25	Community Grants Presentation	Heywood	Another bi-annual opportunity for community groups to move forward with projects due to financial support from Council. Our Grants program provides ongoing optimism for even the smallest of groups which contribute to the overall wellbeing of our community.
14.10.25	Opening of the Heywood Men's Shed new storage rooms	Heywood	Two new purpose-specific storage areas have been added to the very organised and well-utilised Men's Shed in Heywood. Its proximity to the Aged-Care Complex is extremely advantageous for both cohorts. Congratulations to the Committee who continue to work tirelessly to progress this facility.
14/10/25	Councillor Briefing	Portland	
17/10/25	U3A Afternoon Tea	Portland	I enjoyed an afternoon tea and Trivial Pursuit session with the Portland U3A group who embraced childhood food treats and treasured childhood toys on the day. While I was able to contribute to both those celebrations, I was less useful in regard to the many 1950's and 60's trivia questions! Such a happy, positive vibe which I would encourage any of our senior citizens to consider being a part of. Well supported by United

			Way this year, they have also had several memorable bus trip outings.
17.10.25	PAC of the Emerging Artists Exhibition	Portland	A very diverse collection of works from our local senior art students produced an exhibition highlighting the depth of talent and range of influences. Thank you to Agostina and the team at PAC who give our students the opportunity to see their work in a professional setting.
21.10.25	Citizenship Ceremony	Portland	Always a positive, happy occasion as we celebrate our residents becoming conferred Australian Citizens.
21.10.25	Councillor Briefing	Portland	
22.10.25	Launch of the Len Tinkler Racing Collection	Portland	A fabulous story of the survival of Len's racing suit from being resigned to the rubbish dump.
22.10.25	Kyeema AGM	Portland	Another great year for Kyeema.
23.10.25	Brophy Open House for Mental Health Month	Portland	An opportunity to see Brophy's incredible new fit-out of the facility, as well as meeting community welfare partners from outside our shire.
28.10.25	Councillor Briefing and Council Meeting	Portland	
30.10.25	Customs House 175 th Celebration	Portland	The celebration of our Border Force, still working from the original Customs House location after 175 years, was a very special day. Many shared stories of their secondment to Portland as one of the happiest in their career, while others demonstrated their dogs as a more recent addition to detection methods at their disposal, a distinct contrast to the leatherbound ledgers, the only ones in the country still entered by hand.

30.10.25	Upwelling Warm-Up	Portland	Upwelling Exhibitions at the Julia Street Creative Space were supported by local musicians, The Fairy Wrens and Portland Distiller, Neart Tide.
31.10.25	Upwelling Southern Sea Ceremony	Portland	A cultural celebration of the importance of our local ocean. Of all it has provided for thousands of years, both physically and spiritually, and the continued challenges of protecting it.

Cr ANGELINO

Date	Meeting/Event	Location	Comments (Optional)
1.10.25	Kardermudelar Karweeyn Mirring Dance Ground	Portland	Great event and will be a place for many events in the future
7.10.25	United way Shark Pitch	Portland	Great night more than \$66,000 pledged for the three pitches
13.10.25	Round 1 of the community grants presentation	Heywood Community Hall	Many community groups received their grants to proceed with many projects for their group
14.10.25	Opening of the new storage room at Heywood men's shed	Heywood men's shed	A great development for the men's shed and the growth is incredible for their services.
16+17.10.25	Southwest council alliance	Victoria parliament house	Met with other councils and state politicians to advocate for more funding for the area.
21.10.25	Australian Citizenship ceremony	Portland	A great event welcoming new citizens to our community
22.10.25	Portland powerhouse museum	Portland	Great event with the Len Tinker racing exhibit well done.

Cr CARR

Date	Meeting/Event	Location	Comments (Optional)
6.10.25	CEO employment and recruitment committee	Portland	
6.10.25	CEO and councillor monthly meeting	Portland	
7.10.25	Shark Pitch – Community Fundraising event	Portland	

22.10.25	Power House Museum – Len Tinker Racing Launch	Portland	
21.10.25	Councillor Meeting	Portland	
24.10.25	Gren Triangle Timber Industry Awards	Mt Gambier	
28.10.25	Councillor briefing	Portland	
28.10.25	Council Meeting	Portland	

Cr JOWETT

Date	Meeting/Event	Location	Comments (Optional)
6.10.25	CEO Employment & Recruitment Committee	Portland	
6.10.25	CEO & Councillor Monthly Meeting	Portland	This is a valuable time for councillors and the CEO to discuss topics one on one
13.10.25	Round 1 2025/26 Community Grants Presentation Night	Heywood	A great night where the council has the opportunity to help out many community originations
14.10.25	Heywood Men's Shed – Opening of New Storage Unit Extension	Heywood	It's great to see a community organization, such as the Heywood Men's Shed expanding to continue its goal of serving its community
14.10.25	Councillor Briefing	Portland	
16.10.25	SouthWest Victoria Alliance – Parliament House Event	Melbourne	This was a valuable opportunity for myself and Cr Angelino to support the mayor in promoting the interests of our region and our Shire in Melbourne at Parliament House
21.10.25	October Citizenship Ceremony	Portland	I love going to Citizenship Ceremonies to see people from all over the world take their oath to call Australia home.
21.10.25	Councillor Briefing	Portland	
22.10.25	Launch of the Len Tinker Racing Collection	Portland	It was great to see the collection from Len's racing days and hear his life story

28.10.25	Councillor Briefing	Portland	
28.10.25	October Council Meeting	Portland	Another great step forward in creating the Shire that we all want and can be proud of
30.10.25	Upwelling Warm Up Gathering	Portland	I would like to thank the Julia Street Creative Space for putting on this event as a lead up to the Upwelling Festival

Cr NOSKE

No report provided.

Cr PEPPER

Date	Meeting/Event	Location	Comments (Optional)
6.10.25	CEO employment and recruitment committee	Portland	
6.10.25	CEO and councillor monthly meeting	Portland	
13.10.25	Round 1 community grant presentation	Heywood	
21.10.25	October citizenship ceremony	Portland	
21.10.25	Councillor briefing	Portland	
22.10.25	Trakmaster off road caravan club	Casterton	
28.10.25	Councillor briefing	Portland	
28.10.25	October council meeting	Portland	

Recommendation

That Council notes the Councillor Activity Reports for 1 October to 31 October 2025.

8. NOTICES OF MOTION

Nil.

9. MANAGEMENT REPORTS

9.1. DELEGATIONS UPDATE

Director: David Hol, Director Corporate Services

Summary

In accordance with the principles of good governance, continuous improvement and statutory compliance, the review of the Delegations and Authorisations has been undertaken. In accordance with Section 11(7) of the *Local Government Act 2020*, Council review delegations twice a year or in accordance with changes to various Acts.

Background

The Glenelg Shire Council, together with a number of other Victorian municipalities, subscribes to the Maddock's Lawyers Delegations and Authorisations update service. This review is based on Maddocks's proforma documents with appropriate alterations identified by each Director and their staff. Updates are provided to Council staff via email and updates to each provision and Instruments are outlined. A copy of the update is provided as an attachment to this report.

Some common instruments of delegation are as follows:

- S5 - Instrument of Delegation from Council to CEO. This delegates all of Council's powers, duties and functions which are capable of delegation, subject to some exceptions and limitations, to the CEO.
- S6 - Instrument of Delegation from Council to members of Council staff relating to Council powers, duties and functions within various Acts and Regulations (or specific parts of those Acts or Regulations), which contain a specific power of delegation. This delegates certain powers directly from Council to Council staff due to the legislation referred to containing specific powers of delegation.
- S7 - Instrument of Sub-Delegation from CEO to Council staff. This sub-delegates Council powers, duties or functions contained in Acts or Regulations which do not include a specific power of delegation.
- S13 - Instrument of Delegation from CEO to staff. This instrument allows the CEO to delegate his or her powers, duties and functions existing under all Victorian legislation. This differs to the S7 Instrument in that it does not relate to Council powers, duties and functions, but those vested in the CEO personally.
- S14 - Instrument of Delegation from CEO to staff (Vicsmart). This provides for the CEO to delegate his or her powers as a responsible authority under the *Planning and Environment Act 1987* in relation to VicSmart planning applications. The difference between the S6 and S7 instruments of delegation turn on the source of the powers of delegation.
- S18 – Instrument of Sub-delegation under the *Environment Protection Act 2017*. This is used by a council to delegate to members of its staff those powers that are contained

in the Instrument of Delegation of the Environment Protection Authority under the *Environment Protection Act 2017* dated 4 June 2021.

Key Information

Most Council decisions are not made at Council meetings. Effective functioning of local government would not be possible if they were. Instead, most decision-making power is, or should be, allocated by formal delegations.

Section 11(1) of the *Local Government Act 2020* enables Councils to delegate to Council Committees and Staff a diverse range of powers, duties or functions to facilitate the effective and efficient management and operation of municipalities.

The following Instruments have now been reviewed and updated and will come into force when signed by the Mayor and Chief Executive Officer on Tuesday 25 November 2025:

- Instrument of Delegation, Council to Members of Staff (S6).

In addition, the following Instrument has been amended and will come into force when signed by the Chief Executive Officer on Tuesday 25 November 2025:

- Instrument of Sub-Delegation from the Chief Executive Officer to Council Staff (S7).
- Instrument of Delegation, CEO to Staff for VicSmart and Future Homes applications under the Planning and Environment Act 1987 (S14)
- Instrument of Delegation, CEO to Staff for Bushfire reconstruction Applications Under the Planning and Environment Act 1987 (S16).

The objectives of delegation and authorisation reviews are to:

- Achieve good governance
- Ensure statutory compliance by incorporating recent legislative changes
- Facilitate responsive and efficient customer service
- Deliver continuous improvement in service delivery and decision making
- Make minor wording enhancements, where necessary, to improve the quality of the documents.

Council has also flagged for consideration potential changes to the consent process for heavy vehicle applications. This will be further considered following the development of a policy framework to guide Council through such issues.

Risk

Failure to adequately review and implement updated Delegations could result in non-compliance with State and Federal legislation.

Finance

Adoption of the reviewed Delegations does not present any direct financial implications, however, the continuous improvement of delegations and authorisations ensures Council minimises its strategic risks associated with legislative compliance.

Consultation

Relevant managers and Directors are involved in the review process to ensure that delegations and authorisations remain accurate and in the best interests of Council.

Council Plan and Policy Linkage

Leading Glenelg - Create shared visions within the Community, ensuring agreed outcomes.

Conclusion

Council's Delegations and Authorisations are reviewed twice yearly to ensure good governance, continuous improvement and to ensure Council complies with all statutory requirements. Changes up to the date 30 June 2025 are captured in this round of updates which also captures institutional changes and the evolving needs of Council.

Recommendation

That Council:

- 1. Approves the Instrument of Delegation Council to Members of Staff (S6) which will come into force upon this resolution being made and signed by the Chief Executive Officer and the Mayor.**
- 2. Notes the following instruments which will come into force when signed by the Chief Executive Officer:**
 - a. Instrument of Sub-Delegation, Chief Executive Officer to Council Staff (S7)**
 - b. Instrument of Delegation, CEO to Staff for VicSmart and Future Homes Applications under the *Planning and Environment Act 1987* (S14)**
 - c. Instrument Delegation, CEO to Staff for Bushfire Reconstruction Applications Under the *Planning and Environment Act 1987* (S16).**
- 3. Notes that upon coming into force of the above Instruments, all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked.**

Attachment List

1. Email letter to Maddocks subscribers, July 2025 **[9.1.1 - 3 pages]**
2. Provision S6 Instrument of Delegation Members of Staff **[9.1.2 - 168 pages]**
3. Provision S7 Instrument of Sub Delegation by CEO **[9.1.3 - 395 pages]**
4. S14 Instrument of Delegation by CEO for VicSmart and Future Home Applications **[9.1.4 - 23 pages]**
5. S16 Instrument of Delegation for Bushfire Reconstruction Applications under the *Planning and Environment Act 1987* **[9.1.5 - 22 pages]**

9.2. SOUTH WEST AIR SERVICES STRATEGY

Director: Aaron Moyne, Director Infrastructure Services

Summary

Warrnambool City Council (WCC) have prepared a South West Victoria Air Services Development Strategy (the Strategy), to be presented to the South West Victoria Alliance (SWVA) Board for consideration.

Recognising the important strategic role and opportunity of the Portland Airport, this report presents Council's position and feedback in relation to the Strategy.

Background

WCC have led the development of the Strategy independently to identify the regional importance of air services and aviation infrastructure. The Strategy incorporates a strategic, market and infrastructure analysis based on the three primary regional airports of Portland, Hamilton and Warrnambool. For various reasons, principally airport location, catchment and market demand analysis related to passenger dispersal and tourism growth, the Strategy identifies Warrnambool Airport as the most strategic airport for development of high-capacity air services in south-west Victoria.

The Strategy concludes with a range of actions primarily focused on establishing Warrnambool Airport as the preferred regional facility for planning, investment, market development and use.

The Strategy is still in draft and is scheduled to be finalised and presented back through the SWVA in December.

Key Information

Stakeholder Engagement

Whilst it is acknowledged that some time ago engagement led by the consultant's completing the Strategy was undertaken in Glenelg, this was undertaken some time ago and Councillors were not aware of the consultation that had taken place.

It is further acknowledged that during the same period Council saw a series of changes of leadership and this Strategy was not presented or discussed with the incoming or outgoing Councillors in any meaningful way. As a result, the level of engagement has been minimal with council.

As a Strategy of regional significance addressing the future of high-value aviation infrastructure and opportunities, the approach undertaken in Strategy development could have been more streamlined is considered not to be ideal. Despite the above, limited engagement has occurred with Council officers, regional airport managers and other key stakeholders, and the overall process from a Council perspective has been detrimental to developing a shared and agreed regional aviation approach.

Recently Councillors were provided with a briefing giving an overview and general information on the strategy and some of the data that was used to deliver on its

recommendation that there is benefit in securing a regional airport with Warrnambool as the preferred location.

Further and ongoing engagement with Council is vital regardless of the outcome at the SWVA Board meeting.

Portland Airport

Portland Airport is a strategically significant regional asset, owned and operated by Council, providing essential aviation connectivity for business, industry, tourism, emergency services and chartered operation.

The Airport is located at Cashmore, approximately 13 kilometres west of Portland, and is one of the few Civil Aviation Authority (CASA) certified airports within the region, capable of accommodating aircraft of 30 seats or more.

The Airport has sealed 1,616-metre runway and secondary runway, and associated infrastructure, including terminal and hangars, supporting regional economic activity and servicing key sectors including energy, manufacturing, agriculture, forestry, port logistics, freight and tourism, along with critical workforce and community mobility, emergency services and general aviation.

Council's Position and Feedback

The Strategy will progress to the SWVA, highlighting the importance for Council to consider its position regarding the Strategy and the future of regional aviation, which is likely to influence both local and regional funding advocacy and could have a bearing on the future of the Portland Airport.

Following potential adoption/acceptance of the Strategy by the SWVA, it is understood that WCC intends to advance it through business case development and action implementation.

Council's principal position regarding the Strategy is that its scope and focus was narrowed too swiftly with a seeming lack of robust and comprehensive analysis into the range of aviation uses within the south-west region, with tourism numbers as a key driver. This has subsequently had a bearing on the implementation framework and supporting actions, which have a primary focus on future planning, advocacy and investment towards Warrnambool Airport. Whilst it is recognised that consideration of other airports in the region was undertaken the depth of any analysis is less clear, and it is important that this focus is not lost as any work develops.

From a Council perspective, the prospective adoption of this regional approach has the potential to have a significant negative impact on Portland Airport by shifting the primary focus towards Warrnambool Airport, overlooking the future role and regional importance offered by Portland.

To ensure a more robust and strategic approach, Council requests that the Strategy be amended to include a primary action that further integrated aviation feasibility and business case analysis be undertaken to assess the future aviation role and opportunities of the Portland Airport.

Taking this approach will ensure the Strategy and future aviation work can be strengthened to remove such a narrow focus on the Warrnambool Airport and ensure that a genuine, integrated approach is taken into regional aviation planning, which directly considers the future role and opportunities for Portland, acknowledging current, planned and future major projects, investment and tourism opportunities.

In addition to Council's position requesting further feasibility and business case work to be undertaken, Council also provides the following feedback on the Strategy, as outlined below:

1. Strategy Reframe and Regional Integration

- The Strategy, which has been prepared to encompass the wider region, has missed the opportunity to incorporate a full regional aviation approach, not just focused on tourism and the visitor economy, which places the future of key strategic airports, such as Portland, at major risk.
- The opportunity to consider the integration and role of other regional airports and facilities has been missed, where Warrnambool Airport can provide regional passenger services, whilst Portland and Hamilton, should be able to support complementary aviation roles that advance regional projects, priorities and outcomes.
- A regional aviation partnership approach will enhance planning and avoid facility and investment duplication, whilst enabling greater buy-in and shared advocacy for infrastructure funding and service delivery.
- The Strategy should be amended to adopt a '*one market – multiple access points*' approach, which supports integrated aviation planning.
- Portland Airport has significant future opportunities, which have been missed in the Strategy, with the ability and role to unlock:
 - Industry investment and workforce mobility
 - Freight handling and logistics – linking with industry and the Port of Portland and other major employers
 - Renewable energy and storage transformation, along with major project and technology investment
 - Tourism and visitation, with key connections to Budj Bim, Tae Rak, the Grampians and Limestone Coast
 - Essential and community services – air-medical, emergency management and aerial firefighting
 - Training and general aviation

2. Strategic and Catchment Analysis

- The catchment analysis undertaken within the Strategy could be strengthened from a regional perspective to be informed by an Origin-Destination analysis which models travel behaviour and opportunities.

- The Strategy narrowly focuses on drive-time which doesn't test inter-regional movements, purpose driven travel, including freight, port, industry, major projects and tourism for Glenelg, or price/time trade-offs (e.g. are people in the north and east of the region actually likely to use Warrnambool Airport, or will they go to Melbourne, Avalon, Ballarat etc.).
- The Strategy also appears to overlook investment in facilities such as the Avalon Airport to upgrade terminals, runway and facilities to expand its role as a major aviation facility. This will subsequently extend into the proposed market catchment area for Warrnambool and has not been considered.
- Incorporating further Origin-Destination demand analysis would provide a clearer understanding and evidence base of how each airport – Warrnambool, Portland and Hamilton – can best complement one another in meeting different travel and industry needs, ensuring investment decisions are evidence-based and regionally balanced.
- The Strategy also fails to consider other airports within the region that will play an important role in supporting future tourism and visitor demand, such as the CASA certified Peterborough Airfield, strategically identified to cater for Twelve Apostles and Shipwreck Coast tourism.
- The Strategy overlooks certain purpose trips where Portland or Hamilton may be a preferred location based on current and future factors.

3. Infrastructure Upgrades

- The Strategy would be improved by supporting planning for and identifying potential infrastructure upgrades aligned with the roles and future use/opportunity of each airport. This could be built into the actions and would support wider regional aviation integration and partnership.
- The Strategy also excludes any positive weighting around existing asset and runway condition, along with recognition of Portland's status as a CASA certified airport.
- Specifically, actions under Assets and Infrastructure principally focus on the future master planning and delivery of infrastructure upgrades at the Warrnambool Airport, with limited consideration towards Portland and Hamilton.

4. Action Plan

- The Strategy must be updated to include a primary action that that further feasibility and business case analysis be undertaken to plan for a fully integrated regional aviation approach.
- Many of the actions within the Strategy need to be reviewed and updated.

- The development of regional airport integration could be an action which seeks to identify the role, opportunity and infrastructure needs of each airport. Establishment of a south-west regional aviation partnership, involving councils and other key stakeholders is a suggestion.
- Destination and market planning for all airports should factor in visitor/user transport and dispersal within the region based on their role and catchment analysis. This should guide future planning, infrastructure and transport upgrades.
- To maximise regional benefit and relevance, actions need to be much wider than the Warrnambool Airport (e.g. masterplan should be prepared for each airport that align with the Strategy). Regional integration would support the '*one market – multiple access points*' approach, instead of councils and each airport working against each other and leading to duplication of facilities and resources.

5. Financial Contribution

- Action 2 (Governance and Commercial) of the Strategy seeks to formalise regional agreement outlining shared responsibilities and financial contributions. It cannot be assumed that councils, including Glenelg Shire, which are already financially constrained, will be in a position to provide financial support for infrastructure outside their municipality.
- Any regional financial pool or resourcing should be fairly distributed based on planning and an evidence-base across the region, instead of directing sole focus towards Warrnambool.

Risk

The adoption of the Strategy (as currently drafted) by the SWVA has potential to have a negative impact on the Portland Airport.

The Portland Airport is a strategically significant aviation asset at a local and regional level, with the Strategy seeking to direct future focus, investment and advocacy to Warrnambool, which will come at the cost of other aviation facilities. This presents a financial risk for Council in the medium-long term, in removing or limiting future funding opportunities and leading to an underutilised or stranded asset.

By establishing its position and presenting this through the SWVA and to WCC, Council will minimise future risks for the Portland Airport.

Finance

Establishing a position and seeking amendment to the Strategy to incorporate further feasibility and business case analysis to incorporate integrated regional aviation planning and the Portland Airport, does not result in any financial impact for Council.

Allocation exists within the 2025-2026 Budget for Council, aligned with the Council and Wellbeing Plan 2025-2029, to commence scoping and consultation for an updated

Portland Airport Masterplan, which will establish Council's vision, direction and priorities for the facility over the next ten (10) years or more.

Consultation

Limited consultation appears to have been undertaken by WCC in the development of the Strategy, including with Council, airport managers, key stakeholders and community.

Council and Wellbeing Plan 2025-2029 Alignment

Growing Economy - Striving to be a vibrant place to live, work, and invest, with a strong economy and diverse opportunities.

Conclusion

WCC have developed the South West Air Services Development Strategy and will present it to the SWVA for a decision.

To ensure an integrated regional aviation approach is undertaken, which fully considers the future role and opportunities associated with the Portland Airport, it is critical that Council express its position and seek amendment to the Strategy to incorporate future assessment and analysis.

Recommendation

That Council:

- 1. Requests that Warrnambool City Council amend the South-West Air Services Development Strategy to incorporate an action for further aviation feasibility and business case assessment to be undertaken for the Portland Airport given the ongoing significance of the facility to the region.**
- 2. Seeks the support of the South West Victoria Alliance for the aviation feasibility and business case assessment to be undertaken for the Portland Airport, to underpin an integrated regional aviation approach.**
- 3. Requirements in relation to any Glenelg Shire Council financial commitment for further aviation feasibility and business case assessments will be brought back to Council.**

Attachment List

Nil

9.3. COUNCIL POLICY REVIEW COUNCIL PROPERTY LEASING AND LICENSING POLICY

Director: David Hol, Director Corporate Services

Summary

The purpose of this report is to seek Council adoption of the revised Council's Property Leasing and Licensing Policy.

Background:

The Council Property Leasing and Licensing Policy was last adopted by Council on 28 November 2017 and as per policy guidelines is due for review.

The policy has now been extensively reviewed and updated to provide a concise overview and to more clearly explain how Council manages the leasing and licensing of its properties.

Key Information

Research undertaken to update the Council Property Leasing and Licensing Policy included reviewing of other councils leasing and licensing policies to assist with consistency.

Some of the key changes of Council Property Leasing and Licensing Policy are:

- Purpose - has been updated and more clearly defined.
- Objectives – updated to make it read clearer.
- Scope – Expanded upon to include what the policy does and does not apply to.
- Definitions – Added more definitions and removed text to make current definitions read more clearly.
- Principles - added point regarding preference for Council to enter into licence agreements so building usage can be maximised and information regarding maintenance and outgoings.
- Council Policy – Removed repeated information, updated the user groups to add an additional Not for Profit Community user group, which provides a clearer definition of which Community groups can access a peppercorn lease. Information was also added regarding the calculation of rent increases, and how peppercorn and DEECA lease/licences are determined.
- Gender Impact Assessment section added.
- The Policy ID number has been updated to reflect the department the policy now sits under.

Procedural information has been removed to ensure the policy remains an overarching document. A detailed supporting Leasing and Licensing Procedure will be developed over the next twelve months to provide further guidance.

The updated policy aims to provide clarity to ensure that decisions are fair, consistent, and transparent, and that Council properties are used in ways that benefit the community, support local groups and businesses, and comply with legal requirements.

Risk

This policy will provide a framework for the development and negotiation of all new and existing leases, licences and renewals ensuring consistency and transparency in the preparation of these documents and compliance with the requirements of the *Local Government Act 2020* and other relevant Acts and Regulations.

Finance

Administration of leases and licences is included within current operational budgets. Inclusion of further peppercorn leases may result in reduced income.

Consultation

Various staff and comparison Councils were involved in the preparation of this document. Following adoption of the policy by Council, it will be communicated to relevant staff.

Council and Wellbeing Plan 2025-2029 Alignment

Thriving Towns and Communities - Fostering proud, safe and inclusive communities that support and promote wellbeing and opportunities for all.

Conclusion

The policy continues to meet the needs of Councils leasing and licensing.

Recommendation

That Council:

- 1. Adopts Council Property Leasing and Licensing Policy, CPO-CORPS-CP-002 in its entirety.**
- 2. Revokes Council Property Leasing and Licensing Policy, CPO-ASSETS-OP-002 endorsed by Council on 28 November 2017.**

Attachment List

1. COUNCIL POLICY CPO-CORPS-CP-002 Council Property Leasing and Licensing Policy [9.3.1 - 10 pages]
2. Organisational Lease and Licence Register [9.3.2 - 2 pages]

10. URGENT BUSINESS

Nil.

11. QUESTION TIME**11.1. QUESTIONS TAKEN ON NOTICE AT PREVIOUS MEETING**

Nil.

11.2. QUESTIONS FROM MEMBERS OF THE COMMUNITY**12. CONFIDENTIAL REPORTS****Recommendation**

That the Council Meeting be closed to members of the public pursuant to Section 66 of the *Local Government Act 2020*, to consider the following reports:

12.1 Independent Audit and Risk Committee Member Appointment

12.2 Contract 2025-26-01 Glenelg Shire Council Road Resealing Program 2025-2026

13. RESUMPTION OF PUBLIC MEETING

Following the consideration of confidential items, the Council Meeting will be re-opened to members of the public.

14. CLOSURE OF COUNCIL MEETING