COUNCILLOR BRIEFING RECORD

DATE: 23 June 2026
START TIME: 4.05pm

ATTENDEES:

Councillors:
Cr Karen Stephens (Mayor), Cr Matt Jowett (Deputy Mayor), Cr John Pepper, Cr Duane Angelino, Cr Robyn McDonald, Cr Mary Picard.

Officers:
CEO (Helen Havercroft), Director Corporate Services (David Hol), Director Community Services (Brett Jackson), Acting Director Infrastructure Services (Jemma Dillon).

APOLOGIES:
Cr Michael Carr

Declaration of Conflict of Interest:	• Nil
Items Discussed:	• Order of business • Question time • Meeting protocols • Items on the Council meeting agenda
Councillor Items	• Waste water systems • Sportsbox
Officer Items	• Local Government Act amendments • Staffing update

FINISH TIME: 5.04pm

COUNCILLOR BRIEFING RECORD

DATE: 7 July 2026
START TIME: 4.00 pm

ATTENDEES:

Councillors:
Cr Karen Stephens (Mayor), Cr Matt Jowett (Deputy Mayor), Cr John Pepper, Cr Duane Angelino, Cr Robyn McDonald.

Officers:
Acting CEO (Aaron Moyne)

APOLOGIES: Cr Michael Carr

Declaration of Conflict of Interest:	• Nil
Items Discussed:	• Council communications • 2026 National Tree Day • FOGO and bin baskets • Building Services • Glenelg Advocacy Strategy • Portland Gymnastics Project

FINISH TIME: 6.15pm

COUNCILLOR BRIEFING RECORD

DATE: 14 July 2026
START TIME: 4.06pm

ATTENDEES:

Councillors:
Cr Karen Stephens (Mayor), Cr Matt Jowett (Deputy Mayor), Cr John Pepper, Cr Duane Angelino, Cr Robyn McDonald, Cr Mary Picard.

Officers:
Acting CEO (Aaron Moyne), Director Corporate Services (David Hol), Director Community Services (Brett Jackson), Acting Director Infrastructure Services (Jemma Dillon).

Community Wellbeing Manager (Hayden Annett) Item 1
Manager Planning and Economic Development (Matt Berry) Item 2

APOLOGIES:
Cr Michael Carr, CEO (Helen Havercroft)

Declaration of Conflict of Interest:	• Nil
Items Discussed:	• Aboriginal scholarships • Summer tourist season • Local Government Act amendment • Building services procurement exemption • Mowing of non-Council owned areas
Councillor Items	• Sportsbox acknowledgment • Abandoned vessels • Outdoor eating areas
Officer Items	• South-West Vic Alliance campaign • Political party road funding announcements • Planning Minister exemptions • PILOR for battery storage developments • National Tree Day 26 July • Casterton Bowls Club • Community Grants round 1 • Hanlon Park licence

FINISH TIME: 6.55pm

COUNCILLOR BRIEFING RECORD

DATE: 21 July 2026
START TIME: 4.06pm

ATTENDEES:

Councillors:
Cr Karen Stephens (Mayor), Cr Matt Jowett (Deputy Mayor), Cr John Pepper, Cr Duane Angelino, Cr Robyn McDonald, Cr Mary Picard, Cr Michael Carr.

Officers:
CEO (Helen Havercroft), Director Corporate Services (David Hol), Director Community Services (Brett Jackson), Director Infrastructure Services (Aaron Moyne).

Other Attendees:
Michelle Read (Planning & Communities), Miryam Franjic (Children's Services Strategic Project Lead) Item 1 KISP

APOLOGIES:

Declaration of Conflict of Interest:	• Nil
Items Discussed:	• Kindergarten Infrastructure Services Plan (KISP) • Gymnastics project • Hooked on Portland • Items on the Council meeting
Councillor Items	• Cricket pitches • Streetscapes • Recycling option • Town entrance signs • Parliament visit
Officer Items	• Project announcements • Strathdownie responses

FINISH TIME: 5.57pm

Glenelg Shire Tourism

2025 – 2026 Summer Season Tourism Report

1 December 2025 – 28 February 2026

Contents

Executive Summary

The 2025–2026 summer season (1 December 2025 to 28 February 2026) delivered strong tourism outcomes for Glenelg Shire, with significant growth in visitation and solid increases in overall visitor spend.

- **Total Domestic Visitors (estimated):** 190,000 representing a **17%** increase compared to the same period last year.
- **Total International Visitors (estimated)**: 42,062 representing a **6.72%** increase to the same period last year.
- **Visitor Spend (estimated):** $19.35 million
  Total spend increased **6%** compared to the previous year, exceeding CPI (3.8%) and indicating real economic growth.
- **Average Length of Stay:** 3.81 nights
  A decrease of **7.23%** compared to last year, but still outperforming comparable regions.

Visitor growth was driven primarily by regional Victorian markets, with notable increases from interstate locations. External factors such as favourable weather conditions, cost-of-living considerations, and competing destination disruptions contributed to Glenelg's strong performance.

Visitation Analysis

Visitor Source Markets

The majority of visitors originated from Warrnambool, Geelong, Southern Grampians, Limestone Coast, and Ballarat. Significant growth was also recorded in interstate markets, including Sydney Inner City, which saw the largest increase of **+238.1%** year-on-year. International visitation saw an increase of 6.72%.

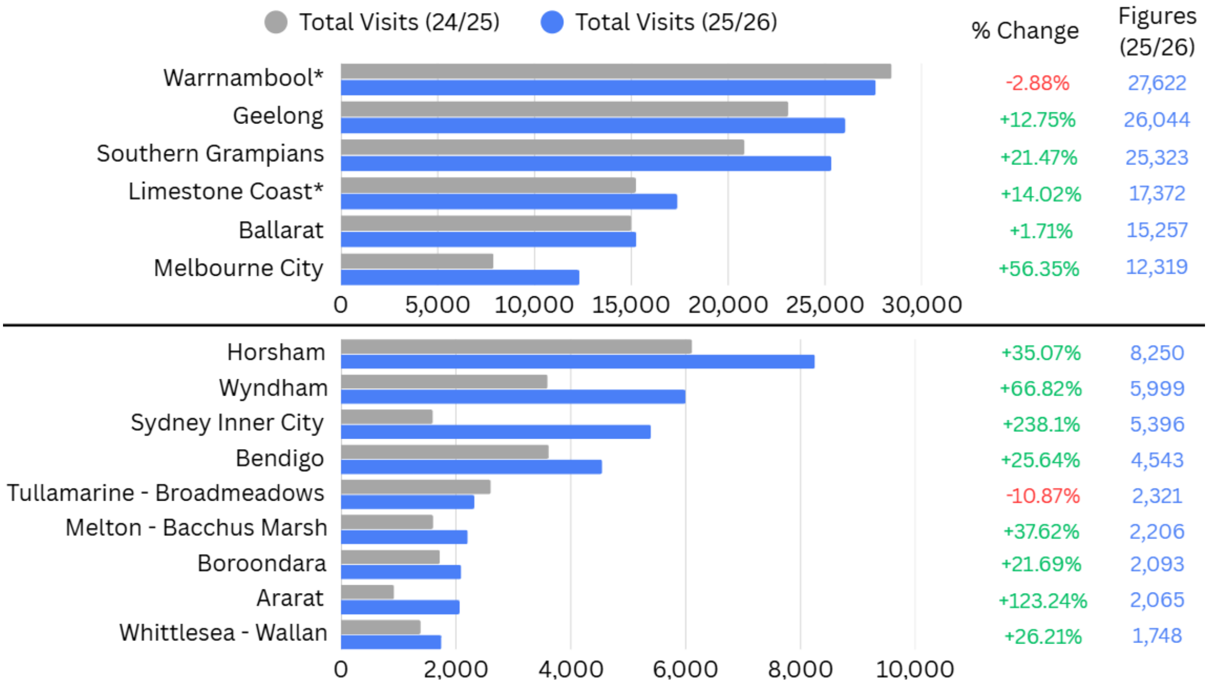

Figure 1*: Source Markets. The figures with * potentially include workers that commute in and out of the shire.*

In many of these locations Council completed targeted billboard marketing such as the Limestone Coast, Ballarat, Ararat, Stawell, Horsham and Bendigo. The marketing in these locations also assists in capturing the western Melbourne visitation that go through these areas. The increase in visitation is considered a positive return from the marketing campaign.

Figure 2*: Example of Billboard marketing*

Visitor Spend Analysis

Visitor expenditure reached an estimated **$19.35 Million**, representing a **6% increase** on the previous year.

Table 1: *Visitor spending breakdown*

While total spend increased faster than inflation (CPI 3.8%), analysis suggests a moderate decline in spend per visitor **(per capita)**, potentially reflecting:

- Budget-conscious travel behaviour
- Increased visitation from nearby regional markets
- Glenelg's positioning as a cost-effective destination

A breakdown of spend categories across the tourism sector suggest uplift across the arts, entertainment, and recreation sector, accommodation, eateries, and several other categories. Notably, fuel and grocery expenditure was down through this time, as was the case across the entire region.

MONTHLY COMPARISON

Month	2024–25			2025–26			YoY Change (2025–26 vs 2024–25)	
	Visitors	Spend ($)	Avg Spend per Visitor	Visitors	Spend ($)	Avg Spend per Visitor	Visitors	Spend ($)
Dec	51,067	6,156,359	$120.55	61,518	6,721,524	$109.23	+10,450 (+20%)	+565,165 (+9%)
Jan	67,029	7,488,452	$111.71	76,895	7,593,328	$98.75	+9,867 (+15%)	+104,876 (+1%)
Feb	44,797	4,657,678	$104.00	51,452	5,038,678	$97.93	+6,655 (+15%)	+381,000 (+8%)
TOTAL	162,894	18,302,489	$112.36	189,867	19,353,530	$101.9	+26,972 (+17%)	+1,051,041 (+6%)

KEY INSIGHTS

More Visitors, More Spend
Visitors increased 17% and visitor local spend increased 6.1% in 2025-26

Lower Spend per Visitor
Avg spend per visitor decreased by $10,43 (-9%)

Seasonal Peaks Drive Performance
Both years peak in late December - early January

Strong Relationship
Visitors and spend have a strong positive correlation in both years (r = 0.77 - 0.78).

TAKEAWAY: 2025–26 outperforms 2024–25 in both visitation and total spend, with stronger holiday peaks. Focus on maintaining peak-period momentum and improving per-visitor spend.

Figure 3 *Visitor and Spending figures comparing 2025 and 2026 summer season.*

Accommodation

Length of Stay

The average length of stay was **3.81 nights**, down 7.23% from the previous year. Despite this decline, Glenelg Shire outperformed the **Great Ocean Road region**, which recorded 3.35 nights, down around 10% from the previous year.

Occupancy

The average occupancy in Glenelg Shire was 54.90%, up 9.96% from the previous year, with Portland up 14.24% on the previous year, to 62.28%. Weekend occupancy was, on average, slightly greater than weekday occupancy.

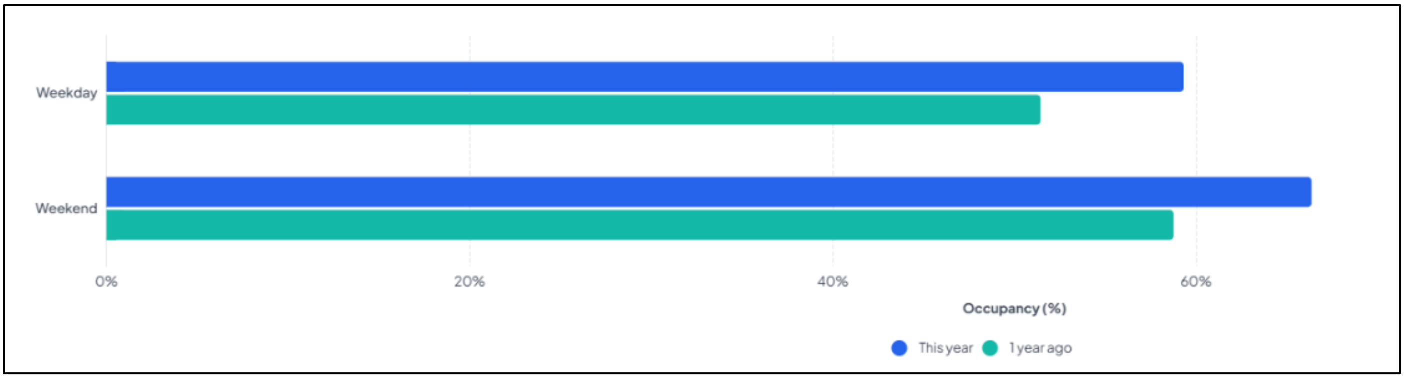

Figure 4 *– Occupancy Rates Summer Season (Dec-Feb) 2025 to 2026 comparison:*

On the 13 March 2026 the Portland Observer reported on summer tourism highlighting that Portland and district as hot spot and popular destination. The article helps affirms the data figures provide of a strong uptake this season in accommodation occupancy with feedback directly from tourism operators.

Influencing Factors

Several external and local factors contributed to this season’s results:

- Favourable weather conditions boosted coastal visitation
- Cost-of-living pressures encouraged shorter, regional trips
- Otway fires likely redirected visitors away from other destinations
- Strong word-of-mouth and positive media coverage

Events and Seasonal Activity

Events played a supporting role in driving visitation, particularly from nearby regional markets. The below table expands on this role, noting strong growth in visitation during event periods. Total visitor local spend also saw increases throughout the year, but at a reduced growth rate when compared to visitation. However, it is important to acknowledge that an increase in visitation and visitor local spend is not necessarily causally linked with the event.

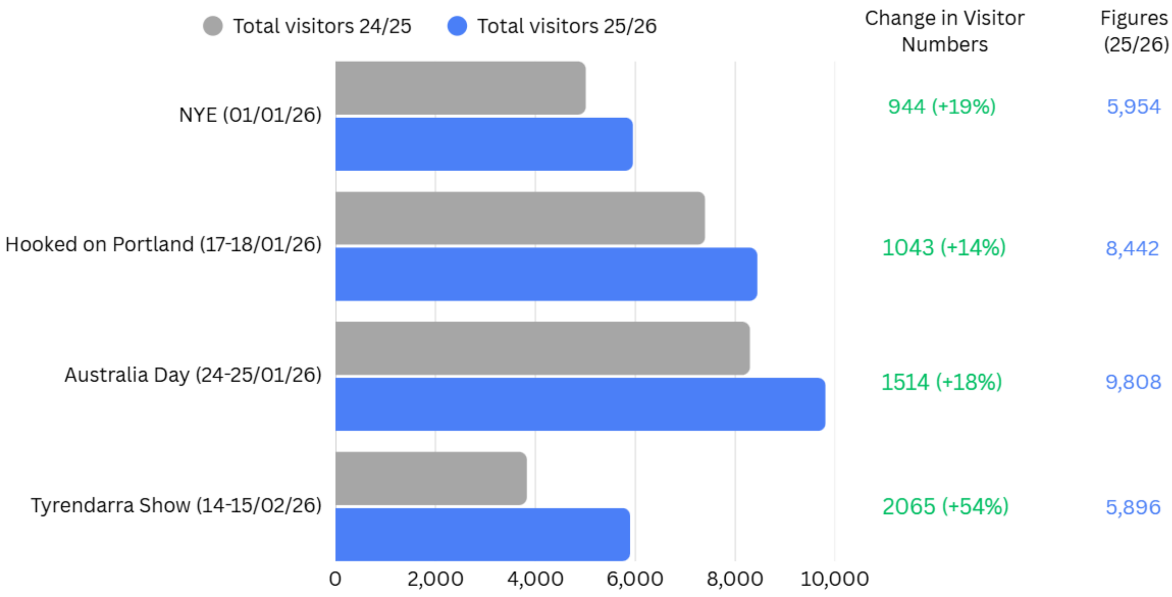

***Figure 5:** Summer Events Visitor Analysis*

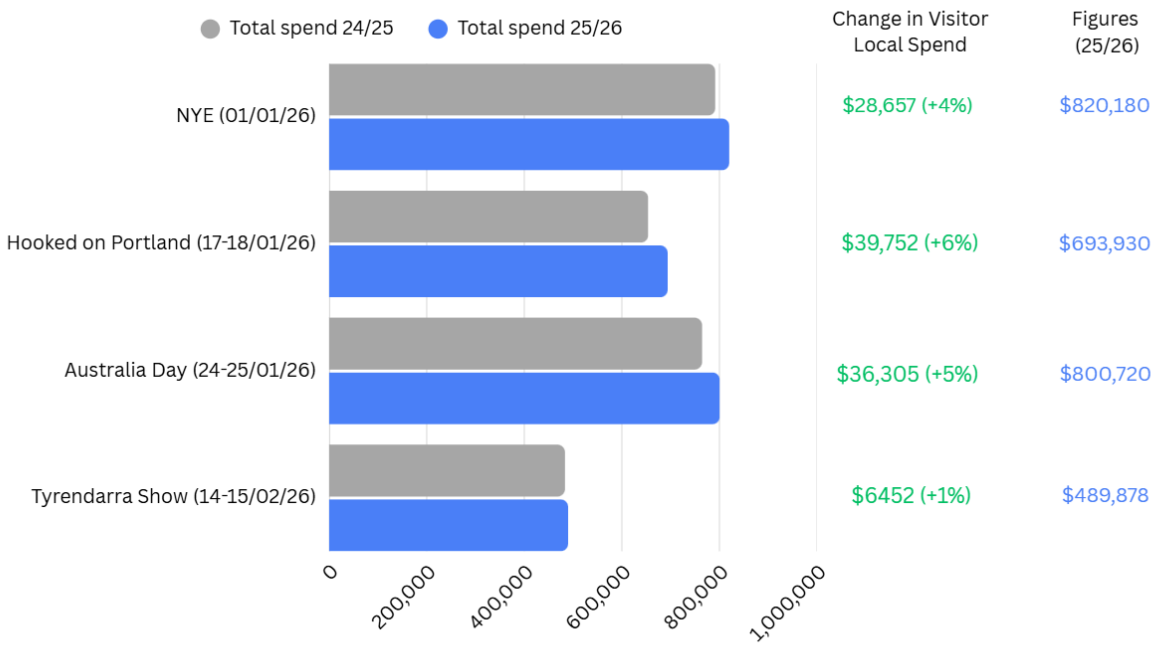

***Figure 6**: Summer Events Visitor Spend Analysis*

Key Insights & Implications

Glenelg saw strong visitation growth through the summer season when comparing year on year and visitor spend exceeded inflation. This suggests that Glenelg Shire has destination appeal and real economic growth.

However, the per-capita spend, and length of stay have declined since last year. The increase in visitors may be influencing the average, plus the recent markets at the Hooked on Portland festival was more affordable than previous years boutique style with premium prices.

Interstate markets remain critical, particularly regarding day trips from Warrnambool, Geelong, Limestone Coast, Southern Grampians, and Ballarat. However, the interstate market is emerging and has experienced significant growth. In this there are opportunities for marketing into these areas and encouraging both longer stays and higher value in short stays.

Figure 7 *– Whale Watching marketing*

Conclusion

The summer season results confirm that Glenelg Shire is attracting increasing attention as a regional destination, with strong growth translating into tangible economic benefit. However, encouraging changing visitor behaviour particularly shorter stays to achieve higher per-capita spend indicates will maximise value from tourism.

The next phase can focus on yield rather than volume: converting high visitation into higher-quality, better-spent experiences. This includes strengthening the visitor journey from planning through to in-region discovery, while enabling local operators to deliver more compelling, higher value products.

With the right strategic focus, Glenelg Shire can move beyond strong seasonal performance toward a more sustainable, high-value tourism economy that benefits both industry and the broader community.

Future Portland - Current State Report

Glenelg Shire

July 2026

DOCUMENT CONTROL

Document Information

Information	
Document owner	David Dwight, Strategic Planner
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1.0	14 May 2026	Final Report
2.0	16 July 2026	Internal review

Document Approvals

	Position
Prepared by	David Dwight, Strategic Planner
Reviewed by	Matthew Berry, Manager Planning and Development

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OFFICES IN CANBERRA, HOBART, MELBOURNE, AND SYDNEY ON THE COUNTRY OF THE NGAMBRI/NGUNNAWAL/NGARIGO, MUWININA/PALAWA, WURUNDJERI, AND GADIGAL PEOPLES.

Contents

Executive summary

Project context and scope

The Glenelg Shire (the Shire) economy is relatively specialised, with strengths in agriculture and manufacturing. The Shire has a particularly strong forestry sector which leverages its natural resources, as well as the following key anchor businesses:

- The naturally deep sea Port of Portland, which accommodates around 300 workers each day and exports around 5.4 million tonnes of goods annually.
- The Portland aluminum smelter, employing around 600 people
- Prince Engineering, employing 270 people

While the specialised economic structure with large businesses support a robust economy and communities when things are going well, it presents risks for local businesses, workers and community members during periods of downturn and/or sector-specific shocks. Recognising this, in 2021 the Victorian Government announced the **Portland Economic Diversification Plan and Fund** to facilitate industry diversification and create a more resilient economy. This Plan and Fund along with government's decarbonisation policies have led to an uptick in investment interest in the region. At the time of drafting this report, nine major projects were proposed within the region[1], including energy and utility-based projects, agriculture and aquaculture projects, and a commercial development project.

There is currently a tight labour market within the Shire, driven by low unemployment and an ageing population. There are also shortages within several community service sectors; for instance, in 2023, there were approximately 173 children on waiting lists for council-managed early years programs.[2] The major projects are therefore expected to compete with established businesses in the region and with each other for labour resources. They will also likely add to existing pressures on community services. The specific impacts and their magnitude will depend on which projects proceed, when they proceed, and their staffing and skills requirements.

Planning for and managing the impacts of major projects are further complicated by factors, such as overlapping construction timelines, uncertainty around project delivery and the potential for additional projects to emerge. Against this backdrop council sort to develop a current state report (this report), and to develop an interactive dashboard to model the cumulative impacts of major projects in the Glenelg Shire, based on available data. While this report is a 'point in time' assessment, the interactive dashboard is dynamic, allowing project attributes to be edited, projects to be removed if they do not proceed, and new projects to be added over time.

[1] Note that 'planned' projects do not necessarily proceed to delivery
[2] Regional Development Australia (2023) Submission on the Inquiry into Early Childhood Education and Care

Key regional challenges

Whilst the Shire has a robust economy today, and a pipeline of major projects which would inject investment and support economic growth, its socio-economic profile highlights the following key challenges:

1. Distinctly different population growth/decline patterns across the Shire along with an ageing population places pressure on the housing system and population-serving services
   - Population is forecast to increase at 0.07% per annum between 2024 and 2034. An ageing population will increase demand for health and social assistance services, further stretching the tight labour market.
   - Higher dwelling occupancy rates (compared to the regional Victoria average) suggest that the local housing market may face pressure even with limited population growth.
2. Low unemployment rates and relatively low educational attainment will exacerbate difficulties for employers seeking a skilled and productive workforce.
   - The Shire has a relatively low proportion of residents who hold advanced diplomas or bachelor's degrees compared to the regional Victoria average.
   - The Shire has a relatively low unemployment rate, reflecting labour shortages in the region.
   - Negligible jobs growth is forecast in the region to 2036, with nearly every new worker essentially replacing a retired worker.
3. Workforce mobility is limited in an economy dominated by several key employers.
   - In such an environment, a high share of workers develop specific skills which are not easily transferrable, which may limit their employment options if the primary employer downsizes or departs the region.
4. Growth in new sectors will drive future investment, increasing demand for specialised skills.
   - Across the state, Victoria's energy transition is expected to need 10,000 new workers every year through to 2030. The current workforce in the Shire may not be well suited to meeting this demand, and attracting existing workers into the sector may come at a cost for established businesses in the region.
5. Increasing liveability and the region's attractiveness will play a key role in supporting workforce attraction and retention in the Shire.

Analysis findings

The nine major projects have a combined capital spend of over $8 billion, and a peak direct construction workforce of over 400 full time equivalent (FTE) workers from 2032-2035. Additionally, several of the projects will require a large operational workforce, and in total the projects are expected to directly support around 1,000 FTE jobs annually once all projects are operational. While the projects represent a considerable economic boost to the region and will diversify the economy, the modelling shows that given the tight labour market and regional setting, many of the required jobs will be filled by existing workers in the Shire.

Key findings are outlined below:

- **Job impacts.** At the peak of construction activity, construction impacts will generate 274 additional FTE jobs in the Shire compared to the baseline. This is lower than the direct jobs because some of the direct jobs will be filled by existing workers, and because there is limited capacity for secondary effects (supply chain demands and worker spending) to be serviced by the local economy due to its relatively small size and existing labour market constraints. Or rather, much of the servicing of project supply chains and worker spending has an opportunity cost of not being able to service other projects and members of the population.

  The operational phase will lead to 367 additional jobs, which is just over one third of the direct workforce; again, the total effect being lower than the direct effect is largely due to existing workers transferring jobs within the tight labour market and limited capacity for secondary effects without trade-offs.

  Note that the modelling outputs are heavily influenced by proponent inputs about externally sourced workers (assumed for the purpose of this draft report – refer to Table 2), and historic trends about where residents in the local region live and work. Based on the current modelling inputs and assumptions, there is modelled to be a peak reduction of 127 workers in traditional industry jobs, 73 in population serving jobs, and 62 in health and education jobs.
- **Population impacts.** Modelling shows that the additional workforce will increase the Shire's population by a peak of around 477 during the operation phase. Part of this is due to ongoing demand from temporary workers (the assumption within the model at the time of drafting this report was that there are 115 temporary workers within the Shire at any one point in time) and part is due to residents from the surrounding LGAs being attracted into the Shire for the work opportunities, many of whom are expected to relocate with family members.
- Housing and accommodation impacts. The uplift of 477 residents is modelled to increase the demand for housing and accommodation by 273 dwellings.

Key implications for government and businesses to consider and opportunities/recommendations for addressing them include:

- **Workforce capacity gap, skills/knowledge gap, regional attraction gap**. The modelled transfer of workers from existing businesses is economically advantageous in some respects, however, it will impact existing businesses and may detract from the vibrancy of retail centre and the level of healthcare and education services which can be provided locally. Government and businesses should work together to attract additional permanent residents into the region (beyond the baseline forecast), to support continuation of existing industries at or near baseline levels. Doing so would minimise the adverse employment effects of major project delivery in the region.
- **Housing.** Council should work with the project proponents to better understand their housing needs (i.e. the size of the workforce they intend to source from outside the local region), and coordinate delivery of suitable housing that can accommodate workforce needs across various construction and operating phases of the projects.
- **Other infrastructure.** Project delivery and operations may have an appreciable impact on some infrastructure types (mainly transport and utilities), due to the high truck movements, dependency on the Port of Portland, and high reliance on water, electricity and gas to deliver the major projects. While these attributes are included in the dashboard, they were unknown at the time of drafting

this report and, therefore, commentary on the magnitude and location of impacts could not be quantified. Council should work with proponents and other stakeholders to populate the tool so that these impacts can be accurately understood and used for planning, engagement and advocacy purposes.

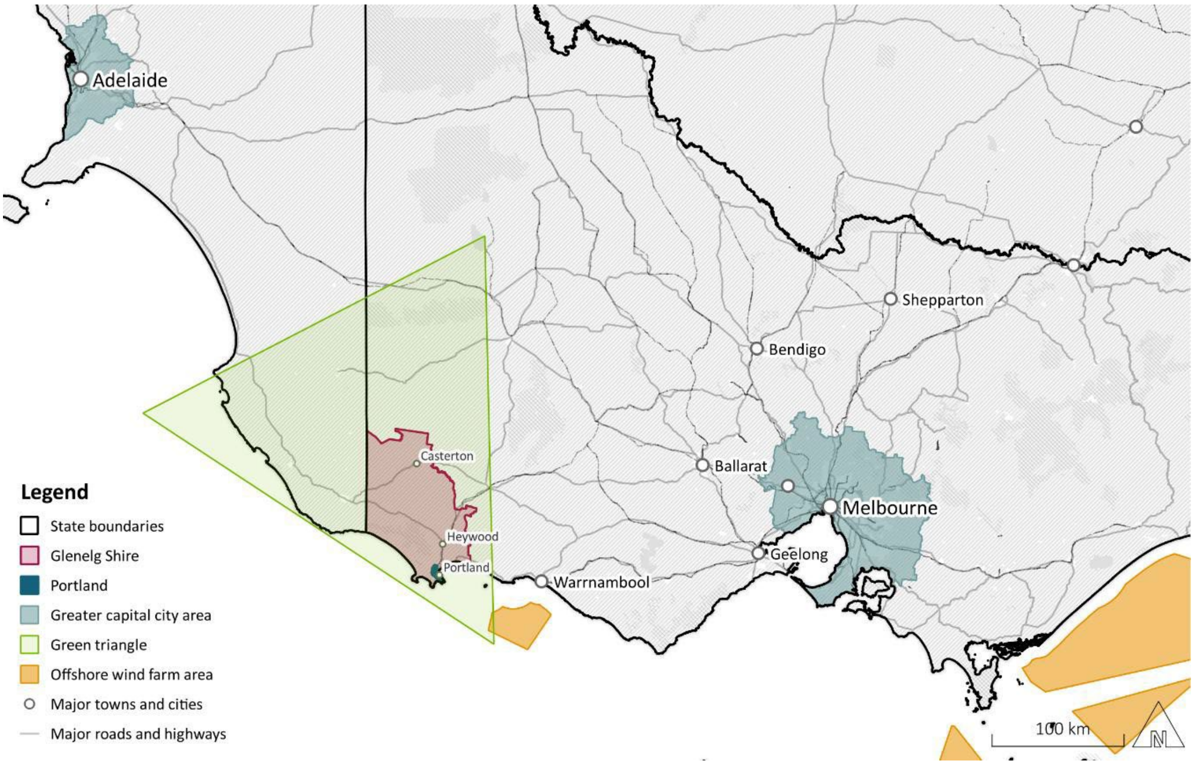
The commentary in this report is based on incomplete inputs into the tool. The next steps for Council should involve collecting inputs from project proponents and working with asset and service providers to understand their existing capacity and utilisation levels. Doing so will mean that the dashboard outputs can be reliably used by Council and other stakeholders to plan for the cumulative impacts of the major projects.

1. Introduction

1.1 Project context

Situated in the southwest corner of Victoria, the Glenelg Shire (the Shire) is located on the traditional lands and waters of the Gunditjmara, Jardwadjali and Boandik people. Strategically located along the Victoria-South Australia border 355 km from Melbourne and 540 km from Adelaide, the Shire is a popular stop for travelers along the Great Ocean Road route between Melbourne and Adelaide. The Shire is also located within the 'Green Triangle' region, one of the largest timber plantation regions in the world and is proximate to the proposed Southern Ocean Offshore Wind Farm area (Figure 1).

Figure 1: Glenelg Shire location context map



Source: SGS Economics & Planning (2026)

The Shire's economy is based around service industries, timber production, grazing and manufacturing. Portland is the Shire's main population, business and administrative centre.
Portland has several important industrial areas including the Portland North Industrial Precinct, the Central Portland Employment Precinct, the Madeira Packet Employment Precinct, and the Portland South Industrial Precinct. Other key townships include Heywood and Casterton.

The Smelter Industrial Precinct is home to the Aluminum Smelter, which is the largest single employer in the region, with most employees living in Portland. The smelter occupies 600 hectares of land adjoining the city. Aluminium is a valuable export good and makes a significant contribution to the Victorian economy.

Portland, and the Shire more broadly, are recognised for having low industry diversity and being reliant on commodity-based economic drivers. While this economic structure supports a robust economy and community members when things are going well, it presents risks during periods of downturn and/or in the event of economic shocks to dominant sectors. Recognising this, in 2021 the Victorian Government announced the **Portland Economic Diversification Plan and Fund** to facilitate industry diversification. The plan included:

- $7.5 million Portland Diversification fund included a $1m allocation of funds for projects that would address housing issues.
- Funding to provide road infrastructure access to the second stage of the Portland North Employment Precinct ($2.5m)
- Funding to upgrade freight roads ($4.8m)
- Funding a Portland Regional Development Victoria (RDV) office and resourcing.

The Fund is to catalyse initiatives in the Shire to maximise economic diversification. Applications were encouraged for projects that invest in renewable energy, tourism initiatives led by Traditional Owners, manufacturing, transport, export supply chains, and professional services. To date the Fund has supported 10 projects:

- Portland Villages Housing Project Business Case
- Portland Airport Aviation Fueling Facility Upgrade
- Hydrogen hub feasibility and pre-FEED assessment
- Scoping Study into AZURA Ocean Technology Australian Hub
- Future Fibre - Hardwood Timber Manufacturing Hub Feasibility Study
- Seaweed Production Facility Feasibility and Business Case Study for Portland
- Future Portland - economic mapping interactive dashboard
- Port of Portland Bulk Liquid Storage Terminal Scoping Study
- Food and Fibre value add project (not announced)
- Prefabricated housing manufacturing facility.

Further to the Portland Economic Diversification Plan and Fund, there has been an uptick in investment interest in the region, spurred in part by government's decarbonisation policies. At the time of drafting this report, nine major projects were planned within the region[3]:

- Kentbruck Green Power Hub
- Portland Central
- Yumbah Portland Bay Abalone Farm
- Portland Energy Park (battery park)

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[3] Major projects were defined as a project valued at $5 million or above (pathway one), or the combined gross floor area of all buildings associated with the proposed use or development must be at least 5,000 square metres and will result in the creation of 20 full time equivalent workers or more (pathway two).

- Renewable Fuels Project
- Spinifex Offshore Wind Farm
- Future Fibre
- Port of Portland Bulk Liquid Fuel Terminal
- Portland Seaweed Production Facility

These projects are all at varying stages of approval, and it is uncertain whether they will all be delivered. There may also be additional projects proposed in the future. Consequently, this report presents a point in time understanding of major projects in the region.

1.2 Project scope

SGS Economics & Planning (SGS) was engaged by Glenelg Shire Council to identify the cumulative commercial and social impacts of the pipeline of planned projects in Glenelg Shire, with a focus on Portland.

The project has two outputs:

- Part 1: This current state situational report, mapping the impacts, challenges and opportunities associated with the pipeline of projects identified for the Shire.
- Part 2: An interactive dashboard to model the cumulative impacts of major projects in the Glenelg Shire, based on available data.

While this report provides a point in time analysis of the impact of the current pipeline of major projects, the interactive dashboard has been designed to allow for 'live' analysis of the impacts of major projects at that specific point in time. This is particularly important when considering the speculative nature of many projects, and the extended timelines associated with project financing, regulatory approvals, etc., which can lead to changes in project status and timelines over time.

2. Socio-economic baseline

This chapter summarises how the region has evolved over time and provides a summary of the current state of infrastructure and services.

2.1 Glenelg Shire's economic history

The Gunditjmara, Boandik and Jardwadjali people are the traditional owners of the region now known as Glenelg Shire. The Gunditjmara people established permanent settlements in the southern area of the Shire, up to 30,000 years ago, including developing an aquaculture system to trap, store and harvest marine life (this system can be seen today, and is known as the Budj Bim Cultural Landscape, a World UNESCO heritage site).

The population in Portland grew rapidly from the early 1800s due to whaling, sealing and farming industries, and this growth progressed throughout the 1850s and 1860s due to industries such as gold mining in Central Victoria and timber milling more locally. Expansion continued from the 1870s into the early 1900s, aided by the opening of the railway line, growth in the timber industry, and tourism. The most significant development occurred in the post-war years, particularly during the 1940s and early 1950s as local resource industries scaled up and the Port was expanded to support Victoria's growth.[4]

Port of Portland

Throughout Glenelg Shire's history, the Port of Portland has been a key driver of trade and prosperity in the region. The first settlement in Portland was established in 1833, and as exports of whale oil and wool and imported supplies came through Portland throughout the 19th century, various piers were constructed to mitigate the need for smaller boats to transfer goods between land and the larger ships.

In 1945 it was decided that the Port should be further developed to assist the development of Western Victoria, promote the decentralisation of Victoria's population and industry, and reduce Western Victoria's trade costs. In November 1960, the Portland Harbour Trust was officially opened after extensive development. Today, the Port of Portland is one of Victoria's 4 major shipping ports and handles in excess of $2 billion in trade in timber plantation woodchips and logs, grain, aluminum products, mineral sands, fertiliser, livestock and wind tower components.[5]

Glenelg Shire's natural resources

Growth in Glenelg Shire has also been driven by its natural resources, in addition to its strategic coastal location and mostly sheltered bay. Key industries that emerged include:

[4] Glenelg Shire (2020) 'Portland Strategic Framework Plan'. (weblink)
[5] Port of Portland website

- Fishing, including initially the hunting of Australian Fur Seals and Southern Right Whales in Portland Bay from an early date to the 1840s. Additionally, a commercial fishing fleet has operated out of Portland since around the 1870s.
- Forestry, with trees being felled for fencing, building materials and fuel for domestic and industrial use. Timber from the region was particularly in demand during the 1850s gold rush years when it was used for the props and shafts of gold mines and to burn in mine boilers. Today, the area still has some of Australia's best climate, topography and accessibility for plantations and wood fibre processing and has 17% of Australia's timber plantations.
- Sawmilling was an important early industry in the forested regions. The Portland Sawmill was established in 1854 on the Dutton Way and other areas such as Heywood quickly became key centres in the local area. Townships were established in these areas based around these sawmilling activities but declined when forest areas died out.
- Agriculture, in particular wool, meat and dairying, is another strength of the region due to significant areas of highly productive agricultural land, significant ground water reserves and farmland of state significance, a mild climate which is not predicated to be impacted as significantly under future climate scenarios as other regions in the state, and proximity to the Port of Portland.[6]

Manufacturing and other export-related industries

Various manufacturing and other export-related industries developed around the deep-water port at Portland.

The Portland Aluminum Smelter opened in 1986 and today employs approximately 590 direct employees and 180 contractors, most of whom reside in the local Portland community. Aluminium is a valuable export good and exports from the smelter make a significant contribution to the Victorian Economy.[7]

Prince Engineering established a presence in Portland in 1979, with an initial focus on aluminium and forestry sectors but quickly expanded into a broad range of industries. Today, Prince Engineering employs over 300 engineers, project managers, technicians, trades people, apprentices and support staff.[8]

Tourism is also an important industry in the region. The Shire's location halfway between Melbourne and Adelaide on the Great Ocean Road means that Portland, and the Shire more broadly, receives many visitors. Portland's naturally deep-water port also brings cruise ships to the Shire through the summer cruising season, although the number and frequency of ships vary from year to year.

Population serving industries

The growth in traditional resource and manufacturing industries came with a steadily rising population, which in turn resulted in demand for a greater diversity of industries, particularly those that provide -

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[6] Kellaway, C & Rhodes, D (2022) 'Glenelg Shire Heritage Study' **(weblink)**

[7] Alcoa website

[8] Visit Portland website

consumable goods and services. The largest of these is the health care and social assistance industry, which employs around 16% of all workers in the region (more than any other industry). Retail trade, education and training, and construction are the fourth, fifth and sixth largest sectors in the Shire by number of workers, each employing between around 6% and 8% of the total workforce. While these industries collectively employ over one third of the total workforce, they mainly serve local residents and their future is, therefore, dependent on the continuation and growth of the Shire's export-oriented industries which anchor the population in the region.

2.2 Glenelg Shire's current and changing economy

Like many regional areas in Victoria, Glenelg Shire is facing an ageing population and workforce shortages. While industries such as agriculture, forestry, fishing and manufacturing remain key industries within the Shire, new sectors such as renewable energy are emerging in the region and provide an opportunity for growth. There is also a widening divide of opportunities across the Shire, with a lack of investment and depopulation in the northern regions causing particular challenges for towns including Casterton, Merino and Digby.

Key challenges in the region include:

- Distinctly different population growth/decline patterns across the Shire along with an ageing population places pressure on the housing system and population-serving services
- Low unemployment rates and relatively low educational attainment will exacerbate difficulties for employers seeking a skilled and productive workforce
- Workforce mobility is limited in an economy dominated by several key employers
- Growth in new sectors will drive future investment, increasing demand for specialised skills
- Increasing liveability and the region's attractiveness will play a key role in supporting workforce attraction and retention in the Shire.

These themes are discussed in more detail below. Additional information on the policies and detailed data analysis undertaken by SGS to inform this part of the report can be found in Appendix A.

Distinctly different population growth/decline patterns across the Shire along with an ageing population places pressure on the housing system and population-serving services

The Shire has an ageing population with a higher proportion of people aged 65+ years than in regional Victoria, creating a relatively high proportion of dependents in the population compared to the proportion of working-age residents. Additionally, population across the Shire is expected to grow at relatively slow average annual growth rate (AAGR) of 0.07% between 2024 and 2034 (compared to 1.47% across regional Victoria), with growth concentrated in Portland and population decline expected across the rest of the LGA.[9]

As the population ages, the Shire will need to attract new workers to replace those exiting the workforce to sustain labour supply. Demand for health and social assistance services is also likely to

[9] Victoria in Future (2023) (weblink)

rise, increasing the need to attract workers with relevant skills to these industries. This is exacerbated in the northern regions of the Glenelg Shire, including in Casterton which has the highest proportion of people over the age of 65 in the Glenelg region.[10] This poses a challenge, as the healthcare sector is currently experiencing workforce shortages particularly in aged and disability carers.[11] The health care and social assistance sector is already the largest employing industry in Glenelg Shire (16% of the workforce),[12] and anecdotally there are high employment rates for allied health and aged care highlighting the need for more workers.

While this may be encouraging for healthcare sector workers seeking to relocate to Glenelg, workforce attraction will also place additional pressure on a housing market with limited supply. Occupancy rates are high across the Shire - 85% in Portland, 85% in Casterton and 88% in Heywood, compared to 84% across regional Victoria[13] - suggesting the local housing market is struggling to meet demand.

Additionally, the construction and operational phases of major projects in the pipeline are expected to increase both temporary and permanent workforce demand. This could put further pressure on the housing market and population-serving services such as health care, exacerbating existing challenges.

Low unemployment rates and relatively low educational attainment will exacerbate difficulties for employers seeking a skilled and productive workforce

Skills shortages are a national challenge. By 2034, about 1.4 million new workers will be added to Victoria's economy, with health care and social assistance, construction, technology, clean energy and education emerging as key industries for employment growth.[14] Many of these roles are anticipated to require post-secondary qualifications, making vocational and tertiary education critical for meeting the future workforce needs.

Within this context, the Shire faces its own skills constraints, with a lower proportion of residents holding advanced diplomas or bachelor's degrees or above than regional Victoria, and a higher proportion with Year 10 or 11 as their highest level of educational attainment.[15] There are also limited opportunities for post-high school education in Glenelg Shire, including limited access to universities or TAFE. For example, Deakin University's Warrnambool campus, Adelaide University's Mount Gambier campus, and Flinders University's Mount Gambier campus are the closest physical university locations, and they have a limited scope of career options; similarly, TAFE SA in Mount Gambier and SWTAFE in Portland and Warrnambool offer limited education options. To compound this, there is no reliable transportation for students without personal vehicles, thus there is a significant cost incurred for transportation to/from population centres in Glenelg Shire to education institutions in Warrnambool and Mount Gambier.

Additionally, even workers with higher qualifications may lack skills that are transferrable to emerging industries. Addressing these skills gaps will require either significant investment in local education and training, or the attraction of skilled workers from outside the Shire.

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[10] Glenelg Shire Council (2018) 'Glenelg Shire 2040 Community Plan'. (weblink)
[11] Jobs and Skills Australia (2024) 'Better Together - The Jobs and Skills Report 2024'.
[12] Australian Bureau of Statistics (2021) Census of Population and Housing.
[13] Australian Bureau of Statistics (2021) Census of Population and Housing.
[14] Parliament of Victoria (2025) 'Charting the pathways to future economic success'. (weblink)
[15] Australian Bureau of Statistics (2021) Census of Population and Housing.

The Shire also has a relatively low unemployment rate of 3.3% (during the September 2025 quarter), reflecting labour shortages in the region.[16] A low unemployment rate indicates that there are more job openings than available workers, which leads to strong competition for workers and recruitment difficulties for businesses seeking to expand. These challenges will be exacerbated as the Shire's population ages and more workers enter retirement, creating structural, long-term labour shortages. In particular, data from the Victorian Skills Authority shows that around 13,500 workers in the Great South Coast region[17] will enter retirement in the next decade, and just 14,500 workers will enter the workforce, reflecting a net increase of just 1,000 in the region over the next decade.[18] Most of the new workers are modelled to work in aged and disabled sectors (1,200 workers), as registered nurses (600 workers), and in other population serving industries such as sales assistants (420 workers). In a constrained labour market, demand for workers in these industries will compete with demand for workers in established resource and manufacturing industries, as well as demand for workers to deliver and operate the pipeline of major projects that are important to the Shire's future prosperity.

Workforce mobility is limited in an economy dominated by several key employers

The Shire is characterised by several major employers who have a large influence over local labour markets. This means that many workers may acquire highly specific skills that are not easily transferrable, limiting their employment options if the primary employer downsizes. This may contribute to younger skilled workers leaving the region in search of broader career opportunities in more diverse job markets.

Additionally, the relatively small workforce in Portland (compared to other regional cities such as Warrnambool) means that generally there is less choice for workers seeking employment in Portland. A larger job market with the same unemployment rate provides a greater variety of job offerings which can be viewed as greater security for the individual.

Having only a few major employers can also make it harder for small businesses (particularly those in population-serving industries such as retail, hospitality) to find adequate labour. For example, when large businesses announce expansions, many smaller local businesses face drops in labour availability and may be forced to hire candidates they wouldn't otherwise consider.

Growth in new sectors will drive future investment, increasing demand for specialised skills

Key attractors for investment in Portland include electricity infrastructure, access to a deep water port, water access, road and rail infrastructure, and Green Triangle forestry. This includes private sector investment interest in the Shire particularly in wind energy and biofuels, driven by the Victorian Government's net zero target by 2050. As part of this, Renewable Energy Zones (REZs) have been established to coordinate the development of electricity transmission and renewable energy generation infrastructure. However, no part of the Part of the Glenelg Shire is within a REZ, the closest zone is the South West Victoria REZ, which is located approximately 20km from the shire's eastern most boundary and includes parts of the Moyne, Southern Grampians and Corangamite Shire's. Prior to the declaration of the REZ's, investment in renewables was and is significant in the shire, such as the proposed Kentbruck Green Power Hub which alone would see the establishment of up to 100 wind turbines 30 km northwest of Portland.[19]

These types of projects will generate demand for specialised and highly skilled workers during both construction and operational phases. Across the state, Victoria's energy transition is expected to need 10,000 new workers annually until 2030.[20] However, the current workforce in the Shire may not be well suited to meet this demand, as a large share of local workers are currently employed in the aluminum smelter and in the agricultural, forestry and fishing industries. Transitioning workers from these sectors into renewable energy roles will likely require targeted re-skilling and training support.

Additionally, job growth in the region is currently forecast to be driven by workers in health care and social assistance sectors (such as aged and disabled carers and registered nurses), and retail trade sectors (such as general clerks and sales assistants).[21] These workers will be essential to fill jobs that service the local population, however they are not skilled nor available to work on major projects.

The current enrolments in relevant training programs can provide an indication of future workforce capacity in the region. As of 2024, there were around 95 students enrolled in vocational education and training (VET) programs to become electricians, 40 in mechanical engineering trades, 30 in plumbing, with a handful of others studying to be environmental scientists, construction managers and other labourers.[22] An increasing number of students enrolled in these related fields suggests some future capacity to take on these construction and operational roles.

Increasing liveability and the region's attractiveness will play a key role in supporting workforce attraction and retention in the Shire

The 'regional attraction gap' refers to a phenomenon where the broader labour market has the necessary skills and knowledge but is not compelled to move to jobs in regional Victoria. This can be driven by several factors including a lack of skilled jobs, infrastructure and supporting services to support relocation to a regional area (for example, housing supply, childcare provision) or social and cultural ties to communities in regional areas, relative to urban ones.

Liveability also varies across the Shire, with each town having its own offerings and access to jobs and services. For example, Dartmoor, Nelson and Casterton are in Mount Gambier's sphere of influence so will have different economic drivers to places like Portland and Heywood.

Most new residents to Portland come from other parts of regional Victoria, suggesting the Shire is largely competing with other regional areas for new residents.[23] This suggests migrants to the area may be moving to Portland to access services (for instance older residents moving closer to health care) or to access employment opportunities, rather than city residents seeking a sea change. This may influence how the Shire can position itself when seeking to attract new workers and residents.

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[19] VicGrid (2025) '2025 Victoria Transmission Plan'. (weblink)
[20] Department of Jobs, Skills, Industry and Regions (2023) 'Clean Economy Workforce Development Strategy 2023 to 2033'. (weblink)
[21] Victorian Skills Authority (2025) 'Employment Projections Dashboard 2025-2035'. (weblink)
[22] National Centre for Vocational Education Research (2025) 'Total VET students and courses 2024: program enrolments'. (weblink)
[23] Australian Bureau of Statistics (2021) Census of Population and Housing.

2.3 Current state of infrastructure and service

While this study seeks to establish current capacity and utilisation levels across key service and infrastructure categories where demand is expected to rise due to major projects, this information was not available at the point of drafting this report. The interactive tool & dashboard has been set up for council to input data and undertake scenario analysis to assess potential pinch points in services and infrastructure needed to meet cumulative demand from major projects.

The table below summarises the current state of relevant services and infrastructure in the Shire, based on a review of relevant documents provided by Council and findings from stakeholder engagement. Further details can be found in Appendix B.

Table 1: Current state of infrastructure in Glenelg Shire

Service/ infrastructure	Summary
Health services and infrastructure	
Hospital beds	The Portland District Hospital is the Shire's main medical precinct, and provides health services comprising acute, primary health and aged residential care. The Shire has two additional hospitals; the Casterton Memorial Hospital and Heywood Rural Health. A list of all health care services is provided in Appendix B.
Clinical services	In addition to the hospitals, within Glenelg Shire there is: – One urgent care clinic – Two medical centres – Three medical clinics – Two community health services - Merino & Dartmoor Bush Nursing Centres – Three mental health services – One disability service and support service – One addiction treatment centre A list of all clinical services is provided in Appendix B.
Education services and infrastructure	
Early years	Council delivers Early Childhood Education and Care (ECEC) programs across six services in the localities of Portland, Dartmoor, Casterton and Heywood. A national study found that Glenelg had a relatively low 0.38 childcare positions per child in 2024.[24] A list of all ECEC centres is provided in Appendix B. The early years sector in Glenelg faces workforce shortages and growing waiting lists. In 2023, there were approximately 173 children on waiting lists for council-managed early years programs.[25] Long waitlists may reflect a lack of facilities, a lack of educators, the

[24] Hurley, P. Tham, M and Nguyn, H. (2024) Mapping the childcare deserts: Childcare accessibility in Australia. Analysis by Statistical Area 2. (weblink)
[25] Regional Development Australia (2023) Submission on the Inquiry into Early Childhood Education and Care (ECEC)

Service/ infrastructure	Summary
	introduction of increased hours for three-year-old kinder across Victoria[26] or a combination of all three.
Schools	Glenelg Shire has eight government primary schools and three government secondary schools, as well as three private primary schools, one private secondary school and one special needs school. A list of all schools is provided in Appendix B.
Utility services	
Water	Wannon Water, as the water authority, has responsibility for the provision of reticulated water supply services in the urban areas of Glenelg Shire. Water for Portland, Heywood and Dartmoor is sourced from the Dilwyn Aquifer which currently supplies over 6,000 properties across the three towns.[27] Over half of Portland's water is for residential use, and approximately one-quarter used by major industries. Currently Portland is only using a quarter of its overall 6,222 ML groundwater license volume. [28] Water for Casterton, Coleraine, Sandford and Merino is sourced from the Bridgewater Formation Aquifer.[29] This water system is currently mostly comprised of residential and rural customers, and is currently utilising under half of its full licensed capacity (1,000 ML).[30] According to water demand projections based on 2022 customer usage data and the Victoria in Future 2019 population growth projections, demand water in Glenelg Shire is well below yield (supply available) in a baseline scenario to 2070. [31] This suggests capacity in the region to use more water, however this is likely to require additional infrastructure to enable this usage.
Wastewater	The Portland and Casterton Treatment Plants manage wastewater from their respective regions, with some recycled for use in irrigation and environmental flows.
Electricity & gas	Powercor supplies electricity across Western Victoria.[32] Natural gas is not supplied to all towns across the Shire but is available in Portland through AusNet Services.[33]
Transport	
Port of Portland	Currently the port acts as an intermodal link between land and sea transport.

[26] Victorian Government (2026) 'Rolling out Three-Year-Old Kindergarten' (weblink)
[27] Wannon Water (n.d.) 'Our water sources: Portland, Port Fairy, Heywood and Dartmoor' (weblink)
[28] Wannan Water (2022) 'Urban Water Strategy' (weblink)
[29] Wannon Water (n.d.) 'Our water sources: Casterton, Coleraine, Sandford and Merino' (weblink)
[30] Wannan Water (2022) 'Urban Water Strategy' (weblink)
[31] Wannan Water (2022) 'Urban Water Strategy' (weblink)
[32] Powercore website
[33] Ausnet website

Service/ infrastructure	Summary
	Infrastructure Victoria notes that Australia's port infrastructure would need to be upgraded to be able to receive and assemble offshore wind parts.[34] Developing and /or enhancing the freight precinct in and around the Port of Portland, a deep seaport, has been identified as important for key regional export industries and attracting new industries.[35]
Road freight	The existing road network has been identified as a significant constraint on the growth of Port operations. The local road network, in particular crossings over the Ring Road (Henty Highway) creates a barrier to the transport of large sections of wind turbines with the turbine parts not able to fit on some sections of road to/from the port.[36] More broadly, managing the traffic disruption from oversized loads associated with the development of wind farms will require coordination between industry and government departments, as well as local governments, communities and road users.[37] A key challenge is that average traffic movements per day on highways through Glenelg Shire is generally too low for DTP to justify significant duplication along the Henty and Princes Highways, therefore other factors need to be included when making the case for these types of upgrades, such as the car/truck impact differentials.
Rail freight	The Maroona to Portland rail line is currently limited to 40kph, making rail freight inefficient compared to B-double trucks. Upgrade of the rail is to start in the 2026/27 financial year and will enable heavier axle (23TAL) limits for trains and lift the speed limit to 80kph. It is estimated that upgrading the Maroona-Portland rail line will remove 68,000 truck trips each year.[38] It is anticipated the line will have an increase of usage due to the increased speed allowed, potentially up to 6-8 times the frequency of the one train per day currently.

[34] Infrastructure Victoria (2025) Victoria's 30-year infrastructure strategy 2025-2055
[35] Victorian Government (2014) Great South Coast Regional Growth Plan
[36] Glenelg Shire (2020) 'Portland Strategic Framework Plan'. (weblink)
[37] Infrastructure Victoria (2025) Victoria's 30-year infrastructure strategy 2025-2055
[38] Glenelg Shire Council (2024) Renewable Energy Situation Report

3. Impact analysis findings

This chapter outlines the current pipeline of major projects included in our analysis and their cumulative job, population, and housing and accommodation impacts. It identifies the key issues and opportunities related to these impacts for council and other stakeholders to consider.

Important note: The modelling in this chapter is based in part on inputs from proponents and council, and in part on assumptions made by SGS where there were data gaps. Proponents and council advised construction and operating phase full time equivalent (FTE) workforce requirements as well as capital expenditure, while SGS estimated the share of 'externally sourced workers', with this defined as workers who originate from outside the 'local region' that encompasses the LGAs of Glenelg, Grant, Mount Gambier, Wattle Range, West Wimmera, Southern Grampians, Moyne, Warrnambool, Naracoorte Lucindale, and Horsham.

3.1 Benefits of modelling the cumulative impacts of major projects

The analysis considers the cumulative impacts of major projects proceeding in the Shire, based on our point of time understanding of construction and operating phasing and their FTE workforce requirements across these phases. Modelling the cumulative impacts is distinct from calculating the aggregate impacts of the major projects being modelled to proceed in isolation.

The key benefit of modelling cumulative impacts, compared to simply aggregating project-specific estimates, is that it considers the ripple effects that the construction of one project is likely to have on the ability of another to come to fruition. The approach acknowledges that the major projects compete for scarce labour resources, and in absence of supply side interventions (e.g. intake of skilled workers, more housing), can have the consequences of:

- Increasing wages in the region
- Attracting more workers and population (families) to the region
- Increasing demand for population services (e.g. schools, health services) in the region, increasing both volume and price of these services
- Increasing demand for housing in the region, increasing house prices and housing construction, and eventually housing stock in the region
- Increasing costs of business in the region (mainly via higher wages), reducing output and employment in industries not directly related to the major project or population services, such as tourism or manufacturing.

The benefits of modelling cumulative impacts compared to discrete, or project by project analysis is shown in Figure 2.

Figure 2: Benefits of modelling cumulative impacts

Discrete impacts

- Case by case estimation of employment and housing impacts
- Sub-optimal outcomes as:
  - Ignores supply constraints = construction delays; housing price spikes
  - Inefficient resource allocation
  - Hinders accuracy of forward planning (project and demand for pop services)

Cumulative impacts

- Cumulative estimation better reflects real world conditions, whereby workers and dwellings can be shared between projects (where project delivery cycles are not parallel)
- Improves evidence base as it:
  - Accounts for supply constraints in workforce, housing
  - Enables service and infrastructure provision and planning
  - Enables identification of estimated pressure points and timing to intervene

Source: SGS Economics & Planning (2026)

It is important to note that this approach models the impact of proposed major projects. As such it does not consider changes to existing industry in the region in terms of business closure or contraction. If, for example, if the Aluminum Smelter were to cut their workforce, this would have a significant impact on the local workforce which is not captured in the model. In this way the outputs of the modelling are just one input into a series of considerations around workforce supply and capability, implications for service and infrastructure provision and their impact on the local economy.

Further details about the method used to model the cumulative impacts is described in Appendix D.

3.2 Major projects

This current state report considers the cumulative impacts of the projects outlined in Table 2.

Table 2: Proposed major projects

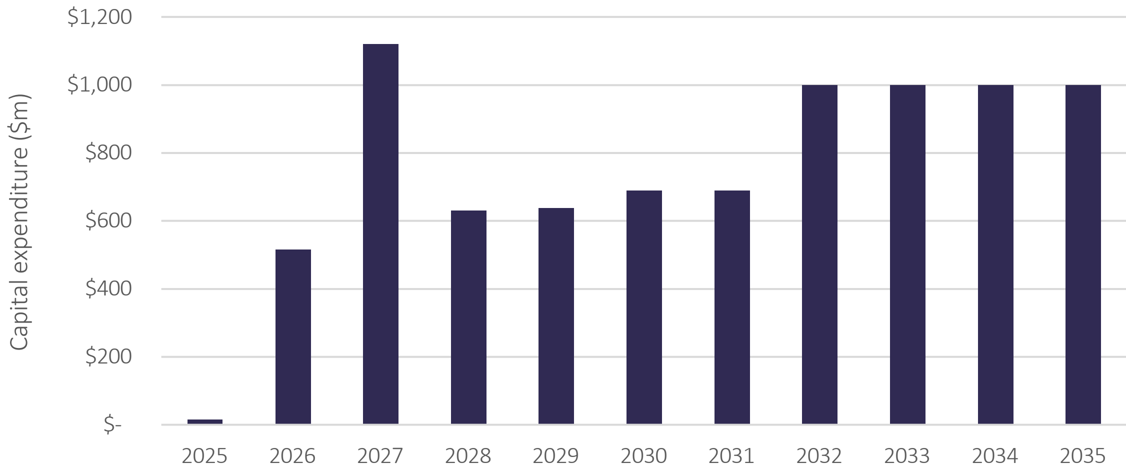
Project name	Estimated capital spend	Project delivery phase	FTE job years during delivery phase	% of externally sourced workers during delivery phase	FTE per annum during operating phase	% of externally sourced workers during operating phase
Kentbruck Green Power Hub	$1,200m	2027-2028	253	30%	15	25%
Portland Central	$30m	2025-2027	207	5%	122	0%
Yumbah Nyamat Abalone Farm	$60m	2027-2030	120	5%	90	0%
Portland Energy Park	$1,000m	2026-2028	150	30%	15	25%
Renewable Fuels Project	$1,800m	2029-2032	600	30%	80	25%
Spinifex Offshore Wind Farm	$4,000m	2032-2035	1,750	30%	350	25%
Future Fibre	$180m	2030-2032	160	5%	240	0%
Bulk Liquid Fuel Terminal	$18m	2029-2030	40	5%	10	0%
Portland Seaweed Production	$10m	2028-2029	80	5%	50	0%

Source: Glenelg Shire Council (2026)

Direct impact of projects over time

Total capital expenditure of the nine proposed projects sums to around $8.3 billion. The peak of this spend is in 2027, due to works on two relatively large projects, the $1.2 billion Kentbruck Green Power Hub and $1.0 billion Portland Energy Park projects, occurring at the same time. It then drops in 2028 but then increases again from 2032 to 2035 when the $4 billion Spinifex Offshore Wind Farm is expected to be delivered (shown in Figure 3).

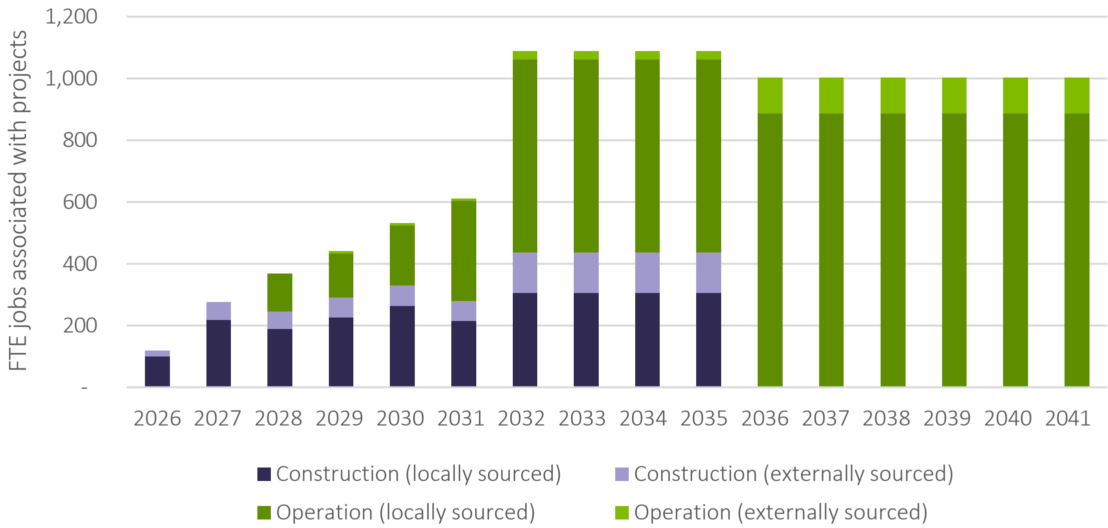
Figure 3: Capital expenditure timing associated with the nine proposed major projects, 2025-2035



Source: SGS Economics & Planning (2026)

Figure 4 illustrates the locally sourced jobs associated with the nine proposed major projects, based on indicative timelines. It splits the workers by locally sourced (from the local region) and externally sourced (from outside the local region). The share of locally sourced workers – represented by the darker shaded colours - must stem from reduced unemployed and/or underemployment in the region or higher participation levels, or from natural employment growth in the region (i.e. due to increased working aged population).

Figure 4: Direct jobs associated with the nine proposed major projects, 2026-2041



Source: SGS Economics & Planning (2026)

In Figure 4, the peak construction jobs between 2032 and 2035 are driven by job demand for the Spinifex Offshore Wind Farm project, which is currently modelled to require 1,750 FTE job years over four years (an average of 437.5 workers each year). Once this project is complete, operation jobs remain at around 1,000 direct jobs each year. It is important to note that this represents the direct jobs, which is an input into the cumulative impact analysis tool. The tool outputs relating to job impacts are described in Section 3.3.

3.3 Job impacts

The dashboard enables users to view impacts by 'Glenelg', by 'surrounding LGAs', and by the entire 'local region'. However, this part of the report assesses Glenelg impacts only.

Analysis outputs of relevance

All jobs

In the baseline scenario (i.e. if the major projects are not delivered), it is estimated that the number of jobs will increase from 9,038 in 2026 to 9,182 in 2041, reflecting an additional 144 jobs (fewer than 10 extra job per year, on average), or around 1.6% growth over the 15-year period.

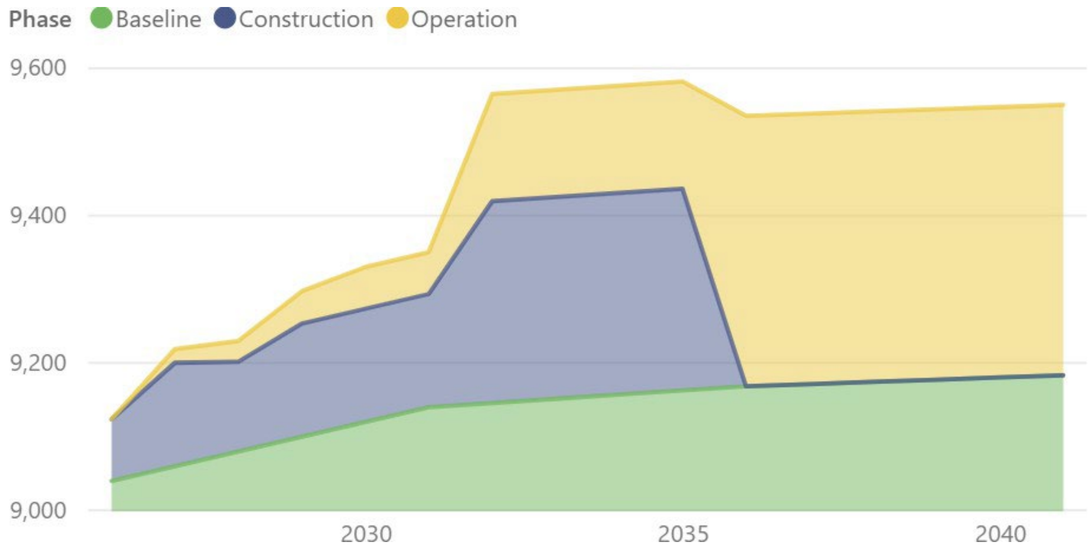
The scenario with nine projects delivered is modelled to have a moderate impact on local employment, as summarised below:

- **Construction phase impacts:** The modelling shows that at the peak of construction between 2032 and 2035; the nine proposed major projects generate 274 additional jobs in the Shire compared to the baseline. This total employment effect is lower than the number of direct construction jobs because:
  - It accounts for the fact that many of the workers employed to deliver the projects will be attracted from existing jobs in the region, due to the transient nature of some jobs (for example, construction workers usually transition from project to project), higher salaries compared to existing jobs, more engaging work, better working conditions, or other factors offered by the projects.
  - It accounts for limited capacity for secondary effects (e.g. additional jobs related to project supply chains and worker spending) to be captured in the Shire given the existing tight labour market which is modelled to be further stretched to support the direct construction jobs.

  Appendix D describes this dynamic in greater detail.
- **Operation phase impacts:** In the project scenario where all nine proposed major projects go ahead, Glenelg Shire is estimated to accommodate 9,549 jobs in 2041. This is 511 more jobs than in 2026, or an increase of around 5.6%. However, as noted above, 144 of the job's growth is expected in the baseline scenario, with the remaining 367 jobs modelled as being induced by operation of the projects.

Figure 5 shows the cumulative impact of the projects on jobs in Glenelg Shire.

Figure 5: Cumulative impact on total number of jobs, Glenelg Shire, 2026-2041

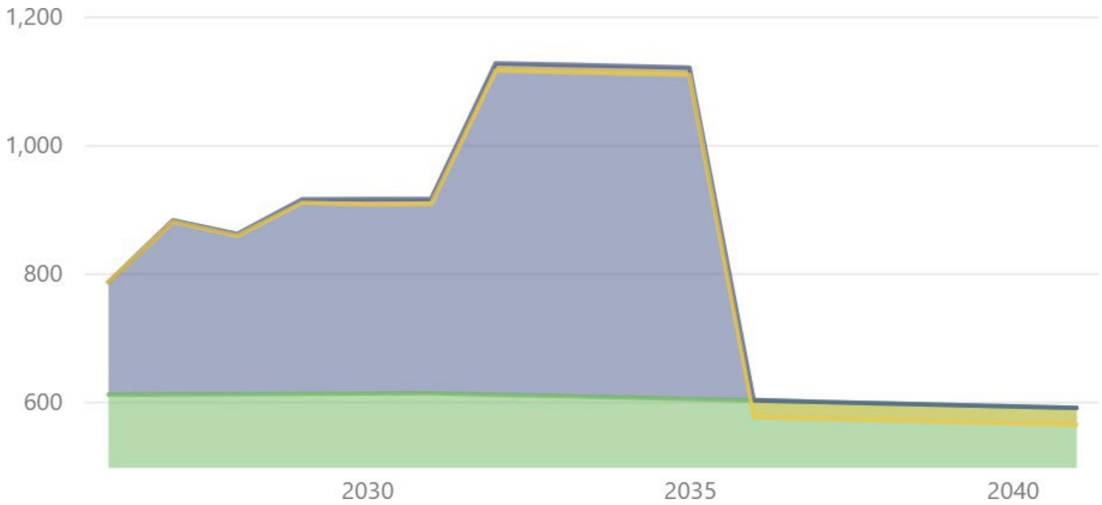


Source: SGS Economics & Planning (2026)

Construction industry jobs

The construction industry is one which will be largely impacted due to the capital works involved in delivering the proposed projects. The modelling shows that there will be around 516 additional construction jobs within the Shire compared to the baseline scenario at the peak of construction in 2032 to 2035, however, once construction on the projects ends by 2036, the number of construction jobs returns roughly to its baseline value. This reflects the transient nature of project-related workers in construction. Refer to Figure 6.

Figure 6: Cumulative impact on construction industry jobs, Glenelg Shire, 2026-2041



Source: SGS Economics & Planning (2026)

Traditional industry jobs

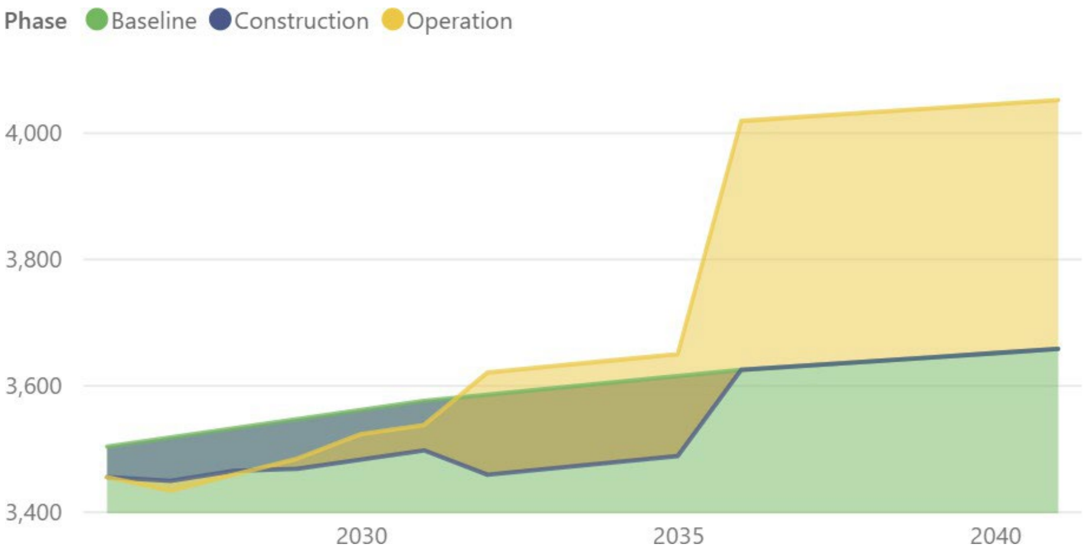
Traditional industries include well-established sectors of the economy, often characterised by mature business models, established practices, and conventional technologies[39].

Across the traditional industries, there is an initial fall in jobs throughout the construction phases of the nine proposed projects, peaking at around 127 fewer traditional industry jobs in the project scenario compared to the baseline scenario. This reflects that workers from these industries are expected to fill some of the worker demand throughout construction of the proposed projects.

The ongoing operation of the nine proposed projects is estimated to add approximate 394 jobs each year throughout the operation phases of the projects. This is largely driven by the increased need for workers in the electricity, gas, water and waste services industry given the nature of the proposed projects and suggests a need to upskill workers in this industry.

Refer to Figure 7 for an illustration of project impacts compared to the baseline.

Figure 7: Cumulative impact on traditional industries jobs, Glenelg Shire, 2026-2041



Source: SGS Economics & Planning (2026)

Population serving jobs

Population services refer to industry sectors that provide goods and services directly to local residents, with employment in these industries often heavily driven by population size.[40]

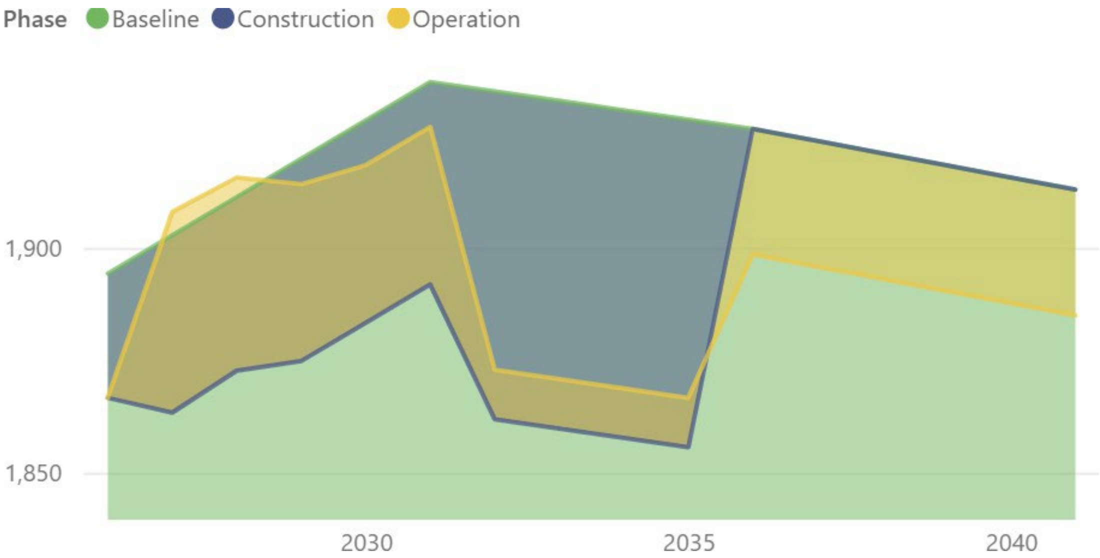
[39] Traditional industries include the following ANZSIC 1-digit categories: 'Agriculture, Forestry and Fishing', 'Mining', 'Manufacturing', 'Electricity, Gas, Water and Waste Services', 'Wholesale Trade' and 'Transport, Postal and Warehousing'
[40] Population services include the following ANZSIC 1-digit categories: 'Retail Trade', 'Accommodation and Food Services', 'Arts and Recreation Services' and 'Other Services'

Compared to the baseline, there is estimated to be around 73 fewer jobs in population serving industries during the peak of the construction (from 2032 to 2035), as workers from these industries move to fill demand from the projects.

During operation of the nine projects, there is estimated to be around 28 fewer jobs in population serving industries compared to the baseline scenario, resulting in no growth in the sector from 2026 to 2041.

Refer to Figure 8 for an illustration of project impacts compared to the baseline.

Figure 8: Cumulative impact on population services jobs, Glenelg Shire, 2026-2041



Source: SGS Economics & Planning (2026)

Health and education jobs

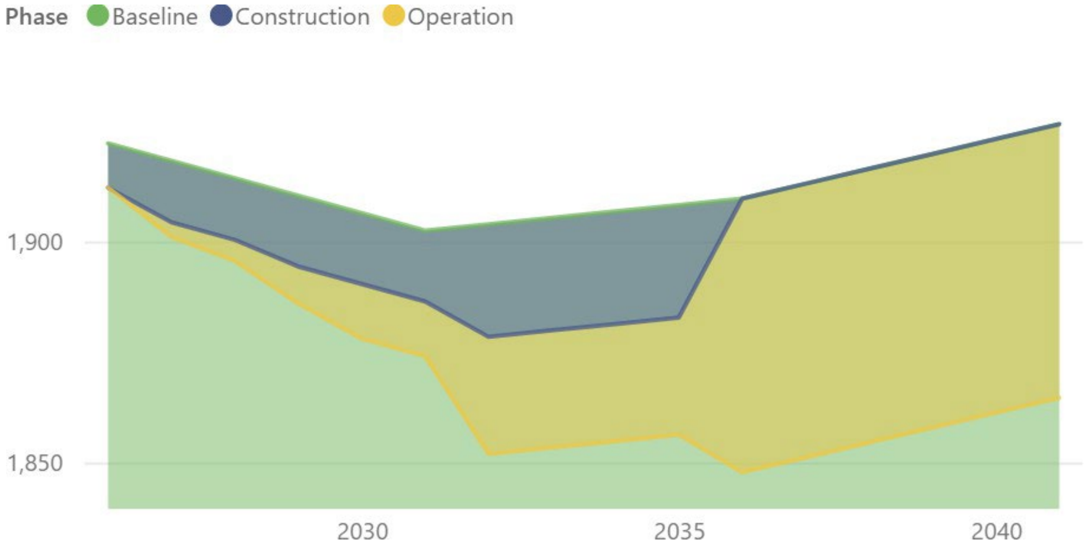
Health and education industries are grouped together to capture their impact on societal well-being and enhancement of human capital. While there is some overlap with the population-serving nature of local health care services and school education, the health and education sector is often considered to be a 'non-market' sector and typically is better funded or heavily regulated by governments.[41]

Compared to the baseline scenario, there is estimated to be a peak fall of approximately 25 jobs throughout the construction phases of the nine projects and a loss of 62 ongoing jobs throughout the operation phases. While current worker mobility patterns indicate workers in health and education may be able and willing to fill some of the worker demand required throughout the operation of the nine proposed projects, managing any losses to the size of these workforces will be important for the wellbeing of society, as demand for health and education may increase as more people move to the Shire.

[41] Health and education industries include the following ANZSIC 1-digit categories: 'Health Care & Social Assistance' and 'Education & Training'

Refer to Figure 9 for an illustration of project impacts compared to the baseline.

Figure 9: Cumulative impact on health and education jobs, Glenelg Shire, 2026-2041



Source: SGS Economics & Planning (2026)

Knowledge based jobs

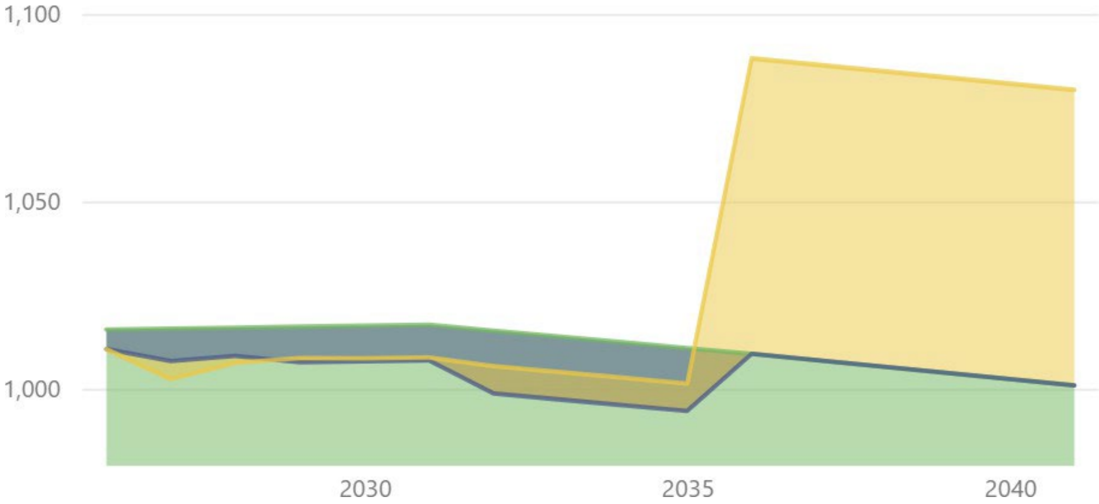
Knowledge industries include industries with a focus on intellectual activities, such as information technology, research and development, and consultancy.[42]

Jobs in knowledge industries are estimated to fall slightly during the construction phases (by around 17 jobs at peak construction), however, during the operation phases of the projects, demand for workers in these knowledge industries will increase by around 79 jobs per annum, as knowledge industries provide a lot of administrative and operational support which will be essential for the ongoing running of the major projects.

Refer to Figure 10 for an illustration of project impacts compared to the baseline.

[42] Knowledge Industries include the following ANZSIC 1-digit categories: 'Professional, Scientific & Technical Services', 'Financial & Insurance Services', 'Administrative & Support Services', 'Information Media & Telecommunications' and 'Public Administration & Safety'

Figure 10: Cumulative impact on knowledge industries jobs, Glenelg Shire, 2026-2041



Source: SGS Economics & Planning (2026)

Impacts and opportunities to consider

The projects are expected to lead to an uptick in demand for workers across a range of industries, in an economy that is already facing workforce challenges arising from low unemployment rates, an ageing population and relatively low educational attainment.

Worker shortages in regional areas can be considered to result from three different but interrelated drivers. These are:

- Workforce capacity gap
- Skills/knowledge gap
- Regional attraction gap.

Addressing these workforce challenges, along with other supply-side constraints (e.g. housing supply), will be critical to alleviating labour market pressures and mitigating the displacement of jobs from existing businesses in the Shire, thereby maximising the economic benefits to the Glenelg Shire in terms of net employment growth.

The three worker shortage drivers are described in greater detail below.

Workforce capacity gap

The workforce capacity gap refers to a situation where the labour market more broadly has the necessary skills or knowledge, but it is shallow or not attracted to the sector itself. This is closely associated with regional Victoria having a shallow and geographically dispersed labour market with many industries competing for the same skills (for example industrial electricians, software developers).

As outlined in Section 2.2, the Shire is already facing labour shortages, as illustrated by its relatively low unemployment rate of 3.3% (during the September 2025 quarter). Having a limited number of major employers in the Shire has also likely contributed to low worker mobility and the relocation of younger skilled workers to other regions that may provide more opportunities in terms of education and employment.

As new projects come online to take advantage of government initiatives such as the Portland Economic Diversification Plan and Fund and the development of Renewable Energy Zones, many new job opportunities are likely to come online in Glenelg Shire in the next decade, drastically changing the local labour market. The similarity in skills demanded across many of the proposed projects means there will be strong competition for workers with skills in construction, renewable energy sectors and supporting occupations, and there will be opportunities for workers to move between adjacent fields or projects.

Workforce capacity gaps are often best addressed by increasing awareness and uptake of existing training opportunities, rather than the creation of wholly new subjects or courses of study.

Skills/knowledge gap

The skills/knowledge gap reflects where there is a fundamental lack of the necessary skills and knowledge needed for the sector to establish or grow. This also covers gaps between formal education and job performance, where the latter relies on knowledge and experience impossible to gain through the former.

Demand for workers in related sectors across the Shire will increase throughout the construction and operation phases of the proposed projects. This net increase in demand for workers will generate a need for skilled workers across a range of industries:

- The majority of demand for construction workers will likely come from those already employed within the industry. While their skillset will largely be transferrable, some workers may need to acquire specialist skills directly relevant to the proposed major projects.
- Increased demand for electricity, gas, water and waste services jobs suggest a need to upskill workers in this industry. Demand for these skills will be high not only in Glenelg Shire but also across the Victorian (and Australian) economy as electrical trades are in demand in all areas of the renewable energy and electrification transition and so demands for these skills are very high.
- Workers in many knowledge industries will also be essential, especially during the operation phases of the proposed projects. The net increase in demand for jobs across these industries suggests a need to develop or attract new skills.

There is likely to be a need for more workers in the renewable energy sector, however, as discussed in Section 2, a particular challenge with finding workers for renewable energy projects tends to be around the mobility of labour and opportunities for cross-skilling and up-skilling.

The Victorian Government is looking to work towards a clean economy in a planned way that will assist existing industries to manage the transition of their workforce. The Victorian Energy Jobs Plan, due to be released in 2026, will outline the actions we need to take to develop an energy workforce to support this transition. Actions in the plan will identify ways that individuals and businesses may seek support to enter and excel in the energy workforce, access education and training opportunities and grow industry confidence.[43] The Victorian Government has also committed to fund the Renewable Hydrogen Worker Training Centre and the Wind Worker Training Centre, which will provide training opportunities for workers in the sector.[44]

Giving workers from the Shire access to these training opportunities or attracting skilled workers may be a challenge due to the geographic distance between the Shire and training institutions. Infrastructure Victoria has identified that around 20% more space will be required to meet expected enrolments in all sectors (especially the trades, healthcare and the energy transition) by 2036.[45] However, campuses it has identified for expansion are located in larger cities such as Ballarat, Bendigo and Geelong, which are all a three hour drive from Glenelg Shire whose only tertiary education institution is the Portland Campus of Southwest TAFE.

Skills/knowledge gaps are most effectively addressed through new training opportunities covering the novel subject, technology or process.

Regional attraction gap

The regional attraction gap refers to worker shortages where the broader labour market has the necessary skills and knowledge but are not compelled to move to jobs in regional areas. The increased demand for workers for the nine proposed projects increases the need for the Shire to attract a skilled workforce to its regional location.

Regional attraction gaps can be addressed by interventions that raise the quality of life and work in regional areas, such that they are more attractive to workers currently residing in metropolitan areas. Given that most migrants to the Shire tend to be relocating from other regional areas, increasing liveability is particularly important as attracting metropolitan workers who are simply seeking a sea change is unlikely to provide enough of a boost to its workforce.

The following elements are often key to improving the liveability of a regional area:

- Access to health services: Health care services and the quality of those services are a key component in all liveability assessment. For families, millennials and professionals it is particularly important to have access to a general practitioner and chemist within their local community, and for other health services to be easily accessible (if slightly further away).
- Access to education services: Many families consider schooling to be a major factor in their decision to relocate, and having several schooling options can greatly increase the attractiveness of a region. For secondary schools especially, offer a range of subjects, depth of teaching and extra-curricular activities are valued by families in the community. Increasing access to tertiary education would also help minimise the outflow of young people.
- Cost of living: A good balance between employment remuneration, affordable housing options and living expenses such as food, travel costs, and services is important for liveability.
- Amenity: The natural, physical and cultural attributes of an area are key to the community's wellbeing, and often what drives people out of metropolitan areas to the regions.

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[43] Victorian energy jobs plan. (weblink)
[44] Department of Jobs, Skills, Industry and Regions (2023) 'Clean Economy Workforce Development Strategy 2023 to 2033'. (weblink)
[45] Infrastructure Victoria (n.d.) 'Education and training'. (weblink)

- **Connection to community:** Social connection with the community is important for all residents. This might look like good telecommunications and transport connections for young people to keep in touch with and visit friends and family, as well as good school and sporting communities for families with children.
- **Lifestyle and opportunity:** Often regional areas are known for their slower pace of life than in metropolitan areas, shorter commute times, increased leisure time and the ability to reassess personal values.[46]

3.4 Population impacts

The dashboard enables users to view impacts by 'Glenelg' and by 'surrounding LGAs'. This part of the report focusses on the Glenelg impacts only. That is, impacts to the surrounding LGAs are not presented or discussed.

Analysis outputs of relevance

In the baseline, the Shire's population is forecast to increase from around 20,026 people in 2026 to 20,297 people in 2041, reflecting an increase of 271 people (fewer than 20 people per year, on average), or around 1.4% growth over the 15-year period. In line with existing trends, this growth is likely to be concentrated in and around Portland, with many other parts of the Shire continuing to experience population decline (see Section 2.2 and Appendix A for further detail).

Construction activity is modelled to increase the Shire's population above the baseline level by a peak of 197 people in 2032 to 2035. At the same time, operation of previously completed projects (for example, high employing projects such as Future Fibre, Portland Central and the Renewable Fuels Project are expected to be online by or from 2032) are modelled to increase the Shire's population by a further 177 people. Project related population growth increases further from 2036, with 477 operational jobs modelled ongoing to 2041 and beyond.

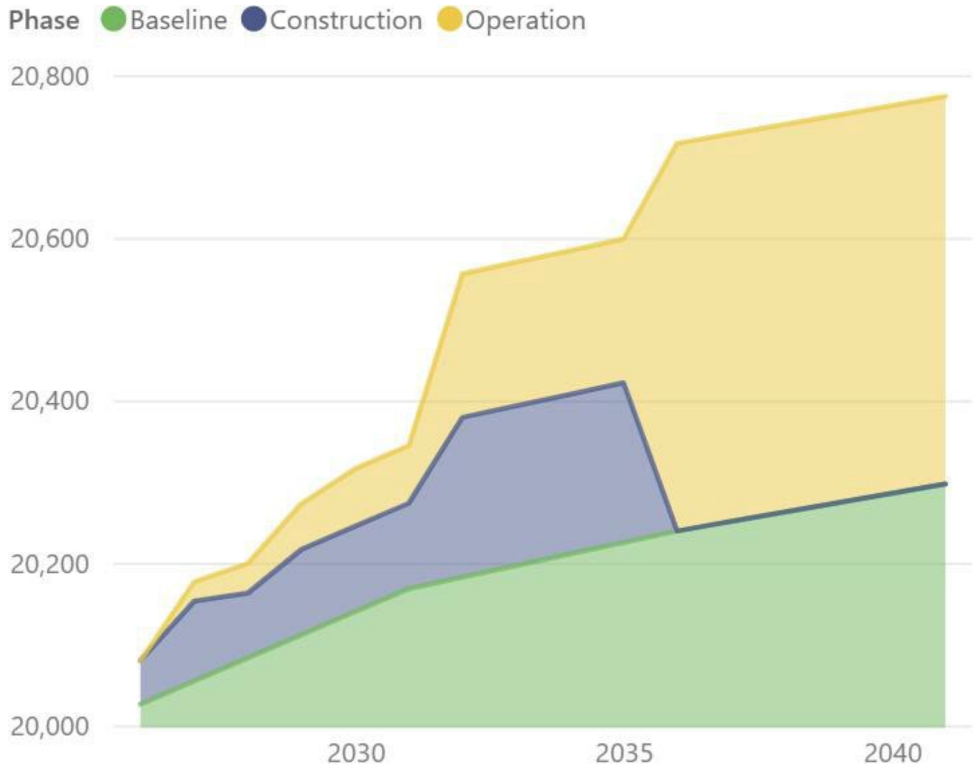
Following delivery of Spinifex Offshore Wind Farm, the induced population related to construction activity is modelled to depart the region entirely. This reflects a modelling assumption that construction workers are attracted to the Shire on a temporary basis only, although it is feasible that some of the 'construction' workers convert to 'operational' workers and are reflected as ongoing residents in that category.

In the projects scenario, the Shire's population is modelled to reach 20,774 in 2041. This is 748 higher than the 2026 value (3.7% higher), however, note that 271 of this is modelled to occur in the baseline scenario, with 477 being the element of growth that is attributable to the projects being delivered.

Figure 11 illustrates the difference between Glenelg's population in the baseline and project scenarios.

[46] Regional Australia Institute (2021) 'Strengthening Liveability: A Toolkit for Rural and Regional Communities Looking to Grow'. (weblink)

Figure 11: Cumulative impact on population, Glenelg Shire, 2026-2041



Source: SGS Economics & Planning (2026)

Impacts and opportunities to consider

As described above, population is forecast to increase by 271 people from 2026 to 2041 in the baseline, reflecting a 1.4% increase over the period. Population growth is higher in the project scenario at 748 people over the same period, reflecting a 3.7% increase. Figure 11 shows that the project induced growth is expected to be fairly evenly distributed across the 15-year period, due to the differing project timings and the staged construction and operating phases of the projects.

The difference in population growth between the baseline and project scenarios is mostly negligible within the context of the broader population base; however, the extra growth in the Shire in the project scenario will trigger some localised impacts of relevance to some service and infrastructure types. This section discusses some of the impacts and opportunities arising from the forecast population growth.

Early years services

Although the Shire has a relatively low unemployment rate (a metric that considers only those who are actively seeking employment), it has a relatively high share of the population not engaged in the labour market (a metric that captures all residents). Refer to Appendix A for further detail.

While the low participation rate largely reflects an ageing population, part of the disengagement can be attributed to an inability of some families to access childcare. For instance, there were 173 children on waiting lists for council-managed early years programs in 2023 (refer Section 2.3), and this is likely to have prevented some parents from seeking employment.

The current childcare challenge is caused by two main factors:

- **Asset supply**. There are currently nine fully operational childcare centres and kindergartens in Glenelg Shire, with a combined capacity for 478 children. As noted above, these are insufficient for the current demand, with 173 children on waiting lists for council-managed centres.
- **Staffing supply.** Stakeholders noted that the State Government incentives to attract and recruit Early Years workers to the Shire have not had a material impact on growing the local early years workforce. It is difficult to attract and retain early childhood staff, with housing affordability and availability being one of the many challenges for workers on childcare wages. Deakin University in Warrnambool offers the nearest early childhood education program, including Certificate III in Early Childhood Education and Care which is part of the free TAFE program aimed at developing skills in high demand areas. A Glenelg Shire Early Years Workforce Plan has been developed to guide the actions, initiatives, and resource of key sector stakeholders engaged in the delivery of early years services in the Shire of Glenelg.
- **Extended Three-Year-Old Kindergarten.** The Victorian Government has set an ambitious target that by 2029, all Victorian kindergarten services will be delivering 15 hours of funded kindergarten programs to children in the two years before they start school. This is a greatly expanded offering to the children of Victoria; one which will require additional assets, alternative programming and additional staffing to be delivered. The Early Years Workforce Plan will assist in addressing worker shortages, however existing infrastructure will also need to work harder to meet the needs of more children.

Reflecting that existing assets are insufficient, there are three Early Years education centres which have either been recently delivered but have not yet achieved full operation, or are soon to be delivered. These include:

- Portland (Bundarra) – with a capacity of 66 children
- Portland South Primary School Early Learning & Childcare Centre – opening early 2026, with a capacity of 57 children
- Early Learning and Childcare Centre in Casterton – opening date and capacity to be confirmed.

While these centres will go some way to addressing current challenges, they do not address the staffing supply issue, and they may not be sufficient to address the influx of children associated with ongoing operation of the major projects.

Current and future childcare centre challenges would be exacerbated in a scenario whereby the major projects proceed and population increases. For incoming families, the result may be single worker households, whereby the new worker attracted into Glenelg Shire is productively engaged to deliver or operate a major project, while their partner may not be able to work because of family duties imposed on them due to lack of childcare options. Therefore, expanding the provision of early years services within the Shire has the potential to lift workforce participation, thereby easing labour market constraints and enabling the region to capture a greater share of employment growth from major projects.

Other education services, health services, and community infrastructure

The dashboard contains attributes for other education services (public primary and secondary schools), health infrastructure (hospitals, medical centres and clinics, and other services), and community infrastructure (libraries and performing arts venues). At the time of drafting this report, details about the capacity and utilisation of these assets and services were unknown and, therefore, extensive commentary about the impacts to them could not be provided. However, given the project induced population impacts are modelled to be gradual between 2026 and 2041, and because project impacts peak at 477 additional residents (equivalent to around 32 new residents each year, on average), it is possible that project induced impacts could be managed by existing assets and services unless utilisation of those assets and services is currently at or very close to full capacity.

Transport and utility infrastructure

Similar to education, health and community infrastructure, the project induced population impacts on transport, and utility infrastructure is likely to be able to be managed by existing assets, unless there are currently critical pinch points or asset condition issues that need to be resolved.

A large proportion of the impacts on the transport and utility infrastructure assets is likely to be related to delivering and operating the projects themselves. For example, truck movements to deliver construction materials and remove waste, energy and water demand during construction and operation, demand on the port for imports and exports, etc. These attributes are included in the dashboard, however, at the time of drafting this report the inputs from proponents had not been collected and so SGS could not provide commentary on the magnitude of impacts.

3.5 Housing and accommodation impacts

Analysis outputs of relevance

Changing household structures is seeing an appreciable increase in dwelling demand, even in the baseline. In the baseline, the number of dwellings in Glenelg Shire is expected to increase from 10,487 in 2026 to 11,189 in 2041, reflecting an increase of 702 dwellings, or around 6.7% growth over the period. Construction and operation of the nine proposed projects increases the demand for dwellings, with a peak increase of 273 additional dwellings demanded from 2032 to 2035 in the project scenario compared to the baseline scenario. Following delivery of Spinifex Offshore Wind Farm, the ongoing uplift in demand for housing is modelled to stabilise at 236 dwellings. Refer to Figure 12.

Figure 12: Cumulative impact on dwellings, Glenelg Shire, 2021-2041

Source: SGS Economics & Planning (2026)

Impacts and opportunities to consider

The analysis indicates that the project related demand for housing increases each year, suggesting that permanent housing solutions to accommodate the project workforce may be appropriate, rather than temporary housing solutions. Addressing this demand will be critical, as without it, the worker and population growth will be constrained, and pressures on existing workers to support delivery and operation of the major projects will be strained and/or the major projects will not proceed. Insufficient housing could also manifest in higher land values and rental prices, which would impact all residents including those not directly involved in project delivery.

Access to *suitable* housing is also critical to attract and retain key workers, that is, housing that is affordable (no more than 30% of the worker's income) and in proximity to the individuals place of work while also being centrally located and accessible to services. Access to affordable key workers housing is a significant issue in Glenelg and the southwest region.[47]

Housing supply has already been identified as a barrier to creating jobs and attracting new industries in Portland.[48] With slow dwelling growth forecast across the Shire,[49] it is likely that project proponents will need to work together and with local government to understand housing demand and develop long-term solutions together. Possible opportunities include arrangements between proponents and accommodation providers[50].

[47] Charter Keck Cramer (2023) A Vision for Key Worker Housing. Prepared for Barwon South West.
[48] State Government of Victoria (2022) 'Media Release 6 June 2022, More Jobs and Worker Housing in Portland'. (weblink)
[49] Victoria Planning Authority (2020) 'Key and Essential Worker Housing Supply Action Plan' (weblink)
[50] Regional Development Victoria (2026)

4. Next steps

The nine proposed major projects are modelled as having a combined capital spend of over $8 billion, and a peak direct construction workforce of over 400 FTE workers from 2032-2035. Additionally, several of the projects will require a large operational workforce, and in total the projects are expected to directly support around 1,000 FTE jobs annually once all projects are operational. The outputs of these assumptions, provided in Section 3, demonstrate the cumulative impacts on local employment, with workers modelled to transition from existing jobs, move into the Shire, or be sourced from unemployment and underemployment to service the direct and indirect project effects.

The next steps recommended for Council to undertake are:

1. Update and populate the tool inputs to ensure the dashboard presents accurate impacts
2. Assess and understand project impacts, and undertake scenario modelling
3. Plan for impacts, including working with and advocating to various stakeholders

While presented sequentially above, updates will be an iterative process, with the tool inputs expected to be continually revised as attributes of existing projects change or as new projects are announced. This will mean that Council will need to continually review and plan for expected project impacts.

The steps are described in greater detail below.

Step 1. Update and populate the tool inputs to ensure the dashboard presents accurate impacts

At the time of drafting this report, many of the model inputs were incomplete or included as placeholders only. For instance:

- The share of the workforce sourced from outside the region is based on assumptions made by SGS; proponents have not supplied this input
- No proponent data had been entered regarding their direct infrastructure requirements (e.g. truck movements, electricity consumption, use of the Port of Portland, etc.)
- Asset condition and capacity and utilisation data had been input by SGS, however, these were made up values that are unlikely to reflect the actual asset and service environment.

The priority next step for Council must involve collecting inputs from project proponents and working with asset and service providers to understand their existing capacity and utilisation levels. Doing so will mean that the dashboard outputs are as accurate as possible. Step 2 should only be considered once all tool inputs have been collected.

Step 2. Assess and understand project impacts, and undertake scenario modelling

Following Step 1, Council may undertake scenario testing by changing which projects are included and excluded, or changing project attributes (e.g. changing their timing, adjusting the share of externally sourced workers, etc.).

Council should assess and understand these impacts, including impacts to existing industries, employment growth, population growth, and dwelling demand.

Step 3. Plan for impacts, including working with and advocating to various stakeholders

While the projects represent a considerable economic boost to the region and will diversify the economy, the modelling shows that many of the required jobs will be filled by existing workers in the Shire because of the existing tight labour market and the regional setting (i.e. difficulty in attracting workers from capital city centres or other large employment centres). This transfer of employment dampens the population and dwelling demand impacts, however, there are likely to be some localised impacts which will need to be understood in greater detail. Council will need to work with proponents and other levels of government to plan for these impacts.

Opportunities include:

- Workforce capacity gap, skills/knowledge gap, regional attraction gap. The modelled job losses in traditional industries, population serving industries and health and education industries are in part due to workforce capacity gaps, skills/knowledge gaps, and regional attraction gaps. The job losses will impact on existing businesses and may detract from the vibrancy of retail centres and the level of healthcare and education services which can be provided locally. Government and businesses should work together to attract additional permanent residents into the region (beyond the baseline forecast), to support continuation of existing industries at baseline levels. Doing so would minimise the adverse employment effects of major project delivery in the region, thereby capturing a greater sharing of the economic opportunities generated by the major projects.

  Other opportunities to consider include supporting local businesses to scale up and operate with greater economies of scale (that is, increase output per worker), including via implementation of technology and use of new equipment to increase output without additional employment. Such initiatives are more likely to be successful in traditional industries rather than the labour-intensive population serving and health and education industries.

  Housing. The analysis indicates that the project related demand for dwellings increases each year, suggesting that permanent housing solutions to accommodate the project workforce may be appropriate, rather than temporary housing solutions that are often provided to house the construction workforce. Council should work with the project proponents to better understand their housing needs (i.e. the size of the workforce they intend to source from outside the local region), and coordinate delivery of suitable housing that can be used throughout the various construction and operating phases of the projects. Expanding the supply and quality of housing can also help address workforce attraction challenges, serving as a key lever to attract and retain new workers in the Shire.

- Other infrastructure. Based on the modelling, population related impacts to education, health, community, transport and utility infrastructure and services is expected to be able to be mostly managed by existing assets a services, unless there are currently critical pinch points or asset condition issues that need to be resolved, or unless population impacts consolidate intensively in particular areas, in which case intervention may be required.

  Project delivery and operation impacts are expected to have a larger impact on some infrastructure types (mainly transport and utilities), due to the high truck movements, dependency on the Port of Portland, and high reliance on water, electricity and gas to deliver the major projects. While these attributes are included in the dashboard, they were unknown at the time of drafting this report and, therefore, commentary on the magnitude and location of impacts could not be quantified.

Appendix A: Policy review and social and economic context

A.1 Policy context

There are several key government policy areas helping to shape economic development in the Shire. Decarbonisation, part of a global shift away from a reliance on fossil fuels, is changing the energy landscape and seeing major energy production, transmission and storage projects across Australia, including in Glenelg Shire. Addressing workforce shortages in many key sectors and efforts to develop a future ready workforce is a key focus area of all levels of government. Providing adequate housing will also be key to supporting this workforce.

Decarbonisation and a shift to renewable energy

State and federal government policy focused on decarbonisation and the shift to renewables is driving investment in renewable energy projects across Victoria, including the Glenelg Shire.

In 2022 the Australian Government legislated emissions reduction targets of 43% by 2030 and net zero by 2050 as part of its Powering Australia plan. In 2025, the Australian Government announced a 2035 target of 62% to 70% reductions in emissions below 2005 levels by 2035.[51] These targets aim to push the transition to renewable energy at accelerated levels with many projects planned in or near Glenelg Shire to meet targets.

The National Energy Transformation Partnership, established in 2022 and updated in 2025, provides the framework for the Australian Government and state and territory governments to collaborate on the transformation of Australia's energy systems to net zero by 2050. Key issues of relevance include:

- Unlocking Australia's industrial transformation and energy export opportunities,
- Continuing to support investment and delivery of new firmed renewable generation, storage capacity, and transmission, and
- Ensuring system strength, resilience and security as our energy system evolves.[52]

The Victorian Government's Renewable Energy (Jobs and Investment) Act 2017 has legislated energy targets for 65% of the state's electricity to come from renewable sources by 2030 and 95% by 2035 to meet its climate target of net zero emissions by 2045. The act identifies legislated offshore wind energy generation targets of at least 2 gigawatts (GW) of generation capacity by 2032; 4 GW by 2035 and 9 GW by 2040. Legislated energy storage targets are for at least 2.6 GW of energy storage capacity by 2030 and at least 6.3 GW by 2035.[53]

VicGrid's Victorian Transmission Plan identifies the renewable energy zones (REZs) and supporting transmission infrastructure required to achieve the government's renewable energy goals. It is a 15-year plan which aims to provide certainty for investors in renewable energy as to where to invest and is to be updated every four years. The Victorian Transmission Plan outlines six proposed REZs, a proposed Gippsland Shoreline Renewable Energy Zone for offshore wind, and the necessary transmission network upgrades and four new transmission projects.

[51] Department of Climate Change, Energy, the Environment and Water (2025) 'Powering Australia', Australian Government. (weblink)
[52] Energy and Climate Change Ministerial Council (2025) 'National Energy Transformation Partnership'. (weblink)
[53] Renewable Energy (Jobs and Investment) Act 2017

Of relevance to Glenelg Shire, one area was reviewed for being included in the proposed South West REZ, located to the north east of the Shire (Figure 13) [54] known as the Dundas Tablelands. Subsequently, since the finalisation of this report, the *2025 Victorian Transmission Plan* did not declare the Dundas Tablelands as a REZ, however it may get reconsidered in the future.

Figure 13: Proposed South West Renewable Energy Zone

Source: VicGrid 2025

The Victorian Transmission Plan also identifies seven transmission infrastructure investment programs needed over 2025-2040, to enable development of renewable energy zones and offshore wind energy (Figure 14).

[54] Note that the proposed REZ may change slightly as consultation remains open until 15 March 2026. VicGrid (2025) '2025 Victoria Transmission Plan'. (weblink)

Figure 14: Map of the seven Victoria Transmission Plan priority transmission programs

Source: Victorian Transmission Plan 2025

Plan for Victoria, the first statewide strategic plan for Victoria, aims to enable the supporting infrastructure that businesses need to thrive, including access to affordable and reliable energy, to maximise local and state-wide benefits of the renewable energy transition. In line with the Victorian Transmission Plan 2025, it recognises the land preferred for renewable energy transmission infrastructure in planning schemes, in order to make it easier for everyone to know where new energy infrastructure is best located.[55]

As an advisory body, Infrastructure Victoria's 30-year infrastructure strategy 2025-2055 takes a long term, evidence-based view on infrastructure planning and establishes an energy transition project pipeline to track key energy projects and coordinate enabling infrastructure. The strategy identifies several challenges associated with building the new renewable energy generation, storage and transmission infrastructure required to meet Victoria's net zero emissions targets. This includes rising costs, supply chain disruptions, long approval times, some community opposition, policy uncertainty and physical limitations such as transmission network limits and inadequate roads. Workforce shortages are significant challenge. Victoria is competing with other states for skilled construction and power systems workers.[56]

Jobs and skills

The Federal Government established Jobs and Skills Australia in 2022 to help inform employment, workforce and skills policy and to generate the data and evidence required to help inform current and future skills needs. The Jobs and Skills Report 2025 – Connecting for Impact: Aligning Productivity, Participation and Skills identify a number of barriers to productivity and participation in the current labour market:

- Limited access to training, misalignment between qualifications and job readiness, challenges attracting and retaining workers all constrain the supply of suitable workers. A challenge exacerbated by demand outpacing supply.
- Widespread recruitment and retention challenges contribute to high recruitment costs, increased workloads for remaining staff and reduced productivity and revenue.
- Regional participation is disproportionately affected by socioeconomic and structural barriers such as essential service vacancies, infrastructure and transport limitations and foundational skills gaps.

The report also states the importance of a national skills system that is connected, coordinated, and responsive, in order to improve matching in the labour market. As Australia's labour market evolves, stronger alignment across education, migration, and workforce planning is essential to support inclusive participation, improve productivity, and ensure the system can meet future challenges.[57]

The Victorian Government Economic Growth Statement sets out key actions to enable both government and business to build a strong economy and future. One of the 4 key actions is to support the building of new skills to make sure the state continues to have the right workers with the right skills. It also draws particular attention to the role of Regional Victoria in terms of advanced manufacturing and the circular economy sector, and therefore the need to enable growth in these regions to expand these industries.[58]

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[55] Department of Transport and Planning (2025), 'Plan for Victoria', Victorian Government. (weblink)
[56] Infrastructure Victoria (2025) 'Victoria's 30-year infrastructure strategy 2025-2055'. (weblink)
[57] Jobs and Skills Australia (2025) 'Jobs and Skills Report 2025 – Connecting for Impact: Aligning Productivity, Participation and Skills', Australian Government. (weblink)
[58] Department of Treasury and Finance (2025) 'Economic Growth Statement – Victoria: Open for Business', Victorian Government. (weblink)

The Glenelg Shire Council and Wellbeing Plan 2025-2029 sets out the following Vision for the Shire:

> 'By 2040, Glenelg Shire is known as a very livable region of Australia, featuring rich First Nations heritage, outstanding natural beauty and providing access to diverse economic and educational opportunities.'

The plan identifies a number of actions to grow the economy including:

- A focus on growth, diversification and innovation
- Collaborative to support attraction and retention of skilled workforce

The Plan recognises the role of housing in enabling a growing economy. It also looks for positive community and economic benefits for the community from business/industry investment.

Housing and affordability

In 2023, the Victorian Government released Victoria's Housing Statement which set a target to build 425,600 homes across Regional Victoria by 2051. To support this, it committed to providing:

- A new $1 billion Regional Housing Fund to deliver more than 1,300 new homes across regional Victoria, including a mix of social and affordable housing
- $150 million in a Regional Worker Accommodation Fund to provide new housing options for regional communities where key workers are struggling to find affordable places to live
- One-quarter of its $5.3 billion Big Housing Build to deliver social and affordable homes across Regional Victoria
- Boosting housing supply in Regional Victoria via the Development Facilitation Program to streamline the planning process for significant regional housing developments which are worth at least $15 million and deliver at least 10% affordable housing, including build-to-rent projects.[59]

In 2024, the Victorian government released housing targets for every local government area across Victoria, to support realistic opportunities for new development to deliver the targeted number of homes. Glenelg Shire has a target of 1,400 homes by 2051.[60]

The Portland Strategic Framework Plan identifies strategic advantages, addresses key challenges and sets a vision to guide the sustainable growth and development of Portland to 2040. Published in 2020, the plan recognises challenges for growth such as limiting urban encroachment into highly productive agricultural areas, overcoming constraints to the expansion of the Port of Portland and the development of related industries in the port precinct. It recognises the need to accommodate population growth to support its future workforce and identifies opportunities to unlock vacant lots for development as a priority, to create more attractive sites for residential growth and more diverse housing types.[61]

Neighbouring councils are also seeking ways to increase housing provision. For example, Warrnambool City Council have lodged a ministerial permit (PA2503825) for the construction of a multi-dwelling

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[59] Department of Premier and Cabinet (2023) 'Victoria's Housing Statement', Victorian Government. (weblink)
[60] Department of Transport and Planning (2024) 'Housing targets ', Victorian Government. (weblink)
[61] Glenelg Shire (2020) 'Portland Strategic Framework Plan'. (weblink)

affordable and key worker housing development that includes 50 dwellings (a mix of one-, two- and three-bedroom single-storey dwellings) and the creation of a road and reserves in Dennington.[62]

Affordable housing enables families and individuals to remain in their local community and participate in community life without needing to travel extensive distances to engage with key community infrastructure.

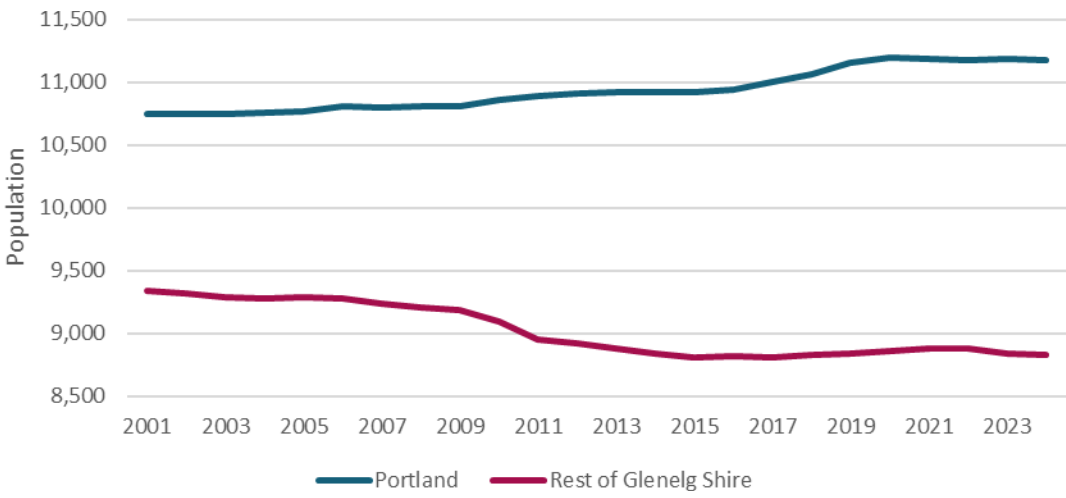
[62] Ministerial permit: PA2503825 supporting documentation – A Vision for Key Worker Housing Report. (weblink)

A.2 Social context

Population growth

Population growth across the LGA is driven by opportunities in Portland. Between 2001 to 2024, the estimated resident population (ERP)[63] in Portland has grown while ERP across the rest of Glenelg Shire has fallen (Figure 15).

Figure 15: Historic ERP growth in Portland, 2001 to 2024



Source: Australian Bureau of Statistics (2025)

While Portland's population growth outpaced the rest of the LGA between 2014 and 2024, it was still significantly lower than that of the rest of regional Victoria (Table 3). Between 2014 and 2024, the population in Portland grew 256 residents from 10,922 to 11,178 at an average annual growth rate (AAGR) of 0.23%. Over the same period, the population living in Glenelg Shire grew by only 252 residents, reflecting how much growth in Glenelg Shire is driven by Portland.

Table 3: Historic ERP growth in Portland, Glenelg Shire and Regional Victoria, 2014 to 2024

	Population 2014	Population 2024	Change (#)	Change (%)	AAGR (%)
Portland	10,922	11,178	256	2.34%	0.23%
Glenelg Shire	19,755	20,007	252	1.28%	0.13%
Regional Victoria	1,483,226	1,718,966	235,740	15.89%	1.49%

Source: Australian Bureau of Statistics (2025)

[63] Estimated resident population (ERP) is the official estimate of the Australian population. ERP links people to a place of usual residence within Australia (the address at which a person considers themselves to currently live) and includes all people who usually live in Australia (regardless of nationality, citizenship or legal status), with the exception of foreign diplomatic personnel and their families.

Similar growth trends are forecast for the next decade. Table 4 shows projected ERP growth for Portland, Glenelg Shire and regional Victoria from 2024 to 2034. Portland's population in is expected to grow at an AAGR of 0.39% over the next decade, while population in the rest of Glenelg Shire is expected to decline, resulting in a net AAGR of 0.07% across the Shire. Population growth in regional Victoria is expected to be more than four times that of Portland, growing at an AAGR of 1.60%.

Table 4: Projected ERP growth in Portland, Glenelg Shire and Regional Victoria, 2024 to 2034

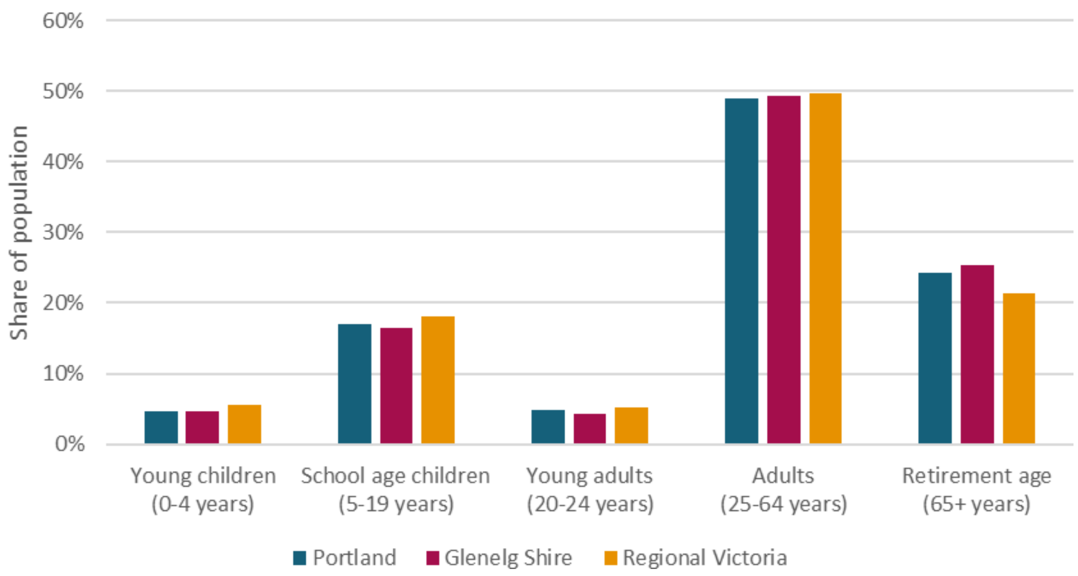
	Population 2024	Population 2034	Change (#)	Change (%)	AAGR (%)
Portland	11,178	11,623	445	3.98%	0.39%
Glenelg Shire	20,007	20,145	138	0.69%	0.07%
Regional Victoria	1,718,966	1,988,732	269,766	15.69%	1.47%

Source: Victoria in Future (2023) Note: Population projections are developed by Victoria in Future using mathematical models and expert knowledge, relying on trend analysis and assumptions about future change.

Age profile

Portland and the Glenelg Shire have a relatively older age profile. At the 2021 census, the median age was 47 years in Portland and 49 years in Glenelg Shire, compared to the median age of 43 years for regional Victoria (Figure 16). This reflects a higher share of people aged 65+ in Portland and Glenelg Shire, compared to regional Victoria.

Figure 16: Population breakdown by age group in Portland, Glenelg Shire and Victoria, 2021

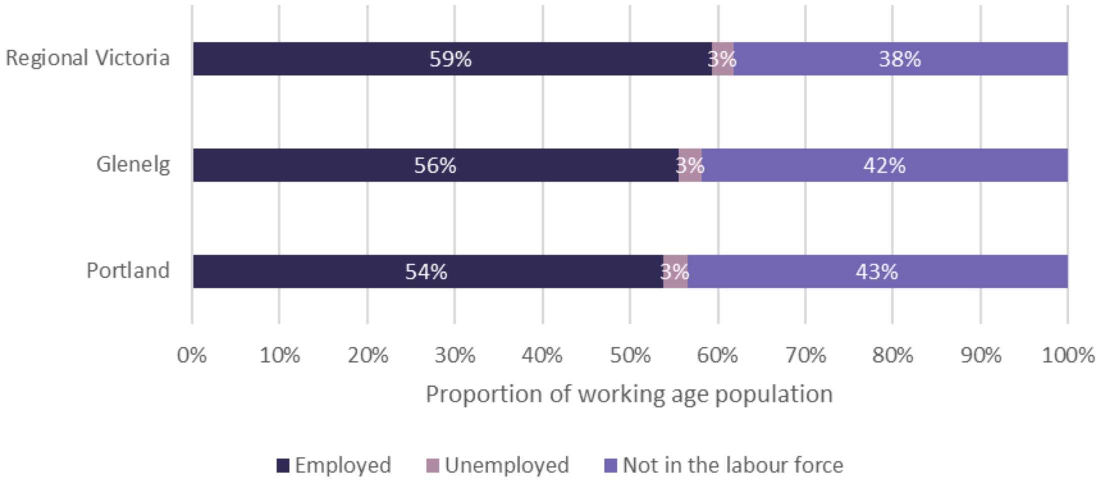


Source: Australian Bureau of Statistics (2021)

Engagement in the labour economy

Glenelg's engagement in the labour market is slightly lower than the average for regional Victoria, with a higher rate of people not in the labour force. As shown in Figure 17, 43% of Portland residents and 42% of Glenelg Shire residents were not in the labour force in 2021, compared to 38% of all regional Victorians.

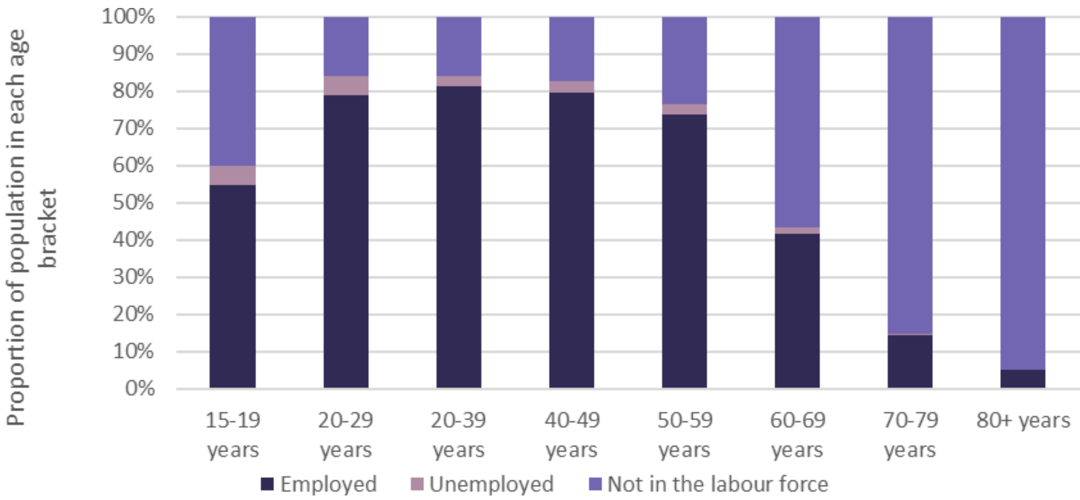
Figure 17: Labour force status of residents, Portland, Glenelg Shire and Regional Victoria, 2021



Source: Australian Bureau of Statistics (2021)

This relatively low level of engagement in the labour force likely reflects the Shire's ageing population and its large share of retirees. Over three-quarters (78%) of 20-59 year olds in Glenelg Shire are employed, and only 19% of those in this age group are not in the labour force (Figure 18). The proportion of unemployed individuals is also higher amongst younger cohorts, suggesting less experienced workers may find it harder to get a job.

Figure 18: Labour force status of Glenelg Shire residents by age group, 2021



Source: Australian Bureau of Statistics (2021)

Internal migration

Most new residents to Portland come from other parts of regional Victoria. In 2021, around 18% of the Portland population had moved there in the last 5 years (Table 5). Of this 18%, over half (54%) had moved from other areas in regional Victoria, 23% moved from Greater Melbourne, and 5% from regional South Australia. This suggests that the Shire is largely competing with other regional areas for residents who may be moving to Portland to access services (for instance older residents moving closer to health care) or to access employment opportunities.

Table 5: Top 5 origins of recent migrants to Portland between 2016 and 2021

Rank	Region (GCCSA)	Count	Percentage
1	Rest of Vic.	946	54%
2	Greater Melbourne	398	23%
3	Rest of SA	81	5%
4	Rest of NSW	79	5%
5	Greater Adelaide	46	3%

Source: Australian Bureau of Statistics (2021)

Similarly, most migration out of Portland is to other parts of regional Victoria. Between 2016 and 2021, two-thirds of people who left Portland moved to other parts of regional Victoria, 13% moved to Greater Melbourne and 6% moved to regional South Australia (Table 6).

Table 6: Top 5 destinations of recent migrants out of Portland between 2016 and 2021

Rank	Region (GCCSA)	Count	Percentage
1	Rest of Vic.	928	64%
2	Greater Melbourne	187	13%
3	Rest of SA	81	6%
4	Rest of Qld	60	4%
5	Greater Adelaide	49	3%

Source: Australian Bureau of Statistics (2021)

Housing supply and occupancy

As the largest township in the Shire, Portland had 5,464 private dwellings in 2021 (Table 7). In contrast, Casterton had 759 dwellings and Heywood had 672 private dwellings, with 3,244 private dwellings spread across the rest of the LGA. Note this data is based on SA1 definitions, which do not perfectly capture town boundaries. Over the previous five years, the number of private dwellings in Portland grew at a slower rate than Heywood, but a faster rate than the rest of the LGA.

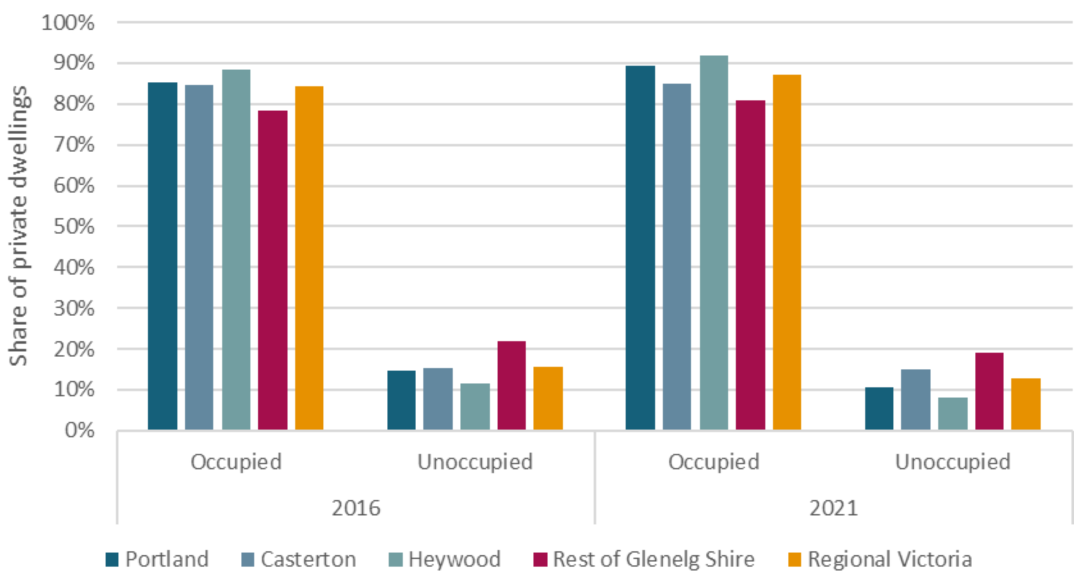
Table 7: Growth in dwellings in Glenelg Shire, 2016 to 2021

	2016	2021	Change	% change	AAGR
Portland	5,325	5,464	139	2.6%	0.5%
Casterton	738	759	21	2.8%	0.6%
Heywood	634	672	38	6.0%	1.2%
Rest of Glenelg Shire	3,957	4,003	46	1.2%	0.2%

Source: Australian Bureau of Statistics (2021)

The number of unoccupied dwellings in Portland has fallen between 2016 and 2021 and remains lower in Portland than the regional Victoria average (Figure 19). This suggests high demand for or a lack of supply of housing in Portland.

Figure 19: Historic occupancy rates in Glenelg Shire and Regional Victoria, 2016 to 2021

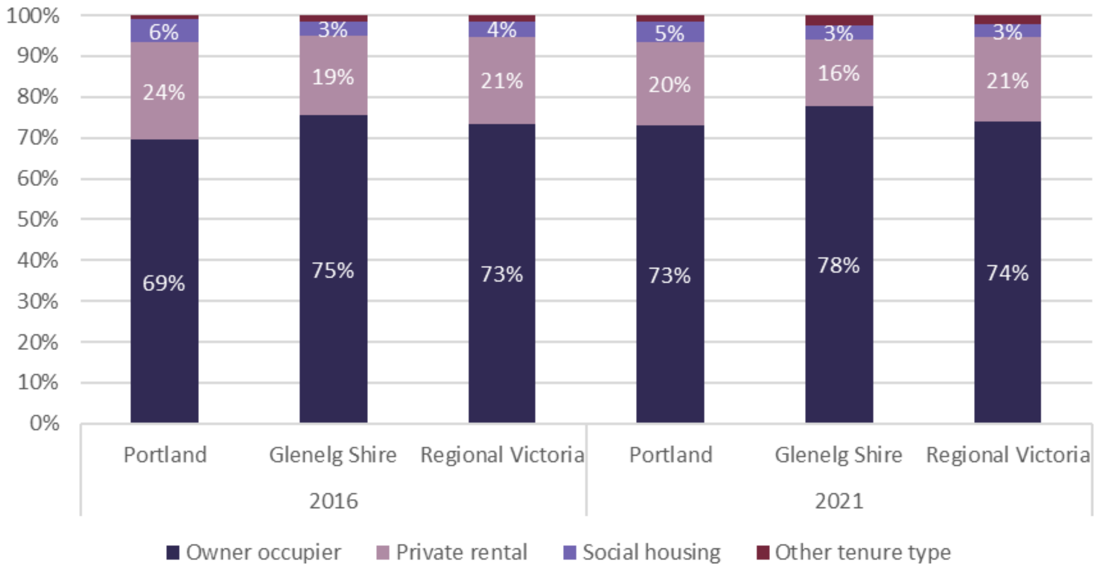


Source: Australian Bureau of Statistics (2021)

Homeownership in Portland is on par with that of regional Victoria, however there are more residents living in social housing (Figure 20). Around 73% of Portland dwellings are owner-occupied compared to 74% across regional Victoria and 78% across all of Glenelg Shire. Meanwhile around 5% of Portland households live in social housing, compared to 3% across both Glenelg Shire and regional Victoria.

Across all regions, the proportion of owner-occupiers has increased. Anecdotally, limited access to affordable rental housing impacts the ability to attract workers to Portland.

Figure 20: Housing tenure, Portland, Glenelg Shire and Regional Victoria, 2021

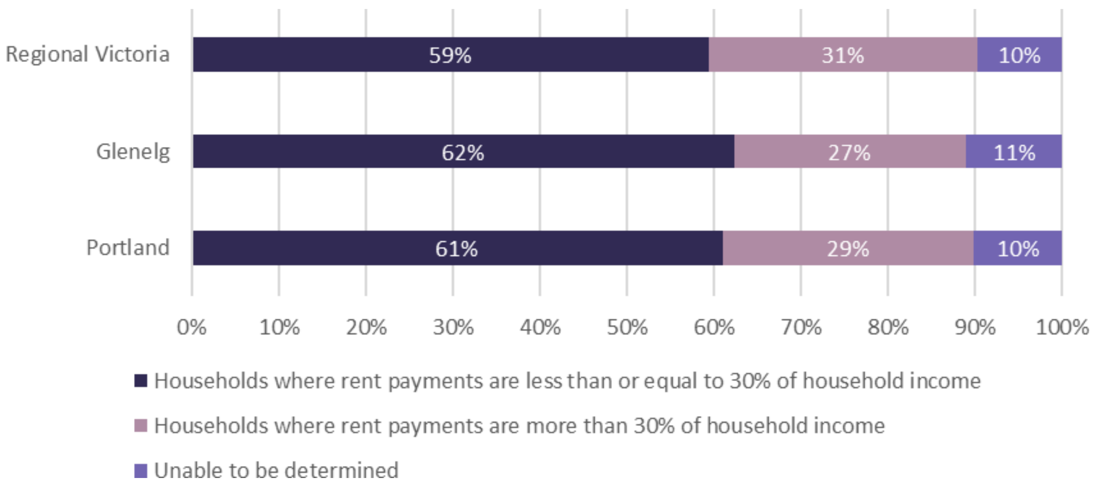


Source: Australian Bureau of Statistics (2021)

Housing affordability and rents

Similar to many of those households living in rental housing in regional Victoria, those households living in rental housing in Portland and Glenelg Shire show signs of experiencing rental stress. It is generally accepted that if housing costs exceed 30% of a low-income household's gross income, the household is experiencing housing stress. That is, when a household spends more than 30% of its income on rent, housing is unaffordable due to housing costs consuming a disproportionately high amount of household income. Figure 21 shows that just under two-thirds of renting households in Portland, Glenelg Shire and regional Victoria spend more than 30% of income on rent.

Figure 21: Renters who spend greater than 30% of income on rent, 2021



Source: Australian Bureau of Statistics (2021)

Wellbeing

The SGS Cities and Regions Wellbeing Index (CRWI)[64] is the only objective wellbeing framework in Australia that measures wellbeing outcomes at a spatial scale meaningful to communities and decision-makers. The CRWI tracks 24 indicators across seven dimensions that matter to human, social and economic development: economy, income & wealth, employment, knowledge & skills, housing, health, equality, community & work-life balance, and the environment.

Glenelg Shire scores a 5.1 on the index (where 0 indicates low wellbeing, and 10 indicates high wellbeing). This is roughly on par with the average across regional Victoria.

Across the seven dimensions, Glenelg Shire scores slightly lower than the rest of regional Victoria in terms of housing as well as employment, knowledge and skills, and scores slightly higher in terms of the environment (Figure 22). This reflects the Shire's relatively low levels of engagement in the workforce and limited housing availability.

Figure 22: Glenelg Shire's wellbeing dimensions

Source: SGS Economics & Planning (2025)

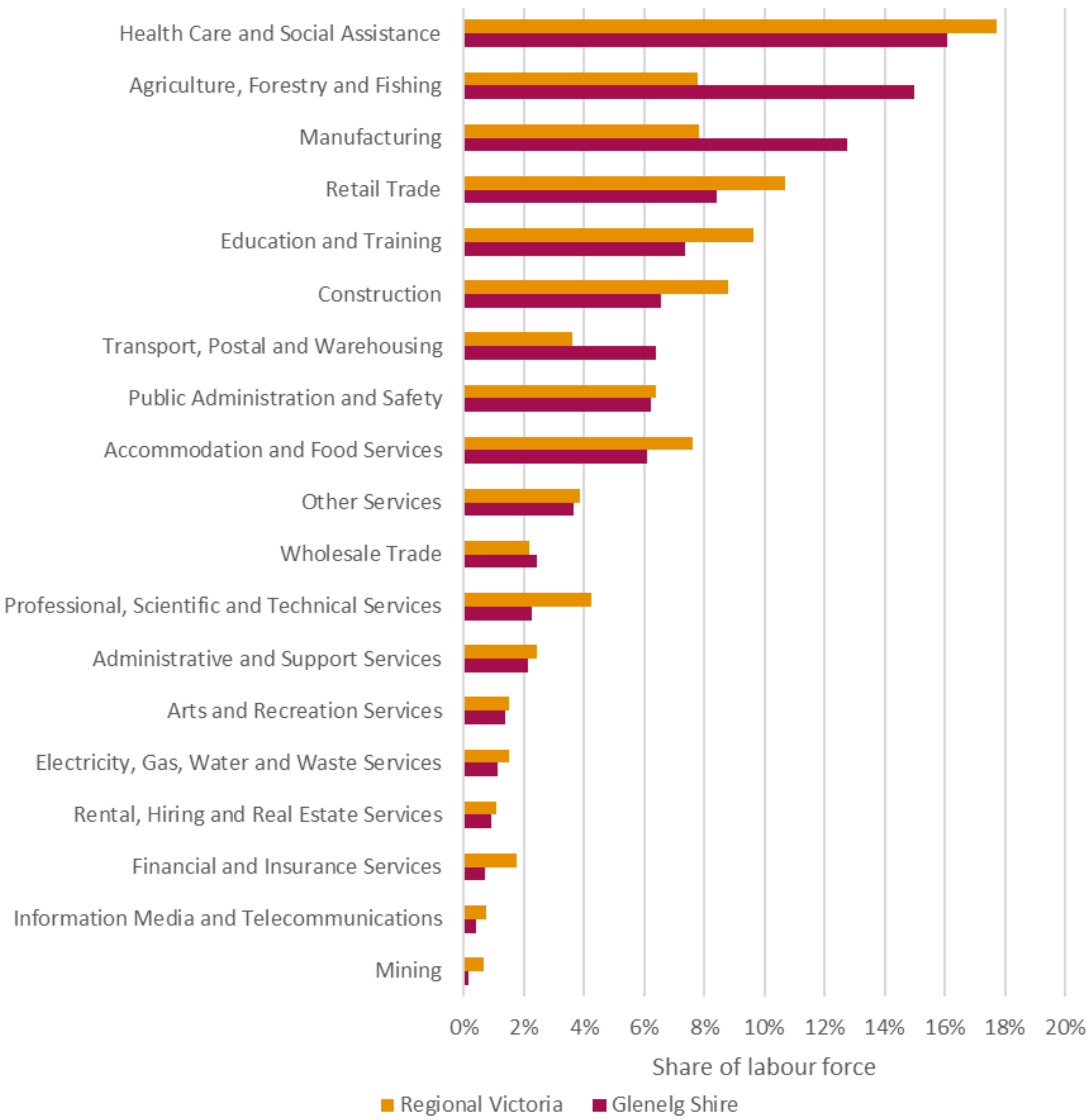
[64] SGS Economics & Planning (2025) 'SGS Cities & Regions Wellbeing Index'. **(weblink)**

A.3 Economic context

Employment by industry

Glenelg Shire's economy is anchored by several dominant sectors by employment numbers, namely Health Care and Social Assistance (16% of the Glenelg workforce), Agriculture, Forestry and Fishing (15%), and Manufacturing (13%) (Figure 23). While having a large share of employees in the Health Care and Social Assistance industry is common across regional Victoria, Glenelg Shire has a relatively large Agriculture, Forestry and Fishing and Manufacturing sector relative to other regional LGAs.

Figure 23: Employment by industry in Glenelg Shire compared to Regional Victoria, 2021



Source: Australian Bureau of Statistics (2021)

Glenelg Shire's comparative advantages

A location quotient (LQ) analysis provides further insight into the competitive strengths inherent in the economic structure of the municipality. The LQ score for a sector is given by its proportional representation in the municipality divided by its proportional representation in the state as a whole, based on employment figures. An LQ score of greater than 1.0 signifies that the sector in question is over-represented in the municipality compared to Victoria. Over-representation suggests the industry has a *comparative advantage* (can produce products at a lower cost) or *competitive advantage* (differentiation from competitors) and is exporting these goods or services to other regions specialised in other fields.

Figure 24 shows the LQ analysis of Glenelg Shire by four types of industries. The vertical axis indicates the LQ score; the horizontal axis shows the LQ change between 2016 and 2021. Growth indicates a growing comparative advantage in Glenelg Shire compared to Victoria (i.e. the industry has been growing faster in Glenelg Shire than across Victoria). In addition, the quadrants formed in the chart by lines calibrated to an LQ of 1 and an LQ growth rate of 0% per annum (in employment terms) create a framework to judge the strategic value of sectors.

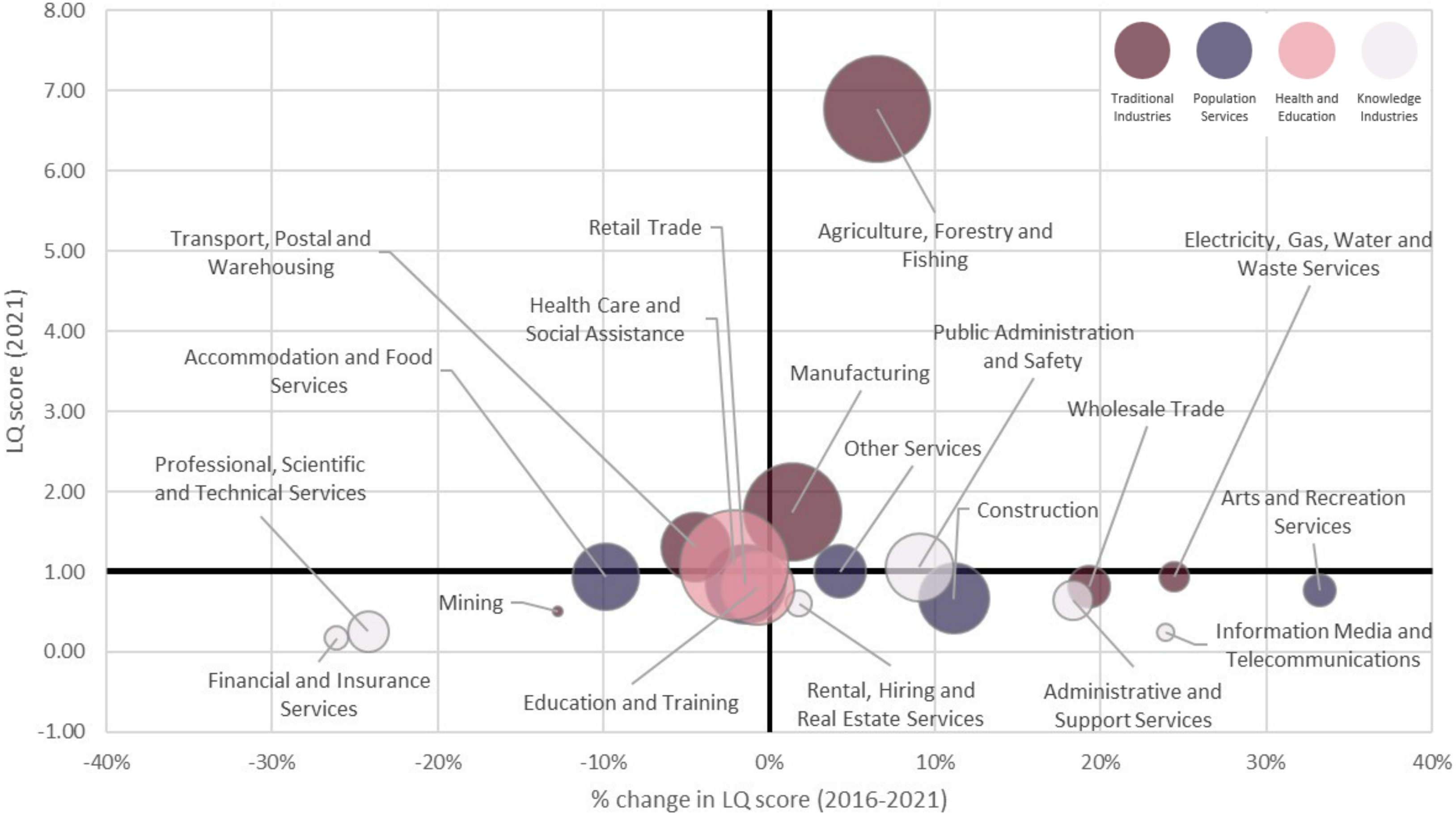
The top right-hand quadrant shows sectors with an existing specialisation or implied competitive advantage, and that advantage is growing (or employment is not falling as quickly as elsewhere). The bottom right shows emerging sectors growing in advantage but have yet to reach a comparative advantage in Glenelg Shire. Taken together, these sectors reflect Glenelg's strengths and best future prospects (noting that the analysis is based on historic data and does not reflect future trends).

The top left shows industries with a long-standing local strength, but the advantage is declining. The bottom left quadrant shows industries with no and declining advantage. A further parameter shown in the chart is the size of each sector by employment numbers, represented by the marker's size. The colours of the markers reflect the core and supporting economies framework.

Overall, most sectors are clustered around the centre line, highlighting that Glenelg's economy is broadly similar to other established parts of Victoria. There are a few exceptions, which present particular opportunities or challenges based on the LQ analysis:

- **Expanding sectors with a traditional strength:** The Agriculture, Forestry and Fishing industry is a stand-out in this category. This reflects Glenelg's strengths in this sector, being both a competitive strength and strong growth opportunity. To a lesser degree, manufacturing also sits within this category.
- **Emerging sectors:** This quadrant includes industries such as Arts and Recreation Services, Information Media and Telecommunications, Electricity, Gas, Water and Waste Services. While not yet competitive strengths, they are growing faster than traditional industries. They could become future strengths of Glenelg Shire's economy by leveraging the locally skilled workforce.
- **Industries with a traditional strength** but declining in comparative advantage (at least in terms of employment): There are no standouts in this quadrant.
- **Industries without comparative advantages and declining in advantage** (sector growing slower than elsewhere): The Professional, Scientific and Technical Services as well as Financial and Insurance Services are standout industries in this quadrant. These should be monitored and supported.

Figure 24: Location Quotient (LQ) analysis of Glenelg, 2016-2021



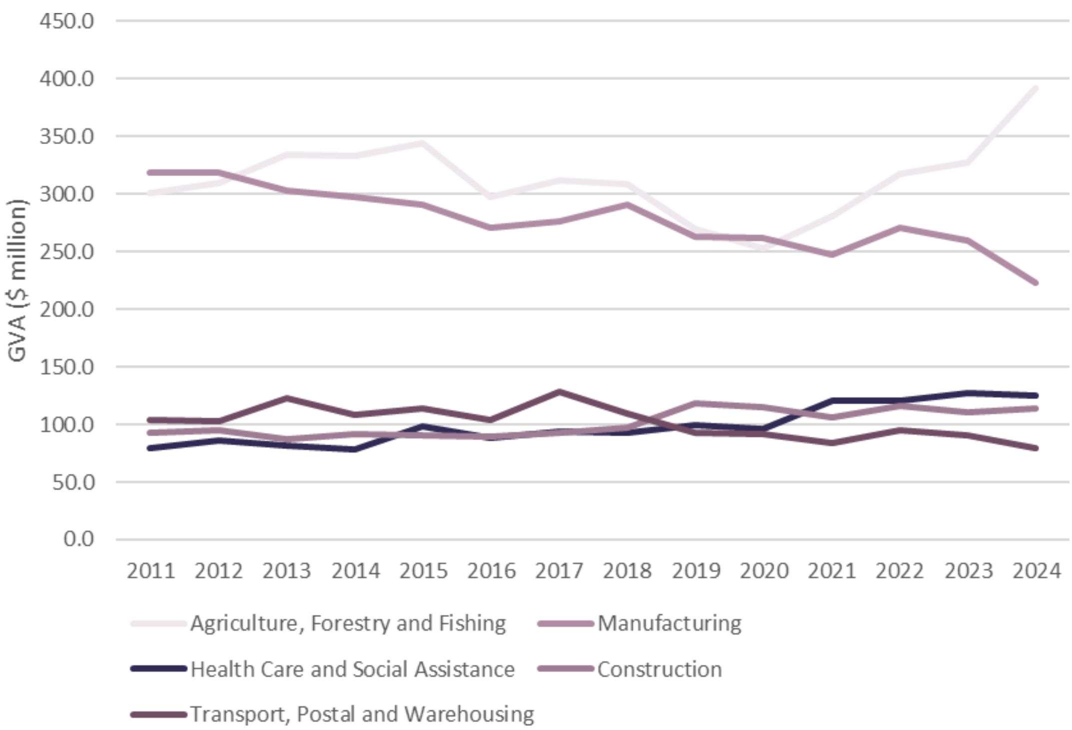
Source: SGS Economics and Planning (2026) using data from Australian Bureau of Statistics (2021)

Value Add by industry

Two industries dominate Glenelg's economy: Agriculture, Forestry and Fishing, and Manufacturing.

In 2024, gross value add (GVA) to the Glenelg economy was around $1.3 billion, of which Agriculture, Forestry and Fishing contributed around 30% and Manufacturing contributed 17%. Health Care and Social Assistance, Construction, and Transport, Postal and Warehousing are the next-largest industries in Glenelg Shire by GVA. Together these 5 industries account for 70% of the region's GVA (Figure 25).

Figure 25: Value add overtime for top 5 industries in Glenelg Shire, 2011-2024



Source: Australian Bureau of Statistics (2021)

Local job containment

Most working residents in the Glenelg Shire work locally, with a small number travelling to neighbouring LGAs. Table 8 shows that the majority of Glenelg's residents in 2021 worked in the Shire (86%), followed by no fixed address (4.1%), Southern Grampians (3.8%), and Mount Gambier (1.3%).

Most of the jobs in Glenelg Shire are filled by local workers. Table 8 also shows that 93% of all workers in Glenelg also live in Glenelg, 2.0% live in Southern Grampians, 1.1% live in Moyne and 1.0% live in Mount Gambier.

The relatively high local job containment emphasises the importance of providing suitable housing for the Shire's future workforce.

Table 8: Local job containment in Glenelg Shire, 2021

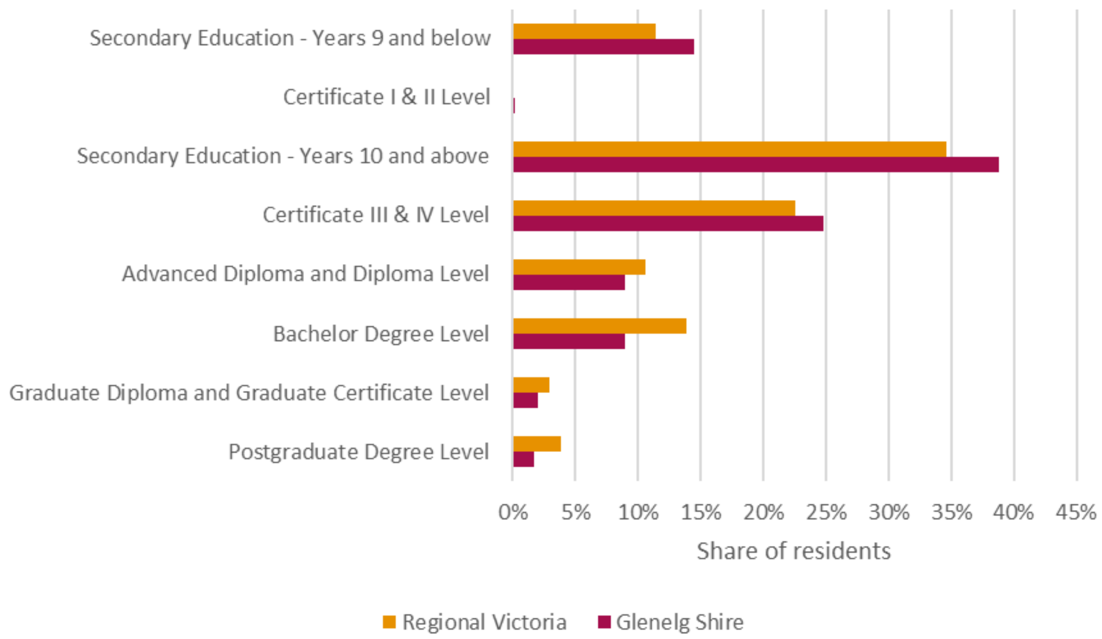
Top 5 places of work of Glenelg Shire residents			Top 5 places of residence of Glenelg Shire workers		
Rank	LGA	Percentage	Rank	LGA	Percentage
1	Glenelg	86.1%	1	Glenelg	92.8%
2	No Fixed Address (Vic.)	4.1%	2	Southern Grampians	2.0%
3	Southern Grampians	3.8%	3	Moyne	1.1%
4	Mount Gambier	1.3%	4	Mount Gambier	1.0%
5	Warrnambool	0.9%	5	Warrnambool	0.8%

Source: Australian Bureau of Statistics (2021)

Educational attainment

Glenelg Shire residents typically attain lower levels of education compared to regional Victoria. As shown in Figure 26, Glenelg Shire has a lower proportion of residents with advanced diplomas or a bachelor's degree (12.8% in Glenelg Shire versus 20.7% in regional Victoria), and a higher proportion of residents with years 10 and 11 as their highest level of educational attainment (63.6% versus 57.1%). Glenelg Shire also has a higher proportion of residents who leave high school after year 9 (14.5% versus 11.4% in regional Victoria).

Figure 26: Highest level of educational attainment in Glenelg Shire compared to Regional Victoria, 2021



Source: Australian Bureau of Statistics (2021)

Workforce and occupations

A large share of the proposed projects are renewable energy projects, which require workers in specialist occupations. The Australian Energy Market Operator (AEMO) provides estimates of the workforce requirements for various energy project types.[65]

Table 9 lists the top five occupations (by 4-digit ANZSCO codes[66]) for the construction and operations phase of wind (onshore) and utility solar projects, as well as the current workforce in those occupations in Glenelg Shire and nearby LGAs.

Table 9: Commonly required occupations by project type and current workforce, 2021

Project requirements			Current workforce			
Rank	Occupation	Share of workforce	Glenelg	Southern Grampians	Moyne	Mount Gambier
Wind (onshore) (construction)						
1	Construction Managers	9.6%	40	58	67	60
2	Electrical Engineers	8.1%	3	0	0	0
3	Electricians	7.0%	92	42	73	146
4	OH&S Professionals	6.4%	19	12	16	26
5	Accountants	5.8%	34	54	32	102
Utility solar (construction)						
1	Building and Plumbing Labourers	22.6%	32	22	24	35
2	Electricians	15.9%	92	42	73	146
3	Administrative Staff*	9.3%	N/A	N/A	N/A	N/A
4	Site Supervisor*	7.7%	N/A	N/A	N/A	N/A
5	Construction Managers	7.2%	40	58	67	60
Wind (onshore) (operations)						

65 Available **at (weblink)**

66 Australian and New Zealand Standard Classification of Occupations (ANZSCO) is a skill-based classification used to categorise all occupations and jobs undertaken for profit in the Australian and New Zealand labour markets. It is used in the collection and dissemination of all official statistics on occupation and is a key tenet of Australia's statistical infrastructure. See more at **(weblink)**

Project requirements			Current workforce			
Rank	Occupation	Share of workforce	Glenelg	Southern Grampians	Moyne	Mount Gambier
1	Electricians	40.0%	92	42	73	146
2	Mechanical Engineering Trades Workers	22.7%	0	0	0	0
3	Production Managers	11.4%	47	24	59	79
4	Accountants	9.5%	34	54	32	102
5	Administrative Staff*	6.6%	N/A	N/A	N/A	N/A
Utility solar (operations)						
1	Electricians	31.3%	92	42	73	146
2	Production Managers	14.5%	47	24	59	79
3	Chief Executives, General Managers and Legislators	12.3%	0	0	0	0
4	Mechanical Engineering Trades Workers	12.3%	0	0	0	0
5	Business Administration Managers	9.2%	0	5	0	8

Source: SGS Economics & Planning (2026) based on project requirements from AEMO and current workforce from ABS (2021)
Note: *indicates no corresponding ANZSCO code, therefore current workforce estimates unavailable.

Appendix B: Service and infrastructure capacity

Health services and infrastructure

The Shire sits within the Western Victoria Primary Health Network (WVPHN) and within the Great South Coast region. Its main medical precinct, the Portland and District Hospital employed approximately 435 staff (260 FTE) in 2020.[67] Table 10 lists health care services located within Glenelg Shire.

Table 10: Health care services in Glenelg Shire

Health care service	Service type	Address
Casterton Memorial Hospital	Hospital	63/69 Russell St, Casterton VIC 3311
Heywood Rural Health	Hospital	21 Barclay St, Heywood VIC 3304
Portland District Health Urgent Care Centre	Urgent Care	141-151 Bentinck St, Portland VIC 3305
Active Health Portland	Medical Centre	148/150 Percy St, Portland VIC 3305
Seaport Medical Centre	Medical Centre	6 Fern St, Portland VIC 3305
Merino Community Health Centre	Medical Clinic	19/21 High St, Merino VIC 3310
Portland Family Practice	Medical Clinic	156 Percy St, Portland VIC 3305
Dhauwurd Wurrung Elderly and Community Health Service	Community health service	18 Wellington Rd, Portland VIC 3305
Wellways Portland	Mental health service	18 Wellington Rd, Portland VIC 3305
Headspace Portland	Mental health service	33 Otway St, Portland VIC 3305
South West Healthcare	Mental health service	152 Percy St, Portland VIC 3305
Kyeema Support Services Inc.	Disability service and support	50 Lalor St, Portland VIC 3305
Glenelg and Southern Grampians Drug Treatment Service	Addiction treatment centre	5 Fern St, Portland VIC 3305

Source: Glenelg Shire Council (2025)

[67] Portland Strategic Framework Plan 2020

Early years

Table 11 lists early years services operating in Glenelg Shire.

Table 11: Early years services in Glenelg Shire

Early year service	Location	Operator	Places	4 yrs	3 yrs	Long day care
Dartmoor Children's Centre	Dartmoor	Council	29	Y	Y	Y
Heywood Kindergarten	Heywood	Council	37	Y	Y	
Jaycee Kindergarten	Portland	Council	28	Y	Y	
Kalbarri Kindergarten	Portland	Council	30	Y	Y	
KPMP Child and Family Complex	Portland	Council	105	Y	Y	Y
Kathleen Millikan Centre	Casterton	Council	73	Y	Y	Y
Elsa Macleod Kindergarten	Portland	CoM	29 x 2	Y	Y	
Good Start Early Learning	Portland	Private NFP	90			Y
Heywood Early Learning	Heywood	Private	28	Y	Y	Y
Portland (Bundarra) Opened early 2024, yet to achieve full operations	Portland	Vic Gov, Uniting Vic/Tas	66	Y	Y	
Portland South Primary School Early Learning & Childcare Centre (opening early 2026)	Portland	Vic Gov	57	Y	Y	pre-prep
Early Learning & Childcare Centre (opening TBC)	Casterton	Vic Gov	TBC			

Source: Glenelg Shire Council (2025)

Schools

Table 12 lists schools in Glenelg Shire.

Table 12: Schools in Glenelg Shire

School	Service type	Address	Enrolment (2025)[68]
Bundarra Primary School	Gov Primary School	124 Fawthrop St, Portland VIC 3305	95
Portland North Primary School	Gov Primary School	42 School Rd, Portland VIC 3305	135
Portland Primary School	Gov Primary School	45 Palmer St, Portland VIC 3305	245
Portland South Primary School	Gov Primary School	133 Edgar St, Portland VIC 3305	143
Bolwarra Primary School	Gov Primary School	249 Princes Hwy, Bolwarra VIC 3305	36
Dartmoor Primary School	Gov Primary School	76 Greenham St, Dartmoor VIC 3304	13
Heywood Consolidated School	Gov Primary School	52 Kentbruck Rd, Heywood VIC 3304	106
Casterton Primary School	Gov Primary School	McPherson St, Casterton VIC 3311	99
Merino Consolidated School	Gov Primary School	Portland-Casterton Rd, Merino VIC 3310	11
Portland Secondary College	Gov Secondary School	Must St, Portland VIC 3305	537
Heywood District Secondary College	Gov Secondary School	23 Gorrie St, Heywood VIC 3304	75
Casterton Secondary College	Gov Secondary School	27 Mt Gambier Rd, Casterton VIC 3311	107
All Saints Parish School	Private Primary	94/100 Fawthrop St, Portland VIC 3305	N/A
St John's Lutheran School	Private Primary	43/55 Trangmar St, Portland VIC 3305	N/A
Sacred Heart School	Private Primary	39 Robertson St, Casterton VIC 3311	N/A
Bayview College	Private Secondary	119 Bentinck St, Portland VIC 3305	N/A
Portland Bay School	Special needs	77 Henty St, Portland VIC 3305	74

Source: Glenelg Shire Council (2025)

[68] Department of Education (2025) 'All Schools FTE Enrolments - February 2025, Victoria '. statics.teams.cdn.office.net/evergreen-assets/safelinks/2/atp-safelinks.html

Transport

Locally, the Portland Strategic Framework (2020) identified several relevant actions under its objective to plan for future transport capacity and demand by improving the efficiency and safety of moving freight, as shown in Table 13 below.

Table 13: Relevant actions from the Portland Strategic Framework

Action	Responsible authority	Timing
Identify required upgrades to the Henty Highway (Ring Road) to facilitate transport efficiency of OSOM (oversized overmass) windfarm components from the Port of Portland.	Council, Department of Transport	Immediate
Introduce road improvements in industrial areas as per the recommendations of the Portland Industrial Land Strategy.	Council, Department of Transport	Short
Secure funding to upgrade the Maroona-Portland rail line to facilitate an increase the export of minerals and grain products from the Port of Portland.	DJPR, Federal Government	Short
Review the arterial road network in Portland South and consider eliminating the 'loop' of arterial roads.	Council, Department of Transport, Department of Transport	Medium
Investigate opportunities to direct storage of materials to/from the Port to be stored in the North Portland Industrial Precinct or Smelter Precinct.	Council, Department of Transport, Port Corporation	Medium
Close local road access to the 'Ring Road' or reduce access from local roads to left turn only access.	Council, Department of Transport	Medium
Encourage the development of a containerised freight intermodal hub to replace truck transport to the Port of Melbourne. An opportunity exists in the North Portland Industrial Precinct	Council, DJPR, Private Investment	Medium

Source: Portland Strategic Framework (2020)

The planned transport projects in the Shire are shown below in Table 14.

Table 14: Planned transport projects

Project	Funded	Authority	Timing
Henty Highway Upgrade Road widening and intersection upgrades to similarly improve access to the Port of Portland and enhance safety for the community.	Yes	DTP	Unknown
Cashmore Road Upgrade Earmarked for priority freight road renewal as part of the Timber Industry Road Evaluation Studies (TIRES). Safer and more efficient connection from the Henty Highway to Portland-Nelson Road.	Unknown Estimated cost: $2 million	Council	Unknown
Bridgewater Road Overpass upgrade Bridgewater Road Overpass currently has height limitations which prevent larger trucks from travelling under the bridge along Henty Highway (Ring Road), forcing them to use local roads. An upgrade will make it easier and more efficient for OSOM (oversized overmass) products to exit the Port of Portland via Henty Highway.	Yes	DTP	Unknown
Maroona-Portland Rail Upgrade Upgrade to enable increased axle limits to 23TAL for freight movements, improving freight efficiency across the region and into the Port of Portland.	Yes $150mil	Australian Rail Track Corporation	Due to start 2026/27 financial year

Source: Portland Greenbelt Strategy – Transport Impact Assessment (2025)

Appendix C: Australian Government requirements for major projects

The Australian Government provides a structured regulatory and facilitative framework to guide the development of major projects. This framework is centred on ensuring national economic benefit, compliance with Commonwealth legislation, protection of environmental and cultural assets, and coordination across government agencies. The Major Projects Facilitation Agency (MPFA) acts as the primary federal interface for proponents seeking clarity on approval pathways and regulatory obligations.

Definition and Eligibility of Major Projects

Projects may be recognised as “major projects” where they demonstrate national significance, such as substantial capital investment, strategic industry development, export or productivity benefits, or significant regional employment impacts.
Key thresholds include:

- Projects with capital expenditure of approximately $50 million or more may seek Major Project Status.
- Projects with expenditure of $500 million or more that establish or upgrade major facilities may fall under additional procurement requirements in the Australian Jobs Act 2013.

Major Project Status and Federal Support

Major Project Status (MPS) is a formal recognition awarded by the Australian Government. It does not exempt proponents from regulatory obligations but provides enhanced coordination and navigation support.

Key features of MPS include:

- A single point of contact through the MPFA.
- Coordination between Commonwealth and state/territory regulatory bodies.
- Assistance in mapping approval pathways.
- Increased government visibility of the project, supporting interagency alignment.

To qualify, proponents must demonstrate commercial viability, access to finance, technical feasibility, and alignment with national priorities.

Federal regulatory requirements

Major projects may trigger a range of Commonwealth regulatory processes, depending on their characteristics and location. Table 15 describes some of these requirements.

Table 15: Regulatory requirements and approvals

Environmental Approvals	Projects that may significantly impact nationally protected matters require assessment and approval under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act). Relevant triggers include: – Nationally protected flora and fauna – Migratory species – Commonwealth marine areas – National and world heritage sites – Water resources (for large coal and CSG projects)
Indigenous and Cultural Heritage	Projects may need to address obligations under: The Native Title Act 1993, where activities occur on, or may affect, native title land. Indigenous heritage protection legislation where culturally significant sites may be affected.
Foreign Investment Approvals	Where overseas investors have a stake in the project or project-related land, Foreign Investment Review Board (FIRB) approval may be required under the Foreign Acquisitions and Takeovers Act 1975.
Biosecurity and Import Controls	Projects involving the import of materials, equipment, or biological matter must comply with Commonwealth biosecurity legislation and may require permits or inspections.
Workplace Health and Safety	Compliance with federal workplace safety frameworks may be required, particularly where projects fall within Commonwealth jurisdiction or operate across multiple states and territories.
Sector-Specific Regulation	Depending on the type of project, additional federal approvals may apply, including but not limited to: – Energy generation and transmission – Maritime operations – Telecommunications and radiocommunications – Nuclear and radiation safety – Offshore resources and fisheries
Australian Industry Participation Requirements	Under the Australian Jobs Act 2013, projects with capital expenditure of $500 million or more that create or upgrade major facilities must develop and implement an Australian Industry Participation (AIP) Plan. This includes: – Demonstrating how Australian suppliers will have full, fair and reasonable opportunity to participate. – Reporting on procurement and local content outcomes. – Engaging with the AIP Authority at project milestones.

Interaction with State and Territory Regulation

Federal requirements operate in addition to state and territory planning, environmental, heritage, land use, and construction laws. Projects typically require parallel approvals across multiple jurisdictions. The MPFA assists proponents in identifying where Commonwealth and state processes intersect to support efficient and coordinated progression.

Objectives of the Federal Major Projects Framework

The overarching aims of the Australian Government's approach to major projects are to:

- Promote national economic development and productivity.
- Facilitate investment in infrastructure, energy, and strategic industries.
- Provide clearer and more predictable regulatory pathways.
- Protect environmental, cultural, and heritage values.
- Ensure compliance with national standards and legislative requirements.
- Support Australian business participation in supply chains for major project delivery.

Australia's federal framework for major projects comprises a combination of regulatory requirements and facilitative support. While all major projects must comply with Commonwealth legislation, the MPFA and Major Project Status provide structured assistance to proponents navigating complex approval pathways. This approach supports national economic objectives while upholding environmental, cultural, and governance standards.

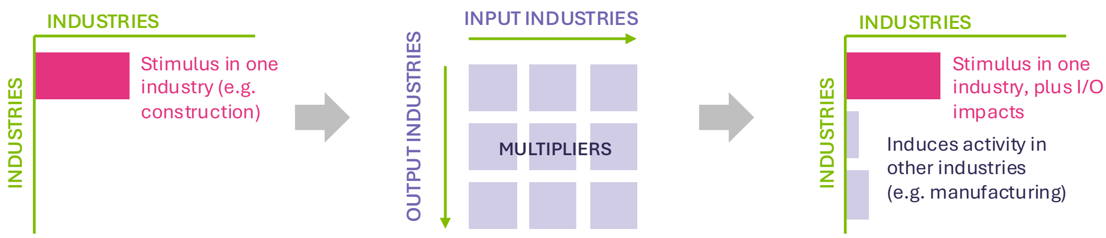
Appendix D: Method for modelling cumulative impacts

A classic input-output model (I/O model) describes how output from one industry (e.g. manufacturing) becomes an input for another industry (e.g. construction). It shows how a *stimulus* in one industry cascades into other industries and *uplifts* across the whole economy — quantifying both the direct and the indirect impacts of major projects.

It assumes that industries can expand output in proportion to demand, which ignores the limits of resources and does not consider price movements of labour and capital. In mathematical terms, these are often represented as "I/O multipliers" in an industry-by-industry matrix table format (using 115 industries).

In the remainder of this section, any references to "unconstrained" results refer to this traditional I/O model.

Figure 27: Traditional I/O structure



Source: SGS Economics & Planning (2026)

SGS's in-house constrained I/O model recognises that there are limits on workforce capacity and substitution of employment across industries.

For the purposes of the I/O calculations of the Future Portland tool, labour force constraints were applied. That is to recognise that Glenelg has a limited workforce, even after sourcing workers from those who are unemployed, or from surrounding regions. As projects compete for scarce labour resources, workers with transferable skills may move across industries, which causes a 'substitution effect'.

The general approach taken to modelling project impacts is summarised in Figure 28, and further detail of the steps are provided overleaf. Note that steps 1 and 2 reflect SGS's standard approach to I/O modelling, while steps 3 and 4 represent deeper analysis for the purpose of the Future Portland project.

Figure 28: Constraints of the I/O model

Source: SGS Economics & Planning (2026)

Part 1. Estimate 'unconstrained' individual and cumulative economic impacts

The 'traditional' I/O multipliers are applied to all input projects, using the employment estimates of operation and construction phases to calculate the impacts on all industries for each year.

- Each individual major project's jobs are laid out by year, for both construction and operational phases
- Glenelg and surrounding LGA I/O multipliers are applied to estimate employment/job impacts.

Part 2. Apply labour force constraints

Many of the direct jobs associated with the projects are not new jobs for the economy. That is, they are not 'created', rather, they reflect a 'transfer' of workers from one industry of employment to another, and/or from one region to another. These transfers are not fully captured in step 1, and step 2 seeks to account for it.

It should be noted that there is a 'floor' on unemployment within the model. It is not reasonable, or even desirable, that a new project would reduce the unemployed people of a region to zero. For Glenelg, which has had low unemployment over the past five years, the unemployment floor has been set at 2.5%, however, this is editable in the model.

'Cross-industry substitution' is the assumption that labour is mobile (i.e. a percentage of workforce employed in major projects roles will be pulled from existing employment, across all industries)

This is informed by two data sources:

- 5-year industry mobility, ABS Census Longitudinal Data (2011 to 2016 to avoid COVID impacts)
- 1-year industry mobility, ABS Characteristics of Employment Survey.

Part 3. Estimate spatial distribution of economic impacts by LGA

Using historic data, we can calculate the propensities for workers of each industry to travel between LGAs. This lets us additionally calculate how workers will move to Glenelg, to meet the demand for jobs created through these projects, and how workers will move from Glenelg, as the industries of employment shift to favour the new.

In this part of analysis, only Glenelg and the LGAs directly surrounding it are considered, as a remote LGA is unlikely to draw many workers from further beyond.

Part 4. Estimate housing and population impacts

The employment impacts of a major project (in both the LGA of the project and in LGAs affected by externalities) will cause associated impacts in population and housing demand. These impacts will be:

- Primarily realised within the same LGAs of the employment impacts
- Partially realised in other LGAs, as workers commute.

The likelihood of workers commuting is unique to each LGA and industry pair.

Journey-to-work data (2021 ABS Census) is used to inform how the shifts in employment demand translate into shifts in housing demand across LGAs.

Figure 29: Housing impacts diagram

To assess the effect of major projects on housing demand, these shifts in worker population are split by construction and operational phases of major projects.

The construction phase jobs are recognised as temporary, whereas the operational phase generates permanent, ongoing employment.

It is assumed that temporary workers live in lone person households, while the household size for permanent workers remains consistent with the base case. The change in households is then assumed to have the impact on housing demand.

Similarly, using household size ratios, for the operational phase of each project, the population increases in line with historic household sizes. For construction, the household size is assumed to be 1.

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SGS Economics & Planning

Certified B Corporation

Glenelg Shire Council

Minutes of the Audit and Risk Committee held on

Thursday 4 June 2026 at 1:00 pm at

Heywood Customer Service Centre

77 Edgar Street, Heywood

1. PRESENT

Mr David Stafford (Independent Member)
Mr John Duffield (Independent Member)
Ms Sam Sharp (Independent Member) joined the meeting at 1pm via Teams
Mr Roland Freyer (independent Member) joined the meeting at 1pm via Teams
Cr Karen Stephens (Mayor) (joined the meeting at 1:34pm via Teams)
Cr Matt Jowett (Deputy Mayor)
Cr Duane Angelino
Ms Helen Havercroft (Chief Executive Officer)
Mr David Hol (Director Corporate Services)
Mr Aaron Moyne (Director Infrastructure Services) joined the meeting at 1pm via Teams
Mr Brett Jackson (Director Community Services)
Ms Rebecca Campbell (Chief Finance Officer) joined the meeting at 1pm via Teams
Ms Jemma Dillon (program Manager)
Ms Sarah Bretherton (Acting Manager Governance)
Ms Kylie Walford (Corporate Governance Coordinator)
Ms Louise Haluska (Business Support Officer Corporate Services).

Mr Luke Snowden (KPMG) joined the meeting at 1pm via Teams
Mr Brad Ead (AFS & Associates)

2. ACKNOWLEDGEMENT OF COUNTRY

The Chair read the Acknowledgement of Country.

3. RECEIPT OF APOLOGIES

Nil.

Member Stafford notified the Committee that former Independent Member Tony Oxford had resigned from the Audit and Risk Committee, effective 3 May 2026

MOTION

MOVED Member Stafford

That a letter of appreciation be sent to former Independent Member Anthony Oxford.

SECONDED Member Duffield

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Jowett and Cr Angelino
AGAINST:	Nil

4. CONFIRMATION OF MINUTES

Recommendation

That the minutes of the Audit and Risk Committee held on 5 March 2026, as circulated, be confirmed.

MOTION

MOVED Cr Jowett

That the minutes of the Audit and Risk Committee held on 5 March 2026, as circulated, be confirmed.

SECONDED Cr Angelino

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Jowett and Cr Angelino
AGAINST:	Nil

5. DECLARATIONS OF CONFLICT OF INTEREST

Nil.

6. BUSINESS ARISING FROM THE PREVIOUS MEETING

6.1. BUSINESS ARISING FROM THE PREVIOUS MEETING

7.5 *GSC Financial Report - It was suggested by Member Sharp that the actuals indicators be moved to the top of the report for ease of viewing.*

Actioned, as reflected in quarter 3 report.

7.10 *Internal & External Audit Action List - It was suggested that a column be added to capture the adjusted due date for items.*

Actioned, as reflected in Internal and External Audit Lists.

7.13 *Kathleen Millikan Centre National Quality Standard Assessment & Rating Report - That the full report be sent to Committee Members.*

Actioned 17 March 2026, uploaded to Docs On Tap ‘Information Documents’.

6.1 *Policy Key Metric Report (Dashboard) to be presented to the June A&R Meeting. including the number of policies, procedures and guidelines of those that are current, overdue, under review or in draft, as well as those that are affected by Civica and ERP that need to be re-worked.*

Deferred to September Audit and Risk Committee Meeting. Verbal update to be provided at the June Meeting.

7. MANAGEMENT REPORTS

7.1. INTERIM MANAGEMENT LETTER FROM THE AUDITOR GENERAL'S EXTERNAL AGENT KPMG

Author: Rebecca Campbell, Chief Finance Officer
Director: Aaron Moyne, Acting Director Corporate Services

Summary

The purpose of this report is to communicate to the Audit and Risk Committee any matters that they need to be aware of arising from the interim financial audit of the Glenelg Shire Council for the financial year ended 30 June 2026.

Background

The Victorian Auditor-General's Office (VAGO), has engaged KPMG for the annual financial audit for Glenelg Shire Council for the financial year ending 30 June 2026.

Key Information

The Victorian Auditor-General's Office (VAGO), has engaged KPMG for the annual financial audit for Glenelg Shire Council under a contract for 3 years, plus 2 x one year extension options. KPMG's 3 year contract covers the audit of the 2023/24, 2024/25 and 2025/26 financial years.

KPMG have undertaken Council's Interim Audit throughout May 2026 with the audit findings presented in the 2025/26 Interim Management Letter. The primary purpose of the Interim Management Letter is to communicate any matters arising from the Interim Audit.

Risk

The audit of the financial statements and its inclusion in the Annual Report is a requirement set out in the *Local Government Act 2020* Division 3, Section 98 where Council is required to prepare an annual report, which includes an audited financial statement.

Finance

The resourcing of year-end audit is provided for in the adopted budget.

Consultation

Report to be prepared for the Audit and Risk Committee Meeting.

Council and Wellbeing Plan 2025-2029 Alignment

Leading and Engaging – Being an active and transparent leader set up to deliver on our priorities.

Conclusion

The Interim Audit is an important step towards the end of Financial Year audit as it provides a preliminary evaluation conducted before the financial year-end.

The Interim audit is designed to identify control weaknesses early, and reduce the year-end workload, and prevents compounding errors before final financial statements are generated.

Recommendation

That the Audit and Risk Committee receives the Interim Management Letter from KPMG for the financial year ending 30 June 2026.

MOTION

MOVED Member Duffield

That the Audit and Risk Committee receives the Interim Management Letter from KPMG for the financial year ending 30 June 2026.

SECONDED Member Freyer

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

1. Interim Audit - Management letter - GSC Comments 27.05.2026 [**7.1.1** - 34 pages]

Cr Stephens joined the meeting at 1:33pm.

7.2. INTERNAL AUDIT REPORT - GOVERNANCE

Author: Kylie Walford, Corporate Governance Coordinator
Director: Aaron Moyne, Acting Director Corporate Services

Summary

This report is to present to the Audit and Risk Committee the Internal Audit Report on Governance.

Background

An internal audit on Governance was undertaken in accordance with year two of the Strategic Internal Audit Program 2024 – 2027 (SIAP).

Council's Internal Auditors, AFS & Associates were engaged to complete the audit.

Key Information

The key objective of the review was to ensure robust governance processes are in place, undertaken and are relatively efficient and effective in mitigating governance and compliance risk.

The scope of the review was as follows:

- Review and evaluate existing governance policies and procedures
- Assess existing controls in place to mitigate primary risks associated with lack of awareness and good governance practice or legislative changes.
- Confirm the extent to which compliance obligations are identified, logged, tracked, monitored and reported.
- Confirm systems or software exists to enable facilitated compliance and reminders.
- Confirm a policy review schedule exists and undertaken.
- Confirm processes for conflicts of interest declarations exist by Councillors.
- Confirm processes in place to support the *Local Government Amendment (Governance and Integrity) Act 2024*, in relation to Mayoral and Councillor induction training.

In the final report, under detailed findings, there are 10 areas of strength identified. There are five findings of which are categorised as minor risk exposures. There are also two opportunities identified.

Of the five findings, the topics relate to:

Finding 1 - Compliance Management
Finding 2 - Notices of Motion
Finding 3 - Model Councillor Code of Conduct Training
Finding 4 - Audit & Risk Committee Skills Matrix
Finding 5 - Audit and risk Committee forward work program

Opportunity 1 - Summary of Changes within Policies and Procedures
Opportunity 2 - Model Governance Rules

The five findings were carefully considered by management, and the relevant management comments were applied to each recommendation, with target dates assigned.

Risk

The strategic risk of not conducting internal audits, particularly on this subject, may result in weaknesses in governance controls remaining unidentified, increasing the strategic risk of non-compliance, ineffective oversight, reputational damage, fraud or misconduct, and reduced confidence in Council's governance and accountability processes.

Finance

The Internal Audit Program is incorporated into the 2025/2026 Council Budget. The recommendations accepted will be implemented within the associated work unit's current operational budgets.

Consultation

- AFS & Associates
- Key Staff
- Executive Leadership Team

Council and Wellbeing Plan 2025-2029 Alignment

Leading and Engaging – Being an active and transparent leader set up to deliver on our priorities.

Conclusion

The full report is attached to this Agenda. Following Audit and Risk Committee consideration, all recommendations will be added to the Internal Audit Action List

Recommendation

That the Audit and Risk Committee receives the Internal Audit Report on Governance.

MOTION

MOVED Member Duffield

That the Audit and Risk Committee receives the Internal Audit Report on Governance.

SECONDED Member Sharp

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Mr Hol questioned whether Notices of Motions are the appropriate method for calling for Letters or Submissions on behalf of Council.

This question was taken on notice.

Member Duffield suggested that a Compliance Report could be considered for presentation to the Audit and Risk Committee, showing where we are meeting our obligations, ie RelianSys.

Action: Further discussion to take place on the consideration of implementation of a Compliance Obligation Report.

Attachment List

1. Final Internal Audit Report Governance [**7.2.1** - 29 pages]

7.3. STRATEGIC INTERNAL AUDIT PROGRAM STATUS UPDATE

Author: Kylie Walford, Corporate Governance Coordinator
Director: Aaron Moyne, Acting Director Corporate Services

Summary

The purpose of this report is to provide the Audit and Risk Committee with a status update for approaching topics and scopes within the Strategic Internal Audit Program (SIAP).

Background

In accordance with the Audit and Risk Committee Charter, Council sets out an internal audit plan to direct the activities of the internal audit function. Internal audits provide a review of the effectiveness of governance, risk management, and control processes. Whilst a four-year plan exists, the Audit and Risk Committee will retain its ability to recommend amendments as required where circumstances change or new risks are present.

Key Information

The attached report provides an updated status of internal audits, along with a draft high-level scope for the following approaching audit topics:

- Procurement (revised)
- Review of actions Internal Audit Action List (revised).

Annual Review of Internal Audit Program

The program was recently revised at the December 2025 Audit and Risk Committee Meeting with those amendments formally adopted at the February 2026 Council Meeting, which saw the Children's Services (Service Area Review) internal audit being brought forward as a priority to year 3 and Payroll being deferred to the first audit in year 4.

Following these changes, Members were further consulted by the Corporate Governance Coordinator, whether they were satisfied with the current program, or if there were any emerging risks that should be considered for inclusion.

No further amendments were put forward.

Risk

In developing the SIAP, a risk survey was conducted with Councillors, Audit & Risk Committee members, Executive, and Management.

The purpose of the risk assessment was to gain an understanding of the risk environment at Council to:

- Allocate internal audit resources to the areas of greatest risk as perceived by Glenelg Shire Council for the four-year Strategic Internal Audit Program (SIAP)Accurately scope topics
- Maximise the value achieved for the internal audit budget.

The Audit and Risk Committee Charter requires the Internal Auditor to establish an Internal Audit Plan in conjunction with the Audit and Risk Committee and the Executive Leadership Team.

Finance

An allocation for Internal Audits is incorporated into the Council's annual budget.

Consultation

Executive Leadership Team
Audit and Risk Committee Members
AFS & Associates

Council and Wellbeing Plan 2025-2029 Alignment

Leading and Engaging – Being an active and transparent leader set up to deliver on our priorities.

Conclusion

A copy of the Strategic Internal Audit Program Status Update is attached to this report for Audit and Risk Committee consideration.

The Strategic Internal Audit Program Status Update will be presented to the Audit and Risk Committee by AFS & Associates.

Recommendation

That the Audit and Risk Committee receives the Strategic Internal Audit Program Status Update.

MOTION

MOVED Member Duffield

That the Audit and Risk Committee receives the Strategic Internal Audit Program Status Update.

SECONDED Member Freyer

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

1. Status Update - 4 Jun 2026 [**7.3.1** - 9 pages]

7.4. INDUSTRY UPDATE

Author: Kylie Walford, Corporate Governance Coordinator
Director: Aaron Moyne, Acting Director Corporate Services

Summary

The purpose of this report is to provide the Audit and Risk Committee with an update of recent regulatory and integrity agency reports and publications of interest.

Background

In accordance with the Audit and Risk Committee Work Plan under Compliance and Performance Management, the Audit and Risk Committee are presented with reports by regulatory and integrity agencies on investigations relevant to the Local Government sector.

Key Information

This Agency Report will assist the Audit and Risk Committee in evaluating whether Council's compliance framework is robust and supports continuous improvement in strengthening oversight and assurance.

Risk

Council's internal audit program plays a key role in assisting the organisation in governance, compliance, and risk management.

This Agency Report enables the Audit and Risk Committee to identify new or emerging risks and whether the Council is exposed to similar risks.

Finance

Not Applicable.

Consultation

- AFS & Associates
- Audit and Risk Committee.

Council and Wellbeing Plan 2025-2029 Alignment

Leading and Engaging – Being an active and transparent leader set up to deliver on our priorities.

Conclusion

A copy of the Industry Update is attached to this report for Audit and Risk Committee information.

The Industry Update will be presented to the Audit and Risk Committee by AFS & Associates.

<u>Recommendation</u>

That the Audit and Risk Committee receives the Industry Update Report.

<u>MOTION</u>

MOVED Member Sharp

That the Audit and Risk Committee receives the Industry Update Report.

SECONDED Cr Stephens

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

1. Industry Update - 4 Jun 2026 [**7.4.1** - 10 pages]

7.5. 2026/27 BUDGET PROCESS AND TIMELINES

Author: Rebecca Campbell, Chief Finance Officer
Director: Aaron Moyne, Acting Director Corporate Services

Summary

This report provides the Audit & Risk Committee with an update on the 2026/27 Budget timeline and processes.

Background

Council is required to prepare and adopt an Annual Budget and subsequent 3 financial years by 30 June each year in accordance with the *Local Government Act 2020.*

Key Information

The key objective of the Budget is financial sustainability in the medium to long term whilst still achieving Council's priorities as outlined in the Council and Wellbeing Plan 2025-2029.

Council adopted a Long-Term Financial Plan for the period 2026 – 2035 in October 2025 and has worked hard to meet the assumptions and principles set out in the plan and reflect these in the 2026-27 Draft Budget.

For the 2026/27 Budget, Council identified an expenditure reduction target of 2.5% on Materials and Services and Employee cost expenditure to help with long term financial sustainability. Council has been able to reflect these savings in these cost categories (excluding any carry forward items).

Also identified in the Long-Term Financial Plan, was a greater contribution towards capital expenditure. An additional $500k was allocated towards new capital projects and an additional $1M towards additional renewal projects. The 2026/27 Draft Budget includes these amounts allocated. The additional $1M for renewal projects will help to reduce the renewal gap that Council has endured over prior years.

Council has sought feedback from the community in the 2026/27 Budget Community Information Sessions to determine how these additional capital budget amounts should be allocated. The 2026/27 draft budget includes a recommendation from the budget consultation process regarding the allocation of these funds.

Part of the annual budget process involves all Council officers with budget responsibilities undertaking a comprehensive review of unit budgets and fees and charges, followed by meetings with the Executive Leadership Team to review unit service plans, budget allocations and initiatives.

Multiple Councillors briefings were held through March and April 2026 to help inform and develop the draft Budget. At the Council meeting held on Tuesday April 28, the 2026/27 Draft Budget was endorsed by Council to be released for public consultation for the period 29 April to 22 May 2026.

Key dates are:

- April -
  - 28 April - Council Meeting – Councillors to consider the Draft Budget, fees and charges and waste management charges.
  - 29 April - Public feedback period on the 2026/27 Budget commenced

- May
  - 22 May - Public feedback period on the 2026/27 Budget closes
  - 25 May - Officers to commence review of all budget submissions.
  - 29 May - Final date for officers to submit any details for review/approval for carry forward budget requests

- June
  - 2 June – Councillor Briefing – Further review of Waste Service charges; Budget submission responses
  - Update of Draft Budget with additional items – VLGGC, Rates stage 4 valuation amounts, Fuel impacts etc
  - 9 June – Responses to all budget submissions to be completed
  - 9 June – Councillor Briefing – Valuer presentation; 2026/27 Draft Budget update
  - 16 June – Councillor Briefing – Presentation of 2026/27 Budget & Fees and Charges
  - 23 June – Council Meeting – Presentation of 2026/27 Budget for adoption

Risk

Under the *Local Government Act 2020* Part 4 Division 2 – Budget Process and specifically section 94, Council is required to prepare and adopt an annual budget and subsequent 3 financial years.

Under the *Local Government Act 2020*, Section 91, Council is required to prepare and adopt a Financial Plan by the 31 October after a general election for a period of at least the next 10 financial years.

Council will update its Long Term Financial Plan post adoption of the budget using inputs/assumptions from the 2026/27 Budget Preparation. The updated Long-Term Financial Plan will be used to inform future budgets.

Finance

The preparation of the 2026/27 Budget provides Council’s financial direction and outlines for the period 1 July 2026 to 30 June 2030.

Consultation

For the 2026/27 Budget, Council has focused on the Inform and Consult engagement principles. Council has been clear that the focus for the 2026/27 Budget engagement

is on understanding how the community prioritises capital projects, allocation of additional funding for renewal projects and review of Differential rating categories.
For the 2026/27 Budget Engagement, Council held information sessions in Portland, Heywood, Casterton, Dartmoor & Nelson and used the YourSay Glenelg page to share information and the Community Survey. The Stage 1 consultation process sought to building upon previous engagement outputs and obtain targeted community feedback on new project, capital renewal, future project priorities and rating category expansion.

All feedback obtained through Stage 1 consultation has been used to inform the development of the draft 2026/27 Budget.

The draft Budget was endorsed by Council to release for further public exhibition and engagement at the April Council Meeting, with the engagement process closing on Friday 22 May 2026.

All budget submissions will be reviewed and considered in the development of the final 2026/27 Budget.

It should be noted, that as a result of debate and subsequent Councillor resignation at the April Council Meeting, including social media activity, the volume of submissions for the draft Budget is very high and emotive, with the majority of submissions focused on the collection of rate revenue by Council.

<u>Council and Wellbeing Plan 2025-2029 Alignment</u>

Essential Services and Facilities - Quality, fit for purpose facilities, infrastructure and services that support our community.

<u>Recommendation</u>

That the Audit & Risk committee receives the status update for the 2026/27 Budget.

<u>MOTION</u>

MOVED Member Duffield

That the Audit & Risk committee receives the status update for the 2026/27 Budget.

SECONDED Member Sharp

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

Nil

Ms Bretherton, Acting Manager Governance, left the meeting at 2:03pm.

7.6. GLENELG SHIRE COUNCIL FINANCIAL REPORT MARCH 2026

Author: Rebecca Campbell, Chief Finance Officer
Director: Aaron Moyne, Acting Director Corporate Services

Summary

This report provides a high-level overview of Council's financial position as at 31 March 2026 (Quarter 3) and progress against the 2025/26 Adopted Budget, along with a forecast position as of the end of financial year.

The Q3 report was presented to Council at the April 2026 Council Meeting.

Background

The 2025/26 Budget was adopted by Council on 24 June 2025.

This quarterly report provides an update on Council's financial performance and position as at 31 March 2026, including:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Capital Works.

This report has been prepared in accordance with the *Local Government Act 2020* and forms part of Council's ongoing financial monitoring and governance framework.

Key Information

At the end of Quarter 3, Council is tracking broadly in line with expectations, with a year-to-date (YTD) operating surplus of $4.6M, largely driven by the recognition of rates and charges revenue in August 2025. The accumulation of expenditure across the year is slowly reducing the operating surplus. At the end of June 2026, it is forecast that Council will have a deficit operating result of $7.2M.

Capital works delivery is expected to accelerate in Quarter 4, with $4.6M expended to date against a revised program of $9.7M. $6.7M of existing committed projects will be carried forward for delivery next financial year and form part of the draft budget for 2026/27.

As the draft 2026/27 Budget develops, which will be presented to the 23 June Council Meeting, further revisions will be made to ensure the budget accurately reflects the end of financial year position.

Overall Financial Position

The report presents the following position:

- Year-To-Date (YTD) surplus: $4.6M
- Forecast Full Year Result: ($7.2M) deficit
- Total YTD Income: $52.9M (89% of forecast)
- Total YTD Expenses: $48.3M (72% of forecast)

Comprehensive Income Statement

The adopted net operating position for 2026/27 was a surplus result of $2.9M. The forecasted net result (deficit of $7.2M) is primarily due to the timing of $5M of the 2025/26 Financial Assistance Grant income received in late 2024/25 financial year, as well as a reduction in recognition of $4.6M of Capital Grant Income due to project delays.

The YTD income at 31 March is $52.9M (89% of forecast) and expenses are $48.2M (72% of forecast).

Income is tracking as expected, with rates recognised early in the year and other income tracking as expected.

The current surplus position is driven by timing and expected to reduce to the $7.2M deficit position as expenditure increases and the remaining sources of income are received.

Movements to the Adopted Budget

Key movements to the 2025/26 Adopted Budget include:

- $4.6M reduction in Capital Grant Income due to funded project delays which will be delivered in 2026/27.
- Receipt of $4M of Operating Grant Income to fund the State Government's Primary Product (Drought Relief) Rebate (neutral net impact). This income increased operating grant income and reduced rate income by the same amount.
- A decrease in Operating Grant Income associated with the $5M Financial Assistance Grant paid to Council in 2024/25.
- Reclassification of $2M Childcare Subsidy Income to Other Income (neutral impact).

Balance Sheet

The Balance Sheet shows that Council's cash position at 31 March is strong with approximately $19M in cash and cash equivalents. Council expects that the cash position at 30 June will be $6.8M, $3.6M higher than the Adopted Budget of $3.1M. The higher cash position is primarily due to the timing of capital expenditure and the deferral of planned borrowings in 2026/27 ($6.7M of Capital works less $3M of borrowings).

Council's strong financial position at 31 March reflects in the Liquidity and Indebtedness Financial indicators.

The Liquidity indicator is currently 178% compared to the Adopted Budget target of 64%. Council is expecting an improved indicator of 74% at 30 June due to the higher cash balances.

The Indebtedness indicator is currently 25% compared to the Adopted Budget target of 29%. Council expects the indicator remain stronger at 29% due to deferring the additional $3M loan until 2026/27.

Overall, the Balance Sheet remains in a stable position.

Statement of Capital Works

Council adopted a Capital works budget of $15.2M for 2025/26. As Council has progressed through the financial year, funding variations and new funding agreements have contributed to a deferral of an estimated $6.7M of works to the 2026/27 Financial Year.

Council's capital works program has been revised down to $9.7M. As at 31 March 2026, Council has delivered $4.6M in capital works, representing approximately 47% of the revised annual program of $9.7M.

The $6.7M of carry forward works is made up of the following –

- $3.5M for the Portland Foreshore Community Project;
- $1.1M for the Portland Gymnastics Project which required further planning and funding agreement variations;
- $1.7M for the Safer Local Roads and Streets (SLRSP) Program;
- $249k of Heavy Plant renewals; and
- $140k of Bridge renewals.

These project amounts have been included in the 2026/27 Draft Budget.

For 2025/26, Council expected its Asset renewal ratio to be a healthy 113%. Now, due to the deferral of the Portland Foreshore and Gymnastics projects, the asset renewal ratio has been revised down to 74%. Targets for 2026/27 have now increased from 62% (2025/26 budget expectations) to 94% (2026/27 budget expectations) due to the carry forward budget amounts.

Risk

This report is prepared in accordance with the requirements set out in the *Local Government Act 2020* Division 2, Section 97 where Council is required to prepare a quarterly budget report to be submitted to Council.

Also, in accordance with Division 4, Section 101 Council is required to consider the following Financial Management Principles:

- Revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with Council's financial policies and strategic plans
- Financial risks must be monitored and managed prudently having regard to economic circumstances.

Additional key risks being monitored include:

- The timing of capital grant funding;
- Delivery of the capital works program;
- Cost escalation pressures (fuel and civil construction costs); and
- Increasing cost of living pressures impacting the ability of debtors to pay their accounts

These risks are being managed through frequent financial and project review.

Finance

The preparation of the quarterly financial report is a key tool to monitor budget performance and financial position.

The financial report provides commentary on all material variances (YTD actuals compared to budget).

The information in this report aligns with strategic planning documents under Council's strategic planning framework, including the Annual Budget, Long Term Financial Plan, Asset Plan and Revenue and Rating Plan.

Council and Wellbeing Plan 2025-2029 Alignment

Leading and Engaging – Being an active and transparent leader set up to deliver on our priorities.

Consultation

The finance report is prepared quarterly for Council and also submitted to the Audit and Risk Committee for review at their quarterly meetings.

Conclusion

The March 2026 financial report outlines that expenditure and income is tracking largely as budgeted with no significant variations identified.

Recommendation

That the Audit and Risk Committee receives the quarterly financial report for the period ending March 2026.

MOTION

MOVED Member Duffield

That the Audit and Risk Committee receives the quarterly financial report for the period ending March 2026.

SECONDED Member Freyer

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Member Duffield questioned whether the Profit and Loss reporting categories can be broken further down to show operating and capital grants components.

Action: Further discussion to take place outside of this Committee on Finance Reporting capabilities and requirements.

Attachment List

1. March 2026 Quarterly Finance Report [**7.6.1** - 5 pages]

7.7. INTERNAL AND EXTERNAL AUDIT ACTION LISTS

Author: Kylie Walford, Corporate Governance Coordinator
Director: Aaron Moyne, Acting Director Corporate Services

Summary

The purpose of this report is to provide the Audit and Risk Committee with a status update on the Internal and External Audit Action Lists.

Background

In accordance with the Audit and Risk Committee Annual Workplan under 'Internal Control Environment', the Audit and Risk Committee is to receive a quarterly report on the status of the Internal and External Audit Action Lists.

The Internal and External Audit Action Lists detail each recommendation from prior internal audits conducted, as well as external financial audits which contain recommendations requiring action.

It should be noted that an internal audit will be undertaken in June 2026 on the progress made towards implementing management actions agreed as part of prior internal audits. The review will focus on progress against all internal audit agreed management actions where a risk rating has been assigned.

Key Information

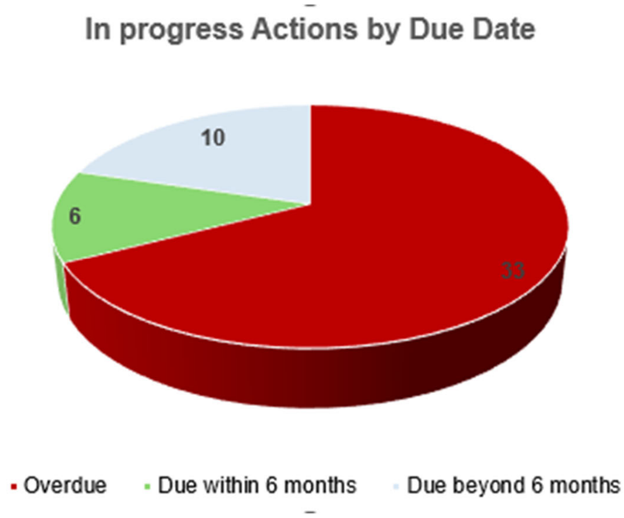
Summary of Status of Actions

Below is a current summary of the status of Internal Audit Actions by:

- Completion status
- In progress status
- Risk Rating status.

This graph below shows the number of actions by completion status. The entire Action List holds 53 actions. Four are marked complete by management (pending AFS review) and 49 remain in progress:

The graph below displays the number of in progress actions by due date. Of the 49 actions in progress, 33 are overdue in comparison to the original committed timeline, 6 actions are falling due in the next six months and 10 are due longer:



The graph below shows the number of actions in progress by risk rating. The Action list holds 49 actions in progress of which zero are major risk rated, 19 are moderate risk rated, 27 are minor risk rated and 3 are opportunities.

External Audits

Number of External Audit actions	3
Number Completed in last quarter	0
High Risk items	0
Moderate Risk items	2
Low Risk items	0
VAGO Unrated	1

Risk

The aim of the Internal and External Audit Action Lists is to assist with adopting effective internal controls to mitigate risks.

Finance

Resource and budget implications will vary dependent upon the specific audit findings and recommendations.

Consultation

Communication was undertaken with key staff with comments updated as required and presented to the Executive Leadership Team prior to the Audit and Risk Committee.

Council and Wellbeing Plan 2025-2029 Alignment

Leading and Engaging – Being an active and transparent leader set up to deliver on our priorities.

Conclusion

A copy of the Internal and External Action Lists are attached to this report for Audit and Risk Committee consideration.

Recommendation

That the Audit and Risk Committee receives the Internal and External Action List Report.

MOTION

MOVED Member Freyer

That the Audit and Risk Committee receives the Internal and External Action List Report.

SECONDED Member Sharp

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

1. CURRENT Master INTERNAL AUDIT (AFS) Action List [**7.7.1** - 18 pages]
2. CURRENT Master EXTERNAL AUDIT (KPMG) Action List [**7.7.2** - 8 pages]

Ms Lee Oakley, WorkCover, Risk and Insurance Officer, joined the meeting at 2:20pm.

7.8. RISK AND OHS QUARTERLY REPORTS

Author: Lee Oakley, Workcover, Risk and Insurance Officer
Director: Aaron Moyne, Acting Director Corporate Services

Summary

This quarterly report provides an overview of Risk, Workcover and Occupational Health and Safety (OHS) matters for the period 1 January to 31 March 2026.

Background

This quarterly report provides an overview of Risk Management, Workcover, Insurance and OHS, for the period 1 January to 31 March 2026.

Key Information

Reports include:

- Summary new public liability claim lodged against Council
- Summary third-party vehicles struck by Council vehicles
- Summary of Workcover claims include 2 new claims
- WorkSafe Psychosocial Inspector visit
- Summary of inspections/audits for the quarter.

Risk

Compliance monitoring and improvements are undertaken in accordance with the Occupational Health and Safety Act 2004, and Regulations, and any relevant legislation when undertaking Risk Workcover and Injury Management.

Finance

Risk Management, Workcover, Insurance and Occupational Health and Safety is undertaken to ensure the best outcome and within budget requirements.

Consultation

Leadership and engagement - A highly engaged and capable local government, leading Glenelg to ensure the needs and aspirations of our community are realised.

Council and Wellbeing Plan 2025-2029 Alignment

Leading and Engaging – Being an active and transparent leader set up to deliver on our priorities.

Conclusion

This quarterly report provides an overview of Risk Management, Workcover, Insurance and Occupational Health and Safety, for the period 1 January to 31 March 2026. No significant issues are identified that warrant Audit and Risk Committee attention at this time.

Recommendation

That the Audit and Risk Committee receives the Risk, Workcover and Occupational Health and Safety Quarterly Reports

MOTION

MOVED Member Duffield

That the Audit and Risk Committee receives the Risk, Workcover and Occupational Health and Safety Quarterly Reports

SECONDED Member Sharp

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

1. Risk Management Quarterly Report 1 January to 31 March 2026 [**7.8.1** - 3 pages]
2. OHS and Risk Quarterly Report [**7.8.2** - 6 pages]
3. Confidential Work Cover Quarterly Report 1 January to 31 March 2 [**7.8.3** - 3 pages]

7.9. BUSINESS CONTINUITY PLAN UPDATE

Author: Lee Oakley, Workcover, Risk and Insurance Officer
Director: Aaron Moyne, Acting Director Corporate Services

Correction: The BCP was conducted in March 2026.

Summary

A Business Continuity Workshop and Plan (BCP) test was conducted by JLT Risk Solutions on the 19 April 2026.

Background

The BCP session consisted of a one hour training session, followed by a practical session involving the loss of Cliff Street due to fire.

The objective of the exercise was to:

- Familiarise staff with BCP concepts and processes.
- Identify a Business Continuity Team (BCT) to lead response efforts.
- Test information flow and role clarity within the BCP hierarchy.
- Evaluate the effectiveness of Councils BCP procedures and staff capability in identifying and responding to a significant interruption event (excluding emergency management plan and IT Disaster Recovery Plan).

Key Information

Recommendations from the report included:

- Define clear roles and responsibilities for BCP
- Conduct a review of business processes to identify critical processes and alignment
- Perform critical process impact assessments to priorities critical functions
- Create a high-level BP process flow diagram to aid staff leading and coordinating incident analysis and response activities.

A review of the BCP, considering the recommendations from the report, is pending.

Risk

In accordance with relevant legislation, including Risk Management, Emergency Management and the Occupational Health and Safety Act 200.

Finance

Risk Management is undertaken to ensure the best outcomes and within budget requirements.

Consultation

Consultation and Communication processes are undertaken in accordance with GSC Policies and Procedures.

Council and Wellbeing Plan 2025-2029 Alignment

Leading and Engaging – Being an active and transparent leader set up to deliver on our priorities.

Conclusion

Recommendations from the external providers' report will be considered in the upcoming BCP review.

Recommendation

That the Audit and Risk Committee receives the JMAPP Business Continuity Report.

MOTION

MOVED Member Sharp

That the Audit and Risk Committee receives the JMAPP Business Continuity Report.

SECONDED Member Duffield

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

1. 2026 JMAPP Glenelg BCP Test Report 2026 [**7.9.1** - 9 pages]
2. BCP Testing Recommendations [**7.9.2** - 1 page]

Ms Oakley, WorkCover, Risk and Insurance Officer, left the meeting at 2:25pm.

Mr Adam Knell, Manager Information Technology, joined the meeting at 2:25pm.

7.10. CYBER SECURITY INCIDENT REPORT

Author: Adam Knell, Manager Information Technology
Director: Helen Havercroft, Chief Executive Officer

Summary

The purpose of this report is to provide the Audit and Risk Committee with the quarterly Cyber Security Incident Report update.

Background

Council is committed to monitoring and continually improving its cyber security practices, as this is pivotal to protecting Council's data assets in this increasingly digital world.

Key Information

Employee Cyber Awareness

Council staff are routinely provided cyber security training via Council's Employee Cyber Awareness Training system. Cyber awareness training is run every quarter and phishing campaigns run monthly.

The data from Feb 2026 to April 2026 where Red denotes a negative while Green is positive is;

Item	Details
Employee Training Rolled Out	Business email compromise, information privacy and security, keep secure module scam training sessions, smishing.
Simulated Phishing Emails Sent out by the Cyber Security Training Platform	Feb – 302 Mar – 295 Apr – 295
Simulated Phishing Emails Reported by Staff	Feb – 73 - ↑ 33 Mar – 75 - ↑ 2 Apr – 68 - ↓ 7
Users who clicked on a test phishing email	Feb – 9 - ↑ 5 Mar – 7 - ↓ 2 Apr – 12 - ↑ 5

Table 1. Cyber Awareness Training Results to Apr 2026

If an individual clicks on an attachment or link in a Phishing simulated email, they're then directed to a course. These courses are quick reminders to identify what to look out for in a phishing email. On completion they're reminded of Council's phishing reporting process.

This reporting period is a bit double edged, whilst its heartening to see a significant increase in reported phishing emails, it is not ideal that the number of clicked phishing emails has also gone up. From investigations, these are primarily new users, and once they settle in and do some more training, their proficiency will also increase.

Mimecast

Mimecast is Council's real time email protection system that monitors emails and protects Council from SPAM, malware, and advanced threats.

Month	Total Inbound Emails	Rejections (incl. Viruses and SPAM)
Feb 2026	102,121 ↑ 15,021	9,770 ↑ 1,870
Mar 2026	107,420 ↑ 5,301	9,955 ↑ 185
Apr 2026	55,680 ↓ 51,740	8,045 ↓ 1,910

Table 2. Mimecast Data Results

Mimecast also provides a list of users who have repeatedly clicked unsafe email links. Based on the results extra training is provided for specific users or units to improve skills and knowledge and reduce the risk to the organisation.

One thing to note here is the drop in incoming mail for the month of April. We have investigated this & apart from us switching to an enhanced version of Mimecast nothing else has changed. We will monitor, but this is not anything to be alarmed about. The month of May seems to be getting back to usual figures.

Cyber Security Incidents

The Cyber Security Incident Response Log records all cyber security incidents. Council had no cyber security incidents in the February to April quarter:

Incident	Outcome
External file share to external user was set-up incorrectly resulting in all files shared being able to be seen by the external user. User self reported and logs show no other folders or files were accessed.	Process review, retraining of staff, and review of external folders and contents by Information & Data department will be conducted.

Table 3. Incident Data

Breached Password List

Every month IT receives a report alerting users who may have had their password breached on the dark web. Where a breach has occurred, users are contacted, provided with information on best practices and directed to reset their password.

Users set a password of 14 characters or more which is required to be changed every 120 days. The last 5 passwords cannot be reused. Exposed accounts have all had their passwords reset.

Months	Exposed Passwords
Feb – Apr	17 (Udemy & Pitney Bowles Breaches)

Table 4. Insecure Passwords

Endpoint Protection Software

Endpoint Protection software has been rolled out to Council devices, including mobile devices. Within this service is a managed detection and response solution with a dedicated team providing 24/7 coverage to eradicate threats to Council devices within minutes. This system provides a more in-depth insight into Council's device environment, with real-time and historical application and asset inventory information.

Risk

The *Privacy and Data Protection Act 2014* outlines an organisation's obligation regarding privacy and information security.

The Victorian Protective Data Security Framework (VPDSF) and the Victorian Protective Data Security Standards (VPDSS) establish mandatory requirements to protect public sector data and provide for governance across the four domains of information, personnel, ICT and physical security. Under the VPDSS, agencies must have effective business continuity processes in place to enable them to respond to and recover from any event that affects the confidentiality, integrity and availability of public sector data.

Finance

Costs associated with Cyber Security and IT security are included with the annual operating budget.

Consultation

This report is prepared for the Audit & Risk Committee.

Council and Wellbeing Plan 2025-2029 Alignment

Essential Services and Facilities - Quality, fit for purpose facilities, infrastructure and services that support our community.

Recommendation

That the Audit and Risk Committee receives the quarterly Cyber Security Incident Report update.

MOTION

MOVED Member Duffield

That the Audit and Risk Committee receives the quarterly Cyber Security Incident Report update.

SECONDED Member Freyer

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

Nil

7.11. SECURITY AND PENETRATION TEST STATUS UPDATE

Author: Adam Knell, Manager Information Technology
Director: Helen Havercroft, Chief Executive Officer

Summary

The purpose of this report is to provide the Audit and Risk Committee with an update on the security and penetration testing undertaken by Council.

Background

In August 2023, Council went out for quote for internal and external security and penetration testing services. CyberCX was the successful vendor and the security and penetration test was undertaken in February 2024. The main objective of this assessment was to ascertain the extent to which an unauthenticated user and an internal employee could obtain access to unauthorized data and hosts within the Glenelg network.

Key Information

Council received the External and Internal Network Penetration Test Report in March 2024. The report was provided to the June Audit and Risk Committee meeting. This provided immediate and longer-term recommendations with risk level ratings. Action Plans were developed outlining the outcomes for the External Test and the Internal Test to show progress on the recommendations. All actions from the External Pen Test have been completed. The Internal Pen Test Action Plan is attached. Provided below is a summary of the recommendations and actions to date.

External Penetration Test Recommendations Status update:

Recommendations	Feb 2026	Apr 2026
1 - Medium risk	completed	completed
1 - Low risk	completed	completed
1 - For information	completed	completed

Internal Penetration Test Recommendations Status update:

Recommendations	Feb 2026	Apr 2026
3 - Critical risks	Completed	Completed
9 - High risks	Completed	Completed
19 - Mediums	13 completed 6 underway	15 completed 4 underway
4 - Low risk	3 Completed 1 underway	3 Completed 1 underway

In the last quarter we completed one of the medium-risk recommendations and made steady progress on the others, which remain active. Some of these items, although medium and low, will take some concerted work to get fully completed, but good progress is being made.

Risk

The *Privacy and Data Protection Act 2014* outlines an organisation's obligation regarding privacy and information security.

The Victorian Protective Data Security Framework (VPDSF) and the Victorian Protective Data Security Standards (VPDSS) establish mandatory requirements to protect public sector data and provide for governance across the four domains of information, personnel, ICT and physical security. Under the VPDSS, agencies must have effective business continuity processes in place to enable them to respond to and recover from any event that affects the confidentiality, integrity and availability of public sector data.

Finance

Costs associated with Cyber Security & IT security are included with the annual operating budget.

Consultation

This report is prepared for the Audit & Risk Committee.

Council and Wellbeing Plan 2025-2029 Alignment

Essential Services and Facilities - Quality, fit for purpose facilities, infrastructure and services that support our community.

Recommendation

That the Audit and Risk Committee receives the update on the security and penetration test.

MOTION

MOVED Cr Stephens

That the Audit and Risk Committee receives the update on the security and penetration test.

SECONDED Cr Angelino

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

Nil

Mr Knell, Manager Information Technology, left the meeting at 2:30pm.

7.12. ERP PROGRAM 'GO LIVE' UPDATE

Author: Jemma Dillon, Acting Director Infrastructure Services
Director: Helen Havercroft, Chief Executive Officer

Summary

The purpose of this report is to provide the Audit and Risk Committee with an update on the ERP project, including the status of post-go live activities and the approach to Phase 2 asset management.

Background

Council continues to successfully use Civica Altitude as its Enterprise Resource Planning (ERP) solution. System performance has remained stable and no critical issues have been experienced since go live. There are some areas of Council that are yet to have their modules rolled out and until that is complete updates will continue to be provided to Audit and Risk Committee.

Key Information

Phase 2 of the ERP project has focused on asset management. Council manages approximately $767 million in public assets and has logged more than 10,000 asset defects so far this year, with approximately 3,600 inspections required annually.

Following review, the Project Control Group determined that Civica's Asset Management solution does not meet Council's current needs. The implementation has been paused, and Council will proceed to a Request for Tender for a dedicated Asset Management solution.

Existing asset management processes will continue while the next steps are progressed.

Risk

The decision to pause the Civica Asset Management implementation reduces the risk of adopting a system that may not adequately support Council's operational and strategic asset management needs.

Key risks continue to be monitored through the Project Control Group, including system suitability, business continuity, staff adoption, project cost, procurement timelines and transition planning.

Finance

Costs associated with the ERP program continue to be managed within the operational budget. Any future procurement and implementation costs associated with a dedicated Asset Management solution will be considered through the appropriate budget and procurement processes.

Consultation

Ongoing consultation continues with staff and key stakeholders through project monitoring, feedback, communication and change management activities. Staff who contributed to the asset management review have informed the decision to proceed to market.

Council and Wellbeing Plan 2025-2029 Alignment

Essential Services and Facilities - Quality, fit for purpose facilities, infrastructure and services that support our community.

Recommendation

That the Audit and Risk Committee receives an update on the ERP implementation.

MOTION

MOVED Member Duffield

That the Audit and Risk Committee receives an update on the ERP implementation.

SECONDED Member Freyer

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

Nil

7.13. INFORMATION ASSET REGISTER UPDATE

Author: Sarah Bretherton, Acting Governance Manager
Director: Helen Havercroft, Chief Executive Officer

Summary

The purpose of this report is to provide the Audit and Risk Committee with an update on the Information Asset Register (IAR).

Background

Developing and maintaining an IAR is a mandatory requirement of the Victorian Protective Data Security Framework. The council was due to update the IAR in April 2024. This has been held off due to the electronic records management migration project currently underway.

Key Information

Glenelg Shire Council is moving to SharePoint to improve the search and retrieval of information, increase efficiency, whilst ensuring compliance with retention and disposal authorities. This means all data and/or information owned or managed by Council will be moved to this new environment, and the IAR will need to be reviewed and remapped.

Since the last update in December 2025, migration of all 48 Business Units within Council has now been completed and phase 2 of the ERP Project, migration of the records held in the current records management system, Enterprise Content Manager (ECM) is now being mapped out. Migration of these records will be completed by June 2027.

Council are looking at options to review and update the IAR whilst phase 2 of this project is underway. At this time, Council has 355 information assets to be reviewed, with a number more to be added to the register.

Due to the amount of work that will be required, including meeting with all 48 Business Units within Council, and reviewing the location, information custodian, business impact level and update frequency for each asset, Council are looking at engaging a third party to complete the work listed above, as well as training staff in the Information and Data Unit to update and maintain this register moving forward.

Once a full update is completed, the IAR will be reviewed on a yearly basis, or when there is a significant change to Council’s risks or operations, as per the requirements of the Office of Victorian Information Commissioner (OVIC).

Risk

Section 88 and Section 89 of the *Privacy and Data Protection Act 2014* (PDP Act) outline the compliance obligations of VPS organisations with respect to the Standards and requirements for the Protective Data Security Plan.

Finance

Not applicable, within operational budget.

Consultation

On the completion of all Council Business Units migrating to SharePoint, a full review of the IAR will be undertaken. This will involve stakeholder workshops with information stewards and information custodians.

Council and Wellbeing Plan 2025-2029 Alignment

Essential Services and Facilities - Quality, fit for purpose facilities, infrastructure and services that support our community.

Recommendation

That the Audit and Risk Committee receives an update on the Information Asset Register.

MOTION

MOVED Member Sharp

That the Audit and Risk Committee receives an update on the Information Asset Register.

SECONDED Member Duffield

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

Nil

7.14. FUEL CRISIS UPDATE

Author: Jemma Dillon, Acting Director Infrastructure Services
Director: Aaron Moyne, Acting Director Corporate Services

Summary

This report provides an overview of Council's response to the current global fuel crisis.

Council is managing fuel costs, contract variation claims, operational works, capital works and budget impacts through a coordinated response.

Background

The global fuel crisis is contributing to higher and more volatile fuel costs, affecting Council's fleet, contracts, works programs and budget.

Council's response considers global fuel market conditions and the Fair Work Commission Road Transport Contractual Chain Order (Order), Fuel Cost Recovery, 2026, which commenced on 21 April 2026. The order applies to relevant transport contracts and provides for rate adjustments linked to increased fuel costs.

Key Information

Council manages the response through four workstreams.

Workstream 1 - Direct fuel purchases

Council tracks fuel use, price per litre, total spend and fuel trends.

Council's Fleet Coordinator leads this workstream in partnership with Finance.

FY 2025/26: The direct fuel spend forecast remains within the current budget. Due to lower usage earlier in the year, the current year budget is considered sufficient.

FY 2026/27: The draft fuel budget is considered sufficient at this stage, with forecasts to be reviewed during the year as part of the usual process.

Fuel consumption and financial analysis has been undertaken to monitor current budget position and inform draft Budget preparation for 2026/27.

Workstream 2 - Contract variation claims

Council receives, assesses and tracks contractor claims linked to fuel cost increases and the Fair Work Commission Order. MAV legal advice provided by Maddocks, along with guidance material, supports consistent decision making.

Waste collection, haulage and disposal contracts are the most affected. Kelcar has submitted a formal variation, which has been assessed against the contract formula and MAV guidance and confirmed as correct.

At the April peak fuel price of $3.15 per litre, the known potential impact for calculated haulage and disposal contracts is approximately $20,061 per month, or $240,732 per year. Wimmera Mallee (kerbside collection and Finwaste (public waste collection) are yet to submit claims under the Fair Work order, although Wimmera Mallee has indicated it intends to do so.

As fuel prices have returned closer to $2.00 per litre, Council is monitoring claims and does not currently propose a budget variation.

FY 2025/26: The contract spend forecast remains within usual annual variation amounts for these types of contracts. This reflects that contract budgets are based on forecast tonnages prepared one year in advance. The current year budget is considered sufficient.

FY 2026/27: Council will monitor claims and fuel price movements, with forecasts reviewed during the year. The current draft contract budgets are considered to provide an appropriate balance between known and projected costs.

Workstream 3 - Operational works response

Council tracks fuel related impacts on operational works delivered by Roads and Infrastructure Services.

This includes budget pressure, service delivery risks and any need to reprioritise, defer, reduce or rescope works, or increase budget forecasts.

FY 2025/26: The works program is on track for delivery within the current budget.

FY 2026/27: The draft fuel budget is considered sufficient at this stage, with forecasts to be reviewed during the year as part of the usual process.

Ongoing communications will also continue with all staff to ensure efficient and sensible fleet, plant and machinery use to manage fuel consumption.

Workstream 4 -Capital works response

Council tracks fuel related impacts on capital projects, including cost, timing, scope and budget impacts.

One capital works project has a temporary scope reduction to provide greater contingency for other projects. The reduction in scope is expected to be minimal.

FY 2025/26: Council continues to monitor current year project delivery, scope and contingency impacts.

FY 2026/27: Council monitors fuel related cost pressure through capital works planning, procurement and contract management and future budget reporting. Project costs are assessed against budget as they are received during the year.

Governance

The Infrastructure Services Director sponsors and leads the Council fuel response.

An internal working has been established which includes representatives from Infrastructure, Digital Glenelg, Contracts and Procurement, Finance, Governance, Fleet, operational delivery and capital delivery.

The Executive Leadership Team receives weekly updates, discusses matters, and issues are escalated where decisions are required.

Risk

The key risk is that Council enters the budget cycle during volatile market conditions that may affect Council’s financial position.

Council mitigates this risk by preparing budget forecasts based on current information and reviewing forecasts through the usual quarterly budget review cycles during the year.

The response also supports consistent treatment of contractor claims, improved budget visibility and ongoing monitoring of operational and capital works impacts.

Finance

Council continues to assess the financial impact of the global fuel crisis across direct fuel costs, contract variation claims, operational works and capital projects.

Reporting monitors fuel costs, contract exposure, works program pressure, capital works impacts and budget implications.

At this stage, the 2025/26 adopted budget is considered sufficient.

Planning for the draft 2026/27 Budget is continuing, with the fuel budget considered sufficient at this stage, with forecasts reviewed during the year through the usual budget review process.

Where costs cannot be absorbed, Council considers reprioritising, deferring, reducing or rescoping works, or adjusting budget forecasts through the budget process.

Consultation

Internal consultation occurs across Infrastructure Services, Digital Glenelg, Contracts and Procurement, Finance, Governance, Fleet, operational delivery and capital delivery.

Council also participates in local government sector discussions about the fuel crisis, including shared approaches and legal advice provided through MAV.

Council and Wellbeing Plan 2025-2029 Alignment

Moving Around Glenelg - Improving transport options to connect our towns for community, industry and visitors.

Conclusion

Council's response to the global fuel crisis is coordinated, evidence based and practical. Significant work has been undertaken to review existing position and processes to ensure an efficient and planned response is provided.

This approach supports consistent contract management, financial oversight, service planning, budget decisions and reporting.

Each fuel price variation is considered to ensure a controlled approach to minimise the impact to budget so that Council doesn't find themselves in the situation where costs are escalating out of control.

Recommendation

That the Audit and Risk Committee receives an update on the Fuel Crisis.

MOTION

MOVED Member Duffield

That the Audit and Risk Committee receives an update on the Fuel Crisis.
SECONDED Member Sharp

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

Nil

7.15. WEX MOTORPASS ANNUAL UPDATE

Author: Patrick Jones, Fleet Management & Inventory Supervisor
Director: Jemma Dillon, Acting Director Infrastructure Services

Summary

The purpose of this report is to present to the Audit and Risk Committee the outcome of the internal audit undertaken on Council's WEX Motorpass Fuel Cards for the 2025-2026 Financial Year.

Key Information

The audit considered the following types of fuel card breaches.

It is important to note that monitoring WEX Motorpass fuel card usage forms only one aspect of the broader control framework for the use of Council vehicles.

Incorrect or missing odometer readings

Staff must provide an odometer reading when using a fuel card. As part of the audit process, 10 randomly selected Council vehicles are manually reviewed to confirm odometer readings align with expected fuel consumption for the relevant vehicle class.

Odometer related breaches identified in each sample are reported by quarter below.

Velocity breaches

Fuel card litre limits are set for each vehicle based on tank capacity, plus 10 percent. If a vehicle exceeds its limit, WEX automatically sends an alert to the Fleet Coordinator, who contacts the relevant staff member for an explanation.
Council previously monitored velocity breaches by fuel purchase value. This control was removed in April 2026 due to fuel price fluctuations.
All Council vehicles are included in the data below.

Quarter 1

Audit review period 1 July – 30 September 2025

9 breaches identified.

- All 9 breaches reported incorrect or no odometer readings at point of transaction.
- No velocity breaches.

Quarter 2

Audit review period 1 October 2025 – 31 December 2025

28 breaches identified.

- 27 of the breaches had incorrect or no odometer readings at time of transaction.

- 1 value based Velocity breach due to the purchase of higher priced premium diesel.

Quarter 3

Audit review period 1 January 2026 – 31 March 2026

42 breaches identified

- No incorrect or no odometer reading breaches
- All 42 breaches were value based, triggered by fuel price increases linked to overseas conflict. All purchases were within vehicle litre limits. As noted, value based breaches were removed in April 2026 due to fuel price volatility.

Quarter 4

In progress.

Council and Wellbeing Plan 2025-2029 Alignment

Moving Around Glenelg - Improving transport options to connect our towns for community, industry and visitors.

Recommendation

That the Audit and Risk Committee notes the WEX Motopass Audit Quarterly Report.

MOTION

MOVED Member Duffield

That the Audit and Risk Committee notes the WEX Motopass Audit Quarterly Report.

SECONDED Member Sharp

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Question on Notice: Mr Ead queried how much the annual subscription is.

Attachment List

Nil

Ms Dillon, Program Manager, left the meeting at 2:41pm.

7.16. DRAFT AUDIT AND RISK COMMITTEE WORK PLAN 2026/2027

Author: Kylie Walford, Corporate Governance Coordinator
Director: Aaron Moyne, Acting Director Corporate Services

Summary

The purpose of this report is to provide the draft Annual Work Plan for 2026/2027, for the Committee's consideration and subsequent recommendation to Council.

Background

To assist and guide the Audit and Risk Committee on the functions, roles and responsibilities that are undertaken in a calendar year, and in accordance with Section 54(3) of the *Local Government Act 2020* and the Audit and Risk Committee Charter, an annual Work Plan has been developed. The annual Work Plan sets the Agenda for the Committee for the next 12 months and highlights any legislative requirements.

The Audit and Risk Committee Charter requires that the Work Plan be reviewed annually and recommended to Council for approval.

Following adoption by Council, the Work Plan is addressed each quarter as a standing item to the Audit and Risk Committee Agenda.

Key Information

A review of the 2026/2027 Annual Work Plan has been conducted and the following minor amendments are highlighted as follows:

- Financial & Performance Reporting:

  8. Councillor Expenditure Report – Change timing from quarterly to half yearly (September/March).

  Note: There is no legislative requirement to report quarterly.

  9. CEO & EA Expenditure Report – Change timing from quarterly to half yearly (September/March).

- Other Matters

  53. Glenelg Shire Council Project Update – Change timing from June/December reporting to March/September. December reporting will be reported to March Audit and Risk and the June reporting will be reported to September Audit and Risk.

Risk

Section 54(3) of the *Local Government Act 2020* states that an Audit and Risk Committee must adopt an annual work program.

Finance

Not applicable.

Consultation

Acting Director Corporate Services
Chief Executive Officer
Chair, Audit and Risk Committee

Council and Wellbeing Plan 2025-2029 Alignment

Leading and Engaging – Being an active and transparent leader set up to deliver on our priorities.

Conclusion

A copy of the draft Annual Work Plan 2026/2027 is attached to this report.

Recommendation

That the Audit and Risk Committee:

1. Receive the Draft Annual Work Plan 2026/2027 and advise of any further recommended amendments.

2. Recommends to Council that the Draft Audit and Risk Committee Meeting Plan year ending 30 June 2027 be adopted.

MOTION

MOVED Member Duffield

That the Audit and Risk Committee:

1. **Receive the Draft Annual Work Plan 2026/2027 and advise of any further recommended amendments.**

2. **Recommends to Council that the Draft Audit and Risk Committee Meeting Plan year ending 30 June 2027 be adopted.**

SECONDED Member Freyer

CARRIED

FOR: Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino

AGAINST: Nil

Member Duffield suggested more detailed information around organisational risk and risk appetite to the Audit and Risk Committee.

Member Sharp suggested seeing a report on strategic risks twice a year rather than annual.

Action: Further discussion to take place outside of this Committee on the detail required when reporting organisational (operational and strategic risks) to the Audit and Risk Committee.

Action: Review the frequency of Organisational and Strategic Risk Register reports upon presentation to the September 2026 Audit and Risk Committee Meeting.

Attachment List

1. DRAFT Audit and Risk Committee Annual Work Plan 1 July 2026 to 30 June 2027 [**7.16.1** - 5 pages]

7.17. AUDIT AND RISK COMMITTEE SELF ASSESSMENT SURVEY 2025/2026 DISTRIBUTION

Author: Kylie Walford, Corporate Governance Coordinator
Director: Aaron Moyne, Acting Director Corporate Services

Summary

The purpose of this report is to provide the Audit and Risk Committee with the annual self-assessment survey for completion.

Background

Under Section 54(4) of the *Local Government Act 2020*, an Audit and Risk Committee must undertake an annual assessment of its performance against the Audit and Risk Committee Charter.

Key Information

The Committee conducts an annual self-assessment to determine the extent to which it is achieving its overall objectives and responsibilities in providing independent assurance and assistance to Council in relation to risk management, governance, financial and performance reporting and regulatory compliance. The assessment also considers the performance of Council's internal and external audit functions.

The self-assessment will be completed by the Independent Members of the Committee and Councillors. The current Audit and Risk Committee Charter states that the Audit and Risk Committee shall undertake an annual self-assessment with the results to be tabled in a report to the Audit and Risk Committee and subsequently presented to the next available Council Meeting.

Minor wording enhancements have been made to the Audit and Risk Committee Self-Assessment Survey to improve clarity and consistency, without altering the intent of the questions.

Risk

It is a legislative requirement to undertake an annual assessment of performance against the Audit and Risk Committee Charter. Failure to conduct the self-assessment would result in non-compliance with the *Local Government Act 2020.*

Finance

Nil.

Consultation

The annual Self-Assessment Survey is to be completed by all voting members, including Independent Members and Councillors.

The results will be presented to the next available Council Meeting.

<u>Council and Wellbeing Plan 2025-2029 Alignment</u>

Leading and Engaging – Being an active and transparent leader set up to deliver on our priorities.

<u>Conclusion</u>

A copy of the 2025/2026 Audit and Risk Committee Self-Assessment Survey is attached to this Audit and Risk Committee Meeting Agenda and will be distributed to all voting members.

<u>Recommendation</u>

1. That the annual survey for the Self-Assessment of the Audit and Risk Committee be distributed to the Audit and Risk Committee Members following the Audit and Risk Committee Meeting held on 4 June 2026.

2. That the results of the Self-Assessment of the Audit and Risk Committee be presented to the next available Audit and Risk Committee Meeting.

3. Following consideration by the Audit and Risk Committee Meeting, that a copy of the annual Self-Assessment Report be provided to the Chief Executive Officer for tabling at the next available Council Meeting, in accordance with Section 54(4) of the *Local Government Act 2020*.

<u>MOTION</u>

MOVED Member Sharp

1. **That the annual survey for the Self-Assessment of the Audit and Risk Committee be distributed to the Audit and Risk Committee Members following the Audit and Risk Committee Meeting held on 4 June 2026.**

2. **That the results of the Self-Assessment of the Audit and Risk Committee be presented to the next available Audit and Risk Committee Meeting.**

3. **Following consideration by the Audit and Risk Committee Meeting, that a copy of the annual Self-Assessment Report be provided to the Chief Executive Officer for tabling at the next available Council Meeting, in accordance with Section 54(4) of the *Local Government Act 2020*.**

SECONDED Member Duffield

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

1. Audit and Risk Committee Self Assessment Survey Form 2025 2026 [**7.17.1** - 4 pages]

7.18. COUNCILLORS QUARTERLY EXPENDITURE REPORT

Director: Helen Havercroft, Chief Executive Officer

Summary

This report is for Councillor expenditure that has been incurred during the period 1 January 2026 to 31 March 2026.

Background

In accordance with section 40 of the *Local Government Act 2020:*

(1) A Council must reimburse a Councillor or a member of a delegated committee for out-of-pocket expenses which the Council is satisfied -

(a) are bona fide expenses; and

(b) have been reasonably incurred in the performance of the role of Councillor or member of a delegated committee; and

(c) are reasonably necessary for the Councillor or member of a delegated committee to perform that role.

In accordance with Regulation 10(e)(f)(g) of the *Local Government (Planning and Reporting) Regulations 2020*, Council publishes details of expenses, including reimbursements of expenses for each Councillor and member of a Council Committee paid by the Council. The following categories are provided:

- Car mileage expenses – CM;
- Conference and training expenses – CT.
- Information and communication technology – IC;
- Travel expenses (Includes remote allowance) – TR; and
- Childcare expenses – CC;

Under section 41(2)(d) of the *Local Government Act 2020,* Council must have particular regard to expenses incurred by a Councillor who is a carer in a care relationship within the meaning of section 4 of the *Carers Recognition Act 2012*. *This is a new requirement under the Local Government Act 2020,* therefore is not addressed in Regulation 10(e)(f)(g) of the *Local Government (Planning and Reporting) Regulations 2020*

Key Information

Documentation is required to provide evidence of the expense specifying the business purpose for each claim.

Councillors are also required to maintain a logbook with each entry providing a clear description of the business purpose.

Following is a table of expenditure that has been incurred by Councillors during the period 1 January 2026 to 31 March 2026 together with the financial year, year to date totals.

Note: In some instances, journaling of some items may not necessarily appear in the month that they were expended and will appear in the next quarterly report.

Councillor	CM	CT	IC	TR	CC	Qtrly Total	Year to Date
Stephens		$1,339	$252	$1,704		$5,795	$17,354
Jowett	$642	$1,309	$147	$49		$2,148	$4,594
McDonald		$39	$147	$2,500		$186	$2,373
Angelino		$39	$162			$201	$2,617
Pepper		$39	$147			$186	$2,373
Carr		$39	$133	$86		$258	$2,699
Noske		$39	$147			$186	$2,390
Totals	**$642**	**$2,844**	**$1,135**	**$4,399**		**$8,961.00**	**$34,399**

Table 1: Quarterly expenditure and financial year to date totals

In accordance with Section 39 of the *Local Government Act 2020,* Councillors are entitled to receive an allowance whilst performing their duty as a Councillor. The Mayor or a Deputy Mayor are also entitled to receive a higher allowance with the Mayor being provided full use of a vehicle.

Following is a table of Councillor allowances paid for the period 1 January 2026 to 31 March 2026.

Councillor	Q3 Allowances Total	Year to Date Total
Stephens	$39,434	$97,219
Jowett	$19,717	$39,927
McDonald	$11,683	$37,880
Angelino	$11,683	$29,208
Pepper	$11,683	$29,208
Carr	$11,683	$29,208
Noske	$11,683	$29,208
Totals	**$117,567**	**$291,856**

Table 2: Quarterly allowances and financial year to date totals

<u>Risk</u>

- *Local Government Act 2020* – Section 39 Allowances for Mayors, Deputy Mayors and Councillors.
- *Local Government Act 2020* – Section 40 Reimbursement of Expenses of Councillors and members of a delegated committee.
- Regulation 10 f & g of the *Local Government (Planning and Reporting Regulations 2020).*
- *Carers Recognition Act 2012.*

<u>Finance</u>

Councillor Allowances and Councillor Expenditure are accounted for in the 2025-2026 Annual Council Budget.

Consultation

Councillor Expenditure is reported on a quarterly basis to the Council Meeting and Audit and Risk Committee and the quarterly expenditure is accessible via Council's website.

Councillor Expenditure is also reported annually in Council's Annual Report.

Council and Wellbeing Plan 2025-2029 Alignment

Leading and Engaging – Being an active and transparent leader set up to deliver on our priorities.

Recommendation

That Audit and Risk Committee receives the Councillors quarterly expenditure report for the period 1 January 2026 to 31 March 2026.

MOTION

MOVED Member Duffield

That Audit and Risk Committee receives the Councillors quarterly expenditure report for the period 1 January 2026 to 31 March 2026.

SECONDED Member Sharp

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

Nil

7.19. CEO & EA EXPENDITURE - CREDIT CARD AND REIMBURSEMENTS

Author: Rebecca Campbell, Chief Finance Officer
Director: Aaron Moyne, Acting Director Corporate Services

Summary

This report provides the Audit and Risk Committee with a report on Chief Executive Officer (CEO) and CEO Executive Assistant (EA) expenditure. This report is required as a result of the actions resulting from an audit undertaken by VAGO on Fraud and Corruption Control in Local Government.

Background

As a result of the report tabled by the Victorian Auditor-General in Parliament on Fraud and Corruption Controls – Local Government, it was recommended that Council report CEO and CEO Executive Assistant expenditure (including petty cash, credit card and reimbursement expenditure) to the Audit and Risk Committee on a quarterly basis.

Key Information

A summary of CEO and CEO Executive Assistant expenditure is provided in the table below and a full summary is attached as a separate circulation:

CEO & CEO Executive Assistant Expenditure
1 February to 30 April 2026

Chief Executive Officer	Credit Card	Reimbursement
February	$300.10	$0.00
March	$263.72	$0.00
April	$56.17	$0.00
Chief Executive Officer Total	**$619.99**	**$0.00**
CEO Executive Assistant	**Credit Card**	**Reimbursement**
February	$1,740.46	$0.00
March	$665.49	$0.00
April	$566.41	$0.00
CEO Executive Assistant Total	**$2,972.36**	**$0.00**
Total Expenditure	**$3,592.35**	**$0.00**

CEO & CEO Business Support Officer Expenditure
1 February to 30 April 2026

Employee	Credit Card	Reimbursement
Chief Executive Officer	$619.99	$0.00
CEO Executive Assistant	$2,972.36	$0.00
Total Expenditure	**$3,592.35**	**$0.00**

Employee reimbursements are paid through Council's creditor system.

Please note that there has been a change to the Credit Card approval process from November 2025. Credit Card transaction logs are now approved through the Approvals function in Microsoft Teams. The same checks are carried out on the credit card logs, but these logs are now signed off electronically instead of manually. Electronic approvals of all logs are required prior to the statements being processed in our Finance system.

The CFO or Director Corporate Services signs off the credit card logs for the CEO and Executive Assistant to the CEO rather than the Mayor.

Risk

In June 2019, the Victorian Auditor-General tabled its report to Parliament on Fraud and Corruption Controls – Local Government. In this report, VAGO identified limitations in fraud and corruption controls over staff expenditure, particularly CEO expenditure. Council have prepared this report on credit card and reimbursement expenditure for the CEO and CEO EA to improve these controls.

Finance

Expenses are included within the annual operating budget.

Consultation

The VAGO Report on Fraud and Corruption Control was presented to Councillors, Audit and Risk Committee and the Executive Leadership Team.

Council and Wellbeing Plan 2025-2029 Alignment

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

Conclusion

A thorough review of expenditure on the CEO and CEO Executive Assistant credit cards is undertaken and results provided in accordance with fraud mitigation recommendations.

Recommendation

That the Audit and Risk Committee receives the report on CEO & EA Expenditure for the period 1 February 2026 to 30 April 2026.

MOTION

MOVED Member Duffield

That the Audit and Risk Committee receives the report on CEO & EA Expenditure for the period 1 February 2026 to 30 April 2026.

SECONDED Member Sharp

CARRIED

FOR:	Member David Stafford, Member John Duffield, Member Sam Sharp, Member Roland Freyer, Cr Stephens, Cr Jowett and Cr Angelino
AGAINST:	Nil

Attachment List

1. Helen Havercroft - Feb to April 2026 CC [**7.19.1** - 6 pages]
2. Robbie Lane - Feb to April 2026 CC [**7.19.2** - 11 pages]

9. ANY OTHER BUSINESS

1. Policy & Procedure update

   Mr Moyne, Director Infrastructure Services, provided a verbal update on the Policy and Procedure Update. Staff have continued to review and update policies and procedures with the aim to provide a comprehensive report to the September Audit and Risk Committee Meeting.

   - Active documents have decreased by 20
   - A targeted review of Children's Services, Finance, Emergency Management and IT procedures and guidelines
   - Expired documents have decreased by 52 as documents are reviewed and updated
   - 217 expired documents still to be reviewed.

Mr Ead, AFS & Associates, left the meeting at 2:57pm.

2. Internal Audit Services Contract Update

   Ms Walford, Corporate Governance Coordinator, provided a verbal update on the process being undertaken to review the tender submissions for the Internal Audit Services contract. Referee checks have been conducted and a preferred option has been identified. A report will be presented to the June Council Meeting.

10. NEXT AUDIT AND RISK COMMITTEE MEETING

The next Audit and Risk Committee Meeting will be held on 10 September 2026.

11. CLOSURE OF AUDIT AND RISK COMMITTEE MEETING

The Audit and Risk Committee Meeting closed at 2:59 pm.

Glenelg Shire Council
Audit & Risk Committee
Annual Work Plan - Year Ending 30 June 2027

No	Charter Requirement	Agenda Item No	Timing	Sep	Dec	Mar	Jun	* Legislative Requirement
Financial & Performance Reporting								
1	Receive and review a quarterly Financial Management Report including profit and loss, balance sheet, cash flow and capital works		Quarterly	✓	✓	✓	✓	* Legislative s54(2)(b) LGA2020
2	Receive a report on outstanding debtors (general and rates) as at 30 June comparing the results against the two prior financial years		Annually	✓				
3	Receive an annual update on the Defined Benefits Superannuation vested benefit position		Annually	✓				
4	Receive a report on the budget process and timelines		Annually			✓		
5	Receive a report on the status of the annual budget process including a copy of the draft budget that has been placed on public exhibition		Annually				✓	
6	Receive a progress report on the implementation of the Australian Accounting Standards (AAS)		As required					
7	Receive a report on the Roads to Recovery Program funding as at 30 June		Annually		✓			
8	FOR INFORMATION Receive the ~~quarterly~~ Councillor Expenditure Report		~~Quarterly~~ Half Yearly	✓	~~✓~~	✓	~~✓~~	* Legislative s40(2)LGA2020
9	FOR INFORMATION Receive the ~~quarterly~~ CEO & EA Expenditure – Credit Card and Reimbursements		~~Quarterly~~ Half Yearly	✓	~~✓~~	✓	~~✓~~	
10	Receive a report on Council Assets and the applicable Accounting policies and approach to valuations including likely impact of movements in fair value for the respective financial year		Annually			✓		VAGO recommendation 2024.LG2 (Interim Management Letter 30/06/2024)
11	Receive a report on summary of asset valuations for Audit and Risk Committee review prior to signing of the financial statement.		Annually	✓				VAGO recommendation 2024.LG3 (Interim Management Letter 30/06/2024)
No	**Charter Requirement**		**Timing**	**Sep**	**Dec**	**Mar**	**Jun**	
Internal Control Environment								
12	Receive and review the status of recommendations made from completed internal audits via the Internal Audit Action List		Quarterly	✓	✓	✓	✓	
13	Review of key Policies - Procurement Policy		Upon Review 4-yearly or as required by legislation					
14	Review of key Policies - Refer to Key Policy Review Register		As required	✓	✓	✓	✓	
No	**Charter Requirement**		**Timing**	**Sep**	**Dec**	**Mar**	**Jun**	
Risk Management								
15	Receive a Risk, Workcover and OHS Report		Quarterly	✓	✓	✓	✓	* Legislative s54(2)(c) LGA2020
16	(CONFIDENTIAL ITEM) Current Litigation Matters		Quarterly	✓	✓	✓	✓	
17	FOR INFORMATION Cyber Security Incident Report		Quarterly Half Yearly	✓	✓	✓	✓	
18	Review Council's risk management framework including Organisational Strategic Risk Register and relevant controls		Annually	✓				* Legislative s54(2)(c) LGA2020
19	Review of key Policies - Risk Management Organisational Policy		Upon Review 4-yearly or as required by legislation					
20	Review of key Policies - Occupational Health and Safety Organisational Policy		Upon Review 4-yearly or as required by legislation					
21	Review Council's insurance programme		Annually	✓				
22	Receive a report on the Business Continuity Plan		Annually			✓		
23	Receive a report on the Disaster Recovery Plan		Annually following review of DRP					

No	Charter Requirement		Timing	Sep	Dec	Mar	Jun	
Fraud Prevention Systems & Controls								
24	Review of Key Policies - Fraud Prevention Policy and Plan		Biennial or as required by legislation					* Legislative s54(2)(c) LGA2020
25	Review reports on any instances of fraud and corruption - Report to be presented quarterly even is nil instances through the quarterly Attestation Report		As required					
No	**Charter Requirement**		**Timing**	**Sep**	**Dec**	**Mar**	**Jun**	
Internal Audit								
26	Review Internal Audit Charter and revise if required (In Development)		Annually		✓			
27	Review the Strategic Internal Audit Program prior to the next financial year		Annually				✓	
28	Review the Audit and Risk Committee annual Work Plan prior to the next financial year		Annually				✓	* Legislative s54(3) LGA2020
29	Review scopes of proposed internal audit reviews and obtain reports on significant findings and recommendations, together with Management comments		As required					* Legislative s54(2)(d) LGA2020
30	Annual meeting with internal auditor in the absence of management		Annually as required/or requested					
No	**Charter Requirement**		**Timing**	**Sep**	**Dec**	**Mar**	**Jun**	
External Audit								
31	Meet with the Auditor General's external audit agent to discuss the outcome of the audit of the Annual Financial Statements and Performance Statement and where appropriate provide 'in-principle' support to Council for their adoption		Annually	✓				* Legislative s54(2)(b) LGA2020
32	Receive the Closing Report - Financial Report and Performance Statement		Annually	✓				
33	Review the final management letter from the Auditor General's external audit agent for the preceding financial year		Annually		✓			
34	Receive the external **Draft** External Audit Strategy from the Auditor General's external audit agent		Annually			✓		
35	Receive the external Audit Strategy from the Auditor General's external audit agent		Annually				✓	
36	Receive the Interim Management Letter from the Auditor General's external audit agent		Annually				✓	
37	Annual meeting with external auditor in the absence of management		Annually as required/or requested	✓				
No	**Charter Requirement**		**Timing**	**Sep**	**Dec**	**Mar**	**Jun**	
Committee Functions								
38	Receive the Audit and Risk Committee Charter (requiring Independent Member signatures)		Biennial 2027				✓	* Legislative s54(1)LGA2020
39	Receive and review the Audit and Risk Committee's Bi-Annual Report for the preceding financial year		Half Yearly	✓		✓		* Legislative s54(5)(a) LGA2020
40	Conduct the election of the Audit and Risk Committee Chairperson		Annually		✓			* Legislative s53(4) LGA2020
41	Receive a report for the scheduling of Audit and Risk Committee meetings for the next calendar year		Annually		✓			
42	Distribute the Audit and Risk Committee self-evaluation questionnaire.		Annually				✓	
43	Undertake an annual performance assessment against the Audit and Risk Committee Charter and receive the outcome of the self evaluation questionnaire		Annually	✓				* Legislative s54(4)(b) LGA 2020
44	Receive a report on the meeting allowances for independent members - (In accordance with Victorian Government Board Appointment and Remuneration Guidelines - Group C organisations)		Upon increase above current remuneration rates					* Legislative s53(6) LGA2020

No	Charter Requirement		Timing	Sep	Dec	Mar	Jun	
Compliance and Performance Management								
45	Receive the Attestation Report Attestation Report to be included on each Audit and Risk Committee Agenda including a statement addressing accreditations and compliance matters, for the purpose of providing a level of assurance to the Independent Members of the Audit and Risk Committee		Quarterly	✓	✓	✓	✓	
46	Receive a report on the Local Government Performance Reporting Framework (LGPRF) - (In Principle Approval)		Annually	✓				* Legislative Schedule 1 (20) *Local Government (Planning & Reporting) Regulations 2014*
47	Receive the Council's Annual Report (incorporating the annual audited financial statements and a progress report on implementation of the Council Plan) for the preceding financial year		Annually		✓			* Legislative s98(2)(3) LGA2020
48	Receive a report on the WEX Motorpass Fuel Card audit		Annually				✓	
49	Road Management Plan Compliance Report		Annually			✓		* Legislative Part 3 *Road Management Act 2004*
50	Information Asset Register Biannual Update		Biannually		✓		✓	
51	Consider reports by regulatory and integrity agencies on investigations and relevance for Council (Industry Report)		As Required					
52	Third Party Assurance Reports		As Required					

No	Charter Requirement		Timing	Sep	Dec	Mar	Jun	
Other Matters								
53	Glenelg Shire Council Project Update		Half Yearly	✓	~~✓~~	✓	~~✓~~	
54	Committee member induction		As Required					
55	Consider other matters referred by Council		As Required					

No	Charter Requirement		Timing	Sep	Dec	Mar	Jun	
Reporting to Council								
56	Provide Minutes to Council		Quarterly	✓	✓	✓	✓	* Legislative s54(6)(a) LGA2020
57	Report on activities to Council		Half Yearly	✓		✓		

Glenelg Shire Council
Appendix 1
Key Policy Register Review

Supply to ARC	Council Policy (CP) or Organisational Policy (OP)	Document Name	Last review Adoption Date	Expiry Date	Notes	Legislative Requirement
Governance Related Policies						
	CP	Model Councillor Code of Conduct	11/11/2024	As required by legislation		s39 LGA2020 Regulation 12A LG Governance & Integrity Regulations 2020
✓	**CP**	**Fraud and Corruption Control Policy**	**28/10/2025**	**28/10/2027**		
✓	**-**	**Fraud and Corruption Control Plan**	**28/10/2025**	**28/10/2027**		
✓	**-**	**Fraud and Corruption Risk Register**			Reviewed annually	
	CP	Privacy Policy	27/05/2025	27/05/2027		
Finance Related Policies						
	CP	Borrowings Policy	23/01/2024	23/01/2028		
	OP	Credit Card Policy	15/11/2024	8/09/2028		
	CP	Financial Hardship (Rates & Charges)	25/07/2023	25/07/2027		
	CP	Investment Policy	22/02/2022	**22/02/2026**	Under review	
Organisational Development Related Policies						
	OP	Child Safe Policy	1/06/2023	1/06/2027		
	OP	Gifts Benefits and Hospitality (Employees)	8/06/2021	**8/06/2025**	Under review	
	OP	Staff Code of Conduct	7/12/2021	**31/12/2025**	Under review	
Compliance Related Policies						
	CP	Asset Management Policy	23/06/2020	**23/06/2024**	The Asset Management Policy will be revised by 30 March 2026. The policy needs to reflect the revised Asset Plan, which was presented to the October 2025 Council meeting for adoption. The Asset Plan is a new strategic document which informs other asset management documents.	
	CP	Council Expenses Policy	25/08/2020	**25/08/2024**	Under Review	s41 LGA 2020
	CP	CEO Employment and Remuneration Policy	14/12/2021	27/08/2028		s45 LGA2020
	CP	Community Engagement Policy	23/12/2021	**21/02/2025**	Pending approval of engagement process for Communications Strategy and Policy Review project.	s55 LGA2020
	CP	Customer Complaint Handling Policy	14/12/2021	**14/12/2025**	Under Review	s107 LGA2020
	CP	Election Period Policy	23/01/2024	23/01/2027	To be reviewed 12m prior to a General Election	s69 LGA2020
	OP	Fuel Card Policy	21/01/2025	21/01/2029		
	CP	Gifts Benefits and Hospitality (Councillors)	23/02/2021	26/08/2029		s138 LGA2020
	-	Governance Rules	27/09/2022	27/09/2026		s69 LGA2020
✓	**CP**	**Procurement Policy**	**14/12/2021**	**14/12/2029**		**s108 LGA2020**
	CP	Public Transparency Policy	25/01/2025	25/08/2028		s57 LGA2020
Risk Management Related Policies						
	OP	Information Security Policy	29/08/2022	29/08/2026		
✓	**OP**	**Risk Management Policy**	**1/09/2020**	**1/09/2028**	Incorporated in Risk Management Framework Reporting annually to A&R (September)	
✓	**OP**	**Occupational Health and Safety Policy**	**21/03/2022**	**21/03/2026**		

Glenelg Shire Council
Appendix 2
Third Party Assurance Reports

Department/Unit	Third-Party Assurance Report Title	Last review Date	Next Known Review Date	Notes	Legislative Requirement
Corporate					
OHS	OHS ISO45001 Audit	31/10/2025	Unknown		No
Community Services					
	Accreditation of Child Care Services				
Children's Services	National Quality Framework (NQF) - Kathleen Milliken Centre	15/01/2026	The next assessment & rating cycle is determined based on the service's overall rating.		✓ *Education and Care Services National Law Act 2010*
Infrastructure					
Local Ports	Local Port of Portland Bay Safety & Environmental Management Plan Audit	22/04/2025	2028		✓ *Port Management Act 1995*
	Electrical Safe Victoria (ESV) Powerline Clearance	13/09/2025	Unknown		
	Kerbside Collection contamination audits	2/01/2021	2/01/2027	This is in year two of the WES and planning for 2026/27 FY	No
	Environmental monitoring - Portland Landfill	1/01/2026	1/04/2026	Contracted for quarterly monitoring under the current Aftercare Management Plan	Yes
	Environmental Protection Authority Closed Landfill Audits	4/01/2020	Unknown	Risk Assessments were undertaken with determined low risk and no further planned	No
	Landfill Capping Performance Monitoring (Lysimeter/vegetation)	N/A	Upcoming	The monitoring was part of Stage 3 completion under the Aftercare Management Plan and was awarded in 2025	Yes
	Lifesaving Victoria Pool Safety Audits	3/01/2024	3/01/2026	Undertaken every two years and responsibility of the Contractor	Yes
	Aquatics Contractor Audits and Inspections	2/01/2026	3/01/2026	These occur under contract at varied times and schedules from daily to monthly	No
	National Saleyards Quality Assurance (NSQA) Audit - Saleyards	1/01/2026	1/01/2027	Occurs annually during the January Sales and recently passed audit again	Yes
	European Union Cattle Accreditation Scheme (EUCAS) Audit - Saleyards	1/01/2026	1/01/2027	Occurs annually during the January Sales and recently passed audit again	Yes
	CASA Surveillance Audits	12/01/2025	12/01/2030	Undertaken by CASA approx. every 5 years as part of compliance obligations	Yes
Digital Glenelg					