

# COUNCILLOR BRIEFING RECORD

**DATE:** 29 April 2025

**START TIME:** 4.15pm

## **ATTENDEES:**

### **Councillors:**

Cr Karen Stephens (Mayor), Cr Robyn McDonald (Deputy Mayor), Cr Matt Jowett, Cr Duane Angelino, Cr Michael Carr (4.57), Cr Michael Noske, Cr John Pepper.

### **Officers:**

CEO (Helen Havercroft), Director Corporate Services (David Hol). Director Infrastructure Services (Aaron Moyne), Rebecca Campbell (CFO).

## **APOLOGIES:**

Acting Director Community Services (Ann Kirkham)

<b>Declaration of Conflict of Interest:</b>	<ul style="list-style-type: none"><li>• Potential for Street Trading (Cr McDonald &amp; Cr Jowett) Item 9.8 Fees and Charges</li><li>• Cr Carr Item 9.9 Victorian Infrastructure Strategy</li></ul>
<b>Items Discussed:</b>	<ul style="list-style-type: none"><li>• Conflicts of Interest declarations</li><li>• Items on the Council meeting</li></ul>
<b>Councillor Items</b>	<ul style="list-style-type: none"><li>• Nil</li></ul>
<b>Other Items</b>	<ul style="list-style-type: none"><li>•</li></ul>

**FINISH TIME:** 5.15 pm

# COUNCILLOR BRIEFING RECORD

**DATE:** 21 May 2025

**START TIME:** 3.37pm

## **ATTENDEES:**

### **Councillors:**

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

### **Officers:**

CEO (Helen Havercroft), Director Corporate Services (David Hol), Director Community Services (Brett Jackson), Director Infrastructure Services (Aaron Moyne), Operational Planning Reporting and Engagement Officer (Jodie Wetherill), Community Wellbeing Manager (Jane Ruge).

**Other attendees:** Planning for Communities (Michelle) Item 2.1

## **APOLOGIES:**

Cr Michael Carr.

<b>Declaration of Conflict of Interest:</b>	<ul style="list-style-type: none"><li>• Nil</li></ul>
<b>Items Discussed:</b>	<ul style="list-style-type: none"><li>• Council Plan development</li><li>• Cultural Awareness presentation</li><li>• Local Port Operations</li><li>• Rate Recovery update and Policy</li><li>• Items on the May Council meeting agenda</li></ul>
<b>Councillor Items</b>	<ul style="list-style-type: none"><li>• Planned burns in the Shire</li><li>• CEO Employment and Remuneration Committee meeting</li></ul>
<b>Other Items</b>	<ul style="list-style-type: none"><li>• Nil</li></ul>

**FINISH TIME:** 5.20 pm

# COUNCILLOR BRIEFING RECORD

**DATE:** 20 May 2025

**START TIME:** 4.00pm

## **ATTENDEES:**

### **Councillors:**

Cr Karen Stephens (Mayor), Cr Robyn McDonald (Deputy Mayor), Cr Matt Jowett, Cr Duane Angelino, Cr Michael Noske, Cr John Pepper, Cr Michael Carr.

### **Officers:**

CEO (Helen Havercroft), Director Corporate Services (David Hol), Director Community Services (Brett Jackson), Director Infrastructure Services (Aaron Moyne), Matt Berry (Manager Planning and Development).

**Other attendees:** Liz & John - GORRT (Great Ocean Road Regional Tourism)

## **APOLOGIES:**

<b>Declaration of Conflict of Interest:</b>	<ul style="list-style-type: none"><li>• Nil</li></ul>
<b>Items Discussed:</b>	<ul style="list-style-type: none"><li>• GORRT Presentation</li></ul>
<b>Councillor Items</b>	<ul style="list-style-type: none"><li>• Emergency Services Volunteer Fund</li></ul>
<b>Other Items</b>	<ul style="list-style-type: none"><li>• Nil</li></ul>

**FINISH TIME:** 5.20 pm

# COUNCILLOR BRIEFING RECORD

**DATE:** 13 May 2025

**START TIME:** 4.05pm

## **ATTENDEES:**

### **Councillors:**

Cr Karen Stephens (Mayor), Cr Robyn McDonald (Deputy Mayor), Cr Matt Jowett, Cr Duane Angelino, Cr Michael Carr, Cr Michael Noske, Cr John Pepper.

### **Officers:**

CEO (Helen Havercroft), Director Corporate Services (David Hol), Director Infrastructure Services (Aaron Moyne), Acting Director Community Services (Ann Kirkham), Brett Jackson (Executive Manager Governance), Hayden Annett (Recreation Officer) items 2.2 & 3.1.

**Other attendees:** Voyager Renewables item 2.1. (Sarah, Amy, Iain, Dean)  
: Parks & Recreation Consulting (Graeme Stephenson)

## **APOLOGIES:**

<b>Declaration of Conflict of Interest:</b>	<ul style="list-style-type: none"><li>• Nil</li></ul>
<b>Items Discussed:</b>	<ul style="list-style-type: none"><li>• Voyager Renewables Presentation</li><li>• Island Park Reserve Master Plan</li><li>• Heywood Recreation Reserve Master Plan</li><li>• Draft Revenue and Rating Plan</li></ul>
<b>Councillor Items</b>	<ul style="list-style-type: none"><li>• Emergency Services Fund status</li><li>• Kentbruck development</li><li>• Browning Street</li><li>• Portland entry mowing</li><li>• Henty St amenities</li><li>• Filming within Shire</li><li>• Percy street shop works</li><li>• Heywood swimming pool</li><li>• Ceremonial Dance Space</li></ul>
<b>Other Items</b>	<ul style="list-style-type: none"><li>• Enterprise Agreement update</li></ul>

**ADJOURNED:** 5.25pm for unscheduled Council meeting.

**RESUMED:** 6.00pm

**FINISH TIME:** 6.39 pm



# COUNCILLOR BRIEFING RECORD

**DATE:** 5 May 2025  
**START TIME:** 4.00pm

## **ATTENDEES:**

### **Councillors:**

Cr Karen Stephens (Mayor), Cr Robyn McDonald (Deputy Mayor), Cr Matt Jowett, Cr Duane Angelino, Cr Michael Carr, Cr Michael Noske, Cr John Pepper.

### **Officers:**

CEO (Helen Havercroft),

## **APOLOGIES:**

<b>Declaration of Conflict of Interest:</b>	<ul style="list-style-type: none"><li>• Nil</li></ul>
<b>Items Discussed:</b>	<ul style="list-style-type: none"><li>• Emergency Services Volunteer Fund</li><li>• Regional Airport Strategy</li><li>• Volunteer Week</li><li>• Country University Centre</li><li>• Draft Budget</li><li>• General Business</li></ul>

**FINISH TIME:** 6.30 pm

16/05/2025

Mrs Helen Havercroft  
Chief Executive Officer  
Glenelg Shire Council  
PO Box 152  
Portland, Vic 3305

Dear Helen

Re: Community Safety – Glenelg Shire

In accordance with the Council's Governance rules, I give notice of my intention to move the following motion at the Council meeting to be held on 27th May 2025.

1. That Council writes to the following State Ministers – Premier Jacinta Allen and Minister for Emergency Services - Vicki Ward requesting that they outline to the community of Glenelg how they intend to keep people safe in relation to the provision of emergency services on an ongoing basis after many of the volunteer run CFA services decided to discontinue after the introduction of the Emergency Services and Volunteers Fund introduced by the State Government on 15/05/2025.

Yours Sincerely

A handwritten signature in black ink, appearing to read 'Michael Carr', with a long, sweeping horizontal stroke extending to the right.

**CR Michael Carr**

## **NOTICE OF MOTION**

### **Financial Support for drought-affected farmers, producers and suppliers.**

In accordance with the Council's Governance Rules section 26, I give notice of my intention to move the following motion at the Council Meeting to be held on Tuesday 27 May 2025:

#### **That Council:**

- 1. Recognises the ongoing impact of the current drought on our local agricultural sector and calls for increased support from the Victorian Government for farmers, producers, and suppliers who are experiencing severe hardship due to the prolonged dry conditions.**
- 2. Writes to the Minister for Agriculture Ros Spence MP, Minister for Environment Steve Dimopoulos MP and Victoria's Rural Assistance Commissioner Peter Tuohey to express our concerns over the lack of financial support for our drought-affected farmers, producers and suppliers.**

Signed:

A handwritten signature in black ink, appearing to read 'John Pepper', written over a horizontal line.

Cr John Pepper



# **Glenelg Shire Council**

## **Draft Revenue and Rating Plan**

**2025 - 2029**

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## Purpose

The *Local Government Act 2020* requires each council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes the revenue raising framework within which the Council proposes to work.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for Glenelg Shire Council which, in conjunction with other income sources, will adequately finance the objectives in the Council Plan.

This Plan is an important part of Council's integrated planning framework, all of which is created to help Council achieve its vision. Council will continue to innovate and develop its diverse economy to deliver services that meet the needs of the community.

The strategies and actions outlined in this plan will feed into the budgeting and long-term financial planning documents, as well as other strategic planning documents under Council's strategic planning framework.

If required, Council will realign the Revenue and Rating Plan to encompass any additional requirements of the new Council Plan that is currently being developed for the period 2025 – 2029.

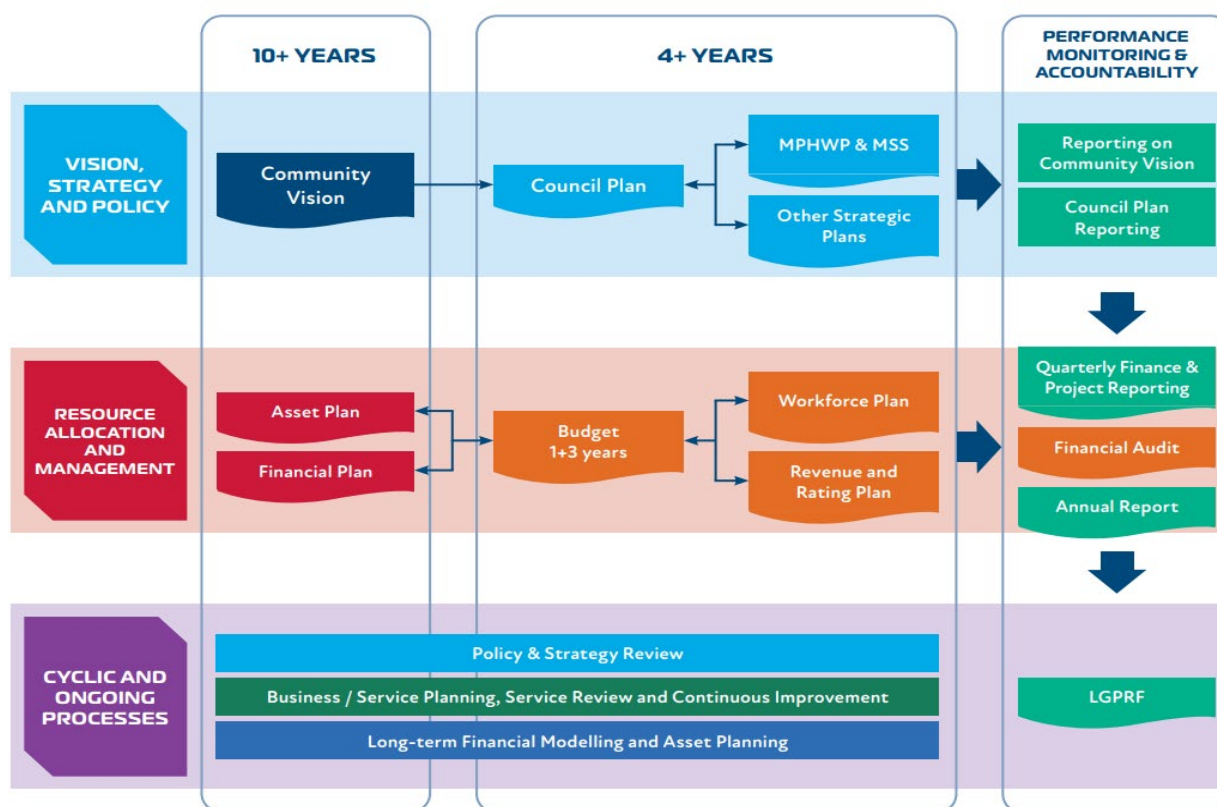


Figure 1. Council's strategic planning framework

This Plan outlines the sources of revenue required to fund Council activities and how the

funding burden will be apportioned between ratepayers and other users of Council facilities and services.

In particular, this Plan will outline decisions that Council has made in relation to rating options available to it under the *Local Government Act 2020* and *Local Government Act 1989* to ensure the fair and equitable distribution of rates across property owners. It will also identify the principles that are used in decision making for other revenue sources such as fees and charges.

It is also important to note that this plan does not set revenue targets for Council. The purpose of this plan is to outline the strategic framework and decisions that inform how Council will calculate and collect its revenue.

## Introduction

The revenue raised by a local government is for delivering services and infrastructure to benefit those providing the revenue – the local community. The Revenue and Rating Plan is therefore linked to planned expenditure in the annual budget and long-term planning documents. They cannot be separated, as any increase in spending by a council must be matched by revenue. Council provides a number of services and facilities to the local community and in doing so, must collect revenue to cover the cost of providing these services and facilities.

Decisions about funding council services can be challenging. Funding includes user fees and charges, government grants, or using revenue generated from rates and other sources. Adding to the complexity is where services are funded from a mix of revenue items. Councils must in turn continually plan for and review services to ensure they are financially sustainable and meet community needs.

Council should consider the following steps to ensure transparency and integrity for best practice decision-making:

- Step 1: Determine Operating Costs
- Step 2: Budget for Non-Rate Revenue
- Step 3: Determine Rates and Charges

If Step 3 has resulted in Rates and Charges that exceeds the Rate Cap set by the Minister, then a Council may consider either:

- Consultation with the community on a Higher Rate Cap application through the Essential Services Commission; or
- Revisiting the process to identify cost savings and/or increased revenue from other sources.

## Determination of Operating Costs

Council has undertaken a thorough review of operating costs for the organisation during the 2025/26 budget process. This has resulted in savings where practical and aligns with a budget principle of maintaining service delivery for the 2025/26 budget year.

During February 2025, Council undertook an extensive community engagement process and heard from the community on what services they value and prioritise. This process saw a total of 115 people attend the face-to-face sessions, 503 visited the dedicated Budget development page on the Your Say Glenelg website and 155 hard copy surveys were completed.

Council will continually review service delivery levels and will also utilise the community consultation to ascertain potential changes to service delivery and to inform the development of the Council Plan over the term of this Revenue and Rating Plan.

## 2025/26 Council Budget Consultation

### *Community Engagement Outcomes*

### How many community members did we hear from?



Figure 2. 2025/26 Community engagement responses



This feedback showed that the most important service areas for residents included maintaining assets, community facilities and libraries, capital works, tourism, arts and culture and waste management.

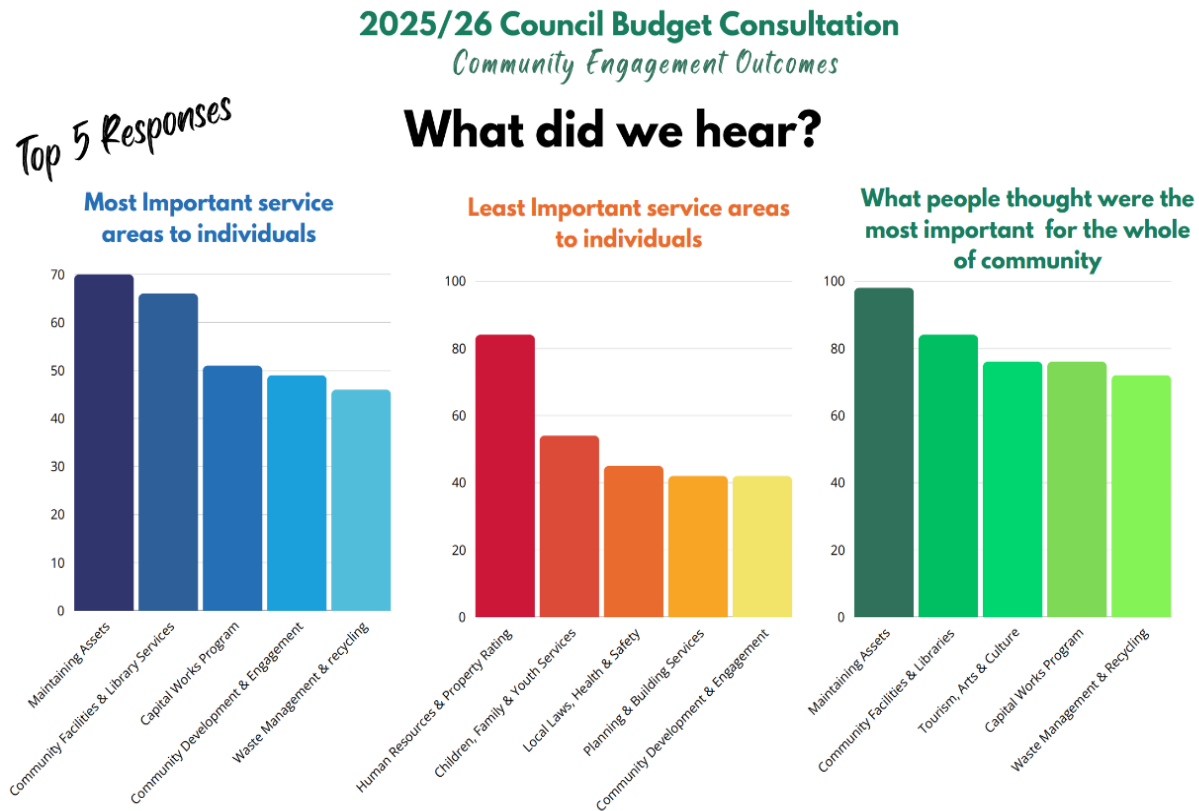


Figure 3. 2025/26 Community engagement outcomes

Council has and will continue to consider this feedback when determining what operating costs are required to meet the Council Plan objectives.



An objective of this Revenue and Rating Plan is that Council will continually review the service levels of Council services to ensure that operating costs align with community needs.

## Income Sources

Rural Councils such as Glenelg have limited funding streams and rely heavily on income from rates and Government Grants.

The current (2024/25) revenue sources are outlined below.

Council's revenue sources include:

- Rates and Charges (\$33.4M)
- Grants (\$19.1M)
- Fees and Charges (\$3.7M)
- Other income (\$0.9M)

Rates (ratable income) are the most significant revenue source for Council and account for 58% of annual income. Grants, Fees and Charges, and other income are defined as non-rateable income for the purposes of the Revenue and Rating Plan.

2024/25 Revenue Sources

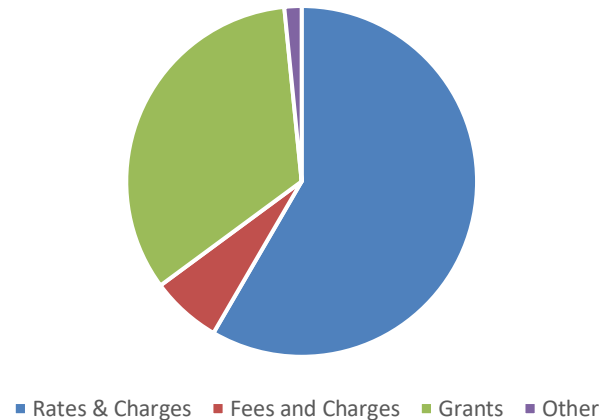


Figure 4. 2024/25 Revenue sources

## Fees and Charges

Fees and Charges are classed as a non-rateable income source and accounts for \$3.7M or 7% of Council's total revenue for 2024/25.

Fees and charges are those that Council will charge for the delivery of services and use of community infrastructure.

Examples of fees and charges include items such as:

- Childcare fees
- Waste Transfer Station fees
- Business Registration service fees
- Leases and Facility Hire fees
- Animal Registrations
- Planning and Building Fees
- Infringement charges

The provision of infrastructure and services form a key part of Council's role in supporting the local community. In providing these, Council must consider a range of 'Best Value' principles including service cost and quality standards, value-for-money, and community expectations and values. Council must also balance the affordability and accessibility of infrastructure and services with its financial capacity and in the interests of long-term financial sustainability.

In providing services to the community, Council estimates the extent of cost recovery for particular services is consistent with the level of benefit that the services provide in line with the community's expectations.

Council reviews the schedule of Fees and Charges as part of its annual budget process each year. Proposed charges are communicated to stakeholders before the budget is adopted, giving them the chance to review and provide valuable feedback before the fees are adopted.

Increases are applied on a 'per service' basis but as a general principle, fee increases are only proposed to meet cost recovery and/or industry standards. In some instances, fees are tied to legislative limits and ratios. The ability to increase in this area of non-rate income is therefore limited.

Councils must also comply with the government's Competitive Neutrality Policy for significant business activities they provide and adjust their service prices to neutralise any competitive advantages when competing with the private sector. This is particularly relevant in the operation of Children's Services and caravan parks to name a few.

Prior to 2024/25, and in accordance with the previous Revenue and Rating Plan, Council generally only increased Fees and Charges by the rate cap even though this income source is not covered by the cap. This has resulted in several fees and charges now being significantly out of alignment with industry standards as costs of such services have increased at levels far greater than the rate cap.

The effect of maintaining this approach has resulted in below-cost income levels which are then subsidised from general rate income.

There will also be circumstances where Council is willing to subsidise services for the betterment of the community and therefore will use rating income to subsidise the service.



An objective of Council's Revenue and Rating plan is that Council will annually analyse and review Fees and Charges including comparison against industry standards and service providers with an assumption that full cost recovery is to be achieved where practical.

Council has also encouraged a vibrant central business district in each town, including street trading and alfresco dining options. Subsequently, Council continues to waive street trading permit fees for those groups providing footpath dining facilities, A-frame signage and sale of goods from Council managed footpaths.



An objective of this plan is that Council will continue to waive Street Trading permit fees for the duration of this Revenue and Rating Plan.

## Grant Income

Operating and Capital grants are classed as a non-rateable income source and account for \$19.1M or 34% of Council's total revenue for 2024/25.

The predominant operating grant income that Council receives is from the Victorian Local Government Grants Commission (VLGGC). The VLGGC is responsible, under federal legislation, to distribute the total funding amount received from the Federal government across the 79 Victorian Councils. The VLGGC Grants comprise a 'General Purpose Grant' and a 'Local Roads Grant' and provided approximately \$11M in 2024/25.

Whilst this figure is anticipated to increase over the coming years, specific amounts are only advised on an annual basis. Therefore, Council will use the rate cap (currently 3%) as an estimate of future income from this income source.

Council can also receive Recurring and Non-Recurring Capital grants. The Roads to Recovery funding, received from the Federal Government, is Recurring Capital Grant income and accounts for up to a maximum of \$20M over a 5-year period. This grant is tied to ratio and requires Council to spend a certain amount of its own funds on road infrastructure. The Glenelg Shire Council's Capital Grant income for Roads to Recovery is expected to increase from just under \$3M in 2024/25 to an amount of \$4.5M in 2028/29.

Grant revenue is usually received from other levels of government. Some grants are singular and attached to the delivery of specific projects (non-recurrent), whilst others can be of a recurrent nature and may or may not be linked to the delivery of projects.



Council will also have an objective of utilising sufficient own source revenue on road infrastructure to maximise the grant funding opportunity through the Roads to Recovery funding stream.

Council will proactively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may also use its own funds to leverage and attract a higher amount of grant funding to maximise external funding opportunities.

Council will only apply for and accept external funding if it is consistent with the Council Plan and Community Vision, is affordable, and there are demonstrated benefits for the community. Council will review its priority projects as part of the Council Plan process and will seek funding opportunities for these projects when applicable funding streams arise.

Grant assumptions are outlined in Council's budget document. No project that is reliant on grant funding will proceed until a signed funding agreement is in place. In the situation where Council receives upfront Grant Funding for a specific project, Council will manage the utilisation of these funds at its discretion and may use the proceeds in its day-to-day operations. In this scenario, Council will manage its Cash Flow to ensure that sufficient cash is available to pay for project related expenditure as the project progresses.

## Other Income

Other income is classed as a non-rateable income source and accounts for \$907k or less than 2% of Council's total revenue for 2024/25.

Examples of other income include:

- Income from insurance claims
- Income from sale of goods
- Interest collected from investment funds
- Monies collected from developers under planning and development agreements
- Contributions from user groups towards upgrade of facilities
- Assets handed over to council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.


The income from these sources is limited in scope for revenue raising options and in regard to insurance claims, are unpredictable and are usually offset by expenditure.

## Borrowings

Whilst not a source of income, borrowings can be an important cash management tool in appropriate circumstances. Loans can only be approved by Council resolution. The following financial sustainability principles must be adhered to with new borrowings:

- Borrowings must only be applied for where it can be proven that repayments can be met in the Long-Term Financial Plan
- Borrowings must not be used to fund ongoing operations
- Borrowings are appropriate for funding large capital works where the benefits are provided to future generations
- Council will aim to maintain its debt at levels which are sustainable and in line with accepted financial ratios.

Council currently has a \$7M loan facility which is to be utilised to fund committed capital works. Approximately \$4M of this loan is expected to be drawn upon in the 2024/25 financial year and the balance (\$3M) is scheduled to be drawn upon in 2025/26.



It is an objective of this plan that no new borrowings be undertaken outside of the borrowings principles outlined above.

## Rates and Charges

Rates are property taxes that allow Council to raise revenue to fund essential public services to cater to their municipal population. Importantly, it is a taxation system that includes flexibility for councils to utilise different tools in its rating structure to accommodate issues of equity and to ensure fairness in rating for all ratepayers.

The following principles in relation to property rates is that they will:

- be reviewed annually
- not change dramatically from one year to next
- be sufficient to fund current expenditure commitments and deliverables outlined in the Council Plan, Financial Plan and Asset Plan.

A Council can establish a rating structure comprised of three key elements. These are:

1. General Rates – Based on property values (using the Capital Improved Valuation methodology), which are indicative of capacity to pay and form the central basis of rating under the Local Government Act;
2. Service Charges - A ‘user pays’ component for council services to reflect benefits provided by Council to ratepayers who benefit from a service; and
3. Municipal Charge - A ‘fixed rate’ portion per property to cover some of the administrative costs of Council. The Glenelg Shire Council does not currently apply a municipal charge.

Striking a proper balance between these elements will help to improve equity in the distribution of the rate burden across residents.

Council has the discretion to make further distinction when calculating general rates income by applying rating differentials based on the purpose for which the property is used. This distinction is based on the concept that different property categories should pay a fair and equitable contribution, considering the benefits those properties derive from the local community. For the 2024/25 Financial Year, Council has the following rate categories within its rating structure - General, Commercial/Industrial, Primary Production and Cultural and Recreational.

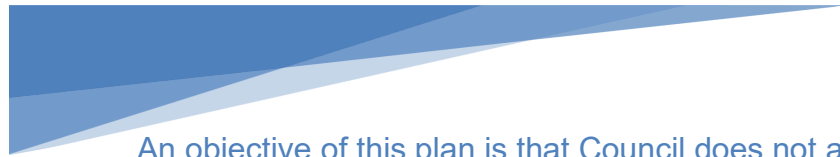
Rates and Service Charges are classified as rating income and are an important source of revenue and account for over 58% of Council’s Operating Revenue for 2024/25. The collection of rates is an important factor in funding Council services.

Planning for future rate increases is therefore an essential component of the long-term financial planning process and plays a significant role in funding both additional service delivery and the increasing costs related to providing Council services.

Council is aware of the balance between rate revenue (as an important income source) and community sensitivity to rate increases. With the introduction of the State Government's Fair Go Rates System (FGRS), all rate increases are capped to a rate declared by the Minister for Local Government, which is announced in December for the following financial year.

The introduction of rate capping under the Victorian Government's has brought a renewed focus to Council's long-term financial sustainability. The FGRS continues to restrict Council's ability to raise revenue above the rate cap unless application is made to the Essential Services Commission for a variation. Maintaining service delivery levels and investing in community assets remain key priorities for Council and the costs for these are often growing at a far greater rate than provided for under the FGRS.

Notwithstanding this escalation in costs, Council will continue to review, and potentially reduce its service levels to maintain compliance with the rate cap.



An objective of this plan is that Council does not apply to the ESC for an increased rate cap over the duration of this Revenue and Rating Plan.



## Rating Legislation

The legislative framework set out in the *Local Government Act 1989* determines Council's ability to develop a rating system. The framework provides significant flexibility for Council to tailor a system that suits its needs.

Section 155 of the *Local Government Act 1989* provides that a Council may declare the following rates and charges on rateable land:

- General rates under Section 158
- Municipal charges under Section 159
- Uniform Rate under Section 160
- Differential Rates under Section 161
- Service rates and charges under Section 162
- Special rates and charges under Section 163


Under Section 157 of the *Local Government Act 1989*, Council has three options as to the valuation base it elects to use.

They are:

- Capital Improved Value (CIV) – Value of land and improvements upon the land.
- Site Value (SV) – Value of land only.
- Net Annual Value (NAV) – Rental valuation based on CIV.

In choosing a valuation base, councils must decide on whether they wish to adopt a differential rating system (different rates in the dollar for different property categories) or a uniform rating system (same rate in the dollar).

Glenelg Shire Council currently uses a differential rating system and applies Capital Improved Value (CIV) to all properties within the municipality to take into account the fully developed value of the property. This basis of valuation takes into account the total market value of the land plus buildings and other improvements.



The following objectives apply to the duration of this Revenue and Rating Plan, that Council continues to:

- Apply a differential rating system.
- Base rates upon the Capital improved Value (CIV) of the land.

## Rating Principles

When developing a rating strategy, Council considers the following good practice taxation principles as outlined in the Local Government Rating System Review Report released in March 2020:

<b><i>Benefit</i></b>	The extent to which there is a nexus between consumption/benefit and the rate burden.
<b><i>Capacity to Pay</i></b>	The capacity of ratepayers or groups of ratepayers to pay rates.
<b><i>Diversity</i></b>	The capacity of ratepayers within a group to pay rates.
<b><i>Efficiency</i></b>	Economic efficiency is measured by the extent to which production and consumption decisions by people are affected by rates.
<b><i>Equity</i></b>	<p>Horizontal equity – ratepayers in similar situations should pay similar amounts of rates (ensured mainly by accurate property valuations, undertaken in a consistent manner, their classification into property classes and the right of appeal against valuation).</p> <p>Vertical equity – those who are better off should pay more rates than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a “relativity” dimension to the fairness of the tax burden).</p>
<b><i>Simplicity</i></b>	How easily a rates system can be understood by ratepayers and the practicality and ease of administration.
<b><i>Wealth Tax</i></b>	The “wealth tax” principle implies that the rates paid are dependent upon the value of a ratepayer’s real property and have no correlation to the individual ratepayer’s consumption of services or the perceived benefits derived by individual ratepayers from the expenditures funded from rates.

The rating challenge for Council therefore is to determine the appropriate balancing of competing considerations.

## Property Valuations

The *Valuation of Land Act 1960* is the principle legislation in determining property valuations. Under the *Valuation of Land Act 1960*, the Victorian Valuer-General conducts property valuations on an annual basis. Council must use the current valuations made by the Valuer General.

Council is mindful of the impact of revaluations on the various property types. Rises and falls in council rates should remain affordable and be in line with the rating principles noted above.

The analysis from the most recent valuation as at March 2025 indicates that the capital improved value for general land has decreased by 1.46%. Primary Production land has reduced in value by 10.25% whilst commercial land has increased by 2.54%. Further rise and fall of these valuations is likely during the term of this Revenue and Rating Plan and is determined by market trends. Council does not have a direct influence on property valuations.

## Supplementary Valuations

Supplementary valuations are carried out for a variety of reasons including rezoning, subdivisions, amalgamations, renovations, new constructions, extensions, occupancy changes and corrections. The Victorian Valuer-General is tasked with undertaking supplementary valuations and advises council on a monthly basis of valuation and Australian Valuation Property Classification Code (AVPCC) changes. The Council budget estimates annual income from supplementary rates each year.

## Objections to property valuations

Part 3 of the *Valuation of Land Act 1960* provides that a property owner may lodge an objection against the valuation of a property or the Australian Valuation Property Classification Code (AVPCC) within two months of the issue of the original or amended (supplementary) Rates and Valuation Charges Notice (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land.

The formula for calculating General Rates, excluding any additional charges, arrears or additional supplementary rates is:

$$\text{Valuation (Capital Improved Value)} \times \text{Rate in the Dollar (Differential Rate Type)}$$

The rate in the dollar for each rating differential category is included in Council's annual budget.

## Rating Categories and Classes of Land

As part of the rating process, Council determines the category or class of rateable land throughout the municipality based on the characteristics and definitions of the property.

The Revenue and Rating Plan 2021 saw Council transition to a differential rating system of the following structure:

- General land - 100%
- Commercial & industrial Land - 100%
- Primary Production land - 70%
- Cultural and Recreational land - 50%\*

It should be noted that the Cultural and Recreational Land, which consists of private rateable land being used for community purposes, is not included in rate capping calculations.

Rating Legislation also requires that the highest differential cannot be more than 4 times the lowest differential.

The following figures outline the spread in the rating structure for 2024/25, including the number of assessments and the total income derived from each category. Note that due to the small number of assessments for Cultural and Recreational Land and Rating Agreements, these do not appear on the figure presented.

Classification	Assessments	Rates	Value
General Land	10,204	\$13.9M	\$4B
Commercial and Industrial	1,011	\$1.7M	\$500M
Primary Production	2,757	\$10.2M	\$4.2B
Cultural & Recreational	30	\$28k	\$16M
Rating Agreements	6	\$4.7M	\$500M

Number of Assessments

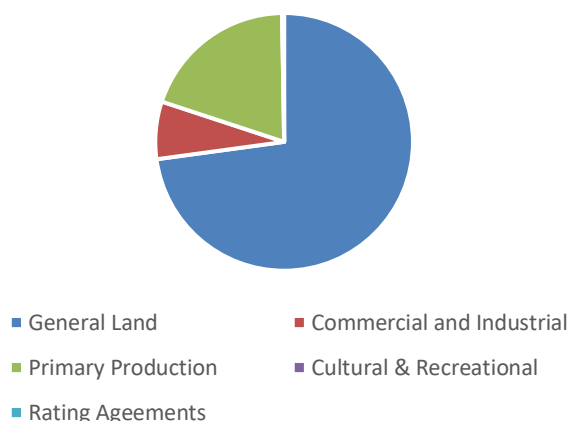


Figure 5. Number of Assessments per class of current rating structure

### Rates Contribution

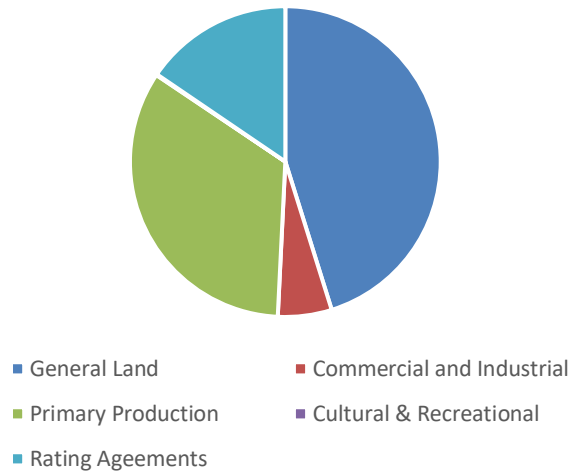


Figure 6. Dollar value contribution per class of current rating structure

It is important to understand that within a rate cap environment, changes to the differential amounts between rating categories do not result in additional income for Council. The total amount of Rates and Charges income is set through the budget and rate cap mechanisms, and any changes to the differential amounts only impact the amount of rates and charges paid by each category. A reduction in one differential class will mean that other classes will increase.

## Differential Rates - Objectives and Definitions

Council also outlines how each rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each current class of land, which are subject to each rate, are set out below.

### **General Rate**

#### **Definition:**

General land is any rateable land which does not have the characteristics of Primary Producer land and Commercial/ Industrial Rate Land.

#### **Objectives:**

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that any differential rate in the dollar declared for defined general rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

#### **Types and Classes:**

Rateable land having the relevant characteristics described below:

- used primarily for residential purposes; or
- any land that is not defined as Primary Production or Commercial/Industrial Land.

#### **Level of Rate:**

100% of General Rate.

#### **Geographic Location:**

Wherever located within the municipal district.

## **Primary Production**

### **Definition:**

Primary production properties being defined as greater than 40 hectares (with some specified exceptions such as horticulture, viticulture etc).

### **Objectives:**

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the rate in the dollar declared for defined Primary Production land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services with considerations to maintain agriculture as a major industry in the municipal district, to facilitate the longevity of the farm sector and achieve a balance between providing for municipal growth and retaining the important agricultural economic base.

### **Types and Classes:**

Primary Production land having the relevant characteristics described below:

- used primarily for primary production purposes; or
- any land that is not defined as General Land or Commercial/Industrial Land.

### **Level of Rate:**

70% of the General Rate.

### **Geographic Location:**

Wherever located within the municipal district.

## **Commercial/Industry Rate**

### **Definition:**

Commercial/Industrial Land is any land, which is used primarily for carrying out the manufacture or production of, or trade in goods or services

### **Objectives:**

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the rate in the dollar declared for defined Commercial/Industrial Rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

The commercial businesses of Glenelg Shire Council benefit from ongoing significant investment by Council in services and infrastructure. Council also notes the tax deductibility of Council rates for commercial properties which is not available to the residential sector, and the income generating capability of commercial based properties.

The commercial differential rate is applied to recognise the economic development objectives of the Glenelg Shire Council as outlined in the Council Plan. These objectives include an ongoing significant investment to create a vibrant economy.

**Types and Classes:**

Commercial/Industrial having the relevant characteristics described below:

- used primarily for commercial purposes; or
- any land that is not defined as General Land or Primary Producers Land.

**Level of Rate:**

100% of the General Rate.

**Geographic Location:**

Wherever located within the municipal district.


During the Budget and Council Plan engagement process, Council also reviewed its current rating structure. This process also considered the approaches of similar rural Councils across Victoria.

Whilst the Budget for 2025/26 does not propose any changes to the current differential rating approach, Council has identified some potential refinements of its rating structure which include the following:

- separation of Commercial and Industrial land into their own categories with their own differential rate
- the introduction of a Vacant land differential within townships
- review of the 50% Differential for those assessments under Cultural And Recreational Land to ensure that they meet the public benefit obligations.

Council is committed to the principles of community consultation and will engage with community on any potential changes to the differential rating structure within the first year of this Plan.

This would include the development of the definitions and objectives for any new differential category proposed and analysis on how proposed new categories would impact the rate in the dollar for existing categories.



An objective of this plan is that Council undertakes a community consultation process on the potential changes to the Differential Rating Structure during 2025/26.



## Special Rates and Charges (Rate Agreements)

In addition to the Differential Rating categories, Council has 6 Special Rating agreements that apply to large industries situated in the Shire. Rating agreements do not impact the General Rate differentials and are outside rate cap calculations.

This Revenue and Rating Plan has included consideration to the rate agreements with large industries to ensure that any future risks to Council's financial position are minimised.

## Municipal Charge

Another principle rating option available to Councils is the application of a municipal charge. Under Section 159 of the *Local Government Act 1989*, Council may declare a municipal charge to cover some of the administrative costs of the Council. The legislation is not definitive on what comprises administrative costs and does not require Council to specify what is covered by the charge.

The application of a municipal charge represents a choice to raise a portion of the rates by a flat fee for all properties, rather than sole use of the CIV valuation method and is limited to 20% of rating income.

Since the creation of the Glenelg Shire in 1994, a municipal charge has not been levied. Modelling has indicated that the introduction of a Municipal Charge, which would be subject to the Rate Cap, is detrimental to those with lower property valuations and therefore has not been proposed.



It is an objective that Council does not introduce a Municipal Charge during the term of this Revenue and Rating Plan.

## Special Charge Schemes

The *Local Government Act 1989* recognises that councils need help to provide improved infrastructure for their local communities. Legislation allows councils to pass on the cost of capital infrastructure to the owner of a property that generally receives a unique benefit from the construction works. The technical explanation of a Special Charge comes from legislation (under the *Local Government Act 1989*) that allows councils to recover the cost of works from property owners who will gain special benefit from that work.

The purposes for which special rates and special charges may be used include road construction, kerb and channelling, footpath provision, drainage, and other capital improvement projects.

Council has regularly levied a Special Charge for those properties obtaining a specific benefit from the Strathdownie Drainage Scheme to fund drainage works and maintenance of this private drainage scheme. Only those benefitting properties are levied with the charge.


Council will consider requests from the Strathdownie Drainage Scheme Advisory Committee for a Special Charge on an as needs basis.

## Service Rates and Charges

Section 162 of the *Local Government Act 1989* provides council with the opportunity to raise service rates and charges for waste, recycling or resource recovery services.

Council currently applies a service charge for the collection and disposal of kerbside waste on urban properties (compulsory) and rural properties (optional). Under State legislative obligations, this will be extended to include Food Organics and Garden Organics (FOGO) and potentially glass recycling. Glenelg Shire Council is proposing to commence FOGO collection from 1 April 2026.

Whilst the kerbside waste service charge is not capped under the Fair Go Rates System, Council has used the cap to determine the service charge increase in the past. As the cost of waste services has rapidly increased at a much higher ratio than the rate cap, this practice is no longer sustainable. Council will aim for a full cost recovery basis for its waste service charge. The mandated forthcoming 4 bin collection requirements will therefore have an impact on the waste charge.



It is an objective of this Revenue and Rating Plan that Council maintains a full cost recovery arrangement for waste charges for the term of this Revenue and Rating Plan.

## Community Engagement

This Revenue and Rating Plan outlines Council's process on how revenues are calculated and collected. The following public consultation process has been developed to ensure due consideration and feedback is received from relevant stakeholders.

Revenue and Rating Plan community engagement process:

- Revenue and Rating Plan included within deliberative engagement process undertaken for the Council Plan February / March 2025.
- Discussions and presentation to Councillors on options and proposals relating to revenue and rating streams.
- Draft Revenue and Rating Plan prepared by officers.
- Draft Revenue and Rating Plan placed on public exhibition at May Council meeting for public submissions.
- Further Community engagement through local news outlets, Your Say Glenelg and social media.
- Consideration of public feedback (June); and
- Draft Revenue and Rating Plan (with any revisions) to be presented to June Council meeting for adoption.
- Subject to adoption, undertake a further community consultation process on options for differential rating refinements during 2025/26.



# Heywood Recreation Reserve Master Plan

2024

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Disclaimer

This Master Plan has been prepared at the request of the Glenelg Shire Council to provide a future vision and specific direction for Heywood Recreation Reserve in Heywood. The intent is for the document to be an internal reference for Council and community use. The Master Plan contains findings drawn from examination of information provided by a range of sources. Parks and Recreation Consulting take all reasonable steps to verify the accuracy of information obtained, however, we are not liable for any loss or inconvenience arising from use of findings interpreted from third party information.





## Introduction

The Heywood Recreation Reserve is the sole sports playing field with support infrastructure within the Heywood township. Whilst there are other basic open spaces around the township, there is little infrastructure to support formal use of those open spaces for sport or recreation. As such the main oval at the recreation reserve is a valuable resource for the whole of the Heywood community and a central point of conduct of formal sports and recreation activities.

The park itself is 'home' to several sporting clubs and community organisations. The facilities for these groups provide for club and association competition and training and also are a place for informal recreation activities when not in use by sports clubs. The amenities that support the sports and recreation activities also provide for events attendees and passive users of the reserve that just want to rest or enjoy the open park environment.

Heywood Recreation Reserve has a total land area of approximately 55,000 m<sup>2</sup> and is situated in a zone surrounded by mix of rural, residential and light commercial properties, as well as a public gardens reserve adjacent to the Fitzroy River. The benefits of the park and the activities that take place there extend across many of the positive community objectives espoused in the Glenelg Community Plan, including environmental, social, health and social connectivity values. For this reason, it is important to ensure that Heywood Recreation Reserve is resourced and managed in a responsible, sustainable manner to ensure it continues to provide these benefits into the future. The master plan will support this process.

## The Master Plan Purpose

Glenelg Shire Council has established the Heywood Recreation Reserve Master Plan to help guide future decision making and determine resource allocation for asset development and maintenance works at the park. The range of functional spaces the park includes necessitate that a master plan process be undertaken. The plan provides guidance to Council to ensure future development of facilities support increased participation, fiscally responsible future investment, and considers current and future recreation needs. The objectives of the Heywood Recreation Reserve Master Plan are:

1. To examine how the Heywood Recreation Reserve can contribute to the health and wellbeing of the Glenelg community.
2. To investigate the needs of stakeholder groups and individuals engaged in activities at Heywood Recreation Reserve.
3. To serve as a reference as to the suitability and priority of any proposed projects at Heywood Recreation Reserve.
4. To support the application process for grant funding for facility improvements at Heywood Recreation Reserve.
5. To identify aspirational outcomes and actions for the Heywood Recreation Reserve site for the foreseeable future

## The Master Plan Process

The process of development of this master plan for the Heywood Recreation Reserve included a range of investigation and analysis processes. Individual and stakeholder group interviews were conducted with club and community representatives to identify and clarify key issues and needs as part of the information gathering process. The Master Plan investigation included the following processes, the detailed findings of which are shown in the master plan investigation document:

1. Assessment of site history and existing site features
2. Examination of the township and planning scheme context
3. Strategic alignment of site to existing strategies and plans
4. Condition and Compliance Audit of existing assets
5. Assessment of current and future occupancy needs and potential use
6. Independent and group engagement with all reserve stakeholders
7. Assessment of site functionality, safety, aesthetics, and accessibility elements
8. Establishment of Master Plan directions and actions
9. Re-engagement with the primary stakeholder group

The following stakeholders are thanked for their contributions and information.

- Heywood Football Netball Club
- Drumborg Heywood Cricket Club
- Heywood District Tennis Association
- Heywood Lions Club
- Promoting Heywood Inc
- Heywood and District Secondary College
- Southwest District Football Netball League
- Greater Southwest Junior Football League
- Portland District Cricket Association
- Heywood & District Basketball Association
- Department of Energy, Environment and Climate Action (DEECA)
- Glenelg Shire Council – Various departments with responsibilities at HRR

The methodology used in the development of the Heywood Recreation Reserve Master Plan includes the collection of feedback from stakeholder groups, identification of key issues through project research, and the analysis of the likely implications associated with those issues.

## Scope of Master Plan

In a geographic context, the scope of this Master Plan is limited to the future directions and developments for the Heywood Recreation Reserve site. The scope does not include the adjoining Public Gardens reserve. Investigating the possibilities for integrating other sports users onto the Heywood Recreation Reserve site has been included in the process. The plan also recognises the common themes and linkages within and surrounding the Heywood Recreation Reserve catchment.



Image – The Heywood Recreation Reserve located at the northern end of the Heywood Township

## Investigation and Consultation Findings

This page provides a summary of the key investigation and consultation findings as detailed in the Heywood Recreation Reserve Master Plan Investigation Report.

### Participation Trends

- Increases in participation in recreation activity, including gymnasium, fitness exercise, walking and bike riding reflect a desire to engage in informal activity that can be participated in at a time of the participants choosing. This informal activity, and the health and wellbeing benefits derived by the general community, should be reflected in the future provision considerations at Heywood Recreation Reserve.
- There is unlikely to be any significant shifts in overall population numbers in the coming two decades that will change the current demand aspects of use of the Heywood Recreation Reserve.
- The specific user group participation trends indicate that there is insufficient growth to warrant additional sports playing fields or courts, but a need for additional provisions for female sport participation amenity.
- Participation rates in key sports conducted within the Heywood Recreation Reserve are fairly stable from a statewide perspective. A decline in formal competition numbers has abated with the introduction of a greater range of participation models for many sports including entry level programs, female programs and less formal competition structures.

### Site Analysis

- The site analysis indicates that the site cannot easily accommodate new additional sport facilities without major investment in drainage diversions, or alternately, the loss of some capability within existing sports users and existing facilities. The prioritisation of one activity over another is required if a scope with additional facilities were to be considered. This extends to parking requirements where the site can accommodate existing uses but may find design challenges in responding for additional infrastructure.
- The site is close to the riverbanks and public space reserves. This has positive implications for the natural aesthetic of the reserve and encourages a range of users and visitors to the location. The location also has occupancy and use implications stemming from the river flood occurrences along the river course.
- The site continues to be the home base for the original sports occupants of the reserve and has a long history of club-based activity.
- Much of the 'sport specific' infrastructure on site is in sound condition having been upgraded in the last decade and there remains significant asset life in many key infrastructure elements. However, there is some general infrastructure within the Heywood Recreation Reserve site that requires ongoing asset improvement or reconstruction to ensure broad user functionality and community safety is maintained and also to meet contemporary user amenity expectations.
- The existing buildings on site cannot accommodate new sports user types such as female friendly sports compliance without significant internal renovation.

### Strategic Positioning

- The strategic literature review acknowledged the importance of the Heywood Recreation Reserve as a contributor to township community health and wellbeing and therefore the importance of connectivity to the reserve from a variety of township locations.
- The planning scheme conditions for a potential future development will have considerable influence upon what development actions may be planned or undertaken at the Heywood Recreation Reserve due to overlay conditions.
- It was clear from the range of user's feedback that the Heywood Recreation Reserve services a range of diverse community sport, recreation and activity needs for the whole Heywood community. Amenity provisions must be accessible and must provide for both formal and informal users of the reserve
- Future directions for Heywood Recreation Reserve should be prioritised relative to the identified and agreed park values of sport and active recreation as well as event activities.

### Consultation Feedback

- The consultation process highlighted a number of shared concerns and infrastructure recommendations for the Heywood Recreation Reserve. The priorities acknowledged were flood mitigation improvements, traffic and parking safety improvements, and improvement of amenities for both sports users and the general public.
- Maintenance of assets and landscape is of high importance to ensuring that the recreation reserve amenity remains and to ensure that buildings and infrastructure obtain the asset life that is expected at construction or installation.
- Where functional changes to reserve infrastructure are completed through replacement or relocation, the old unused infrastructure should be removed in a timely manner to enhance reserve safety.
- Infrastructure to support the effective management of the recreation reserve by the tenant sports clubs and event committees, and the safe use of public spaces by participants, spectators and visitors should be completed where applicable.





## The Vision

Glenelg Shire Council's Plan nominates a priority to "maintain the strong sense of community and connection, ensure our community is healthy, safe and supported, support volunteerism and foster a well-equipped and prepared community". This includes having connected and thriving townships within which there is attractive and diverse spaces that encourage community connection for residents, tourists, and regional visitors.

Heywood Recreation Reserve can contribute to Council's realisation of its aims by providing a setting and infrastructure that facilitates community engagement in diverse activities. As such the vision for Heywood Recreation Reserve is to be:

"A place that accommodates a range of formal sporting and active recreational activities, in an aesthetically attractive, safe and well-maintained setting."

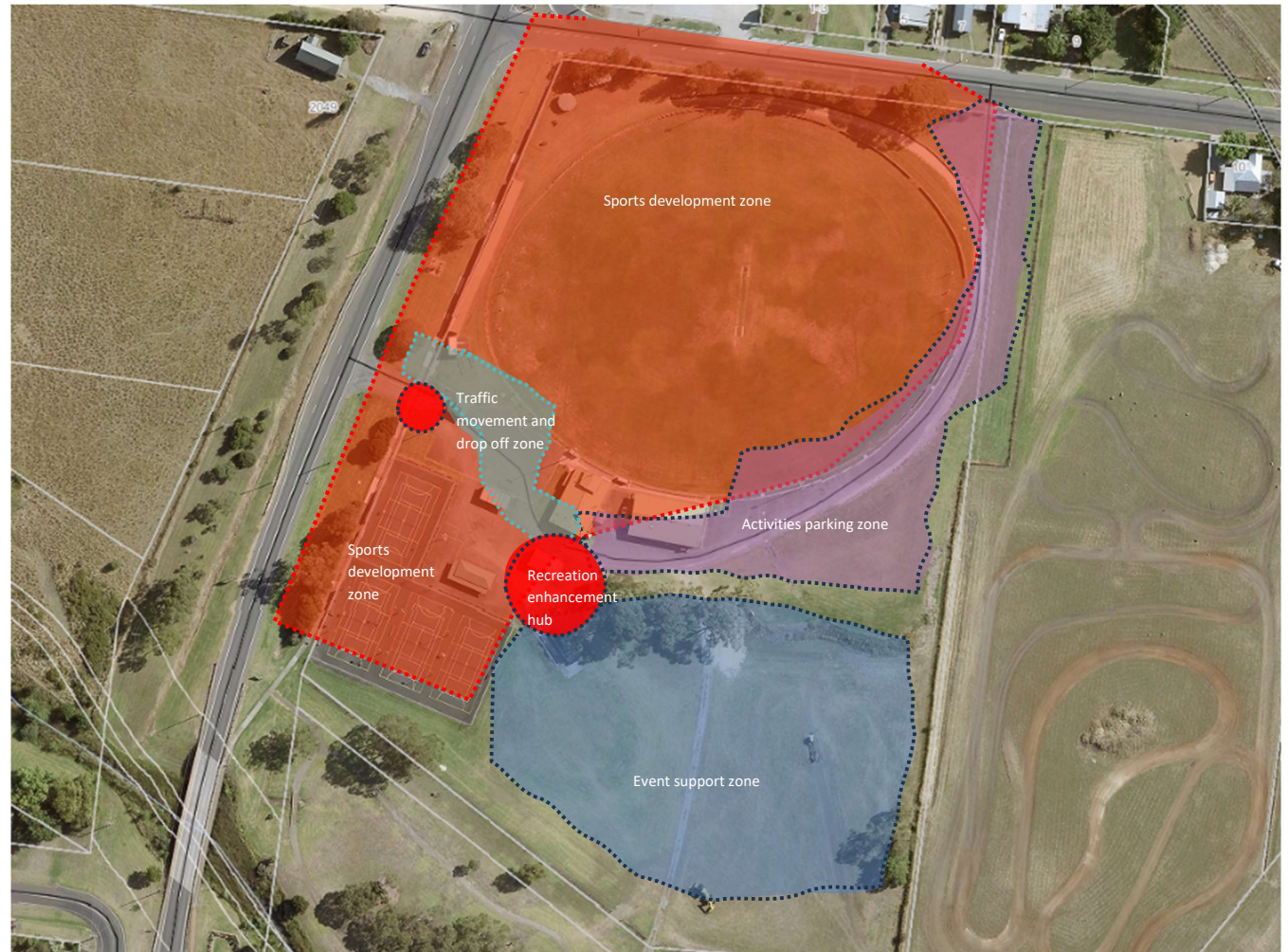
Towards this vision for Heywood Recreation Reserve and what the park will look like in future, the following key functional directions for the park are proposed:

1. Heywood Recreation Reserve will be a district and local level formal sports hub site for competition and training purposes.
2. Heywood Recreation Reserve will be a vibrant active recreation zone for a township wide catchment.
3. Heywood Recreation Reserve will provide a visually pleasing environment supporting visitor and event tourist amenity.

## The Development Zones

The strategic direction for the reserve is enhanced by the consideration of zones for

- ✓ The sports development zones represents the areas where sporting surfaces and support infrastructure will be considered and developed to meet sports peak body compliance and activation requirements.
- ✓ The event support zone represents the areas that will be utilised to conduct events and where infrastructure to facilitate event conduct may be undertaken.
- ✓ The recreation enhancement hubs represent the spaces that will be used to establish general active recreation infrastructure to encourage health and wellbeing for the wider Heywood community.
- ✓ The activities parking zone represents the areas that will be used to provide formal and informal parking options for participants and visitors to the reserve.
- ✓ The traffic movement and drop off zones represents the areas that will be used to establish a safe pedestrian, participant drop off, and traffic movement space for busy sports activity and events days.





## The Site Improvements

- 1 Social pavilion extension envelope
- 2 Female change room provisions
- 3 Match day playground addition
- 4 Tennis lighting improvements
- 5 Tennis / Netball court surface improvements
- 6 Cricket net/pitch reconstruction / relocation
- 7 Strength and balance themed play and exercise equipment
- 8 Event management overlay service connections
- 9 Active informal sport play pad
- 10 Trail connections
- 11 Embankment extension
- 12 Landscape improvements – themed shade and visual amenity
- 13 Western shelter community history art project / or landscape improvement
- 14 Standardised bollard and furniture selection and use
- 15 Public Toilet Reconstruction
- 16 Flood mitigation improvements
- 17 Entry carpark realignment
- 18 Pedestrian transition safe zones
- 19 Surround road realignment and informal parking improvements
- 20 Event parking formalization





## The Future Projects

- 1** Social pavilion extension envelope

A future potential social space extension of the existing social pavilion building has been allowed for with the provision of a building envelope for future expansion.
- 2** Female change room provisions

The development of a new female change space for netball and tennis will connect to the existing clubroom building and new public toilets via internal secure doorways. The space will be approximately 60m<sup>2</sup> allowing for two team of 6-8 participants. The space will also provide a space to support the small number of female members of the football program.
- 3** Match day playground addition

The match day playground addition is a small secure fenced playground space to support children's play when family groups attend sporting fixtures. The space will be approximately 50m<sup>2</sup> with visibility and accessibility from the tennis/netball courts. The design theme will be on balance and dexterity in alignment with the reserves key sporting purpose.
- 4** Tennis lighting improvements

The tennis lighting improvements will focus on compliant competition lighting levels and will use existing poles and cross arm features for connection of LED lighting fittings.
- 5** Tennis / Netball court surface improvements

The tennis and netball court surface improvements will examine the condition of the court surface and sub-base to ensure it is compliant to support competition play. The assessment will include a review of court surface finishes that are suitable and safe for dual sports participation across tennis and netball.
- 6** Cricket net/pitch reconstruction / relocation

The development of new cricket training nets will include the establishment of a full pitch pad with divided lanes, an extension of bowler run ups and an enclosed compliant netting roof.
- 7** Strength and balance themed exercise equipment

The exercise equipment provides active options for informal users and visitors to the park, adopting a theme around strength and balance activities in consideration of the park purpose to support sport and active recreation development.
- 8** Event management overlay service connections

The event management overlay service connections will provide enhanced options for event conduct through provision of external service connection points at designated positions in the reserve.
- 9** Active informal sport play pad

The active informal play pad provides a hard space for three-on-three basketball, shoot around or netball practice activities with multi-sport goal posts and adjacent seating.
- 10** Trail connections

The development of a dry surface trail connection between the amenities and recreation areas to the existing public gardens picnic tables and trails.



- 11** Embankment extension

The embankment extension is a continuation of the existing embankment to the north-east of the existing mound to facilitate increased informal carparking and viewing over the sports field and to support flood mitigation through that part of the reserve.
- 12** Landscape improvements – themed shade and visual amenity

The additional tree plantings will be at various locations around the outside of the sports facilities, integrating into the existing and proposed embankments. The trees will support environmental enhancement, shade options and improved safety for the park.
- 13** Western shelter community history art project / or landscape improvement

The western shelter structure has an unattractive interface with the Henty Highway frontage. The community history art project is to enhance this interface with a theme representative of the community of Heywood..
- 14** Standardised bollard and furniture selection and use

The standardised bollard use will provide a consistent replacement for the variety of bollards currently used. The selected bollard will be a recycled plastic and will be representative of the club colours. The park furniture will also be from a standardised township palette.
- 15** Public Toilet Reconstruction

The public toilet renewal will provide improved amenity for sports users and visitors to the park including compliant, accessible toilet cubicles, wash basins and fixtures. Capacity will be assessed in conjunction with major sport event activities attendances but is expected to be 48m<sup>2</sup> in area.
- 16** Flood mitigation improvements

The flood mitigation improvements will include a low embankment around the court area connecting the existing embankment behind the pavilion with the road bridge embankment
- 17** Entry carpark realignment

The entry carpark alignment will create a more defined alignment of vehicle travel to pavilion carparking and create drop off zones and safer pedestrian lines of travel during busy events and sports activities.
- 18** Pedestrian transition safe zones

The pedestrian safe zones will be connecting pathways and designated line marked crossing points for pedestrian movement around the key sports features of the site.
- 19** Surround road realignment and informal parking improvements

The surround roadway surface and informal parking improvements will include realignment of roadways around development features and connection to formal and informal carpark areas. The roadways will have defined 'rollover' kerbs allowing for informal peak period carparking access adjacent to the roadway route.
- 20** Event parking formalization

The event parking formalisation is use of bollards to define informal or restricted parking areas on busy event days to improve pedestrian and motorist safety.





## The Concept Layouts

### Vehicle and Pedestrian Flows

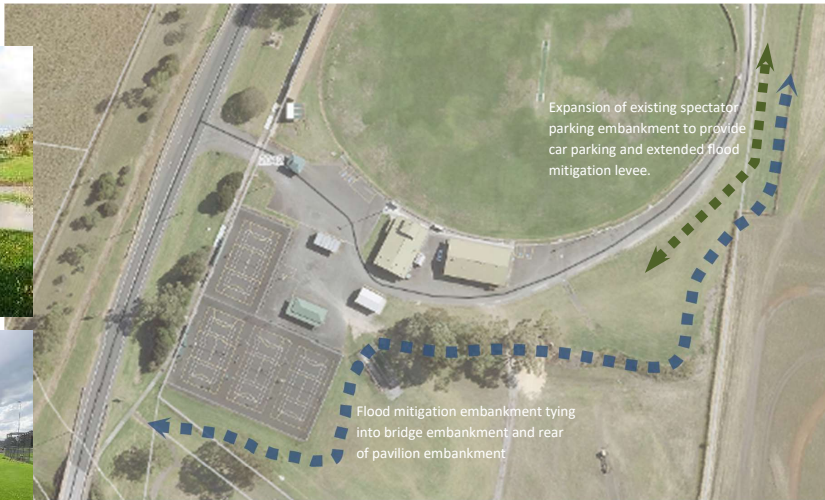


The following objectives and outcomes are proposed to guide vehicle and pedestrian movement.

- Re-alignment of main western access roadway and creation of separation between entry and exit lanes and match day control booth.
- Line marked and defined roadway route through the existing vehicle area to parking zones at rear of pavilion buildings.
- New delineated directional drop off zones for temporary setting down or collection of sports activity participants. Parking provisions incorporated for persons with a disability parking.
- The re-alignment and widening of the all-weather internal reserve road surface to provide adequate set back from pavilion buildings removing safety hazard for pedestrians and vehicles. Set back allows for pedestrian lines of travel around pavilions.
- Provision of a safe off roadway pedestrian lines of travel paths between the parking zones, the tennis/netball courts and pavilion, and in and around the football sports field and pavilions. The carparks will support on-site match day parking connection to the clubrooms, alleviating congestion at the entry roadway on match days. The match day movements are to be delineated by adjustable and permanent bollards.
- Retention of two separate vehicle entry or exit points to allow for dual options for vehicle access and egress when required for emergency services, disability parking accessibility, maintenance vehicle movement, goods deliveries, or major events control.



### Sports field viewing and flood deterrence and mitigation



The following objectives and outcomes are proposed to guide Sports field viewing and flood deterrence and mitigation.

- Expansion of the spectator parking embankment to the east of the sports field following the grade and alignment of the existing embankment. Embankment to extend to north side of goal posts.
- Flood mitigation with the establishment of low earthen embankment around the tennis/netball court area connecting the existing embankment behind the pavilion with the road bridge embankment. Embankment to shift lower volume 1 in 10 flood occurrences to downstream open paddock areas.
- Embankment extension for spectator parking provision to form the eastern extent of the flood mitigation levee.





## The Concept Layouts



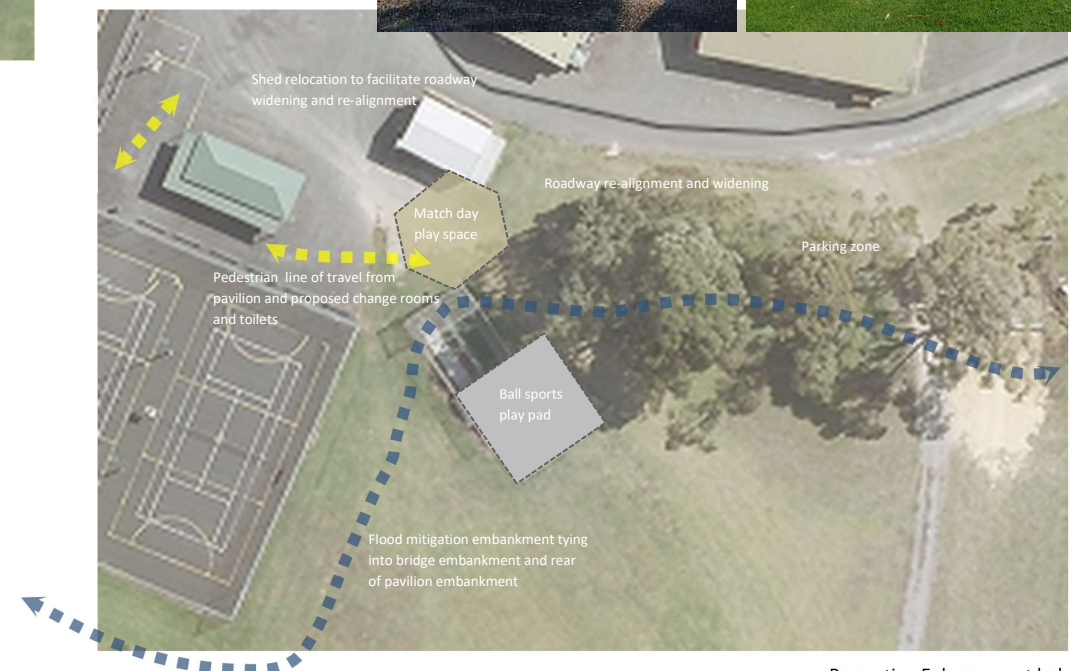
Cricket training net relocation site

The following objectives and outcomes are proposed to guide Cricket training net relocation site.

- Movement of the cricket training nets off of the lower flood zone to the north side of the sports field
- New scoreboard location installation allows for site to be installed without encumbrance to football activities.
- Training area for dual pitch width allowing for set up for two nets activities concurrently.
- Surround cyclone mesh fencing with safety netting top to tie into existing boundary fence with new fence opening.
- Concrete wicket with synthetic covering.
- Retractable centre net set up to allow for single or dual use of the synthetic covered pitch space.
- Seasonal cricket club storage within existing old scoreboard building.

The following objectives and outcomes are proposed to guide Recreation Enhancement hub.

- Existing shed relocation to facilitate roadway widening and re-alignment for safety improvements
- Development of fenced match day play space to support children's play activities during competition where volunteers are engaged in administrative actions. Play space to be visible from netball/tennis pavilion.
- Ball sports concrete play pad to provide netball informal warm up space or informal basketball play. Pad to have dual pole and ring/backboard provisions. Located on lower side of flood mitigation embankment. However concrete pad durable to flood incidence.



## The Implementation Framework – Estimates and Funding Partners

The table shows the proposed masterplan actions together with information to support the future implementation process.

- Project responsible parties is the agencies or entities responsible for facilitating project development and project implementation.
- Project budget estimate as determined from scope expectations as a result of consultation feedback concept information and current cost structures (and provided as at May 2024).
- Project funding contributors are the parties deemed as prospective contributors to the project implementation capital costs

	Action description	Project Responsible parties	Project budget estimate range	Potential Funding partners or contributors
1	Social pavilion extension envelope	Heywood Football-Netball Club	Undefined scope	Football-Netball and Cricket Club tenants Sport and Recreation Victoria
2	Female change room provisions	Glenelg Shire Council	\$130,000 - \$150,000	Glenelg Shire Council Football-Netball and Tennis Club tenants Sport and Recreation Victoria
3	Match day playground addition	Heywood Football-Netball Club Glenelg Shire Council	\$35,000 - \$45,000	Football-Netball and Tennis Club tenants
4	Tennis lighting improvements	Heywood Football-Netball Club Heywood Tennis Club Glenelg Shire Council	\$70,000 - \$85,000	Football and Cricket Club tenants Sport and Recreation Victoria
5	Tennis / Netball court surface improvements	Heywood Football-Netball Club Heywood Tennis Club Glenelg Shire Council	\$120,000 - \$150,000	Football-Netball and Tennis Club tenants Sport and Recreation Victoria
6	Cricket net/pitch reconstruction / relocation	Heywood Cricket Club Glenelg Shire Council	\$35,000 - \$50,000	Cricket Club tenant Cricket Victoria Sport and Recreation Victoria
7	Strength and balance themed play and exercise equipment	Glenelg Shire Council	\$75,000 - \$85,000	Glenelg Shire Council Sport and Recreation Victoria
8	Event management overlay service connections	Events Committees	\$15,000 - \$20,000	Heywood Service Clubs
9	Active informal sport play pad	Glenelg Shire Council	\$20,000 - \$25,000	Glenelg Shire Council Sport and Recreation Victoria
10	Trail connections	Glenelg Shire Council	\$2,000 - \$4,000	Department of Energy, Environment and Climate Action Heywood Service Clubs
11	Embankment extension	Glenelg Shire Council	\$5,000 - \$15,000	Department of Energy, Environment and Climate Action Heywood Service Clubs
12	Landscape improvements – themed shade and visual amenity	Glenelg Shire Council	\$5,000 - \$10,000	Glenelg Shire Council Heywood Service Clubs
13	Western shelter community history art project / or landscape improvement	Glenelg Shire Council	\$5,000 - \$10,000	Glenelg Shire Council Heywood Township Committee
14	Standardised bollard and furniture selection and use	Reserve Tenant groups Glenelg Shire Council	\$4,000 - \$6,000	Glenelg Shire Council
15	Public Toilet Reconstruction	Glenelg Shire Council	\$140,000 - \$160,000	Glenelg Shire Council Department of Energy, Environment and Climate Action
16	Flood mitigation improvements	Glenelg Shire Council Department of Energy, Environment and Climate Action	\$8,000 - \$16,000	Glenelg Shire Council Department of Energy, Environment and Climate Action
17	Entry carpark realignment	Glenelg Shire Council	\$3,000 - \$5,000	Glenelg Shire Council
18	Pedestrian transition safe zones	Glenelg Shire Council	\$2,000 - \$4,000	Glenelg Shire Council
19	Surround road realignment and informal parking improvements	Glenelg Shire Council	\$60,000 - \$70,000	Glenelg Shire Council
20	Event parking formalization	Glenelg Shire Council	\$2,000 - \$4,000	Glenelg Shire Council

The projects and directions proposed within this master plan are to be implemented in accordance with the framework principles articulated below:

- All project planning will be undertaken following initial preliminary discussions across the site landowners and management stakeholders, the Department of Energy, Environment and Climate Action, the Heywood Recreation Reserve Clubs Management, and the Glenelg Shire Council. Glenelg Shire Council acknowledges the delegated authority and the roles of the parties contributing to the Heywood Recreation Reserve management.
- Each major project will be planned through a progression of phases to ensure that decisions are evidence based and effective application of financial resources. The phases will incorporate:
  1. Concept Planning
  2. Stakeholders sign off
  3. Concept design
  4. Funding profile
  5. Project delivery management
- Each project will follow a scoping process to define expectations and parameters for inclusion in the project brief.
- Once scope has been agreed and adopted, a schematic design phase will confirm the elements, scale, materials and finishes applicable to the project.
- The schematic design will enable a preliminary costing for the project for inclusion in committee budgets, capital works forward plans, and grant application considerations.
- A risk assessment completed for all major projects acknowledging any potential economic, social, environmental and physical risks applicable within the project.
- A basic feasibility assessment will be conducted in accordance with the desired project outcomes to confirm and define measures of cost benefit.
- Project stakeholders will monitor grant funding opportunities available to the projects and will assess grant criteria against the project outcomes.
- Project information and investigation findings will be available to stakeholders to maximise funding opportunities aligned to democratic processes and evolving government priorities.

If all recommendations of the Heywood Recreation Reserve Master Plan are to be implemented, it would result in an estimated total investment requirement of around \$730,000 to \$850,000 over the 10-15-year term of the masterplan. It must be noted that these cost estimates are indicative only and are compiled as of May 2024.

## The Implementation Framework – Priority Projects

The table shows the proposed masterplan actions together with information to support the future implementation process.

- Project responsible parties is the agencies or entities responsible for facilitating project development and project implementation.
- Project Priority Rating as determined by stakeholder and general consultation feedback, inspection and analysis.
- Priority rating is scored across multiple criteria as tabled below.

Priority	Project / Action description	Project Priority Rating	Public safety risk	Visual amenity	Tenant club / group priority	Improved Functionality	Compliance requirement	Township development priority
1	Female change room provisions	High	✓		✓	✓	✓	✓
2	Tennis / Netball court surface improvements	High		✓	✓	✓	✓	
3	Public Toilet Reconstruction	High	✓	✓	✓	✓	✓	
4	Entry carpark realignment	High	✓		✓	✓		✓
5	Surround road realignment and informal parking improvements	High	✓		✓	✓		✓
6	Flood mitigation improvements	Medium			✓	✓		✓
7	Match day playground addition	Medium			✓	✓		
8	Tennis lighting improvements	Medium			✓	✓	✓	
9	Pedestrian transition safe zones	Medium	✓					
10	Cricket net/pitch reconstruction / relocation	Medium				✓	✓	
11	Strength and balance themed play and exercise equipment	Medium				✓		✓
12	Social pavilion extension envelope	Low			✓	✓		
13	Embankment extension	Low			✓	✓		
14	Event parking formalization	Low			✓	✓		
15	Active informal sport play pad	Low				✓		✓
16	Trail connections	Low				✓		✓
17	Landscape improvements – themed shade and visual amenity	Low		✓				✓
18	Western shelter community history art project / or landscape improvement	Low		✓				✓
19	Standardised bollard and furniture selection and use	Low		✓				✓
20	Event management overlay service connections	Low	✓			✓		



# ***GLENELG SHIRE***

## ***COUNCIL PLAN 2021 - 2025***

**QUARTER 3 REPORT  
2024 - 2025**

GLENELG SHIRE







# **ACKNOWLEDGEMENT TO COUNTRY**

## **TRADITIONAL OWNERS**

**Glenelg Shire Council respectfully acknowledges the traditional lands and waters of the Gunditjmara people, Boandik people, Jardwadjali people and their respective cultural heritages.**

**Aboriginal and Torres Strait Islander People provide an important contribution to Australia's cultural heritage and identity.**

**We respectfully acknowledge the Aboriginal and Torres Strait community living throughout the Glenelg Shire and the contribution they make to the Glenelg Shire's prosperity and wellbeing.**



## OVERVIEW OF REPORT

THE ICONS BELOW ARE USED THROUGHOUT THIS REPORT AS A KEY TO REPRESENT THE PROGRESSION STAGES OF EACH TASK, PROJECT OR OBJECTIVE IDENTIFIED BY THE GLENELG SHIRE COUNCIL.



### **Achieved**

The Achieved icon will be used when a project/plan has been successfully completed.



### **Delayed**

The Delayed icon will be present in this report when a project/plan has been identified as postponed, not on track or redefined.



### **In Preparation**

The In Preparation icon will be used in this report when a project/plan is in its planning stage and the details are being prepared.



### **On Track**

The On Track icon will be used when a project/plan is progressing, and is likely to achieve what is required within the time identified in the scheduling plan.








### **Ahead of Schedule**

The Ahead of Schedule icon will be used when a project/plan is likely to be completed earlier than planned.





# MAJOR PROJECTS

The below table provides an update on major projects as identified in the Council Plan 2021-2025

PROJECT	UPDATE	STATUS
Portland Foreshore	<p>Lighting Installation Project is almost complete. There are two existing lights that are still awaiting replacement, this is scheduled to be completed in the fourth quarter.</p> <p>Ceremonial Dance Space Construction is nearing completion. Artwork components are being finalised and the plans for the official opening are in progress.</p>	
Cape Bridgewater Infrastructure	At the February 2025 Council Meeting, Council Endorsed a project funding and scope variation of the Cape Bridgewater Amenities Upgrade to provide for a facility refurbishment. A community engagement plan has been completed and consultation seeking feedback on priority upgrades will be undertaken in the fourth quarter.	
Portland Employment Precinct	There are currently minor delays to the project due to the servicing of the development impacting the road construction activities. Completion is expected in accordance with the Grant Agreement in the fourth quarter.	
Multi-purpose Facility – Portland Foreshore	Formal assessments of the existing building conditions together with scoping and costing of refurbishment works is in process. Project Control Group (PCG) has been reinstated and discussion with the State Government agencies is occurring.	
Alexandra Park Upgrade	Project completed.	

## PRIORITY PROJECTS

The below table provides an update on priority projects as identified in the Council Plan 2021-2025

PROJECT	UPDATE	STATUS
Multi-Purpose Sporting facility	<p>As noted at the February 2025 Council meeting, this project is not ready for funding or delivery. Further project review, scoping and planning is required to move this project forward.</p> <p>Officers have commenced the review process and are preparing a plan to take this work forwards, which includes a wider major recreation facility review.</p> <p>Stakeholder and public consultation will be required as part of that process to review options, location and feasibility. This work will commence in the 2025/26 financial year.</p>	
Aquatic Strategy Implementation	<p>An application was submitted to the Regional Community Sporting Infrastructure Fund to upgrade Heywood Pool Amenities. Notification of funding outcome expected in the fourth quarter.</p> <p>The Aquatic Engineering Assessment has been received on Portland Leisure and Aquatic Centre (PLACE) which details the life expectancy of assets within the facility. This assessment will now be used to inform the next steps to address key maintenance issues, alongside future planning for potential upgrade/renewal of PLACE. This information will be key to seeking funding for these projects.</p>	
Arts & Culture Strategy Implementation	The year 4 action was marked as complete between January and March 2025.	
Portland Renewable Energy Project – Civic Precinct Construct	Construction has commenced. Completion of the project is expected in the fourth quarter.	

Tracks & Trails Construct

Projects identified in the year four action plan have been completed.



Local Freight Roads Project-  
Precinct

Construction being finalised relating to Fitzgerald St which is the final component for delivery. Due to the complexity of works a variation to allow for revised timing under the grant agreement is being processed.



Achieved



Delayed



In Preparation



On Track



Ahead of Schedule

## STRATEGIC PRIORITY

COUNCIL HAS IDENTIFIED THE FOLLOWING STRATEGIC PRIORITIES THAT ALIGN TO THE SIX GLENELG 2040 COMMUNITY PLAN THEMES. THE BELOW TABLES PROVIDE UPDATES ON EACH OF THE PRIORITIES.



### ***OUR NATURAL ENVIRONMENT***

Striving towards a carbon neutral future to protect and enhance the natural environment for future generations.



### ***OUR EDUCATION, EMPLOYMENT AND INDUSTRY***

Adapting and growing a diverse economy to embrace employment of the future and educational opportunities.



### ***OUR HEALTH AND WELLBEING***

Supporting the Glenelg community to thrive by being healthy, inclusive and well.



### ***OUR LIFESTYLE, NEIGHBOURHOOD AND CULTURE***

Creating enriched and vibrant lives through experiences, safe and well planned neighbourhoods.







### ***OUR ACCESS, TRANSPORT AND TECHNOLOGY***





Making it easier for people to connect in and around the Glenelg Shire.








### ***OUR VOICE AND ACTION***

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


INITIATIVE	ACTION	UPDATE	STATUS
<b>Protect Our Natural Environment</b>			
Review planning scheme to ensure wetlands, rivers and streams areas are clearly outlined.	Initiative completed in Year 2 of the Council Plan.	Initiative complete.	
Support programs to identify, protect and celebrate natural waterways, wetlands, estuaries, and cultural heritage sites.	Continue to support other agencies where applicable.	Council continues to participate in the renewal of the RAMSAR Wetland Management Plan.  Engagement with the Glenelg Hopkins CMA relating to the Fitzroy River in Heywood is ongoing.	
Review and improve the use of planning scheme tools to protect biodiversity on Shire owned or managed land.	Initiative completed in Year 2 of the Council Plan.	Initiative complete.	
Work with the Glenelg Hopkins Catchment Management Authority to investigate the extent of flooding and inundation to guide the appropriateness of future development.	Undertake and finalise the Dartmoor/Nelson flood study of the Glenelg River.	The community consultation was scheduled to take place this quarter but has been delayed. Sessions will be undertaken with community in next quarter (April – June).	

Explore funding opportunities for weed and vermin eradication.	Continue to implement roadside weed and pest control program in alignment with funding requirements.  Continue to monitor grant options.	Council has been continuing to implement roadside weed spraying within the submitted plan and within the funding agreement.  Council has engaged with the Department of Transport and Planning regarding mowing responsibilities seeking clarity on where additional Council effort is required.	
Review Council's planning and policy controls to ensure they protect and green Glenelg.	Initiative complete.	Initiative complete.	
Work with partners to ensure natural corridors are spatially mapped and habitat connectivity improved.	Support agencies and advocate where applicable.	There were no completed actions this quarter. Council will continue the ongoing commitment as opportunities arise.	
Review and implement the Domestic Animal Management Plan to ensure responsible pet ownership and control measures.	Continue implementation of the 2021 - 2025 DAMP.	5453 Animal Renewals sent to residences.  A total of 55 domestic animals were claimed by owners, with 89 animals transferred to Warrnambool Shelter seeking rehoming/adoption. 59 of the 89 transferred were surrendered animals.  Professional development was provided for 3 staff in the Local Laws unit for dog bite prevention and handling an aggressive dog.  Declared Dangerous Dog Audits were undertaken this quarter with compliance by the owners.	

## Prepare Glenelg Shire's response to Victoria's Circular Economy

Increase energy efficiency of Council buildings, reducing costs and Council's carbon footprint.	Continue to explore cost and energy efficiency as opportunities arise across the organisation.	Actions are to be identified for future work.	
Seek funding to establish a Bioenergy Plant to offset gas for heating public buildings.	Continue to monitor funding opportunities.	No applicable funding opportunities have arisen in this reporting period. Council continues to monitor and review funding opportunities.	
Continue to use natural and recycled products for infrastructure projects and ongoing commitment to the Planet Ark Wood Encouragement Policy.	Undertake a review of the Environmental Sustainability Strategy.	Officers have commenced the preparation for review and scoping of the Environmental Sustainability Strategy, to be delivered in the next financial year subject to budget.	
Transition fleet to environmentally friendly vehicles and seek renewable alternatives for fuel.	Transition Council light fleet and plant to environmentally friendly options.	Council continues to integrate hybrid vehicles into its fleet where practical and where it offers good value for money.	
Explore installation of electric vehicle charging stations at Council facilities.	Initiative complete.	Initiative complete.	



<p>Implement the Resource Recovery, Waste Minimisation and Management Strategy to:</p> <ul style="list-style-type: none"> <li>• Plan for the introduction of the Victorian Governments “A New Economy (Recycling Victoria)” policy.</li> <li>• Work regionally on kerbside aggregation reforms including Food and Organics Waste Service (FOGO) and glass.</li> <li>• Prepare for soft plastic reform introduction in 2023.</li> <li>• Advocate for the State Government transition planning, education, and change grants.</li> <li>• Provide education and incentives for residents to compost green waste at home/work.</li> <li>• Continue the rehabilitation and monitoring of landfill sites, whilst maintaining separation distances.</li> <li>• Provide Container Deposit sites.</li> </ul>	<p>Implement action plans for the introduction of the Victorian Governments “A New Economy (Recycling Victoria)” policy.</p> <p>Advocate for the State Government transition planning, education and change grants.</p>	<p>The Minister is yet to finalise the “A New Economy” policy.</p> <p>Despite this, Council commenced planning for 2025/26 implementation of Food Organic Green Organic (FOGO) kerbside collection, a report is being prepared to present at the April Council meeting.</p>	
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Achieved



Delayed



In Preparation





On Track





Ahead of Schedule







INITIATIVE	ACTION	UPDATE	STATUS
<b>Increase the Economic value of regional food fibre production within the Shire</b>			
Support Southern Rural Water, Wannon Water and Glenelg Hopkins Catchment Management Authority to advocate for increased ground water usage.	Continue to partner and advocate with relevant regional bodies in their advocacy.	No opportunities arose this quarter.	
Create a Glenelg Shire Council Food and Fibre Strategy to realise the potential of the food and fibre industry in Glenelg.	Initiative complete.	Initiative complete.	
Partner with Great South Coast Food and Fibre Council to grow and support the region's primary producers.	Partner and provide financial support to the Great South Coast Food and Fibre Council.	Year 4 Action was completed in the quarter two.	
Continue to support the Great South Coast Designated Area Migration Agreement to attract skilled workers to the region.	Continue to collaborate with neighbouring Councils to implement the initiatives within the latest DAMA agreement.	Council hosted the DAMA Skilled Migration Session on the 25 March targeting local business seeking to fill essential work positions.	

Work with Agriculture Victoria, sector peak bodies and associations to support accessibility of training in agricultural best practice.	Promote training and upskilling opportunities by supporting careers expos, employment agencies and industry bodies.	Focus in quarter three centred on advocacy for more effective and direct support to primary producers experiencing extreme drought conditions.	
Explore funding opportunities to ensure saleyards infrastructure is fit for purpose and enhance online sales and connectivity.	Seek funding opportunities to ensure saleyards infrastructure is fit for purpose.	Works were completed on the automatic gates on the cattle scales. Designs quotes and pre work were completed to begin works on the forcing yard to extend its size.	



**Build on Glenelg Shire's tourism to create culturally appropriate and high value experiences with tourism industry participants and community organisations**





Create regional tourism campaigns to encourage visitation across the townships.	Investigate and participate in State and Regional tourism campaigns via Great Ocean Road Regional Tourism (GORRT) membership.	Marketing opportunities presented to Council by GORRT were not taken up as they were not closely aligned with localised outcomes needs this year. Council will continue to review opportunities as they are presented in alignment with budget and strategic direction.	
Continue to improve and invest in the delivery of the Tracks and Trails Strategy.	Investigate funding and/or grant opportunities for implementation of Tracks and Trails Strategy.  Complete Stage 2 Portland North Pathways.	Council continues to monitor and review funding opportunities.  Stage 2 Portland North Pathway is complete.	





Support the Gunditj Mirring Traditional Owners Corporation, Gunditjmara People, and local Aboriginal Community in their work to preserve and promote the Budj Bim Cultural Landscape and to share the history and significance of their ancestral lands through the review and implementation of the Shire's Aboriginal Partnership Agreement.	Work with the Aboriginal Partnership to deliver initiatives that align to the agreed actions of the Partnership Agreement 2023 - 2028.	<p>The Budj Bim Cultural Landscape has been affected by bushfire during the Summer 24/25 season.</p> <p>Collaborative work continues on the Portland Ceremony and Dance Ground with the project due to be complete in the first half of 2025.</p> <p>The Winda Mara Junior Ranger Program attended the Project site in January with 27 young people for a Planting Day. South West Environment Alliance (SWEA) also supported this planting day with Volunteers working alongside the Junior Rangers to plant out space.</p>	
Work with Federal and State Government to progress the rail trail projects.	Implement Casterton Rail Trail Stage 1.	Scoping of works within the Railway Precinct has commenced. Concept plans have been completed. Consultation is expected to occur in the fourth quarter that will include online and face to face consultation with local community.	
Collaborate with Great Ocean Road Regional Tourism (GORRT) and Limestone Coast Tourism to increase marketing of the Shire.	<p>Continue membership with Great Ocean Road Regional Tourism (GORRT) body.</p> <p>Participate in partnering in cross boarder opportunities with Limestone Coast Regional Tourism.</p>	Council has discussed cross border tourism opportunities with District of Grant and City of Mount Gambier following the release of the South Australian Tourism Plan 2030.	

Recognising land owned by Traditional Owners through the planning scheme to enable these sites to be managed in a culturally sensitive way.	Council Plan initiative complete following State Government undertaking the relevant planning scheme work via GC213.	Initiative complete.	
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### Support educational pathways that promote lifelong learning

Deliver quality childcare and kindergarten services to meet the needs of the community across the Shire.	Initiative complete.	Initiative complete.	
Continue to work with education and health partners to increase engagement in playgroups and three-year-old kinder programs.	<p>Continue to promote the benefits of 3-year-old kindergarten to families.</p> <p>Continue to promote kindergarten using social media platforms.</p> <p>Continue to support Portland District Health with the promotion of Supported Playgroups to targeted families.</p>	Year 4 Action was completed in quarter two.	



Undertake a feasibility study into the expansion of the Portland Child and Family complex to meet the demand for service and improve the financial viability through places offered.	Develop and deliver early years infrastructure plan.	The Draft Infrastructure Plan has been prepared and is awaiting presentation to Senior Leadership and Council for feedback prior to finalisation later in the year.	
Support families and agencies to access programs and continue to enhance the Central Enrolment Process for Children's Services.	Expend Central Registration and Enrolment Scheme (CRES) resource funding to support enrolment process.	The appointment of a project officer to deliver CRES outcomes is currently in progress.	
Provide leadership support to Beyond the Bell, Stepping Stones to School Program and other initiatives to encourage educational attainment across the Shire at all key transition points.	Continue to partner with Beyond the Bell and Stepping Stones program.	Year 4 Action was completed quarter two.	
Expand library outreach services to extend the reach across the Shire and continue to deliver contemporary library resources and programs.	Continue to deliver library outreach services and commence roll out of the VicHealth Partnership program across the Shire.	<p>Library outreach services continued to be provided to Dartmoor, Merino and Digby, and click and collect service to Nelson. Council was invited to attend the Winda-Mara Return to School Day in Heywood in January. The Library Bus attended the Bundarra Primary School fete in March.</p> <p>Vic Health partnership program continued with delivery of an Illustration and Digital Art workshops for youth.</p> <p>The Music Monday's program was launched in collaboration with Council's Youth Development Team and Portland Arts Centre, funded by VicHealth and FReeZA.</p>	



Support groups and community organisations that encourage lifelong learning.	Partner and support with organisations and community groups to conduct programs and events to all age groups across the Shire.	Partnerships this quarter included Winda-Mara (Return to School Day), Bundarra Primary School (fete), Council for Encouragement of Music and the Arts (collaboration with Libraries After Dark for February), Portland Trading Card Game Community (two of four trading card game sessions), MacKillop Family Services (Storytime), local author and writing coach (Libraries After Dark creative writing workshop), Independent Mental Health Advocacy (public information session).	
Expand the traineeship and apprenticeship program within Glenelg Shire Council.	Investigate opportunities to continue to broaden the traineeship and apprenticeship program.	Initiative complete.	
Provide Aboriginal educational scholarships.	Work with Aboriginal Partnership to determine suitable methods of vocational support for Aboriginal students.	Year 4 Action was completed in quarter 2.	
Continue to support the Future Leaders of Industry Program.	Provide annual financial support and professional development opportunities to the program via Glenelg and Southern Grampians, Local Learning and Employment Network.	Initiative complete.	



Work with educational providers to harness the demand for construction, early childhood educators, independent living, agriculture, and manufacturing sectors in line with skills commission report.	Advocate for and pursue funding opportunities to implement the Early Year Workforce Plan.	No Applicable funding applicable funding opportunities have arisen in this reporting period. Council continues to monitor and review funding opportunities.	
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### Support businesses within the Glenelg Shire

Implement a system to offer targeted support, training, and relevant information to local businesses.	Partner with Regional Development Victoria (RDV) to provide targeted training and support to businesses in Glenelg Shire.	The Small Business Bus visited Portland in February with RDV reporting a successful day of engagement with local businesses.	
Support the development of digital hubs/shared workspaces through the region.	Remain as a key stakeholder on the Country University Centre (CUC) Portland Steering Committee.  Seek funding opportunities to create digital study / work hubs.	Council supported a CUC in quarter two. The funding application was unsuccessful, but the committee have indicated if the funding becomes available again a new application will be submitted.	

Provide minor financial grants to support small business (e.g., facade upgrades, business planning and development).	Initiative complete.	Initiative complete.	
Explore opportunities to activate vacant or empty shop fronts throughout Glenelg.	Continue to support local business associations.	Council continues to investigate and provide communications on grant opportunities to local business.	

 **Achieved**

 **Delayed**

 **In Preparation**

 **On Track**





 **Ahead of Schedule**




INITIATIVE	ACTION	UPDATE	STATUS
<b>Plan and monitor municipal public health</b>			
Develop and deliver an Annual Action Plan and Report for the Municipal Public Health and Wellbeing Plan.	Report on the year 3 action plan and develop year 4 action plan.	The year 3 action plan is being extended to cover the first 6 months of 2025, which will then be reported on as an 18-month period of action at the end of Q4. This aligns the Municipal Public Health and Wellbeing Plan to the Council Plan reporting timeline, and completes both documents together, ready for the new 4-year cycle of plans to start from July 2025.	
Implement a biennial survey during years 2 and 4 to measure progress initiatives of the Municipal Public Health and Wellbeing Plan.	Replicate the year 2 Health and Wellbeing survey to collate comparative data against year 2, to help determine an understanding of the impact of health and wellbeing initiatives.	<p>There was not enough data captured from the year two survey to develop a baseline of health and wellbeing outcomes across the Shire.</p> <p>Surveying in year 4 is therefore not going to be useful as there is not enough comparative data to measure or determine any change.</p> <p>Council is investigating other opportunities to collate relevant and authentic Health and Wellbeing data and encourage greater participation in surveys for the future Health and Wellbeing Plan.</p>	
Develop a framework to support our ageing population across the Shire.	Initiative complete.	Initiative complete. The Ageing Well Framework was delivered in the first year of the Council Plan 2021-2025.	




Conduct an annual satisfaction survey with families to understand the level of satisfaction with Maternal and Child Health Services and identify areas for improvement.	<p>Continue to conduct annual satisfactions surveys with all children's services users across the Shire.</p> <p>Monitor Portland District Health feedback from service users.</p> <p>Implement identified areas of improvement.</p>	The annual satisfaction survey is scheduled to be circulated to families between April and June 2025 to ensure maximum participation.	
Monitor delivery of the Maternal and Child Health and Early Years Immunisation Programs against the contract management requirements.	Attend monthly contract management meetings for data reporting including Local Government Performance Reporting Framework (LGPRF).	<p>Year 4 Action was completed in quarter two.</p> <p>Council will continue ongoing attendance at the monthly contract meetings.</p>	
Continue to provide First Time Parent Groups (FTPG's), appropriate childcare and high-quality kindergarten services to 0–5-year-olds across the Shire.	<p>Support Portland District Health (PDH) to continue to promote participation in Maternal and Child Health (MCH) First Time Parents Groups.</p> <p>Kindergarten and Long Day Care Services enrolment processes to be promoted to participants.</p>	<p>Council officers continue to work closely with PDH in supporting the MCH First Time Parents group and promote services to participants as standard operational outputs.</p> <p>This action is complete for Year Four.</p>	




## Enhance physical health and emotional wellbeing

Work with existing clubs and community organisations to deliver other social recreation opportunities.	Plan and deliver "Play Your Way" project for primary aged students to come and try a range of inclusive organised sports.	The Play Your Way Come and Try event was held at Alexandra Park for Grade 3 & 4 students from schools across Portland, Bolwarra, Heywood and Narrawong, with over 380 students attending. Five sports were offered at the event including cricket, soccer, netball, AFL and hockey. The wrap up of this project is occurring, with the reimbursement of registration fees for any students who have since signed up with a club, post this come and try event. Final participation reports from Clubs will be sourced for the final funding milestone in the next quarter.	
Incentivise events to provide healthy food options reflective of funding criteria.	Initiative complete.	Initiative complete.	
Work with sports clubs to provide healthy food options at training and game days.	Support clubs to engage with the Vic Kids Eat Well Health Program to support small bite changes and provide healthy food options.	Year 4 Action was completed in quarter one.	
Support increased food security by providing additional access points and frequency of food share distribution initiatives across the Shire.	Engage with and provide support to external partner initiatives.	Year 4 Action was completed in quarter one.	


Advocate for additional mental and allied health services across the Shire.	Continue to engage with Barwon South West Interim Regional Body under the Mental Health and Wellbeing reform to advocate for services across the Shire.	No further action to report in this quarter.	
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### Supporting safe, engaged, and inclusive communities

Carry out Gender Impact Assessments across the delivery of services, assets, policy development and projects that Council delivers.	Embed the process for undertaking GIA into operational procedures across the organisation.	The online app continues to be used by the Gender Equality Working Group, and across the Organisation to undertake assessments. Assessments have been undertaken on the development of the Engagement Process for the Integrated Council Plan 2025-29 development, Casterton Heritage Precinct Activation, Flexible Work Management Policy and Portland Gymnastics Facility Upgrade.	
Deliver programs that support gender equality and the prevention of family violence.	Implement recommendations from Impact Assessments where viable.  Deliver annual 16 Days of Action events and programs.	Impact Assessments continue to be undertaken on projects, programs and services to better provide for our communities diverse needs.  16 Days of Activism occurs late in 2025, as such planning for this initiative has not yet commenced.	
Explore the use of oval lighting to create safer places to walk/run when ovals are not being used for formal sporting activities.	Initiative complete - Exploration of the use of oval lighting is not viable due to associated costs and impact on surrounding residential areas due to light pollution.	Initiative complete.  Exploration of the use of oval lighting is not viable due to associated costs and impact on surrounding residential areas due to light pollution.	

Support community led projects and events to increase social connection within neighbourhoods.	Consider Community Connection and social impact when undertaking assessments for community funding and support.	Year 4 Action was completed in quarter one.	
Recognise and support volunteer organisations.	<p>Continue to host Annual Volunteer week to recognise individuals and organisations.</p> <p>Provide support to volunteer organisations via Community Funding and Support program.</p>	<p>Nominations for the Community Awards that form part of the Annual Volunteer Week celebrations opened this quarter, with a positive immediate receipt of nominations. Preparations for the Volunteer recognition Events is underway and due to be held in May in alignment with National Volunteer Week celebrations.</p> <p>The second round of the 2024-2025 Community Grants Program was open for a two-week period from Monday, 3 February 2025 to Sunday, 16 February 2025. 48 applications were received for the round totalling \$105,363.04 worth of requests, with an overall funding allocation of \$78,583.79 for this round. The presentation evening will be held in the fourth quarter.</p>	
Explore funding opportunities to improve community safety within the Shire.	Investigate and communicate relevant funding opportunities across the organisation.	CCTV was highlighted to prospective federal member ahead of the expected late April/early May general election.	



Support placement opportunities for young people within various volunteer organisations, Council events and programs.	Engage with young people shire wide through volunteer opportunities in civic and community events and programs.	<p>43 young people have been engaged into the Live4Life Crews shire wide. These young people will work as individual crews in their schools to deliver mental health promotion and peer support. They will also come together as one large crew twice each year.</p> <p>Young people have also been engaged into the YumCha and FreeZa programs for the 2025 year, beginning to plan out events for the year, which they will develop together.</p>	
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**Achieved**



**Delayed**



**In Preparation**







**On Track**





**Ahead of Schedule**





INITIATIVE	ACTION	UPDATE	STATUS
<b>Prepare and plan for the changing housing needs for Glenelg's population</b>			
Prepare structure plans for Dartmoor, Heywood, Narrawong and Nelson to review existing land uses and provide direction for future use.	Complete the Narrawong and Dutton Way Structure Plans.	Preparations for community engagement are completed, with community sessions scheduled to take place in April. The Your Say Glenelg project page has been updated with dates, times and locations and communications delivered across social media and Council websites.	
Prepare guidelines to assist residents/developers to understand the requirements of building and investing in Glenelg.	Initiative complete.	Initiative complete.	
Adopt the draft Portland Strategic Framework Plan and draft Rural Land Strategy to provide a coordinated approach to the use and development of urban and rural land.	Initiative complete.	Initiative complete.	
Prepare a housing strategy to encourage and increase housing choice, diversity, and affordability to meet population forecasts and objectives.	Investigate strategy development with consideration to the changing economic landscape and in alignment with the Barwon South West "Key Worker Housing" strategy.	The key worker housing strategy is an ongoing consideration in the development of current strategic planning projects.	

### Deliver Fit for Purpose Multi-Use Facilities



Continue to replace, renew, and consolidate council owned assets to ensure facilities are financially viable, fit for purpose and multiuse.	Commence the consultation, review and development of the Asset Plan.	Community Engagement for the development of the Council Plan 2025-2029 took place this quarter. The outcomes and recommendations report is scheduled to be presented to Council in the fourth quarter and will be provided to the infrastructure team to assist in finalising the development of the Asset Plan.	
Develop and implement a Library Strategy to ensure Library facilities are contemporary, fit for purpose and multiuse.	Implement the Glenelg Libraries Strategic Plan 2021-2026, through development of annual action plans.	The Action Plan 2025-2026 finalised, shared via Councillor Update, and published on Glenelg Libraries website.	




### Enhance Council's ongoing relationships with the Traditional Owners of the region

Prepare and implement a framework for project managers to consider opportunities for cultural representation in projects.	Progression of the Asset Project Management Framework and continued engagement with Guditj Mirring Traditional Owners Aboriginal Corporation (GMTOAC) on all relevant infrastructure projects.	Networking meetings with surrounding LGA Project Management teams has occurred to assist in determining resourcing impact and current systems prior to implementing a new Project Management Framework.  Continued engagement with GMTOAC occurring via monthly meetings.	
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Codesign and implement an Aboriginal Partnership Plan with Aboriginal partners.	<p>Work collaboratively with the Aboriginal Partnership to consult, design and deliver on actions that align with the Partnership Agreement.</p> <p>Progress the development of the cultural awareness framework.</p>	The artistic elements are expected to be installed into the Dance and Ceremony Ground on the Portland Foreshore in the next quarter, which will see the completion of this major project. The artistic elements include 5 totem poles which speak to the types of Country, natural elements, family kinship totems and relevant fauna and flora to Gunditjmara Country. Further interpretation of these Totems will be developed as a separate project.	
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### **Deliver experiences to enrich community life**

Consider opportunities for nature-based play, outdoor fitness and informal recreation through playgrounds and skate parks across the Glenelg Shire.	<p>Implement the Playground Management Plan. Refinement of the Open Space strategy.</p> <p>Endorse and finalise the Heywood recreation reserve and Island Park masterplans.</p>	<p>The Casterton Railway Playground upgrade is taking place as part of the Casterton Railway Precinct Renewal Project under LRCI phase 4 funding. Community consultation on the playground upgrade is scheduled for April 2025, with works to commence prior to the end of the 24/25 financial year. The Portland Foreshore Playground upgrade will be informed by recommendations out of the upcoming audits in the 25/26 financial year.</p> <p>The Island Park and Heywood Recreation Reserve Master Plans consultation phases have concluded, and both Master Plans will be presented to Council for endorsement by the end of the quarter four.</p>	
Develop a Creative Strategy, linked to the Great South Coast Creative Industries Strategy to inform artistic and cultural projects, programming and activities across the Shire.	<p>Implement Year 2 of the Arts and Culture Strategy Action Plan.</p> <p>Commence development of Year 3 Action Plan.</p>	Year 4 Action was completed in quarter two.	

Embed the Public Art Masterplan into the planning, design and procurement of infrastructure projects and public spaces.	<p>Review and develop public art masterplan.</p> <p>Support finalisation of Project Management Framework.</p> <p>Respond to opportunities for developing creative infrastructure in Glenelg Shire.</p>	<p>Two successful grant applications for creative infrastructure projects are currently underway.</p> <p>1. The redevelopment of the entry to the Portland Maritime Museum to include the Nyamat Mirring (Sea Country) gallery, funded by the Australian National Maritime Museum.</p> <p>2. Major upgrades to theatrical lighting and access systems through the Portland Arts Centre, Portland Civic Hall, Heywood Community Hall and Casterton Town Hall, funded through Creative Victoria</p> <p>Review of the Public Art Masterplan has commenced, and we are currently researching neighbouring strategies and consulting with the officers in those Shires about the successes and challenges these strategies have created.</p>	
Review and deliver key elements of the Civic Precinct Masterplan.	With consideration to budget and capacity the review of the Civic Precinct Masterplan will be moved for consideration in the development of the 2025 – 2029 Council Plan.	Initiative complete.	
Explore funding opportunities to support access to recreational and commercial fishing within the Local Port of Portland Bay and other waterways within the Shire.	Initiative complete.	Initiative complete.	



Achieved



Delayed



In Preparation



On Track





Ahead of Schedule









INITIATIVE	ACTION	UPDATE	STATUS
<b>Increase access, transport availability and transport options</b>			
Continue to investigate improvement to public transport connections into and within Glenelg.	Review active transport solutions and advocate for funding.	South West Victoria Alliance (SWVA) are undertaking a South West transport study for the region.	
Advocate for the reintroduction of a regular passenger service to and from Portland Airport.	Continue to explore opportunities and advocate for a regular air passenger service.	Council continues to explore opportunities to advocate.	
Support a passenger services feasibility study (i.e., local bus network, regional services, including express, to and between Adelaide, Geelong, Melbourne).	Continue to explore opportunities and advocate for enhanced connectivity in passenger transport links.	Council continues to explore opportunities to advocate for improvements in the public transport network.	
Support a feasibility study for connectivity to rail services from Warrnambool in response to the Grampians and Barwon South West Region Passenger Services Cost Feasibility Study (2017).	Continue to explore opportunities and advocate for enhanced connectivity in passenger transport links.	Council continues to explore opportunities to advocate for improvements in the public transport network.	

### Increase digital connectivity

Increased digital connectivity and infill of mobile blackspots throughout the Shire.	Seek funding and/or grant opportunities for improved connectivity both directly and through Great South Coast Regional Partnerships and the South West Victoria Alliance.	The Municipal Emergency Management Committee has considered sites for further blackspot funding.	
Continue to deliver the Digital Glenelg Implementation Plan and Program Roadmap.	Finalise phase 3 and commence phase 4 of Implementation Plan and Program Roadmap.	Council continues to implement the ERP/Civica replacement as the last part of phase 4 of Implementation and Program Roadmap	



### Improve the efficiency and safety of moving freight

Continue to support the Rail Freight Alliance to improve rail upgrades (including Maroona to Portland line).	Funding received for the Maroona to Portland line. Initiative complete.	Advocacy work continues to ensure the line is delivered on time and on budget.	
Support Glenelg Shire initiatives contained within the State Government - Victorian Freight Plan.	Continue to investigate and implement relevant actions and initiatives within the Victorian Freight Plan.	Council will continue to incorporate traffic impact considerations into current strategic planning projects.	




Identify and investigate improvements to the Henty Highway to improve the ability of oversized freight to be transported to and from the Port of Portland.	Continue to advocate for improvements via the Green Triangle Action Plan Monitoring Group, Regional Roads Victoria, and Department of Transport.	Council continues consultation advocacy with the Department of Transport and Planning on the Portland Ring Road upgrade project.	
Work with all key stakeholders to repair and upgrade key freight routes as detailed in the Green Triangle Freight Action Plan, Roads of Strategic Importance, and the Victorian Freight Plan.	Continue to advocate for repair and upgrades to priority freight routes in partnership with key stakeholders.	Council continues consultation advocacy with Department of Transport and Planning on priority freight routes. Action Plan components will be included in South West Transport Study.	
Explore funding opportunities for safer roads.	Seek funding and/or grant opportunities and continue to advocate for safer roads.	Funding opportunities through TAC is being actively pursued directly relating to Safe Systems. Advice expected in the fourth quarter relating to this opportunity and acceptable projects in Glenelg.	
Work with key stakeholders to increase road safety and improve driver behaviour within the Shire.	Continue to engage driver mentors and learner drivers into the Glenelg L2P program.	<p>The Glenelg L2P program continues to be oversubscribed and exceed targets, tracking over 100% with 6 probationary licenses achieved this quarter.</p> <p>There are 14 active mentors within the program, with 6 new learners matched with mentors. 3 new mentors have signed up this quarter and are awaiting formal training. There are 8 eligible learners on the wait list, with 6 applicants waiting to enter the program when places become available.</p>	



## Increase active transport use

Review and develop Active Transport Plans to identify opportunities for active transport use and connectivity.	Deliver yearly Walk to School programming.	Year 4 Action was completed in quarter two.	
Investigate lighting for leisure tracks and trails in urban areas to increase use.	Continue to Seek funding and/or grant opportunities in alignment with Council Plans and Strategies.	No applicable funding opportunities have arisen in this reporting period.  Council continues to monitor and review funding opportunities.	
Seek funding to implement local trails as identified in the Glenelg Tracks and Trails strategy.	Continue to Seek funding and/or grant opportunities in alignment with Council Plans and Strategies.	Council officers undertook consultation this quarter in Casterton for the Railway Precinct Activation which aligns with the Glenelg Tracks and Trails strategy actions to improve the trails network within the township.  Feedback will be used to finalise project design and delivery, with some elements subject to funding.	
Expand the pedestrian footpath and crossing network.	Seek funding opportunities in line with relevant strategies and plans.	No applicable funding opportunities have arisen in this reporting period.  Council continues to monitor and review funding opportunities.	

## Enhance the use of technology to improve services, infrastructure and facilities provided

Prioritise services, infrastructure, and assets for the investment in smart city technology.	Continue delivery of Smart City technology framework and delivery of projects that enhance the use of technology and improve services and new facilities including the foreshore and multi-purpose building.	Council is pursuing the use of existing technology drawing on existing public data to consolidate and customise a dashboard to provide an open data system on Council's website. It has potential to support tourism and enable customers to easily access relevant and accurate information.	
Explore options to record visitation data along the Great South West Walk (GSWW) to understand investment required.	Continue to explore data collection methods.	Council continues to collect visitation data of GSWW users that connect with the Visitor Centres in Nelson and Portland.  Data is being used to inform tourism reporting and strategy development. No further data collection methods will be explored this financial year.	
Invest in Internet of Things infrastructure.	Advocate the utilisation of smart technologies and identify opportunities for the inclusion in projects and infrastructure.	Units across Council continue to collaborate to investigate opportunities to integrate smart technologies into projects.	



Achieved



Delayed



In Preparation





On Track




Ahead of Schedule






INITIATIVE	ACTION	UPDATE	STATUS
<b>Apply good governance and leadership to strategic decision-making</b>			
Implement and monitor the Community Engagement Policy and Framework.	Commence the review of the Community Engagement Policy and Framework and update in alignment with the IAP2 community engagement model.	Officers have commenced the development of the Communications Strategy. The Community Engagement Policy and Framework will be reviewed as part of the project.	
Within budget and funding constraints, implement initiatives identified within the 2040 Community Plan and Vision.	Align annual Council Plan actions to 2040 initiatives.	Initiative complete.	
Implement deliberative engagement programs in line with Council's legislative requirements.	Undertake deliberative engagement for the development of key plans, frameworks and strategies.	<p>Councillors and staff took part in 12 in person sessions across the Shire this quarter to help inform the development of the 2025/26 budget and Council Plan 2025-2029.</p> <p>Your Say Glenelg received approximately 4400 visits this quarter with 17 new registrations.</p> <p>The Council Plan 2025-2029 was a key project that undertook engagement this quarter. Flyers were delivered to around 10,800 homes and businesses to inform community of how they could be involved in the engagement sessions across the Shire. 12 sessions were open to community with 130 - 160 attendees. Deliberative engagement sessions were held with the Community Focus Group, Health and Wellbeing Partners and Councillors.</p>	

Explore live streaming and recording functionality of Council Meetings.	Initiative complete.	Initiative complete.	
Create a Data Hub to catalogue, use and reuse data collected through research and consultation programs.	Implementation of data management policies and framework, improve reporting capabilities utilising Power BI.	<p>Power BI continues to be developed and used across the organisation to display and capture information, provide status reports and monitoring on projects and annual work activities.</p> <p>This quarter the Governance Dashboard went live providing streamlined organisational access to Council's suite of governing documents. It includes an in-built reporting function providing greater levels of management and oversight, increasing capacity for contemporary policies and procedures.</p>	

### **Strengthen our regional reach and understanding of townships**

Continue to work in partnership with peak bodies across the region.	Maintain existing partnerships with peak bodies across the region, ensuring Council maintains a strong presence.	<p>Council continues to prioritise strong engagement with peak bodies across the region, maintaining a visible and influential presence. Ongoing participation in the Economic Development Practitioners Forum has enabled ongoing collaboration with regional partners, fostering alignment on shared priorities.</p> <p>In addition, active engagement with the Municipal Association of Victoria ensures the organisation remains responsive to regional advocacy priorities.</p> <p>These strategic engagements support the organisation's leadership role in shaping regional policy responses and strengthening intergovernmental relationships.</p>	
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Continue to hold Council Meetings across the Shire where possible.	Allocate 2 Council meetings for the financial year in locations outside of Portland.	Three Council Meetings in the 2025 calendar will be held outside of Portland.	
Hold Listening Posts across the Shire.	Integrate the annual Listening Posts in to the Council Plan 2025 - 2029 Stakeholder Engagement Plan.	14 community sessions were held across the Shire this quarter to help inform the development of the Council Plan 2025-2029 and 2025/26 Budget. Sessions were held at local community events, Libraries, Visitor Centres, Community Halls and public spaces. 130 -160 attendees engaged with Councillors and Council staff.	
Develop and implement a program to actively promote the type and status of infrastructure projects across the Shire.	Initiative complete.	Initiative complete.	



Achieved



Delayed



In Preparation



On Track



Ahead of Schedule

# FINANCIAL PERFORMANCE

## GSC QUARTERLY FINANCIAL PERFORMANCE

Report prepared under Part 4 Sec 97 of the Local Government Act 2020

MARCH 2025

INCOME	FULL YEAR - BUDGET	FULL YEAR - FORECAST BUDGET	YEAR TO DATE ACTUAL
Rates and Charges	33,378,855	33,530,666	33,137,792
Statutory Fees and Fines	936,930	680,930	444,462
User Fees	2,781,709	3,037,709	2,042,586
Grants - Operating	16,104,015	16,598,155	15,363,746
Grants - Capital	3,060,000	13,009,346	9,339,972
Other Income	827,650	990,650	1,586,133
Contributions - Non Monetary	40,000	40,000	0
Contributions - Monetary	38,273	38,273	57,948
Net Gain (or Loss) on disposal of PP & E	1,400	1,400	186,541
<b>Total Income</b>	<b>57,168,832</b>	<b>67,927,129</b>	<b>62,159,180</b>

# FINANCIAL PERFORMANCE

## GSC QUARTERLY FINANCIAL PERFORMANCE

Report prepared under Part 4 Sec 97 of the Local Government Act 2020

MARCH 2025

EXPENSES	FULL YEAR - BUDGET	FULL YEAR - FORECAST BUDGET	YEAR TO DATE ACTUAL
Employee Costs	27,055,089	27,083,743	16,096,758
Materials and Services	18,161,148	19,394,254	14,125,273
Borrowing Costs	353,500	13,500	9,642
Bad and Doubtful Debts	0	0	2,873
Other Expenses	2,463,364	2,564,914	1,716,279
Finance Costs - Leases	17,000	23,808	18,427
Depreciation and Amortisation	11,243,000	13,462,000	10,088,455
Other Expenses - ERP Project	0	777,500	346,061
<b>Total Expenditure</b>	<b>59,293,101</b>	<b>63,319,719</b>	<b>42,403,769</b>
<b>Surplus/(Deficit) for the year</b>	<b>(2,124,269)</b>	<b>4,607,411</b>	<b>19,755,411</b>

# FINANCIAL PERFORMANCE

## GSC QUARTERLY FINANCIAL PERFORMANCE

MARCH 2025

### REVENUE

#### Rates & Garbage charges - Revenue raised



#### Rates & Garbage charges

Rates and Charges Income of \$28M has been collected to March 2025. Council's final Rates instalment is due in June 2025.

#### Other Revenue- Grants, contributions, User Fees & Fines



#### Capital Grants

YTD Capital Grant Income is \$9.3M and is \$700k below the YTD forecast budget due to a timing with some grant payments. YTD income received includes \$2.4M of Local Freight Roads funding, \$3M of Local Roads & Infrastructure (LRCI) funding; \$2.2M of Portland North Employment Precinct funding; and \$432k of Roads to Recovery funding. Additional amounts expected to be recognised in 2024/25 include: \$3M of to Recovery funding, \$300k of Local Freight Roads funding and \$600k of Portland North Employment Precinct funding.

#### User Fee Income

User Fee Income for the quarter is tracking \$243k below March YTD Budget.

#### Statutory Fees and Fines

Statutory Fees and Fines are on par with March YTD Budget.

### OPERATIONAL EXPENDITURE

#### Operational Expenditure - Excluding employee costs



#### Materials & Services

YTD Outgoings are tracking on par with budget but will be monitored as works progress in the last quarter. Currently the greatest expenditure is in Contactor Material & Labour.

#### Internal Cost allocations

YTD Internal cost allocations are tracking slightly higher than the same time last year. Allocations for Vehicle and Machinery costs have increased in H2 as works programs are underway. Gravel allocations fluctuate each year depending on materials required for the capital works program.

#### Operational Expenditure - Employee Costs



#### Employee expenses

YTD Employee expenses are lower than Forecast Budget estimates due to staff vacancies and a delay in agreeing on the terms of the new Enterprise Bargaining Agreement.



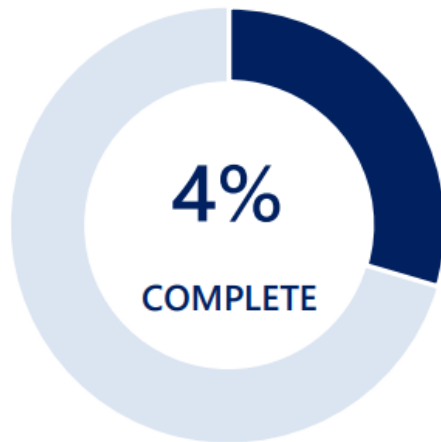
# FINANCIAL PERFORMANCE

## GSC QUARTERLY FINANCIAL PERFORMANCE

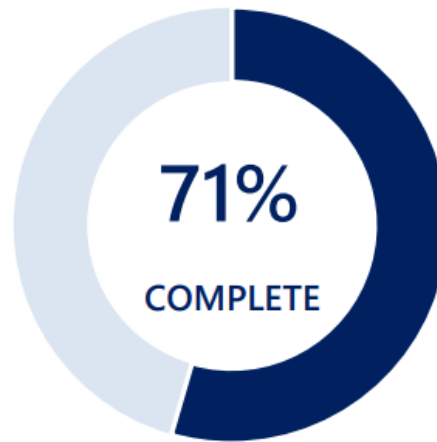
MARCH 2025

### CAPITAL EXPENDITURE

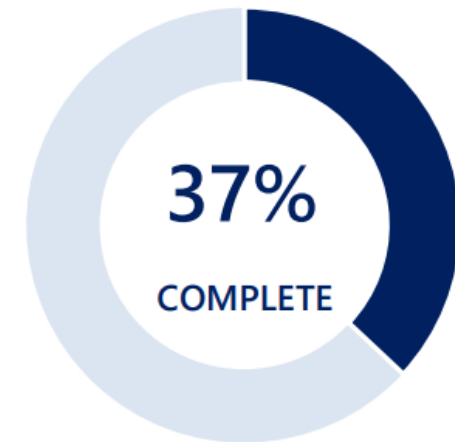
#### Property



#### Plant and Equipment



#### Infrastructure



Property - The Forecast Budget for Property includes \$375k for Building renewal together with \$242k of Capital Works Carried Forward from 2023/24. The Forecast Budget excludes \$4.3M of budget for the Foreshore Multipurpose funding and \$100k of budget for the Civic Hall building renewals will be carried forward to 2025/26 due to project delays. We have spent \$250k YTD.

Plant & Equipment - The Forecast Budget for Plant & Equipment replacements for 2024/25 is \$1.6M and excludes \$450k of budget for Plant renewals that will be carried forward to 2025/26 due to delays in acquiring some plant. We have spent \$1.2M YTD.

Infrastructure - The Forecast Budget for Infrastructure is \$15.7M budgeted for in 2024/25 and excludes \$1M of budget for the Gymnastics facility upgrade that will be carried forward to 2025/26. Major projects include \$4.2M for LRCI Infrastructure, \$2.7M for Local Freight Roads, \$2.3M on the Portland North Industrial Precinct, \$387k for the Trawler Wharf Refuelling Facility and \$263k for the Portland Foreshore Lighting & Ceremonial Space. We have spent \$5.7M YTD.



-  **PORTLAND CUSTOMER SERVICE CENTRE**  
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-  **CASTERTON CUSTOMER SERVICE CENTRE**  
67 Henty Street, Casterton
-  **HEYWOOD CUSTOMER SERVICE CENTRE**  
77 Edgar Street, Heywood
-  PO Box 152 Portland 3305
-  1300 GLENELG (1300 453 635)
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-  [www.glenelg.vic.gov.au](http://www.glenelg.vic.gov.au)





## **COUNCIL POLICY**

<b>TITLE:</b>	SALE OF PROPERTY FOR RATE RECOVERY
<b>ID NUMBER:</b>	CPO-CORPS-RV-003 (DocSetID: 1277300)
<b>DEPARTMENT:</b>	Corporate Services
<b>UNIT:</b>	Rate Unit
<b>RESPONSIBLE OFFICER:</b>	Rates and Valuation Coordinator

<b>ADOPTED DATE AND BY WHOM:</b>	3 March 2020 – Executive Team – Administrative Changes
<b>EXPIRY DATE:</b>	3 March 2028
<b>REVIEW DATE:</b>	3 January 2028 <i>This policy will be reviewed every four years or in accordance with any legislative or council changes.</i>

<b>AVAILABILITY:</b>	Public Internet	Yes Yes
<b>ADVISE AVAILABILITY:</b>	Media Release (Responsible Officer to prepare)	

## 1. References

[Local Government Act 1989](#)

[Rating and Other Matters” amendment 2022](#)

[Rate Recovery Debt Collection Departmental Procedure](#)

[Valuation of Land Act 1960](#)

[Gender Equality Act 2020](#)

Glenelg Shire Council, Records Management Policy OPO-CORPS-RECM-001  
(DocSetID: 1933907)

## 2. Purpose

Council raises rates and charges against properties in accordance with *the Local Government Act 1989 (the Act)* including provisions made under the “Rating and Other Matters” amendment 2022 and provides a number of options through which payments can be made.

The purpose of this policy is to support Council in its commitment to the timely recovery of rates and charges in order to ensure adequate funding of Council’s services and capital projects, and to fulfil its broader business management and corporate governance responsibilities.

Where a property has overdue amounts above the thresholds itemised in the Rate Recovery Debt Collection Departmental Procedure, and there has been insufficient contact from customers, Council may avail itself of the debt recovery options under Sections 180 and 181 of *the Act*.

These thresholds are not published publicly and will vary based upon the characteristics of the property in question.

## 3. Scope

This policy applies to all:

- Council Staff referencing this policy to ensure effective and consistent recovery of overdue rates and charges; and
- Property owners/ratepayers who have overdue rates and charges outstanding for more than 3 years (where there is no payment arrangement in place).

#### 4. Council Policy

Section 181 of *the Act*, provides Council the power to sell land or cause land to be transferred to itself to recover unpaid rates and charges if they have not been paid for more than 3 years.

Council may take action under Section 181 of '*the Act*' if:

- There are Rates and Charges (including enforcement costs) owing to Council which are more than three years overdue; and
- There is no current Payment Plan for the payment of the overdue rates and charges; and
- There is a Court order requiring the payment or part-payment of the overdue rates and charges.

Sale or transfer of land to recover rates and charges (that have been outstanding for more than three years) is regarded as a last resort to be undertaken after Council has exhausted the relevant requirements under the Rate Recovery Debt Collection Departmental Procedure, and there has been no application made and granted under the Council's Financial Hardship – rates and charges policy.

The sale or transfer of land should be restricted (but is not limited) to vacant land or property that is not inhabited by the owner or a tenant.

Consideration should be given to any registered overlay applicable to the property, including cultural significance or any other relevant factors that may have a direct and significant impact on the subject of recovery proceedings or the community.

Council should not be seen to be evicting or denying an owner the right to their principal place of residence by reason only for non-payment of rates and charges.

Before any land is sold or transferred a confidential Council Report with recommendations is to be presented to Council.

The report should detail the circumstances of the debt including the status of the owner and details, property description, amount of debt outstanding, Valuers comments for saleability and the steps/actions required under section 181 of '*the Act*'.

The report will also include consideration of options for either the sale or the transfer of ownership of the land based on the characteristics of the property concerned.

## **Objectives of the Policy**

The objectives of this Policy are to:

- Sell or transfer the land for an amount equal to or more than the estimated value of the land as set out in a written valuation by a qualified valuer under section 13DA (1A) of the *Valuation of Land Act 1960*.
- From the proceeds of the sale of land recover all expenses incurred from the sale process, rates and charges (waste), interest, legal costs (including enforcement costs), Council administration costs and any other amounts due to Council in respect of the land. This may also be addressed through the transfer of ownership of the land to Council.

## **Principles**

Council principles that must be adhered to are:

- a) The sale or transfer of land to recover rates and charges that have been outstanding for more than three years is the last resort after all other Council Rate Recovery Debt Collection processes have failed and/or been exhausted.
- b) Sale or transfer of land to recover rates and charges must be undertaken pursuant to the provisions of section 181 *'the Act'*.
- c) A decision to proceed with the sale or transfer of land to recover rates and charges must be made by formal resolution of the Council.
- d) Prior to formal resolution (per (c) above), Council must consider the commercial viability of the transaction, to ensure such a decision does not impact unduly on its operating budget and its ability to continue to provide services at the *'level of service'*, at the time the transaction is being considered.
- e) In addition to (d) above, Council must consider whether properties that are being considered for sale or being considered for transfer to itself are of a nature that have the potential to be sold and/or utilised (consideration may include land-locked land, land subject to inundation etc.)
- f) Further, Council may consider whether properties that are being considered for sale or being considered for transfer to itself are of a nature that has development potential.

## 5 Gender Impact Assessment

Under section 7 of the *Gender Equality Act 2020* (duty to promote gender equality), a defined entity must - in developing policies and programs and in delivering services that are to be provided to the public, or have a direct and significant impact on the public:

- consider and promote gender equality; and
- take necessary and proportionate action towards achieving gender equality.

Under section 9 of the *Gender Equality Act 2020* a defined entity must undertake a gender impact assessment when developing or reviewing any policy of, or program or service provided by, the entity that has a direct and significant impact on the public.

In accordance with Sections 7 and 9 of the *Gender Equality Act 2020*, a gender impact assessment has been undertaken and identified considerations have been addressed in Section 4 of this Policy.

## 6 Records Management

All Council records created and managed as a result of implementing this policy will be managed in accordance with the Council's Records Management Policy.

The Records Management Policy assigns responsibilities for records management to employees, supervisors, volunteers and other specific positions.

No Council records are to be destroyed without consideration of the requirements of the Act(s) that govern the functions relevant to this policy. Prior to destruction, advice must be sought from the Records Management Unit, with consideration to the requirements of the appropriate Retention and Disposal Authority (RDA).

## 7 Victorian State Legislation Copyright Acknowledgement

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## COUNCIL POLICY



<b>TITLE:</b>	PRIVACY POLICY
<b>ID NUMBER:</b>	CPO-CORPS-GE-006 DocSetID: 643084
<b>DEPARTMENT:</b>	Corporate Services
<b>UNIT:</b>	Governance
<b>RESPONSIBLE OFFICER:</b>	Executive Manager Governance

<b>ADOPTED DATE AND BY WHOM:</b>	XX XXX XXXX - Council Meeting
<b>EXPIRY DATE:</b>	XX XXX XXXX
<b>REVIEW DATE:</b>	XX XXX XXXX (Office of the Victorian Information Commissioner (OVIC) recommends review every two years or as required by any legislative or council changes.

<b>AVAILABILITY:</b>	<div>Organisation wide      Yes <input checked="" type="checkbox"/>      No <input type="checkbox"/></div> <div>Public                      Yes <input checked="" type="checkbox"/>      No <input type="checkbox"/></div> <div>Internet                    Yes <input checked="" type="checkbox"/>      No <input type="checkbox"/></div>
<b>ADVISE AVAILABILITY:</b>	<div>Media Release              Yes <input type="checkbox"/>      No <input checked="" type="checkbox"/></div> <div>Sou Wester (Responsible Officer to prepare article)</div> <div>Yes <input checked="" type="checkbox"/>      No <input type="checkbox"/></div>



## 1. References (if applicable)

*Privacy and Data Protection Act 2014*

*Local Government Act 2020*

*Health Records Act 2001*

*Freedom of Information Act 1982*

*Public Records Act 1973*

*Charter of Human Rights and Responsibilities Act 2006*

*Gender Equality Act 2020*

Glenelg Shire Council, Records Management Policy OPO-GF-ID-001 (DocSetID: 1933907)

Glenelg Shire Council Organisational Guideline Personal Information Data Breach Response Guideline (DocSetID: 2909874)

Glenelg Shire Council Personal Information Data Breach Incident Register (DocSetID: 2899584)

Glenelg Shire Council Organisational Policy – CCTV Policy (DocSetID: 2880006)

## 2. Purpose

The Glenelg Shire (Council) views the protection of an individual's privacy as an integral part of its commitment towards accountability and integrity in all its activities and programs.

The purpose of this Privacy Policy is to outline Council's commitment to protecting an individual's right to privacy and the management of personal information as required by the *Privacy and Data Protection Act 2014* as well as health information as required by the *Health Records Act 2001*.

## 3. Scope

This Policy applies to all personal and health information which is collected, used and disclosed by all areas of Council. All employees (whether full-time, part-time or casual), Councillors, contractors and volunteers engaged by Council are required to adhere to this Policy.

The policy covers all personal and health information held by Council and includes information it has collected:

- About the individual, through any of Council's public access interfaces
- From the individual, as well as information about the individual collected from third parties
- About the individual, regardless of format. This includes information collected on forms, in person, in correspondence, over the telephone, via Closed Circuit Television (CCTV) or via our various web sites.

This Policy aims to assist:

- Council in meeting its requirements under the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*;
- employees understanding of how personal information should be handled;
- in the prevention of unnecessary collection or unlawful use or disclosure of information;
- In the promotion to the greater general public confidence in Council's handling of personal information.

Council is a statutory body corporate established under the *Local Government Act 2020*. It implements policies, regulations and programs set by other levels of government, responds to local community needs, and provides a range of more than 100 local services.

#### **4. Council Policy**

##### **4.1 Types of Information Council collects**

The personal information collected to fulfil Council's functions typically includes but is not limited to name, address (postal and email), telephone numbers, date of birth, credit card and bank account numbers, motor vehicle registration numbers, birth certificates, concession cards, immunisation records etc.

##### **4.2 Management of Personal Information**

Council believes that the responsible handling of personal information is a key aspect of democratic governance and is strongly committed to protecting an individual's right to privacy and full compliance with its obligations under the *Privacy Data Protection Act 2014* and the *Health Records Act 2001*.

Unless required under specific legislation related to a particular service, it is the policy of Council to ensure that personal information is managed in accordance with the Information Privacy Principles (IPPs) and Health Privacy Principles (HPPs).

This Policy explains:

The 10 IPPs contained in the <i>Privacy and Data Protection Act 2014</i> are listed below:	The 11 HPPs in the <i>Health Records Act 2001</i> are listed below:
Principle 1 – Collection	Principle 1 – Collection
Principle 2 – Use and Disclosure	Principle 2 – Use and Disclosure
Principle 3 – Data Quality	Principle 3 – Data Quality
Principle 4 – Data Security	Principle 4 – Data Security and Data Retention
Principle 5 – Openness	Principle 5 – Openness

Principle 6 – Access and Correction	Principle 6 – Access and Correction
Principle 7 – Unique Identifiers	Principle 7 – Identifiers
Principle 8 – Anonymity	Principle 8 – Anonymity
Principle 9 – Transborder Data Flows	Principle 9 – Transborder Data Flows
Principle 10 – Sensitive Information	Principle 10 – Transfer or closure of the practice of a health service provider
	Principle 11 – Making information available to another health service provider

## PRINCIPLE 1 – Collection

Council will only collect personal or health information that is necessary for its specific and legitimate functions and activities of Council. Council collects personal information in a number of ways, for example via telephone, email, online, in person and paper-based collection.

CCTV is another method of collection at Council premises and in public places for enforcement purposes.

Council will only collect personal information by lawful and fair means and not in an unreasonably intrusive way. In some instances, we have a legal obligation to collect personal information and we will only collect sensitive information where an individual has consented or as permitted under the *Privacy and Data Protection Act 2014* and *Health Records Act 2001*.

If it is reasonable and practicable to do so, Council will collect personal information directly from an individual, however there are situations where Council may need to collect an individual's information from someone else.

When collecting personal information, the Council will take reasonable steps to inform the individual what information is being sought, for what purpose, whether any law requires the collection of the information, and the main consequences, if any, of not supplying the information. This will be achieved by a Privacy Collection Notice.

## PRINCIPLE 2 - Use and Disclosure

Council will take all necessary measures to prevent unauthorised access to, or disclosure of personal information.

Council will only use personal or health information within the course of Council business, including:

- For the primary purpose for which it was collected
- For a secondary purpose where related to the primary purpose of collection which the individual would reasonably expect
- Where Council have the consent of the individual to do so
- In accordance with legislative requirements, including where required or authorised by law.

- law enforcement agencies, including the courts and Victoria Police, in instances where Council is required to respond to a subpoena or provide information to assist a police investigation.
- If Council does disclose personal information about someone as part of an investigation into unlawful activity or if it is necessary for, or on behalf of a law enforcement function, then Council will make a written note of that disclosure.

In some cases, Council may use or disclose personal information to external organisations such as Council's contracted service providers who perform various services for and on behalf of the Council. These contractors have agreed to be bound by the provisions of the *Privacy and Data Protection Act 2014*. Information provided to these contractors is limited to the information required by them to provide services to the individual on behalf of Council, for example waste collection, environmental health inspections and management of pre-schools.

### **PRINCIPLE 3 – Data Quality**

Council will take all reasonable steps to ensure that the personal information it collects, uses or discloses is accurate, complete and up to date, relevant to the functions it performs.

### **PRINCIPLE 4 – Data Security**

Council will take all reasonable steps to ensure that personal information is stored safely and securely to protect it from misuse, loss and unauthorised access, modification or disclosure.

Council will endeavour to maintain a secure system for storing personal information and will utilise appropriate technologies, security methods, operational policies and procedures to protect the information from unauthorised access, improper use, alteration, unlawful or accidental destruction and accidental loss.

Council will dispose of personal and health information when it is no longer required to fulfil the purposes for which it was collected or as required by law, in accordance with *Public Records Act 1973* and Public Record Office of Victoria (PROV) Standards and Retention and Disposal Authorities.

### **PRINCIPLE 5 – Openness**

It is a requirement under Information Privacy Principle 5 of the *Privacy and Data Protection Act 2014* for Council to make a Privacy Policy available to the public. Council will publish this policy on its website and provide a copy to any person who asks for it.

Council will on request, take reasonable steps to provide individuals with general information on the types of personal or health information it holds about the individual making the request, for what purpose the information is held, and how it collects, uses and discloses that information.

## **PRINCIPLE 6 - Access and Correction**

In some circumstances Council can process requests for access to and/or correction of personal and health information on written request to the Privacy Officer.

Privacy Officer  
Glenelg Shire  
PO Box 152  
PORTLAND VIC 3305  
Email: [enquiry@glenelg.vic.gov.au](mailto:enquiry@glenelg.vic.gov.au)

If an individual is able to establish that the personal information is inaccurate, incomplete or out-of-date, Council will take reasonable steps to correct the information.

Access will be provided except in the circumstances outlined in the respective Acts, for example, where the information relates to legal proceedings or where the *Freedom of Information Act 1982* applies.

## **PRINCIPLE 7 - Unique Identifiers**

A unique identifier is a number or code that is assigned to someone's record to assist with the identification (similar to a driver's licence number). Council will only assign a unique identifier to a person if the assignment is reasonably necessary to carry out its functions effectively.

Council will not adopt as its own identifier, an identifier that has been assigned by another government agency.

Council will not use or disclose the identifier assigned to an individual by another government agency, unless the consent of the individual has been obtained or it is required by law to do so.

## **PRINCIPLE 8 – Anonymity**

Council will, where it is lawful and practicable, give individuals the option of not identifying themselves when supplying information or entering into transactions with Council.

However, as anonymity may limit Council's ability to process a complaint or other matter, Council reserves the right to take no action on any matter if an individual chooses not to supply relevant personal information so that it can perform its functions.

## **PRINCIPLE 9 – Transborder Data Flows**

The *Privacy and Data Protection Act 2014* and *Health Records Act 2001* are Victorian law and the privacy principles do not apply to organisations in a different state, territory or country.

While the Acts do not prohibit the transfer of personal information about an individual to someone outside of Victoria, it does place restrictions on when it can occur.

Council may transfer personal or health information to an individual or organisation outside Victoria only in limited circumstances, some of which include:

- If the individual has consented
- If disclosure is authorised by law
- If the recipient of the information is subject to a law, binding scheme, or contract with privacy principles that are substantially similar to those in the Acts.

Where Council utilises cloud computing services outside Victoria or engages a contractor who stores their data outside Victoria, all reasonable steps will be taken to ensure that the service provider or contractor will manage the personal and health information in accordance with the Victorian IPPs and HPPs.

### **PRINCIPLE 10 – Sensitive Information**

Sensitive Information is information or opinion about an individual's racial or ethnic origins, religious beliefs or affiliations, political opinions or association, philosophical beliefs, membership of professional association or trade union, sexual preferences or practices and criminal record.

Council will not collect sensitive information about an individual unless, some of which include:

- The individual has consented
- The collection is required or authorised under law
- It is necessary to collect the sensitive information for establishing, exercising or defending a legal claim
- The collection is necessary to prevent or lessen a serious threat to life or health of any individual.

### **HEALTH PRIVACY PRINCIPLES 10 AND 11 – Health Service Provider Changes**

In the event that a health service offered by Council is discontinued the health information held by the Glenelg Shire will be managed in accordance with the *Health Records Act 2001*. For example, the health information may continue to be held by the Glenelg Shire or it may be transferred to a competent organisation for safe storage until such time as it can be destroyed in accordance with the principle on data security.

Where an individual requests Council to make health information available to other health providers, this will be done in accordance with the *Health Records Act 2001*. Council reserves its right to charge a fee for this service in accordance with the *Health Records Regulations 2012*.



## **Enquiries or Complaints**

If Council becomes aware that an individual's information has been inappropriately handled, Council will take steps to inform the individual of the incident and will take action to ensure that such a breach does not occur again. An individual, or their authorised representative, who claims that Council or a third party acting on behalf of Council has breached their privacy (under either the PDPA or HRA) may lodge a complaint.

Enquiries or complaints about a breach of personal information, in the first instance may be directed to Council's Privacy Officer as follows:

Privacy Officer  
Glenelg Shire  
PO Box 152  
Portland Vic 3305  
Email: [enquiry@glenelg.vic.gov.au](mailto:enquiry@glenelg.vic.gov.au)  
Online: [Online Complaint Form](#)

Glenelg Shire Council is proactive in dealing with any potential privacy breach and its consequences. This includes:

- Containing the breach to prevent any further compromise of personal information
- Assessing the risk of harm to affected individuals by investigating the circumstances of the breach
- Notifying affected individuals if deemed appropriate in the circumstances of the breach
- Reviewing the breach and Council's response to consider longer-term action to prevent future incidents of a similar nature and improve the organisation's handling of future breaches.
- Reporting to the Glenelg Shire Audit and Risk Committee and OVIC where required.

Complaints about personal information can also be directed to the Victorian Information Commissioner.

The Victorian Information Commissioner can be contacted as follows:

Office of the Victorian Information Commissioner (OVIC)  
PO Box 24274  
MELBOUNRE VIC 3001  
Email: [enquiries@ovic.com.au](mailto:enquiries@ovic.com.au)  
Phone: 1300 006 842

[Online Form available here](#)

OVIC's role is to try and resolve privacy complaints through a conciliation process.

Complaints regarding the handling of health information can be directed to the:

Victorian Health Complaints Commissioner  
Level 26  
570 Bourke Street  
MELBOURNE VIC 3000  
Email: [hcc@hcc.vic.gov.au](mailto:hcc@hcc.vic.gov.au)  
1300 582 113

The Health Complaints Commissioner resolves complaints about healthcare and the handling of health information in Victoria.

[Online form available here](#)

However, the Commissioners may decline to entertain the complaint, if the complainant has not first complained to the Council.

### **Future Changes**

Assessment of the policy will be undertaken every two years as recommended by the Office of the Victorian Information Commissioner (OVIC) guidance for drafting a privacy policy. Triggers for an earlier assessment include legislative changes and introduction of new systems or procedures.

### **Further Information**

Copies of this policy will be readily available from all Council offices and on [Council's Website](#) . Further information can be obtained from Council's Privacy Officer.

Privacy Officer  
Phone: 03 5522 2305  
Email: [enquiry@glenelg.vic.gov.au](mailto:enquiry@glenelg.vic.gov.au)  
Post: PO Box 152 Portland 3305  
Email: [enquiry@glenelg.vic.gov.au](mailto:enquiry@glenelg.vic.gov.au)

## **5. Charter of Human Rights and Responsibilities**

This policy has been reviewed against section 13 of the *Charter of Human Rights and Responsibilities Act 2006* (Privacy and Reputation). Additionally, this policy also provides for the protection of an individual's right not to have their privacy unlawfully or arbitrarily interfered with.

It is considered that this policy does not impact negatively on any rights identified in the *Charter of Human Rights and Responsibilities Act 2006*.

## **6. Gender Impact Assessment**

Under section 7 of the *Gender Equality Act 2020* (duty to promote gender equality), a defined entity must - in developing policies and programs and in delivering services that are to be provided to the public, or have a direct and significant impact on the public:

- consider and promote gender equality
- take necessary and proportionate action towards achieving gender equality.

Under section 9 of the *Gender Equality Act 2020* a defined entity must undertake a gender impact assessment when developing or reviewing any policy of, or program or service provided by, the entity that has a direct and significant impact on the public.

In accordance with Section 7 and 9 of the *Gender Equality Act 2020*, a gender impact assessment has been undertaken upon review of this Policy with no evidence to say that the policy is impacted by gender or warrants extensive changes to the policy.

## 7. Records Management

All Council records created and managed as a result of implementing this policy will be managed in accordance with the Council's Records Management Policy.

The Records Management Policy assigns responsibilities for records management to employees, supervisors, volunteers and other specific positions.

No Council records are to be destroyed without consideration of the requirements of the Act(s) that govern the functions relevant to this policy. Prior to destruction, advice must be sought from the Records Management Unit, with consideration to the requirements of the appropriate Retention and Disposal Authority (RDA).

## 8. Victorian State Legislation Copyright Acknowledgement

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## 9. Appendix or Appendices

Nil.

## 10. References and Definitions

[OVIC Examination of Local Government Privacy Policies 2019](#) Organisational privacy resources provided by the [Office of the Victorian Information Commissioner](#) were used for the development of the policy.

Health Information

Information or opinion about an individual's physical, mental or psychological health, including any disability; or; a health service an individual has received or will be receiving, that is also personal information; or other personal information collected to provide a health service.

Health Privacy Principles; and  
Information Privacy Principles

A set of principles set out in Schedule 1 of the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001* respectively that regulate the handling of personal information.

Personal Information

Information or opinion (including information or an opinion forming part of a database), that is recorded in any form and whether true or not, about an individual whose identity is apparent, or can reasonably be ascertained from the information or opinion, but does not include information of a kind to which the *Health Records Act 2001* applies.

For example, Council holds personal information on its ratepayers (eg names and addresses) in order to carry out its functions (eg planning, valuation and property services). It may also request personal information in order to provide education, welfare and other community services (eg childcare services). In some instances, personal information may be contained on a public register (register of building permits, food premises etc.)

Primary Purpose

A purpose that is strictly necessary to discharge the function or to undertake the activity. Primary Purpose is one for which the individual concerned would expect their information to be used. Using the information for this purpose would be within their reasonable expectations.

## Secondary Purposes

Purposes for the use and disclosure which must be related to the primary purpose and to what the individual whose personal information is involved would reasonably expect. Collecting the information may be mandatory (because required by law) or optional. The main distinction is that the service could still be provided even if the secondary purpose were not served.

## 11. Review History

Date	Review Details	Action
22 October 2002	New legislation requires policy to be Adopted	Policy adopted by Council
25/09/2007; 27/05/2008; 22/10/2013.	Minor changes made to titles	Policy adopted by Council
6 February 2019	<i>Non-material</i> changes made to align with legislation.	
25 May 2021	<i>Non-material</i> changes in response to OVIC Examination of Local Government Privacy Policies 2019	Policy adopted by Council – for review every two years
23 May 2023	<i>Non-material</i> changes in accordance with OVIC's requirement.	Policy adopted by Council.
27 May 2025	Non-material changes incorporating Gender Impact Assessment in accordance with <i>Gender Equality Act 2020</i>	Policy to be adopted by Council.

## Glenelg Shire Council Chief Executive Officer Performance Plan 2024- 2029

Glenelg Shire Council has identified the following critical success factors for the performance of the Chief Executive Officer,  
Helen Havercroft

	Key Performance Indicator	When Helen Havercroft achieves these KPI's the following things will happen:
1	<p><b><u>Leadership</u></b></p> <p>Glenelg Shire Council employs about two hundred full time equivalent. The Council's ability to recruit, train, develop, retain and promote high calibre employees is <b>critical to its long-term success</b>.</p> <p>The Chief Executive Officer will:</p> <ul style="list-style-type: none"> <li>(a) <b>Model the behaviour</b> that will bring organisational success.</li> <li>(b) <b>Empower, engage and motivate</b> employees, make employees feel valued and needed and be entirely comfortable adopting an empowering and delegating model of leadership.</li> <li>(c) Be a highly visible leader who generates <b>enthusiasm</b> in the workplace and who <b>strongly connects</b> with employees around shared work values and goals.</li> <li>(d) <b>Develop</b> employees so that they can contribute to Glenelg's success to their <b>maximum potential</b> and can be the <b>best they can be</b>.</li> <li>(e) Ensure high levels of <b>accountability and responsiveness</b> throughout the organisation.</li> <li>(f) <b>Align the skills and the structure</b> of the organisation with the tasks or mission to be achieved.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee Satisfaction Surveys will show sound results.</li> <li>• Exit Interviews show that employees leave Glenelg Shire for the "right" reasons.</li> <li>• Employee grievances will be few and mostly resolved informally.</li> <li>• Councillors will notice high levels of accountability and responsiveness in the organisation and a focus on "getting things done".</li> <li>• Councillors will report that important decisions and projects proceed without undue delays.</li> <li>• Employee turnover will be moderate.</li> </ul>



	Key Performance Indicator	When Helen Havercroft achieves these KPI's the following things will happen:
2	<p><b><u>Business Management</u></b></p> <p>Glenelg Shire Council delivers a wide range of quality services. It must strive for high levels of <b>efficiency and effectiveness</b>.</p> <p>The Chief Executive Officer will:</p> <ul style="list-style-type: none"> <li>(a) Deliver the outcomes established in the <b>Council Plan</b> in accordance with each year's priorities.</li> <li>(b) Demonstrate high levels of financial acumen, deliver the Annual Budget, and ensure budget variations are <b>explained</b> and <b>managed</b> to achieve sound "bottom line" results.</li> <li>(c) Ensure the ongoing implementation of a robust, <b>long term</b> financial strategy that will accommodate Rate Capping and secure the Shire's long term <b>financial sustainability</b>.</li> <li>(d) Ensure that services and programs are consistently delivered to previously agreed standards and expectations and ensure the organisation systematically reviews the business systems and processes which deliver such services, creating a very strong organisational focus on the <b>importance of continuous improvement</b>.</li> <li>(e) Create improved levels of <b>Financial Literacy</b> across the organisation.</li> <li>(f) Manage the <b>significant risks</b> that confront the Shire.</li> <li>(g) Understand and support effective <b>Asset Management</b>.</li> <li>(h) Significantly improve the quality of the <b>customer experience</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• The Annual Report will show that Council Plan Goals and Strategies are being achieved.</li> <li>• The operating budget's "bottom line" results will be strong and Capital Works completion rates will be high.</li> <li>• Councillors and management will report they have a sound understanding of the Shire's financial position and challenges.</li> <li>• Organisational productivity will <b>demonstrably</b> improve, and Councillors will notice a strong culture of continuous improvement in the organisation.</li> <li>• Effective Risk Management performance will be reflected in Risk data and other similar measures of performance.</li> <li>• Citizen satisfaction scores for Customer Service will be improved, Councillors will report higher levels of satisfaction with customer service and the number of "incomplete" or "open" customer requests will be moderate.</li> </ul>

	Key Performance Indicator	When Helen Havercroft achieves these KPI's the following things will happen:
3	<p><b><u>Relationships</u></b></p> <p>Good working relationships between people are fundamental to achieving progress at Glenelg Shire.</p> <p>The Chief Executive Officer will:</p> <ul style="list-style-type: none"> <li>(a) Build <b>respectful relationships</b> with Councillors characterised by relevant and timely communications, accessibility, fairness and impartiality.</li> <li>(b) Establish and nurture strong relationships with Community <b>stakeholders</b>, local organisations and volunteers.</li> <li>(c) Be a strong and effective <b>communicator</b>.</li> <li>(d) Build a strong <b>identity</b> and be highly <b>visible</b> in the various Glenelg Shire communities and demonstrate strong <b>community mindedness</b>.</li> <li>(e) Develop <b>strategic alliances</b> at a regional, State and sometimes Federal Government level which are characterised by particularly <b>strong advocacy</b>, sound working relationships, mutual respect and effective outcomes for the Shire, irrespective of the politics of those in positions of power.</li> <li>(f) Demonstrate very high levels of <b>Emotional Intelligence</b>, by being very approachable and at <b>ease and effective</b> in a variety of business and social settings in the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>• Councillors will report having confidence in organisational advice.</li> <li>• Key Stakeholders will report effective working relationships with the CEO and the Shire.</li> <li>• Councillors and citizens will notice how “community minded” the CEO is.</li> <li>• Councillors and citizens will notice how visible and accessible the CEO and the Executive Team are.</li> <li>• External grant funding will remain at levels commensurate with similar Councils.</li> <li>• Glenelg Shire Council will be a key player in the forums that count and are important to Council.</li> <li>• Councillors and citizens will notice that the CEO relates well to a diverse range of Shire residents.</li> </ul>

	Key Performance Indicator	When Helen Havercroft achieves these KPI's the following things will happen:
4	<p><b><u>Strategic Leadership</u></b></p> <p>Good strategy is about doing the right thing at the right time. It is about priorities. Leadership is the process of creating unity around purpose, direction, shared values and ideals.</p> <p>As a strategic leader the Chief Executive Officer will:</p> <ul style="list-style-type: none"> <li>(a) Build a <b>cohesive executive</b> team which is <b>strongly aligned</b> to Council's goals.</li> <li>(b) Provide the Council with <b>quality, timely, frank advice</b> on those key issues and projects which have the potential to significantly impact on the Shire's future.</li> <li>(c) <b>Anticipate</b> issues, events and trends before they impact on Council and develop appropriate strategic responses.</li> <li>(d) Understand global issues and foster appropriate <b>local responses</b>.</li> <li>(e) Demonstrate high-level problem-solving <b>skills, negotiation skills and conflict resolutions skills</b>.</li> <li>(f) Be prepared to <b>innovate and demonstrate creativity</b> in the pursuit of results.</li> <li>(g) Build a deep understanding of the <b>unique social and economic circumstances</b> of the several communities that comprise the Glenelg Shire.</li> <li>(h) Lead the development of <b>economic growth strategies and strategic planning</b> which not only build on the Shire's traditional economic strengths but seek to <b>further diversify</b> the local economy in line with the economic opportunities in a low carbon economy.</li> <li>(i) Ensure that the organisation adopts <b>facilitative approaches</b> to its regulatory functions so that it encourages and fosters economic development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• The Management Team will report strong alignment with the Council's goals and Councillors will observe that cohesion.</li> <li>• Councillors will report a clear understanding around key strategic issues.</li> <li>• Councillors and Management will report that the CEO has a well-developed ability to anticipate important trends that might affect Glenelg Shire and to develop appropriate local responses.</li> <li>• Data like private capital investment, job growth and tourism visitations will progressively indicate increased economic activity.</li> <li>• The organisation will continue to demonstrate practical, triple bottom line achievements.</li> <li>• Councillors will notice that the organisation embraces innovation and creativity, and it is highly facilitative in its regulatory functions.</li> <li>• Councillors will report that they understand how the organisational structure and capability supports economic growth.</li> </ul>

	Key Performance Indicator	When Helen Havercroft achieves these KPI's the following things will happen:
5	<p><b><u>Good Governance</u></b></p> <p>Glenelg Shire Council's reputation as a high-quality democratic Council will ultimately depend on the quality of its <b>governance processes</b>.</p> <p>The Chief Executive Officer will:</p> <ul style="list-style-type: none"> <li>(a) Ensure the organisation understands the complex role Councillors play as <b>democratically elected representatives</b> and develops processes and protocols which support Councillors in their role.</li> <li>(b) Ensure that <b>ethical behaviors</b> are at the forefront of considerations by Councillors and staff and provide a personal example of an ethical leader.</li> <li>(c) Ensure the quality of the Shire's <b>community engagement</b> is high by embedding community engagement skills and practices as part of the organisational culture at Glenelg Shire Council</li> <li>(d) Provide Council with high quality information, underpinned by evidence, analysis and options so that Council can make <b>informed, timely decisions</b>.</li> <li>(e) Provide appropriate <b>pathways</b> for Councillors to progress the issues they bring to their roles.</li> <li>(f) <b>Protect, promote and enhance</b> the wider reputation of the Council.</li> <li>(g) Be highly effective in dealing with <b>media</b>.</li> <li>(h) Provide <b>support and advice for the Mayor</b> and form a strong partnership with the Mayor of the day.</li> </ul>	<ul style="list-style-type: none"> <li>• Councillors will feel well informed and will notice improved citizen communications and engagement.</li> <li>• Councillors will notice that citizen requests are answered, often solved and Councillors are kept informed when necessary.</li> <li>• There will be an absence of ethical breaches by employees and Councillors will report they are aware of their ethical responsibilities.</li> <li>• Citizen Satisfaction scores for Community Engagement and Advocacy will improve.</li> <li>• Strong Citizen participation in the key governance processes will be evident.</li> <li>• On-Line citizen interactions will continue to grow.</li> <li>• Council Meetings will be characterised by advice from Management, which is thorough, timely and heavily policy based.</li> <li>• The Mayor will report a strong partnership with the CEO</li> </ul>

# **CEO Employment and Remuneration Committee**



**Meeting:** 22 May 2025

**Location:** Teams Meeting

**Attendees:** Cr Karen Stephens Mayor, Cr Robyn McDonald Deputy Mayor, Cr Michael Carr, Cr Duane Angelino, Cr Matt Jowett, Cr Mike Noske and Independent Member Phil Shanahan.

**Apologies:** Cr John Pepper

## **Agenda Items**

1. Declaration of Conflicts of Interest – nil
2. Agree annual performance plan (KPI's) for Glenelg Shire Council Chief Executive Officer, Helen Havercroft.

See attached final draft of the annual performance plan.

## **Decision of the Committee**

The Committee recommends that Council endorse the annual performance plan for Chief Executive Officer Helen Havercroft at the next available Council meeting.

**Close meeting.**

## **Minutes of above meeting**

### **Decision of the Committee**

The Committee recommends that Council endorse the annual performance plan for Chief Executive Officer Helen Havercroft at the next available Council meeting.

**Moved Cr Michael Carr**

**Seconded Cr Duane Angelino**

**Vote: Carried**