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M(9) – 30 SEPTEMBER 2025

Ordinary Council Meeting

Minutes

Notice is hereby given that the next **Ordinary Council Meeting** of the **Alpine Shire Council** was held in the Bright Council Chambers, 2 Churchill Avenue, Bright on **30 September 2025** commencing at **5:00 pm**.

PRESENT

COUNCILLORS

Cr Sarah Nicholas - Mayor

Cr Peter Smith - Deputy Mayor

Cr John Andersen

Cr Dave Byrne

Cr Gareth Graham

Cr Jean-Pierre Ronco

Cr Noah Tanzen

OFFICERS

Will Jeremy - Chief Executive Officer

Sarah Buckley - Director Assets

Nathalie Cooke – Director Corporate and Community

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1 Recording and livestreaming of Council meetings

The CEO read the following statement:

All council meetings are filmed with both video and audio being recorded.

Video is focused on a specific area however audio from the entire room is captured.

In common with all narrative during Council meetings, verbal responses to congratulations, obituaries and question time will not be recorded in the written minutes. By submitting a question, you consent to your question being read aloud at the meeting.

The reasoning behind recording council meetings is to hold us more accountable and improve transparency of Council's decision-making to our community.

The full meeting is being streamed live on Council's YouTube channel which is "Alpine Shire Council" and will also be available on the YouTube channel shortly after this meeting.

2 Acknowledgement of Traditional Custodians and recognition of all people

All to stand, the Mayor read the following statement:

Alpine Shire Council acknowledges the Taungurung peoples as the Traditional Owners of the lands on which we are meeting today. Council also acknowledges all of the Traditional Owners of the wider lands of the area known as the Alpine Shire.

We also acknowledge those people who have contributed to the rich fabric of our community and strive to make wise decisions that will improve the quality of life for all.

3 Confirmation of minutes

3.1 ORDINARY COUNCIL MEETING M(8) HELD ON 9 SEPTEMBER 2025

Cr Smith

Cr Tanzen

That the minutes of M(8) 9 September 2025 as circulated be confirmed.

Carried Unanimously

4 Apologies

5 Obituaries / Congratulations

Refer to Alpine Shire Council's website www.alpineshire.vic.gov.au; for its YouTube live-streaming recording for responses to obituaries and congratulations.

6 Declarations by Councillors of Conflict of Interest

Nil

7 Public Questions

Public Question time will be held in accordance with the following provisions of Council's Governance Rules:

G5 Public Question Time

GS3. Questions submitted to Council may be:

Submitted as a "Question on Notice" to the Chief Executive Officer in writing by 5pm on the day prior to the Council meeting, stating the name and contact details of the person submitting the question; or

During meetings held wholly in-person, at the Chairperson's discretion, asked directly by a member of the public gallery at the Council meeting during public question time.

GS4. No person may submit or ask more than two questions at any one meeting.

GS7. Questions should be limited to items of public interest, and are not intended to replace Council's ordinary Customer Request process. A question may be disallowed by the Chairperson if the Chairperson determines that it:

- is not related to an item on the agenda;
- relates to a matter outside the duties, functions and powers of Council;
- is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
- deals with a subject matter already answered;
- is aimed at embarrassing a Councillor or a member of Council staff;
- relates to confidential information as defined in s3 of the Act;
- relates to the personal hardship of any resident or ratepayer; or
- relates to any other matter which the Council considers would prejudice the Council or any person.

Refer to Alpine Shire Council's website www.alpineshire.vic.gov.au; for its YouTube live-streaming recording for responses to questions.

8 Presentation of reports by officers

8.1 CHIEF EXECUTIVE OFFICER - WILL JEREMY

8.1.1 Contracts approved under delegation by the CEO

Cr Byrne

Cr Smith

That the Capital Project Contracts approved under delegation by the CEO be noted.

Carried Unanimously

Contract No: CT26160	*Process: RFQ*
Title:	*Grading Dargo, Abbeyards, Buckland and Rose River Roads*
Tenderer:	*REM - Richardson Earthworks & Maintenance*
Budget ($ excl GST):	*$190,000.00*
Contract ($ excl GST):	*$196,290.00*

8.2 DIRECTOR ASSETS - SARAH BUCKLEY

8.2.1 Adoption of Amendment C56alpi to the Alpine Planning Scheme

INTRODUCTION

The report summarises the outcomes of the exhibition phase associated with Amendment C56alpi to the Alpine Planning Scheme and recommends that Council adopts the amendment prior to submitting it to the Minister for Planning for approval.

Cr Ronco

Cr Andersen

That Council:

1. *Notes that Amendment C56alpi to the Alpine Planning Scheme received eight submissions;*
2. *Notes the Delegate's Report for Amendment C56alpi, which outlines Council officers' responses to the matters raised in submissions (Attachment 1);*
3. *Adopts Amendment C56alpi (Attachment 2) to the Alpine Planning Scheme in accordance with Section 29 of the Planning and Environment Act 1987; and*
4. *Submits Amendment C56alpi to the Alpine Planning Scheme to the Minister for Planning for approval in accordance with Section 31 of the Planning and Environment Act 1987.*

Carried Unanimously

BACKGROUND

Amendment C56alpi to the Alpine Planning Scheme is required to implement the findings of the 'Great Alpine Road (western gateway), Bright: Landscape and Heritage Detailed Assessment Methodology Report July 2024' (heritage assessment) prepared by GML Heritage Victoria Pty Ltd (GML Heritage). The heritage assessment recommends the inclusion of the avenue planting of Pin Oak, Dutch Elm and Scarlet Oak (the avenue), along the Great Alpine Road to west of Bright in the Heritage Overlay as an individually significant heritage place.

At the Ordinary Council Meeting held on 30 July 2024, Council adopted the heritage assessment and resolved to prepare and exhibit a planning scheme amendment to apply the Heritage Overlay to the avenue.

The amendment proposes to:

1. Overlay Maps

- Amend the Planning Scheme Map Nos. 07HO and 09HO to apply the Heritage Overlay (HO215) to the avenue.

2. Planning Scheme Ordinance

- Amend the Schedule to Clause 43.01 (Heritage Overlay) to apply the Heritage Overlay to the avenue.
- Amend the Schedule to Clause 72.04 (Incorporated Documents) to introduce the 'Avenue Planting, Great Alpine Road (western gateway), Bright: statement of significance' (GML Heritage, July 2024) as an incorporated document.
- Amend the Schedule to Clause 72.08 (Background Documents) to introduce the 'Avenue Planting, Great Alpine Road (western gateway), Bright: citation' (GML Heritage, July 2024) as a background document.



Figure 1: Extent of the proposed Heritage Overlay outlined in red.

Amendment C56alpi was exhibited in accordance with the requirements of the Planning and Environment Act 1987.

ISSUES

The amendment received eight submissions during the exhibition period. This included submissions from:

- Three individual residents;
- North East Catchment Management Authority;
- Goulburn-Murray Water;
- Human Habitats Pty Ltd, on behalf of Buffalo Valley Pty Ltd;
- North East Water; and
- Department of Transport and Planning on behalf of Head, Transport for Victoria.

Submissions either supported or did not object to the amendment. Council officers have corresponded with all submitters regarding any matters raised, and no changes to the amendment have been requested.

A detailed summary of the submissions and Council officers' responses are outlined in Attachment 1 'Amendment C56alpi - Delegate's Report - Consideration of Submissions.'

Given that no submissions objected to, or requested changes to the amendment, and that Council officers have resolved all outstanding matters raised in submissions, the amendment does not need to be heard by an independent planning panel.

Should Council resolve to adopt Amendment C56alpi, the amendment can be submitted to the Minister for Planning for approval and gazettal in the Alpine Planning Scheme.

POLICY IMPLICATIONS

The recommendation is in accordance with the following Priorities of the Council Plan 2025-2029

2.2 We plan for future risks like bushfire, flooding, landslip, and erosion, while improving planning certainty and sensitively managing township growth to protect local character, amenity, and identity.

FINANCIAL AND RESOURCE IMPLICATIONS

The Planning and Environment (Fees) Regulations 2016 sets the statutory fees for the preparation, exhibition, and adoption of planning scheme amendments. All costs of the proposed amendment must be met by Council.

A fee of $546.30 must be paid for the Minister for Planning to consider a request to approve an amendment. The costs for this amendment are accommodated within the adopted 2025/2026 budget.

The resolution of submissions has avoided the need for an independent planning panel that would create a significant cost and resource impost on Council.

It is not expected that the Heritage Overlay will have any significant impact on the resource and administrative costs on Council.

RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Operating outside legislative / regulatory / statutory / policy obligations - not meeting timeframes associated with the Planning Scheme Amendment Process.	Unlikely	Insignificant	If Council adopts Amendment C56alpi, Council will have met its obligations under the Planning and Environment Act 1987.

CONSULTATION

Exhibition of the proposed amendment was carried out in accordance with the requirements of the Planning and Environment Act 1987. Notice included:

- Letters to adjacent landowners and occupiers of land, referral authorities (including to the Head, Transport for Victoria), and prescribed ministers.
- A public notice in the Alpine Observer and Myrtleford Times on the 28 May 2025.
- A public notice in the Victoria Government Gazette on 29 May 2025.
- A media release distributed on 30 May 2025.
- Setting up a webpage on Engage Alpine, which allowed people to view the amendment documentation and write a submission.
- Social media posts on Facebook.

Council officers believe that appropriate consultation has occurred, and the matter is ready for Council consideration.

CONCLUSION

Council officers recommend that Council adopts Amendment C56alpi to the Alpine Planning Scheme and submits the amendment to the Minister for Planning for approval.

DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020* and Chapter 7 section A6 of Council's Governance Rules, the following officers declare that they have no interests to disclose in providing this report.

- Director Assets
- Manager Growth and Future
- Senior Strategic Planner

ATTACHMENT(S)

1. **8.2.1.1** Amendment C56alpi - Delegate's Report Consideration of Submissions
2. **8.2.1.2** Amendment C56alpi - Amendment Documentation

8.2.2 Mount Beauty Recreation Reserve and Les Peart Oval Community Asset Committee

INTRODUCTION

The purpose of this report is to recommend the formation of a community asset committee (CAC) for the management of the Mount Beauty Recreation Reserve and Les Peart Oval in Mount Beauty, and the adoption of an instrument of delegation to outline the roles and responsibilities of Alpine Shire Council and any CAC for these important community spaces.

Cr Tanzen

Cr Smith

That Council:

1. *Exercises the power conferred by Section 65 of the Local Government Act 2020, so that:*
   a. The Mount Beauty Recreation Reserve and Les Peart Oval Community Asset Committee (the Committee) be formed to reflect current community needs for the management of the Mount Beauty Recreation Reserve and Les Peart Oval;
   b. Membership of the Committee shall consist of:

Alpine Shire Council	*1 Representative*
Dederang / Mount Beauty Football and Netball Club	*1 Representative*
Mount Beauty Cricket Club	*1 Representative*
Mount Beauty Junior Football Club	*1 Representative*
General Public	*2 Representatives*

   c. A quorum of the Committee is a whole number that is an absolute majority, which is greater than half the total number of members of the Committee; and
   d. All members of the Committee have voting rights.
2. *Notes that in accordance with Section 47(1)b of the Local Government Act 2020, the Instrument of Sub-Delegation to the Committee will be updated by the Chief Executive Officer, following the formation of the Committee by Council.*

Carried Unanimously

BACKGROUND

The Mount Beauty Recreation Reserve and Les Peart Oval (reserve and oval) are located on Council land. The Mount Beauty Recreation Reserve Committee of Management was previously established as a special committee of management under Section 86 of the *Local Government Act 1989* to manage the reserve and oval. Elements of this act have since been replaced by the *Local Government Act 2020* and Section 86 committees no longer exist.

Given this, Council officers recently met with user groups of the MBRR to discuss future management options. It was agreed that a community asset committee (CAC) would be the best model to manage the reserve and oval and should be formed by Council.

The CAC would need to comprise:

- One representative nominated by Council;
- One representative nominated by Dederang/Mount Beauty Football and Netball Club;
- One representative nominated by Mount Beauty Cricket Club;
- One representative nominated by Mount Beauty Junior Football Club; and
- Two representatives from the general public.

The role of the CAC would be to:

- manage, operate and maintain the reserve and oval for the community in an efficient, effective and practical manner, without involving Council in the day-to-day management of the facility; and
- encourage, promote and provide use of the reserve and oval.

ISSUES

CACs are established by Council under Section 65 of the Local Government Act 2020. A council may consider the membership of a committee and allocate as many members to it as it considers necessary to achieve the purpose of managing a community asset.

Without an approved committee, responsibility for the management of the reserve and oval will return to Council.

Once the formation and membership structure of the Committee is endorsed by Council, the instrument of sub-delegation to members of the Committee can be approved by the Chief Executive Officer, in accordance with Section 47(1)(b) of the Local Government Act 2020.

POLICY IMPLICATIONS

The recommendation is in accordance with the following Priorities of the Council Plan 2025-2029:

3.6 We support local community groups, programs, events, and initiatives that activate and celebrate Alpine Shire, build stronger, inclusive, more connected, and resilient communities, and enrich the lives of our diverse community members.

FINANCIAL AND RESOURCE IMPLICATIONS

Preparation of the Instrument of Sub-Delegation is complete. Council officers will call for nominations following signing of the document.

Council contribution to the Committee is determined by the Building Facility Maintenance Policy (56), which is currently under review.

A Council officer will attend Committee meetings, which will be within standard working hours and, once the Committee has matured, meetings are expected to be held quarterly.

There is currently no change to the financial impact to Council and attendance at these meetings can be accommodated within existing resources.

RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Unplanned adverse impact on establishment and maintenance of Committee - no nominations received	Unlikely	Minor	Mount Beauty Recreation Reserve is returned to Council for management.

CONSULTATION

Council officers have been consulting with user groups of the reserve and oval to determine their preferred management structure going forward.

All user groups were offered representation on the Committee.

CONCLUSION

The proposed delegation ensures the Committee can continue to be managed on behalf of Council into the future.

DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020* and Chapter 7 section A6 of Council's Governance Rules, the following officers declare that they have no interests to disclose in providing this report.

- Director Assets
- Manager Growth and Future
- Property and Contracts Coordinator

ATTACHMENT(S)

Nil

8.2.3 Landfill Monitoring 2025-27

File Number: CT26176

INTRODUCTION

This report relates to the award of a contract for an Environmental Monitoring Program across former landfill sites within the Alpine Shire for the next two years.

Cr Andersen

Cr Ronco

That Council:

1. *Awards Contract No. CT26176 'Landfill Monitoring 2025-27' to DBD Environmental Pty Ltd (T/A Ennovo) for a two year term, with a year one lump sum price of $131,670 (GST Exclusive) and an estimated total cost of $267,290 (GST Exclusive); and*
2. *Delegates authority to the Chief Executive Officer to sign and seal the contract at the appropriate time.*

Carried Unanimously

BACKGROUND

Council currently undertakes monitoring at five closed landfill sites to meet its obligations under the Environment Protection Authority (EPA) Closed Landfill Guidelines. The monitoring includes field testing, laboratory analysis and reporting of ground water, surface water, leachate and gas emissions according to different schedules at the following sites:

- Mount Beauty
- Myrtleford Landfill
- Old Myrtleford Landfill
- Old Harrietville
- Porepunkah Landfill

The previous contract for delivering these services ended in 2023 and a short-term contract was utilised for monitoring during 2024. A tender was recently undertaken to procure the monitoring services over the next two years, with the scope expanded to also cover the Old Bright Landfill bringing the total scope for monitoring activities to six sites. The tender specifications were prepared in accordance with current approved Environmental Monitoring Programs at Porepunkah and Myrtleford Landfills.

As a result of the tender process a contract has been prepared for the monitoring services commencing 6 October 2025 for a period of two years. The tender was released in August 2025 and closed on 5 September 2025. The Tender was advertised on Tenders.net and the Alpine Shire Council website.

EVALUATION

A total of thirty six prospective organisations downloaded the document and fourteen submissions were received.

The key selection criteria listed in the Invitation to Tender were:

1. Price

2. Qualifications and previous performance

3. Delivery

4. Social

5. Environmental sustainability

Two of the fourteen submissions were deemed to be non-conforming and following the initial assessment of the offers, further clarification was sought from some tenderers regarding their proposed methodology and submitted pricing. The evaluation was undertaken by the Manager Assets and Waste and reviewed by Council Officers as well as the Director Assets.

It was determined that the tender from DBD Environmental Pty Ltd (trading as Ennovo) best met the requirements of the selection criteria.

ISSUES

The monitoring being undertaken across the closed landfill sites is to be conducted in accordance with the EPA directions and approved Environmental Management Plans. Compliance to approved methodology and reporting regimes is critical and the demonstrated capacity for the submitting tenderers to meet these obligations was required through the tender submission.

Results from the regular monitoring activities are reviewed annually and form the basis for the scope of investigation in subsequent monitoring years. As such, changes to the required monitoring program may occur during the period of the contract. All tenderers provided evidence of an approved methodology and experience in undertaking the monitoring as required along with suitable references. Further to this, evidence of ISO certification for Quality, Occupational Health and Safety and Environmental Management practices was a key part of the consideration.

POLICY IMPLICATIONS

The recommendation is in accordance with the following Priorities of the Council Plan 2025-2029:

2.6 We take action on climate change and its impacts on our communities, biodiversity, and the environment, while supporting circular economy initiatives that help reduce waste and improve recycling.

FINANCIAL AND RESOURCE IMPLICATIONS

The budget allocation for landfill monitoring in the 2025/26 financial year is $167,000.

Year one costs based upon the minimum prescribed monitoring frequency and specifications are $131,670 (excl. GST).

Year two will be subject to an increase in line with CPI and this will be factored into a future budget allocation. The total estimated value over the two years is $267,290 (Excl GST).

There is sufficient allocation within Council's Waste Reserve to fund the two-year monitoring program under the proposed contract.

RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Mandatory reporting obligation not met - breaches in exceedance levels not reported to EPA or reported outside specified timeframes.	Possible	Minor	• Close collaboration between ASC, service provider and EPA
Operating outside legislative / regulatory / statutory / policy obligations - EPA issues a Pollution Abatement Notice (PAC)	Unlikely	Moderate	• Procedures in place in order to deal in a timely manner with any EPA recommendations

CONSULTATION

Following a review of submitted tenders, a number of tenderers were contacted to seek further clarification on their submissions.

CONCLUSION

Following a tender evaluation assessment and reference checks, the tender from DBD Environmental Pty Ltd (trading as Ennovo) is considered the best option for Council due to their price, experience, and knowledge of landfill monitoring and assessment.

DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, and Chapter 7 section A6 of Council's Governance Rules, the following officers declare that they have no interests to disclose in providing this report.

- Director Assets
- Manager Assets and Waste

ATTACHMENT(S)

Nil

8.3 DIRECTOR CORPORATE AND COMMUNITY - NATHALIE COOKE

8.3.1 Finance Committee Charter Revocation

INTRODUCTION

Council currently operates a Finance Committee through a Council-approved Charter. With the introduction of other monitoring mechanisms, revocation of the Finance Committee Charter is sought, effectively dissolves the Finance Committee.

Cr Byrne

Cr Smith

That Council:

1. ***Revokes the Finance Committee Charter (V3); and***
2. ***Notes the functions and responsibilities of the Finance Committee Charter are addressed through other mechanisms.***

Carried Unanimously

BACKGROUND

Council approved a Finance Committee Charter on 5 July 2016, with the most recent review and update occurring on 6 July 2021.

The Finance Committee was established as an advisory committee with the aim of reviewing:

- Quarterly budget reports, prepared in accordance with section 97 of the *Local Government Act 2020* (LGA 2020);
- Interim and annual financial statements, prepared in accordance with sections 98-99 of the LGA 2020;
- Financial policies, prepared in accordance with section 102 of the LGA 2020.

As the Finance Committee Charter is scheduled for review, the function and operation of the Finance Committee has been examined.

ISSUES

The *LGA 2020* requires Council to establish an Audit and Risk Committee under section 53. The Finance Committee (the Committee) is established as an advisory committee and has no legislative status under the *LGA 2020.*

The Committee consists of two nominated Councillors (via Council resolution in November of each year), who are supported by the Chief Executive Officer, Director Corporate & Community, Manager Corporate and the organisation's Accountant.

Councillors Smith and Byrne are currently appointed as Councillor representatives on the Committee. Councillors Smith and Byrne are also the nominated Councillor representatives on the Audit and Risk Committee.

The functions and responsibilities of the Finance Committee include reviewing:

- Quarterly budget reports, prepared in accordance with section 97 of the Act;
- Interim and annual financial statements, prepared in accordance with sections 98-99 of the Act; and
- Financial policies in accordance with section 102 of the Act.

The CEO has a Key Performance Indicator (KPI) to deliver against the adopted 2025/26 Budget and to brief Council on the quarterly financial performance no later than one month following the quarterly cut-off (Q1, Q2 and Q3). In addition, a Q4 report will be instigated, consistent with the reports delivered in the previous quarters. To date the annual financial statement process has taken the place of this report.

Robust governance and sound decision-making are essential pillars of financial sustainability. Council must ensure that financial decisions are informed, strategic, and aligned with long-term priorities.

Considering the focus on financial control and reporting mechanisms, and the timing of reporting above, the operation and function of the Committee has been reviewed and it has been determined that a focus on providing timely and accurate financial information through the established mechanisms of Councillor briefing, Audit and Risk Committee, and Council Meetings provides for robust financial management.

Quarterly Budget Report

The quarterly budget report is prepared in the month following the end of each quarter, with input from departments across Council. The draft report is presented to Council Executive for review and comment. Subsequently the report will be presented to a Council briefing and the Audit and Risk Committee for review and comment, before being tabled at an Ordinary Council Meeting, where the report becomes a public document. A new Q4 report will be instigated and delivered at the same Council meeting as the draft Financial and Performance Statements.

Financial Statements

The financial statements are prepared by Council Officers with oversight by external auditors. The draft Financial and Performance statements are prepared and presented to the Audit and Risk Committee, usually in September, prior to being presented to Council for approval-in-principle before being submitted to the Auditor for sign off.

Financial Policies

Council has a number of internal and external financial policies that require regular review. All financial policies follow an established process of review and require presentation to the Executive, the Audit and Risk Committee or Councillor briefing for review and comment prior to finalisation either through being presented at a Council Meeting for approval, or for approval by the CEO.

POLICY IMPLICATIONS

The recommendation is in accordance with the following Priorities of the Council Plan 2025-2029:

2.8 We achieve long-term financial resilience to meet community needs now and into the future.

FINANCIAL AND RESOURCE IMPLICATIONS

There are no financial implications related to implementation of this recommendation. The revocation of the Committee and the reduced requirement to prepare reports for this Committee will enable more time to be directed to preparing reports for Audit and Risk Committee and Council.

RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Financial management of Council is undertaken without appropriate oversight.	Possible	Moderate	• The operation of a stable and well-informed Audit and Risk Committee • Briefing and reporting to Council through formal public meetings

CONSULTATION

The proposal was discussed at the August 2025 Audit and Risk Committee meeting. No feedback was received.

CONCLUSION

It is recommended that Council revokes the Finance Committee charter, effectively dissolving the Committee. Appropriate governance and control is in place to address the functions and responsibilities of the Finance Committee.

DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, and Chapter 7 section A6 of Council's Governance Rules, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate and Community
- Manager Corporate

ATTACHMENT(S)

1. **8.3.1.1** Finance Committee Charter V 3 - adopted 20210706

8.3.2 Audit and Risk Committee - Minutes of Meeting No.2025/26-1, 15 August 2025

INTRODUCTION

The purpose of the report is to present the (unconfirmed) minutes of the Audit and Risk Committee meeting No. 2025/26-1 held on 15 August 2025 and seek appointment of the Committee Chair for the 2025/26 financial year.

Cr Ronco

Cr Smith

That Council:

1. ***Receives and notes the (unconfirmed) minutes of the Audit and Risk Committee meeting No.2025/26-1, held on 15 August 2025; and***
2. ***Receives the Audit and Risk Committee's nomination and recommendation, and appoints independent member Julie Guest to Chair the Committee for 2025/26.***

Carried Unanimously

BACKGROUND

Section 5.2 of the Audit and Risk Committee Charter requires that the minutes of meetings of the Audit and Risk Committee (the Committee), and a report summarising the meeting content, be reported to a meeting of Council within two months of the Committee meeting.

The last meeting of the Committee was on Friday 15 August 2025 and as the Committee is yet to confirm the minutes, they are presented to Council for noting as unconfirmed.

ISSUES

At its August 2025 meeting, the Committee considered several items including regular quarterly reports and standing items and nominated and recommended its Chair for 2025/26. Key agenda items are summarised below.

Nomination of Committee Chair

The Alpine Shire Council Audit and Risk Committee Charter, V5.0 March 2025, sets out the requirements for the appointment of the Chair of the Audit and Risk Committee.

Section 3.8 of the Charter stipulates that:

"The Chair of the Committee must be an independent member (Local Government Act 2020 section 53(4)).

The Committee will nominate and recommend a Chair to Council each year.

Council will formally appoint the Committee Chair".

The Committee nominated, and recommends to Council for appointment, independent member Julie Guest as Chair of the Committee for 2025/26 financial year.

Committee Annual Work Program

Section 54(3) of the *Local Government Act 2020* states that *"an Audit and Risk Committee must adopt an annual work program"*. The annual work program was reviewed with minor wording updates to reflect the updated Committee Charter adopted in March 2025 and the LGA 2020. The timing of the nomination of Chair, the Committee performance review, and reporting requirements was changed to a financial year cycle rather than calendar year. The Committee adopted its updated Annual Work Program for 2025/26.

Internal Audit Service

Council's recently appointed Internal Auditor briefed the Committee on the assurance mapping exercise it undertook during July to inform a proposed Strategic Internal Audit Plan. The Committee expressed its appreciation to Council that an internal auditor and program had be acknowledged and implemented. The proposed internal audit plan for 2025/26 includes three planned audits on procurement, contract management and fraud control.

External Audit

The Victorian Auditor-General's Office (VAGO) appointed external auditor to Council briefed the Committee on the findings of the interim audit undertaken in late April 2025, and the upcoming final audit in late August. The Committee discussed Council's preparedness for the year-end audit, noting process improvements which were implemented in response to the feedback on the 2023/24 year-end audit.

Legislated Documents Required Post-Election

As a result of the 2024 Local Government Election, several strategic documents are required by legislation to be delivered by Council within legislated timeframes. The Committee received a report on the status of these documents noting that:

- Instruments of delegation, the Revenue and Rating Plan, and Road Management Plan have all been completed.
- The Community Vision, Council Plan, Municipal Public Health and Wellbeing Plan, Financial Plan and Asset plan are all on track to be completed within their respective timeframes.

ICT and Cyber Security Progress Update

Council has received several recommendations from VAGO since 2021 relating to improvements in ICT operations across Council. The Committee monitors implementation of these external audit findings as required by section 6.6(h) of its Charter and noted at this meeting the progress made and engagement of external specialist support in addressing the outstanding ICT matters.

Policy Review Progress Update

VAGO recommends that Council reviews the appropriateness and currency of all policies and key documents. Council maintains a Policy and Critical Documents Register to track review dates and provides a quarterly status report to ensure the regular monitoring and focus on maintaining the currency of these documents. A report was provided to the Committee at this meeting noting the current status of polices overdue for review, and the commitment of Council to have all reviews finalised by 30 June 2026.

Asbestos Management Update

The Committee received a report on Council's compliance with its obligations in relation to asbestos risk management. Council has engaged external expertise to inspect assets and maintain asbestos registers. The Committee discussed Council's commitment to ensuring a compliant, safe, and proactive approach to asbestos risk management.

Asset Management Steering Group Report Update

The regular report was provided to the Committee detailing the current focus of the Asset Management Steering group on a range of asset matters.

POLICY IMPLICATIONS

The recommendation is in accordance with the following Priorities of the Council Plan 2025-2029:

2.10 We systematically identify and manage risks to support informed decision-making and organisational resilience.

2.11 We prioritise effective governance to ensure transparent oversight of our operations.

FINANCIAL AND RESOURCE IMPLICATIONS

The 2025/26 Budget contains an allocation for audit management, which includes:

- Committee membership remuneration
- Committee administration
- Internal audits
- External audit of financial and performance statements.

RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Operating outside legislative / regulatory / statutory / policy obligations	Unlikely	Minor	• Committee Charter (s5.2) requires meeting minutes to be prepared and circulated within two weeks of Committee meeting and tabled at an Ordinary Council Meeting within two months. • Committee meeting administrative support provided by Risk Management Officer (s5.4 of Charter, position description and annual work plan).

CONSULTATION

The unconfirmed minutes from the meeting are distributed to the Audit and Risk Committee members and presented formally at the following Ordinary Council Meeting for ratification.

CONCLUSION

The (unconfirmed) minutes of Audit and Risk Committee Meeting No.2025/26-1, held on Friday 15 August 2025, are presented to Council for noting. The Audit and Risk Committee seeks Council's support for the Committee's nominated and recommended Chair for the 2025/26 financial year, independent member Julie Guest.

DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, and Chapter 7 section A6 of Council's Governance Rules, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate and Community
- Manager Corporate
- Risk Management Officer

ATTACHMENT(S)

1. **8.3.2.1** Audit and Risk Committee Minutes of Meeting No.2025-26-01 UNCONFIRMED

8.3.3 Approval in Principle - 2025/26 Financial Statements and Performance Statement

INTRODUCTION

The purpose of this report is to present the Financial Statements (Draft) and Performance Statement (Draft) for the year ended 30 June 2025 for review and to seek approval in principle.

Cr Byrne

Cr Smith

That Council:

1. *Approves in principle the Financial Statements and the Performance Statement for the year ended 30 June 2025; and*
2. *Authorises Cr Smith and Cr Byrne to certify the Financial Statements and Performance Statement for the year ended 30 June 2025 on behalf of Council, subject to any material amendment(s) required by the external auditor being ratified by the Audit and Risk Committee, and once any amendments or changes are made as requested by the Victorian Auditor General.*

Carried Unanimously

BACKGROUND

Section 98 of the *Local Government Act 2020* requires Council to prepare an Annual Report for each financial year that contains a report on the operations of the Council, an audited performance statement, and audited financial statements.

Section 99 of the *Local Government Act 2020* requires Council to pass a resolution giving its approval in principle to the Financial Statements (Draft) and Performance Statement (Draft) prior to submitting the statements to the auditor so that they may prepare their reports.

This report provides an overview of the results in Council's Financial Statements (Draft) and Performance Statement (Draft) which are provided in full in the attachments.

Once approval in principle has been provided and Council has incorporated any changes recommended or agreed by the auditor, the Financial Statements and Performance Statement must be certified by two Councillors authorised by Council prior to the auditors signing their report.

ISSUES

Audit Progress

Review of the Financial Statements (Draft) and Performance Statement (Draft) by the external auditors has been undertaken and feedback provided which has been considered and incorporated into the Financial Statements (Draft) and Performance Statement (Draft).

Once the external auditors are satisfied with both statements, the Victorian Auditor General's Office will undertake their validation work.

Financial Statements

The Financial Statements show Council's financial performance, financial position, and cash flow against the previous year.

In summary, Council ended the 2024/25 financial year with an operating surplus of $7.82m, which was $1.43m higher than the $6.39m surplus in the 2024/25 financial year. The 2024/25 Annual Budget (the Budget) projected a surplus of $8.59m, $0.77m higher than the actual result.

The lower than budgeted result was impacted by:

- Higher expenditure related to losses associated with disposal of assets ($2.90m) largely due to the write-off of $1.71m as works on a childcare centre which had previously been recorded as a Council asset, and the write-off of over $0.32m of intangible assets.
- Higher Landfill rehabilitation expenses of $0.79m, after the discovery of an uncontrolled landfill site at Myrtleford Transfer Station.
- Higher material and services expenses associated with projects previously identified as capital, such as information technology improvements

The impact of these increased expenses was offset by higher operating grants revenue primarily driven by receipt of 50% of the 2025/26 Financial Assistance Grant received in the last week of the 2024/25 financial year and higher than budgeted capital grants revenue due to recognition of revenue associated with several projects where Council has undertaken the work however not received the grant revenue into the bank.

The total comprehensive result for the 2024/25 financial year is $26.30m and includes an asset revaluation increment of $18.47m. During the 2024/25 financial year, Council formally revalued bridges, playgrounds and sporting infrastructure.

1. Income

Council received $51.83m in income which was $4.91m favourable to the Budget projection of $46.91m. Key variances to budget were as follows:

1.1 Grants - operating

Council received 50% of the 2025/26 Financial Assistance Grant in the last week of 2024/25 (25 June 2025), which equated to $2.54m.

1.2 Grants - capital

Council recorded total capital grant income of $13.77m being $1.66m higher than the budget of $12.82m. This result was largely due to recognition of Local Roads and Community Infrastructure program funding of $0.64m and recognition of grants revenue to be received for the Tronoh Dredge Hole project of $0.65m.

1.3 Contribution - non-monetary

Council budgeted for non-monetary contributions of $1.07m. Council has received non-monetary contributions of $0.17m. The difference was caused by delays in the delivery of a development by a third party, relative to our expectations, and resulting delays in the transfer of non-monetary assets to Council. These non-monetary contributions have been budgeted in future years.

2. Expenses

Overall expenses were $44.00m which was $5.68m higher than Budget of $38.32m. Notable expense variances were as follows:

2.1 Employee costs

Employee costs were $13.53m being a $0.30m unfavourable variance to Budget of $13.22m, and a $1.36m increase on 2023/24 expenses.

Employee costs have increased since 2023/24 due to achieving lower vacancy rates for the budgeted positions through 2024/25 than in the previous year, increased costs associated with the Enterprise Agreement, and the increase in superannuation guarantee payments from 11.5% to 12.0%.

Employee costs exceeded budget in 2024/25 due to the Workcover insurance premium being budgeted as a materials and services expense, however more appropriately accounted in the financial statements as an employee cost, and additional roles which were fully-funded through non-recurrent grant funding received throughout the year.

2.2 Materials and services

Materials and Services were $18.26m being a $1.55m unfavourable variance to Budget of $16.71m, and a $2.63m increase on 2023/24 expenses. Materials and Services have increased due to items previously categorised as capital being expensed.

2.3 Depreciation

Depreciation was $7.29m which was $0.14m favourable to Budget of $7.43m., however a $1.96m increase on 2023/24 expense, resulting from a review of asset classes and useful life assessment.

2.4 Net loss on disposal of property, infrastructure, plant and equipment

Net loss on disposal was $2.90m against a Budget of $0.03m (Council budgeted to make a profit on disposal of assets), creating a $2.93m variance. Compared to 2023/24 of $0.22m this was an increase in loss on disposal of $2.71m. Net losses on disposals was significantly higher due to previously recorded assets being expensed (as they were identified as not being Council assets, funding was received by Council to manage the work) and the expensing of software in accordance with accounting principles, previously being capitalised (intangible assets).

Performance Statement

The Performance Statement provides an overview of Council progress against key performance indicators. The Local Government Performance Reporting Framework (LGPRF) provides the basis for these indicators to enable a uniform Performance Statement across all Victorian councils.

An overview of movement in results is provided below:

- Utilisation of aquatic facilities increased in 2024/25, continuing a trend from the previous year, and surpassing Council's target result. Visitation at outdoor pools increased slightly due to a hot summer season and a streamlined marketing program. The greatest driver of change was a 30% increase in visitation at the Bright Sports Centre following the installation of new gymnasium equipment.
- Community satisfaction with Council's community consultation and engagement remained constant compared to the previous year, however performance remains significantly lower than the Small Rural Council average and is lower than Council's target result. Work will continue in 2025/26 to improve community perceptions of Council's performance.
- Statutory planning applications decided within timeframes improved slightly compared to the previous year, but remains below the target set for this measure. Almost half of all planning applications were made in the four months March – June 2025, which aligned with Council rebuilding the Statutory Planning team after a period of resourcing challenges and the implementation of a suite of process improvements.
- The proportion of kerbside waste diverted from landfill continued to improve after the introduction of Food Organics Garden Organics (FOGO) collection in the previous year, albeit at a much slower rate. Council's participation in the soft plastics recycling trial has also contributed to the improvement in waste diverted from landfill.

Percentage of permanent staff turnover has fallen below 15% for the first time since before COVID-19 impacted on the way people work. This reflects a stabilising of the workforce, including fewer vacant positions at the end of the year.

POLICY IMPLICATIONS

Council has prepared Financial Statements (Draft) and Performance Statement (Draft) for Council approval in principle, in line with the requirements of Sections 98 and 99 of the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

Authorised Councillors are required to certify the Financial Statements (Final) and Performance Statement (Final) after any amendments or changes requested by the Victorian Auditor General have been made, and prior to adoption by Council.

Section 100 of the *Local Government Act 2020* requires the Mayor to report on the implementation of the Council Plan by presenting the Annual Report (incorporating the

Annual Financial and Performance Statements) at a Council meeting open to the public, no later than 31 October 2025.

The recommendation is in accordance with the following Priorities of the Council Plan 2025-2029:

2.8 We achieve long-term financial resilience to meet community needs now and into the future.

FINANCIAL AND RESOURCE IMPLICATIONS

The Financial Statements (Draft) and Performance Statement (Draft) for the year ended 30 June 2025 show that Council has delivered an operating surplus and that Council services are being delivered within expected parameters.

However, Council delivered an adjusted underlying deficit in 2024/25 and is forecasting through the Performance Statement an ongoing adjusted underlying deficit for the next 4 years. This is consistent with the position reflected in the draft Financial Plan, where an adjusted underlying deficit is forecast for each year of the 10-year plan. This trajectory is not sustainable for Council, and action is required to return Council to a financially sustainable trajectory.

A Financial Sustainability Strategy and associated Action Plan is being developed which will outline the work which is planned to address the ongoing adjusted underlying deficit and return Council to a financially sustainable position.

RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Incorrect, incomplete, ineffective and/or untimely information - inability to accurately plan and manage finances due to inaccurate financial data	Unlikely	Moderate	• Financial Plan • Annual Budget • Regular reporting • Year-end controls and reconciliations • End of year checklist • Early commencement of activities, considering resource constraints

Risk	Likelihood	Impact	Mitigation Action / Control
Operating outside legislative /regulatory / statutory / policy obligations - failure to address changes in accounting standards and legislation	Rare	Minor	• Liaison with auditors • Industry updates • Staff professional development

CONSULTATION

Consistent with Audit and Risk Committee Charter obligations, the Audit and Risk Committee reviewed the Financial Statements (Draft) and Performance Statement (Draft) at a meeting on 24 September 2025. External Auditors, Johnsons MME presented to the Committee.

The Committee endorsed the Financial Statements (Draft) and Performance Statement (Draft) in principle for the year ended 30 June 2025 for Council approval, noting the minor amendments outlined verbally by the External Auditor in the meeting and subject to:

- The Committee being consulted on any significant changes (other than those raised and discussed with the External Auditors in the meeting) to the draft Financial Statements or Performance Statement.
- Any changes required by VAGO.
- A copy of the updated Financial Statements and Performance Statement being circulated to the Committee.

CONCLUSION

Council ended the 2024/25 year with an operating surplus of $7.82m, which is slightly lower than forecast in the 2024/25 annual Budget. The variance between the operating surplus result compared to the budget is largely attributed to recognition of operating and capital grants, and higher interest income from term deposits, offset by a write-off of capital works in prior years.

DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, and Chapter 7 section A6 of Council's Governance Rules, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate and Community
- Manager Corporate

ATTACHMENT(S)

1. **8.3.3.1** Draft - 2024/25 Annual Financial Statements 25 Sep 2025
2. **8.3.3.2** Draft - 2024/25 Performance Statement 25 Sep 2025

9 Informal Meetings of Councillors

INTRODUCTION

In accordance with Chapter 8, section A1 of Council's Governance Rules, if there is a meeting of three or more Councillors that:

- is scheduled or planned for the purpose of discussing the business of Council or briefing Councillors;
- is attended by at least one member of Council staff; and
- is not a Council meeting, Delegated Committee meeting, or Community Asset Committee meeting.

The Chief Executive Officer must ensure that a summary of the matters discussed at the meeting are tabled at the next convenient Council meeting, and are recorded in the minutes of that Council meeting.

Cr Andersen

Cr Graham

That the summary of informal meetings of Councillors for August/September 2025 be received.

Carried Unanimously

BACKGROUND

The written records of the informal meetings of Councillors held during the previous month are summarised below. Detailed records can be found attached to this report.

Date	Meeting
Tuesday 26 August	Briefing Session
Tuesday 2 September	Tri Council Workshop
Tuesday 9 September	Briefing Session
Tuesday 16 September	Briefing Session
Tuesday 23 September	Briefing Session

ATTACHMENT(S)

1. **9.1.1** Informal Meeting of Councillors 20250826
2. **9.1.2** Informal Meeting of Councillors 20250902
3. **9.1.3** Informal Meeting of Councillors 20250909
4. **9.1.4** Informal Meeting of Councillors 20250916
5. **9.1.5** Informal Meeting of Councillors 20250923

10 Presentation of reports by delegates

11 General business

12 Motions for which notice has previously been given

13 Reception and reading of petitions

14 Documents for signing and sealing

Nil

15 Confidential reports

16 Closure of meeting

There being no further business the Chairperson declared the meeting closed at 6:27pm

2024/25

ANNUAL REPORT



About this annual report

Welcome to the Alpine Shire Council Annual Report 2024/25. This report provides the final account of Council's performance against the Alpine Shire Council Plan 2021-2025, Community Vision 2040, and Budget for 2024/25.

Performance is measured against the five strategic drivers in the Council Plan:

1. For those who live and visit
2. For a thriving economy
3. For the bold protection of our future
4. For the enjoyment and opportunities of our lifestyle
5. For strong and informed leadership

From 1 July 2025, the Alpine Shire Council Plan 2025-2029 will provide guidance for the organisation, which includes the Municipal Public Health and Wellbeing Plan, along with an updated Community Vision.

This report can be downloaded from Council's website www.alpineshire.vic.gov.au. Hard copies are available, by request, for those in the community without access to a computer.

Council Vision 2040

Our people, places, and environment enrich our area's resilience, prosperity, and sustainability.

1. **For those who live and visit**
   To be connected, supported, and welcomed throughout all stages of life.
2. **For a thriving economy**
   Ideas and industry thrive through a climate sensitive and diverse economy.
3. **For the bold protection of our future**
   Our natural environment is protected and preserved.
4. **For the enjoyment and opportunities of our lifestyle**
   The connection between people and place is strengthened.
5. **For strong and informed leadership**
   Collaborative, bold and evidence-based decision making.

Council Values

Council's values are the operating principles that guide councillor and employee conduct and the relationships between them, as well as the relationship of the organisation with its community, customers, partners, and stakeholders.

The values were developed following workshops with both councillors and staff and recognise who we are. The values are:

Accountable	We are accountable and responsible for our decisions and actions, and the impacts of these on our community and the organisation.
Leadership	We demonstrate leadership by being informed, applying innovative thinking and solutions, and making fair and timely decisions in the best interest of our community and the organisation for now and the future.
Productive	We are productive by focusing on delivering efficient and high quality services and projects that respond to the needs and priorities of our community and the organisation.
Integrity	We have integrity by being committed, truthful and transparent in our decision making and our interactions with our community and the organisation.
Nurture	We nurture the relationships, contributions and strengths of our community and the individuals of the organisation.
Engaged	We are engaged with our community, and within the organisation, to build strong and effective relationships and inform our choices.

As part of Council's Workplace Cultural Transformation Program, the organisation commenced a review of the Council Values, which will be updated and adopted in 2025/26. More information on this program can be found on page 20.

Acknowledgement of Country

Alpine Shire Council acknowledges that the region known as Alpine Shire is the traditional land of many Traditional Owners. Council acknowledges them as the custodians of their Country, we recognise their rich and diverse cultural history and continuous connections to Country, and thank them for sharing their lands and cultures.

Year in review

Delivery of the final year of commitments under the Council Plan 2021-2025 included the following highlights:

1. For those who live and visit

- Council's Resilient Alpine Youth Squad (RAYS) was nominated for and won the "Outstanding youth participation in community-based disaster resilience" at the biennial Youth Affairs Council Victoria (YACVIc) Rural Youth Awards presented in September 2024.
- The 2024/25 Community Grants program supported delivery of 14 community projects ($77,000 funding), and the Kiewa Valley Flood and Landslip Grants Program ($50,000 funding) supported delivery of nine community projects in the Kiewa Valley.

See page 24 for more details.

2. For a thriving economy

- Mount Beauty and surrounds was recognised as a finalist in the 2025 Victorian Top Tourism Town Awards (Small Tourism Town category) in June 2025, and was announced as the winner in late July 2025.
- 2024 calendar year was the largest tourism year on record for Alpine Shire, including both visitation and the estimated $35 million spend.
- 123 permits for festivals and events across the Shire were issued during the year, including multiple events that have shown considerable growth.
- The 2024/25 Event Funding program provided a total of more than $180,000 support across 45 different events across the Shire.

See page 33 for more details.

3. For the bold protection of our future

- The Alpine Shire Climate Action Plan 2025-2029 was adopted by Council in May 2025, and a scoping study for the development of a Community Climate Action Plan for each major township in the Shire was commenced.
- The "Alpine Tip Shop" was opened at the Myrtleford Transfer Station in March 2025, providing a space for the community to donate and purchase items otherwise destined for landfill.

See page 36 for more details.

4. For the enjoyment and opportunities of our lifestyle

- Delivery of 100% of the adopted budget of $17 million of Capital Works, the largest in Council's history.
- Strategic Planning progressed a number of key guidance documents for Council, including preliminary work on a Neighbourhood Character Study, and translation of the Land Development Strategy into a Planning Scheme amendment. Work will continue on these key documents into 2025/26.
- Revised versions of both the Road Management Plan and Asset Management Plan were developed, in preparation for adoption in early 2025/26, providing improved guidance for the management of Council's key community assets.

See page 40 for more details.

5. For strong and informed leadership

- Deliberative Engagement was a strong driver in the development of the new Council Plan 2025-2029, including a 14 member Community Panel and Council's Resilient Alpine Youth Squad (RAYS).
- Council's online engagement platform attracted nearly 30,000 visits across 13 projects open for engagement throughout the year. Pop-up events at markets across the Shire continued to provide opportunities for the community to engage directly with Councillors and staff.
- A Workplace Cultural Transformation program within the organisation commenced, focussing on embedding a strong, values-driven culture to strengthen leadership capability, building trust and accountability, and enhancing systems and clarity. Work will continue in the coming year to ensure long term success.

See page 49 for more details.

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Mayor message

I am pleased to present this year's Annual Report, after what has been an incredibly busy, productive and educational year!

Elections

Firstly, I would like to thank our outgoing Councillors, whose term ended with the October 2024 elections. The dedication and care for communities shown by the previous Council team was reflected in terrific achievements over the years and across the Alpine Shire. I wish everyone well for their future endeavours.

As one term ended, I was honoured to be re-elected and to serve as part of our fresh Council alongside six new members. It has been helpful to accompany them through the steep learning curve and whirlwind of detailed information that comes with beginning a Council term. I have thoroughly enjoyed being part of the team during this transition and look forward to a dynamic, constructive and effective term ahead.

Advocacy

Advocacy on behalf of our community remains one of the most important parts of our role in Council. We led the way with several key issues facing our community:

Battery Energy Storage Systems

One of the biggest community-interest proposals we dealt with during the year was when Council was notified of two planning applications for Battery Energy Storage Systems (BESS) in Dederang, being considered by the Department of Transport and Planning. Council encouraged the community to make their own submissions to the projects, and considered reports at the February and May 2025 Council meetings. The meetings were held in Mount Beauty and drew a strong, passionate interest and response from the community. Council listened to community members who were both opposed to, and supportive of, both proposals and ultimately lodged objections. The Victorian Government approved the first of the BESS projects in June 2025.

Emergency Services Volunteer Fund

Council wrote to the Treasurer of Victoria in May 2025 to express the impact of the Emergency Services Volunteer Fund (ESVF), which was due to replace the former Fire Services Property Levy from 1 July 2025. We advocated that collection of the ESVF would be disproportionate on farming and commercial properties, and that the increased levy would affect everyone in a cost-of-living crisis. Advocacy will continue in 2025/26.

Drought relief

Alpine was one of 12 regional and rural councils to write to Minister for Agriculture requesting the local government areas in the Hume region to be included in State drought support programs. We were pleased to see that support extended to include the Alpine Shire, with grants available to farmers from the Victorian Government.

Sustainability and Climate Action

Reflective of Council's commitment to the environment, we were one of four Councils participating in a trial of soft plastics recycling, and by April 2025, more than 1,100 residents had signed up to the program. We also joined a growing group of councils advocating to the Victorian Government to postpone mandatory implementation of a glass-only bin service to households, due to concerns about limited benefits for a glass-only service in comparison to other options and the implementation costs for ratepayers.

We adopted our Climate Action Plan 2025-29 which builds on initiatives from the previous plan which saw Council become net zero in July 2023. The updated plan will baseline greenhouse gas emissions within supply chains (scope three) and ensure that owned and leased assets, operations, and services are low-emission focussed and resilient to the impacts of climate change.

Council Plan

The Alpine Shire Community Vision and Council Plan 2025-2029 (Council Plan) is a key driver for the term of our Council, and was released for comment in April 2025, following months of collaboration, conversations, and careful planning. The Council Plan, which incorporates the Municipal Public Health and Wellbeing Plan, sets goals for four years and reflect the priorities, challenges and hopes that the community shared with Council. Through surveys, pop-ups, youth engagement, community panels, and workshops, Council heard a wide range of voices and stories. The engagement processes helped ensure the Plan is grounded in community needs and realistically resourced. The Plan will be adopted in early 2025/26, and I look forward to us delivering on the key commitments within it. Importantly, the new Council Plan will be accompanied by an Action Plan, which will firmly embed the goals and actions into day-to-day Council operations.

Thank you to everyone involved in delivering, driving, and achieving positive outcomes for our community in 2024/25. I look forward to another collaborative and constructive year in 2025/26.

Cr Sarah Nicholas, Mayor

CEO message

I am pleased to present the 2024/25 Annual Report, which outlines a busy, positive, and rewarding year's achievements.

Capital projects

Council's capital works team undertook a massive challenge to deliver 100% of our biggest ever capital works program with a $17.5 million budget. Significant projects brought successfully to completion this year include the Tawonga Memorial Hall upgrade, Ablett Pavilion upgrade in McNamara Reserve, Myrtleford, Dinner Plain Activation including the installation of new snowmaking equipment, and the Tronoh Dredgehole Precinct upgrade in Harrietville.

The team also delivered the new Myrtleford Splash Park, Myrtleford Memorial Hall upgrade, and upgrades on the Murray to Mountains Rail Trail in Eurobin and Porepunkah. Each of these projects will have official openings early in the 2025/26 financial year.

Cultural transformation program

In October 2024 we launched our workforce cultural transformation program, focussing on embedding a strong, values-driven culture to strengthen leadership capability, building trust and accountability, and enhancing systems and clarity. Work is ongoing, however we are already seeing the early indications of positive change, with a significantly reduced employee turnover rate compared to recent years.

We have also retained a strong focus on the safety of our workforce. In January 2025 we took the unprecedented step of standing down our outdoor workforce to achieve a step change in safety culture. During the shutdown every item of plant and equipment was inspected and signed off before being allowed back into service, and the training and competency of all of our outdoor staff was revalidated. This was a challenging initiative to deliver without impacting significantly on service delivery, however I was delighted by the engagement of the outdoor team, and have subsequently heard very positive feedback about the change we have achieved.

Customer service

A key theme arising through the development of the new Council Plan was our customer service, and initiatives have been progressed across the organisation to improve the timeliness and quality of our customer service delivery.

Council committed additional resourcing to the Statutory Planning team, and the team was almost fully resourced by the end of June, resulting in a significant increase in the rate of planning determinations. Council continues to focus on improving response times and building a strong customer focus within this team.

After a concerted team effort, the Civil Works team achieved a significant milestone during the year, achieving and then maintaining a position of zero overdue defects on our local road network, other than limited contracted bridge maintenance items. Focus has now shifted to achieving the same outcome across Council's tree assets.

Council also undertook an organisation-wide review of its outstanding service requests, and through this work was able to achieve greater than 50% reduction in the number of outstanding requests.

With a 'Customer-focussed Alpine' established as an objective of the Council Plan 2025-2029, the organisation will continue to maintain a strong focus on improving customer service delivery.

Financial sustainability challenge

Development of both the 2025/26 Budget and the draft Financial Plan 2025-2035 brought an increased focus on Council's finances, and highlighted challenges to ongoing financial sustainability.

The 2025/26 Budget forecasted an adjusted underlying deficit of $1.2 million, meaning that the operational revenue that Council is forecast to receive during the 2025/26 financial year, predominantly through rates, charges and grants income, is less than its forecast operational expenditure on delivering services to the community.

The Financial Plan 2025-2035 will be adopted by Council during the 2025/26 financial year, and Council's workplan will include work across a number of strategies to ensure Council moves back into a financially sustainable position into the future.

Elections

Council elections were held in October 2024, with six new Councillors joining Cr Nicholas who was returned as a Councillor. We thank the departing Councillors for their time and dedication to their roles, many of whom had served several terms on Council. The new Council took to their new duties as soon as they were sworn in on 14 November, which included a very detailed induction program along with regular briefings to bring them up to speed with issues being presented to Council.

I would like to thank staff and all Councillors who have contributed to Council's achievements this year. I look forward to another positive year in 2025/26.

Will Jeremy, Chief Executive Officer

Financial summary

Financial overview 2024/25

Council ended the 2024/25 year with a surplus of $7.82 million, which was $0.77 million less than projected in the 2024/25 Budget.

This was largely due to higher disposal of property, infrastructure, plant and equipment and higher materials and services expenditure compared to budget. Overall revenue exceeded budget by $4.91 million, while expenditure was $5.68 million higher than budget. The main differences were:

- A loss on the disposal of assets of $2.92 million due to write-off of prior year capital expenditure; and
- Higher materials and services of $1.56 million due to some large non-recurrent operational projects.

This was in part offset by:

- Higher operating grants of $3.25 million, which included $2.54 million recognised due to an early payment 50% of the 2025/26 Financial Assistance Grant;
- Higher capital grants recognised of $0.96 million due to recognition of unbudgeted grant funds;
- Other Income exceeding budget by $0.92 million mainly due to higher interest returns on cash investments; and
- Lower than expected depreciation expense of $0.14 million.

Council's income

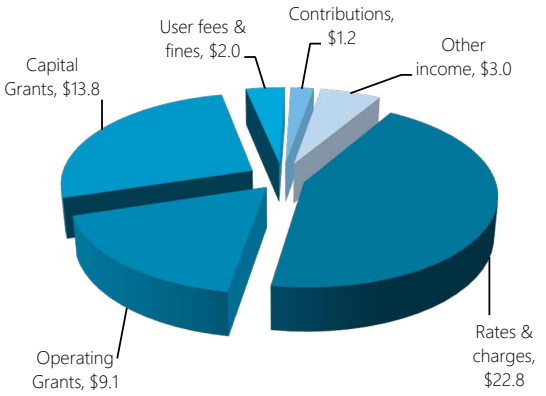


Figure 1: Alpine Shire Council operating income 2024/25 ($millions)

Rates and charges are Council's most significant source of revenue comprising $22.8 million of income. Grants are the second largest income source, comprising of $9.1 million operational grants and $13.8 million capital grants. Other income includes interest on investments and rent for leased Council assets.

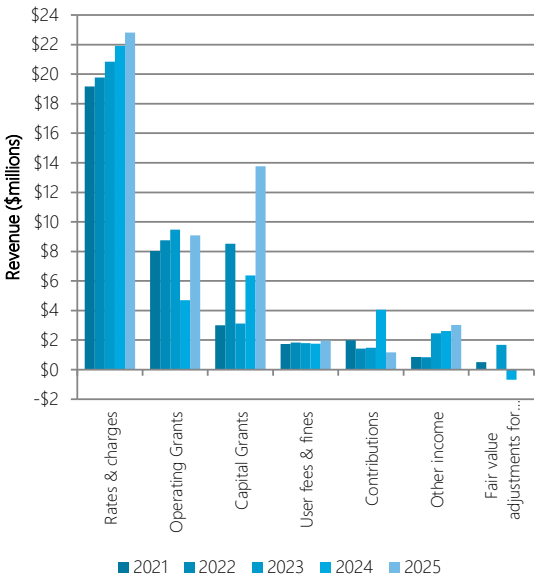


Figure 2: Alpine Shire Council operating income 2020/21 to 2024/25 ($millions)

Rates and charges have demonstrated consistent incremental growth due to ongoing development in the Alpine Shire and compliance with the Victorian Government's Rate Capping system. Grants generally fluctuate depending on the timing of payments for recurring operating grants, and the receipt of one-off project grants.

Council's expenditure

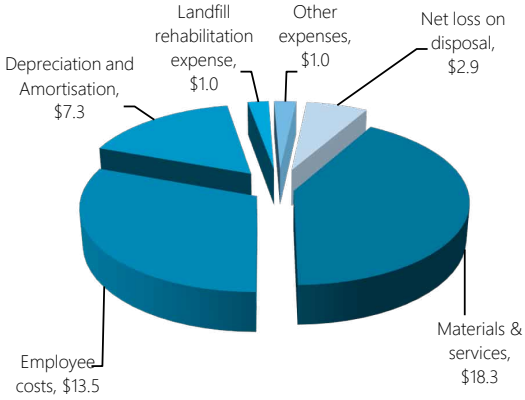


Figure 3: Alpine Shire Council expenditure 2024/25 ($millions)

Materials and services, and employee costs comprise the majority of Council's operating expenditure.

There has been an increase in employee expenses during the five years shown in Figure 4 due to wage increases aligned with the Enterprise Agreement.

Materials and services expenditure increased this year by $2.6 million, mostly due to some large non-recurrent projects.

Depreciation expense has increased this year by $1.96 million due to a realignment of useful lives against each asset.

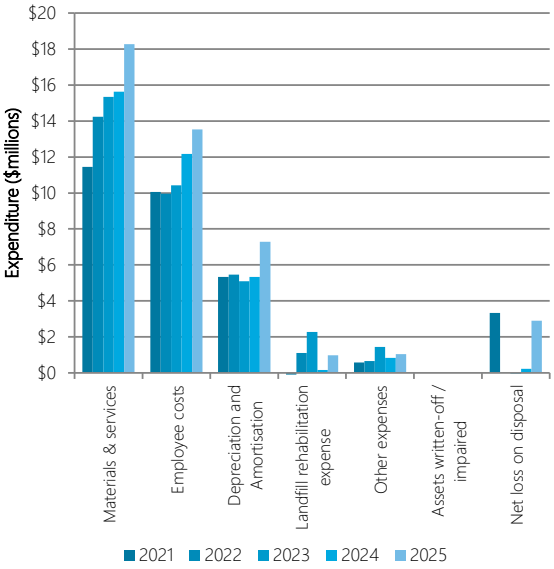


Figure 4: Alpine Shire Council expenditure 2020/21 to 2024/25 ($million)

Cash balance

Following the surplus result, Council is in a strong cash position with a balance of $30.2 million as at 30 June 2025. This balance will reduce over the coming years as the capital works program finalises some key projects and landfill rehabilitation works are completed.

Looking forward

Council continues to maintain a ten-year Financial Plan (FP) and 4-year budget, which are updated each year as part of the budget process. The FP is a critical tool for Council to ensure it makes fiscally responsible decisions. The FP measures long term fiscal sustainability utilising conservative assumptions such as:

- rate rises in line with the rate cap;
- employee numbers premised on service delivery needs and fiscal capacity; and
- no borrowings by Council.

These assumptions are reviewed and amended to reflect changes in the internal and external environment. The FP is used to inform decisions regarding Council's strategy in applying for grants, committing to major projects and operational spending, as well as informing the rating strategy, with an aim of maintaining strong financial sustainability.

The FP was reviewed in 2024/25 considering deliberative engagement undertaken on Council's strategic framework documentation. The updated FP for 2025-2035 will be adopted by Council in October 2025.

Funding

Council acknowledges the support of both the Victorian Government and the Australian Government for the provision of funding, without which many of the projects and services that Council delivers would not be possible. In particular, the Australian Government's Financial Assistance Grants are essential for the continued delivery of Council's services and infrastructure.

Council's Annual Financial Statements commence on page 73 of this report.

Capital works summary

Council delivered 100% of the capital works budget for the 2024/25 financial year, totalling $17 million.

Multiple injections of external grant funding over the previous four years enabled Council to complete ten major capital works projects with a combined total worth over $15.5 million.

The delivery of these multi-year projects contributed to 65% of the total $17 million capital works budget in 2024/25, and are detailed below.

Dinner Plain Snowmaking | $2.92 million

Funding from the Victorian Government contributed to new snow guns and upgrades to existing snowmaking systems at Dinner Plain. In addition, a new water bore and a 200,000-litre reservoir were constructed, with the added benefit of serving as a backup water source for the town in the event of bushfires.

The Victorian Government's support for Dinner Plain includes $3 million through the joint Victorian and Australian Governments' $68.6 million Local Economic Recovery Program, which supports recovery and resilience for regional communities impacted by the 2019-20 bushfires.

Myrtleford Splash Park | $2.25 million

Formed from an idea brought about by the Myrtleford Chamber of Commerce, the Myrtleford Splash Park is a community-led initiative that led to the development of a family-friendly splash park that reflects the unique character of Myrtleford.

The Myrtleford Splash Park was fully funded by the Australian Government under the Black Summer Bushfire Recovery (BSBR) Grants Program.

Dinner Plain Activation Project | $2.82 million

The Dinner Plain Activation Project was a $2.82 million project aimed at supporting year-round visitation to the village that included the following key improvements: nature play areas and a children's playground, enhanced village entry and central roundabout, and expanded car parking, including disabled parking and designated overnight areas.

The Dinner Plain Activation Project was scoped and funded with support from the Victorian Government's Bushfire Recovery Regional Economic Stimulus and Resilience Fund.

Ablett Pavilion, Myrtleford | $1.99 million

The upgrade to Ablett Pavilion in Myrtleford focused on upgrading the existing facilities to offer first-class facilities for a growing range of users, including local sporting clubs, community groups, and emergency services.

In May 2021, the McNamara Reserve Committee of Management successfully sought funding from the Black Summer Bushfire Recovery Program, administered by the Commonwealth Department of Industry, Science, Energy and Resources, with Council taking responsibility for project management and administration of funding.

Savoy Soccer Club, Myrtleford | 1.9 million

The refurbishment of the Myrtleford Savoy Soccer Club saw the outdated clubrooms brought to life for the soccer community of Alpine Shire. The extensive upgrades included remodelling the change rooms, expanding the kitchen, upgrading the public toilets, and ensuring car parking was accessible for all.

The renovations were made possible through the Australian Government's Black Summer Bushfire Recovery Grants Program.

Murray to Mountains Porepunkah Rail Trail and Eurobin Station | $1.11 million

As part of Tourism North East's Murray to Mountains Rail Trail Enhancement Project, Council was able to reconstruct and widen the 4km of rail trail between Bright and Porepunkah. The works also improved the drainage and provided a defined separation between path users and road traffic along the Service Street section of the trail, through the construction of kerb and channel along Service Street.

Further upgrade works were delivered at the Eurobin Station rest stop on the Murray to Mountains Rail Trail at Eurobin. The infrastructure improvements included providing a permanent bore water supply and mains electricity supply to the existing amenities block. With improvements to the parking and extensive landscaping of the site also undertaken.

The Rail Trail works were funded by the Victorian Government through a grant secured by Tourism North East.

Tronoh Dredge Hole Precinct, Harrietville | $1.09 million

The Tronoh Dredge Hole Precinct project began in 2020 with the goal of revitalising open spaces across the township of Harrietville.

Community members identified the Harrietville Walks Trail Head near Tronoh Dredge Hole as a priority during the early phases of the project's concept design process to improve connections to the town centre and address parking issues along the route, enhancing the overall functionality and amenity of the area.

The Tronoh Dredge Hole Precinct was funded by the Australian Government and managed by Council as a key component of the Alpine Better Places Harrietville Project.

Tawonga Memorial Hall | $1.08 million

The refurbishment of Tawonga Memorial Hall included interior works to existing infrastructure, as well as the construction of a new deck to the northern elevation.

The completion of works coincided with a community event that celebrated the modern history of Tawonga.

This project was funded through the Local Economic Recovery Program's Local Community Projects Grants Program, administered by Emergency Recovery Victoria acting by and through the Department of Justice and Community Safety. The construction of the deck is funded by the Local Roads and Community Infrastructure (LRCI) Program, which supports all Australian councils to deliver priority projects that create long-lasting community and economic benefits.

Murray to Mountains Roberts Creek Bridge, Porepunkah | $207,000

In conjunction with the improvements to the Rail Trail between Bright and Porepunkah, the Murray to Mountains Rail Trail Enhancement Project funded the replacement of the old narrow pedestrian / cyclist bridge across Roberts Creek. The new bridge provides a safer, wider crossing of the creek on a section of the trail that is the most heavily used across the entire length of the Murray to Mountains Rail Trail.

The Rail Trail works were funded by the Victorian Government through a grant secured by Tourism North East.

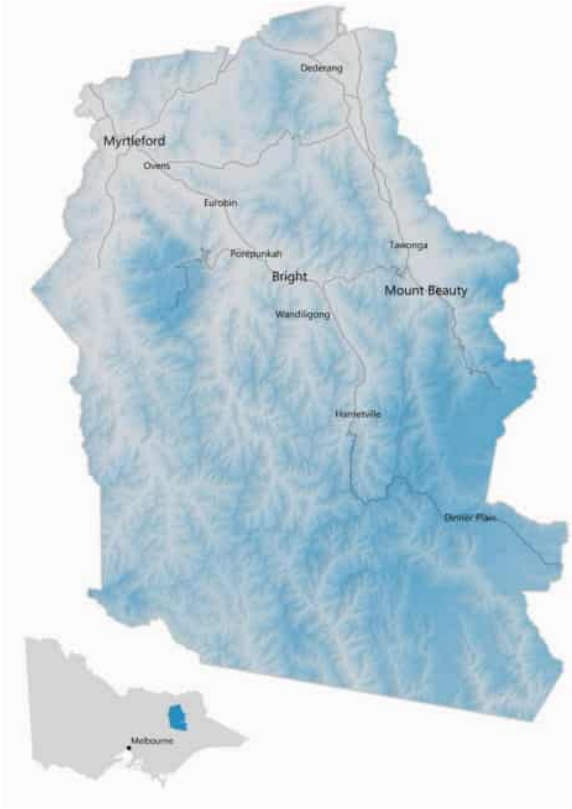
Alpine Tip Shop | $100,000

The Alpine Tip Shop is a physical retail outlet where community members are invited to donate and purchase items otherwise destined for landfill. Located at the Myrtleford Transfer Station, it is the first of its kind in Alpine Shire.

The Alpine Tip Shop was supported by Round three of the Circular Economy Councils Fund, delivered by Sustainability Victoria under the Victorian Government's circular economy policy - Recycling Victoria: A new economy.

Our Council

Alpine Shire profile



The Alpine Shire is situated in north-east Victoria, approximately 300km from Melbourne, and 70km south of Albury-Wodonga. The area of the Alpine Shire is 4,790 square kilometres.[1] of which 92% is public land. This includes the whole of the Mount Buffalo National Park and large tracts of the Alpine National Park. The remaining 8% of land consists of towns, villages, and farming land in the major river valleys: Ovens, Buffalo, Buckland, and Kiewa valleys.

The Alpine Shire extends from mountain ranges down to the valley floor, where residents choose to live predominantly around the three main towns of Bright, Myrtleford and Mount Beauty – each of which proudly respects their own strong heritage and individuality. Other members of the populace live in the smaller towns, villages, and surrounding farming communities that are spread throughout the Shire. The Alpine Shire surrounds two of Victoria's major ski resorts: Falls Creek and Mount Hotham, and includes the smaller snowfield attractions of Dinner Plain and Mount Buffalo.

The Alpine Shire has a rich history of ancient First Nations culture. In addition, there was an influx of mining and prospecting that accompanied the gold rush era, and an increase in diversity through post-war immigration. Today the region offers a diverse lifestyle with a mix of culture, history, and experiences. The region is a well-known destination for visitors, with festivals, markets, exhibitions, sporting, and recreational activities held throughout the Alpine Shire; together with a range of cafes, restaurants, and wineries.

Within the Alpine Shire, industries with the greatest number of businesses, according to the most recent Australian Bureau of Statistics data were: agriculture, forestry, and fishing; construction; and accommodation and food services. In terms of employment, the main industries were accommodation and food services; health care and social assistance; retail trade; construction, education and training, and agriculture, forestry, and fishing.

The estimated resident population of the Shire is 13,199.[2], a number which significantly increases with the seasonal influx of tourists. Population demographics in the 2021 Census show a lower population of 0-49 year olds, but a much higher population of persons aged 50 and over, as compared to the Victorian averages.

[1] This area does not include the resorts of Hotham Heights and Falls Creek which have a combined total of 44 square kilometres.

[2] Estimated Residential Population, Local Government Areas, Victoria (released 27 March 2025) – Australian Bureau of Statistics

Alpine Shire Councillors

Incoming Councillors - Elected October 2024

Elections were held for the Alpine Shire Council on 26 October 2024. Councillors elected were:

Cr Sarah Nicholas (Mayor)	First elected:	October 2016
	Re-elected:	October 2020 October 2024
	Mayor	November 2021 – November 2022 November 2024 – November 2025
	Deputy Mayor:	November 2017 – October 2020 November 2020 – November 2021
Cr Peter Smith (Deputy Mayor)	First elected:	October 2024
	Deputy Mayor:	November 2024 – November 2025
Cr John Andersen	First elected:	October 2024
Cr Dave Byrne	First elected:	October 2024
Cr Gareth Graham	First elected:	October 2024
Cr Jean-Pierre Ronco	First elected:	October 2024
Cr Noah Tanzen	First elected:	October 2024

The current term of Councillors elected in October 2024 ends in October 2028. More information regarding Councillors can be found on page 55.

Outgoing Councillors

Cr John Forsyth (Mayor)	First elected:	October 2012
	Re-elected:	October 2016 October 2020
	Mayor:	November 2020 – November 2021 November 2022 – October 2024
	Term ended:	October 2024
Cr Simon Kelley (Deputy Mayor)	First elected:	January 2022
	Deputy Mayor:	November 2023 – October 2024
	Term ended:	October 2024
Cr Katarina Hughes	First elected:	October 2020
	Deputy Mayor:	November 2021 – November 2022
	Term ended:	October 2024
Cr Ron Janas	First elected:	October 2012
	Re-elected:	October 2016 October 2020
	Deputy Mayor:	November 2014 – November 2015
	Mayor:	November 2015 – November 2019
	Term ended:	October 2024
Cr Tony Keeble	First elected:	November 2008
	Re-elected:	October 2012 October 2016 October 2020
	Deputy Mayor:	November 2015 – November 2017 November 2022 – November 2023
	Term ended:	October 2024
Cr Kelli Prime	First elected:	October 2020
	Term ended:	October 2024

The term of Councillors elected in October 2020 / by countback in January 2022 ended at 6am on Saturday 26 October 2024. Councillors elected in October 2024 are shown on the previous page.

The organisation

The Alpine Shire Council operates under a corporate management structure, with the Chief Executive Officer (CEO) leading Directors, Managers, and staff.

The organisation has a two-directorate model consisting of 'Corporate and Community' and 'Assets'. Each Director reports to the CEO and is responsible for the delivery of services and projects within program areas. Within each Directorate, department Managers are responsible for: Assets and Waste, Community Development, Corporate, Customer Experience, Engineering and Maintenance, Growth and Future, and Regulatory Services.

A small executive services team reports directly to the CEO.

Organisation structure changes during 2024/25

The organisation underwent several changes during the year due to departures of key personnel, and restructures within some areas of the organisation.

Director changes

Council's previous Director Customer and Community, Helen Havercroft, tendered her resignation in late 2023/24 with her last official day on 12 July 2024. Nathalie Cooke was announced as Interim Director while recruitment was undertaken. Following the recruitment process, Ms Cooke was announced as the Director Corporate and Community commencing on 14 October 2024.

Council's Director Assets, Alan Rees, announced his resignation in March 2025, with his last official day on 30 June 2025. Following his announcement, a recruitment process was undertaken, with Sarah Buckley announced as Director Assets commencing on 1 July 2025.

Team restructuring

A restructure of the Assets Directorate was announced in early 2025, to better address waste services and challenges in the operations and engineering areas. The restructure introduced two updated departments of 'Assets and Waste' and 'Engineering and Maintenance' and realigned functions in the 'Growth and Future' department. Following staff consultation, the realigned departments commenced on 5 May 2025.

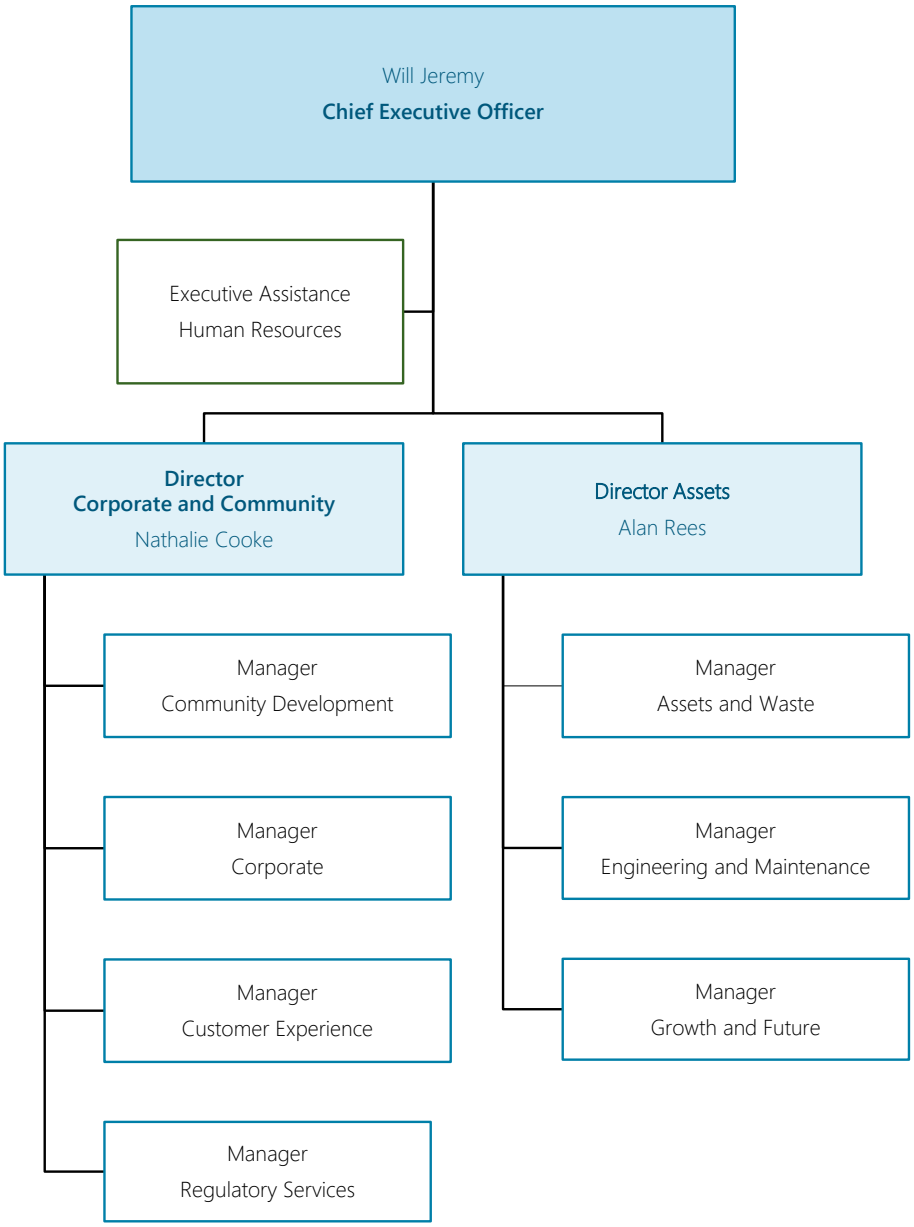
A review of the Information and Communication Technology (ICT) service was undertaken in early 2025. A proposal to form a new 'Innovation and Technology' department to enhance coordination and delivery outcomes under a new structure was presented for staff feedback. Recruitment was undertaken for the new Management role, but was not complete by 30 June 2025 meaning the ICT team remained part of the 'Corporate' department into the new financial year.

Workplace Cultural Transformation Program

As an organisation, Councill commenced a workplace cultural transformation program during 2024/25, engaging an external facilitator to help to drive improvement in leadership and culture across the organisation. This included extending the existing Alpine Leadership Group (ALT) to include ALT+ which encouraged emerging leaders from across the organisation to become stewards for change. The ALT+ consisted of the CEO, Directors, Managers, and invited expressions of interest from across officers, coordinators, team leaders, and supervisors, to provide a diverse representation across the organisation.

The workplace cultural transformation program is a multi-year road map, committing to strengthening Council as an organisation. More information can be found on page 20.

Organisational structure at 30 June 2025



Chief Executive Officer

Functions reporting directly to CEO include Executive Assistance and Human Resources.

Senior Officers reporting directly to the Chief Executive Officer and the functions for which they are responsible include:

Director Corporate and Community

Nathalie Cooke at 30 June 2025

- Community Development
  - Community Development
  - Community Recovery
  - Emergency Management
  - Immunisations
  - Maternal and Child Health
- Corporate
  - Financial Accounting and Payroll
  - Governance
  - High Country Libraries Network
  - Information and Communication Technology
  - Rates
  - Records Management
  - Risk Management
- Customer Experience
  - Customer Service
  - Engagement and Communications
  - Events
  - Library Services
  - Visitor Information Centres
- Regulatory Services
  - Animal Management
  - Building Services
  - Compliance and Local Laws
  - Environmental Health
  - Statutory Planning
  - Subdivisions

Director Assets

Alan Rees at 30 June 2025

- Assets and Waste
  - Asset Management
  - Design and Projects
  - Waste and Circular Economy
- Growth and Future
  - Strategic Planning
  - Economic Development
  - Sustainability
  - Property and Contracts
  - School Crossing Supervision
  - Transfer Stations
- Engineering and Maintenance
  - Building Maintenance
  - Civil Works
  - Depot Operations
  - Engineering and Civil Development
  - Occupational Health and Safety
  - Open Spaces

Council staff

The workforce

The Chief Executive Officer (CEO) is employed directly by Council and is responsible for overseeing the organisation's operations. Staff work under the guidance of the executive management team, with employment terms set by the Enterprise Agreement.

Staff are employed in a variety of ways to suit operational needs: permanent (full time or part time) for ongoing roles, temporary for short term or seasonal work, or on a casual basis where the work is of a relieving or intermittent nature.

Employee numbers are best measured by the number of full time equivalent (FTE) staff. As at 30 June 2025, Council's workforce comprised of 143.7 full-time equivalent (FTE) staff across 203 positions. This includes all employment types. At the time of reporting, 16.9 FTE (20 positions) were vacant, primarily due to unfilled seasonal roles and ongoing recruitment for both permanent and temporary positions.

A more detailed summary of the workforce can be found on page 22.

Recruitment and selection

Council prides itself on employing highly skilled, dynamic and passionate people. Council's workforce turnover for permanent staff (not including casual and temporary staff) dropped to 13.3% in 2024/25 based on filled (non-vacant) positions. This is the first year since 2019/20 that Council's permanent workforce turnover has been lower than 15%, and is reflective of fewer vacant positions at the end of the year as well as fewer permanent positions turning over during the year. It should be noted that if total turnover (permanent, temporary, and casual) was calculated based on total number of positions regardless of whether they were filled or vacant, that turnover would have dropped from 21.6% in 2023/24 to 17.2% in 2024/25.

Council's workforce FTE (Full Time Equivalent) increased from 141.9 in 2023/24 to 143.7 in 2024/25. Approximately 10 FTE employed across temporary roles are fully funded by the Victorian or Australian Government through various bushfire and flood-related grants. Temporary resourcing levels remained elevated through to the end of 2024/25 as these externally funded projects and initiatives were delivered to completion. Based on current forecasts, from the start of the 2025/26 financial year resourcing will return towards the long-term average.

Training and development

Council offers diverse roles that include continuous learning and career growth. Staff are supported through a wide range of opportunities including the Council's online learning platform, tailored induction, on-the-job training, external courses and mentoring.

In 2024/25, 137 staff participated in 52 training and development events across the organisation.

Mental Health and Wellbeing

Council is committed to supporting the mental health and wellbeing of our people. A variety of programs and resources are available to raise awareness and build a culture of care, including:

- Mental Health First Aid Training, delivered for the first time in 2024/25, equipping staff to support colleagues in crisis and refer them to professional help.
- Flexible work arrangements and reasonable adjustments where appropriate.
- Employee Assistance Program available to all staff, councillors, and their families.

Diversity, Inclusion and Equal Employment Opportunity

Council strives to create a safe, inclusive workplace where everyone feels valued and respected. Grassroots initiatives support cultural diversity, LGBTQIA+ communities, and neurodiversity.

All new employees complete onboarding that includes training in:

- Respect at Work
- Equal Employment Opportunity
- Fraud and Corruption Awareness
- Privacy and Personal Information
- Child Protection and the Child Safe Standards.

This ensures a shared understanding of responsibilities and expectations from day one.

Gender Equality

Council is committed to advancing gender equality through the Gender Equality Action Plan 2021-2025, in line with the *Gender Equality Act 2020*. Key actions include:

- Ongoing Gender Impact Assessments;
- Inclusive and equitable job advertising;
- Participation in the 16 Days of Activism campaign; and
- Applying an intersectional lens to policy and procedure reviews.

Employee Code of Conduct

The Employee Code of Conduct defines the values, behaviours and professional standards expected of all staff, including contractors, volunteers, and work placements. At its core, the Code supports a mission to deliver competent, reliable, and efficient services to the community.

Enterprise Agreement 2023

The Enterprise Agreement 2023 outlines the terms and conditions of employment, pay and entitlements for Council Staff.

Council will commence a new enterprise bargaining process in 2025/26.

Staff Engagement Surveys

Listening to staff is vital to building a great place to work. In 2024/25, employee feedback was collected through in-depth interviews using the Net Promotor Score method to assess culture, leadership and safety.

Workshops identified key areas for improvement, including communication, culture, management capability, processes, recruitment, and staff wellbeing. These are being addressed through a workplace cultural transformation program.

Workplace Cultural Transformation Program

Council is committed to embedding a strong, values-driven culture that supports the organisation's long-term strategy. In partnership with an external consultant, a multi-year workplace cultural transformation program was launched, which focuses on:

- Strengthening leadership capability;
- Building trust and accountability;
- Enhancing systems and clarity;
- Empowering staff and encouraging open communication; and
- Fostering an inclusive, safe and collaborative workplace.

Year one achievements include:

- 360-degree leadership development;
- Emotional intelligence training;
- Culture Strategy Map creation;
- Development of Change Champions;
- Leader as Coach training;
- All staff engagement workshop forum; and
- A refreshed set of corporate values.

This transformation is about aligning leadership with the expectations of staff and community, enhancing organisational efficiency, and creating a thriving workplace. By investing in people and culture, the organisation is laying the foundation for long term success.

Employee Health, Safety and Wellbeing

Training, education, and awareness

Health, safety and wellbeing training, education and awareness programs were driven by mandatory requirements and analysis of high-risk activities.

Course Category	Number of Courses	Number of Attendees
Spot Skin Checks	2	40
Mental Health First Aid	1	13
Health Safety Representative Training	3	3
Licensing and Accreditation	1	3
Chemical Operations	1	5
Chainsaw Training	1	13
On-site Hearing Checks	1	20
Manual Handling Training	5	31

Compliance training is delivered to all employees through Council's online learning platform. Health and safety related training in the compliance pack includes bullying and harassment, sexual harassment and equal opportunities for workers.

Consultation

Employee engagement and consultation on health, safety and wellbeing matters occurred through a number of channels. The main consultative mechanism being Council's Health and Safety Committee, established in accordance with section 72 of the *Occupational Health and Safety Act 2004*, and its members consisting of the three designated workgroups. Health and Safety representatives across the organisation reflect a mix of all departments. Engagement and consultation with workers also occurred through management and departmental meetings and team toolbox meetings.

Volunteers

Volunteers play a crucial role in the delivery of various services provided by Council, including Visitor Information Centres, the L2P program, facilities management, and advisory committees.

Council appreciates the role undertaken by its many volunteers, and acknowledges that without their assistance, there would be many services which could not be provided. Much of the work done by Council's dedicated volunteers provides vital support and expertise to assist the Alpine Shire community.

Total staff FTE (Full Time Equivalent) by department (30 June 2025)

Directorate		Assets			Corporate and Community				
Department	Executive	Assets and Waste	Engineering and Maintenance	Growth and Future	Community Development	Corporate	Customer Experience	Regulatory Services	Grand Total
Permanent – FT – W	3.0	3.0	2.0	7.0	3.0	4.0	7.0	5.0	34.0
Permanent – FT – M	1.0	6.0	28.0	4.0		3.0		4.0	46.0
Permanent – FT – Vacant		2.0	5.0			1.0		4.0	12.0
Permanent – PT – W				1.4	3.9	3.1	7.7	4.3	20.4
Permanent – PT – M		2.2	1.5				0.4	1.8	5.9
Permanent – PT – Vacant								0.5	0.5
Temporary – FT – W						2.0	1.0		3.0
Temporary – FT – M	2.0	1.0				3.0			6.0
Temporary – FT – Vacant			2.0			1.0			3.0
Temporary – PT – W	1.0				2.8		2.0		5.8
Temporary – PT – M									0.0
Temporary – PT – Vacant				0.8		0.6			1.4
Casual – W				0.7	0.3		2.3		3.3
Casual – M		1.5		0.5			0.4		2.4
Casual – Vacant									0.0
Department Total	**7.0**	**15.7**	**38.5**	**14.4**	**10.0**	**17.7**	**20.8**	**19.6**	**143.7**
Directorate Total	**7.0**	**68.6**			**68.1**				**143.7**

FT = Full Time; PT = Part Time; W = Women; M = Men

** Temporary positions include backfill positions such as maternity leave, and short-term contract staff.*

Note: Where gender was unspecified in Council's payroll system, data has not been reported separately due to privacy.

Summary of FTE categorised by employment classification and gender (at 30 June 2025)*

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Other	Total
Women	0.7		8.3	14.7	9	13.3	12.2	1	7.3	66.5
Men	0.5	0.4	16.2	8.4	6	9	8.8	5	6	60.3
Vacant	0		5	1	2.4	4.4	2.5	1	0.6	16.9
Total	**1.2**	**0.4**	**29.5**	**24.1**	**17.4**	**26.7**	**23.5**	**7**	**13.9**	**143.7**

** Includes all permanent, temporary, and casual positions at 30 June 2024.*

*** 'Other' includes CEO, Directors, Managers, Maternal Child Health Nurses, and Building Surveyors.*

Note: Where gender was unspecified in Council's payroll system, data has not been reported separately due to privacy.

Performance report

Corporate Planning and Reporting Framework

Every council in Victoria is required to produce a Council Plan following a Council general election. The Alpine Shire Council Plan 2021-2025 was developed following the October 2020 Council election, and formally adopted in October 2021 following a deliberative engagement process with the community. The Community Vision, Council Plan, and Municipal Health and Wellbeing Plan were incorporated into the one document, bringing three of Council's key plans together.

The Council Plan is a strategic document, detailing the desired outcomes for the four years following the elections. Annual commitments to the Council Plan are detailed in Council's Budget.

Council also utilises a Financial Plan (FP) which projects Council's required resources (both financial and non-financial) over the next ten years.

This Annual Report is reporting the final year of progress against the Alpine Shire Council Plan 2021-2025.

Development of a new Council Plan 2025-2029 commenced during the year, following the Council general elections held in October 2024. The new Council Plan will be presented for adoption in early 2025/26.

Council Plan

The 2021-2025 Council Plan has five strategic drivers:

1. **For those who live and visit**
2. **For a thriving economy**
3. **For the bold protection of our future**
4. **For the enjoyment and opportunities of our lifestyle**
5. **For strong and informed leadership**

The Council Plan also includes strategic objectives, strategies for achieving the strategic objectives, and strategic indicators for monitoring achievement of them.

Performance

Council's performance for the 2024/25 year has been reported against each strategic driver to demonstrate how Council is performing in achieving the Council Plan. Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the Council Plan.
- Progress in relation to the major initiatives identified in the Budget.
- Highlights from projects and services funded in the Budget and the persons or sections of the community who are provided those services.
- Results against the prescribed service performance indicators and measures.

Several of Council's strategic indicators in the Council Plan are sourced from the Service Performance indicators and measures contained within the Local Government Planning and Reporting Framework (LGPRF). These have been identified to reduce duplicate reporting.

Local Government Planning and Reporting

All councils across Victoria report against the prescribed Service Performance, Financial Performance, Sustainable Capacity indicators, and Governance and Management checklist contained within the *Local Government (Planning and Reporting) Regulations 2020*.

Results for these measures are found throughout the following sections under the headings "Service Performance Indicators". Further reporting is found in the "Governance and Management checklist" on page 62 and in the Performance Statement on page 134.

Strategic Driver:

1. For those who live and visit

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2024/25 Budget which contribute to the Council Plan 2021-2025:

2024/25 Actions	Progress to 30 June 2025
Strategic Objective: 1.1 A community that is active, connected and supported	
Advocate for implementation of sustainable volunteering in the Alpine Shire	Ongoing recruitment and support of volunteers for Alpine Shire programs including L2P Program, Library volunteers and Visitor Information Centres. Delivery of training and capacity building for First Aid, Cardiopulmonary Resuscitation (CPR), Defibrillator, Chainsaw, White Card and Mental Health First Aid. Explored opportunities to facilitate a community volunteer framework however insurance has become a barrier to implementation.
Ongoing engagement with community groups	Council engaged actively with community groups through a mix of online and in-person initiatives: • A Community Panel, which included representatives from several local community groups, helped shape the Council Plan 2025–29. This engagement also involved hosting a number of market pop-ups in November 2024 and May 2025 at markets in Bright, Harrietville, Mount Beauty, and Myrtleford. • In November and December 2024, Council received 36 community budget submissions, with over 72% contributed by community groups. In May and June 2025, community groups were also invited to apply for Council's community and event grants, continuing support for local initiatives. • In early 2025, Myrtleford community groups were invited to submit expressions of interest for a mosaic project honouring volunteers, resulting in 45 submissions. Officers also partnered with the Bright & District Chamber of Commerce to promote the 'Take a Lodger' campaign. • The Youth team recruited new members for the Resilient Alpine Youth Squad (RAYS), and the Emergency Management team, with the CFA, held a session in Wandiligong to support emergency planning.
Deliver the annual Community Grants program	Completion of the 2024/25 Community Grants Program supported delivery of 14 community projects, and the Kiewa Valley Flood and Landslip Grants Program supported delivery of nine community projects in the Kiewa Valley including final acquittals of project from applicants.
Strategic Objective: 1.2 Services and resources that enhance health and wellbeing	
Provide contemporary library services	Alpine Libraries Technology Access Project was successfully completed with the installation of self-serve kiosks at each library branch, gates at Mount Beauty and Myrtleford, and a scanning wand to be shared across the three locations. Alpine libraries ensured their collection was in line with the Australian Library and Information Association (ALIA) standards.
Implement Library Services Plan	Throughout the year library branches welcomed 73,436 visitors through their doors and completed 63,499 physical item loans. Regular programming including knitting, sewing, scrabble, book clubs, mad musos, gardeners' library, story time, rhyme time, move and groove, and LEGO continued to support social connectivity and engagement. Additional school holiday programming each school holidays welcomed locals and visitors alike. Nine authors visited throughout the year.

2024/25 Actions	Progress to 30 June 2025
Work with key agencies to advocate for education opportunities	Council supported the provision of high-quality Careers websites for all secondary schools in the Alpine Shire, and provided vocational training opportunities for young people in the Alpine Shire including white card, working at heights, chemical user, heavy rigid drivers licence, barista and responsible serving of alcohol. There was ongoing advocacy to the Australian Government for potential funding to support educational pathways.
Provide services and programs for all life stages	Council's commitment to providing services and programs for all life stages included: • Maternal and Child Health program for early childhood and family support programs including breast feeding and sleep and settling support. • Immunisation Program for pre-school children and secondary school students as part of the national immunisation schedule and Influenza immunisation program to over 65s. • Programs to support families and carers of pre-school aged children including Dad's Group, Supported Play Groups, Cultural and Linguistically Diverse (CALD) Project. • Dreaming space Children's Week initiatives across the Shire. • Rhyme Time and Story Time at libraries across Shire. • Access to Kindergarten, Toy Library and Playgroups across the Shire. • A calendar of free and low-cost events and programs across the Shire for Seniors Festival including seniors' lunch in Mount Beauty.
Progress implementation of Access and Inclusion Plan	Officers implemented initiatives from the 2021-2024 Access and Inclusion Plan including actions from Accessibility Appraisals such as footpath, car park and signage upgrades. A review of the Access and Inclusion Plan will be finalised in 2025/26.
Strategic Objective: 1.3 A caring community	
Implementation of actions in Reflect Reconciliation Action Plan	Implementation of actions identified in the 2023-24 Reconciliation Action Plan included acknowledgement of Country on all Council email signatures; acknowledgement of Country decals on all Council owned and managed buildings; support community-led NAIDOC Week event; support NAIDOC in schools initiative; acknowledgement and book displays at libraries for days of significance; deliver cultural awareness training opportunities for Council employees and community; building strong relationships with Taungurung Land and Waters Council including attendance at bi-annual local government forum. Sponsored the Proud and Deadly award at annual Alpine Shire Youth Awards.
Deliver Youth programs and events	Delivered youth programs and events including FreeZa, Engage! and Future Proof funded initiatives; North East Skate Park Series, Youth Awards, It's a Jam, Barista Course, GRIP Student Leadership Conference, Luke Kennedy Guest Speaker, Halogen Student Leadership Conference, White Card / Construction Induction Training and Youth and Teen Mental Health First Aid. In the second half of the financial year the Colour Fun Run, Youth Leadership Camp, IDAHOBIT celebrations and Youth and Teen Mental Health First Aid were delivered. Support of the Youth Advisory Group - Resilient Alpine Youth Squad (RAYS) – who were winners of the Outstanding Youth Participation in Community Based Disaster Resilience category of the YACVic Rural Awards. Delivered a Youth camp for 18 young people at Howman's Gap, and maintained The Lighthouse youth hub in Bright.
Implement the Affordable Housing Analysis Action Plan	Developed a draft Key Worker Housing Strategy. Undertook a site assessment for land contamination at 1 Mummery Road, Myrtleford. Developed the 'take a lodger' campaign and undertook assessment of the former DUMU site in Bright for potential key worker housing.

2024/25 Actions	Progress to 30 June 2025
Deliver the 16 days of Activism Campaign	Delivered the 16 Days of Activism campaign within Council and into community through supporting events and media promotion including 16k for 16 Days walking challenge for Council staff. Maintained Council's website with up-to-date family and domestic violence information.
Strategic Objective: 1.4 Increasing healthy eating and active living	
Implement Alpine Shire Economic Development Strategy	Worked with Tourism North East to deliver a local producers' forum to promote local produce. Developed an inventory of local produce for the restauranteurs, which is available on Council's website.
Participate in Regional Food Strategy working group	Participated in Regional Food Strategy working group; maintained network of community groups including Neighbourhood Houses to provide opportunistic support to provide access to healthy food. Supported multiple funding applications from community groups and organisations to increase access to healthy food, and supported Albury Wodonga Regional FoodShare.
Deliver Maternal and Child Health programs promoting healthy eating and physical activity	Maternal and Child health services and early childhood programs deliver INFANT, an initiative which promote healthy eating and physical activity to First Time Parents Group and Key Age and Stage visits and provides 'Start them Right' healthy eating resource to families. Supported funding applications from community groups to increase access to healthy food; support Albury Wodonga Regional FoodShare.
Support RESPOND Program in partnership with Alpine Health and Deakin University	Participate in and support RESPOND (Reflexive Evidence and Systems interventions to Prevent Obesity and Non-communicable Disease) initiative in Kiewa Valley and subsequent initiatives following completion of the RESPOND project.
Support Community groups which increase participation in physical activity	Supported community groups to increase participation in physical activity through Community Grants Program and promoting external grant opportunities to community and sporting groups. Council's Fair Access Policy was rolled out across organisation and to sporting groups. Maternal and Child Health programs including First Time Parents; Move and Groove, Supported Playgroups and Dad's Group promote participation in physical activity. Provision of places for participation in physical activities including sporting facilities, playgroups, footpaths and trails.
Finalising masterplans for the key sporting and recreation precincts in our three main service towns*	Worked closely with contractors to ensure successful management of Council sporting assets.
Strategic Objective: 1.5 Improving mental wellbeing	
Support our communities to access mental health support through MH training opportunities*	Delivered Mental Health Essentials and Mental Health First Aid to Council staff and community across the Shire. Collaborated with Alpine Health to deliver additional Mental Health First Aid to the community. Delivered Youth Mental Health First Aid to 20 people who work with or support young people, and Teen Mental Health First Aid to all year 8 and 10 students in Alpine Shire schools. Participated in Bright & Surrounds Community Mental Health and Wellbeing Steering Group, and maintained Council's website with up-to-date information about Mental Health support.
Provide information for staff and community around access to mental health services	Maintained a Community Resource Guide on Council's website with up to date and relevant information. Maternal and Child Health team provided referrals and information about mental health support services. Provided and promote EAP services to staff and Council volunteers. Actively participated in Bright & Surrounds Mental Health and Wellbeing Steering Group. Delivered of Youth, Teen and Community Mental Health First Aid programs.

2024/25 Actions	Progress to 30 June 2025
Strategic Objective: 1.6 Preventing all forms of violence	
Participate in local and regional forums to promote gender equity and prevention of violence	Gender based violence was a standing item on Alpine Local Health and Wellbeing Partnership which included membership of Women's Health Goulburn North East.

** Indicates a major initiative in Council's 2024/25 Budget.*

The following information details additional highlights and deliverables during the year.

High Country Library Network

Council continued to operate the High Country Library Network (HCLN), which provided services to the member councils of: Alpine Shire Council, Benalla Rural City Council, Mansfield Shire Council, and Wangaratta Rural City Council.

During 2024/25, the HCLN team sourced 13,396 individual new physical items, which were received, unpacked, catalogued, processed and sent out to member councils.

The total HCLN collection (across all member councils) increased loans across several categories during the 2024/25 year, reflecting a combination of updating and reviewing collection purchasing profiles, patron-led development practices, and proactive investments in growing collections. Increases in loans were seen in the following categories:

- Junior Graphic Novel +36.7%
- Adult Large Print Non-Fiction +27.5%
- Young Adult Fiction +17%
- Young Adult Graphic Novels +14%
- Adult Fiction +11.5%
- Adult Non-Fiction +2.4%

The HCLN collection is widely valued by library patrons across the State, with the HCLN team processing 14,875 collection items for loans in other libraries across Victoria (ranking number 1 in the State).

Youth programs

Alpine Shire Youth Awards

The annual Alpine Shire Youth Awards recognised and celebrated the achievements of young people across the Alpine Shire.

The Awards were supported by local community groups and businesses, who sponsored categories such as Academic, Sport and Recreation, Arts and Media, Visual Arts, Workplace and Community, and Resilience. Council was especially proud to sponsor the Proud and Deadly Award, which honours the commitment of young First Nations people to their culture and heritage.

The 2024 Awards were planned and hosted by a committee of young people from Myrtleford who invited a panel of local young speakers and performers, with the awards ceremony occurring in September 2024.

YACVic Rural Youth Awards

Council's Resilient Alpine Youth Squad (RAYS) was nominated for and won the "Outstanding youth participation in community-based disaster resilience" at the biennial Youth Affairs Council Victoria (YACVic) Rural Youth Awards presented in September 2024.

RAYS is a dynamic group of 12-25 year olds from across the Alpine Shire, which was formed following the 2019/20 bushfires to build a supportive and engaged youth community that creates positive change.

72 Hour Program for Emergencies

The First 72 Hours Program is an easy-to-use tool designed to build community resilience and capacity by supporting individuals and groups to create their own emergency plans. The program emphasises the importance of both individual and collective action during disasters, and the critical value of having a well-prepared emergency plan.

Developed collaboratively by Alpine Shire Council and Moira Shire Council, with partner agencies and based on initial work by Corrangamite Shire Council, the program has been integrated into the emergency preparedness strategies of local government areas across Victoria, Queensland, and New South Wales. Councils have supported its rollout through the development of templates, workshops, and multilingual resources tailored to diverse communities.

The program has been recognised by the Municipal Association of Victoria (MAV), Emergency Management Victoria (EMV), and Emergency Recovery Victoria (ERV), and was presented at the Victorian 2024 Disaster and Emergency Management Conference. It was nominated for the national 2025 Local Government Awards and reviewed by the Inspector General for Emergency Management (IGEM) as a successful example of community resilience in action.

Cultural and Linguistically Diverse Outreach Service

Council received three years of funding to deliver the Culturally and Linguistically Diverse (CALD) Outreach Program. The CALD Outreach Worker supports children and families from culturally and linguistically diverse backgrounds to enrol and participate in kindergarten and early childhood services. The worker provided direct support to families from CALD backgrounds as well as to early childhood education and care services to address engagement barriers and support transitions to school and ongoing participation in education.

Services provided to the community

Service area	Description of services provided
Library Branches	Libraries consist of the Alpine Shire library branches in Myrtleford, Bright and Mount Beauty and delivery of programs such as rhyme time, story time, school holiday programs and visiting authors. The Council also operates the High Country Library Network.
Swimming Pools	This service is managed under contract to Belgravia Leisure Services. It covers Bright Sports Centre, the provision of outdoor seasonal pools at Myrtleford and Mount Beauty and lifeguarding at the Bright and Porepunkah river pools.
Visitor Information Centres	This service comprises visitor information services located at Bright, Mount Beauty and Myrtleford.
Youth	Provision of specific services to youth in the community, including youth awards, youth activities and the Learner to Probationary (L2P) program.
Community Development	This service is concerned with building community capacity. Key areas include community resilience, the community grant program and implementing the Municipal Health and Wellbeing Plan.
School Crossings	Council provides the school crossing supervisor function to schools within the Alpine Shire Council.

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/*measure*	2021/22	2022/23	2023/24	2024/25	Comments+
Aquatic Facilities					
Service standard					
Health inspections of aquatic facilities *[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]*	1.0	0.0	0.0	1.0	All Council aquatic facilities received a formal health inspection during 2024/25.
Utilisation					
Utilisation of aquatic facilities *[Number of visits to aquatic facilities / Population]*	2.7	2.4	3.0	3.5	Utilisation of Council's three aquatic facilities increased again in 2024/25, continuing a trend from the previous year, and surpassing Council's target result. Visitation at outdoor pools during the seasonal opening period (November - March) increased slightly compared to the previous year, in part due to a hotter summer season and a streamlined marketing program. The greatest driver of change was a 30% increase in visitation at Bright Sports Centre compared to the previous year. This was driven by an increase in member visitation during January - June 2025, in response to new equipment in the gymnasium section of the Centre.
Service cost					
Cost of aquatic facilities *[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]*	$17.35	$19.04	$14.22	$12.88	While the cost per visit has decreased compared to the previous year, this is driven primarily by an increase in visitation which is larger than the increase in costs compared to the previous year. Investment in facilities (new gymnasium equipment) at the Bright Sports Centre appears to the be major driver of visitation increase.

Service/indicator/*measure*	2021/22	2022/23	2023/24	2024/25	Comments+
Libraries					
Resource currency					
Recently purchased library collection *[Number of library collection items purchased in the last 5 years / Number of library collection items] x100*	56.6%	58.8%	54.0%	56.5%	Council continues to invest in both digital and physical resources in its library branches, with more than half of the collection purchased in the past five years. A combination of updating and reviewing collection purchasing profiles, patron-led collection development practices, and proactive investments in growing collections has resulted in a growth in the collection, and associated loans across the library network.
Service cost					
Cost of library service per population *[Direct cost of the library service / Population]*	$29.03	$32.30	$39.59	$42.94	Cost of library services per head of population has increased slightly, reflecting some additional programs offered in the branches, and some additional maintenance on buildings. Utilisation of the library branches remains high, reflecting improved loans and membership across the year.
Utilisation					
Loans per head of population *[Number of library collection item loans / Population]*	New	New	6.6	7.0	Loans per head of population continue to grow, reflecting the popularity of the library branches, and a continued improvement in acquiring books and items desired by visiting patrons. Physical collection usage across the library network in 2024/25 showed more than 10% growth across adult fiction, young adult graphic novels, and young adult fiction, and more than 35% growth in junior graphic novels. This reflects a combination of updating and reviewing collection purchasing profiles, patron-led collection development practices, and proactive investments in growing collections.
Participation					
Library membership *[Number of registered library members / Population] x100*	New	New	32.2%	33.2%	Library membership has increased, reflecting a similar increase in loans per head of population. This is higher than the average of other similar sized Councils in 2023/24.

Service/indicator/*measure*	2021/22	2022/23	2023/24	2024/25	Comments[+]
Library visits per population *[Number of library visits / Population]*	New	New	5.8	5.6	Visitation was slightly lower in Bright, but slightly higher in both Mount Beauty and Myrtleford compared to the previous year. Visitation data is based on door count, and can be driven by popularity of programs offered by the library branches such as school holiday programs, author visits, meeting room use, as well as loans of library items.
Maternal and Child Health					
Service standard					
Infant enrolments in the MCH service *[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100*	100.9%	101.9%	101.4%	100.0%	In a small number of cases, Council also conducts home visits for newborns where the birth notification was received elsewhere, but Alpine MCH nurses conduct the first home visit.
Service cost					
Cost of the MCH service *[Cost of the MCH service / Hours worked by MCH nurses]*	$70.67	$73.44	$73.77	$76.24	Costs have increased slightly compared to the previous year, while remaining lower than the State-wide average for 2023/24.
Participation					
Participation in the MCH service *[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100*	83.4%	83.4%	84.0%	83.2%	Participation in the Maternal and Child Health Service continues to show high demand for service.
Participation					
Participation in the MCH service by Aboriginal children *[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100*	64.7%	82.6%	89.5%	95.7%	Council has a small number of First Nations children enrolled in the Maternal and Child Health service, therefore a slight change in participation creates a greater change in overall results.
Satisfaction					
Participation in 4-week Key Age and Stage visit *[Number of 4-week key age and stage visits / Number of birth notifications received] x100*	101.9%	104.9%	93.8%	93.7%	Council's Maternal and Child Health (MCH) staff offer 4-week Key Age and Stage visits for all clients where a birth notification has been received. Key Age and Stage visits can be impacted by several factors, including when families have moved or transferred into the Shire, or when infants have extended stays in hospital.

[+] *The Local Government (Planning and Reporting) Regulations 2020 require Council to report material variations between the current year results, and the preceding three years' results. Comments are included where necessary to aid the reader's understanding.*

Strategic Indicators

Indicator	Result 2024/25
Active library borrowers in municipality	The LGPRF measure was updated to "library membership (percentage of the population that are registered library members)" in 2023/24. Target 2024/25 = 12.0%, Result = 33.2% Note the 2024/25 target was set before the results for the 2023/24 were available. Refer to 'service performance indicators' for more details.
Cost of library service per population	Target = not applicable, Result = $42.94 Refer to 'service performance indicators' for more details.
Participation in the Maternal Child Health service	Target = 82.0%, Result = 83.2% Refer to 'service performance indicators' for more details.
Aboriginal participation in the Maternal Child Health Service	Target = 82.0%, Result = 95.7% Refer to 'service performance indicators' for more details.
Participation in supported playgroups	Free, facilitator-led playgroup sessions and in home support for families with children from birth to school age to help parents build confidence and skills to support their child's development and access local services. Supported Playgroups are delivered in Bright, Mount Beauty, and Myrtleford.
Number of visits to aquatic facilities per head of population (Utilisation of aquatic facilities)	Target = 2.7, Result = 3.5 Refer to 'service performance indicators' for more details.

Strategic Driver:

2. For a thriving economy

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2024/25 Budget which contribute to the Council Plan 2021-2025:

2024/25 Actions	Progress to 30 June 2025
Strategic Objective: 2.1 Diverse reasons to visit	
Facilitate events on Council land over the year, and support the annual Event Funding Program	Council worked closely with event organisers during the year to: • Deliver a successful Bright Rod Run Central Business District (CBD) plan. • Facilitate a joint Easter market between Rotary Club of Bright and the Bright Chamber of Commerce ensuring a great community outcome. • Collaborate with local football league to coordinate Buffalo Stampede dates at Pioneer Park, Bright. • Support of Great Victorian Bike Ride overnight stay in Myrtleford (including support for Chamber-run event). • Development of the Sustainable Event Guidelines.
Preparation of an Alpine Shire Tourism and Events Strategy*	Completed a 'current state' tourism report, laying the foundation for the preparation of the Tourism and Events Strategy.
Implement actions from the Alpine Shire Council Tourism Strategy	2024 calendar year was the largest tourism year on record, including both visitation and spend, for the Alpine Shire. A new digital assets library was activated to manage tourism images and video, improving capacity to provide stunning images of the local area. Mount Beauty was nominated at the Victorian Tourism Awards in the Small Tourism Town category (more details on the following page).
Continue to manage and maintain tourism infrastructure	Works for Snowmaking and Dinner Plain Activation were completed which was largely funded by the Victorian Government's Bushfire Recovery Regional Economic Stimulus and Resilience Fund with additional support from Council. The project delivered a range of improvements, including an enhanced village entry, expanded parking, recreational spaces, improved pathways and snowmaking facilities. Additionally, Council completed two projects as part of Murray to Mountains Rail Trail enhancements. This included the reconstruction and widening of the Rail Trail between Bright and Porepunkah which included the installation of the Colour Bridge over Robertsons Creek, which is a vibrant mix of art and infrastructure. At the Eurobin Station rest stop, infrastructure improvements included the installation of public artworks celebrating a First Nations-led experience including the Bogong Moth.
Strategic Objective: 2.2 Innovative and sustainable business development that supports year-round benefit	
Continue to deliver small business workshops	Industry cluster meetings delivered for tourism (3), agriculture and food & beverage manufacturing (3), arts and culture (4), logistics (1). Delivered monthly newsletters.
Contribute to the implementation of the Alpine Shire Rural Directions Strategy	Three round table discussions for the agriculture and horticulture sectors were delivered. Two 'first 72 hour' workshops on emergency preparedness for farmers delivered.
Implement the Alpine Shire Rural Directions Strategy	A thorough public consultation commenced in June 2025, which will conclude in 2025/26.

2024/25 Actions	Progress to 30 June 2025
Implement the Alpine Shire Council Economic Development Strategy	Ten cluster meetings were delivered with agriculture, tourism and arts industries, undertaking investigations into several key-worker housing initiatives, and met with several agricultural producers to discuss biomass investments.
Reconnect with training providers	Country University Centre (CUC) engagement was undertaken to determine viability for a CUC in Alpine Shire. This will be funding dependent.
Strategic Objective: 2.3 Access to technology that meets our evolving needs	
Advocacy of identified priority action items in the Telecommunications Strategy	Multiple workshops undertaken with Telstra, NBN, Business Chambers on improving digital connectivity. Advocacy from Council and Chamber has resulted in Telstra undertaking significant improvements in service from the Apex Tower. Council is close to developing a strategy that will reduce load on the network in peak times.

** Indicates a major initiative in Council's 2024/25 Budget.*

The following information details additional highlights and deliverables during the year.

Contract Management

The Property and Contracts team successfully implemented the snowmaking operations and management of toboggan run at Dinner Plain during the 2024 winter season and preparations for the 2025 winter season.

The status of Council's leases and licenses was updated, allowing the team to ensure correct rent is charged, market reviews are undertaken ahead of time, and the team can be proactive about changes to the use and management of Council managed land. The team proactively engaged with local community organisations to propose or renew existing agreements to empower and support the management of Council facilities using volunteers and local communities to reduce risk and resourcing impacts on Council.

Contracts were managed for:

- Mystic Park Management, Operations and Maintenance working with the contractor to ensure management of this important economic and recreational asset to the shire.
- Bright Sports Centre including implementation of new gym equipment and working with the contractor to promote the centre and three outdoor pools, which has resulted in significantly increased visitation.
- Public Bins and Amenities Cleaning Services to regularly review cleaning schedules to ensure better reflection of peaks and troughs in demand for these important community services.

Tourism Award

Mount Beauty and surrounds was recognised as a finalist in the 2025 Victorian Top Tourism Town Awards (Small Tourism Town category) in June 2025. The awards were coordinated by the Victorian Tourism Industry Council, and recognised towns that offer exceptional visitor experiences and demonstrate a strong commitment to tourism, local community, and storytelling. Voting closed on 27 June 2025, with Mount Beauty ultimately winning the category at the award evening held on 23 July 2025.

Services provided to the community

Service area	Description of services provided
Tourism	This service provides destination marketing. It develops and distributes tourism collateral including Official Visitors Guide, trail brochures, maps and retail and dining guide.
Dinner Plain Services	Specific services to Dinner Plain such as marketing and events of this alpine village, and Dinner Plain to Mount Hotham winter bus service.
Festivals and Events	Events are a major contributor to the economy. Council has a role in facilitating the annual events calendar.
Economic Development	This service facilitates local and new business to develop and grow.

Service Performance Indicators

There are no prescribed service performance outcome indicators for this Strategic Directive.

Strategic Indicators

Indicator	Result 2024/25
Number of permitted festivals and events in the Shire	123 permits were issued for the year. Multiple events have shown considerable growth such as Buffalo Stampede and La Fiera. The Twilight Tastings was a new event brought to Bright by the Chamber of Commerce, showcasing local businesses and produce. The Tour of Bright, a signature national cycling event created a new night with the Criterium. The Great Victorian Bike Ride was an additional event for this year bringing in 2,500 persons to Myrtleford. Forty-five applicants received Event Funding totalling $180,565 plus $14,000 to Dinner Plain. Dinner Plain had a very successful Easter and Opening Weekend event Coordinated by Council. Council also delivered 11 Civic Events along with Citizenship ceremonies.
Number of overnight and day trip visitors	The economic benefit of events within the Alpine Shire region was estimated at $35 million during 2024.
Number of small businesses and light industry in the Shire	There are 1,365 businesses that operate in the Alpine Shire.

Strategic Driver:

3. For the bold protection of our future

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2024/25 Budget which contribute to the Council Plan 2021-2025:

2024/25 Actions	Progress to 30 June 2025
Strategic Objective: 3.1 Decisive leadership to address the impacts and causes of climate change	
Continue implementation of Council's Climate Action Plan*	The Alpine Shire Climate Action Plan 2025-2029 was adopted at the Ordinary Council Meeting in May 2025. Greenfleet offsets for the 2023/24 year on residual greenhouse gas emissions were purchased to meet commitment of net zero in the Alpine Shire Climate Action Plan 2021-2024.
Review internal environmental sustainability guide, and develop partnerships to reduce environmental footprint	Officers applied for Department of Energy, Environment and Climate Action (DEECA) Community Energy Upgrade Fund to increase the solar on Council buildings budget from $150,000 to $300,000 (50/50 co-contribution) for 2025/2026.
Development of Community Climate Action Plan	Community Climate Action Plan (CAP) scoping study complete and ready to present to Councillors. Officers have recommended that Community CAPs be completed for each township over the next two years.
Progressing investigation into a carbon insetting pilot program within the Alpine Shire*	A consultant was engaged to investigate suitable sites within the Alpine Shire for insetting planting to offset residual Greenhouse Gas (GHG) emissions, recommend a suitable pilot site for the first project, and assist with developing an ongoing offsetting policy for future years' emissions. A suitable pilot site will be recommended for community engagement in September 2025.
Strategic Objective: 3.2 Stewardship and care of our natural environment	
Water Sensitive Urban Design (WSUD)	Collaboration with North East Catchment Management Authority (NECMA) continues - Council engaged a specialist weed contractor to precisely target weeds without damaging the surrounding ecosystem. Ongoing collaboration with Landcare working in Myrtleford with plans to expand program to Kiewa Valley.
Investigate cat curfew	Investigation into the benefits and implications of cat curfews commenced during the year. A position on whether to proceed with establishing a cat curfew will be determined in 2025/26.
Strategic Objective: 3.3 Responsible management of waste	
Establish a pilot re-use shop in the Myrtleford Transfer Station*	The Alpine Tip Shop located at the Myrtleford Transfer Station was officially opened on 6 March 2025. It is a physical retail outlet where people are invited to donate and purchase items otherwise destined for landfill, including building materials, small kitchen appliances, sports equipment, and furniture. Proceeds from the Tip Shop will contribute to the operational cost of the Transfer Stations across the Alpine Shire, with cost savings also passed on to the community via the waste management charge. At the end of financial year, Council was averaging 250 sales per month which were all items diverted from landfill.
Delivery of capping works at Myrtleford Landfill	Capping works for both Cell 1 and Cell 2 began in 2024/25. Both Cells were contracted under one contract for operating efficiencies and cost savings. The project is due for completion in October 2025.
Implement next stages of recommendations Closed Landfill Risk Assessment and Action Plan.	This project was delayed until 2025/26.

2024/25 Actions	Progress to 30 June 2025
Review procurement guidelines regarding environmentally sustainable products and services	Council drafted internal documents to strengthen sustainability considerations within Council's procurement processes. This has included questions, to be included in tender documents (response compulsory) and reporting templates with associated procurement requirements, including the Project Environmental Management Plan Template, and the Project Waste Management and Circular Economy Template.
Strategic Objective: 3.4 A community that is prepared for, can respond to, and recover from emergencies	
Review and update of the Municipal Emergency Management Plan 2021-2025*	Officers supported the Municipal Emergency Management Planning Committee (MEMPC), including undertaking a review and assurance of the Municipal Emergency Management Plan (MEMP) 2024-2027. A review of internal policies and procedures to support Council's response to emergencies was undertaken, as well the rostering and training of staff to take on emergency management roles to support Council's response in times of disaster.
Development of an Emergency Animal Welfare Plan*	A review of the Emergency Animal Welfare Plan commenced and is expected to be completed in late 2025/26.
Support Alpine Resilience Committee and Community Recovery Committee	Officers supported the Alpine Resilience Partnership, Community Recovery Committee and other community resilience planning groups including Myrtleford RSL, Mount Beauty Neighbourhood Centre, Dinner Plain and Harrietville, and collaborated with emergency agencies to deliver community planning meetings. Community profiles were developed to support response and community before, during and after emergencies. Delivery of initiatives to support community resilience and preparedness including Resilient Emergency Action Planning (REAP) Day and Emergency Services Careers Expo, and the development and roll out of 72 Hour Program continued.
Strategic Objective: 3.5 Reducing the impact of climate change on health	
Investigate Strategic Transport Study	The soon to be completed Alpine Shire Strategic Transport Study 2025 is expected to recommend that Council prepare local area traffic management plans or similar strategic transport assessments for Bright, Mount Beauty / Tawonga South, Myrtleford and Porepunkah. This work will understand and balance the needs of all modes of transport. One of the outputs of this work will be recommendations for improved pedestrian and cycling infrastructure in these townships to boost active transport participation.
Engage with local and regional sustainability groups	Ongoing engagement and support included grant applications and letters of support for community group grant applications. 2 x ARENA (Australian Renewable Energy Agency) and 1 x DEECA (Department of Energy, Environment and Climate Action) funded community batteries will be progressing to implementation phase.

** Indicates a major initiative in Council's 2024/25 Budget.*

Services provided to the community

Service area	Description of services provided
Waste and Recycling	Provision of waste management services. This includes kerbside collection services as well as the operation of the Myrtleford, Mount Beauty and Porepunkah transfer stations and closed landfills.
Emergency Management	Administrative costs of Council's Emergency Management Planning role, maintenance of various flood warning infrastructure, and additional coordination activities which are fully grant funded.

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/*measure*	2021/22	2022/23	2023/24	2024/25	Comments[+]
Waste Management					
Service standard					
Kerbside collection bins missed *[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000*	2.1	2.0	4.4	6.1	The total number of bins missed (waste and recycling only) has increased, driven by a moderate increase in customer requests for missed bins, and a larger decrease in the number of scheduled bins lifts which was driven by a bin audit undertaken during the year rather than a decrease in service numbers.
Service cost					
Cost of kerbside garbage bin collection service *[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]*	$128.24	$123.69	$76.53	$112.55	Cost of the kerbside garbage bin collection service was influenced by an increase in collection costs as well as a bin audit undertaken during the year that decreased the total number of bins compared to the previous year. Both have led to an increase in the 'cost per bin'.
Cost of kerbside recyclables collection service *[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]*	$74.93	$78.91	$87.75	$104.76	Cost of the recyclables collection service is higher than the previous year primarily due to an increase in the recycling processing fee, and a bin audit undertaken during the year that decreased the total number of bins compared to the previous year. Both have led to an increase in the 'cost per bin'.
Waste diversion					
Kerbside collection waste diverted from landfill *[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100*	40.0%	39.8%	73.4%	74.1%	Council continues to see improvement in kerbside collection waste being diverted from landfill in 2024/25, being the second year of a Food Organics Garden Organics (FOGO) service in the municipality. The result is better than the target for this measure, which was set before the 2023/24 results were available. Council's participation in the soft plastics recycling trial has also contributed to the improvement in waste diverted from landfill.

[+] *The Local Government (Planning and Reporting) Regulations 2020 require Council to report material variations between the current year results, and the preceding three years' results. Comments are included where necessary to aid the reader's understanding.*

Strategic Indicators

Indicator*	Result 2024/25
Net Zero Greenhouse Gas Emissions - 2023 (Cities for Power Partnership)	Greenfleet offsets for 2023/24 residual greenhouse gas (GHG) emissions purchased to meet commitment of net zero in Climate Action Plan 2021-2024. Pilot planting site study being finalised for insetting future year offsets.
Community satisfaction with waste management performance	Index score of 60 (an increase compared to 56 in 2024) Refer to 'service performance indicators' for more details.
Kerbside collection waste diverted from landfill	Target 61.0%, Result = 74.1% Refer to 'service performance indicators' for more details.

Strategic Driver:

4. For the enjoyment and opportunities of our lifestyle

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2024/25 Budget which contribute to the Council Plan 2021-2025:

2024/25 Actions	Progress to 30 June 2025
Strategic Objective: 4.1 Conservation and promotion of the distinct character across the Shire	
Preparation of Neighbourhood Character Assessments for our major townships*	A draft Neighbourhood Character Study was prepared and will be released for public consultation in early 2025/26.
Advocacy relating to the development of a Significant Landscape Assessment and planning controls in Victoria's High Country and the Alpine Region*	Council issued a joint letter to the Premier of Victoria in July 2024, advocating for the Victorian Government's support to prepare and implement a Significant Landscape Assessment for Victoria's High Country and the alpine region. The joint letter was co-signed by Mayors of Alpine, Benalla, Indigo, Mansfield, Murrindindi, Strathbogie, and Towong Councils, along with local State MPs.
Strategic Objective: 4.2 Planning and development that reflects the aspirations of the community	
Finalise and implement the Alpine Shire Land Development Strategy*	A translation of the Alpine Shire Land Development Strategy 2024 for implementation into the Alpine Planning Scheme was undertaken. Council officers continued to work on the draft documentation to support the progression of the amendment and submission to the Minister for Planning in 2025/26.
Implement the Affordable Housing Analysis Action Plan	Council has launched the 'Take a lodger' campaign. Officers are currently undertaking investigations regarding a suitable site for the establishment or facilitation of key worker housing and have prepared a portfolio of options. Contaminated site assessments have been undertaken at 1 Mummery Road, Myrtleford to assist in identification of suitable sites.
Optimise use of Statutory Planning software	A consultant has been engaged to undertake an audit of the functionality of the software used for managing Statutory Planning applications and provide recommendations to address its operability. The report will be completed in late 2025 and will provide a prioritised list of recommendations.
Implement Alpine Planning Scheme Review Progress the Anomalies Amendment	The planning scheme amendment to implement the Alpine Planning Scheme Review 2023 was lodged with the Department of Transport and Planning (DTP) in January 2025. DTP subsequently sought further information, which was submitted in July 2025. Council will continue to progress the amendment in 2025/26.
Strategic Objective: 4.3 Accessible parks that promote active and passive recreation	
Regular maintenance of parks and gardens, and review of Tree Management Plan	There was an increase in tree work through targeted recruitment and prioritisation to deal with customer requests for street trees during the final quarter of the year. This reduced long-term outstanding jobs by half, and the team is on track to reduce these to zero in 2025/26. Council utilised the skills of staff during the year to design and project manage the team to deliver a new pedestrian bridge in Apex Park, Bright.

2024/25 Actions	Progress to 30 June 2025
Deliver the Murray to Mountains Path Trail upgrade and bridge works and Art installation in partnership with Tourism North East	This project was part of a Tourism North East Project designed to enhance the trail experience for local communities and visitors. Across the year Council completed some major trail upgrades between Bright and Porepunkah and realised the installation of two major art installations. The first was at Eurobin Station called True Horizons, a Truth Telling Reflection Point, is a First Nations-led experience. The overall form celebrates the annual migration journey of the Bogong Moth but also reflects on its concerning endangered conservation status. The second artwork at Roberts Creek Bridge in Porepunkah involves a bridge upgrade that has sculptures of native wildflowers to celebrate the natural ecology of the region.
Implement the Alpine Shire Council Sports and Active Recreation Plan Encourage use of the Fair Access Policy.	Works were undertaken to the Bright Sports Centre to increase accessibility – including door widening for wheelchair access and ramps. Accessible equipment replaced in the gymnasium increased the number of machines available to members with diverse needs. The implementation of the actions from the Fair Access Policy will continue in 2025/26.
Strategic Objective: 4.4 Diverse arts and cultural experience	
Establishment of Arts Clusters	Officers undertook an audit of the creative arts community, and facilitated two creative arts networking meetings.
Strategic Objective: 4.5 Assets for our current and future needs	
Review of the Road Management Plan and Register of Municipal Roads*	The Road Management Plan was reviewed and updated to align with the new Municipal Association of Victoria template. The Plan will be presented for adoption at the July 2025 Ordinary Council Meeting.
Nimmo Pedestrian Bridge*	Council commenced negotiations with VicRoads for a proposed new location of the Nimmo Pedestrian Bridge. Further approvals were sought from the Department of Energy, Environment and Climate Action (DEECA) and North East Catchment Management Authority (NECMA) while the design process was under way. At the end of financial year, the bridge was still waiting for approvals for final location and potential requirement of a cultural heritage management plan.
Myrtleford Splash Park*	The Myrtleford Splash Park was completed, which has seen the construction of: • Water play splash pad including platypus themed water features • Amenities building • All required infrastructure including water storage tanks, recirculation pumps, and pipework • Connections to services • Mosaic Artwork • Shelter and seating • Soft landscaping • Car parking and footpath connection

** Indicates a major initiative in Council's 2024/25 Budget.*

The following information details additional highlights and deliverables during the year.

Capital Works Delivery

In 2024/2025 Council delivered 100% of its adopted budget for capital works. It was Council's largest capital works budget in history at $17 million.

The capital works projects were delivered across the Shire, representing a great achievement for a small rural council, thanks to the strong partnerships with funding bodies and the dedication of Council's project teams and community.

Tronoh Dredge Hole Precinct Upgrades in Harrietville was a recent highlight – a project that transformed an already beautiful space into an even more welcoming and accessible place for locals and visitors to enjoy year-round.

It joins a long list of community facilities and spaces that have received significant upgrades or been newly built over the past year, including:

- Myrtleford Splash Park
- Tawonga Memorial Hall
- Dinner Plain Activation Projects
- Savoy Soccer Club upgrades
- Ablett Pavilion in Myrtleford

Unfortunately, construction on the grant funded Nimmo Bridge was delayed due to issues associated with approvals from other government agencies and placement issues out of Council's control. Learnings from the project will ensure that future approvals for bridge projects should commence earlier in the project process.

Asset Management Plan

Council completed the revision and drafting of its Asset Plan and individual Asset Management Plans for each asset class. The Asset Plan represents one of the keystones in the way Council manages assets. It provides a strategic and financial view of how assets will be managed over the next ten years and beyond. It defines high-level strategic asset management priorities and addresses all aspects of the lifecycle management of our assets. The final asset plan will be presented to Council for adoption in October 2025.

Battery Energy Storage System proposals

Council was invited to submit feedback under section 52 of the *Planning and Environment Act 1987* for two Battery Energy Storage System (BESS) proposals in Dederang. The Department of Transport and Planning (DTP) is the responsible authority for assessing and determining the outcome of BESS planning applications. However, as the BESS proposals were for land within the Alpine Shire, it was important that Council form a position and provide a formal submission to the DTP. Council held Council meetings in Mount Beauty in February and May, to allows the local community to attend the meetings. Both meetings drew large crowds of attendees. Council determined to lodge formal objections to both applications, which were made available for the community to read on Council's website.

The Victorian Government approved the first BESS proposal in June 2025. An announcement on the second BESS proposal is due September 2025.

Services provided to the community

Service area	Description of services provided
Airports	Provision and maintenance of aerodromes at Mount Beauty and Porepunkah.
Local Roads, Bridges and Drainage	Maintenance of all Council's roads, and bridges. Council has 685km of roads, 190 bridges and over 40 major culverts. Spending in this area also covers roadside vegetation and drainage.
Footpaths	Maintenance of Council footpaths. Also includes snow grooming services for Dinner Plain.
Open Spaces	Maintenance of all of Council's open space areas such as playgrounds, parks, street trees, roundabouts and public reserves.
Building Maintenance	Maintenance of all of Council's buildings. This includes operational buildings such as depots and libraries as well as community buildings such as halls and childcare centres.
Property Management	Management of public amenity facilities and property leases.
Operations	Administration and management of Myrtleford, Bright and Mount Beauty works depots and plant maintenance and operational expenses.
Recreation	Council supports the development and maintenance of recreation reserves across the Shire and also supports recreation clubs and committees.
Building Services	Statutory building services includes processing of building applications, emergency response responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.
Environmental Health	Registration and inspection of all food premises, wastewater applications, investigation of complaints in relation to noise, odours, dealing with infectious disease outbreaks and other health issues.
Compliance and Local Laws	This area provides animal registrations, animal management, local law enforcement, and municipal fire prevention inspections.
Statutory Planning	Assessment of planning applications, the provision of advice to developers and property owners and representing Council at the Victorian Civil and Administrative Tribunal.
Strategic Planning	Prepares and reviews amendments to the Alpine Planning Scheme, structure plans, strategies, master plans, urban growth plans, frameworks and design guidelines.
Asset Development	Delivers the critical projects to renew and upgrade our community assets and to develop new assets. The area is in part subsidised by recurrent and non- recurrent grants.

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/measure	2021/22	2022/23	2023/24	2024/25	Comments
Animal Management					
Timeliness Time taken to action animal management requests *[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]*	1.6	2.5	3.6	3.7	Response times slightly increased compared to the previous year. Council responds to 66% of all Domestic Animals jobs in 1 day, 20% in 2-5 days, with the remaining 13% taking six or more days.
Service standard Animals reclaimed *[Number of animals reclaimed / Number of animals collected] x100*	29.9%	48.8%	64.6%	66.2%	Council continued to be successful in returning two-thirds of registered animals to their owners, a similar positive result to the previous year. The community utilises social media to assist in returning lost animals to their owners, meaning Council officers are generally called where these social media efforts are unsuccessful. Council undertakes an annual awareness campaign to ensure that pets are microchipped and registered.
Animals rehomed *[Number of unclaimed collected animals rehomed / Number of unclaimed collected animals] x100*	41.4%	33.8%	79.3%	100.0%	Council increased its success in ensuring that all registerable cats and dogs that are collected find their way to a forever home. This is assisted by Council managing its own pound, and being able to rehome animals by advertising them on social media platforms.
Service cost Cost of animal management service per population *[Direct cost of the animal management service / Population]*	$8.50	$9.98	$12.26	$10.39	Cost of animal management service per population decreased slightly, mostly driven by a reduction in material costs which will vary from year to year.
Health and safety Animal management prosecutions *[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100*	0.0%	0.0%	0.0%	0.00%	No animal management prosecutions were presented to court in 2024/25. This is consistent with Council's target for this measure.

Service/indicator/measure	2021/22	2022/23	2023/24	2024/25	Comments
Food Safety					
Timeliness Time taken to action food complaints *[Number of days between receipt and first response action for all food complaints / Number of food complaints]*	3.0	3.7	2.5	1.8	Council's Environmental Health team continued to focus on improved food safety awareness to promote compliance with Food Safety Standards, helping to keep the number of food complaints low.
Service standard Food safety assessments *[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100*	64.0%	78.3%	22.8%	24.9%	Category 1 inspections were completed as a priority followed by a risk-based approach of Category 2, new food business applications, mandatory food sampling, and ensuring Council is meeting its statutory obligations under other Acts and Regulations.
Food safety samples *[Number of food safety samples obtained / Required number of food samples] x100*	New	New	100.0%	82.2%	Council undertook sampling in accordance with Gazetted food sampling requirements, however a small number of samples were deemed insufficient and did not contribute to the final number of samples assessed. Process improvements have been implemented to ensure that 100% of samples reach analysis in the future.
Service cost Cost of food safety service *[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]*	$170.14	$264.09	$368.64	$517.57	Cost of food safety service per registered premises has increased due to an increase in officer time spent on Food Safety. Council's Environmental Health department oversees many other public health responsibilities other than food safety, hence costs are apportioned based on proportion of time spent.
Health and safety Critical and major non-compliance outcome notifications *[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100*	100%	100%	0.0%	0.0%	No critical or major non-compliance notifications were received. Council's Environmental Health department continues to focus on improved food safety awareness to promote compliance with the Food Safety Standards.

Service/indicator/measure	2021/22	2022/23	2023/24	2024/25	Comments
Roads					
Satisfaction of use Sealed local road requests *[Number of sealed local road requests / Kilometres of sealed local roads] x100*	100.3	127.7	83.1	59.4	A focus on inspection frequency and proactive inspections in accordance with the Road Management Plan ensures that Council is maintaining roads in accordance with the Road Management Plan. This results in fewer requests for sealed local road maintenance.
Condition Sealed local roads maintained to condition standards *[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100*	98.8%	99.4%	99.6%	99.4%	The result for sealed local roads maintained to condition standards appears to have fallen slightly compared to the previous year, however the result reflects an increase in the total length of sealed local roads maintained by Council, and is above the target result. A new Road Management Plan was adopted in July 2025, which makes improvements to the intervention levels across Council's road network from 2025/26.
Service cost Cost of sealed local road reconstruction *[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]*	$25.22	$53.03	$66.27	$41.07	Cost of sealed road reconstruction has decreased, primarily due to a more straightforward stabilisation program that did not require the complexities of the previous year. This was reflected in a lower cost per square metre.
Cost of sealed local road resealing *[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]*	$12.81	$6.87	$6.26	$9.51	One of the resealing works undertaken in 2024/25 was geographically separated from the reseals renewal program, which involved a two coat seal and two mobilisations to complete. This was reflected in a higher cost per square metre for this project, which resulted in a higher average across the entire program.
Satisfaction Satisfaction with sealed local roads *[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]*	61	49	41	45	Satisfaction with sealed local roads improved, with performance now slightly better than Small Rural Council average and equal to the State-wide average. Council remains committed to the maintenance of sealed local roads in accordance with its Road Management Plan. It is noted that arterial roads between towns are not under the control of Council.

Service/indicator/measure	2021/22	2022/23	2023/24	2024/25	Comments
Statutory Planning					
Timeliness Time taken to decide planning applications *[The median number of days between receipt of a planning application and a decision on the application]*	114	145	178	117	Time taken to decide planning applications has reduced, with almost half of all applications determined in the four month period March - June 2025. In this time Council has rebuilt the Statutory Planning team after a period of resourcing challenges and implemented a suite of process improvements. Council expects to continue to see improvements in planning response times into 2025/26.
Service standard Planning applications decided within required time frames *[(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100*	41.4%	19.4%	22.8%	27.4%	The number of planning applications decided within required timeframes has increased slightly compared to the previous year, but remains below the target set for this measure. Almost half of all planning applications determined in 2024/25 were made in the period March - June 2025. In this time Council has rebuilt the Statutory Planning team after a period of resourcing challenges and implemented a suite of process improvements. The resolution of a number of legacy applications has impacted the results.
Service cost Cost of statutory planning service *[Direct cost of the statutory planning service / Number of planning applications received]*	$1,936	$2,846	$5,366	$4,869	Cost per planning application has reduced primarily due to Council moving to an employee-based statutory planning team in 2024/25.
Decision making Council planning decisions upheld at VCAT *[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100*	66.7%	0.0%	50.0%	0.0%	There were no VCAT decisions that set aside Council decisions during 2024/25.

+ The Local Government (Planning and Reporting) Regulations 2020 require Council to report material variations between the current year results, and the preceding three years' results. Comments are included where necessary to aid the reader's understanding.

Strategic Indicators

Indicator	Result 2024/25
Council planning decisions upheld at VCAT	Target = not applicable, Result = 0.0% Refer to 'service performance indicators' for more details.
Planning applications decided within required timeframes%	Target = 61.0%. Result = 27.4% Refer to 'service performance indicators' for more details.
Time taken to decide planning applications	Target = not applicable, Result = 117 days Refer to 'service performance indicators' for more details.
Sealed local roads maintained to condition standards	Target = 98.0%, Result = 99.6% Refer to 'service performance indicators' for more details.
Community satisfaction with sealed local roads	Target = not applicable, Result = Index score of 45 (an increase compared to 41 in 2024). Refer to 'service performance indicators' for more details.

Strategic Driver:

5. For strong and informed leadership

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2024/25 Budget which contribute to the Council Plan 2021-2025:

2024/25 Actions	Progress to 30 June 2025
Strategic Objective: 5.1 Effective communication and engagement	
Development of a new Community Vision, Council Plan, Financial Plan and Asset Plan through a deliberative engagement process*	Throughout 2024/25, Council's online engagement platform - Engage Alpine - attracted 29,745 visits from 20,176 unique visitors, resulting in 1,183 contributions from 757 contributors. This included 547 new members, bringing the total to 1,408, and saw 4,293 downloads of documents relating to a variety of topics. Sixty-two email campaigns reached 7,327 recipients, with 13 projects open for engagement throughout the year. The Council Plan was the most visited project with 2,304 visitors. To support this, Council held ten pop-up sessions in November 2024 and May 2025, and ran six Community Panel workshops in January / February 2025. Additional pop-ups and workshops were also delivered by the Strategic Planning team for the Neighbourhood Character and Rural Directions Strategy projects. Other popular engagement projects included the Aquatics and Indoor Sport Feasibility Study (842 visitors) and the Tracks and Trails Gap Analysis (583 visitors). Themed hubs also saw strong engagement, particularly the Recovery Hub (2,234 visits), followed by the Animal Hub (856), Business Hub (658), and Youth Hub (595). The 'Keeping Up with Council' newsletter attracted 1,205 visits over six editions, with over 200 people subscribing to the monthly update, highlighting the community's interest in staying informed.
Use deliberative engagement methods to engage on specific important projects and initiatives	Deliberative engagement was a strong driver in the development of the Alpine Shire Council Plan 2025-29. The Community Panel was made up of fourteen members across Alpine Shire, including three from Dinner Plain. Recruitment was both broad, through EOIs on Council's website and social media, as well as targeted to ensure that the Panel captured a range of demographics to capture the social, cultural, and geographic diversity of the region. This included identifying people from across townships, First Nations peoples, women, young people, people with disability or caring for people with disability, people who identify as LBGTQIA+ and people who are culturally and / or linguistically diverse. All applications asked people to provide these demographic details so that gaps could be identified and filled. This dedicated group had options to engage in-person or online through a personalised hub and were engaged for the Community Vision, Council Plan, Municipal Public Health and Wellbeing Plan, Asset Plan, and to inform the development of the Financial Plan. The Community Development team also actively used deliberative engagement processes through Resilient Alpine Youth Squad (RAYS) where the Youth team regularly involved young people in their decision-making processes to ensure that their concerns and aspirations were reflected in decisions made by the team.
Implementation online forms for all internal Council forms to increase efficiencies between departments	The backlog of long-term outstanding customer requests was dramatically reduced to a workable average during the year. This took considerable time and effort by all team members and supported Council teams moving forward to increase their responsiveness to customers.
Develop Information and Communication Technology Strategy	The Information and Communication Technology Strategy was approved by the CEO in January 2025, and implementation of a Security Operations Centre commenced in December 2024 to support Council defending its system from cyber-attack. The Information and Communication Technology team structure was reviewed during the year, with implementation to commence in 2025/26.

2024/25 Actions	Progress to 30 June 2025
Strategic Objective: 5.2 A responsible, transparent and responsive organisation	
Implement mandatory Induction and Professional Development training for Councillors, Mayor, and Deputy Mayor	Councillor Inductions were delivered across 14 sessions from 12 November 2024 through to 4 March 2025, plus mandatory training for the Mayor and Deputy Mayor over two days in December 2024. All Councillors made written declarations stating that they had completed their training. Further Professional Development training will be provided to Councillors on an annual basis.
Risk Management Framework refresh	The Risk Management Policy and the Governance and Risk Framework refresh were delayed due to resourcing and will be completed in 2025/26. Both the policy and framework remain current until July 2026.
Develop new Financial Plan	Work commenced to draft a 2025 – 2035 Financial Plan which is due to be adopted by Council by 31 October 2025.
Gender Equality Action Plan Implementation	Over the past year, Council's Gender Equality Program continued to build organisational capacity through ongoing provision of targeted resources. This equipped employees with the knowledge and tools needed to apply a gender equity lens across all areas of their work. A central focus this year was the development and integration of gender impact assessments. These assessments shape the way Council designs and deliver programs and services, ensuring they reflect and respond to the diverse experiences of women, men, and gender diverse individuals. For eligible programs, policies, and services, responsible officers have engaged in critical reflection to evaluate impacts, helping to foster more inclusive and equitable outcomes for all members of our community. In addition, Council remains committed to supporting employees affected by family violence, and recognises that family violence can take many forms and profoundly affect both personal wellbeing and professional life. In response, Council provides confidential access to resources, information, and support to our staff and individuals across the Alpine Shire.
Explore alternative income stream opportunities	A review of fees and charges were undertaken as a part of the 2025/26 Budget process. Further work on developing a fee pricing policy will be undertaken in 2025/26..
Prepare for review of Workforce Plan - due for adoption December 2025	Council has invested into the cultural transformation of the organisation, with experienced external support. The focus of this engagement in 2025 has been on the continued development of leadership capability within an extended leadership team. A refresh of Council's values was progressed and will be formalised in 2025/26. A suite of key initiatives is underway, intended to deliver cultural change across the organisation. A suite of core training and development opportunities has been provided to staff, which includes project management, finance, front-line customer service training, and mental health awareness training.
Strategic Objective: 5.3 Bold leadership, strong partnerships and effective advocacy	
Participate in regional partnerships and groups	Council contributed positively to a number of regional partnerships, including the Ovens and Murray Regional Partnership, the Hume Region Local Government Network, Rural Councils Victoria, and the Municipal Association of Victoria.
Continue strong working relationships with Alpine resorts and regional tourism bodies	Council continues to be represented on the Board of Tourism North East (TNE), having a voice at the table where TNE's priorities and focus is established. Council has benefited from significant external grant funding secured by TNE, which has enabled investments in infrastructure and art along the Murray to Mountains Rail Trail, and promotion of iconic gravel trails across the Alpine Shire.

2024/25 Actions	Progress to 30 June 2025
Engage with State and Federal Governments	Council engaged frequently with Victorian and Australian Government representatives on a broad range of advocacy priorities. Priorities in 2024/25 included support to Council's strategic and statutory work programs, the Emergency Services and Volunteers Fund (ESVF), a single-site greenfield hospital to service the Albury-Wodonga catchment, and a range of capital works funding requests.
Advocacy Plan	Through development of the draft Council Plan 2025-29, Council established the key advocacy priorities for the Councillors' four year term. The Council Plan will be adopted ahead of the legislated deadline of 31 October 2025.

** Indicates a major initiative in Council's 2024/25 Budget.*

The following information details additional highlights and deliverables during the year.

Council Elections

A general election for the Alpine Shire Council was held on 26 October 2024. Planning for the election commenced in the 2023/24 year with a cross-functional team of staff members meeting regularly to ensure that all statutory processes were planned for and undertaken in the lead up to and during the election period, and following the election.

Newly elected Councillors took their Oath / Affirmation of Office on 14 November 2024, and Mayor and Deputy Mayor were elected on 26 November 2024. A comprehensive Councillor Induction schedule was developed and delivered across 14 sessions during the period 12 November 2024 through to Tuesday 4 March 2025. Inductions covered the topics required by the *Local Government Act 2020*, including: working together in Council, decision making integrity and accountability, community representation, strategic planning and financial management, conduct, land use planning, and any other matter relating to the role of Councillor which the CEO has determined should be addressed. The Mayor and Deputy Mayor also attended mandatory training for their roles in December 2024.

Council Vision and Council Plan

The development of the new Community Vision and Council Plan commenced with a community survey, held from July-September 2024. Following the election of Councillors in October 2024, a secondary survey was undertaken from November 2024-January 2025, with four market pop-ups run concurrently.

A Community Panel of 14 members was also formed to help shape the Plan and related strategic documents. Panel members participated both in-person at six workshops and online, contributing to the Community Vision, Municipal Public Health and Wellbeing Plan, Asset Plan, and Financial Plan.

The draft Plan was then released for public exhibition in May 2025, giving the community another opportunity to provide feedback, and an additional six pop-ups were held across the Shire, including in the two smaller localities of Dederang and Freeburgh.

The Council Plan page on Engage Alpine was the most visited project of the year, attracting 2,304 visitors.

This project represents a major milestone for Council's Engagement and Communications team, who delivered the entire engagement process and graphic design of the Plan in-house.

Revenue and Rating Plan 2025

The Revenue and Rating Plan establishes the revenue raising framework within which the Council proposes to work.

The purpose of the Plan is to determine the most appropriate and affordable revenue and rating approach for Alpine Shire Council which, in conjunction with other income sources will adequately finance the objectives in the Council Plan. It identifies financial and revenue related risks and ensures these are mitigated and effectively managed. The plan outlines the principles and strategic framework that Council will utilise in calculating and distributing rates to property owners. However, the quantum of rate revenue and rating differential amounts is determined in the annual Budget.

The Plan was formally adopted by Council on 24 June 2025.

Cyber Operations Centre

Council undertook a collaborative procurement process with Indigo Shire Council to investigate ways to address cyber security risk in both organisations. A Memorandum of Understanding was established to enable this process.

Procuring a Security Operations Centre (SOC) / Security Information and Event Management (SIEM) solution was essential to addressing various technical functional requirements that Council did not have the architecture or resourcing to build and manage.

The SOC / SIEM had been identified as a key body of work to address the various recommendations for compliance imposed on Council from governing bodies Victorian Auditors General Office (VAGO), Australian Signals Directorate (ASD) and Office of the Victorian Information Commissioner (OVIC).

The SOC / SIEM has helped address close to 40% of the VAGO / Essential8 and OVIC compliance requirements

The SOC / SEIM service remediates both attacker and user behaviour incidents by incorporating digital forensics and threat intelligence at the beginning of the investigation process, without additional charges for retainers or separate forensic services.

Services provided to the community

Service area	Description of services provided
Corporate	Support function to enable Council to deliver services in an efficient, effective and safe manner. This includes financial control, revenue collection, information technology, governance, and risk management.
Councillors and Executive	This area includes all remuneration for the Executive and Councillors.

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/*measure*	2021/22	2022/23	2023/24	2024/25	Comments+
Governance					
Transparency Council decisions made at meetings closed to the public *[Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x100*	1.6%	2.1%	3.5%	0.0%	Council did not make any decisions at meetings closed to the public in 2024/25, maintaining a strong preference for transparent decision making in an open Council meeting.
Consultation and engagement Satisfaction with community consultation and engagement *[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]*	55	50	46	46	Satisfaction with community consultation and engagement remained constant compared to the previous year, however performance remains significantly lower than the Small Rural Council average and is lower than Council's target result. Work will continue in 2025/26 to improve community perceptions of Council's performance.
Attendance Councillor attendance at council meetings *[The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) × (Number of Councillors elected at the last Council general election)] x100*	96.4%	91.8%	90.9%	94.5%	Councillor attendance at Council meetings remained stable between those Councillors leaving office in October 2024 (94.3%) and those Councillors elected in October 2024 (94.6%).
Service cost Cost of elected representation *[Direct cost of the governance service / Number of Councillors elected at the last Council general election]*	$36,342	$40,179	$40,328	$42,807	Cost of governance increased slightly due to scheduled increases in Mayor, Deputy Mayor, and Councillor allowances set by the Victorian Independent Remuneration Tribunal.
Satisfaction Satisfaction with council decisions *[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]*	56	51	45	45	Satisfaction with community decisions remained constant compared to the previous year, however performance remains significantly lower than the Small Rural Council average. Work will continue in 2025/26 to improve community perceptions of Council's performance.

+ The Local Government (Planning and Reporting) Regulations 2020 require Council to report material variations between the current year results, and the preceding three years' results. Comments are included where necessary to aid the reader's understanding.

Strategic Indicators

Indicator	Commentary 2024/25
Community satisfaction with Council's community consultation and engagement performance - Target 60	Target = not applicable, Result = Index score of 46 (consistent with 46 in 2024). Refer to 'service performance indicators' for more details.
Council decisions made at meetings closed to the public	Target = not applicable, Result = 0.0% Refer to 'service performance indicators' for more details.
Councillor attendance at Council meetings	Target = not applicable, Result = 94.5% Refer to 'service performance indicators' for more details.
Satisfaction with Council decisions	Target = not appliable, Result = 46 Refer to 'service performance indicators' for more details.
Community satisfaction with Council's overall performance	Target = not applicable, Result = Index score of 47 (a reduction compared to 50 in 2024).
Working capital (current assets as percentage of current liabilities)	Target = 255.4%, Result = 376.3% Refer to 'financial performance indicators' in the Performance Statement on page 134 for more details.

Governance report

Council report

Council's role

Council's role, functions and powers are governed by the *Local Government Act 2020* (LGA 2020), with several provisions remaining in the *Local Government Act 1989* (LGA 1989) as at 30 June 2025. Both Acts set out the legislative framework under which all councils in Victoria must operate.

Councillors

The Alpine Shire Council comprises seven elected members in an un-subdivided Shire.

Councillors pre-October 2024

Council elections occurred on 24 October 2020, appointing Councillors for a four-year term. Following the resignation of a Councillor in December 2021, the Victorian Electoral Commission conducted a countback on 20 January 2022, where one new Councillor was deemed elected.

Councillors' term ended at 6am on Saturday 26 October 2024, being the date of the next Council General Election.

Councillors post-October 2024

Council elections occurred on 26 October 2024 (via postal voting), appointing Councillors for a four-year term.

On 26 November 2024, Council resolved to appoint both the Mayor and Deputy Mayor to a one-year term, and to appoint the Deputy Mayor as Acting Mayor in accordance with section 21 of the LGA 2020. Councillor Sarah Nicholas was elected as Council's Mayor, with Cr Peter Smith elected as Deputy Mayor.

Councillor Code of Conduct

The Alpine Shire Council Councillor Code of Conduct was adopted on 23 February 2021 and includes the standards of conduct expected to be observed by Councillors in the course of performing their duties and functions as councillors, including prohibiting discrimination, harassment, and vilification.

On 26 October 2024, the *Local Government Act 2020* introduced the Model Councillor Code of Conduct, which replaced all previous individual Councillor Codes of Conduct.

Councillors took their Oath or Affirmation of Offic on 14 November 2024, which included a declaration stating that they will abide by the Model Councillor Code of Conduct.

Council decision making

Decisions made by Council are made in one of two ways:

- At ordinary and special meetings of Council by resolution; or
- Under delegated authority by Council officers.

A 'decision of Council' (resolution) can only be made in the formal setting of an ordinary or special Council meeting. Decisions are made by majority voting. As individuals, neither the Mayor nor Councillors have the authority to act or make decisions on behalf of Council or its staff.

The majority of decisions, particularly those of an operational nature, are made under delegated authority from Council, either directly to officers or through the CEO. See 'delegated authority' on page 59 for more details.

Council meetings

During 2024/25, Council conducted 12 Ordinary Council meetings (OCM) and one Special Council (SPM) meeting.

The majority of ordinary and special Council meetings are typically held in Bright, with three meetings held Mount Beauty (OCM August 2024, OCM February 2025, and OCM May 2025), and two meetings held wholly by virtual means (OCM September 2024, and SPM October 2024) through the year. No meetings were held in Myrtleford during 2024/25, however Council will resume hosting at least one meeting in Myrtleford during 2025/26.

Council updated its Governance Rules in July 2024 to clarify Councillor attendance by electronic means, and other minor amendments to improve interpretation of the Governance Rules. The Election Period Policy, which is required to be included in the Governance Rules was also updated at this time.

All Council meetings held in Bright Council Chambers or online were livestreamed, while those held in alternative venues in either Mount Beauty and Myrtleford are

recorded and uploaded to Council's website the following day.

Council meeting agendas, attachments, minutes, and recordings of meetings are available on Council's website.

Councillor briefing sessions are held to give Councillors the opportunity to meet with management to keep up to date with issues as they arise. No formal decisions of Council may be made at these meetings. Each is considered an 'Informal meeting of Councillors' and reported at Council meetings.

In addition to the schedule of Ordinary Council Meetings, Council also held a Joint Council Meeting with Indigo Shire Council and Towong Shire Council on 13 August 2024. The meeting was held to advocate for critical healthcare infrastructure needs in Albury-Wodonga. The meeting was hosted by Indigo Shire Council, and the agenda, minutes, and recording were made available on Alpine Shire Council's website.

Council meeting attendance 2024/25

	Ordinary Council	Special Council
Councillors pre-October 2024		
Cr Forsyth	4	1
Cr Nicholas	4	0
Cr Hughes	4	1
Cr Janas	4	1
Cr Keeble	4	0
Cr Kelley	4	1
Cr Prime	4	1
Total meetings	**4**	**1**
Councillors post-October 2024		
Cr Andersen	8	0
Cr Byrne	8	0
Cr Graham	8	0
Cr Nicholas	8	0
Cr Ronco	8	0
Cr Smith	5	0
Cr Tanzen	8	0
Total meetings	**8**	**0**

Councillor committees

Councillors were appointed to individual committees on 26 November 2024.

Councillor delegates were appointed on the following groups and committees (non-executive):

Committee	Delegate
Municipal Association of Victoria	Cr Nicholas (Mayor) Cr Smith (Deputy Mayor)
Hume Region Local Government Network	Cr Nicholas (Mayor)
CEO Employment and Remuneration Committee	Cr Nicholas (Mayor) Cr Andersen Cr Tanzen
Rural Councils Victoria (RCV)	Cr Nicholas (Mayor)
Taungurung Local Government Forum	Cr Nicholas (Mayor)
Alpine Shire Council – Finance Committee	Cr Byrne Cr Smith
Alpine Shire Council – Audit and Risk Committee	Cr Byrne Cr Smith
Alpine Children's' Services Inc.	Cr Andersen
Goulburn Murray Climate Alliance	Cr Graham Cr Andersen
Alpine Resilience Partnership	Cr Ronco

Councillor allowances

Victorian Independent Remuneration Tribunal

On 7 March 2022 the Victorian Independent Remuneration Tribunal made its first Determination setting allowances payable to Mayors, Deputy Mayors, and Councillors. The Determination applied to all Victorian Councils, and took effect retrospectively from 18 December 2021.

The Determination sets a single base allowance for each Category of Council which is inclusive of a superannuation guarantee payment. Councils are required to pay the set allowance amounts, with no ability to vary this at a Council level. However, individual Councillors can elect to receive the entire allowance, a specified part, or none of the allowance.

On 1 July 2024, the VIR Tribunal made an annual adjustment determination, reflecting a 3.5% increase to the base values of allowances payable to Mayors,

Deputy Mayors, and Councillors. A further 2.6% increase was added to the scheduled adjustment payable for Mayors and Deputy Mayors only from 18 December 2024. There was no increase to Councillor allowances made on this date.

Alpine Shire Council allowances applicable for the 2024/25 year are presented on this page. Noting that allowances were paid pro-rata for the part of the year where the allowance applied, and no allowances were paid in the period between the date of the Council General Election on 26 October 2024, and when Councillors took their Oath or Affirmation of Office on 14 November 2024.

Councillor allowance:

1 July 2024 – 30 June 2025:

$ 27,291 per annum

Deputy Mayor allowance:

1 July 2024 – 17 December 2024:

$ 42,248 per annum

18 December 2024 – 30 June 2025:

$ 43,360 per annum

Mayor allowance:

1 July 2024 – 17 December 2024:

$ 84,498 per annum

18 December 2024 – 30 June 2025:

$ 86,722 per annum

Councillor allowances paid 2024/25

	Total allowance paid ($)
Councillors pre-October 2024	
Cr Forsyth (Mayor)	$27,030
Cr Hughes	$8,730
Cr Janas	$8,730
Cr Keeble	$8,730
Cr Kelley (Deputy Mayor)	$13,515
Cr Nicholas	$8,730
Cr Prime	$8,730
Total	**$84,196**
Councillors post-October 2024	
Cr Andersen	$17,209
Cr Byrne	$17,209
Cr Graham	$17,209
Cr Nicholas (Mayor)	$52,569
Cr Ronco	$17,209
Cr Smith (Deputy Mayor)	$26,739
Cr Tanzen	$17,209
Total	**$165,351**

Allowances are paid in advance, so 2024/25 allowances presented above are adjusted for fall of accrual.

Councillor expenses

The Councillor Expenses and Support policy was reviewed and adopted on 30 July 2024. This policy sets out the electronic equipment that will be provided to Councillors, as well as the types of approved support provided to Councillors, and expenses that will be reimbursed under the policy. Expenses can only be reimbursed if the expense was incurred while performing duties as a Councillor or committee member and fulfils the requirements as described in the policy.

During 2024/25, a fully maintained vehicle was available for use by the Mayor, and Councillors were able to utilise fleet vehicles to attend to council business in accordance with the policy.

In accordance with regulation 10(g) of the *Local Government (Planning and Reporting) Regulations 2020*, the following table presents the expense declarations incurred by Council on behalf of each Councillor and member of a Council committee:

Councillor & committee member** expenses 2024/25

	Travel[1] $	Professional Development[2] $	Performance of the Role[3] $	Total $
Councillors pre-October 2024				
Cr Forsyth (Mayor)	2,254	182	307	2,743
Cr Hughes			307	307
Cr Janas			307	307
Cr Keeble			307	307
Cr Kelley (Deputy Mayor)			205	205
Cr Nicholas			342	342
Cr Prime			1,457	1,457
Total	**2,254**	**182**	**3,232**	**5,668**
Councillors post-October 2024				
Cr Andersen		3,721	1,132	4,853
Cr Byrne		3,621	1,264	4,885
Cr Graham	141	3,721	1,264	5,126
Cr Nicholas (Mayor)	8,510	3,621	1,132	13,263
Cr Ronco		3,621	1,132	4,753
Cr Smith (Deputy Mayor)	317	3,621	1,264	5,202
Cr Tanzen		3,621	1,132	4,753
Total	**8,968**	**25,547**	**8,320**	**42,835**

[1] Travel expenses include vehicle usage (costed at the ATO rate of $0.88/km), and other minor expenses associated with travel including meals not associated with conferences.

[2] Professional Development expenses include attendance at conferences, workshops, and other learning opportunities. For Councillors elected in October 2024, this item includes the apportioned cost of delivering the statutory Councillor Induction program required by the LGA 2020 following the Council General Elections.

[3] Expenses to support the performance of the role include Information and Communication Technology (ICT) allowances, childcare expenses, and any other miscellaneous expenses such as catering.

*** Audit committee members were paid sitting fees (allowances), but no other expenses were incurred.*

Delegated authority

The *Local Government Act 1989* (LGA 1989), *Local Government Act 2020* (LGA 2020) and numerous other pieces of legislation confer specific powers, duties, and functions on a council.

An Instrument of Delegation under section 11 of the LGA 2020 provides the CEO with the necessary authority to perform the duties of the position. Council delegates powers, duties, and functions to staff, and appoints authorised officers under various Acts. The CEO can further sub-delegate powers, duties, and functions to staff.

Following the commencement of the LGA 2020, delegations from Council to the CEO and Staff were updated in accordance with legislative timeframes. Additional updates have been made each year – refer to "Delegations" in the Governance and Management Framework on page 62 for further details.

Policies

Decision making must be made in accordance with legislative frameworks and the policies and procedures that Council adopts.

Policies reviewed or adopted by Council during 2024/25 include:

- Banking Authorisation
- Corporate Credit Cards
- Councillor Expenses and Support
- Councillor Internal Resolution Procedure
- Dealing With Difficult Customers
- Election Period
- Fraud and Corruption Control
- Grievance Policy
- Mobile Phone
- Our Ways of Working
- Performance Management, Counselling and Discipline
- Procurement
- Public Transparency
- Recruitment, Selection and Appointment

Audit and Risk Committee

Council's Audit and Risk Committee, established under section 53(1) of the *Local Government Act 2020*, is part of Council's good governance and accountability obligations to the community by providing oversight, advice and guidance on Council's frameworks, systems and controls relating to:

- legislative and good governance compliance;
- financial and performance reporting;
- risk management; and
- internal and external audits.

The specific functions and responsibilities of the Committee are detailed in its Charter adopted by Council under section 54(1) of the Act.

Audit and Risk Committee Membership

Councillor Representatives	
Cr Forsyth	appointed November 2022 ended October 2024
Cr Janas	appointed November 2023 ended October 2024
Cr Smith	appointed November 2024
Cr Byrne	appointed November 2024
Independent Representatives	
Gerard Moore	appointed August 2020 reappointed May 2021 reappointed March 2024
Craig Covich	appointed August 2020 reappointed September 2022 reappointed June 2025 (new term starts September 2025)
Jason Young	appointed May 2021 reappointed March 2024
Julie Guest	appointed July 2021 reappointed June 2023

Audit and Risk Committee Sitting Fees paid

Independent Representatives	Sitting Fee paid
Gerard Moore	$2,880
Craig Covich	$2,880
Jason Young (Acting Chair – 1 meeting)	$2,990
Julie Guest (Chair)	$3,540
Total	**$12,290**

Audit and Risk Committee Meeting Attendance

Councillor Representatives	Meetings eligible to attend	Meetings attended
Cr Forsyth	3	3
Cr Janas	3	2
Cr Smith	3	2
Cr Byrne	3	3
Independent Representatives	**Meetings eligible to attend**	**Meetings attended**
Gerard Moore	6	6
Craig Covich	6	6
Jason Young	6	6
Julie Guest	6	5

Committee Charter Review

Section 54(4) of the LGA 2020 stipulates that *'a Council must prepare and approve an Audit and Risk Committee Charter'*.

The Committee was engaged in the holistic review of its Charter in December 2024 and February 2025. The Charter was updated to include Committee oversight on cyber security and fraud reporting and clarification on membership matters. The updated Charter was endorsed by the Committee at its February 2025 meeting and adopted by Council in March 2025.

Internal Audit

In 2016, Council moved to engaging internal auditor/s on an audit-by-audit basis. Council and the Committee reconsidered this approach during 2024 culminating in the formalisation of the internal audit service with the engagement of an independent internal auditor. The Internal Audit Program will deliver:

- initial three-year program;
- enterprise-wide assurance mapping;
- internal audit plan;
- three internal audits per year;
- annual report on the Audit and Risk Committee operations; and
- attendance at Audit and Risk Committee meetings.

Other Key Activities of the Committee

Key areas of focus for the Audit Committee during the year were:

- Annual work program responsibilities;
- Annual financial and performance reports;
- Quarterly reports: budget; performance; councillor and committee expenses; health and safety; finance controls audits; investments; insurance claims; asset management documentation; and capital project reporting;
- Review of policies including: mobile devices; procurement; corporate credit cards; banking authorisation; debtor management; employee expense reimbursement and intangible assets;
- Oversight of Council's ICT cyber security response;
- Oversight of Council's response and compliance with findings by VAGO, Ombudsman, Minister for Local Government and Local Government Inspectorate reports.

Risk Management

Council is committed to reducing its exposure to financial, strategic, and operational risk. As part of this commitment, Council:

- Commenced a review and reassessment of its risk register;
- Maintained its ongoing financial controls audits including credit cards, float balances and purchasing;
- Continued implementation of the health and safety management system;
- Undertook a review and development of asbestos risk registers for 53 buildings across 49 sites.

Insurable risk

Council has an insurance program in place to cover its insurable risk which is reviewed annually to ensure adequate insurance coverage. Council procures its professional indemnity and public liability insurance through the Municipal Association of Victoria (MAV) Liability Mutual Insurance Scheme.

Community Asset Committees

Section 65 of the LGA 2020 provides for Council to establish Community Asset Committees (CACs) to manage community assets such as halls and recreation reserves.

Council has formally established CACs for the Bright Senior Citizens' Centre and the Mount Beauty Senior Citizens' Centre.

Bright Senior Citizens Community Asset Committee effectively managed the facility during 2024/25 and successfully secured grant funding to enhance the outdoor space at the facility.

Mount Beauty Senior Citizens Community Asset Committee was formed in February 2025. A Committee has been appointed and initial meetings held to establish management requirements and priorities for the facility.

The Mount Beauty Recreation Reserve was under review with an Instrument of Delegation due in late 2025.

Organisational committees

Audit and Risk Committee - see previous page.

Finance Committee - provides oversight of Council's financial performance and management. Quarterly reports against Council's budget are also presented to Council meetings as required by s97 of the *Local Government Act 2020.*

Governance and Management Checklist

Governance and Management Items	Assessment	
Community engagement policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the LGA 2020 Date of adoption 25/06/2024	☑
Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of commencement of current guidelines: 25/06/2024 High level guidelines are contained in Council's Community Engagement Policy, including specifying when Council will engage and won't engage with the community. The policy also includes specifications for an engagement plan. Additional detailed guidance will be developed as required.	☑
Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the LGA 2020 Date of adoption: 5/10/2021 Council also keeps a Long Term Financial Plan updated regularly as part of annual budget preparations.	☑
Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the LGA 2020 Date of adoption: 7/06/2022	☑
Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the LGA 2020 Date of adoption: 24/06/2025	☑
Annual budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the LGA 2020 Date of adoption: 24/06/2025	☑
Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of commencement of current policy: 5/07/2022	☑
Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of commencement of current policy: 30/07/2024	☑

Governance and Management Items	Assessment	
Municipal emergency management planning (participation in meetings of the Municipal Emergency Management Planning Committee)	Municipal Emergency Management Planning Committee (MEMPC) meetings attended by one or more representatives of Council (other than the chairperson of the MEMPC) during the financial year Dates of MEMPC meetings attended: CEO delegates Council officers to act as the chair of the Municipal Emergency Management Planning Committee (MEMPC), with other Council officers also in attendance. Meetings held during 2024/25 were: - 14/08/2024 - 20/11/2024 - 03/04/2025	☑
Procurement Policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the LGA 2020 Date of adoption: 24/06/2025	☑
Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of commencement of current plan: 11/12/2009 A review of the Business Continuity Plan was undertaken during 2019/20, but did not reach completion for approval. This will be revisited in 2025/26.	☑
Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of commencement of current plan: 16/09/2019 In October 2024 a new Disaster Recovery Plan draft was created and updated throughout the year. A full test backup process is required to be completed to finalise and validate the new procedure. This test is due to be undertaken in 2025/26.	☑
Complaint policy (policy under section 107 of the Act outlining Council's commitment and approach to managing complaints)	Developed in accordance with section 107 of the LGA 2020 Date of commencement of current policy: 9/11/2021	☑
Workforce plan (plan under section 46 of the Act outlining Council's commitment and approach to planning for current and future workforce requirements)	Developed in accordance with section 46 of the LGA 2020 Date of commencement of current plan: 24/12/2021	☑
Payment of rates and charges hardship policy (policy outlining Council's commitment and approach to assisting ratepayers who are experiencing financial hardship or difficulty paying their rates)	Policy Date of commencement of current policy: 26/07/2023	☑

Governance and Management Items	Assessment	
Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of commencement of current framework: 5/07/2022 A scheduled review of the Risk Management Framework is planned to be undertaken in 2025/26.	☑
Audit and Risk Committee (see sections 53 and 54 of the Act)	Established in accordance with section 53 of the LGA 2020 Date of establishment: 25/08/2020	☑
Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 23/04/2025 Council, in consultation with the Audit and Risk Committee, engaged an independent internal auditor in 2024/25. Outcomes of audits are monitored through Council's Audit and Risk Committee.	☑
Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Framework Date of adoption of current framework: 24/10/2020 Council reports on the financial and non-financial measures prescribed by section 98 of the *Local Government Act 2020*, and Local Government (Planning and Reporting) Regulations 2020. Additional performance measures are contained within the Alpine Shire Council Plan 2021-2025, and reported against annually.	☑
Council Plan report (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first 6 months of the financial year)	Report Date of report: Quarterly Council Plan Performance reports were presented at the following Council meetings: Q4: 22/10/2024 (as part of annual report); Q1: not presented; Q2: 25/02/2025; Q3: 27/05/2025.	☑
Quarterly budget reports (quarterly reports to the Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Reports presented to the Council in accordance with section 97(1) of the LGA 2020 Dates reports presented: Quarterly budget reports were presented at the following Council meetings: Q4: 08/10/2024 (in-principle financial statements for annual report); and 22/10/2024 (as part of annual report); Q1: 28/01/2025; Q2: 25/03/2025; Q3: 24/06/2025.	☑

Governance and Management Items	Assessment	
Risk reports (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Dates of reports: Strategic risks are reported to Council through its Audit and Risk Committee. Audit and Risk Committee meetings were held on the following dates: - 16/08/2024 - 20/09/2024 - 08/10/2024 - 06/12/2024 - 21/02/2025 - 16/05/2025	☑
Performance reports (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Reports Dates of reports: Quarterly progress reports against the non-financial service performance indicators included in the Council Plan were presented at the following Council meetings: Q4: 22/10/2024 (as part of annual report); Q1: not presented; Q2: 25/02/2025; Q3: 27/05/2025. All other non-financial and financial performance indicators are reported at end of financial year.	☑
Annual report (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Presented at a meeting of the Council in accordance with section I00 of the LGA 2020 Date of presentation: 22/10/2024	☑
Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the LGA 2020 Date reviewed and adopted: 14/11/2024 A model Councillor Code of Conduct was introduced as part of changes to the Local Government Act 2020, which became operational on 26 October 2024. Councillors took their Oath or Affirmation of Office on 14 November 2024, which included a declaration stating that they will abide by the Model Councillor Code of Conduct.	☑

Governance and Management Items	Assessment	
Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the LGA 2020 Date of review under section 11(7): 05/10/2021 Delegations were reviewed in October 2021, as required by s11(7) of the Local Government Act 2020. Council regularly reviews delegations throughout the year, with formal reviews adopted by Council on: - 07/06/2022 - 02/08/2022 - 13/12/2022 - 26/04/2023 - 26/03/2024 - 24/09/2024 - 24/06/2025 The CEO also delegates their powers, duties, and functions directly to staff. Reviews were undertaken in June 2022, December 2022, April 2023, March 2024, October 2024, December 2024, March 2025, and June 2025.	☑
Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the LGA 2020 Date Governance Rules adopted: 30/07/2024	☑

I certify that this information presents fairly the status of Council's governance and management arrangements.

Signed by Will Jeremy, Chief Executive Officer

Will Jeremy
Chief Executive Officer
Date: 2 October 2025

Signed by Cr Sarah Nicholas, Mayor

Cr Sarah Nicholas
Mayor
Date: 2 October 2025

Statutory Information Report

Documents Available for Public Inspection

In accordance with regulation 10(k) of the *Local Government (Planning and Reporting) Regulations 2020* a summary of information that is publicly available for the purposes of Council's Public Transparency Policy adopted under section 57 of the Act is found below.

Council will at minimum publish the following information for access by the public, except where the information is confidential in accordance with legislation:

- Plans, strategies, reports, policies, and documents required by the *Local Government Act 2020*;
- Plans, strategies, and policies otherwise adopted by Council;
- Local Laws;
- Council meeting agendas, minutes, and meeting recordings;
- Terms of reference or charters for Council committees;
- Application processes for approvals, permits, grants, and access to services.

Council will at minimum make the following information available to the public upon request, except where confidential in accordance with legislation:

- Plans, strategies, reports, and documents required by any Act or which have been adopted by Council;
- Project and service plans which have been adopted by Council;
- Guidelines, manuals, policies and procedures;
- Technical reports and / or research used to inform decision making;
- Registers required by LGA 2020 or any other legislation;
- Newsletters, handbooks and promotional materials;
- Building approval registers as required by the *Building Act 1993*;
- Planning permit registers and documentation as required by the *Planning and Environment Act 1987*.

Council may require that a formal Freedom of Information request is submitted where the information requested is not listed above.

Information published for access by the public can be found on Council's website. Additional information made available upon request can be inspected by appointment at Council's Bright Office located at 2 Churchill Avenue, Bright.

Information privacy

The primary legislative obligations applying to Council's treatment of personal and health information are contained in the Victorian Government's *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.

The legislation prescribes a number of Information Privacy Principles that the Council is required to comply with to promote and ensure the fair and responsible collection and handling of personal and health information.

Council will continue to comply with the privacy principles contained in the Act, and its Information Privacy Policy.

More privacy information can be obtained from Council's website: www.alpineshire.vic.gov.au.

Freedom of Information

Freedom of Information (FoI) legislation ensures public accountability at all levels of government in Australia.

The *Freedom of Information Act 1982* gives the public a legal right to see certain council documents created after 1 January 1989 and also any personal documents relating to individuals (regardless of how long they have been held).

How do I make a request?

An application under the *Freedom of Information Act 1982* can be made by forwarding the following:

- The request must be made in writing, providing sufficient information to enable the documents to be identified, and where possible, include the approximate date range of the documents requested.
- Applications must be accompanied with the prescribed fee.

Forward your request to:

Freedom of Information officer
Alpine Shire Council
PO Box 139
BRIGHT 3741

Council will respond to your request within the legislated period. Search and access charges allowable under the Act may apply to your request.

For further information, contact Council's Freedom of Information officer on 03 5755 0555 or email foi@alpineshire.vic.gov.au.

Contracts

In accordance with the *Local Government (Planning and Reporting) Regulations 2020*, Council is required to report:

(i) a list of contracts entered into by Council valued above the contract value at which the Council must invite a tender or seek an expression of interest under its Procurement Policy;

Council adopted version 11.0 of its Procurement Policy on 24 June 2025.

Under this policy, the value above which procurement required an Invitation to Tender process is $200,000 (excluding GST). The CEO's financial delegation matches this threshold, hence any contracts valued greater than the CEO's financial delegation required to be awarded at a Council meeting.

Refer to the following page for July 2024 – June 2025 on page 69 for a full list of contracts presented to a Council meeting during 2024/25, including where the total value of the contract was >$200,000 (excl GST).

(ii) a list of contracts entered into by Council valued above the contract value at which the Council must engage a competitive process under its Procurement Policy but for which the Council did not invite a tender or seek an expression of interest and which did not meet the conditions for the Council to purchase goods or services without inviting a public tender or seeking an expression of interest.

No contracts were awarded during 2024/25 above $200,000 that did not first engage a competitive process.

Contracts awarded at Council meetings during 2024/25

Project	Contract Name	Supplier	Value (excl GST) $
Corporate	Banking and Financial Services	Commonwealth Bank of Australia via State Purchasing Contract	$ 273,000
	Cyber Security Operations Centre	PRJ Consulting Pty Ltd T/A 3columns	$ 218,800
Dinner Plain	Dinner Plain Entrance Civil Works and Landscaping	KR Hoysted Construction and Landscapers Pty Ltd	$ 2,486,155
	Dinner Plain Snowmaking - Installation of Pump, Reservoir and Reticulation	ABC Civils Group Pty Ltd	$ 268,521
Facilities	Management and Operation of the Seasonal Pools and Bright Sports Centre (variation and one year extension)	Belgravia Leisure Pty Ltd	$ 613,326
	Tawonga Memorial Hall Refurbishment	Joss Facility Management Pty Ltd	$ 705,599
	Alpine Better Places Harrietville – Tronoh Dredgehole Precinct Upgrade	Stadelmann Group Pty Ltd	$ 478,335
	Myrtleford Memorial Hall Refurbishment Construction	Joss Facility Management Pty Ltd	$ 1,238,636
Land	Purchase of Discontinued Road - Mount Beauty Airport	Victorian Government (Crown Land)	$ 20,995
Roads	Resealing Program	Rich River Asphalt	$ 446,884
	Gravel Road Reconstruction and Re-sheeting 2024/25	Roche Excavations Pty Ltd	$ 400,879
Transfer Stations	Myrtleford Landfill Cap Construction Cell 1 and Cell 2	Extons Pty Ltd	$ 2,224,670
	Myrtleford Landfill Cap Construction Cell 1 and Cell 2 GITA level 1 and CQA Inspector Services	Terra Firma Laboratories Pty Ltd	$ 230,401
	Myrtleford Landfill Cap Construction Cells 1 and 2 (variation)	Extons Pty Ltd	$ 306,250
Waste	Public Bins and Amenities Cleaning Services (variation)	SSX Group Pty Ltd	$ 59,591
	Public Bins and Amenities Cleaning Services (future capital works)	SSX Group Pty Ltd	$ 114,491
Workforce	Building Services Support	GovSS Pty Ltd (trading as Government Shared Services)	$ 340,500
Total			**$ 10,427,033**

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in a council's annual report.

For the 2024/25 year, Council did not receive any infrastructure and development contributions of the type specified in s46GM or 46QD of the *Planning and Environment Act 1987*.

Public Interest Disclosures Act

The *Public Interest Disclosures Act 2012* aims to encourage and facilitate the making of disclosures in relation to the improper conduct of Council and its employees and to provide protection for persons making disclosures against detrimental action.

Council fully supports the Act, having a high regard for transparency and accountability.

In accordance with Section 70 of the *Public Interest Disclosures Act 2012*, the following information is provided:

a) *Information about how to access the Protected Disclosure Procedures document*

The policy is available in hard copy at the Council offices or by request and electronically via the Council website and staff intranet.

The number of disclosures made to Council and notified to the IBAC for assessment

There were no disclosures made directly to Council during the period of 1 July 2024 to 30 June 2025.

Road Management Act 2004

Council, as a road authority, is required under section 22 of the *Road Management Act 2004* to publish a copy of any direction received from the Minister in its annual report. No directions were received from the Minister in 2024/25.

Food Act 1984

Council is required under section 7E of the *Food Act 1984* to publish a copy of any direction received from the Minister in its annual report. No directions were received from the Minister in 2024/25.

Carers Recognition Act 2012

Council did not provide a Home and Community Care service during 2024/25 and therefore does not meet the definition of a care agency under the *Carers Recognition Act 2012*. Therefore, the reporting obligations for care agencies under s12(2)(a) of the Act do not apply to Council for the 2024/25 year.

Disability Act 2006

Alpine Shire Council is committed to supporting the rights of people with a disability to achieve full participation in community life.

As required under section 38 of the *Disability Act 2006*, Alpine Shire Council adopted a Disability Action Plan (Access and Inclusion Plan) in October 2021.

Activity continued throughout 2024/25:

- Review and prioritise actions from Access and Inclusion Plan.
- Review, prioritise and action recommendations of Access Appraisals.
- Commence scoping for updated Access and Inclusion Plan.
- Incorporate accessibility considerations into Council Infrastructure Needs Assessment
- The Alpine Shire currently has six RECHARGE points across the Shire.
- 2024 Seniors Festival was delivered.
- 2024 International Day of People with Disability acknowledged on Council's social media in conjunction with 16 Days of Activism campaign.
- Promote 2024 Victorian Disability Awards.
- Building and facility upgrades scoped and delivered during 2024/25 were completed with consideration to accessibility.
- Council's website updated with consideration for people with disabilities.

Domestic Animals Act 1994

Pursuant to section 68A of the *Domestic Animals Act 1994*, Council must prepare a Domestic Animal Management Plan (DAMP) every four years, review the plan annually, and publish an evaluation of its implementation of the plan in its annual report.

The DAMP sets out how Council manages its responsibilities under the *Domestic Animals Act 1994* and delivers services to enhance and promote responsible pet ownership in the community.

Annual animal registration reminders

Renewal notices were sent out with rates notices, and Local Laws Officers followed up on animals that did not have registration renewed.

Community Partnerships

Liaison with local Vets on animal management issues continued.

Overpopulation and High Euthanasia

Desex Your Animal month was undertaken in the month of July, Council engaged with the community and local vets to encourage community participation. Council continues to have a high success rate with the rehoming of cats and dogs.

Domestic Animal Businesses

There were two Domestic Animal Businesses (DAB) within the Alpine Shire – Local Laws Officers engaged with these businesses to ensure they complied with the Act and are registered.

Declared dogs

The *Domestic Animals Act 1994* allows Council to declare a dog dangerous or menacing. Once declared the owner of the animal has certain obligations under the Act. Local Laws Officers declared several dogs menacing and dangerous during 2024/25, and continued audits of addresses of all known dangerous dogs as part of annual requirements.

Cat Curfew

Initial work began on investigation of a cat curfew, starting with comparisons with other similar Councils. This work will be revisited as a part of the 2025/26 Domestic Animal Management Plan review.

Local Laws

Copies of current Local Laws are available from the Council Offices in Bright and on the Alpine Shire Council website.

Community Local Law 2019

The objectives of the Community Local Law are to:

- provide for the peace, order, and good government of the municipal district;
- protect, maintain, and enhance the natural environment of the municipal district;
- ensure the protection of Council assets and the sustainable use of resources;
- protect the health and safety of persons within the municipal district;
- regulate the management of animals on land and on Council land; and
- provide uniform and fair administration of this Local Law.

Council gazetted a provision under section 224A of the *Local Government Act 1989* on 1 August 2019, to allow Victorian Police to act as authorised officers to enforce 'Part 2.2 – Consumption of liquor on Council land' and 'Part 7 – Enforcement', where they relate to the use, possession or consumption of alcohol.

Governance Local Law

The objectives of the Governance Local Law are to:

- regulate the use of the Alpine Shire Council Common Seal;
- provide for offences in relation to unauthorised use of the Common Seal or any device resembling the Common Seal; and
- provide for offences in relation to Council meetings and Delegated Committee meetings.

Glossary

Alpine Shire	the geographic region in which the Alpine Shire Council operates.
Alpine Shire Council	the organisation represented by elected councillors and staff.
Annual report	a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
Budget	a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan
Council	the abbreviation of Alpine Shire Council
council (lowercase)	a reference to councils generally, not specifically the Alpine Shire Council
Council Plan	a plan setting out the medium-term strategic objectives, strategies, strategic indicators, and resources reflecting vision and aspirations of the community for the next four year
Financial performance indicators	a prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability, and efficiency
Financial statements	the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards, and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report
Financial year	the period of 12 months ending on 30 June each year
Indicator	what will be measured to assess performance
Initiatives	actions that are one-off in nature and/or lead to improvements in service
Measure	how an indicator will be measured and takes the form of a computation, typically including a numerator and denominator
Minister	the Minister for Local Government
Performance statement	a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
Planning and accountability framework	the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Regulations	the *Local Government (Planning and Reporting) Regulations 2020*
Services	assistance, support, advice, and other actions undertaken by a council for the benefit of the local community
Service outcome indicators	the prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved
Service performance indicators	a prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost, and service outcomes
Strategic objectives	the outcomes a council is seeking to achieve over the next four years and included in the council plan
Strategies	high level actions directed at achieving the strategic objectives in the council plan
Sustainable capacity indicators	a prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks covering financial performance, capacity and governance and management

Annual Financial Report

For the year ended 30 June 2025

Understanding the Financial Report

The Annual Financial Report comprises of the audited Financial Statements and Performance Statement. The purpose of the Financial Statements is to provide readers with a detailed report of Council's financial performance (profit or loss), financial position (level of assets against liabilities) and cash flow (increase or decrease in cash held by Council) in accordance with Australian Accounting Standards. The preparation of the Financial Statements is consistent for all councils across Victoria and also provides a comparison against the previous financial year.

The purpose of the performance statement is to provide readers with an overview of how Council performed against the nominated Service Performance, Sustainable Capacity and Financial Capacity indicators as required by section 98 of the *Local Government Act 2020* and part 4 of the *Local Government (Planning and Reporting) Regulations 2020*. This reporting is consistent for all councils across Victoria and provides a comparison against the previous financial year(s) results.

Financial Statements

For the year ended 30 June 2025

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Alpine Shire Council

Annual Financial Report

for the year ended 30 June 2025

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.

Signed by Nathalie Cooke, Principal Accounting Officer

Nathalie Cooke
Principal Accounting Officer
Dated: 8 October 2025
Bright, Victoria

In our opinion, the accompanying financial statements present fairly the financial transactions of Alpine Shire Council for the year ended 30 June 2025 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.

Signed by Cr Peter Smith

Cr Peter Smith
Councillor
Dated: 8 October 2025
Bright, Victoria

Signed by Cr Dave Byrne

Cr Dave Byrne
Councillor
Dated: 8 October 2025
Bright, Victoria

Signed by Will Jeremy, Chief Executive Officer

Will Jeremy
Chief Executive Officer
Dated: 8 October 2025
Bright, Victoria

Independent Auditor's Report

Victorian Auditor-General's Office

To the Councillors of Alpine Shire Council

Opinion	I have audited the financial report of Alpine Shire Council (the council) which comprises the: • balance sheet as at 30 June 2025 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policy information • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Signed by Travis Derricott

MELBOURNE
9 October 2025

Travis Derricott
as delegate for the Auditor-General of Victoria

Alpine Shire Council

Comprehensive Income Statement

for the year ended 30 June 2025

	Note	2025 $ '000	2024 $ '000
Income / Revenue			
Rates and charges	3.1	22,810	21,916
Statutory fees and fines	3.2	710	566
User fees	3.3	1,258	1,195
Grants - operating	3.4	9,083	4,709
Grants - capital	3.4	13,773	6,369
Contributions - monetary	3.5	997	839
Contributions - non monetary	3.5	168	3,217
Fair value increment on investment properties	6.2	–	(672)
Other income	3.7	3,028	2,606
Total income / revenue		51,827	40,745
Expenses			
Employee costs	4.1	13,525	12,170
Materials and services	4.2	18,265	15,629
Depreciation	4.3	7,293	5,329
Amortisation - Intangible assets	4.4	–	12
Net loss on disposal of property, infrastructure, plant and equipment	3.6	2,897	222
Other expenses	4.6	1,039	835
Landfill rehabilitation expense	4.7	985	161
Total expenses		44,004	34,358
Surplus/(deficit) for the year		7,823	6,387
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	6.1	18,473	50,837
Total items which will not be reclassified subsequently to the operating result		18,473	50,837
Total other comprehensive income		18,473	50,837
Total comprehensive result		26,296	57,224

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Alpine Shire Council

Balance Sheet

as at 30 June 2025

	Note	2025 $ '000	2024 $ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	17,225	11,054
Trade and other receivables	5.1	4,142	2,289
Prepayments	5.2	22	22
Other financial assets	5.1	13,002	27,000
Inventories	5.2	115	103
Contract assets	5.1(f)	2,227	895
Other assets	5.2	2	60
Total current assets		36,735	41,423
Non-current assets			
Property, infrastructure, plant and equipment	6.1	370,932	345,472
Investment property	6.2	10,000	10,000
Intangible assets	5.2	–	377
Total non-current assets		380,932	355,849
Total assets		417,667	397,272
Liabilities			
Current liabilities			
Trade and other payables	5.3	3,454	2,662
Trust funds and deposits	5.3	1,095	699
Contract and other liabilities	5.3	670	8,961
Provisions	5.4	4,542	3,067
Total current liabilities		9,761	15,389
Non-current liabilities			
Contract and other liabilities	5.3	276	312
Provisions	5.4	3,495	3,732
Total non-current liabilities		3,771	4,044
Total liabilities		13,532	19,433
Net assets		404,135	377,839
Equity			
Accumulated surplus		189,907	181,419
Reserves	9.1	214,228	196,420
Total Equity		404,135	377,839

The above balance sheet should be read in conjunction with the accompanying notes.

Alpine Shire Council

Statement of Changes in Equity

for the year ended 30 June 2025

	Note	Total $ '000	Accumulated Surplus $ '000	Revaluation Reserves $ '000	Other Reserves $ '000
2025					
Balance at beginning of the financial year		377,839	181,419	190,377	6,043
Surplus/(deficit) for the year		7,823	7,823	–	–
Other comprehensive income					
Net asset revaluation gain/(loss)	6.1	18,473	–	18,473	–
Other comprehensive income		18,473	–	18,473	–
Total comprehensive income		26,296	7,823	18,473	–
Transfers from other reserves	9.1	–	665	–	(665)
Balance at end of the financial year		404,135	189,907	208,850	5,378
2024					
Balance at beginning of the financial year		320,615	175,003	139,540	6,072
Surplus/(deficit) for the year		6,387	6,387	–	–
Other comprehensive income					
Net asset revaluation gain/(loss)	6.1	50,837	–	50,837	–
Other comprehensive income		50,837	–	50,837	–
Total comprehensive income		57,224	6,387	50,837	–
Transfers to other reserves	9.1	–	(815)	–	815
Transfers from other reserves	9.1	–	844	–	(844)
Balance at end of the financial year		377,839	181,419	190,377	6,043

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Alpine Shire Council

Statement of Cash Flows

for the year ended 30 June 2025

	Note	2025 Inflows/ (Outflows) $ '000	2024 Inflows/ (Outflows) $ '000
Cash flows from operating activities			
Rates and charges		22,139	21,893
Statutory fees and fines		853	566
User fees		1,218	1,231
Grants - operating		8,898	5,092
Grants - capital		2,912	2,166
Contributions - monetary		997	923
Interest received		1,989	1,568
Rent received		883	581
Trust funds and deposits taken		396	520
Other receipts		353	48
Net GST refund/(payment)		2,703	1,667
Employee costs		(13,271)	(11,958)
Materials and services		(20,037)	(19,471)
Trust funds and deposits repaid		–	(213)
Other payments		(1,085)	(735)
Net cash provided by/(used in) operating activities	9.2	8,948	3,878
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(16,775)	(9,007)
Proceeds from sale of investments		13,998	2,500
Net cash provided by/(used in) investing activities		(2,777)	(6,507)
Net Increase (decrease) in cash and cash equivalents		6,171	(2,629)
Cash and cash equivalents at the beginning of the financial year		11,054	13,683
Cash and cash equivalents at the end of the financial year	5.1	17,225	11,054
Financing arrangements	5.5	300	300

The above statement of cash flows should be read in conjunction with the accompanying notes.

Alpine Shire Council

Statement of Capital Works

for the year ended 30 June 2025

	Note	2025 $ '000	2024 $ '000
Property			
Land		546	39
Total land		546	39
Buildings		4,886	2,794
Total buildings		4,886	2,794
Total property		5,432	2,833
Plant and equipment			
Plant, machinery and equipment		1,695	528
Fixtures, fittings and furniture		102	–
Computers and telecommunications		13	148
Library books		79	77
Total plant and equipment		1,889	753
Infrastructure			
Roads		1,339	2,382
Bridges		585	208
Footpaths and cycleways		2,475	100
Drainage		315	270
Recreational, leisure and community facilities		324	1,865
Waste management		67	594
Parks, open space and streetscapes		4,329	–
Total infrastructure		9,434	5,419
Total capital works expenditure	6.1	16,755	9,005
Represented by:			
New asset expenditure		6,313	687
Asset renewal expenditure		4,531	2,851
Asset upgrade expenditure		5,911	5,467
Total capital works expenditure		16,755	9,005

The above statement of capital works should be read in conjunction with the accompanying notes.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 1. Overview

Introduction

The Alpine Shire Council (Council) was established by an Order of the Governor in Council on 18 November 1994 and is a body corporate.
The Council's main office is located at 2 Churchill Avenue, Bright, Victoria 3741

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1.)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1.).
- the determination of employee provisions (refer to Note 5.4.).
- the determination of landfill provisions (refer to Note 5.4.)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 1. Overview (continued)

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2. Analysis of our results

Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government* (*Planning and Reporting*) *Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of greater than $100,000 and movements over 10% where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figure details below are those adopted by Council on 25 June 2024. The budget was based on assumptions that were relevant at the time of adoption of the budget. Council set guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020.*

2.1.1 Income / Revenue and expenditure

	Budget 2025 $ '000	Actual 2025 $ '000	Variance $ '000	Variance %	Ref
Income / Revenue					
Rates and charges	22,764	22,810	46	0.20%	
Statutory fees and fines	625	710	85	13.60%	1
User fees	998	1,258	260	26.05%	2
Grants - operating	5,835	9,083	3,248	55.66%	3
Grants - capital	12,818	13,773	955	7.45%	4
Contributions - monetary	692	997	305	44.08%	5
Contributions - non monetary	1,075	168	(907)	(84.37)%	6
Other income	2,106	3,028	922	43.78%	7
Total income / revenue	46,913	51,827	4,914	10.47%	
Expenses					
Employee costs	13,221	13,525	(304)	(2.30)%	8
Materials and services	16,708	18,265	(1,557)	(9.32)%	9
Depreciation	7,431	7,293	138	1.86%	10
Amortisation - intangible assets	55	–	55	100.00%	11
Net loss on disposal of property, infrastructure, plant and equipment	(25)	2,897	(2,922)	11,688.00%	12
Other expenses	733	1,039	(306)	(41.75)%	13
Landfill rehabilitation expense	200	985	(785)	(392.50)%	14
Total expenses	38,323	44,004	(5,681)	(14.82)%	
Surplus/(deficit) for the year	8,590	7,823	(767)	(8.93)%	

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	Revenue related to Animal Management and general Local Laws exceeded budget due to focus of Local Laws team to ensure animals are registered and infringements are followed through.
2.	Balance of Mystic Park membership fees held by Alpine Community Plantation transferred to Council.
3.	Advance payment of 50% of 2025/26 Financial Assistance Grant received in 2024/25.
4.	Recognition of unbudgeted Local Roads and Community Infrastructure grants.
5.	Monetary contributions received from subdivisions exceeded budget.
6.	Non-monetary contributions that had been budgeted for 2024/25 were not received due to delays in development projects in relation to Council expectations. Amount to be received has been delayed to future years.
7.	Investment income received from term deposits exceeded budget.
8.	Workcover expense included in Materials and Services in 2024/25 budget.
9.	Projects budgeted as capital programs were identified as non-recurrent projects, including ICT improvements
10.	Slightly lower than budgeted depreciation expense on property, plant and infrastructure.
11.	A review of Council's intangible assets identified that they should have been expensed, as such there are no assets that would incur amortisation. Refer note 5.2 (b).
12.	Council has written off the recent value of construction works recently completed on a child care centre as the item is not an asset controlled by Council. Additionally, cybersecurity projects and concept designs work done in prior years were expensed.
13.	Recognition of estimated volunteer wages and Fire Services Property Levy tax expenses on Council-owned properties.
14.	Exceeded budget due to higher ongoing costs of landfill monitoring and rehabilitation, and recognition of future works identified in the Myrtleford landfill site.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

2.1.2 Capital works

	Budget 2025 $ '000	Actual 2025 $ '000	Variance $ '000	Variance %	Ref
Property					
Land	–	546	546	∞	1
Total land	–	546	546	∞	
Buildings	3,490	4,886	1,396	40.00%	2
Total buildings	3,490	4,886	1,396	40.00%	
Total property	3,490	5,432	1,942	55.64%	
Plant and equipment					
Plant, machinery and equipment	333	1,695	1,362	409.01%	3
Fixtures, fittings and furniture	–	102	102	∞	4
Computers and telecommunications	788	13	(775)	(98.35)%	5
Library books	75	79	4	5.33%	
Total plant and equipment	1,196	1,889	693	57.94%	
Infrastructure					
Roads	5,110	1,339	(3,771)	(73.80)%	6
Bridges	1,095	585	(510)	(46.58)%	7
Footpaths and cycleways	1,339	2,475	1,136	84.84%	8
Drainage	234	315	81	34.62%	
Recreational, leisure and community facilities	4,911	324	(4,587)	(93.40)%	9
Waste management	1,611	67	(1,544)	(95.84)%	10
Parks, open space and streetscapes	–	4,329	4,329	∞	11
Total infrastructure	14,300	9,434	(4,866)	(34.03)%	
Total capital works expenditure	18,986	16,755	(2,231)	(11.75)%	
Represented by:					
New asset expenditure	9,452	6,313	(3,139)	(33.21)%	
Asset renewal expenditure	4,888	4,531	(357)	(7.30)%	
Asset upgrade expenditure	4,646	5,911	1,265	27.23%	
Total capital works expenditure	18,986	16,755	(2,231)	(11.75)%	

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation

Some differences between budgets and actuals are caused by the completed asset classification being different to how it was identified in the Budget.

1. Council has purchased two blocks of land for future Council use in Myrtleford and Tawonga that were unbudgetted.

2. Components of the Tronoh Dredgehole Upgrade, Dinner Plain Activation and the Myrtleford Tip Shop were classified as buildings however were budgetted under other classifications.

3. A new water tank and a reserve pump at Dinner Plain were provided through Dinner Plain Snowmaking, budgeted under "Recreational, leisure and community facilities".

4. Assets related to the Living Libraries self loan system and OH&S duress system were not budgeted.

5. With the change in ICT projects a number of items are now expensed through the operating statement rather than being capitalised - ie IT software.

6. Referring to the first line of this table, a number of projects budgeted as roads were on completion classified as buildings and open spaces - this was mainly related to Dinner Plain Activation.

7. Under budget due to delays in completion of the Nimmo Pedestrian Bridge.

8. Higher than budgeted footpath renewal costs due to amount of deterioration in condition. In addition, upgrade to footpaths at Horseshoe Circuit Dinner Plain was budgeted in "Roads".

9. Dinner Plain irrigation works at Peashooter toboggan slope budgeted as "Recreational, leisure and community facilities".

10. Landfill capping works funded by the Waste Reserve.

11. Works budgeted under this classification were recognised in "Parks, open spaces, and streetscapes" - these mainly being Myrtleford Splashpark and Dinner Plain Snowmaking.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.2 Analysis of Council results by program

2.2.1 Analysis of Council results by program

Executive
Includes all human resources support and advocacy activities. This area also includes remuneration for the Council Executive, the Mayor and the Councillors

Regulatory Services
Regulatory Services provides various services to uphold the amenity and safety of the community.These include assessment of planning, building and waste water applications, conduct of fire safety and environmental health inspections, registration of food premises, management of animals and enforcement of local laws.

Community Development
Community Development supports a thriving, connected community and focuses on building community capacity through community services such as youth activities, community grants, emergency management and the Maternal and Child Health service

Corporate
Corporate manages the supporting functions that help Council to deliver services in a responsible and sustainable manner. Services include financial control and planning, revenue collection, governance, risk management and information technology.

Customer Experience
Customer Experience oversees library services, the visitor information centres, events throughout the Shire and the communications and marketing on behalf of Council.

Engineering and Assets
Engineering and Assets delivers the critical projects to develop, renew and upgrade our community assets.

Growth and Future
Growth and Future centres around delivering the strategic planning and economic development capability for the Shire's long term future. It also a has a strong focus on planning for the Council's vision for a climate sensitive sustainable future. It is also responsible for maintaining the Council's property & contracts.

Operations
Operations is responsible for maintaining vital civil assets in order to underpin the wellbeing of the community. Services include maintenance of local roads, bridges and drainage, footpaths, open spaces and buildings, operations, and occupational health and safety.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.2 Analysis of Council results by program (continued)

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

Functions/activities	Income / Revenue $ '000	Expenses $ '000	Surplus / (Deficit) $ '000	Grants included in income / revenue $ '000	Total assets $ '000
2025					
Executive	4	1,926	(1,922)	–	22
Building and Environmental Health	–	–	–	–	–
Community Development	1,288	2,006	(718)	1,250	–
Corporate	32,510	5,152	27,358	7,426	35,485
Customer Experience	857	3,242	(2,385)	238	115
Engineering and Assets	12,934	14,789	(1,855)	13,444	368,163
Growth and Future	1,723	2,296	(573)	475	10,000
Operations	1,689	12,551	(10,862)	19	3,882
Statutory Planning, Compliance and Local Laws	–	–	–	–	–
Regulatory Services	822	2,042	(1,220)	4	–
Total functions and activities	51,827	44,004	7,823	22,856	417,667
2024					
Executive	–	1,838	(1,838)	–	–
Building and Environmental Health	158	843	(685)	–	–
Community Development	1,253	2,053	(800)	1,253	–
Corporate	23,886	3,762	20,124	466	41,421
Customer Experience	837	3,188	(2,351)	209	–
Engineering and Assets	11,118	5,929	5,189	8,993	342,545
Growth and Future	3	1,540	(1,537)	–	10,000
Operations	2,917	13,630	(10,713)	149	3,306
Statutory Planning, Compliance and Local Laws	573	1,575	(1,002)	8	–
Regulatory Services	–	–	–	–	–
Total functions and activities	40,745	34,358	6,387	11,078	397,272

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services

	2025 $ '000	2024 $ '000

3.1 Rates and charges

Council uses capital improved value (CIV) as the basis of valuation of all properties within the shire. The CIV of a property is the total market value of the land plus buildings and other improvements.

The valuation base used to calculate general rates for 2024/2025 was $7,688 million ($7,683 million in 2023/2024). The 2024/2025 rate in the dollar was 0.002292 for residential, 0.001674 for farm and 0.003279 for commercial/industrial (2023/24 0.002246 for residential, 0.001640 for farm and 0.003213 for commercial/industrial).

General rates	17,528	17,021
Waste charges	4,517	4,241
Dinner Plain special rate	167	156
Supplementary rates and rate adjustments	88	59
Interest on rates and charges	175	111
Revenue in lieu of rates	335	328
Total rates and charges	22,810	21,916

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation was first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Town planning fees	248	293
Health services	155	135
Infringements and costs	149	95
Land information certificates	20	19
Permits	99	20
Other	39	4
Total statutory fees and fines	710	566

Statutory fees and fines (including parking fees and fines) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 $ '000	2024 $ '000
3.3 User fees		
Registration and other permits	1	1
Building services	178	259
Waste management services	598	611
Engineering works	6	22
Leisure centre and recreation	164	15
Community centres	18	13
Legal costs recovered	21	17
Visitor information centres	241	238
Library income	14	18
Other fees / charges	17	1
Total user fees	1,258	1,195
User fees by timing of revenue recognition		
User fees recognised at a point in time	1,258	1,195
Total user fees	1,258	1,195

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 $ '000	2024 $ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	11,286	3,673
State funded grants	11,570	7,405
Total grants received	22,856	11,078
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants [1]	7,355	207
Recurrent - State Government		
School crossing supervisors	47	46
Maternal and child health	378	459
Other	3	5
Rates administration	57	109
Youth services	94	91
Senior citizen centres	–	–
Library services	162	162
Immunisation funding	–	–
Weed management	19	21
Tobacco activity	4	7
Total recurrent operating grants	8,119	1,107
Non-recurrent - Commonwealth Government		
Other	6	775
Bushfire Recovery	–	1,976
Non-recurrent - State Government		
Family and children	161	137
Maternal and child health	24	25
Other	44	20
Learning and development	4	–
Municipal emergency resourcing program	124	124
Economic development and tourism	–	4
Housing	–	–
Community development	175	48
COVID-19 Recovery	–	60
Youth services	164	59
Flood/storm incident and recovery	211	100
Waste	1	82
Bushfire Recovery	50	192
Total non-recurrent operating grants	964	3,602
Total operating grants	9,083	4,709

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 $ '000	2024 $ '000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	–	715
Other	2,269	–
Total recurrent capital grants	2,269	715
Non-recurrent - Commonwealth Government		
Buildings	1,656	–
Roads	–	–
Non-recurrent - State Government		
Buildings	1,211	490
Other	–	336
Capital projects	1,402	150
Roads	–	1,399
Bridges	21	1,115
Recreational, leisure	7,214	2,164
Pathways	–	–
Total non-recurrent capital grants	11,504	5,654
Total capital grants	13,773	6,369

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:
- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities.*
Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	7,354	1,032
Specific purpose grants to acquire non-financial assets	13,772	8,525
Other specific purpose grants	1,571	1,358
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	159	163
	22,856	11,078

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 $ '000	2024 $ '000
(d) Unspent grants received on condition that they be spent in a specific manner:		
Operating		
Balance at start of year	359	751
Received during the financial year and remained unspent at balance date	–	85
Received in prior years and spent during the financial year	(185)	(477)
Balance at year end	174	359
Capital		
Balance at start of year	8,525	11,563
Received in prior years and spent during the financial year	(8,066)	(3,038)
Balance at year end	459	8,525

Unspent grants are determined and disclosed on a cash basis.

(1) Financial Assistance Grant - 100% of the 2024/25 and 50% of the 2025/26 Financial Assistance Grant were received during 2024/25.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 $ '000	2024 $ '000
3.5 Contributions		
Monetary contributions		
Monetary	997	839
Total monetary contributions	997	839
Non-monetary contributions		
Non-monetary	57	3,123
Other	111	94
Total non-monetary contributions	168	3,217
Total contributions	1,165	4,056

Contributions of non monetary assets were received in relation to the following asset classes.

Roads	–	432
Other infrastructure	57	2,691
Total non-monetary contributions	57	3,123

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Property, infrastructure, plant and equipment		
Written down value of assets disposed	(2,897)	(222)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(2,897)	(222)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(2,897)	(222)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

Interest on investments	1,696	1,624
Rent	919	909
Other	6	70
Sundry income	407	3
Total other income	3,028	2,606

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. The cost of delivering services

	2025 $ '000	2024 $ '000

4.1 Employee costs

(a) Employee costs

Wages and salaries - permanent	10,143	9,254
WorkCover	210	240
Wages and salaries - casual	580	565
Annual leave and long service leave	1,171	895
Superannuation	1,398	1,200
Fringe benefits tax	23	16
Total employee costs	13,525	12,170

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	13	15
	13	15
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	407	389
Employer contributions - other funds	978	796
	1,385	1,185
Employer contributions payable at reporting date	–	57
Total superannuation costs	1,398	1,200

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 is $9,715.30. Contributions made exclude amounts accrued at balance date.

Refer to note 9.4 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Building maintenance	373	329
General maintenance	812	1,258
Office administration	18	–
Information technology	109	240
Insurance	778	59
Administration	4,553	4,077
Operational	5,778	6,328
Asset maintenance	2,320	1,872
Non-recurrent projects	3,524	1,466
Total materials and services	18,265	15,629

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. The cost of delivering services (continued)

	2025 $ '000	2024 $ '000
4.3 Depreciation		
Property		
Buildings - non specialised	1,561	1,719
Total depreciation - property	1,561	1,719
Plant and equipment		
Plant machinery and equipment	500	464
Fixtures fittings and furniture	31	30
Computers and telecomms	205	122
Library books	100	84
Total depreciation - plant and equipment	836	700
Infrastructure		
Roads	2,645	1,529
Bridges	924	577
Footways and cycleways	304	170
Drainage	410	252
Recreational, leisure and community	266	76
Waste management	78	64
Parks open spaces and streetscapes	269	242
Total depreciation - infrastructure	4,896	2,910
Total depreciation	7,293	5,329

Refer to note 6 for a more detailed breakdown of depreciation charges and accounting policy.

4.4 Amortisation - Intangible assets		
Software and Implementation costs	–	12
Total Amortisation - Intangible assets	–	12

4.5 Allowance for impairment losses		
Other debtors	–	–
Total allowance for impairment losses	–	–
Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	–	(2)
Amounts already allowed for and written off as uncollectible	–	2
Balance at end of year	–	–

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. The cost of delivering services (continued)

	2025 $ '000	2024 $ '000
4.6 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	123	66
Councillors' allowances	280	298
Other	259	94
Council grants and contributions	377	377
Total other expenses	1,039	835
4.7 Landfill rehabilitation expenses		
Landfill rehabilitation expenses		
Additional provisions	985	161
Total landfill rehabilitation expenses	985	161

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations

	2025 $ '000	2024 $ '000
5.1 Financial assets		
(a) Cash and cash equivalents		
Current		
Cash on hand	3	2
Cash at bank	17,222	11,052
Total current cash and cash equivalents	17,225	11,054
Total cash and cash equivalents	17,225	11,054
(b) Other financial assets		
Current		
Term deposits	13,002	27,000
Total current other financial assets	13,002	27,000
Total other financial assets	13,002	27,000
Total current financial assets	30,227	38,054
Total cash and cash equivalents and other financial assets	30,227	38,054

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 $ '000	2024 $ '000
(c) Trade & Other Receivables		
Current		
Statutory receivables		
Rates debtors	2,278	1,607
Net GST receivable	327	400
Non-statutory receivables		
Other debtors	1,541	284
Allowance for expected credit loss - other debtors	(4)	(2)
Total current trade and other receivables	4,142	2,289
Total trade and other receivables	4,142	2,289

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of receivables

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	808	82
Past due by up to 30 days	554	3
Past due between 31 and 180 days	52	24
Past due between 181 and 365 days	40	18
Past due by more than 1 year	83	155
Total trade and other receivables	1,537	282

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of $3,830.31 (2024: $2,000) were impaired. The amount of the allowance raised against these debtors was $3,830.31 (2024: $2,000).

All of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

(f) Contract assets

Current		
Contract Assets	2,227	895
Total contract assets	2,227	895

Contract assets are recognised when Council has transferred goods or services to the customer but where Council is yet to establish an unconditional right to consideration.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 $ '000	2024 $ '000

5.2 Non-financial assets

(a) Inventories

Current		
Merchandise	115	103
Total current inventories	115	103

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Current		
Other	2	60
Total current other assets	2	60
Prepayments	22	22
Total current Prepayments	22	22

(c) Intangible assets

Software and implementation costs	–	377
Total intangible assets	–	377

	Software $ '000	Total $ '000
Gross Carrying Amount		
Balance at 1 July 2024	549	549
Other additions	–	–
Balance at 30 June 2025	549	**549**
Accumulated amortisation and impairment		
Balance at 1 July 2024	172	172
Amortisation expense	377	377
Balance at 30 June 2025	549	**549**
Net book value at 30 June 2024	377	377
Net book value at 30 June 2025	–	–

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.
An assessment was conducted of intangible assets in 2024-25 against AASB138 which resulted in all subscription and Software as a Service assets to be impaired.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 $ '000	2024 $ '000
5.3 Payables, trust funds and deposits and contract and other liabilities		
(a) Trade and other payables		
Current		
Non-statutory payables		
Trade payables	1,489	2,004
Accrued expenses	1,969	636
Statutory payables		
Other	(4)	2
Other creditors	–	20
Total current trade and other payables	3,454	2,662
(b) Trust funds and deposits		
Current		
Fire services levy	522	338
Retention amounts	443	251
Subdivision works	70	52
Other deposits	60	58
Total current trust funds and deposits	1,095	699
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance:		
Grants received in advance - operating	174	359
Grants received in advance - capital	459	8,525
Total grants received in advance	633	8,884
User fees received in advance:		
Other	–	40
Total user fees received in advance	–	40
Total current contract liabilities	633	8,924
Other liabilities		
Current		
Lease income received in advance	37	37
Total current other liabilities	37	37
Total current contract and other liabilities	670	8,961
Other liabilities		
Non-current		
Lease income received in advance	276	312
Total Other liabilities	276	312
Total non-current contract and other liabilities	276	312

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

Trust funds and deposits
Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Contract liabilities
Contract liabilities reflect consideration received in advance from customers in respect of grant funding received. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Other liabilities
Grant consideration was received from numerous government entities to support the construction of a number of varied assets. Grant consideration is recognised as income following specific guidance under AASB 1058 as the asset is constructed. Income is recognised to the extent of costs incurred-to-date because the costs of construction most closely reflect the staged completion of these projects. As such, Council has deferred recognition of a portion of the grant consideration received as a liability for outstanding obligations.

Lease Income Received in Advance - This represents lease income received in advance for the Bright and Myrtleford Caravan Park leases at the start of the lease to be recognised on a straight line basis over the life of the leases (21 years).

Purpose and nature of items
Other deposits – Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Subdivision works – Council receives deposits as a form of surety from property developers until certain works are completed. Once the works are completed the amounts are refunded.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	Employee provisions $ '000	Landfill restoration $ '000	Total $ '000
5.4 Provisions			
2025			
Balance at the beginning of the financial year	1,934	4,865	6,799
Additional provisions	1,822	2,988	4,810
Amounts used	(1,332)	(2,069)	(3,401)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(236)	65	(171)
Balance at the end of the financial year	2,188	5,849	8,037
Provisions			
Provisions - current	1,979	2,563	4,542
Provisions - non-current	209	3,286	3,495
Total Provisions	2,188	5,849	8,037
2024			
Balance at the beginning of the financial year	1,716	6,405	8,121
Additional provisions	974	731	1,705
Amounts used	(766)	(1,701)	(2,467)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	10	(570)	(560)
Balance at the end of the financial year	1,934	4,865	6,799
Provisions			
Provisions - current	1,803	1,264	3,067
Provisions - non-current	131	3,601	3,732
Total Provisions	1,934	4,865	6,799

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 $ '000	2024 $ '000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	664	646
Long service leave	129	726
Other accrued and parental leave	179	159
	972	1,531
Current provisions expected to be wholly settled after 12 months		
Annual leave	231	171
Long service leave	776	101
	1,007	272
Total current employee provisions	1,979	1,803
Non-Current		
Long service leave	209	131
Total Non-Current Employee Provisions	209	131
Aggregate Carrying Amount of Employee Provisions:		
Current	1,979	1,803
Non-current	209	131
Total Aggregate Carrying Amount of Employee Provisions	2,188	1,934

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave
A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:
- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave
Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Paid parental leave and other accrued leave
A liability for paid parental leave, time in lieu and rostered day off is recognised in the provision for employee benefits under the Alpine Shire Enterprise Agreement 2023. The liability is measured at the nominal value as it expected to be settled within 12 months.

Key assumptions:		
Weighted average increase in employee costs	4.25%	4.45%
Weighted average discount rates	4.20%	4.35%
Weighted average settlement period in years	2	2

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 $ '000	2024 $ '000
(b) Landfill restoration		
Current		
Current	2,563	1,264
Total current	2,563	1,264
Non-current		
Non-current	3,286	3,601
Total non-current	3,286	3,601
Total	5,849	4,865

Council is obligated to restore former landfill sites at Myrtleford and Porepunkah to a particular standard.

The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken, which has been estimated based on current understanding of work required to reinstate the sites to this standard.

Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs

Key assumptions:		
Weighted average increase in restoration costs	3.00%	3.12%
Weighted average discount rates	4.20%	4.35%
Weighted average settlement period in years	2	3

5.5 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2025.

Bank overdraft	250	250
Credit card	50	50
Total Facilities	300	300
Used facilities	24	29
Used facilities	24	29
Unused facilities	276	271

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

5.6 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

	Not later than 1 year $ '000	Later than 1 year and not later than 2 years $ '000	Later than 2 years and not later than 5 years $ '000	Later than 5 years $ '000	Total $ '000
2025					
Operating					
Waste management	3,668	3,775	9,852	–	17,295
Electricity	412	412	1,029	–	1,853
Cleaning	938	995	2,820	–	4,753
Other	904	98	85	–	1,087
Total	5,922	5,280	13,786	–	24,988
Capital					
Buildings	744	–	–	–	744
Roads	91	–	–	–	91
Other	2,655	–	–	–	2,655
Total	3,490	–	–	–	3,490
2024					
Operating					
Waste management	3,668	3,775	9,750	–	17,193
Electricity	412	412	1,235	823	2,882
Cleaning	917	911	2,733	–	4,561
Other	777	711	85	–	1,573
Total	5,774	5,809	13,803	823	26,209
Capital					
Buildings	1,222	–	–	–	1,222
Roads	138	–	–	–	138
Other	2,988	–	–	–	2,988
Total	4,348	–	–	–	4,348

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 $ '000	2024 $ '000
(b) Operating lease receivables		
Operating lease receivables		
The Council has entered into commercial property leases on some properties, consisting of caravan parks, a community centre and a cafe. These properties held under operating leases have remaining non-cancellable lease terms between 1 and 15 years. All leases include a CPI based revision of the rental charge annually.		
Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:		
Not later than one year	491	497
Later than one year and not later than five years	1,910	1,930
Later than five years	2,627	3,080
	5,028	5,507

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	Carrying amount 30 June 2024 $ '000	Additions $ '000	Contributions $ '000	Revaluation $ '000	Disposal $ '000	Depreciation $ '000	Write-off $ '000	Transfers $ '000	Carrying amount 30 June 2025 $ '000
Property	150,496	4,730	–	477	–	(1,561)	–	1,091	155,233
Plant and equipment	4,144	1,035	–	30	(4)	(836)	–	25	4,394
Infrastructure	184,582	9,417	57	17,966	(308)	(4,896)	–	2,633	209,451
Work in progress	6,250	1,573	–	–	–	–	(2,231)	(3,738)	1,854
Total	345,472	16,755	57	18,473	(312)	(7,293)	(2,231)	11	370,932

Summary of Work in Progress	Opening WIP $ '000	Additions $ '000	Write-off $ '000	Transfers $ '000	Closing WIP $ '000
Property	2,471	51	(2,000)	450	972
Plant and equipment	137	853	(137)	–	853
Infrastructure	3,642	669	(94)	(4,188)	29
Total	6,250	1,573	(2,231)	(3,738)	1,854

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Land $ '000	Land under roads $ '000	Total land $ '000	Buildings $ '000	Total buildings $ '000	Work in progress $ '000	Total property $ '000
Property							
At fair value 1 July 2024	67,418	32,435	99,853	74,665	74,665	2,471	176,989
Accumulated depreciation at 1 July 2024	–	–	–	(24,022)	(24,022)	–	(24,022)
	67,418	32,435	**99,853**	50,643	**50,643**	2,471	**152,967**
Movements in fair value							
Additions	542	–	542	4,188	4,188	51	4,781
Revaluation	–	47	47	430	430	–	477
Disposal	–	–	–	–	–	–	–
Write-off	–	–	–	–	–	(2,000)	(2,000)
Transfers	39	–	39	1,052	1,052	450	1,541
	581	47	**628**	5,670	**5,670**	(1,499)	**4,799**
Movements in accumulated depreciation							
Depreciation and amortisation	–	–	–	(1,561)	(1,561)	–	(1,561)
Accumulated depreciation on revaluation	–	–	–	–	–	–	–
	–	–	**–**	(1,561)	**(1,561)**	–	**(1,561)**
At fair value 30 June 2025	67,999	32,482	100,481	80,334	80,334	972	181,787
Accumulated depreciation at 30 June 2025	–	–	–	(25,582)	(25,582)	–	(25,582)
Carrying amount	67,999	32,482	**100,481**	54,752	**54,752**	972	**156,205**

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Plant machinery and equipment $ '000	Fixtures fittings and furniture $ '000	Computers and telecomms $ '000	Library books $ '000	Total $ '000	Work in progress $ '000	Total plant and equipment $ '000
Plant and Equipment							
At fair value 1 July 2024	7,409	514	1,137	1,089	10,149	137	10,286
Accumulated depreciation at 1 July 2024	(4,103)	(371)	(729)	(802)	(6,005)	–	(6,005)
	3,306	143	408	287	**4,144**	137	**4,281**
Movements in fair value							
Additions	841	102	13	79	1,035	853	1,888
Revaluation	–	–	–	–	–	–	–
Disposal	(89)	–	(324)	(293)	(706)	–	(706)
Write-off	–	–	–	–	–	(137)	(137)
Transfers	25	–	–	–	25	–	25
	777	102	(311)	(214)	**354**	716	**1,070**
Movements in accumulated depreciation							
Depreciation and amortisation	(500)	(31)	(205)	(100)	(836)	–	(836)
Accumulated depreciation of disposals	85	–	324	293	702	–	702
Accumulated depreciation on revaluation	–	–	–	30	30	–	30
	(415)	(31)	119	223	**(104)**	–	**(104)**
At fair value 30 June 2025	8,186	616	827	875	10,504	853	11,357
Accumulated depreciation at 30 June 2025	(4,518)	(402)	(611)	(579)	(6,110)	–	(6,110)
Carrying amount	3,668	214	216	296	**4,394**	853	**5,247**

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Roads $ '000	Bridges $ '000	Footpaths and cycleways $ '000	Drainage $ '000	Recrea-tional, leisure and community $ '000	Waste $ '000	Parks open spaces and streets-capes $ '000	Total $ '000	Work in progress $ '000	Total infra-structure $ '000
Infrastructure										
At fair value 1 July 2024	161,897	63,957	17,172	37,266	6,934	2,175	3,518	292,919	3,642	296,561
Accumulated depreciation at 1 July 2024	(64,455)	(17,173)	(7,906)	(14,192)	(2,349)	(521)	(1,741)	(108,337)	–	(108,337)
	97,442	46,784	9,266	23,074	4,585	1,654	1,777	**184,582**	3,642	**188,224**
Movements in fair value										
Additions	1,339	568	2,475	315	324	67	4,329	9,417	669	10,086
Contributions	–	–	22	35	–	–	–	57	–	57
Revaluation	(1,118)	9,601	(1,003)	3,385	8,242	57	70	19,234	–	19,234
Disposal	–	–	–	–	–	(362)	(50)	(412)	–	(412)
Write-off	–	–	–	–	–	–	–	–	(94)	(94)
Transfers	1,534	–	–	–	1,165	(66)	–	2,633	(4,188)	(1,555)
	1,755	10,169	1,494	3,735	9,731	(304)	4,349	**30,929**	(3,613)	**27,316**
Movements in accumulated depreciation										
Depreciation and amortisation	(2,645)	(924)	(304)	(410)	(266)	(78)	(269)	(4,896)	–	(4,896)
Accumulated depreciation of disposals	–	–	–	–	–	85	19	104	–	104
Accumulated depreciation on revaluation	(84)	–	–	–	(1,060)	–	(124)	(1,268)	–	(1,268)
	(2,729)	(924)	(304)	(410)	(1,326)	7	(374)	**(6,060)**	–	**(6,060)**
At fair value 30 June 2025	163,651	74,126	18,666	41,001	16,664	1,870	7,867	323,845	29	323,874
Accumulated depreciation at 30 June 2025	(67,183)	(18,097)	(8,210)	(14,602)	(3,674)	(513)	(2,115)	(114,394)	–	(114,394)
	96,468	56,029	10,456	26,399	12,990	1,357	5,752	**209,451**	29	**209,480**

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

Acquisition
The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period years	Threshold Limit $ ´000
Asset recognition thresholds and depreciation periods		
Land	-	–
Land under roads	-	5
Buildings	15 to 100 years	5
Roads	20 to 80 years	5
Bridges	70 years	5
Drainage	50 to 100 years	5
Footpaths and cycleways	22 to 60 years	5
Recreational, leisure and community facilities	15 to 50 years	5
Parks, open space and streetscapes	20 to 50 years	5
Waste management	12 to 20 years	–
Plant, machinery and equipment	3 to 20 years	2
Fixtures, fittings and furniture	5 to 20 years	2
Computers and telecomms	3 to 10 years	2

Land under roads
Council recognises land under roads it controls at fair value.

Depreciation
Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance
Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of land and land under roads

Valuation of land was undertaken by a qualified independent valuation firm, LG Valuations in May 2024. The valuation of land is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table.

Valuation of buildings

Valuation of buildings was undertaken by a qualified independent valuation firm, LG Valuations in May 2024. The valuation is at fair value based on depreciated replacement costs.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Specialised Land	–	–	32,418	Jun/24	Independent
Non-specialised Land	–	–	35,581	Jun/24	Independent
Land under roads	–	–	32,482	Jun/24	Independent
Specialised buildings	–	–	50,978	Jun/24	Independent
Non-specialised buildings	–	–	3,774	Jun/24	Independent
Total	–	–	155,233		

Valuation of infrastructure

Valuation of Council's roads, footpaths and drainage assets was performed in 2022/23 by an asset management consultant Robert Uebergang, Bachelor of Engineering (Civil). The valuation was at fair value based on depreciated replacement costs using industry standards (Rawlinson's Construction Cost Guide). The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

A valuation of bridges was undertaken in 2024/25 by Council staff based on depreciated replacement cost and supported by condition assessments provided by Tasman Associates Pty Ltd.

A formal valuation of playgrounds and sporting infrastructure was undertaken in 2024/25 by Robert Uebergang, Bachelor of Engineering (Civil).

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Roads	–	–	96,468	Jun/23	Independent
Bridges	–	–	56,029	Jun/25	Indexation
Footpaths and cycleways	–	–	10,456	Jun/23	Independent
Drainage	–	–	26,399	Jun/23	Independent
Waste management	–	–	12,990	Jun/22	Independent
Recreational, leisure & community facilities	–	–	1,357	Jun/25	Independent
Parks, open space & streetscapes	–	–	5,752	Jun/25	Independent
Total	–	–	209,451		

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	2025 $ '000	2024 $ '000
Reconciliation of specialised land		
Land under roads	32,482	32,435
Parks and reserves	4,107	4,107
Facilities	20,421	20,421
Office/depots	9,011	8,829
Total specialised land	66,021	65,792

6.2 Investment property

	2025 $ '000	2024 $ '000
Balance at beginning of financial year	10,000	5,450
Fair value increment	–	(672)
Other	–	5,222
Balance at end of financial year	10,000	10,000

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise.

Valuation of investment property

Valuation of investment property has been determined in accordance with an independent valuation by a qualified independent valuer LG Valuation Services Pty Ltd (API Registration no. 62901) who has recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property as at 31 May 2024.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity
Council is the parent entity.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Alpine Shire Council. The Councillors, Chief Executive Officer and Directors are deemed KMP.

Details of KMP at any time during the year are:

Councillors

John Forsyth - Mayor - 1 July 2024 - 26 Oct 2024
Simon Kelley - Deputy Mayor 1 July 2024 - 26 Oct 2024
Tony Keeble - Councillor 1 July 2024 - 26 Oct 2024
Ron Janas - Councillor 1 July 2024 - 26 Oct 2024
Kelli Prime - Councillor 1 July 2024 - 26 Oct 2024
Katarina Hughes - Councillor 1 July 2024 - 26 Oct 2024
Sarah Nicholas - Councillor 1 July 2024 - 26 Oct 2024, Councillor 14 Nov 2024 - 25 Nov 2024, Mayor 26 Nov 2024 to 30 Jun 2025
Peter Smith - Councillor 14 Nov 2024 - 25 Nov 2024, Deputy Mayor 26 Nov 2024 to 30 Jun 2025
John Andersen - Councillor 14 Nov 2024 - 30 Jun 2025
Gareth Graham - Councillor 14 Nov 2024 - 30 Jun 2025
Noah Tanzen - Councillor 14 Nov 2024 - 30 Jun 2025
Dave Byrne - Councillor 14 Nov 2024 - 30 Jun 2025
Jean-Pierre Ronco - Councillor 14 Nov 2024 - 30 Jun 2025

Cheif Executive Officer and other key management personnel

Will Jeremy - Chief Executive Officer (1 July 2024 - 30 June 2025)
Nathalie Cooke - Acting Chief Executive Officer (23 Sep 2024 - 4 Oct 2024) and (7 April 2025 to 11 April 2025)
Helen Havercroft - Director Customer and Community (1 July 2024 - 12 July 2024)
Nathalie Cooke - Acting Director Customer and Community (8 Jul 2024 to 13 Oct 2024)
Nathalie Cooke - Director Corporate and Community (14 Oct 2024 - 30 June 2025)
Alan Rees - Director Assets (1 July 2024 - 30 June 2025)

	2025 No.	2024 No.
Total Number of Councillors	13	7
Total of Chief Executive Officer and other Key Management Personnel	4	4
Total Number of Key Management Personnel	17	11

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2025 $ '000	2024 $ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	946	908
Other long-term employee benefits	15	14
Post-employment benefits	69	65
Termination benefits	2	–
Total	1,032	987

	2025 No.	2024 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
$1 - $9,999	3	–
$10,000 - $19,999	7	1
$20,000 - $29,999	3	2
$30,000 - $39,999	–	3
$40,000 - $49,999	–	1
$60,000 - $69,999	1	–
$90,000 - $99,999	–	1
$200,000 - $209,999	–	2
$210,000 - $219,999	1	–
$230,000 - $239,999	1	–
$260,000 - $269,999	–	1
$300,000 - $309,999	1	–
	17	11

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds $170,000 and who report directly to a member of the KMP.

	2025 $ '000	2024 $ '000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	980	–
Other long-term employee benefits	22	–
Post-employment benefits	100	–
Termination benefits	–	–
Total	1,102	–

	2025 No.	2024 No.
The number of other senior staff are shown below in their relevant income bands:		
Income Range:		
$170,000 - $179,999	3	–
$180,000 - $189,999	2	–
$200,000 - $209,999	1	–
	6	–

	2025 $ '000	2024 $ '000
Total remuneration for the reporting year for other senior staff included above, amounted to:	1,102	–

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

	2025 $ '000	2024 $ '000

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties:

Department of Energy, Environment and Climate Action
A Councillor is employed by the Department of Energy, Environment and Climate Action (DEECA). DEECA is a Victorian State Department which oversees items such as licenses for waste transfer stations, regional water quality monitoring, and animal registrations.

Rural City of Wangaratta
A Director provides consultancy services to the Rural City of Wangaratta. The Rural City of Wangaratta provides support in waste disposal.

Tourism North East
The CEO is a member of the Tourism North East board of directors. Tourism North East provides marketing and advertising services for Council.

Paid to Related Parties	339	286
Council employed partners of Key Management Personnel. This is a normal Council employee/contractor relationship	–	1

(b) Outstanding balances with related parties

The outstanding balances owing with related parties is to Tourism North East	23	–

(c) Loans to/from related parties

There were no loans either to or from related parties.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

(b) Contingent liabilities

Contingent liabilities are:
- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Landfill

Council is responsible for three small landfill sites that have been closed for more than twenty years at Myrtleford, Mount Beauty and Harrietville. These sites are being monitored by Council and it may be required to perform rehabilitation works in the future.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council.

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the material accounting policy information and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk.

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*.
Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

All financial liabilities are expected to be settled within normal terms of trade.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of 0.75% and -1.00% in market interest rates (AUD) from year end rates of 4.20%.

These movements will not have a material impact on the valuation of Council's financial assests and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair Value Hierarchy
Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

Council has considered the amendments to AASB 13 Fair Value Measurement that apply for the 2024-25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have not resulted in any material impacts to Council’s financial statements.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.
In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation
Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 3 to 4 years. The valuation is performed either by experienced Council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset Class	**Revaluation frequency**
Land	3-4 years
Buildings	3-4 years
Roads	3-4 years
Bridges	3-4 years
Footpaths and cycleways	3-4 years
Drainage	3-4 years
Recreational, leisure and community facilities	3-4 years
Waste management	3-4 years
Parks, open space and streetscapes	3-4 years
Other infrastructure	3-4 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases within the year are offset.

Impairment of assets
At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters

	Balance at beginning of reporting period $ '000	Increase (decrease) $ '000	Balance at end of reporting period $ '000
9.1 Reserves			
(a) Asset revaluation reserves			
2025			
Property			
Land	50,685	–	50,685
Land under roads	4,882	47	4,929
Buildings	34,526	–	34,526
Buildings - non specialised	–	430	430
	90,093	477	90,570
Plant and equipment			
Books	94	30	124
	94	30	124
Infrastructure			
Roads	38,438	(1,202)	37,236
Bridges	41,440	9,601	51,041
Footpaths and cycleways	1,764	(1,003)	761
Drainage	8,007	3,385	11,392
Recreational, leisure and community facilities	1,407	7,182	8,589
Waste	7,983	57	8,040
Parks, open space and streetscapes	1,152	(54)	1,098
	100,191	17,966	118,157
Total asset revaluation reserves	190,378	18,473	208,851

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

	Balance at beginning of reporting period $ '000	Increase (decrease) $ '000	Balance at end of reporting period $ '000
2024			
Property			
Land	26,856	23,829	50,685
Land under roads	–	4,882	4,882
Buildings	20,998	13,528	34,526
	47,854	42,239	90,093
Plant and equipment			
Books	94	–	94
	94	–	94
Infrastructure			
Roads	38,438	–	38,438
Bridges	32,908	8,532	41,440
Footpaths and cycleways	1,764	–	1,764
Drainage	8,007	–	8,007
Recreational, leisure and community facilities	1,407	–	1,407
Waste	7,983	–	7,983
Parks, open space and streetscapes	1,085	67	1,152
	91,592	8,599	100,191
Total asset revaluation reserves	139,540	50,838	190,378

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

	Balance at beginning of reporting period $ '000	Transfer from Accumulated Surplus $ '000	Transfer to Accumulated Surplus $ '000	Balance at end of reporting period $ '000
(b) Other reserves				
2025				
Dinner Plain	1,340	–	(372)	968
Waste	4,009	–	(222)	3,787
Subdivision recreation	694	–	(71)	623
Total Other reserves	6,043	–	(665)	5,378
2024				
Dinner Plain	845	–	495	1,340
Waste	4,853	(844)	–	4,009
Subdivision recreation	374	–	320	694
Total restricted reserves	6,072	(844)	815	6,043
Total Other reserves	6,072	(844)	815	6,043

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

The **Dinner Plain reserve** is maintained to ensure all rates raised from Dinner Plain properties are quarantined and invested back into Dinner Plain. During 2024/25 Council approved ceasing the operation of the Dinner Plain reserve from 30 June 2024. Any remaining balance will be utilised in accordance with the establishment of the Dinner Plain reserve until all remiaing funds are expended.

The **waste reserve** is maintained to fund landfill rehabilitation works. Where budgeted rehabilitation projects are not carried out in the financial year, funds are allocated to the reserve to fund future rehabilitation work.

The **subdivision recreation reserve** is maintained to account for contributions received under the *Subdivision Act 1988*. This reserve funds future recreational projects which meet the definition in the Act.

	2025 $ '000	2024 $ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	7,823	6,387
Non-cash adjustments:		
Depreciation/amortisation	7,293	5,341
Profit/(loss) on disposal of property, infrastructure, plant and equipment	2,897	222
Fair value adjustments for investment property	–	672
Contributions - Non-monetary assets	(57)	(3,123)
Adjustment landfill rehabilitation expense	–	161
Additions for Intangibles	–	(142)
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(1,853)	(156)
(Increase)/decrease in inventories	(12)	(7)
(Increase)/decrease in prepayments	–	688
Increase/(decrease) in contract assets	(1,332)	(297)
Increase/(decrease) in other assets	58	(56)
Increase/(decrease) in trade and other payables	792	(1,618)
Increase/(decrease) in provisions	1,238	(1,047)
(Decrease)/increase in trust funds and other deposits	396	279
(Decrease)/increase in contract and other liabilities	(8,295)	(3,426)
Net cash provided by/(used in) operating activities	8,948	3,878

9.3 Superannuation

Council makes a large portion of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation
The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%)).

Defined Benefit
Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Alpine Shire in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding Arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. As at 30 June 2024, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2024 (of which Council is a contributing employer) was 105.4%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.6% pa
Salary information 3.5% pa
Price inflation (CPI) 2.7% pa

As at 30 June 2025, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2025. The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years

Employer contributions

(a) Regular contributions

On the basis of the results of the 2024 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2025, this rate was 11.5% of members' salaries (11.0% in 2023/24). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2024 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

	2024 (Interim) $m	2023 (Triennial) $m
- A VBI Surplus	108.4	85.7
- A total service liability surplus	141.4	123.6
- A discounted accrued benefits surplus	156.7	141.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2024.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2024.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2024.

The 2025 interim actuarial investigation
An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were:

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.6% pa

It is anticipated that this actuarial investigation will be completed by 31 October 2025.

The 2023 triennial investigation
The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of these investigations were:

	2023 Triennial investigation	2020 Triennial investigation
Net investment return	5.7% pa	5.6% pa
Salary inflation	3.50% pa	2.5% pa for two years and 2.75% pa thereafter
Price inflation	2.8% pa	2.0% pa

Superannuation contributions
Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

Scheme	Type of scheme	Rate	2025 $ '000	2024 $ '000
Vision Super	Defined benefit	11.5% (2024:11.0%)	13	15
Vision Super	Accumulation fund	11.5% (2024:11.0%)	407	389
Other funds	Accumulation fund	11.5% (2024:11.0%)	978	796

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2025.

Alpine Shire Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 is $9,715.30.

Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2024-25 year.

Performance Statement

For the year ended 30 June 2025

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Certification of the Performance Statement

For the year ended 30 June 2025

In my opinion, the accompanying Performance Statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* .

Signed by Nathalie Cooke, Principal Accounting Officer

Nathalie Cooke
Principal Accounting Officer
Date: 8 October 2025

In our opinion, the accompanying Performance Statement of the Alpine Shire Council for the year ended 30 June 2025 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*..

The Performance Statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the Performance Statement to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this Performance Statement in its final form.

Signed by Cr Peter Smith

Cr Peter Smith
Date: 8 October 2025

Signed by Cr Dave Byrne

Cr Dave Byrne
Date: 8 October 2025

Signed by Will Jeremy, Chief Executive Officer

William Jeremy
Chief Executive Officer
Date: 8 October 2025

Independent Auditor's Report

Victorian Auditor-General's Office

To the Councillors of Alpine Shire Council

Opinion	I have audited the accompanying performance statement of Alpine Shire Council (the council) which comprises the: • description of municipality for the year ended 30 June 2025 • sustainable capacity indicators for the year ended 30 June 2025 • service performance indicators for the year ended 30 June 2025 • financial performance indicators for the year ended 30 June 2025 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Alpine Shire Council in respect of the year ended 30 June 2025 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

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Auditor's responsibilities for the audit of the performance statement	As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Signed by Travis Derricott

MELBOURNE
9 October 2025

Travis Derricott
as delegate for the Auditor-General of Victoria

Description of the municipality

For the year ended 30 June 2025

The Alpine Shire is situated in north-east Victoria, approximately 300km from the Victorian state capital Melbourne, and 70km south of Albury-Wodonga. The area of the Alpine Shire is 4,790 square kilometres consisting of 92% public land.

The Shire extends from mountain ranges to the valley floor, where residents choose to live predominantly around the three main towns of Bright, Myrtleford and Mount Beauty. Other members of the populace live in the smaller towns, villages and surrounding farming communities that are spread throughout the Shire.

The region offers a diverse lifestyle with a mix of culture, history and experiences. The region is a well-known destination for tourists with festivals, markets, exhibitions, sporting and recreational activities held throughout the Alpine Shire; together with a range of cafes, restaurants and wineries.

The estimated resident population of the Shire is 13,199, a number which significantly increases with the seasonal influx of tourists. Population demographics in the 2021 Census show a lower population of 0-49 year olds, but a much higher population of persons aged 50 and over, as compared to the Victorian averages.

Service Performance Indicators

For the year ended 30 June 2025

	Results			Target as per Budget	Result	
Service / *indicator /measure*	2021/22	2022/23	2023/24	2024/25	2024/25	Material Variations
Aquatic Facilities ***Utilisation*** *Utilisation of aquatic facilities* [Number of visits to aquatic facilities / Population]	2.7	2.4	3.0	2.7	3.5	Utilisation of Council's three aquatic facilities increased again in 2024/25, continuing a trend from the previous year, and surpassing Council's target result. Visitation at outdoor pools during the seasonal opening period (November - March) increased slightly compared to the previous year, in part due to a hotter summer season and a streamlined marketing program. The greatest driver of change was a 30% increase in visitation at Bright Sports Centre compared to the previous year. This was driven by an increase in member visitation during January - June 2025, in response to new equipment in the gymnasium section of the Centre.
Animal Management ***Health and safety*** *Animal management prosecutions* [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	0%	0%	0%	0%	0%	No animal management prosecutions were presented to court in 2024/25. This is consistent with Council's target for this measure.

Service Performance Indicators (continued)

For the year ended 30 June 2025

Service/*indicator* /*measure*	Results 2021/22	Results 2022/23	Results 2023/24	Target as per Budget 2024/25	Result 2024/25	Material Variations
Food Safety ***Health and safety*** *Critical and major non-compliance outcome* [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.0 %	100.0 %	0.0 %	100.0 %	0.0 %	No critical or major non-compliance notifications were received. Council's Environmental Health department continues to focus on improved food safety awareness to promote compliance with the Food Safety Standards.

Service Performance Indicators (continued)

For the year ended 30 June 2025

Service/*indicator* /*measure*	Results 2021/22	Results 2022/23	Results 2023/24	Target as per Budget 2024/25	Result 2024/25	Material Variations
Governance ***Consultation and engagement*** *Satisfaction with community consultation and engagement* [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	55	50	46	55	46	Satisfaction with community consultation and engagement remained constant compared to the previous year, however performance remains significantly lower than the Small Rural Council average and is lower than Council's target result. Work will continue in 2025/26 to improve community perceptions of Council's performance.
Libraries ***Participation*** *Library membership* [Number of registered library members / Population] x100	New in 2023/24	New in 2023/24	32.2 %	12.0 %	33.2 %	Library membership has increased, reflecting a similar increase in loans per head of population. This is well above the target set for this year, which was set before the 2023/24 results were available, and is higher than the average of other similar sized Councils in 2023/24.

Service Performance Indicators (continued)

For the year ended 30 June 2025

Service/*indicator* /*measure*	Results 2021/22	Results 2022/23	Results 2023/24	Target as per Budget 2024/25	Result 2024/25	Material Variations
Maternal and Child Health (MCH)						
Participation						
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	83.4 %	83.4 %	84.0 %	82.0 %	83.2 %	Participation in the Maternal and Child Health Service continues to show high demand for service.
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	64.7 %	82.6 %	89.5 %	82.0 %	95.7 %	Council has a small number of First Nations children enrolled in the Maternal and Child Health service, therefore a slight change in participation creates a greater change in overall results. The result is better than the target set for this measure, which was based on 2022/23 results.

Service Performance Indicators (continued)

For the year ended 30 June 2025

Service/*indicator* /*measure*	Results 2021/22	Results 2022/23	Results 2023/24	Target as per Budget 2024/25	Result 2024/25	Material Variations
Roads						
Condition						
Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	98.8%	99.4%	99.6%	98.0%	99.4%	The result for sealed local roads maintained to condition standards appears to have fallen slightly compared to the previous year, however the result reflects an increase in the total length of sealed local roads maintained by Council, and is above the target result. A new Road Management Plan was adopted in July 2025, which makes improvements to the intervention levels across Council's road network from 2025/26.

Service Performance Indicators (continued)

For the year ended 30 June 2025

Service/*indicator* /*measure*	Results 2021/22	Results 2022/23	Results 2023/24	Target as per Budget 2024/25	Result 2024/25	Material Variations
Statutory Planning ***Service standard*** *Planning applications decided within required time* [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	41.4 %	19.4 %	22.8 %	61.0%	27.4%	The number of planning applications decided within required timeframes has increased slightly compared to the previous year, but remains below the target set for this measure. Almost half of all planning applications determined in 2024/25 were made in the period March - June 2025. In this time Council has rebuilt the Statutory Planning team after a period of resourcing challenges and implemented a suite of process improvements. The resolution of a number of legacy applications has impacted the results. Council continues to have issues with data uploaded to the State Government's PPARS website. As a result, LGPRF data has been generated manually from Council's records. Data integrity issues will be systematically addressed throughout 2025/26.

Service Performance Indicators (continued)

For the year ended 30 June 2025

Service/*indicator* /*measure*	Results 2021/22	Results 2022/23	Results 2023/24	Target as per Budget 2024/25	Result 2024/25	Material Variations
Waste Management ***Waste diversion*** *Kerbside collection waste diverted from landfill* [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	40.0 %	39.8 %	73.4 %	51.0%	74.1 %	Council continues to see improvement in kerbside collection waste being diverted from landfill in 2024/25, being the second year of a Food Organics Garden Organics (FOGO) service in the municipality. The result is better than the target for this measure, which was set before the 2023/24 results were available. Council's participation in the soft plastics recycling trial has also contributed to the improvement in waste diverted from landfill.

Financial Performance Indicators

For the year ended 30 June 2025

Dimension / *indicator* /	2021/22	2022/23	2023/24	Target as per Budget 2024/25	Result 2024/25	Forecasts 2025/26	2026/27	2027/28	2028/29	Material Variations
Efficiency										
Expenditure level										
Expenses per property [Total expenses / Number of property assessments]	$3,451	$3,818	$3,794	$4,211	$4,901	$4,037	$4,200	$4,279	$4,359	Operating expenses increased by over 28% compared to the prior year. This was caused by increases across all expenditure categories - in particular, depreciation and net losses on disposal of assets.
Revenue level										
Average rate per property [General rates and Municipal charges / Number of property assessments]	$1,787	$1,852	$1,886	$1,820	$1,945	$2,014	$2,065	$2,112	$2,159	

Financial Performance Indicators (continued)

For the year ended 30 June 2025

Dimension / *indicator* /	2021/22	2022/23	2023/24	Target as per Budget 2024/25	Result 2024/25	Forecasts 2025/26	2026/27	2027/28	2028/29	Material Variations
Liquidity										
Working capital										
Current assets compared to current liabilities [Current assets / Current liabilities] x100	235.0 %	220.2 %	269.2 %	255.4%	376.3%	338.6%	356.0%	313.6%	277.4%	Current liability associated with unearned grant revenue decreased by nearly $8 million, while cash reserves decreased by a lower rate providing a higher liquidity result.
Unrestricted cash										
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	18.2 %	-44.8 %	-55.2 %	61.3%	135.8%	31.5%	49.7%	38.5%	20.1%	Council has moved towards holding a higher proportion of its investments in shorter period term deposits, maturing within 90 days and therefore classified as unrestricted cash, in order to secure higher returns in a changing interest rate environment. Council's liabilities have decreased significantly as capital projects have been completed and unearned grant revenue has decreased.

Financial Performance Indicators (continued)

For the year ended 30 June 2025

Dimension / *indicator* /	2021/22	2022/23	2023/24	Target as per Budget 2024/25	Result 2024/25	Forecasts 2025/26	2026/27	2027/28	2028/29	Material Variations
Obligations										
Loans and borrowings										
Loans and borrowings [Interest bearing loans and borrowings / Rate revenue] x100	0.0 %	0.0 %	0.0 %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Council continues to operate free from borrowings.
Loans and borrowings [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0.0 %	0.0 %	0.0 %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Council continues to operate free from borrowings.
Indebtedness										
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	11.1 %	16.1 %	15.8 %	27.6%	13.6%	15.1%	15.3%	13.5%	12.7%	Non-current employee liability is less than prior year compared to a slightly higher own source revenue figure, leading to a result below previous years.

Financial Performance Indicators (continued)

For the year ended 30 June 2025

Dimension / *indicator* /	2021/22	2022/23	2023/24	Target as per Budget 2024/25	Result 2024/25	Forecasts 2025/26	2026/27	2027/28	2028/29	Material Variations
Asset renewal and upgrade										
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	216.9%	163.7%	156.1%	137.1%	143.2%	120.6%	136.7%	131.3%	124.6%	Asset renewal and upgrade compared to depreciation was lower than the previous year due to the calculated increase in depreciation being larger than the increase in asset renewal and upgrade spend. This measure remains greater than 100% and therefore within Council's expected range.

Financial Performance Indicators (continued)

For the year ended 30 June 2025

Dimension / *indicator* /	2021/22	2022/23	2023/24	Target as per Budget 2024/25	Result 2024/25	Forecasts 2025/26	2026/27	2027/28	2028/29	Material Variations
Operating position ***Adjusted underlying result***										
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	4.5 %	8.7 %	-10.7 %	-39.1%	-10.5%	-3.9%	-3.7%	-3.2%	-3.4%	The calculation to generate the target result in the 2024/25 Budget has been identified as incorrect. It should be noted that the correct calculation would set the target for 2024/25 at -13.6%. The improvement in the adjusted underlying position compared to the corrected target amount is due to 50% of the 2025/26 Financial Assistance Grant being received in 2024/25.

Financial Performance Indicators (continued)

For the year ended 30 June 2025

Dimension / *indicator* /	2021/22	2022/23	2023/24	Target as per Budget 2024/25	Result 2024/25	Forecasts 2025/26	2026/27	2027/28	2028/29	Material Variations
Stability										
Rates concentration										
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	60.2 %	54.6 %	70.1 %	67.5%	56.4%	66.4%	65.3%	65.2%	65.6%	Adjusted Underlying position - rates revenue has increased by the rate cap however the underlying position is better than budgeted. This was caused by the early payment of 50% of the 2025/26 Financial Assistance Grant in 2023/24.
Rates effort										
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.37 %	0.34 %	0.28 %	0.5%	0.29%	0.30%	0.30%	0.30%	0.30%	

Sustainable Capacity Indicators

For the year ended 30 June 2025

Indicator / measure	Results 2021/22	2022/23	2023/24	2024/25	Material Variations
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	$2,377	$2,621	$2,606	$3,362	Expenses have increased by 28% compared to the prior year - caused by increases in material and services costs, depreciation expenses and net loss on assets. The population has remained stable.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	$16,858	$16,528	$18,633	$20,490	
Population density per length of road [Municipal population / Kilometres of local roads]	22.6	23.0	22.7	22.7	
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	$1,716	$2,031	$1,943	$2,107	

Sustainable Capacity Indicators (continued)

For the year ended 30 June 2025

Indicator / measure	Results 2021/22	2022/23	2023/24	2024/25	Material Variations
Recurrent grants *Recurrent grants per head of municipal population* [Recurrent grants / Municipal population]	$534.01	$539.96	$138.22	$787.03	Timing of receipt of Financial Assistance Grants affects the revenue recognised in 2023/24 and 2024/25. In 2024/25 the full year plus an early payment of 2025/26 was received. Recurrent grants received increased from $1.8 million in 2023/24 to $9.7 million in 2024/25.
Disadvantage *Relative Socio-Economic Disadvantage* [Index of Relative Socio-Economic Disadvantage by decile]	5	7	7	7	The Socio-Economic Indexes for Areas (SEIFA) relative socio-economic disadvantage index is released following each census, and is not updated annually. A higher score indicates a relative lack of disadvantage.

Sustainable Capacity Indicators (continued)

Sustainable Capacity Indicators (continued)

Indicator / measure	Results 2021/22	2022/23	2023/24	2024/25	Material Variations
Workforce turnover *Percentage of staff turnover* [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	26.5 %	27.9 %	25.9 %	13.3 %	Council's permanent workforce turnover was below 15% for the first time since before COVID-19 impacted on the way people work. This reflects a stabilising of the workforce, including fewer vacant positions at the end of the year.

Notes to the accounts

For the year ended 30 June 2025

1. Basis of preparation

Council is required to prepare and include a Performance Statement within its Annual Report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020* .

Where applicable the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics or the Council's satisfaction survey provider).

The Performance Statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the *Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2025/26 to 2028/29 by the Council's Financial Plan.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

Definitions

For the year ended 30 June 2025

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: · non-recurrent grants used to fund capital expenditure; and · non-monetary asset contributions; and · contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the *Food Act 1984* , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the *Food Act 1984*
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984* , or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities

Definitions (continued)

For the year ended 30 June 2025

Key term	Definition
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

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COUNCIL DOCUMENT

Asset Plan

2025-2035

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Date	Version	Revision description
2022	1.0	Original Alpine Shire Council Asset Plan
2025	1.1	Draft Alpine Shire Council Asset Plan 2025-2029 Review
2025	2.0	Version 2.0 adopted by Council

1. Introduction and Background

1.1 ALPINE SHIRE



Alpine Shire is situated in Victoria's north-east approximately 300km north of Melbourne and is located with the regional centres of Wodonga 50km to the north and Wangaratta 40km to the north-west. The Shire covers an area of approximately 4,800 sq km with a population of 13,182 (2023) and is readily accessible via key transport routes including the Kiewa Valley Highway and the Great Alpine Road.

The Shire includes significant natural assets, most notably Alpine National Park and Mount Buffalo National Park, which drives visitation and contributes to the natural amenity that makes Alpine Shire popular for residential lifestyle attraction, with approximately 92% of Alpine Shire being public land.

There are several key towns and population nodes within the region that drive residential, employment and economic growth, including Bright (administrative centre), Mount Beauty, Myrtleford, and Dinner Plain (service centres). These towns represent distinct regional areas, each of which has unique strengths, specific community needs, and economic priorities.

Alpine Shire's population is projected to grow slowly, reaching approximately 13,658 by 2041. The region has an older age profile than the Victorian average, with a median age of 49 compared to 38 for the state. This reflects its popularity as a retirement destination.

Over the past decade, the Shire has added 770 new local jobs, bringing the total to 5,561 jobs (2023), reflecting a steady growth of around 1.5% per year. While this is slightly below the state average, most of these jobs (about 90%) are filled by people who live locally. As more residents earn income within the Shire, it helps support local businesses and strengthens the economy.

Alpine's natural beauty and strong domestic tourism appeal are expected to support continued growth in the tourism sector. Healthcare services are also set to expand, driven by an ageing population with higher incomes and longer life expectancy. While manufacturing and agriculture have faced challenges, including COVID-19, bushfires, and rising costs, there are emerging opportunities. In particular, food and beverage manufacturing has been identified by Council as a key area for future economic development.

The region is subject to extreme bushfire and flooding events with event frequency expected to increase with the effects of climate change.

1.2 INFRASTRUCTURE COUNCIL MANAGE

Council manages $375.7 million in infrastructure assets on behalf of the community. These assets include local roads, bridges, major culverts, footpaths and cycleways, buildings, stormwater systems, parks, and recreational and sporting facilities. Under the Local Government Act, councils are required to develop an Asset Plan to clearly communicate priorities and guide the responsible and efficient management of these assets. These assets are essential to delivering the services its community relies on every day.

The Asset Plan represents one of the keystones in the way Council manages its community's assets. It provides a strategic and financial view of how Council will manage the assets over the next ten (10) years and beyond. It defines Councils high-level strategic asset management priorities and addresses all aspects of the lifecycle management of its assets.

Council also manages other non-infrastructure assets, such as land, land under roads, plant and equipment and waste. which are not included in the scope of this Asset Plan but managed through separate Asset Management Plans and internal operational plans and processes.

Table 1.1 Gross Replacement Costs of Assets

Asset Category	Gross Replacement Cost
Land	$67.4 million
Land Under Roads	$32.4 million
Infrastructure Assets (including Buildings)	$375.7 million
Plant and Equipment	$10.2 million
Waste	$2.2 million
Total	**$487.9 million**

1.3 THE PURPOSE OF THE PLAN

This Asset Plan has been developed to meet the requirements of Section 92 of the *Local Government Act 2020*. The Victorian *Local Government Act 2020* states that the Asset Plan must:

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

More importantly, it serves as a tool to highlight the scale and significance of the infrastructure managed by Alpine Shire Council. Its purpose is to support informed community engagement and build a shared understanding of how its assets can be used most effectively to deliver services to the community and visitors.

This Asset Plan outlines how Alpine Shire Council will manage its assets responsibly to support community service delivery, now and into the future. It aims to:

- Demonstrate how assets will be maintained in a cost-effective and sustainable way.
- Define the services provided, the standards expected, and how performance will be measured.
- Summarise forecasted operating and capital investment needs.
- Ensure alignment between asset planning, the Council Plan, Financial Plan, and Budget.
- Align asset management practices with relevant local, regional, and state strategies and policies.
- Ensure compliance with legislative requirements.

The Plan is based on Councils current understanding of asset performance and includes key assumptions that will be refined over time as Councils knowledge improves, and external factors evolve.

This is a living document that will be regularly reviewed and updated to ensure assets continue to meet community needs and support long-term strategic goals.

1.4 SCOPE OF THE ASSET PLAN

While Council manages an extensive portfolio of assets, this Asset Plan only covers infrastructure that are recognized as an asset of the Alpine Shire Council. Council infrastructure assets include:

- Roads and car parks
- Bridges and major culverts
- Footpaths and cycleways and shared trails
- Recreational, leisure and community facilities assets (e.g., playgrounds, sporting fields, parks, and reserves)
- Stormwater drainage
- Buildings

2. Council Assets

2.1 ASSET VALUE

All Council infrastructure assets, with a collective replacement cost of close to **$375.7 million**, belong to its ratepayers and are cared for by Council on their behalf. Ensuring assets are appropriate for the community's needs enables Council to deliver the services that make the Shire a great place to live, work, and visit. This Asset Plan provides guidance on all Council's infrastructure assets, which are categorised into the following key asset classes:

Asset Class	Quantity	Gross Replacement Cost ($,000)
Roads	340.6 km of sealed roads, 319.8 km of gravel roads, 145.5 km of kerb and channel	$148,785
Buildings	457 buildings including public halls, libraries, public toilets (amenities), sports centres, pavilions & grandstands, minor structures (such as shade sails and public shelters), sheds etc.	$73,855
Recreational, leisure and community facilities	69 Sporting infrastructure set ups, including tennis and netball courts, sporting ovals, etc., 19 playground locations with park furniture, and 31 irrigation assets	$21,623
Drainage	93km of underground stormwater pipes and 4,343 stormwater drainage pits, including side entry, double sided entry, grates, litter traps, and junction pits.	$40,720
Footpaths and Cycleways	191.4 km of sealed and gravel footpaths and cycleways and trails	$16,796
Bridges	59 bridges, 38 major culverts (drainage structures), and 104 footbridges	$73,909
Total		**$375,688**

Table 2.1 Infrastructure Asset Summary

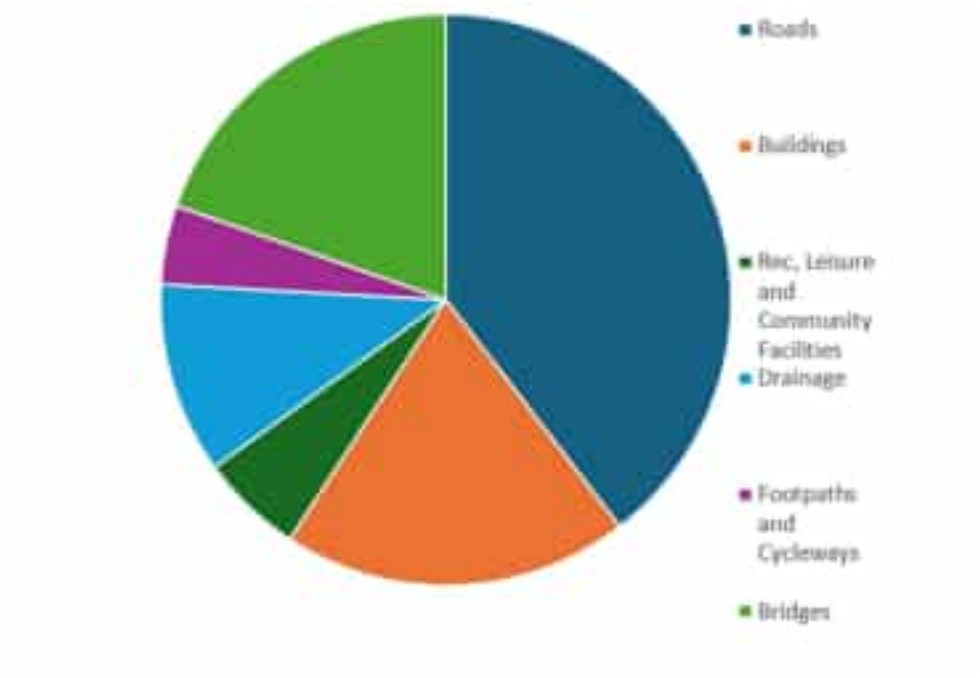


Figure 2.1 Infrastructure Asset Summary – by Replacement Value

2.2 STATE OF COUNCIL'S ASSETS

Council measures the state of its assets through ongoing condition assessments, combined with other performance information. The information below gives an overview of the current state of these assets according to the average condition of each asset class. Councill's aim is to maintain the current performance of its infrastructure over the period of this Asset Plan.



Figure 2.2 State of Council's Assets

2.3 CONDITION OF COUNCIL'S ASSETS

The Condition of Council's Assets is demonstrated in Figure 2.3, with an overview provided in the following table.

Asset Class	Excellent ($'000)	Good ($'000)	Average ($'000)	Poor ($'000)	Very Poor ($'000)	Total GRC ($'000)
Roads	$1,141	$51,311	$83,898	$12,083	$352	$148,785
Buildings	$7,273	$40,387	$23,342	$2,567	$286	$73,855
Footpaths & Cycleways	$238	$3,859	$7,379	$5,176	$145	$16,796
Rec, leisure & community facilities	$3,500	$6,163	$7,127	$4,137	$696	$21,623
Drainage	$297	$418	$37,194	$2,812	$0	$40,720
Bridges	$21,102	$37,545	$14,125	$1,138	$0	$73,909
Total	**$33,550**	**$139,682**	**$173,064**	**$27,912**	**$1,480**	**$375,688**
% based on GRC	9%	37%	46%	7%	0%	100%

Table 2.3 Condition Profile of Council's Infrastructure Asset Classes

While only 7% of Council's assets are currently rated in poor or very poor condition, there are known limitations in the accuracy of condition data for both drainage and bridges. Bridge condition data is being reviewed at the time of writing this Plan, and a detailed condition assessment is scheduled for the oldest part of the drainage network next financial year.

Additionally, many assets currently in average condition are expected to deteriorate to poor or very poor condition over the next 10 years if planned renewal investments are not delivered.

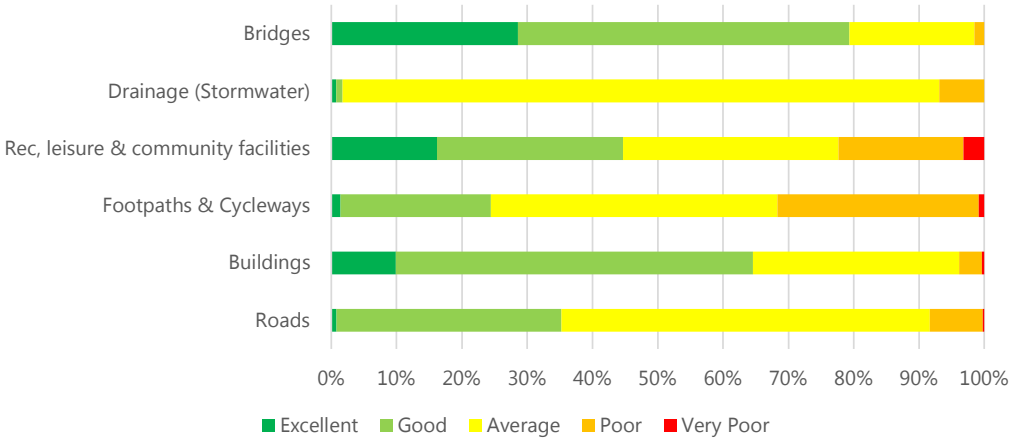


Figure 2.3 Condition Profile of Council's Infrastructure Asset Classes

2.4 ASSETS PERFORMANCE AND GAPS

Assessing the performance of Council's infrastructure is critical to ensuring that assets continue to meet current and future community needs. While many of Alpine Shire Council's assets are currently in average or fair condition, there are performance gaps and shortcomings across several asset classes that may limit their ability to meet future demands without targeted investment and strategic improvement.

Roads

There is growing concern over the condition of road assets owned and managed by VicRoads, which significantly impacts the local transport network and community satisfaction. Council will continue to advocate to the State Government for improvements and will engage the community to build support for required upgrades.

Buildings

Several community halls are no longer fit for purpose, do not meet current building standards, reflect outdated designs and provide limited flexibility in capacity and functionality of the building. There is a particular lack of modern multipurpose facilities that can support a variety of community activities. Council will explore opportunities through grant funding and partnerships to repurpose or upgrade these buildings to meet evolving community needs.

Footpaths and Cycleways

Footpaths and cycleways are increasingly important to support active and safe transport of residents and visitors, however there are some gaps in the network, with missing links reducing usability and connectivity. Council will consider new pathway projects to address missing links, extend the existing tracks and trails network and enhance the attractiveness of the region to tourists as part of future investment planning.

Recreational, leisure and community facilities

Recreational, leisure and community facility assets enhance the liveability and attraction of the region for residents, visitors, and tourists. Some sporting facilities are not suitable for hosting regional events due to inadequate amenities, and lighting at sports fields and ovals is often insufficient.

Drainage

Ongoing maintenance challenges have led to blockages and reduced effectiveness in drainage systems. More frequent cleaning is needed, and future planning will need to address increased capacity to handle higher-intensity rainfall and flooding events. This is essential to build resilience in a changing climate.

Bridges

Some bridges across the Shire have load limitations that do not align with the needs of the agricultural sector, which relies heavily on transport infrastructure. As agriculture is a key economic driver for Alpine Shire, addressing these constraints will be vital for supporting local industry and freight movements.

3. Asset Management

3.1 WHAT IS ASSET MANAGEMENT?

Asset management is the coordinated approach to monitoring, maintaining, and optimising physical assets. It involves balancing cost, risk, and performance to ensure assets deliver the best value and support the organisation's strategic goals over their full lifecycle.

The key Asset Management principles outlined in ISO 55000 (the international standard for Asset Management), provide a structured foundation for effective asset management, guiding organisations to achieve value, sustainability, and continuous improvement through their asset-related decisions.

Asset Management in short

The right assets, in the right place, at the right time, managed by the right people.

3.2 WHY IS ASSET MANAGEMENT IMPORTANT?

Infrastructure is central to the delivery of essential community services, shaping how people live, work, and connect. Because assets typically serve the community over decades, the decisions Council make today directly affect future generations.

Asset management helps Council to make informed decisions that balance cost, risk, and performance across the asset lifecycle. It ensures that its infrastructure continues to meet community expectations in a sustainable and cost-effective way.

Effective asset management is built on three interconnected pillars, Governance & Leadership, Asset Management System and Asset Portfolios.

Leadership & Governance

Asset Management starts with strong leadership, clear accountability, and a shared organisational commitment. Strategic direction, good governance, and risk-informed decision-making frameworks ensure assets are managed responsibly and aligned with the Community Vision and Council Plan. Leadership fosters a culture of continuous improvement and stewardship of public infrastructure.

Asset Management System

The Asset Management System includes the policies, plans, processes, data, and tools that support effective management of assets. It enables informed, evidence-based decisions and ensures consistency in how assets are planned, maintained, and improved over time.

Asset Portfolio

At the asset level, Councils focus is on maximising value to the community. This means operating and maintaining assets to meet defined service levels, managing risk, and minimising whole-of-life costs. By understanding asset condition, performance, and

criticality, Council can prioritise investment where it is needed most and ensure long-term sustainability.

3.3 COUNCIL'S ASSET MANAGEMENT MATURITY

Council has set a clear goal to achieve a Core Maturity (Level 3) in all areas of Asset Management, based on the National Asset Management Assessment Framework (NAMAF), developed by IPWEA specifically for Local Government.

For most areas, such as long-term planning, budgeting, reporting, governance, and service levels, a higher aspirational target of Level 4 has been set. This reflects Council's commitment to improving its practices and ensuring strong alignment with strategic planning and community expectations. In some areas, like asset management plans, data and systems, staff skills, and evaluation, Level 3 remains the relevant target maturity, meaning Council believes the current approach meets its needs.

Overall, the assessment shows that while Council are on the right path, there are clear opportunities to improve and reach its desired standards. Council will continue to invest in better processes, planning, and systems to responsibly manage community assets now and into the future.



Figure 3.3 Council's Maturity Assessment Results - April 2025

Council's Asset Management Vision is:

Council will lead with clear strategy and strong governance to build a mature, fit-for-purpose Asset Management System that delivers long-term value to the Community.

Council is committed to ensuring that its strategy and values led culture shape the way Council manage assets, not the other way around. To support this, Council have developed clear Asset Management Strategies (outlined in Section 7 of this Plan) and an Improvement Plan to strengthen how Council plan, maintain, and invest in community assets across the organisation.

3.4 ASSET PLANNING FRAMEWORK

Council's Asset Planning Framework is the structured approach Council use to ensure its infrastructure assets are managed sustainably, strategically, and in line with the needs and expectations of the community. It forms the foundation for how Council plan, prioritise, fund, and deliver infrastructure and services now and into the future. The primary objective of the framework is to deliver agreed levels of service in the most cost-effective manner, supporting the wellbeing of its community today while safeguarding long-term value for future generations.

The framework begins with understanding the needs of its community, stakeholders, and regulatory requirements. These inform Councils corporate planning priorities, and levels of service, which guide the development of asset management policies, strategies, and detailed asset plans.

Asset management plans identify required maintenance, renewal, and capital investment needs across its asset portfolios, based on quality cost, condition, performance and utilisation data in its asset register. This planning then informs Councils long-term Financial Plan and Annual Budget, ensuring that investment decisions are financially sustainable and aligned with Council's strategic direction, while managing risks aligned to Council's risk appetite.

A critical part of the framework is Project Delivery; the implementation of approved asset works programs and new infrastructure projects. Project delivery translates the priorities and actions identified in Council Asset Management Plans into real-world outcomes. It involves design, procurement, construction, and commissioning of infrastructure, ensuring projects are delivered on time, within budget, and to the required standard.

By integrating asset management planning with project delivery, financial planning, and community engagement, Council's framework ensures that assets continue to support the services its community depends on, while managing risk, cost, and performance over the asset lifecycle.

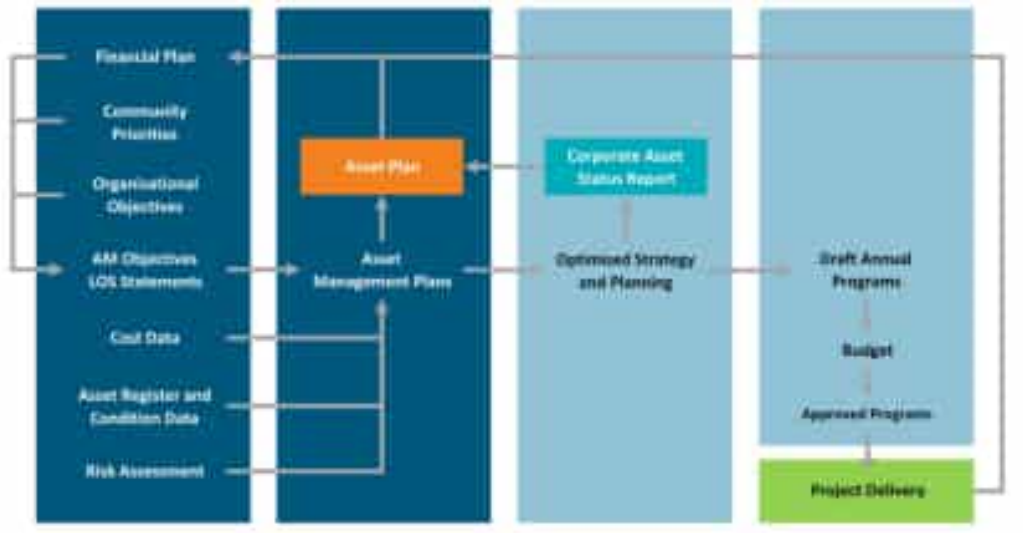


Figure 3.4: Council's Asset Planning Framework

3.5 ASSET MANAGEMENT PLANS

Council's Asset Management Plans cover all infrastructure assets under its control and are prepared in accordance with the *Local Government Act 2020* and associated Planning and Reporting Regulations. These Plans support the delivery of sustainable services by linking the investment of community resources in infrastructure with desired service outcomes.

Each plan covers a 10-year horizon and is developed at the asset class level, including roads, bridges, buildings, Recreational, leisure and community facilities, stormwater, footpaths and cycleways and plant and equipment (although plant and equipment is not part of this Asset Plan). They outline the condition, performance, and lifecycle requirements of assets and inform how Council manages, maintain, renew, upgrade, or dispose of them.

Key features of the Asset Management Plans include:

- A scenario that aligns affordable service levels with available funding in the Long-Term Financial Plan, which is currently also perceived to be the optional lifecycle scenario for the majority of asset types.
- Analysis of risks related to delivering services within financial constraints, including how these risks will be monitored and mitigated.
- Cash flow forecasts for acquisition (new, upgraded, or expanded assets), operations, maintenance, renewal, and disposal.

These plans are internal working documents that form a critical part of Council's integrated planning framework. They ensure that long-term infrastructure planning supports strategic goals and provides transparency around the trade-offs between cost, service levels, and risk. The outcomes of the individual Asset Management Plans directly

inform this overarching Asset Plan, helping guide the Financial Plan, Annual Budget, and ongoing service and project delivery.

4. Levels of Service

Providing the right level of service, now and into the future, is a cornerstone of effective asset management. To ensure Council meet community expectations, Council first need to agree on what those service levels should be. These decisions are shaped by:

- Council's strategic mission and objectives.
- Legislative requirements.
- Technical constraints.
- Financial and practical constraints.

Levels of service define the quality of services, and the assets that support them, that the community can expect, providing a clear benchmark for measuring Council's performance.

Asset planning helps us understand the balance between the quality of services and the cost to deliver them. By analysing this relationship, and consulting with its community, Council can identify service levels that meet expectations and are financially sustainable.

Levels of service form the foundation of Council's asset lifecycle management strategies and work programs, allowing it to allocate resources efficiently and plan maintenance, renewals, and upgrades where they are needed most. Councils uses a metrics-based approach to guide its renewal programs, aligning investment decisions with asset condition, criticality, and performance data. This helps ensure Council prioritise the right projects at the right time.

Levels of service are also essential for managing assets over their full lifecycle. They help Council plan, prioritise, and invest wisely, ensuring Council continues to meet community needs today while preparing for tomorrow. The refinement and monitoring of actual service levels will be one of the foundations of future improvement to Council's asset management planning processes.

5. Council's Community and Stakeholders

Alpine Shire's assets support the daily lives of residents, businesses, and visitors. While many people directly use and depend on these assets, others, including community groups, government agencies, and service providers, have a shared interest in how they are managed. Understanding these needs is essential to ensuring that Councils infrastructure continues to deliver meaningful value, now and into the future.

5.1 COMMUNITY ENGAGEMENT

Council is committed to engaging the community in the planning and management of its assets. Councils Community Engagement Policy outlines the principles it follows to ensure meaningful, inclusive, and transparent engagement. This includes open dialogue, shared decision-making, and fostering a culture of participation.

During the development of the Council Plan 2025-2029, Council undertook a robust deliberative engagement process that involved diverse community voices to shape the Community Vision and strategic direction. Feedback gathered through this process has informed not only the Council Plan but also the priorities and service expectations that underpin this Asset Plan.

Council used a range of tools and platforms to engage with the community, from online surveys and workshops to public forums and targeted stakeholder discussions. This ensured that Council heard from a broad cross-section of residents when developing strategies, policies, and capital works plans.

Future updates to this Asset Plan will continue to follow the principles of deliberative engagement, ensuring the community has an active role in shaping how Council's infrastructure is planned and managed.

5.2 COUNCIL'S APPROACH TO MEETING COMMUNITY NEEDS

Council's approach to meeting community needs is guided by a suite of strategic plans, with the Council Plan playing a central role in setting service and infrastructure priorities for the four-year term. These plans guide how Council respond to emerging challenges, embrace new opportunities, and build on the strengths of the Alpine community.

Service managers, planners, and designers work collaboratively across Council to ensure its assets and services are responsive to changing needs. This includes considering shifts in population, tourism, climate, and technology, while maintaining a strong focus on long-term sustainability, affordability, and community benefit.

6. Council's Challenges and Opportunities

6.1 CHALLENGES AND OPPORTUNITIES

Local, national, and global trends can all influence the future of the Shire. To ensure a strong and resilient community, Council must understand these trends, adapt to challenges, and embrace opportunities that support its health, vibrancy, and long-term sustainability.

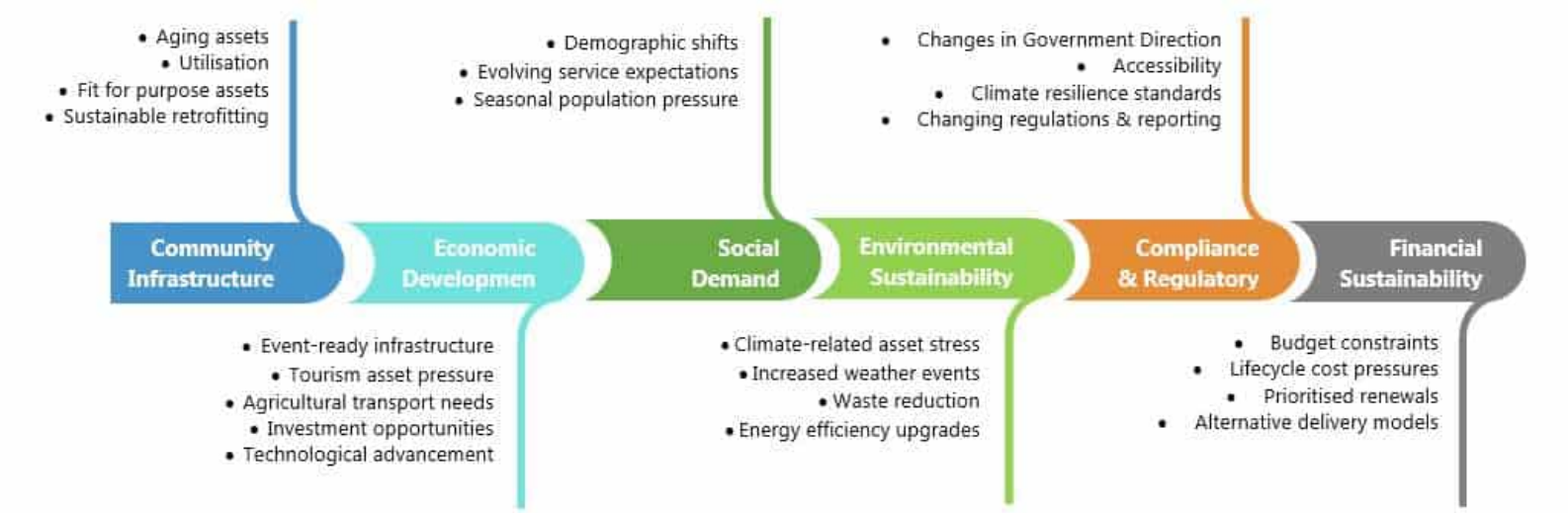


Figure 6.1 Challenges & Opportunities

Council have identified several key areas that may impact its ability to meet the community's needs. These areas present both challenges and opportunities, which Council can leverage to improve outcomes. They are outlined in the table below.

Table 6.1 Challenges and Opportunities

Challenge / Opportunity	What does this mean for asset management and service delivery?
Community Infrastructure	
Aging assets: Many of the Council's infrastructure assets were constructed decades ago and are approaching their expected useful life. These aging assets are increasingly prone to failure, require more frequent and costly maintenance, and may no longer meet contemporary standards for safety, accessibility, or functionality. Without timely renewal or replacement, these assets risk service interruptions, increased operational costs, and diminished community satisfaction.	Increased need for maintenance and renewal expenditure to maintain current service levels. Requires optimised asset spending and proactive renewal programs to prevent service disruption and asset failure.
Utilisation: Community infrastructure usage patterns vary significantly across different areas and over time, influenced by demographic shifts, economic changes, and evolving community preferences. Some assets may be underutilised, such as some community halls, resulting in inefficient resource allocation, while others face overuse and accelerated deterioration. Balancing infrastructure capacity with actual and projected demand is critical to avoid wasteful spending and to maintain service effectiveness.	Variable demand across different communities requires flexible asset management to match asset provision to actual use, avoiding underutilisation or overburdening (for example buildings may be consolidated with a main building upgraded to provide multi-purpose facilities
Fit for purpose assets: Many existing assets were designed for past community needs and may not align with current or future expectations. Changes in population demographics, technology, and community priorities require infrastructure to be adaptable and fit for multiple purposes. Failure to ensure assets remain fit for	Need to ensure assets meet evolving community expectations and changing demographics (e.g., ageing population, youth growth), necessitating asset upgrades, repurposing, or replacement to remain relevant and useful.

Challenge / Opportunity	What does this mean for asset management and service delivery?
purpose can lead to underperformance, reduced community value, and escalating upgrade or replacement costs.	
Sustainable retrofitting: There is a growing imperative to reduce the environmental impact of infrastructure through sustainable design, construction, and maintenance practices. Retrofitting existing assets to improve energy efficiency, reduce waste, and enhance resilience to climate impacts poses challenges in terms of upfront costs, technical feasibility, and operational disruption, yet is essential for long-term sustainability and compliance with emerging environmental standards.	Incorporate sustainability principles in renewals and upgrades (e.g., energy efficiency, climate resilience) to reduce operational costs and environmental impact, while complying with evolving standards and community values.

Challenge / Opportunity	What does this mean for asset management and service delivery?
Economic Development	
Event-ready infrastructure: The community to seeking the opportunity to host more festivals, concerts, sporting events, and civic gatherings that bring high volumes of people together.	Assets such as parks, community centres, showgrounds, and transport facilities must be designed and managed to support large crowds and quick turnarounds. This requires adaptable infrastructure, strong scheduling systems, responsive maintenance, event-based cleaning services, and reliable utilities to ensure safety, accessibility, and positive user experience.
Tourism asset pressure: Tourism is a key industry for the Alpine Shire, and growth in regional and domestic tourism can increase the seasonal and ongoing strain on local infrastructure, especially in areas with iconic natural or cultural attractions.	Roads, carparks, public toilets (amenities), walkways, and recreational facilities may need increased investment to cope with demand, as Alpine shire has over a million visitors each year. Asset management systems must plan for peak loads, prioritise resilience, and ensure timely maintenance. Service delivery must focus on enhancing visitor experience while protecting local amenity and environmental sustainability.
Agricultural transport needs: Agriculture is a key industry for the Shire, relying on efficient road and freight infrastructure to move produce and materials to market, particularly during harvest seasons, forestry operations in warmer months, and other critical supply periods.	Road networks must accommodate heavy vehicles and endure seasonal wear and tear. Asset managers need to monitor road conditions closely, schedule preventative maintenance during off-peak seasons, and design upgrades that reflect agricultural use. Service delivery must support logistical efficiency, safety, and continuity of access. It will also be important for Council to advocate to VicRoads to ensure main transport links are suitable to support efficient transport for the industry.

Challenge / Opportunity	What does this mean for asset management and service delivery?
Investment opportunities: New industrial, commercial, or residential developments offer opportunities to grow the local economy and population but also demand coordinated infrastructure and service planning.	Asset management must engage early with planners and developers to forecast infrastructure needs. This includes roads (& other transport related networks), drainage, and community amenities. Strategic planning is essential to ensure assets are scalable, cost-effective, and aligned with long-term service goals. Delivery models may need to adapt through partnerships, co-funding, or staged development, investigating industry partnerships.
Technological advancement: Emerging technologies such as smart sensors, drones, digital twins, and automation are changing how infrastructure is monitored, maintained, and upgraded.	Asset management must integrate new tools to enhance efficiency, accuracy, and predictive maintenance. Workforce training, data systems, and cybersecurity become critical. Service delivery can improve responsiveness, reduce downtime, and optimise resource allocation, but requires initial investment and strategic digital adoption.

Challenge / Opportunity	What does this mean for asset management and service delivery?
Social Demand	
Demographic shifts: Changes in the demographics of the shire, such as ageing populations, youth migration, or cultural diversity, require responsive service planning.	Asset managers must consider future usage patterns and design adaptable infrastructure. For example, an ageing population may require more accessible buildings, public seating, and health support services, while younger demographics might need recreational or digital spaces.
Evolving service expectations Community expectations continue to evolve, with greater emphasis on quality of life, inclusion, and accessible public services.	Assets need to support both in-person and digital engagement. Investment in technology, modern amenities, and sustainability features is important. Service models should be agile and responsive to changing community needs, with expectations managed through Council's deliberative engagement process. Council will seek to form strategic alliances with service delivery partners to enhance non-asset-based service delivery solutions.
Seasonal population pressure: Tourism, seasonal workforces, and holiday periods can significantly increase local population temporarily.	Infrastructure must be resilient and where possible, scalable to accommodate population spikes. Services such as waste collection, transport, and emergency response require flexible resourcing and proactive planning for peak times.

Challenge / Opportunity	What does this mean for asset management and service delivery?
Environmental Sustainability	
Climate-related asset stress: Rising temperatures, and other climate impacts are increasing wear and risk across asset types.	Materials and design must be climate resilient. Asset managers must assess vulnerabilities and adapt maintenance and renewal schedules to account for environmental stressors. Long-term planning must include adaptation strategies, such as assets that support reduced reliance on water supply.
Increased weather events: More frequent storms, floods, fires, and heatwaves can disrupt infrastructure and service continuity.	Assets must be designed to withstand extreme weather. Emergency response protocols, redundancy in critical systems, and improved drainage, shelter, and access routes are vital for safety and recovery.
Waste reduction: Governments and communities are demanding stronger action on waste reduction and resource recovery.	Service delivery models must shift toward circular economy practices, such as the sourcing of more local, recycled materials, minimising the use of virgin materials and therefore reducing the amount of waste entering landfill. Assets such as waste facilities, public bins, and event operations need to support recycling, composting, and waste education initiatives.
Energy efficiency upgrades: There is increasing pressure to reduce operational emissions and energy costs through upgrades and renewable energy.	Retrofitting buildings with energy-efficient systems (e.g., LED lighting, solar, insulation) to reduce long-term costs and environmental impact. Asset plans will include energy audits and investment pathways for sustainable upgrades.

Challenge / Opportunity	What does this mean for asset management and service delivery?
Compliance & Regulatory	
Changes in Government Direction: Policy shifts at state or federal levels can influence funding allocations, planning priorities, and asset compliance requirements. There is an increasing expectation that Councils will continue to deliver essential services, even when State and Federal funding structures change or reduce.	Asset planning must therefore remain flexible and responsive to evolving government priorities. Regular reviews of asset strategies, service delivery models, and funding frameworks are essential to ensure alignment with current policy settings and to maintain eligibility for government grants and support. This will be a critical focus moving forward, particularly in strengthening the quality of grant applications and securing external funding for key infrastructure and service initiatives. Strong advocacy is also vital to ensure that the needs of the community are clearly communicated to higher levels of government. Council will actively engage in regional, state, and national forums to influence policy, shape funding programs, and champion projects that reflect local priorities. Any cost shifting by the Victorian and Federal Governments to the Victorian local government sector will place greater reliance on rates and charges to fund existing and new services and programs.
Accessibility: Legislative and moral obligations are driving higher standards for accessibility across public spaces and services.	Infrastructure upgrades are required to meet accessibility codes (e.g., ramps, signage, toilets, footpaths and cycleways). Services must also adapt to provide inclusive programming, digital accessibility, and staff training as required.
Climate resilience standards: Climate resilience standards New standards require assets to withstand future climate risks and meet emissions reduction goals.	Asset designs must include climate risk assessments, passive design features, and low-emission technologies. Service planning must

Challenge / Opportunity	What does this mean for asset management and service delivery?
	integrate climate adaptation actions and monitor regulatory compliance.
Changing regulations & reporting: Increased emphasis on governance, risk, financial transparency, and evolving regulations are placing greater demands on data accuracy, auditability, and reporting requirements.	Asset Management System must provide accurate, real-time data to support evidence-based decision-making. Over the next 2-3 years, Council will focus on maximising the functionality of Univerus Assets (Council's Asset Management Information System). This includes implementing planned maintenance schedules aligned with legislative and regulatory obligations, with automating work order processes to capture timely, reliable data. These enhancements will improve asset planning, increase reporting transparency, and ensure Council meets growing regulatory and audit expectations.

Challenge / Opportunity	What does this mean for asset management and service delivery?
Financial Sustainability	
Budget constraints: Council is under growing financial pressure to maintain service delivery with constrained resources. A lower overall rate environment, driven by rate capping, and the stagnation of Financial Assistance Grants relative to inflation, limits the revenue available to Council. Additionally, Council's Financial Hardship Policy supports pensioners and ratepayers experiencing financial difficulty, a demand amplified by the Council's ageing population. Combined with rising cost-of-living pressures and reduced community capacity to pay, these factors significantly impact Council's long-term financial sustainability.	Asset planning must focus on cost-effectiveness, prioritisation, and risk-based decision-making. Value-for-money principles and optimisation of existing assets are essential.
Lifecycle cost pressures: Ongoing maintenance and renewal costs often exceed available funding, especially for ageing assets.	Asset managers must take a whole-of-life approach to planning, ensuring maintenance is proactive and replacement cycles are accurately forecast. Deferred maintenance and renewals risks service disruption and higher long-term costs.
Prioritised renewals: Limited budgets require careful selection of which assets to renew, upgrade, or dispose of.	Data-driven asset condition assessments, criticality ratings, and community value indicators must inform renewal programs. Stakeholder engagement through deliberative engagement is key to justify priorities.
Alternative delivery models: There is increasing interest in partnerships, shared use, or outsourcing to reduce asset and service delivery costs.	Service models may include shared facilities, leasing arrangements, public-private partnerships, or community-managed spaces. Asset managers must evaluate risks, governance, and performance outcomes to ensure value and accountability.

6.2 RESILIENCE IN CHALLENGING TIMES

Council's infrastructure assets form the foundation of Council's service delivery, and it is important that the challenges and opportunities in a rapidly evolving landscape of environmental, social, financial, and regulatory pressures, are considered.

As outlined in the previous Challenge / Opportunity tables, Council faces diverse and interconnected challenges, from climate-related asset stress, demographic shifts, and evolving service expectations to financial constraints and changing government policy directions. These external pressures reinforce the need for robust, flexible, and forward-thinking asset management practices.

Risks such as inadequate planning and the increasing frequency of extreme weather events highlight the critical need for resilient infrastructure and responsive service delivery systems. Recent events, including bushfires and the COVID-19 pandemic, have demonstrated Councils ability to adapt, not only within Council but across all levels of government. These challenges have driven innovation in how services are delivered, with a strong focus on maintaining community wellbeing. One notable example is the rapid expansion of virtual care, particularly telehealth consultations via phone and video, which has been widely adopted by Victorian healthcare providers since the onset of the pandemic.

Good asset management is a cornerstone of long-term financial sustainability. Through improved lifecycle planning, data-driven decision-making, and a focus on compliance and regulatory readiness (such as changes in climate resilience standards and reporting requirements), Council ensures that assets continue to meet community needs now and into the future. Council emphasis on technological advancement, including enhanced use of systems like Univerus Assets, will further support responsiveness and operational efficiency.

Council's adaptive capability also extends to responding to tourism asset pressure, seasonal population fluctuations, and agricultural transport needs, which require ongoing investment and service flexibility. Asset strategies are being reviewed and refined regularly to align with new funding models and strategic frameworks, ensuring continued access to grants and other investment opportunities.

Transparent governance, effective leadership, strong advocacy, and meaningful and timely engagement remain central to how Council operate. Council is committed to improving awareness of its programs and initiatives, and to enabling broader community participation in shaping the services and assets that matter most to them.

Looking ahead, Council will continue to build resilience by advancing the asset management improvements outlined in this Plan. These efforts will ensure that its infrastructure and services are not only maintained, but strengthened, prepared to meet future shocks, stresses, and opportunities with confidence.

7. Asset Management Strategies

To ensure Council's asset management is effective, the three interconnected pillars of Governance & Leadership, Asset Management System and Asset Portfolios have been used to define Council strategies, aligned to its Asset Management vision.

Council will lead with clear strategy and strong governance to build a mature, fit-for-purpose Asset Management System that delivers long-term value to its community.

Governance & Leadership
Strategy 1: Strengthen Asset Governance through Integrated Planning • Establish mandatory integration of asset planning into all corporate planning documents, including the Council Plan, Asset Plan, Financial Plan, and Workforce Plan. • Formally adopt the requirement for lifecycle modelling and scenario analysis to guide decisions on asset renewal, rationalisation, and service provision. • Improve the financial sustainability of the Council by ensuring investment decisions in assets provide lowest whole of life costs and enable affordable services for current and future generations.
Strategy 2: Enhance Council Leadership and Oversight • Ensure that the role of the Steering Committee includes monitoring progress against asset management initiatives, promoting whole-of-organisation approach to Asset Management, and engagement across multiple teams, and oversee integration with budgeting and strategic planning. • Assign clear accountability to senior executives for leading asset optimisation and reporting outcomes to Council quarterly.
Strategy 3: Build Asset Management Capability and Culture • Conduct a gap analysis of roles, responsibilities, and skill sets across all departments and update position descriptions accordingly. • Deliver a structured training program for staff and Councillors, covering financial literacy, asset lifecycle planning, service planning integration, and risk-based decision-making. • Embed asset management performance expectations into staff position descriptions, work plans and performance reviews.

Asset Management System
Strategy 1: Improve Portfolio Transparency and Accountability • Include a comprehensive "State of the Assets" report annually, outlining condition, risk, capacity, and proposed actions for each asset class. • Define asset custodian responsibilities by portfolio in a referenced framework to ensure accountability across planning, maintenance, and renewal.
Strategy 2: Optimise the Configuration and Use of the Asset Management Information System (AMIS) • Investigate integrating AMIS (currently Univerus Assets) with finance, and GIS, to enable cross-functional data sharing and improved decision-making. This should also include any further information system acquisitions such as a Fleet Management System. • Complete and implement lifecycle-based forecasting tools within the AMIS to project condition-based maintenance, renewal, and replacement needs.
Strategy 3: Enhance Data Quality and Standards • Prioritise data quality improvement initiatives, focusing on high-value asset classes and operationally critical datasets. • Establish data confidence levels for asset condition ratings in the Annual Report to inform planning accuracy. • Incorporate results from community engagement and satisfaction monitoring into AMP updates to better reflect user expectations.
Strategy 4: Enable Predictive and Scenario-Based Decision-Making • Develop predictive functionalities within the AMIS to assess asset deterioration and model intervention options. • Implement optional lifecycle scenario modelling to support strategic decisions and optimise long-term cost efficiency. • Use scenario outputs to inform asset renewal, disposal, and service level adjustment proposals.

Asset Portfolio
Strategy 1: Apply Lifecycle and Risk-Based Management by Asset Class • Transition from reactive, historical-spend based planning for operations and maintenance, to activity-based planning, with defined maintenance activities and frequencies, enabling planned maintenance programming. • Embed lifecycle optimisation approaches (e.g., extending useful life, optimal intervention timing, rationalisation) in each Asset Management Plan (AMP).
Strategy 2: Plan for Climate Related Asset Stress & Capacity Concerns • Expand climate change considerations across all AMPs, ensuring that risk profiles, financial impacts, and resilience strategies are embedded in asset decision-making. • Model the capacity and performance limitations of drainage infrastructure in flood-prone areas, using climate projections to assess adequacy under increased rainfall intensity and frequency. • Undertake vulnerability assessments for Council buildings and facilities, modelling the likely effects of extreme weather events (e.g. bushfires, heatwaves, storms, flooding) on structure, materials, and ongoing maintenance demands. • Use climate risk modelling to inform long-term renewal strategies and prioritise investment in more resilient infrastructure.
Strategy 3: Identify Rationalisation and Optimisation Opportunities • Require each AMP to evaluate opportunities for consolidation, disposal, or change of use, particularly where assets are under-utilised or have excessive costs. • Develop and test multiple lifecycle investment scenarios, including status quo, minimum service levels, and enhanced levels, to guide decisions.

7.1 FUNDING FOR LONG TERM SUSTAINABILITY

The core theme of Council's Asset Plan, and the broader asset management principles that support it, is the responsible stewardship of community assets to meet the needs of both current and future generations.

This approach recognises the wide range of factors that shape the planning and delivery of community infrastructure. Some challenges stem from legacy issues, such as historical design standards, others arise from the evolving expectations of a progressive and growing society.

Regardless of origin, Council is committed to ensuring that its infrastructure enables affordable, high-quality service delivery, supports community wellbeing, and remains fit for purpose. This means assets must be safe, well-maintained, forward-looking, cost-effective, and sustainably funded to meet both present needs and long-term aspirations.

7.2 ASSET INVESTMENT STRATEGY

Looking ahead over the next 10 years, Councils approach to asset and service investment will be grounded in sustainability and long-term value. Council is committed to a holistic

lifecycle approach to asset management, planning, operating, maintaining, renewing, and disposing of assets in a way that supports quality of life, economic development, and environmental integrity across the Shire.

To optimise long-term cost efficiency and inform strategic decision-making, Council will explore and assess ***optional lifecycle scenarios.*** This will allow us to compare different investment pathways, timing strategies, and service levels, helping to balance performance, risk, and cost over the asset's life.

In planning and providing infrastructure for the next 10 years, Council will implement the following asset investment strategies as outlined in the tables below.

Infrastructure Investment Strategies
Ensure infrastructure is affordable, fit-for-purpose, safe, and responsive to community needs. • Regular engagement with service users and stakeholders to understand evolving needs. • Designing and renewing assets that meet current and projected service demands, accessibility standards, and safety requirements. • Embedding universal design and inclusive infrastructure principles into all projects to serve a broad cross-section of the community. • Ensuring that infrastructure enables delivery of services that contribute to quality of life, wellbeing, and equity across the Shire.
Align asset investment with population growth, industry change, and land use planning • Coordinating asset planning with land use strategies, housing supply, and employment growth forecasts. • Ensuring infrastructure capacity and location aligns with areas of residential and industrial expansion. • Collaborating with planning, economic development, and environmental teams to identify emerging needs early and avoid reactive investment. • Embedding asset investment logic in growth area structure planning and precinct development frameworks.
Prioritise Asset Renewal and Maintenance to Extend Useful Life and Avoid Costly Failures • Shifting from reactive and renewal-only planning to integrated lifecycle planning. • Prioritising timely renewal of ageing or at-risk assets before performance drops below acceptable standards. • Developing and maintaining accurate condition data and intervention models for each asset class. • Ensuring that maintenance activities are adequately resourced, with service levels defined and reviewed regularly for sustainability.
Consider environmental and climate resilience in all stages of the asset lifecycle • Modelling climate risks (e.g., flood, heat, storm events) and embedding them into asset lifecycle planning. • Upgrading design standards to improve resilience of critical infrastructure, especially

Infrastructure Investment Strategies
in known risk zones. • Assessing vulnerability of drainage and building assets and adapting capital and maintenance plans accordingly.
Maintain current levels of service • Using service level planning and performance monitoring to align expectations with funding capacity, ensuring a whole-of-lie approach in all investment decisions. • Undertaking regular cost and level-of-service reviews to ensure they remain feasible and relevant. • Identifying and planning for service-level risks such as over-utilisation, under-utilisation, or aging infrastructure. • Communicating transparently with the community about service delivery standards and investment decisions, aligning to Councils financial strategy and the need to balance rate payer affordability (capacity to pay) against community needs and aspirations.
Leverage Technology and Data to Improve Forecasting, Monitoring, and Decision Making • Invest in Councils Asset Management Information System (AMIS) capability to support predictive modelling and scenario planning. • Implementing IoT and smart monitoring for critical assets where feasible (e.g., sensors in stormwater infrastructure, real-time usage data for community facilities).
Maximise funding opportunities and explore alternative delivery models to reduce financial burden. • Proactively identifying and applying for state and federal grants aligned to Councils priorities. • Exploring co-investment models, partnerships, and service contracts with other levels of government, industry, and community organisations. • Investigating shared-use models, long-term leases, and infrastructure agreements to unlock private or third-party funding • Evaluating total cost of ownership in all investment decisions to avoid stranded or unsustainable assets

Table 7.2 (a) Infrastructure Assets Investment Strategies

Through this approach, Council will strengthen the resilience and financial sustainability of its infrastructure, ensuring it continues to serve the community well into the future.

Expenditure Categories

For the purposes of this Asset Plan, spending on Council infrastructure is categorised as demonstrated in the following table.

Expenditure Category	Activity	Description
Recurrent	Maintenance	Ongoing work required to keep an asset performing at the required level of service.
	Operations	Recurrent expenditure that is continuously required to provide a service.
Renewal	Renewal	Returns the service potential or the life of the asset up to that which it had originally.
Acquisition	Upgrade	Enhancements to an existing asset to provide a higher level of service.
	Expansion	Extends or expands an existing asset at the same standard as is currently enjoyed by residents, to a new group of users.
	New	Creates a new asset that provides a service that does not currently exist.

Table 7.1 (b) Expenditure Categories

Investment Evaluation

Council follow an investment philosophy that:

- **Strategic Alignment:** All capital investments are assessed for their contribution to the achievement of Council's strategic objectives and service delivery outcomes.
- **Service-Led Planning:** Investments are driven by clearly identified service needs, supporting the development of a robust long-term capital works program that directly informs Councils Financial Plan.
- **Best Value:** Capital projects must demonstrate value-for-money outcomes, balancing cost, quality, risk, and long-term community benefit.
- **Whole-of-Life Sustainability:** Investment decisions are underpinned by asset management principles, considering the full lifecycle costs and ensuring financial sustainability over the long term.
- **Prioritised and Impartial Allocation:** Council apply a transparent, priority-based assessment methodology to allocate funding, ensuring decisions are objective, evidence-based, and responsive to the most pressing community needs.
- **Accountability and Confidence:** Councils approach enhances transparency, enabling clear, consistent, and justifiable investment decisions that strengthen public trust and stakeholder confidence.

Investment decisions on Councils infrastructure will be based on whole of life modelling.

Project Pipeline – Grant Funding Opportunities

When a major upgrade or new Capital Works project is proposed as a result of an internal strategic plan or community budget submission it is assessed to determine its appropriateness for inclusion on Council's Project Pipeline. If the project is validated, it moves onto Council's project pipeline.

Each project is evaluated against five criteria, including asset priority rating, urgency, impact on operational revenue and/ or expenditure, economic value and community significance. From this a prioritised list is developed based on total score and timing considerations.

Projects currently in the pipeline rely heavily on grant funding from the Victorian and Australian Governments. Council's financial plan anticipates receiving $1 million in grants each year, alongside a $500,000 annual contribution from Council funds. However, these projects are not included in this Asset Plan, which presents a more cautious outlook based solely on Council's confirmed funding for upgrades and new initiatives.

7.3 FINANCIAL PROJECTIONS

This section outlines the projected expenditure requirements for Councils infrastructure over the next 10 years.

This investment has been determined based on the affordability assessments made in Councils Financial Plan and represent the investment that is required to maintain its existing levels of service.

Actual funding will be guided by the Financial Plan and determined in Councils Annual Budget. Council's Asset Plan outlines a picture of the future demand on its assets so that Council can make informed decisions around prioritisation of its finite funding resources.

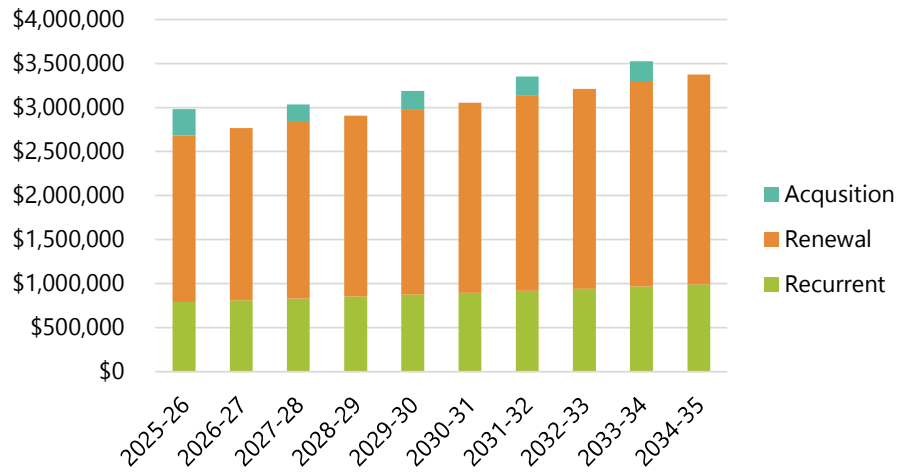
The Asset Plan presents a more conservative and realistic view based on current funding availability and Council's long-term financial forecasts.

Council has developed a set of individual asset plans for internal use that include a broader list of potential new and upgrade projects, from the project pipeline. The majority of these projects are contingent on securing external funding or future budget allocations. These are only included in the individual asset plans to show the full scope of need or opportunity across each asset class and will provide supporting documentation when applying for grant funding.

Roads

The projected capital and recurrent expenditure associated with Council roads over the next 10 years is summarised as follows.

Financial Projections



Goals for Investment

To provide ratepayers, community, road users, and others with a safe and fit for purpose road network.

Projects and Initiatives

- Ongoing annual programs including road resealing, gravel road reconstruction and re-sheeting, road stabilisation and heavy patching, road reconstruction, line marking, and kerb and channel replacement
- Specific upgrades for 2025/26 Porepunkah Riverside Park and Orana Avenue
- The $200,000 (plus indexation) is assumed every second year to cover required road upgrades on Council's Road Prioritisation list.

Cost Projections $'000	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Recurrent	$791	$810	$831	$852	$874	$895	$919	$942	$966	$990	$8,869
Renewal	$1,890	$1,956	$2,005	$2,055	$2,106	$2,159	$2,213	$2,268	$2,325	$2,383	$21,362
Acquisition	$300	$0	$200	$0	$210	$0	$221	$0	$232	$0	$1,163
Total	**$2,981**	**$2,766**	**$3,036**	**$2,907**	**$3,190**	**$3,055**	**$3,353**	**$3,210**	**$3,523**	**$3,374**	**$31,394**

Buildings

The projected capital and recurrent expenditure associated with Council buildings and facilities over the next 10 years is summarised as follows.

Financial Projections



Goals for Investment
To ensure buildings and facilities are safe, suitable, and accessible to the broad range of people who use them.

Projects and Initiatives
Upgrade and New

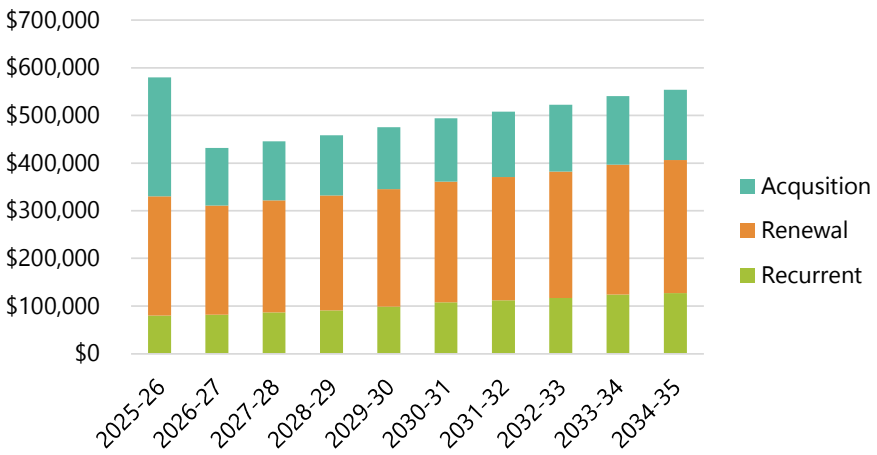
- Renewal programs at the component level Acquisitions (upgrade and new) include:
- Council Office Solar Upgrade
- Mount Beauty Transfer Station Office
- Annual Program for Climate Action Initiatives
- Annual Program for Public Amenities Upgrades

Cost Projections $'000	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Recurrent	$1,596	$1,637	$1,678	$1,720	$1,763	$1,807	$1,852	$1,898	$1,946	$1,994	$17,891
Renewal	$1,332	$1,074	$1,101	$1,129	$1,157	$1,186	$1,215	$1,246	$1,277	$1,309	$12,026
Acquisition	$983	$320	$328	$336	$345	$353	$362	$371	$380	$390	$4,168
Total	**$3,911**	**$3,031**	**$3,107**	**$3,185**	**$3,264**	**$3,346**	**$3,430**	**$3,515**	**$3,603**	**$3,693**	**$34,085**

Footpaths and Cycleways

The projected capital and recurrent expenditure associated with Council footpaths and cycleways over the next 10 years is summarised as follows.

Financial Projections



Goals for Investment

To provide a connected network of paths and cycleways that allows for the safe movement of pedestrians and other users around the Shire.

Projects and Initiatives

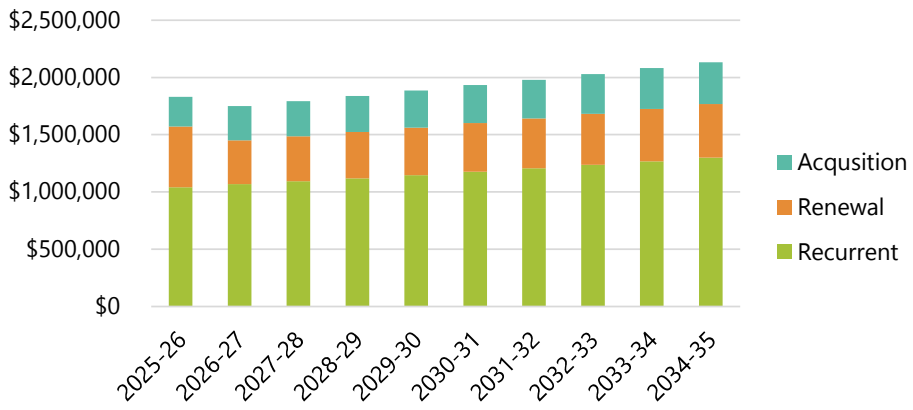
- Asphalt Pathway Renewal Program
- Brick Pavers Pathway Renewal Program
- Concrete Pathway Renewal Program
- Gravel Pathway Renewal Program
- Spray Seal Pathway Renewal Program
- The $121,000 (plus indexation) is assumed every year to cover critical new linkages on Council's Footpath and cycleway Prioritisation list.

Cost Projections $'000	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Recurrent	$80	$82	$87	$91	$99	$108	$112	$117	$124	$127	$1,027
Renewal	$250	$229	$235	$241	$247	$253	$259	$266	$272	$279	$2,530
Acquisition	$250	$121	$124	$127	$130	$134	$137	$140	$144	$147	$1,454
Total	**$580**	**$432**	**$446**	**$459**	**$476**	**$494**	**$508**	**$523**	**$540**	**$554**	**$5,011**

Recreational, Leisure and Community Facilities

The projected capital and recurrent expenditure associated with Council Recreational, leisure and community facilities including parks, reserves, playgrounds, sports fields, etc. over the next 10 years is summarised as follows.

Financial Projections



Goals for Investment

To enhance the Council's public recreational, leisure and community facilities to enrich quality of life and promote social connectedness.

Projects and Initiatives

- Play Equipment Renewal
- Surfacing/ Edging Renewal
- Climbing Set & Play Sculpture Renewal
- Sports Equipment Renewal
- Irrigation Renewal
- The $300,000 from 2025-26 (plus indexation) is assumed every year to cover critical upgrades on Council's Recreational, leisure and community facilities infrastructure prioritisation list.

Cost Projections $'000	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**Total**
Recurrent	$1,040	$1,066	$1,093	$1,120	$1,148	$1,177	$1,206	$1,236	$1,267	$1,299	$11,652
Renewal	$530	$384	$394	$404	$414	$424	$435	$446	$457	$468	$4,355
Acquisition	$260	$300	$308	$315	$323	$331	$339	$348	$357	$366	$3,246
Total	**$1,830**	**$1,750**	**$1,794**	**$1,839**	**$1,885**	**$1,932**	**$1,980**	**$2,030**	**$2,081**	**$2,133**	**$19,253**

Drainage

The projected capital and recurrent expenditure associated with Council stormwater drainage network over the next 10 years is summarised as follows.

Financial Projections



Goals for Investment

To protect the community from flooding and improve the quality of stormwater runoff discharged to natural water courses

Projects and Initiatives

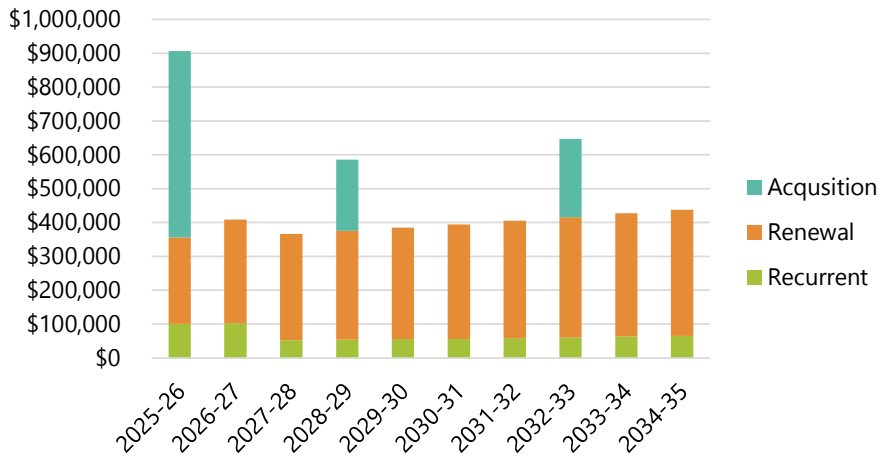
- Stormwater Pits Renewal Program
- Stormwater Pipe Relining Program
- The $100,000 from 2027-28 (plus indexation) is assumed every second year to cover critical minor upgrades on Council's drainage network.

Cost Projections $'000	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Recurrent	$151	$154	$158	$162	$166	$170	$174	$178	$183	$187	$1,682
Renewal	$200	$142	$146	$149	$153	$157	$161	$165	$169	$173	$1,615
Acquisition	$0	$0	$100	$0	$0	$108	$0	$0	$116	$0	$324
Total	**$351**	**$296**	**$403**	**$311**	**$319**	**$434**	**$335**	**$343**	**$468**	**$361**	**$3,620**

Bridges

The projected capital and recurrent expenditure associated with Council bridges and major drainage structures over the next 10 years is summarised as follows.

Financial Projections



Goals for Investment
To ensure that bridges and major drainage structures, are sound, safe, and functional.

Projects and Initiatives

- Access Road Bridge Renewal Program
- Pathway Bridge (Foot Bridge) Renewal Program

Acquisition (new/upgrade):

- Nimmo Bridge 2025-26
- $210 in 2028/29 and $232,000 in 2031-33 for new footbridges

Cost Projections $'000	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**Total**
Recurrent	$101	$103	$53	$54	$55	$57	$59	$61	$63	$65	$670
Renewal	$255	$306	$314	$321	$330	$338	$346	$355	$364	$373	$3,301
Acquisition	$550	$0	$0	$210	$0	$0	$0	$232	$0	$0	$992
Total	**$906**	**$409**	**$366**	**$585**	**$385**	**$394**	**$405**	**$647**	**$427**	**$438**	**$4,963**

7.4 FINANCIAL SUMMARY

The figure below shows Councils planned expenditure across the infrastructure assets included in this Asset Plan over the next 10 years.

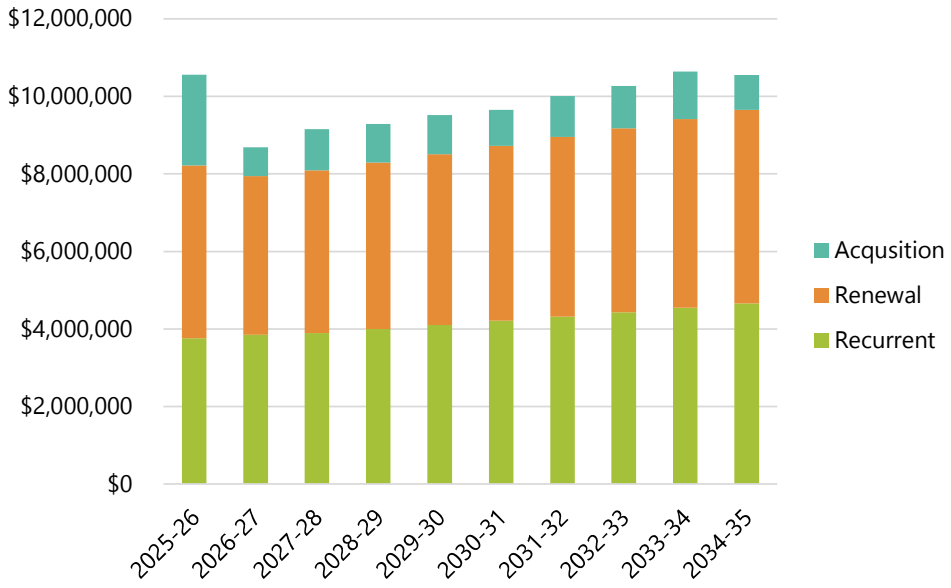


Figure 7.4 Total Projected Asset Expenditure

This is further summarised in the following table which shows the total planned expenditure related to renewal, growth, and recurrent activities over the next ten (10) years for each asset class.

Asset Class	Recurrent ($'000)	Renewal ($'000)	Acquisition ($'000)	Total ($'000)
Roads	$8,869	$21,362	$1,163	**$31,394**
Buildings	$17,891	$12,026	$4,168	**$34,085**
Recreational, leisure & community facilities	$11,652	$4,355	$3,246	**$19,253**
Footpath and Cycleways	$1,027	$2,530	$1,454	**$5,011**
Drainage	$1,682	$1,615	$324	**$3,620**
Bridges	$670	$3,301	$992	**$4,963**
Total	**$41,790**	**$45,189**	**$11,348**	**$98,327**

Table 7.4 Total Projected Asset Expenditure, by Asset Class

Council plans to spend an estimated total of **$98,327 million** on its assets over the next 10 years, predominantly in the renewal of its assets. The expenditure split is projected to be:

- 43% ($41.8 million) is related to day-to-day management of Council assets through ongoing operations and maintenance activities to ensure they remain safe and functional.
- 46% ($45.2 million) is renewal expenditure for the replacement of assets that are reaching or have surpassed the end of their useful life.
- 12% ($11.3 million) of the expenditure is allocated to meeting growth or future demand, with the majority expected to come from developer-contributed assets.

The investment projections outlined in this Asset Plan are guided by the affordability assessments embedded in Councils Financial Plan and reflect the level of funding required to maintain existing service levels.

Based on the current understanding of asset condition and service delivery requirements, Council anticipate being able to adequately fund lifecycle costs over the next 10 years. These forecasts are primarily based on current replacement costs with appropriate indexation applied. Where significant shifts in projected costs occur, Council will implement a prioritisation framework to ensure available funding is allocated to the most critical assets.

It is important to note that this version of the Asset Plan assumes a reduced level of investment in new or upgraded assets, with a deliberate focus on maintaining and renewing existing infrastructure. Future major projects regarding upgrade and new assets will only proceed when grant funding is obtained, and it has been determined that Council can afford the ongoing operating and maintenance costs, as well as future renewals, and disposal if required.

As Councils asset data and planning processes continue to improve, future iterations of both the Asset Plan and Financial Plan will incorporate more refined forecasts for renewal, upgrade, and maintenance needs.

8. Monitoring and Review

This Asset Plan will be reviewed following Council elections in accordance with the *Local Government Act 2020*.

Intermediary reviews of the Asset Plan may be undertaken from time to time as improvements are implemented, or major financial decisions are made. This is to make sure that it retains consistency with Councils strategic goals and objectives. having regard to:

- Its available financial resources.
- Long term works programs that are reviewed annually.
- The consideration of any external factors that are likely to influence the Asset Plan.

8.1 REPORTING

Council Asset Management Plans are continuously monitored and are formally reviewed and updated every few (4) years.

Reporting on service levels and other performance measures will be undertaken as part of Council Annual Report, and specific review projects approved.

8.2 IMPROVING COUNCIL EVIDENCE BASE

This Asset Plan has been developed based on existing processes, practices, data, and standards.

Council is committed to striving towards best asset management practices and are always working to improve what Council knows about its assets and enhance the tools Council use to manage them.

As Council data and systems improve, so too will the analysis and information on which this Asset Plan is based. It is intended that Councils Asset Plan should always reflect as closely as possible the actual practices Council use in managing its assets. Only in this way will Council be best able to ascertain the long-term needs for its infrastructure.

The approach to the implementation of Council capability improvements is discussed in its respective individual Asset Management Plans.

9. Gender Impact Assessment

The implications of this plan were assessed in accordance with the requirements of the *Gender Equality Act 2020*. The Gender Impact Assessment showed

- The Asset Plan is directly linked to the Council Plan, which guides service delivery and community engagement; however, a gender lens was not explicitly applied during its development.
- There is limited evidence of disaggregated data analysis or intersectional approaches informing community engagement or asset decision-making processes.
- References to the Gender Equality Act are absent from key strategic documents, including the Asset Plan and Council Plan, presenting compliance and reputational risks.
- Gender Impact Assessments (GIAs) have been completed retrospectively rather than integrated into planning stages, limiting their effectiveness in shaping policy and service delivery.

Opportunities

- Strengthen leadership and governance by embedding gender equity principles at all levels, including steering committees and consultant briefings.
- Build internal capacity through tailored training on intersectional gender equity, GIAs, and gender-responsive budgeting.
- Improve data quality by consistently collecting and analysing disaggregated data to inform asset priorities and community engagement.

- Integrate gender considerations into risk management frameworks, design processes, and capital works programs.

Recommendations

1. Strategic Integration
- Embed GIAs as a standard planning tool in all new and renewed asset projects. Include gender-responsive budgeting and a standing GIA agenda item in governance meetings. Alpine Shire Asset Plan 2022 – 2034 Gender Impact Assessment Report Page 3 of 26

2. Capability Building
- Deliver targeted training to asset teams and leadership.
- Include gender equity responsibilities in role descriptions and performance plans.
- Provide practical resources and briefing tools to the Assets Team to support implementation.

3. Monitoring and Continuous Improvement
- Align efforts with the Gender Equality Action Plan (GEAP) and establish clear reporting processes.
- Evaluate progress, incorporate feedback, and adapt strategies accordingly.

Conclusion
By combining strategic integration and capacity building, Alpine Shire Council can shift from compliance-focused GIAs to a proactive, inclusive approach that better serves all community members. This work will strengthen Council's leadership in gender equity and create more equitable, accessible, and future-ready infrastructure.

10. Supporting documents

This policy should be read in conjunction with all other relevant, Council policies and procedures, as well as relevant legislative requirements.

Related Legislation

Local Government Act 1989 [Vic]
Local Government Act 2020 [Vic]

11. Approval

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this 28 day of October
2025 in the presence of:

COUNCILLOR	SIGNATURE
COUNCILLOR	SIGNATURE
CHIEF EXECUTIVE OFFICER	SIGNATURE

SGS Economics & Planning

Certified B Corporation

DRAFT Community Infrastructure Needs Assessment

Alpine Shire Council

April 2025



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Glossary

Abbreviation	Description
ABS	Australian Bureau of Statistics
BPLR	Bushfire Place of Last Resort
CfP	Centre for Population
DEECA	Department of Energy, Environment and Climate Action
ERC	Emergency Relief Centre
ERP	Estimated Resident Population
FFP	Fit-for-purpose
KISP	Kindergarten Infrastructure and Services Plan
JUA	Joint Use Agreement
LDC	Long Day Care
LGA	Local Government Area
MAV	Municipal Association of Victoria
MCH	Maternal and Child Health
NDIS	National Disability Insurance Scheme
SEIFA	Socio-Economic Indexes for Areas
VIC	Visitor Information Centre
VIF	Victoria in Future
VSBA	Victoria School Building Authority

Executive summary

Council has commissioned SGS Economics and Planning (SGS) to develop the Alpine Shire Community Infrastructure Needs Assessment (CINA). With input from key stakeholders, it identifies opportunities for each community infrastructure type across the Shire and within the townships of Bright, Porepunkah, Myrtleford, and Mount Beauty.

Policy and legislation

State-level policy sets the overarching directions for future growth and planning for communities, which local policies and plans build on, establishing local visions and priorities. Relevant implications for community infrastructure include:

- State policy recognises the importance of access to community infrastructure, with regional areas facing challenges that include limited budgets and the tyranny of distance. The policy encourages upgrading existing community infrastructure and delivering new infrastructure as shared, multipurpose facilities.
- Also at the state level, kindergarten reforms will drive an increase in demand for this service, and the Alpine Shire Draft Kindergarten Infrastructure and Services Plan (KISP) indicates that additional infrastructure will be required in Myrtleford in the short-term.
- The Alpine Shire Land Development Strategy, adopted in 2024, identifies four Service Towns in the Shire: Myrtleford, Bright, Mount Beauty, and Porepunkah, that will accommodate population growth and provide community infrastructure.
- The Shire's Economic Development Strategy identifies aged care, healthcare, and social assistance needs, labour shortfalls that may impact community services, and the need to attract young families to support economic growth.
- The Alpine Shire Sport and Recreation Plan highlights the opportunities for making use of school facilities and improving existing assets to increase their capacity/use.
- The Alpine Shire Events Strategy points to the importance of library and arts and culture facilities to support both local and tourist needs, and a need for improved events space to grow the tourism industry.
- The Alpine Shire Youth Strategy encourages accessible, welcoming and inclusive community infrastructure that can support young people with their concerns around substance abuse, social isolation, mental health and wellbeing problems, and family conflicts.
- The Alpine Shire Access and Inclusion Plan recognises the role of community infrastructure (buildings, services, and programs) in creating inclusive communities especially for people with a disability.
- The Alpine Shire Asset Plan identifies an ageing population and ageing infrastructure, with the increasing cost of providing services, as the main challenges facing the Shire's assets.

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Trends in community infrastructure

- Community infrastructure, such as libraries and Neighbourhood Houses, generates significant social and economic benefits, including improved health, career development, and social connections.
- Effective delivery of community infrastructure requires collaboration between local, state, and private sectors, with local governments playing various roles from research to active service provision.
- Rural and regional communities face challenges in accessing community services due to lower population density and limited public transport, often resulting in higher costs for service delivery and/or lack of viability for some facilities. There are some state policies and grants, such as the Regional Community Sports Infrastructure Fund and Growing Regions Program, which aim to address these challenges by funding infrastructure projects to improve access and wellbeing.
- Community hubs, which integrate various services and activities in one location, provide benefits such as cost efficiency, social connection, and innovation for both community members and service providers. This model is now preferred to traditional, standalone community infrastructure that services a single user group/activity.
- Partnerships in community infrastructure are increasingly valuable for filling gaps and enhancing service delivery via arrangements such as joint use agreements and co-management models. This approach can offer benefits to providers in the form of cost-savings as well as increased community utilisation.
- Schools, often incorporating high-quality recreation and arts and cultural facilities, are increasingly being seen as potential community hubs. But their accessibility varies, and careful planning and management is necessary to accommodate the school community as well as the general public.
- Rapid technological changes have made it crucial for community infrastructure, such as libraries and community centres, to provide tech-enabled spaces and online services, supporting both remote access and greater participation in learning and social activities.
- Some community facilities play a role in emergency management/response as Emergency Relief Centres (ERCs) that provide essential services, shelter, and recovery support during and after disasters.
- Tourism contributes to the local economy by generating revenue that can be reinvested into community infrastructure, but it also places seasonal pressures on public facilities such as parks, toilets, and visitor information centres. Local governments are increasingly strategising to manage these impacts, with plans that balance infrastructure needs for both residents and tourists. Alpine Shire is currently developing a tourism strategy that will address the use of visitor information centres and other tourism infrastructure.

The Alpine Shire community

- Alpine Shire covers a large geographic area. While most of the population is concentrated in the four service towns, there are small residential populations elsewhere. In some instances, these locations are some distance between the townships with limited road networks.
- While Alpine Shire covers a large geographical area, the residential population is relatively small, with approximately 13,000 residents in 2021.

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- Compared to the Victorian average, the typical Alpine Shire household is smaller and with fewer children. Shire residents are also less culturally diverse than the state average.
- Across Alpine Shire there are significant disparities in the levels of advantage and disadvantage. The most disadvantaged areas of the Shire are in Myrtleford and surrounds.
- Porepunkah's community profile suggests the township has a higher demand for early years services than others, with higher proportions of people in the workforce, families with children, more parents or partners working, and more people who provided unpaid care for child/children.
- Future population growth scenarios were sourced from the LDS, and the high growth scenario was adopted for the purposes of the community infrastructure needs assessment. Under this scenario, the Shire's population is forecast to grow to 15,890 people in 2041, an increase of 2,734 residents.

Existing infrastructure assessment

- Alpine has a large number of community facilities, many of which are smaller and older stand-alone facilities. Each existing facility was assessed to understand the spaces and services it includes, its condition, fitness-for-purpose (FFP; refers to functionality), and utilisation.
- The condition of the majority of facilities across the Shire is rated as average or better, however there are 17 facilities with a score of 5 (poor condition). Many are multi-purpose community facilities (community 'meeting spaces') that are older, smaller, stand-alone facilities like clubrooms and halls.
- Most facilities across the Shire scored well for FFP. Only three facilities earned a poor FFP score of 4 or 5 (poor FFP) – the Pioneer Park Netball & Pony Clubrooms (Bright), the Memorial Park Cricket Clubroom (Myrtleford), and Alex McCulloch Hall at the Mount Beauty Recreation Reserve.
- There are only eight facilities that have poor utilisation as reported by Council As is the case for most facilities with poor condition and FFP scores, the majority of these facilities are multi-purpose community facilities.

Demand assessment

- A demand assessment was undertaken for community infrastructure using industry-standard benchmarks (shown in the table below). These benchmarks are limited in their appropriateness for regional areas such as Alpine Shire, and the assessment therefore provides only a starting point for understanding the number and type of facilities that should be provided. Results were contextualised for the communities of Alpine Shire before determining recommendations.

Service area	Facility/service	Existing supply	2041 total demand	2041 gap/ surplus
Multipurpose community	Meeting Space - Small	19	4.0	15.0
	Meeting Space - Medium	30	2.0	28.0
	Meeting Space - Medium to Large	4	2.0	2.0
	Neighbourhood House Service	2	1.1	0.9
	Multi-Purpose Community Centre (Level 1)	4	1.8	2.2
	Multi-Purpose Community Centre (Level 3)	0	0.4	-0.4

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Service area	Facility/service	Existing supply	2041 total demand	2041 gap/ surplus
Library	Library	3	0.4	2.6
Early years	Kindergarten (3+4-year-old)	365	--	-42 places*
	Playgroup	4	0.8	3.2
	Maternal and Child Health (MCH)	3	1.0	2.0
	Toy Library	3	0.6	2.4
Education	Government Primary School	9	1.8	7.2
	Government Secondary School	3	0.6	2.4
	Catholic Primary School	1	1.4	-0.4
	Catholic Secondary School	1	0.4	0.6
	Government Specialist Secondary School	0	0.3	-0.3
	TAFE campus	0	0.1	-0.1
Young people	Youth space (as part of community centre)	1	2	-1
	Youth Centre (dedicated facility)	0	0.4	-0.4
Seniors & aged care	Residential Aged Care (beds)	186	520	-334
	Senior citizen's centres	4	N/A	N/A
Sport & recreation	Indoor Recreation Centre / Stadium (Hard Court) – Lower Order (2 courts)	4.0	0.6	3.4
	Indoor Recreation Centre / Stadium (Hard Court) – Higher Order (4-6 courts)	0.0	0.3	-0.3
	Indoor Aquatic / Leisure / Fitness Centre (25m pool)	3.0	0.4	2.6
	Outdoor Netball Facility – Small (2 courts)	3.0	1.0	2.0
	Outdoor Netball Facility – Large (8 courts)	0.0	0.3	-0.3
	Tennis Facility – Small / Low-Order (2 courts, no pavilion, free to public)	1.0	0.5	0.5
	Tennis Facility – Higher Order (6-10 courts, with pavilion)	3.0	0.5	2.5
	Lawn Bowls Facility (4 greens)	2.0	0.4	1.6
	Synthetic Athletics Track	0.0	1.0	1.0
	Pavilion – Level 1	1.0	2.6	-1.6
	Pavilion – Level 3	1.0	0.3	0.7

The CINA demand assessment also includes general discussion of demand for other state-led infrastructure, including health, emergency services, and justice.

Opportunities

Based on the assessment, opportunities are identified for each service area and for specific sites. These are listed in the table below. The report also provides some case studies to illustrate the potential for realisation of the opportunities in Alpine Shire.

Recommendations & site-based opportunities
Multipurpose community
▪ Engage with intended tenant/user groups to co-design new or redeveloped multipurpose facilities that bring together groups/service/activities under one roof to ensure the design can respond to their respective needs. Consideration of storage capacity and access arrangements will be important. ▪ Support Neighbourhood House/U3A services to relocate into hub facilities; continuously engage with these groups to ensure their offering aligns with community needs, and that they can continue to play a key role in programming and activation at each township hub. Ideally, the groups can partner/merge over time, offering a range of activities to all age groups. ▪ Continue to promote bookable rooms to the community, organisations, and service providers to increase utilisation of multipurpose spaces. ▪ Deliver a new community hub in Myrtleford. This should consider the existing Senior Citizens Centre site or other existing Council-owned site. This should include: - A range of flexible multipurpose rooms - A dedicated youth space, ideally with its own entrance (alternatively, this could be co-located with the library) - A neighbourhood House service/ U3A service (relocated) ▪ Redevelop the Mount Beauty Community Centre as a multipurpose community hub. This should include: - A range of flexible multipurpose rooms, including some smaller flexible rooms that can be used for service consults (incl. for young people) or office space. - Neighbourhood House service/ U3A (relocated) ▪ Redevelop the Bright Community Centre as a multipurpose community hub to include: - A range of flexible multipurpose rooms - A larger events/venue space - A Neighbourhood House/U3A service (relocated) - A dedicated youth space ▪ Redevelop to improve condition/FFP: - Pioneer Park Netball & Pony Clubrooms in Bright: as a multipurpose clubhouse space capable of accommodating multiple user groups (pony club, netball, cycling club, scouts) and public toilets to support groups, general park users, and use of the adjacent outdoor events space. In the longer-term, explore whether equestrian activities can be consolidated at the Myrtleford Showgrounds. - The Scout Hall at Pioneer Park, if this group cannot be accommodated in the redeveloped multipurpose clubhouse noted above. - Mount Beauty Recreation Reserve community facility (redeveloped tennis clubhouse/scout hall): include in the new community facility at this site a multipurpose room and shed space with

storage to accommodate multiple user groups and allow for consolidation of other community buildings on site.

- Consolidate (repurpose or decommission) sites surplus to need, including:
  - 5 Elm Court, Bright (Council has long-term plans for the redevelopment of this site, but current tenant will remain on a year-on-year lease)
  - Bright Senior Citizen's Centre (integrate into the new multipurpose community hub)
  - Myrtleford Memorial Hall Neighbourhood Centre (integrate into a new multipurpose community hub)
  - Mount Beauty Senior Citizen's Centre (integrate into the new multipurpose community hub)
  - Mount Beauty Neighbourhood Centre & Hall (integrate into the new multipurpose community hub or new community facility at the reserve)
  - Mount Beauty Men's Shed (integrate into a new multipurpose facility at the reserve)
  - Mount Beauty Cub & Scout Hall (integrate into a new multipurpose facility at the reserve)
  - Alex McCulloch Hall, Mount Beauty (integrate into a new multipurpose facility at the reserve)
  - The Auditorium, Mount Beauty (integrate into the new multipurpose community hub)
  - St Albans Hall, Running Creek
  - Dinner Plain Community Centre (requires further review in an emergency management context as this is an ERC and licensed to DoE in non-school periods)

Library

- Consider a 24-hr model for libraries with access by swipe card (e.g., Gippsland), especially at the Bright and Myrtleford sites.
- Explore options for outreach library services for rural towns such as Dinner Plain. This can include mobile libraries, library kiosks in existing community infrastructure, and/or (seasonal) pop-up libraries.
- Engage with High Country Library Network to expand e-library services to support access in remote areas (small settlements and rural localities).
- Maintain the three libraries, however look to integrate other complementary services/activities at the Mount Beauty and Myrtleford sites through redevelopment/expansion that cannot be located at the previously mentioned new community hub sites (see multipurpose community centres).
- Refurbish the Bright Library with an upgraded multipurpose room.
- If the revised heritage controls allow for redevelopment, consider upgrading Myrtleford as the main 'regional' level library which could include a higher level of service offering and resources (e.g. specialised collections), and more spaces to accommodate remote work and study.

Culture and tourism

- Improve coordination of arts and cultural programming and activation of Council-owned sites to:
  - reinforce Myrtleford as the performing arts centre
  - reinforce Bright as the events and visual arts centre
- Support private arts and culture venues, e.g. Bright Art Gallery and the Courthouse to continue to offer their services/activities for residents and visitors
- Engage with school principals and state government for joint use of school arts and cultural facilities (e.g. EMPAC).

- Ensure all community centres/hubs have multipurpose rooms that support the flexible delivery of community arts practices, e.g. appropriate flooring, sinks, storage.
- For Museum sites (and the Gold Battery), engage with Heritage Victoria to discuss potential option for re-use/better activation including:
  - decommissioning, consolidation of artefacts into visitor information centres/parks/other community facilities
  - commercial use (e.g. specialised accommodation, café, shop – already in-progress for the Bright Museum)
- Under the Tourism Strategy development, review the need for the 3 VICs. Consider:
  - Potential for consolidation of one or more of these sites into a community sites (e.g. one of the new community hubs)
  - Further commercial uses (e.g. selling goods from local businesses or coffee cart from a local provider) at the Mount Beauty VIC for improved activation.
- Deliver a new events/venue space through the Bright Community Centre redevelopment that can accommodate larger gatherings such as weddings and conferences, as well as continue to be used for activities such as school exams.
- Investigate the potential to enhance the commercial function (e.g. selling more goods from local businesses or installing a cafe) of the Mount Beauty Visitor Information Centre.

Early years

- Support the continued operation of ACS via use of Council early years facilities, and workforce planning.
- Support Dederang and Harrietville primary schools to continue to run services in these more remote areas.
- Engage with the State Government to understand whether a new childcare centre will be delivered on a school site in Myrtleford. If not, redevelop the Mountain View Children's Centre (Myrtleford) to improve its condition/FFP and provide one additional kindergarten room by 2032.
- Over the medium-long term, refurbish the Lake View (Mount Beauty) Centre to ensure it can continue to operate. Through redevelopment:
  - Provide spaces for MCH, playgroups and other family/children's activities.
  - Improve safety so that OSHC can safely operate if there is future demand for the service.
- Continue to monitor demand for kindergarten and other childcare services in Bright (which currently also services Porepunkah) in consultation with ACS to determine if additional rooms are required. If yes, provide a new early years centre with 2 kindergarten rooms and spaces for MCH, playgroups and other family/children's activities in Porepunkah in the long-term.

Education

- Engage with state government to advocate for accommodating specialist needs by integrating services into existing schools.
- Support distance learning by engaging with tertiary education providers to deliver courses/programs from libraries, multipurpose community centres, or secondary school campuses.

Young people

- Engage with Headspace and other service providers to provide local satellite services from youth spaces/community centres, especially in Myrtleford.
- Deliver a dedicated youth space in Bright:
  - In the short-term, as a pop-up at the Bright Community Centre (the Lighthouse – this is already active).
  - Overtime, this should become a dedicated space with the redeveloped community centre (see multipurpose community centres).
- Deliver a dedicated youth space in Myrtleford within the new multipurpose community centre, and attract other youth support service providers to run services from this site.
- Provide services for young people who cannot travel to Bright or Myrtleford via outreach youth programs in Mount Beauty/Tawonga from multipurpose rooms at existing and future facilities.

Seniors & aged care

- Where new community hubs in Bright, Myrtleford and Mount Beauty are developed, Council should adopt universal design principles to ensure that facilities are accessible, and provide spaces that can accommodate the existing programs and activities offered at senior citizens centres
- Support existing U3A/ senior citizens groups in the Shire to continue providing activities/programs.
- Over time, encourage and support partnerships between Neighbourhood House, U3A, and other community service providers at multipurpose centres.
- Engage with residential aged care providers to advocate for an increase in residential aged care beds.
- Consider developing an investment prospectus or similar to attract additional residential aged care services to the Shire.

Sport & recreation

- Continue to engage with school principals and state government for joint use of school sport and recreation facilities.
- Provide lighting and durable play surfaces at major reserves in the two largest townships (likely Memorial Park in Myrtleford and Pioneer Park in Bright) to support longevity and increased use.
- Advocate to state government to upgrade the sports stadium at Bright P-12, and for continued joint use of this facility.
- If redevelopment of the Bright P-12 Stadium does not progress and long-term community access cannot be secured under a joint use agreement, consider redevelopment of the Sports Centre to include an indoor stadium.
- Refurbish/ upgrade the Canine Clubrooms at RC McNamara Reserve in Myrtleford (noted in the existing master plan). Consider opening this facility up to wider community use.
- The Gym at RC McNamara Recreation Reserve is in very poor condition and has poor fitness for purpose - this can be consolidated and replaced by the delivery of an outdoor gym, as per the existing masterplan.
- Refurbish/ upgrade the Memorial Park Pavilion in Myrtleford to improve condition/FFP and ensure it is female-friendly (noted in the existing master plan).
- Continue to engage with Marion College (Myrtleford) for delivery of an athletics track, and secure community access outside school hours under a joint use agreement.

- Redevelop the tennis clubroom facility at the Mount Beauty Recreation Reserve, if this group cannot be accommodated at the new multipurpose community facility at this site.
- Develop a masterplan for the Porepunkah Recreation Reserve. Consider upgrading play surfaces and providing a facility to support sport and recreation at the site, with a multipurpose community space (pending outcome of the Hall redevelopment).
- Upgrade the Bright, Mount Beauty, and Myrtleford aquatic facilities to accommodate warm water activities, and provide winter access in Mount Beauty and Myrtleford.
- Refurbish the Bright Skate Park (Council is currently pursuing funding for this project).

Community health services

- Continue to advocate for the provision of adequate health services via Alpine Health, and for an upgrade to the Bright Hospital.
- Consider opportunities for the co-location of mental health services in community facilities, especially those that include youth services.

Emergency services

- Continue to liaise with the respective state agencies to ensure services are sufficient for increasing population.

Justice

- Laise with Court Services Victoria and legal aid services to further understand service demands and opportunities to deliver additional local services through council community infrastructure.

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1. Introduction

1.1 Project background

Alpine Shire's population is growing, and its demographic profile is changing. Following the development of the Alpine Shire Land Development Strategy 2023 (LDS), Alpine Shire Council (Council) have continued to progress strategic, long-term planning to address the residential, commercial, and employment needs of Alpine Shire (the Shire) through 2041, while also safeguarding the natural environment.

Planning for community infrastructure is a key component of successful planning for positive growth and development outcomes. Council owns and operates a significant amount of community infrastructure across the municipality. To ensure the future population has access to the services and infrastructure required, Council requires a strong evidence base to understand the role, need and future provision of community infrastructure required.

1.2 Purpose

Council has commissioned SGS Economics and Planning (SGS) to develop the Alpine Shire Community Infrastructure Needs Assessment (CINA). With input from key stakeholders, it identifies opportunities for each community infrastructure type across the Shire and within the townships of Bright, Porepunkah, Myrtleford, and Mount Beauty.

The objectives of the CINA are to:

- identify relevant trends and drivers of demand for community infrastructure in Alpine Shire
- provide a detailed assessment of the performance of existing Council facilities
- determine need for each infrastructure type using industry-standard provision benchmarks
- reflect community (user) interests and aspirations for local facilities and services
- identify opportunities for improved service/facility models that reflect industry best practice and are more impactful and cost-effective
- provide township-based recommendations to inform future detailed structure planning.

The outcomes of this project will be used to inform future capital works programs, strategic planning, service planning, advocacy, and future partnerships.

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1.3 Community infrastructure definition & scope

Community infrastructure can be broadly defined as the:

> Spaces and activities through which people socialise, learn, recreate, create, and celebrate culture. It is the sum of 'hard' infrastructure (buildings) and 'soft' infrastructure (services and programs).

The assessment focusses on Council-owned facilities but also considers the role of other providers in the infrastructure network, including state government and the private and not-for-profit sectors.

Community infrastructure within the scope of this assessment includes:

- Community health
- Culture and tourism
- Early years
- Education
- Emergency & Justice
- Libraries
- Multi-purpose community spaces
- Seniors and aged care facilities
- Sport and recreation

1.4 Community infrastructure assessment methodology

The community infrastructure needs assessment methodology includes three stages, inputs and assumptions, community needs assessment, and specific recommendations (Table 1).

The first stage includes gathering quantitative data relating to population and infrastructure, and the selection of industry standard community infrastructure benchmarks.

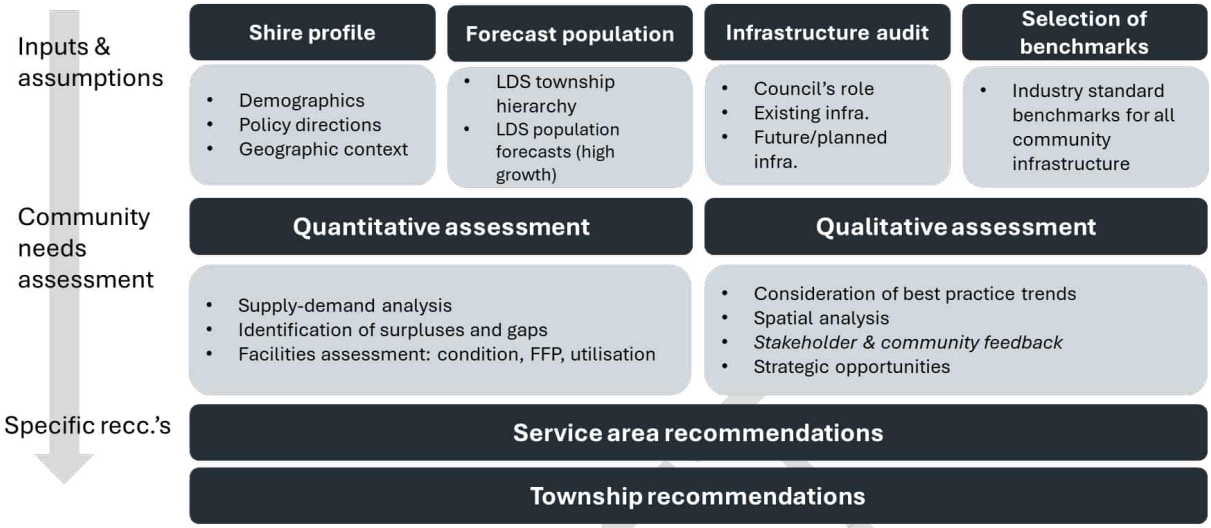
The second stage undertakes a quantitative supply and demand of community infrastructure based on the benchmarks and key data inputs.

A qualitative assessment is then applied to understand best practice and emerging trends regarding service delivery, specific considerations in each community, and feedback from stakeholders and community.

Taken together, these inputs provide an evidence and decision-making basis for opportunities at the service area and township levels.

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Table 1. Community services and infrastructure methodology



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2. Strategic context

2.1 Summary policy review

State-level policy sets the overarching directions for future growth and planning for communities, which local policies and plans build on, establishing local visions and priorities.

Within community infrastructure, state level policy articulates the high-level challenges and opportunities regarding community infrastructure, while municipal policy offers insights and directions more specific to Alpine Shire.

Common across all is a recognition of the key role that community infrastructure provides in improving community wellbeing, the ongoing funding challenges faced by local governments, the unique spatial challenges faced by regional governments, and recognition of the utility and efficiency of flexible and multifunctional facilities.

Documents reviewed are outlined in Table 2. A summary of each level of planning is provided in the following section, with a detailed review at Appendix A.

Table 2: Policy documents reviewed

State policy	Municipal strategic policy	Masterplans
▪ Victoria's Infrastructure Strategy (2021-2051) ▪ Plan Melbourne (2017-2050) and relevant updates from the newly released Plan for Victoria	▪ Alpine Shire Land Development Strategy (2023) ▪ Alpine Shire Economic Development Strategy (2021) ▪ Alpine Shire Sport and Active Recreation Plan (2022-2033) ▪ Alpine Shire Events Strategy (2021) ▪ Alpine Shire Youth Strategy (2022-2024) ▪ Alpine Shire Access and Inclusion Plan (2021-2024) ▪ Alpine Shire Asset Plan (2022-2032) ▪ Creative Workers in the Alpine Shire – Preliminary Arts Audit (2024) ▪ Alpine Shire Municipal Emergency Management Plan 2021-2024	▪ Pioneer Park masterplan ▪ Mount Beauty masterplan ▪ Myrtleford - RC McNamara masterplan ▪ Myrtleford - Memorial Park masterplan ▪ Myrtleford - Jubilee Park masterplan ▪ Myrtleford - Cundy Park masterplan ▪ Myrtleford Recreation Reserve masterplan

	▪ Mount Beauty Community Facilities Strategy (2013)	

Note: The existing Alpine Shire Community Vision 2040 & Council Plan 2021-25 (incl. Municipal Public Health and Wellbeing Plan) is currently being updated as the Council Plan 2025-29.

State-level directions

The recently released *Plan for Victoria* provides the overarching planning direction for metropolitan Melbourne and the regions. This was released in 2025, and supersedes both Plan Melbourne 2050 and the 12 Regional Growth Plans. The pillars by which the Plan is organised are:

- Self-determination and caring for Country
- Housing for all Victorians
- Accessible jobs and services
- Sustainable environments
- Great places, suburbs and towns

Under the 'accessible jobs and services' pillar, there is a commitment to ensuring 'communities have the public transport, facilities and services they need to lead healthy, productive lives, including schools and kindergartens, TAFEs, emergency services, health care, active transport and open space.' Beyond this, the Plan does not make any specific commitments or actions relevant to community infrastructure provision in the regions.

Infrastructure Victoria continues to provide advice on the state's community infrastructure needs. Regional Victoria was a key focus area for *Victoria's Infrastructure Strategy (2021-2051)*, acknowledging:

- Unique growth pressures
- Limited budgets
- The tyranny of distance that limits access to services.

The Strategy recommends:

- Delivering multipurpose shared social service facilities in the regions
- Updating existing community infrastructure (to address the poor fitness for purpose and condition of existing facilities)
- Creating climate-adapted facilities for rural communities
- Building regional residential alcohol and drug rehabilitation facilities
- Funding more Youth Foyers in regional Victoria

This strategy is currently being refreshed with the draft strategy (Victoria's Draft 30 Year Infrastructure Strategy) currently on public exhibition. The draft has a reduced focus on community infrastructure in regional/rural areas, and limited implications for the CINA.

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Municipal directions

There are many Alpine Shire Council policies and plans that set out standards, directions, and actions for community infrastructure or Council service delivery. Collectively these documents articulate a municipality that is growing with changing demographics and needs, existing infrastructure that is ageing, the importance of utilising existing infrastructure more effectively, providing inclusive spaces for all ages and abilities, and ensuring infrastructure is financial sustainable.

Each of the key documents are summarised below.

Document	Implications for community infrastructure
Alpine Shire Land Development Strategy (2023)	Defines the township hierarchy of Bright, Myrtleford and Mount Beauty-Tawonga South as the Shire's 'service towns', and Porepunkah as an 'emerging service town'. Growth, including that of community infrastructure, should be directed to safe, suitable and well serviced locations within these locations. Other considerations are an ageing population and the desire to minimise the need to travel to access services.
Alpine Shire Economic Development Strategy (2021)	Calls for enhanced liveability and resident attraction through a focus on improving amenity within the 'service towns'. A focus is on responding to the needs of an ageing population (aged care, health care and social assistance) without losing sight of the quality of service to smaller centres. Despite the ageing population, there is prioritise amenity improvements and address labour shortfalls to attract younger people, including families.
Alpine Shire Sport and Recreation Plan (2022-2033)	Highlights the opportunities for making use of school facilities and improving existing assets to increase their capacity/use. The Plan argues for a focus on improving existing assets rather than providing new ones.
Alpine Shire Events Strategy (2021)	Points to the importance of library and arts and culture facilities to support both local and tourist needs, and a need for improved events space to grow the tourism industry. It notes the lack of a contemporary indoor venue that can be used year-round.
Alpine Shire Access and Inclusion Plan (2021-2024)	Highlights the role of community infrastructure (buildings, services, and programs) in creating inclusive communities especially for people with a disability.
Alpine Shire Asset Plan (2022-2032)	An ageing population and ageing infrastructure, with the increasing cost of providing services are identified as the main challenges. Ensuring that assets are suitable for needs and are able to be maintained within achievable budgets are key.

Alpine Shire Youth Strategy (2022-2024)	To support young people with their concerns around substance abuse, social isolation, mental health and wellbeing problems, and family conflicts, community infrastructure needs to be available that is accessible and provides non-judgemental and supportive environments.

2.2 Service reforms

The delivery of community infrastructure is in response to service needs, i.e. the physical location and building/space for providing services. Given this, community infrastructure needs to respond to changes in the service sector. There have been three key reforms to services (kindergarten, disability, aged care) over the last 10 years which has shifting the demand and role of community infrastructure and service delivery. These are further outlined below.

Best Start, Best Life Kindergarten

The Victorian Government are investing $14 billion into a range of initiatives over the next decade as part of the Best Start, Best Life Reform.[1] This reform was announced to assist families financially, support women in returning to the workforce, and to provide children with an enhanced start to life. The initiatives under this reform, which is currently being rolled out and be fully operational by 2036, includes:

- **Free Kindergarten:** kindergarten will be free for three and four-year-old children in participating services across the state. This will save up to $2,500 per child, per year.
- **Three-Year-Old Kindergarten:** funded three-year-old kindergarten was announced as part of the state's 2020-21 budget and is being delivered in stages – initially focusing on rural and regional Victoria. Three-year-old kindergarten will continue to roll out across the state – increasing from a minimum of five hours per week (currently) to 15 hours per week by 2029. Timing of the roll-out varies, based on individual centre capacity.
- **Pre-Prep:** over the next decade, four-year-old kindergarten will transition to 'Pre-Prep' – increasing from a 15-hour to a 30-hour per week statewide program of play-based learning for four-year-old children by 2036.

  The roll out of the pre-prep program is staged, starting in 2025. The roll out will begin in Alpine Shire Council in 2027 with funding for up to 20 hours, up to 25 hours in 2029, and up to the full 30 hours from 2031 (Table 3).

Table 3: Best Start, Best Life roll out for pre-prep in Alpine Shire (4-year-old Kindergarten)

Year	2025	2026	2027	2028	2029	2030	2031+
Alpine Shire	15hrs	15hrs	20hrs	20hrs	25hrs	25hrs	30hrs

Source: State Government of Victoria (2024)

[1] Victoria Government 2023 *The Best Start, Best Life reforms,* https://www.vic.gov.au/best-start-best-life-reforms

- **Early Learning Centres:** state government have committed to providing 50 government-owned and operated early learning centres by 2032. Some of these are planned for regional areas, but none in Alpine Shire.
- **Kindergarten infrastructure:** the State Government has a range of funding streams through Building Blocks Grants to investment in kindergarten infrastructure across the state, including new kindergarten establishments on or in proximity to existing school sites (see next section for more detail).
- **Kindergarten workforce:** increased investment to attract, upskill and retain early childhood teachers and educators – such as scholarships, incentives, traineeships, and career advancement programs.

To support the delivery of these reforms, the State Government is working with each council to develop a Kindergarten Infrastructure and Services Plan (KISP) that calculates unmet demand for kindergarten places through to 2032. Alpine's KISP was being finalised concurrently with this needs assessment at the time of writing this report. Draft results indicate that there will be unmet demand for kindergarten services in Myrtleford by 2027.

NDIS

The National Disability Insurance Scheme (NDIS) was first introduced in 2013 as a joint program between the Commonwealth and State and Territory governments to better support Australians. By 2020 full rollout had occurred, and this replaced many old programs and ways of delivering services, including some provided by local government.

Individualised disability services are instead provided by NDIS partner organisations such as Alpine Health, and Council plays a supporting role by:

- providing information on available services on the Council website (Community Resource Guide)
- engaging directly with advocacy groups
- providing community grants for people with disability and disability organisations

Aged care

Aged care in Australia has been undergoing reform following the Aged Care and Other Legislation Amendment (Royal Commission Response) Act 2022, with a range of new measures intended to improve accountability and transparency in the industry for better care and safety of older Australians. These include funding reforms, increased governance, accountability and reporting requirements for providers, increased information sharing between providers and government, and additional oversight of health care pricing and costing.

Many local governments were providing aged care services such as in-home care, respite, social support, and to a lesser extent residential aged care. With the changes in reform many councils have grappled with their ongoing role in the sector. Most metropolitan councils have since retracted from direct service delivery, leaving this to the private market. In rural and regional areas with thinner service

markets however, this has not always been an option. In 2021 the Municipal Association of Victoria (MAV) summarises the risks for councils resulting from the reform as:[2]

- "New responsibilities, requirements and obligations
- Their capacity, capability and interest to operate in an intensifying market-driven, competitive environment with consideration for competitive neutrality policy,
- Alignment with councils' roles and responsibilities under the Local Government Act (Vic) 2020 and, by extension, how LG provides an integrated policy, planning and program approach for older residents."

Similar to disability services, Alpine Shire Council relies on the private and not for profit sector to deliver aged care services. Council plays a supporting role with information and contacts for local services provided through its New Residents Guide and online Community Resource Guide.

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[2] Municipal Association of Victoria (2021), *Commonwealth Aged Care Reforms: Analysis and Considerations for Victorian Councils*, p.4

3. Trends in community infrastructure

The following section provides an overview of the importance of community infrastructure, best practice principles and considerations for the Alpine Shire context.

3.1 Community infrastructure and the role of local government

Community infrastructure is critical for supporting community health and wellbeing, building community connections, and social inclusion.

Research indicates that every dollar invested in public libraries generates $4.30 in benefits, which include the facilitation of career development, social interaction, improved local amenity and health, and other benefits for both users and non-users.[3]

Similarly, Neighbourhood Houses across Victoria in have contributed over $737 million in value to communities, with the largest contribution being improved quality of life through social connection.[4] That community value equated to $22.05 for every $1 in funding.[5]

Investment in community infrastructure therefore generates significant returns and plays a critical role in mitigating health issues and other social issues that would otherwise require a more acute, costly response.

While the benefits are clear, community infrastructure and service delivery can be costly. Given this, it is important to understand the range of stakeholders that can be involved. This includes local government, state government, Not-For-Profit/community sector, and the private sector. Each stakeholder can take on a range of roles in relation to community infrastructure – from a more passive role, such as researcher or advocate, to more active roles such as directly providing or delivering a facility or service. In a successful infrastructure network, a mix of formal and informal partnerships are also at play between these providers, where one provides funding, information, or other in-kind support to another to provide what they cannot.

Table 4 provides an overview of the types of roles that local government can have in the delivery and servicing of community infrastructure.

[3] SGS Economics and Planning (2018), *LIBRARIES WORK! The socio-economic value of public libraries to Victorians*
[4] Neighbourhood Houses Victoria (2019), *Victoria's Neighbourhood Houses: Whole of Sector Value in 2019*
[5] ibid

Table 4. Roles in the delivery and servicing of community infrastructure

Active vs passive role	Local governments roles
PASSIVE	**Researcher and advocate** – undertake assessments and other analysis, advocate on behalf of the community to other tiers of government and the private sector, in place of or alongside having a more active role.
	Promoter/enabler – provide funds or assistance/support to organisations to access grants, establish governance structures and systems, and achieve other outcomes.
	Partner – work closely with the private sector, community groups, agencies, and service providers to coordinate planning, funding/delivery and operation of infrastructure
ACTIVE	**Provider/developer** – active involvement as an investor, developer, landlord and/or service provider.

Alpine Shire Council takes a leading role in providing library, culture and tourism, early years, multipurpose community spaces, and youth infrastructure and services. Services where another sector leads (e.g. emergency and justice, education, health), Council has a more supporting role in advocacy and promotion to secure good community outcomes. Table 5 provides a summary of these roles.

Table 5: Role of Council across service types

Service type	Provider - infrastructure	Provider - service	Partner	Promoter/ enabler	Researcher/ advocate
Community health				X	X
Culture and tourism	X	X	X	X	X
Early years	X	*(MCH only)*	X	X	X
Education					X
Emergency & Justice				X	X
Libraries	X	X	X	X	X
Multipurpose community spaces	X	X	X	X	X
Seniors and aged care	X			X	X
Young people	X	X	X	X	X

3.2 Improving access in rural and regional settings

Rural and regional communities are lower in density and typically have limited public transport and a high reliance on private vehicles to travel longer distances. In these areas, community services can also be more costly to deliver, with lower returns on investment due to a lower population and utilisation rate.[6]

While the benefits of providing community infrastructure and services is clear, providers need to balance equitable access for all community members with service viability. For these reasons, some regional communities face poorer access to some services, which can directly impact quality of life and wellbeing.

State policies recognise this, and there are some grants/ funds targeting regional areas to help address these challenges, including:

- Regional Community Sports Infrastructure Fund supports regional and rural communities with funding support for indoor stadiums and aquatic facilities, facilities for women and girls, community facilities and all abilities infrastructure.
- Multicultural Community Infrastructure Fund supports Victoria's multicultural community organisations to upgrade, renovate, extend of construct new multicultural community infrastructure, and is currently prioritising applications from communities in regional Victoria.
- Growing Regions Program provides funding to local governments and not-for-profits for capital works that deliver community and economic infrastructure projects across regional and rural Australia. The program offers funding from $500,000 to $15 million, with a total of $600 million. Committed by the Australian Government over four years.[7] Successful projects in Victoria from the first two rounds have included community wellbeing hubs, multipurpose and emergency relief centres, civic precincts, libraries and learning centres, and urban realm upgrades. Guidance on the next stage of funding for 2025 has not yet been published.

3.3 Planning inclusive community infrastructure

Just as providing safe and inclusive streets for cyclists and pedestrians benefits all users, so too does planning for the needs of women and gender-diverse people, First Nations peoples, and other historically marginalised groups when considering community infrastructure. In more recent years, this inclusive perspective on whose needs are accounted for when designing and providing public assets has been expanded through the lens of intersectionality, recognising the overlapping experiences of inequalities based not only on gender identity, but also race, age, class, sexual identity, religion, or disability status.[8]

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[6] Infrastructure Australia (2019), *Small towns, rural and remote areas, https://www.infrastructureaustralia.gov.au/sites/default/files/2019-08/Audit%20Fact%20Sheet%20-%20Small%20Towns%2C%20Rural%20and%20Remote.pdf*

[7] Department of Infrastructure, Transport, Regional Development, Communications and the Arts (ND), Growing Regions Program, https://www.infrastructure.gov.au/territories-regions-cities/regional-australia/regional-and-community-programs/growing-regions-program

[8] UN Women (2020), Intersectional feminism: what it means and why it matters right now, https://www.unwomen.org/en/news/stories/2020/6/explainer-intersectional-feminism-what-it-means-and-why-it-matters

Victoria's Infrastructure Strategy (2021-2051) includes a recommendation to work with Aboriginal Victorians to develop a plan to guide investment in Aboriginal community-controlled infrastructure. More broadly, the development of community infrastructure should recognise the valuable experience and perspectives of Frist Nations peoples, actively considering their needs but also seeking opportunities to support capacity building for leadership and inclusion within this space.

More generally, to ensure that community facilities reflect the needs of the entire community, more inclusive planning practices should consider the following principles:[9]

- Talk to the experts (users of the space)
- Engage everyone equally
- Ensure taking part and contributing is accessible
- Inclusive planning benefits everyone
- The benefits are far-reaching - public spaces and facilities can be inclusive and accommodate lots of people
- Recognise the historical significance of LGBTQ+ venues and support them to thrive
- Councils have a role in championing inclusive spaces
- Recognise where interests and needs of constituents align
- Recognise where specific support and policies are needed

This was not always done successfully in past, and the outcomes are damning. For example, many sports pavilions have facilities only to accommodate male clubs, and childcare was not as consistently provided and subsidised. The consequences of this are harmful, and both direct (historical exclusion from some public spaces and activities) and indirect (barriers to entering the workforce).

3.4 More than the sum of the parts – community hubs

Just as economies benefit from the principle of agglomeration, community facilities and services benefit from being located together.[10] Community hubs are the sum of elements like place, function, social networks, and relationships that are activated in a collective community space.[11] Community members benefit from having access to multiple services without the need to visit multiple locations and can connect with a wide range of other people and activities. It can benefit services providers through shared resources that result in cost efficiencies, easy access to the knowledge, support, and referrals of other professionals,[12] and even increased opportunity for innovation and flexibility.[13]

[9] Honeybul, L (2024), Building better: inclusive planning to create spaces for everyone, LGiU, https://lgiu.org/briefing/building-better-inclusive-planning-to-create-spaces-for-everyone/
[10] Premier's Community Hubs Framework Advisory Group (2015), Building the evidence base: the foundation for a strong community hub, https://www.ontario.ca/page/building-evidence-base-foundation-strong-community-hub
[11] City of Greater Dandenong (2021), Community Hubs Framework, https://www.greaterdandenong.vic.gov.au/community-hubs-framework
[12] City of Yarra (2016), Strategic Community Infrastructure Framework Context Paper, https://www.yarracity.vic.gov.au/-/media/files/ycc/the-area/yarras-future/strategic-community-infrastructure-framework.pdf
[13] McShane I (2022), Rethinking community hubs: community facilities as critical infrastructure, *Current Opinion in Environmental Sustainability*, vol 54, pp. 1-6, https://doi.org/10.1016/j.cosust.2022.101149

At the local level, community hubs are regarded as an essential tool for service delivery, place-making and social interaction for all community members, especially those most vulnerable.[14] Hubs play a vital role in building up social capital and community resilience through the delivery of services that provide education, skill development, access to resources, and connection to others.

Community hubs can offer a diversity of spaces that can draw in people with different needs at different stages of life. These spaces can include formal spaces that support specific community services like health and learning opportunities, 'third places' like libraries and cafes, 'bumping places' that offer incidental interaction like indoor or outdoor gallery spaces, 'ephemeral spaces' that are temporary and invite renewed interest over time like pop-up spaces and festivals, and even online and hybrid spaces to connect people across a broader range of time and space.[15]

A thorough review of the evidence of the value of community hubs based on international best practice case studies[16] summarised the benefits of community hubs as:

- a strong social return on investment
- the opportunity for integrated service delivery to meet concurrent needs for more effective interventions and impacts
- a model that is flexible, multi-purpose and adaptable
- a driver of placemaking and community building
- the leveraging of partnerships
- providing a 'local' response to need that is accessible and adaptable
- an ability to reduce stigmatization associated with some single-purpose facilities

Anchor institutions such as libraries, schools, and healthcare organisations are important cornerstones of community hubs.[17] Libraries in particular act as effective anchors, as they are a truly public and neutral place for all community members that can facilitate a broad range of opportunities for sociality, community cohesion, support and learning across a broad range of groups.[18]

Transitioning to a hub model in more communities means that some consolidation of services and groups/activities operating at traditional standalone, single-use sites is required. This is a gradual process that should ensure opportunities are realised before any facilities are decommissioned.

[14] City of Greater Dandenong (2021), *Community Hubs Framework*. https://www.greaterdandenong.vic.gov.au/community-hubs-framework
[15] Karg, A., De Cotta, T., Farmer, J., Aryani, A., Knox, J., Adler, V., & Kamstra, P. (2021). Infrastructure for Social Connecti on, Swinburne Social Innovation Research Institute.
[16] Premier's Community Hubs Framework Advisory Group (2015), Building the evidence base: the foundation for a strong community hub, https://www.ontario.ca/page/building-evidence-base-foundation-strong-community-hub
[17] Mersand S, Gascó M, Udoh E, Gil-Garcia JR (2019), Public Libraries as Anchor Institutions in Smart Communities: Current Practices and Future Development, Conference: Proceedings of the 52nd Hawaii International Conference on System Sciences, DOI:10.24251/HICSS.2019.399,
https://www.researchgate.net/publication/330204810_Public_Libraries_as_Anchor_Institutions_in_Smart_Communities_Current_Practices_and_Future_Development
[18] Schloffel-Armstrong S (2023), The public library and the futures of social infrastructure, *Dialogues in Human Geography*, issue 0, no. 0, pp. 1-5.

3.5 Partnerships for collective impact and increased utilisation

With challenging financial settings facing community infrastructure, partnerships are widely seen as an increasingly beneficial and viable pathway for infrastructure and service delivery. Formal partnerships can fill gaps in skillsets and experience that councils are not positioned to provide and can fill a gap where informal relationships through community volunteering rates are decreasing.[19] Partnership models vary – examples include joint use agreements (JUAs) where multiple providers agree to share a single space between their respective users, lease and license agreements where one provider allows another exclusive use of a facility or space, or integration/co-management of a facility where multiple providers collaborate for a seamless user experience.

To maximise the success of such arrangements for all partners and users, there needs to be strong alignment around the vision and operational goals and requirements of all parties, resulting in a collaborative design process from the start for new facilities and careful refurbishment of existing facilities.[20] Individual parties involved in multi-party projects that want to hold on tightly to 'their way' of doing business will not result in successful partnerships.

Though not without their own challenges, operational partnerships can also be beneficial for council, service delivery, and the community. The delivery and/or the operation of community facilities and services can be shared by a greater or lesser degree by council and other private or public partners, including state and federal government, community health providers, or a not-for-profit (NFP) organisation such as a Neighbourhood Houses or U3A.

It is not uncommon for community services and facilities to be located in state owned buildings and on state (or Commonwealth) owned land. While this is most common for emergency services, justice, and education, a wide range of other facilities and services in Alpine are on State or Commonwealth land including indoor and outdoor recreation, early years, community meeting spaces, and arts and cultural spaces.

State owned land presents opportunities for Council to form partnerships to reduce the costs associated with purchasing land and increases the number of sites to better locate services. While locating Council or community-managed services within State-owned facilities can present further opportunities to reduce the cost of facility development, there are risks around maintenance and renewal of non-Council owned facilities being neglected, or maintenance responsibility being passed to Council to manage. A further risk is that state owned land or facilities could be sold or redeveloped if the state desires, putting long-term service delivery at active facilities at risk.

Councils are now also working directly with Victoria School Building Authority (VSBA) for provision of Kindergartens on School Sites (KOSSs) and the provision of temporary modular facilities through Building Blocks grants. While there are clear benefits such as an efficient use of resources, faster delivery times, easy organisation for families with multiple children, and an easier transition from kindergarten to school, Councils need to consider the risks and trade-offs, such as saving on capital costs versus modular classrooms providing a shorter lifecycle, limited design responses to specific

[19] Zhu, R., (2022), The Decline of Formal Volunteering in Australia (2001–2020): Insights from the HILDA Survey, https://www.volunteeringaustralia.org/wp-content/uploads/VRP_The-Decline-of-Formal-Volunteering-in-Australia-2001–2020-Insights-from-the-HILDA-Survey.pdf

[20] Tordoff, D, Atkin J. (2023), Developing a School and Community Learning Hub: A Case Study from Regional Australia, in Schools as Community Hubs - Building 'More than a School' for Community Benefit, pp. 233-249, https://doi.org/10.1007/978-981-19-9972-7

needs, their ability to be fit-for-purpose, and the potential for higher maintenance from these facilities over their lifespan.

Alpine Shire Council owns around a dozen facilities on State owned land across early years, sport and recreation, multi-purpose community spaces, and culture and tourism services. Of just over 50 facilities owned by the state or Commonwealth, all are managed by the community, privately, or by a state agency.

3.6 Schools as community infrastructure

There is increasing interest in making better use of schools as community hubs, both in research and by governments.[21] Schools are community hubs when they engage with their social networks, outside partners, and make their facilities available to meet both community needs and improve student outcomes.[22]

Miles et al.[23] propose a shift from thinking about schools in terms of what they can provide to thinking about their role in the broader integrated network of community infrastructure. A concern about safety and liability in society has motivated school design to effectively design out reciprocity and collaboration that are hallmarks of community hubs, which can be aided by bringing together school planning and community infrastructure planning, as well as collaboration between state and local government departments. Careful consideration of bespoke or retrofit facilities can accommodate core school activities with inclusive spaces for the broader community.[24] A better understanding of the existing and potential networks between schools and other community facilities can be a good start, as well as considering the physical links between them with safe and walkable connections for everyone including children.[25]

The learning and development of children and young people is often still the focus of school-based hubs, with schools benefiting from partnerships with people and organisations external to the school, but they can also support collaboration to provide for the wellbeing of disadvantaged groups, culturally and linguistically diverse groups, new migrants and refugees, and even leadership and employment opportunities.[26] Schools as full-service hubs can offer a range of health (both mental and physical) and educational services both before and after school hours,[27] including social events such as visual and performing arts events.

[21] Cleveland, B, Backhouse, S, Chandler, P, McShane, I, Clinton, JM, Newton, C (eds) (2023), Schools as Community Hubs - Building 'More than a School' for Community Benefit, https://doi.org/10.1007/978-981-19-9972-7
[22] Colless, R; Cleveland, B; Backhouse, S; McShane, I; Clinton, J; Chandler, P; et al. (2022), Sharing Schools, Building Communities: An e-book of the exhibition. The University of Melbourne. Presentation. https://doi.org/10.26188/20762230.v4
[23] Miles, N, Cleveland, B, Philippa, C (2023), School and Community Infrastructure Networks: What Might These Look Like?, in *Schools as Community Hubs - Building 'More than a School' for Community Benefit*, pp. 97-112, https://doi.org/10.1007/978-981-19-9972-7
[24] Building Connections (2023), How to Hub Australia: Evidence and advice for policy makers, school leaders and designers involved in schools as community hubs. The University of Melbourne. https://doi.org/10.26188/21692492
[25] Miles, N, Cleveland, B, Philippa, C (2023), School and Community Infrastructure Networks: What Might These Look Like?, in *Schools as Community Hubs - Building 'More than a School' for Community Benefit*, https://doi.org/10.1007/978-981-19-9972-7
[26] Teo, I., Mitchell, P., van der Kleij, F., & Dabrowski, A. (2022), Schools as Community Hubs. Literature Review. Australian Council for Educational Research, https://doi.org/10.37517/978-1-74286-684-0
[27] Teo, I., Mitchell, P., van der Kleij, F., & Dabrowski, A. (2022), Schools as Community Hubs. Literature Review. Australian Council for Educational Research, https://doi.org/10.37517/978-1-74286-684-0

Schools-as-community-hubs are not a one-size-fits-all venture, being shaped by the community they are situated within, and require engagement with the local community and the various organisations. Common starting points include early childhood education and care, allied health care, parent or community-focused classes and groups, and sport and recreation activities.[28] Doveton College (Doveton, VIC), Fraser Rise Community Precinct and Springside West Secondary College (Fraser Rise, VIC), and Hazel Glen College (Doreen, VIC) are three examples of very successful schools as community hubs.

The Victorian government encourages and provides policy guidance on community use of schools, which can be hired for occasional use, licenced for more regular use, or community JUAs where new school infrastructure is created or redeveloped.[29] However, under the current policy setting it is ultimately up to each school's leadership whether or not open space, theatres, or other non-classroom spaces will be accessible to the broader community, and how and when that access is granted. As such, school sites cannot consistently be relied upon to fill gaps in community infrastructure provision. According to analysis from Infrastructure Victoria, approximately two-thirds of government schools currently make their outdoor areas available for community use, but more is needed to support and incentivise schools' shared access.[30] The amount, and appropriateness of space that could be made available to the community also varies from site to site.

Moreover, while there is great potential for schools as community hubs, this is only a partial solution to the need for community infrastructure, and one with several limitations. Schools are places that are not accessible to everyone – one example being adults who disengaged from school before completion or did not have a good experience in school may not feel comfortable returning to one to seek out services and activities.

In Alpine there are both public and private schools with facilities including indoor courts/stadium (Bright P-12) and performing arts facilities (EMPAC at Marian College). Council should continue to pursue arrangements that promote community use of these facilities.

Partnerships will schools also go the other way with many Council facilities being regularly used by schools, such as the Bright Community Centre and The Auditorium in Mount Beauty for school exams.

3.7 Emerging role of technology

Rapid technological changes mean it can be hard for many, particularly those experiencing socioeconomic disadvantage, to keep up with the latest advances. Community infrastructure (both indoor and outdoor spaces) is increasingly providing spaces and tools to support effective online working and learning. The COVID-19 pandemic reinforced the importance of this infrastructure, with many relying on quality internet and conferencing equipment for their work, daily tasks, and socialising.

[28] Building Connections (2023). How to Hub Australia: Evidence and advice for policy makers, school leaders and designers involved in schools as community hubs. The University of Melbourne. https://doi.org/10.26188/21692492
[29] SchoolsVic (2022), Community Use of Schools – Community Joint Use Agreements, https://www2.education.vic.gov.au/pal/community-use-schools-community-joint-use-agreements/policy
[30] Infrastructure Victoria (2024), Getting more from school grounds, https://assets.infrastructurevictoria.com.au/assets/Getting-more-from-school-grounds-sharing-places-for-play-and-exercise.pdf

In addition to this, community centres are having an online presence, delivering services online to support community members that might not be able to access the community centre and or are looking for alternative ways to engage. These shifts have re-emphasised the importance of tech-enabled spaces, particularly at multipurpose facilities.

The East Gippsland Library, for example, offers e-resources that allow users to remotely access and check-out ebooks, audiobooks, e-magazines, and other resources including online learner driver practice tests, digital literacy, and a range of essential skills.

Technology can also be used to extend access to community infrastructure. Libraries across Victoria have started to offer 24hr access so users can make use of tools, materials and study spaces around their own schedules. Once the facility is enabled, eligible users go through an induction process and are then given their own swipe card to access the facility at any time (see the case study in section 6.2 – Libraries).

3.8 Emergency management and community infrastructure

Council is a key member of the Municipal Emergency Management Planning Committee (MEMPC) and is responsible for aiding local emergency response agencies before, during and after an emergency, and in setting up, staffing and running Emergency Relief Centres (ERCs).

An ERC is a building or place that has been activated to support the immediate needs of those affected by or responding to an emergency, where particular facilities are chosen depending on the location and nature of the event. A new program (Strengthening Telecommunications Against Natural Disasters, or STAND) provides satellite internet in strategic locations across the Shire at existing ERCs. Similar to STAND, an expansion of the ERC concept to become localised resilience hubs more generally has been raised, with the idea that they provide not only essential services such as the internet, power, water and sewerage, and mobile phone reception, but also relief from the heat, showers, washing machines, and cooking facilities.

When residents and visitors of the Shire are unable to escape the effects of an emergency, they are directed towards a (bushfire) place of last resort (BPLR), of which there are eight across the Shire. Council is the lead agency for arranging emergency shelter and accommodation for displaced residents and visitors, coordinating volunteers, and for arranging psychosocial support in relief and recovery centres. Current ERC and BPLR locations are shown in Table 6.

Sites that also accommodate community facilities form the majority of these crucial BPLRs, and many will also be key resources for ongoing support, community connection, sharing of information, and recovery following a natural disaster event, especially if fit with solar and batteries.

Table 6: Locations of ERCs and BPLRs

Location	ERC	BPLR
Bright	▪ Bright Community Centre ▪ Pioneer Park Pavilion (STAND site)	▪ Pioneer Park Oval

Location	ERC	BPLR
Porepunkah	-	▪ Porepunkah Hall and oval
Harrietville	▪ Harrietville Community Hall (STAND site)	
Mount Beauty	▪ Mt. Beauty Community Centre (STAND site) ▪ Mt. Beauty Swimming Pool & Sports Stadium (STAND site)	▪ Mount Beauty Sports Stadium
Dederang	▪ Dederang Multipurpose Building ▪ Dederang Golf Club ▪ Dederang Memorial Hall (STAND site)	▪ Dederang Memorial Hall
Myrtleford	▪ Myrtleford Sports Stadium (STAND site) ▪ Myrtleford Senior Citizens Centre (STAND site)	▪ RC McNamara Reserve oval
Dinner Plain	▪ Dinner Plain Community Centre (STAND site)	
Tawonga	-	▪ Refer to CFA or Alpine Shire website

Source: Alpine Shire Municipal Emergency Management Plan (2024)

3.9 Tourism and community infrastructure

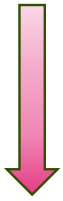
Tourism can make a positive contribution to a local economy and community through the generation of revenue that can be reinvested into the development, maintenance or expansion of community infrastructure and other Council services. It can, however, also put additional pressures on some local facilities where there will be surges in demand across seasons.

Impacted infrastructure

Some infrastructure types are not directly impacted, as visitors typically do not engage with services like allied health, childcare, youth services, or learning/education and training programs. Other services, however, do get used by visitors to the region.

Arts and cultural spaces, visitor information centres (VICs) parks and playgrounds, public toilets, and – to a lesser extent – libraries, are the community infrastructure assets that are most likely to be used by non-residents, whether they are briefly stopping on their way to another destination, or spending a few hours or days there.

- Toilets
- Parks and playgrounds
- Visitor information centres
- Libraries



Necessity / convenience / incidental visits (stop, might stay)

Destinations (stay)

- Recreation facilities
- Arts and Cultural facilities

Where tourism is significant, community infrastructure can also formally include visitor information centres like those in Alpine Shire to provide both visitors and local industry with a useful point of contact for local knowledge.[31] While in the past these have often been standalone facilities, they can be integrated with other community services. This is all the more relevant as more and more people are finding their information online.[32] In addition, many of these centres are staffed by volunteers so the integration of other services can support in extending operating and staffed hours.

Challenges and opportunities with tourism and community infrastructure

Libraries are both a facility and a service which can respond to the visitor economy. They can serve the function of providing free WiFi and typical tourist information such as points of interest and accommodation, but also more in-depth information from a curated collection of a variety of media that reflects the local characteristics of the community (e.g., mountaineering, winter sports, Traditional Owners, local flora and fauna, historic development of the region, etc.), show collections of local artists, host talks and other events, and offer services for tourists passing through (café, souvenirs, etc.) or seeking refuge (inclement weather or a quiet place to take a break).[33]

Library buildings are also often destinations in their own right, especially when developed with a striking design and/or placed in uncommon locations such as forests and beaches.[34] In Alpine Shire, visitor information centres and Museums are acting in this role currently, however there may be opportunities to consolidate these uses in future.

Public toilets play an underappreciated role in supporting the use of both public and private spaces,[35] with well-located and accessible public toilets often being the simple reason a traveller may end up in one stopover destination over another and contributing to the local economy by visiting other facilities while there.[36] The public toilets contribution to the local economy is recognised internationally with a category of 'best economic contributor' at the International Tourism Toilet Award.[37]

Planning for mutual benefits

Many local governments that have a substantial tourism economy have begun to think strategically about how their assets can both support the additional demand from tourism and how to manage

[31] Moreton Bay Regional Council (2015), Community Infrastructure Strategy 2012-2031; City of Onkaparinga (2021), City of Onkaparinga Strategic Asset Management Plan
[32] Archer, D (2018), 'Do your visitors still need a visitor centre? Use these 4 criteria to find out', https://destinationthink.com/blog/visitor-centre-4-criteria-can-help/
[33] L, Yang and L, Xiaodong (2019), "Library + Tourism": A New Direction for the Sustainable Development of Libraries. Paper presented at: IFLA WLIC 2019 - Athens, Greece - Libraries: dialogue for change in Session S09 - Management and Marketing. In: Recruiting and managing the new generation of employees to attract new markets and create new services, 22-23 August 2019, Pythagoreion, Samos, Greece.
[34] See: Seashore Library, https://www.archdaily.com/638390/seashore-library-vector-architects; Capsule Hotel, Bookstore and Library, https://www.ateliertaoc.com/en/projects/
[35] Webber, K, (2018), We Need to Talk About Public Toilets, The University of Queensland, https://stories.uq.edu.au/policy-futures/2021/we-need-to-talk-about-public-toilets/index.html
[36] Webster, L, (2022), Public toilet planning: an inconvenient imperative for local governments, LGiU, https://lgiu.org/briefing/public-toilet-planning-an-inconvenient-imperative-for-local-governments/
[37] https://www.mytravelresearch.com/2021-international-toilet-tourism-awards-are-now-open/

spikes in visitation across the year. Some have prepared strategies that go as far as to identifying the reciprocal relationship between community infrastructure and tourism. While the focus of these strategies is typically more on how infrastructure supports tourism than on how tourism impacts local infrastructure,[38] some strategies do point to the latter for infrastructure such as playspaces,[39] public open space, and toilets.[40]

Some local government asset management plans evaluate their assets for funding priority and level of service via a priority classification score that includes 'tourism importance'.[41] Kangaroo Island, in South Australia, currently experiences a 17% growth in their population during peak season. To support the significant income this generates, Council has an objective to service this seasonal demand, promoting the adaptive reuse of cultural and heritage buildings and ensuring reliable availability of telecommunications and data.[42] Council's in other tourist destinations identify key public assets that include sporting and recreation reserves,[43] parks and playgrounds,[44] and arts and cultural facilities.[45]

Alpine Shire is currently developing a tourism strategy that will address the use of visitor information centres and other tourism infrastructure.

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[38] Bayside City Council (2013), Draft Bayside Tourism Strategy; Indigo Shire Council (2018), Indigo Shire Council Tourism Strategy; Mornington Peninsula; Macedon Ranges Shire Council (2018), Arts and Culture Strategy 2018-2028, Background Document
[39] Mornington Peninsula Shire (2015), Playspace Strategy 2015-2020
[40] Mornington Peninsula Shire (ND), Open Space Strategy – Volume 2
[41] The Barossa Council (2021), Infrastructure Asset Management Plan 2020-2030; Southern Midlands Council (2024), Draft Southern Midlands Community Infrastructure Plan
[42] State Planning Commission (2024), Kangaroo Island Regional Plan
[43] The Barossa Council (2021), Infrastructure Asset Management Plan 2020-2030
[44] Southern Midlands Council (2024), Draft Southern Midlands Community Infrastructure Plan
[45] Macedon Ranges Shire Council (2018), Arts and Culture Strategy 2018-2028: Background Document

4. The Alpine Shire community

4.1 Overview of Alpine Shire

The Alpine Shire is located approximately 300 kilometres north-east of Melbourne and 70 kilometres south of Albury-Wodonga, located within the North East Victoria Region and Central Hume sub-region. The municipality is a desirable location for residents and visitors due to its proximity to snowfields and mountains, wide range of food and wine outlets, and myriad recreational activities including hiking, camping, fishing, paragliding, mountain biking and snow sports.

The largest towns are Bright, Myrtleford, Porepunkah and Mount Beauty-Tawonga South, with further settlements at Harrietville, Dederang and Tawonga, amongst others. Alpine Shire covers a large geographic area relative to its population. While most of the population is concentrated in these four townships, there are small residential populations elsewhere. In some instances, these locations are some distance between the townships with limited road networks.

Covering 4,790 square kilometres, approximately 92% of land is declared public land and containing parts of the Alpine National Park and all of Mount Buffalo National Park. The designated Alpine resorts of Falls Creek and Mount Hotham are located entirely within the Shire boundary (although not managed by Alpine Shire Council).

The Shire is situated on Dhudhuroa, Gunaikurnai, Taungurung, Waywurru and Yaitmathang Country.

Figure 1 depicts its key features.

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Figure 1: Alpine Shire



Source: SGS Economics and Planning (2025)

4.2 Township hierarchy

The Alpine Shire LDS outlines the township hierarchy which reflects the existing and future roles of the settlements within the Shire. Each of Alpine's settlements is distinctive, offering a unique character, lifestyle, choice of housing, and services/facilities to the community. The roles of each of the Shire's settlements takes into consideration:

- Existing population size and number of dwellings.
- Extent of commercial activity and presence of defined commercial areas.
- Presence of community infrastructure, facilities and services.
- Land use zoning patterns.
- Local environmental features and exposure to natural hazards.
- Use for special-purpose activities.
- Infrastructure servicing including reticulated services.

Based on the hierarchy set out in the LDSTable 7, it is important that the four Service Towns are provided with, at a minimum, basic community infrastructure to meet local needs.

Table 7: Alpine Shire Township Hierarchy (Alpine Shire LDS)

Hierarchy	Locations	Role
Service Towns	▪ Bright ▪ Myrtleford ▪ Mount Beauty-Tawonga South ▪ Porepunkah (emerging)	Service towns are moderate to large sized towns containing commercial centres that provide a variety of housing and a moderate employment base. Service Towns provide a range of important community services and infrastructure, including health, education and sporting and recreation facilities, and are also popular visitor and retirement destinations. Growth in Service Towns will be supported by the provision of required development and community infrastructure which will be prioritised for delivery in Service Towns above other settlements. Porepunkah's emergence as a service town means it will no longer operate as a kind of dormitory suburb of Bright, and will require some local facilities and services alongside housing growth.
Rural Towns	▪ Dederang ▪ Harrietville ▪ Tawonga ▪ Wandiligong ▪ Dinner Plain (seasonal tourist town)	Most of the Rural Towns have limited urban zoned land with a variety of zones being applied including Township Zone, Low Density Residential Zone and Farming Zone. They accommodate small populations. Rural Towns have limited commercial and community facilities which is generally dispersed throughout the towns.
Small Settlements	▪ Freeburgh ▪ Ovens	Small Settlements represent areas of dispersed dwellings primarily on small lots within the Farming

Hierarchy	Locations	Role
		Zone. They function as quasi-rural residential areas with the pattern of residential development not reflecting the zoning and subdivision restrictions on the land. Small Settlements include very limited urban zoning, commercial activity, community facilities or reticulated services.
Rural Localities	▪ Barwidgee Creek ▪ Buffalo River ▪ Buckland Valley ▪ Eurobin ▪ Gapsted ▪ Rosewhite ▪ Smoko	Rural localities are areas with dispersed dwellings on medium to large Farming Zone lots (and in Buffalo River, Rural Living Zone). The exception is Bogong Village which is zoned Special Use Zone. They have no retail activity, community facilities or reticulated services.
Bogong Village	▪ Bogong Village	Bogong Village has been functioning as a small settlement until recently, accommodating holiday houses and school camps and a general store. No future growth of Bogong Village is supported given the environmental risks (bushfire and erosion) and remoteness of the locality.

Source: Alpine Shire Land Development Strategy, prepared by SGS Economics and Planning (2025)

4.3 Shire community profile

While Alpine Shire covers a large geographical area, the residential population is relatively small, with approximately 13,000 residents in 2021.

Compared to the Victorian average, the typical Alpine Shire household is smaller and with fewer children. This is in alignment with the higher proportion of older residents, and the median age being 49, compared with 38 in Victoria. In addition there are fewer people born overseas or speaking a language other than English living in the Shire compared to Victoria. A summary of key demographics is provided in Table 8.

Table 8: Alpine Shire Community Profile 2021

Indicator	Alpine Shire	Victoria
Total population (ERP)	13,235	6,548,040
Average household size (persons per dwelling)	2.3	2.52

Quantity of separate houses (dwellings structure)	93.3%	73.4%
Households with children	34.9%	45.5%
Lone person households	29.2%	25.9%
Median age (years)	49	38
Born overseas	22%	35%
Language other than English spoken at home	13.7%	32.8%
Identify as Aboriginal or Torres Strait Islander	1%	1%
Low-income households ($650 per week or less)	20.8%	16.4%
High income households ($3,000 per week or more)	14.5%	24.2%
Year 12 or equivalent completed	38%	59.5%

Source: ABS Census (2021)

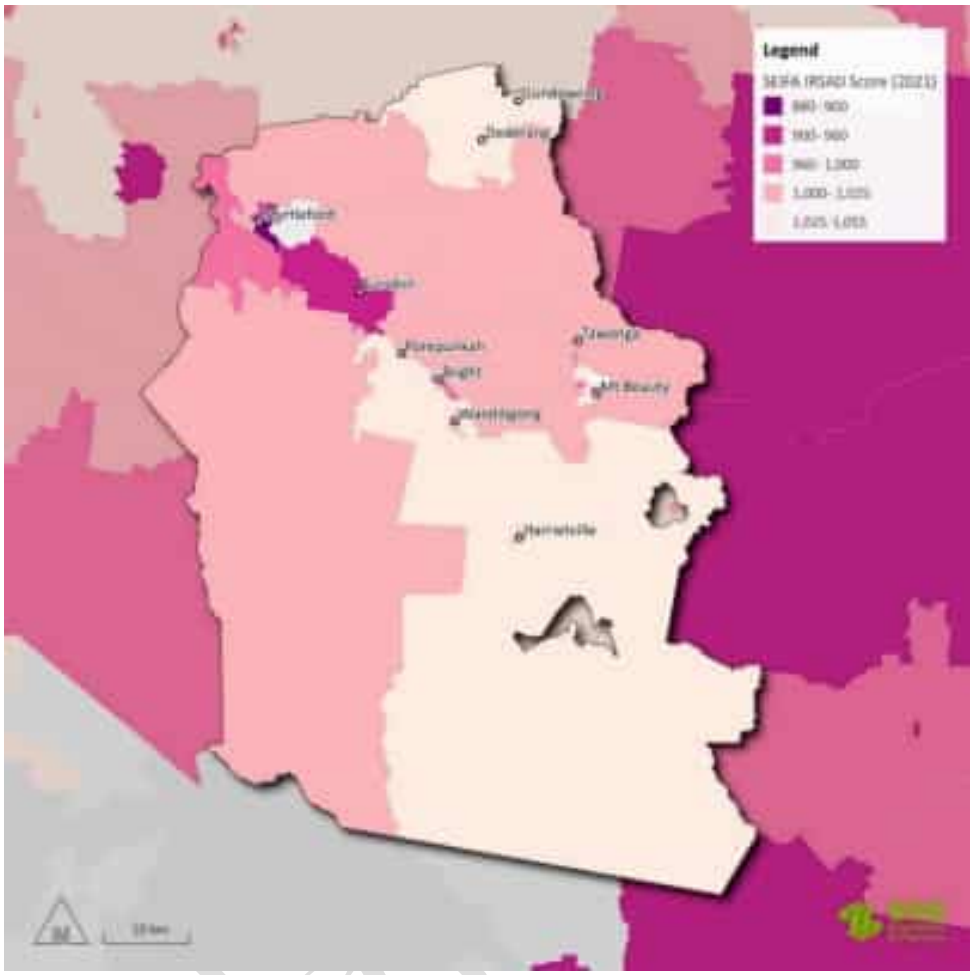
In addition to the above demographics, there are a suite of health challenges that impact the Alpine community at higher rates than the Victorian average, including:

- mental health issues
- obesity
- smoking
- alcohol consumption
- poor nutrition.[46]

Across Alpine Shire there are significant disparities in the levels of advantage and disadvantage. The most disadvantaged areas of the Shire are in Myrtleford and surrounds, extending to the west, south, and east (including Eurobin) (Figure 2).

[46] Alpine Health (2023) *Alpine Health Service Plan 2023-2028*

Figure 2: SEIFA Index of Relative Socio-Economic Disadvantage Scores (2021)



Source: SGS Economics and Planning (2025)

4.4 Key characteristics by township

As to be expected, there are variations across each township. Compared to the other service towns in Alpine, Porepunkah has a much higher proportion of people in the workforce, a much-higher proportion of families with children, more parents or partners working, and more people who provided unpaid care for child/children.[47] These types of demographics could result in a higher demand of services such as early years. As illustrated in Figure 2, Myrtleford is the most disadvantaged of the four townships, followed by Mount Beauty. Table 9 highlights key indicators by township

Table 9: Select characteristics of service towns, ABS Census 2021

Indicator	Porepunkah	Bright	Myrtleford	Mount Beauty
Couple families with children	40.5%	32.7%	32.8%	28.3%
People in the labour force	65.8%	55.6%	54.1%	49.9%
Couple families both employed	54.9%	46.4%	47.0%	36.4%
Couple families one employed full time, one part time	47.9%	38.7%	39.9%	29.3%
People providing unpaid care for child/children	28.2%	21.1%	22.1%	22.4%
SEIFA – IRSD*	1,068 (9th decile)	1,047 (7th decile)	975 (3rd decile)	998 (5th decile)

Source: ABS Census (2021)
*The Index of Relative Social Disadvantage (IRSD) measures relative levels of disadvantage across Australia, where a higher score indicates less disadvantage.

4.5 Forecast population

To forecast growth to 2041, a **base case population growth scenario** was established under the LDS project, with adjustments to align the forecast with the recorded resident population from Census 2021, which was higher than what was forecast. The projected average annual growth rate (AAGR) under the latest state government forecasts was extended a further five years to 2041. The base case population scenario sees a population of 13,936 in 2041, growing by only 780 people from 2021.

The LDS also sets out an alternative **high population growth scenario**, which builds on the base case scenario discussed above. The high scenario takes account:

- Continuing uncertainty regarding population trends for regional areas over the long term.

[47] ABS Census data (2021)

- Aggregation of Centre for Population estimates of population growth for all of regional Victoria. Here, it is reasonable to assume that Alpine Shire might experience a longer running increase in population growth on average than other parts of the state.

This high growth scenario contains a COVID-19 growth uptick based on migration patterns around the time of the pandemic, then growth rates taper to pre-COVID rates (10-year average) after a 5-year period.

The scenarios outlined in Table 10 show an annual population growth of around 39 (base) and 137 (high) people respectively.

Table 10: Base and High Population Scenarios (2021-2041)

	2021	2026	2031	2036	2041	Change 2021-41	Av. Per Yr	AAGR
Base	13,156	13,357	13,555	13,744	13,936	780	39	0.3%
High	13,156	13,881	14,567	15,214	15,890	2,734	137	0.9%

Source: SGS Economics and Planning (2024)

Table 11 displays the age profile of the Shire in 2041 at base and high growth scenarios, broken down into ten-year groups. In both scenarios, the largest quantity of residents are aged between 60-69 years of age. This reflects the Shire's relatively high (current) median age of 49.

Table 11: Base and High Scenario Age Profile (2041)

2041	Age Groups								
	0-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80+
Base	1,294	1,429	1,190	1,499	1,812	1,875	1,915	1,689	1,233
High	1,476	1,629	1,356	1,710	2,066	2,137	2,184	1,926	1,406

Source: SGS Economics and Planning (2024)

The high growth scenario has been adopted as an input to the community infrastructure demand assessment. This protects against underestimating the number of users of services and local facilities that might be required by 2041. That said, there is only a modest difference in total population between the scenarios; adoption of the base case scenario would not materially change the recommendations set out by this report.

5. Existing infrastructure assessment

This section provides a summary of the performance of existing community infrastructure across the Shire. This considers the type of infrastructure, the condition, how the infrastructure is supporting service delivery, and level of utilisation, and has informed the recommendations made for specific sites.

5.1 Type and distribution of community infrastructure

Alpine has a large number of community facilities, many of which are smaller and older stand-alone facilities. The following section provides an overview of community infrastructure across each of the main townships: Bright, Porepunkah, Myrtleford and Mount Beauty.

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Bright

Bright has a diversity of community infrastructure distributed across the entire urban area (Figure 3). Many of these facilities are standalone with one service provider. A key consideration for Bright is how these services currently interact with one another, and opportunities for further integration.

Figure 3: Community infrastructure in Bright



Source: SGS Economics and Planning (2025)

Porepunkah

The township of Porepunkah has limited community facilities (Figure 4). This includes a primary school, community hall, recreation reserve, and fire station. A key consideration for Porepunkah is how the existing infrastructure is working and if additional services are required to support the future population.

Figure 4: Community infrastructure in Porepunkah

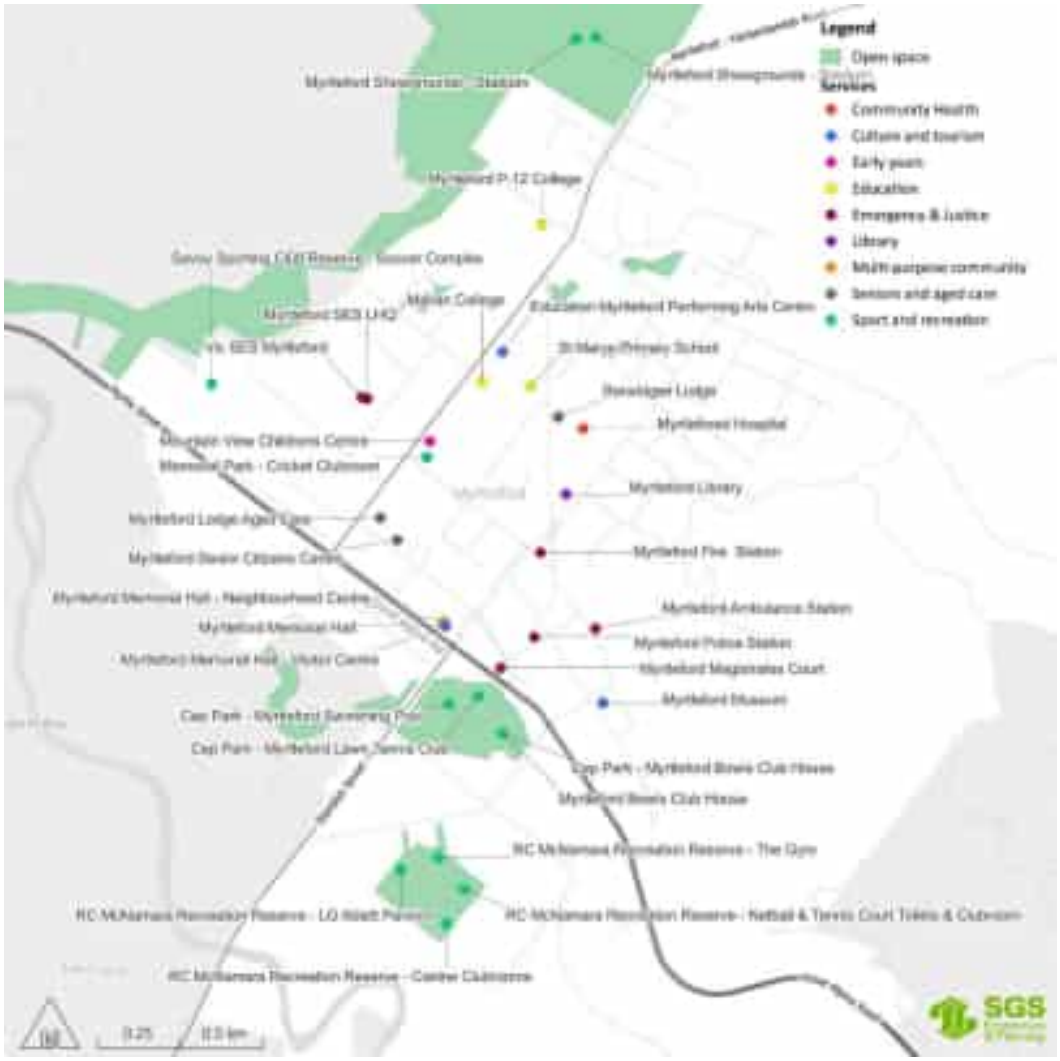


Source: SGS Economics and Planning (2025)

Myrtleford

Similar to Bright, the township of Myrtleford has a diverse range of community facilities and services. There is a clustering of infrastructure across the township with sport and recreation facilities located towards the edges of the township to the north, south, and west. Schools are clustered towards the north, and seniors and aged care facilities are more centrally located. Myrtleford is also host to the Shire's only Court. As noted in the previous data, Myrtleford is where some of the largest vulnerabilities are across the Shire. This will be a key consideration within the assessment, along with the useability of the existing facilities.

Figure 5: Community infrastructure in Myrtleford



Source: SGS Economics and Planning (2025)

Mount Beauty

The township of Mount Beauty, while its direct population is relatively small, it is a key service centre for the surrounding smaller settlements. The township has a diversity of community facilities. The facilities are distributed across the township, however there are clusters of community spaces and sport and recreation facilities located on the Mount Beauty Recreation Reserve, providing opportunities for colocation and integration.

Figure 6: Community infrastructure in Mount Beauty



Source: SGS Economics and Planning (2025)

5.2 Condition

Criteria & scoring

Facility condition has been provided by Council as part of their facilities audit undertaken in 2024. Council-issued scores for facility condition range from 1-7, with scoring provided for individual components of a building.

This scoring has been converted to a five-point scale for the purposes of this assessment, taking an average of the all-component scores provided for each building.

Criteria	Scoring	
Average score of the condition of individual components (e.g. roof)	1	Excellent condition
	...	...
	5	Poor condition

Results summary

The condition of the majority of facilities across the Shire is rated as average or better, however there are 17 facilities with a score of 5 (poor condition). As noted in Table 12, most of these facilities are located in the three largest service towns of Bright, Mount Beauty and Myrtleford. Many are multi-purpose community facilities (community 'meeting spaces') that are older, smaller, stand-alone facilities like clubrooms and halls. One facility – the Alex McCulloch Hall in Mount Beauty – is currently closed due to the severity of its condition.

The Tawonga Memorial Hall is currently under renovation and will reopen when completed. The St Albans Hall is somewhat isolated in Running Creek, some 10km south of Dederang, 18km north of Tawonga, and 40km to the east of Myrtleford.

Table 12: Facilities in poor condition

Facilities with condition scores of 5	Facility type	Location
5 Elm Court (Formerly Bright Kindergarten)	Multi-purpose community	Bright
Bright Museum – DEECA owned – Council not responsible for maintenance	Culture and tourism	Bright
Bright Skate Park	Sport and recreation	Bright
Gold Battery – Shed	Culture and tourism	Bright
Pioneer Park Recreation Reserve - Netball & Pony Clubrooms	Multi-purpose community	Bright
Mount Beauty & District Senior Citizens Centre	Seniors and aged care	Mount Beauty

Facilities with condition scores of 5	Facility type	Location
Mount Beauty Recreation Reserve - Alex McCulloch Hall (*currently closed)	Multi-purpose community	Mount Beauty
Mount Beauty Recreation Reserve – Clubroom	Multi-purpose community	Mount Beauty
Mount Beauty Recreation Reserve - Mount Beauty Cub and Scout Hall	Multi-purpose community	Mount Beauty
Mount Beauty Recreation Reserve - Mount Beauty Tennis Clubrooms	Multi-purpose community	Mount Beauty
RC McNamara Recreation Reserve - The Gym	Sport and recreation	Myrtleford
RC McNamara Recreation Reserve – Outdoor netball courts	Sport and recreation	Myrtleford
RC McNamara Recreation Reserve - Canine Clubrooms	Multi-purpose community	Myrtleford
RC McNamara Recreation Reserve - Oval	Sport and recreation	Myrtleford
Memorial Park – Cricket Clubroom	Multi-purpose community	Myrtleford
St Albans Community Hall	Multi-purpose community	Running Creek
Tawonga Memorial Hall (*currently being renovated)	Multi-purpose community	Tawonga

5.3 Fitness-for-purpose

Criteria & scoring

Fitness-for-purpose (FFP) relates to the functionality of facilities. It is about how well they are able to meet the needs of intended service or building users. An assessment was conducted to rate the FFP of each facility. FFP differs to the building condition audit which looks at the physical condition of built facilities and is assessed through regular audits carried out by specialist contractors.

FFP of a facility is judged across the five criteria set out in Table 13 below.

Table 13: Fitness-for-purpose criteria

Size and configuration	Is the overall size of the facility, and the size of individual rooms functional? Consider all space types including storage.
	Is the layout of spaces functional? Consider configuration, interconnectedness, ease of use and circulation
Design and fit out – Interior	Is the interior appearance and finish functional? Consider cleanliness, age, overall design, appliances, paint, fixtures and fittings.
	Are surfaces fit for purpose? Consider floors, walls, windows, doors
	Are utilities, systems, equipment and furniture functional? Consider electrical, lighting, heating, cooling, IT, plumbing, lifts etc.

Design and fit out - Exterior	Is the exterior appearance fit for purpose? Consider gardens, paths, sheds, outside lighting
Location and accessibility	Are users (including staff) able to easily access the building? Consider all abilities, genders, generations etc.
	Is the facility in the right location? Consider proximity to public transport, other services.
	Is there sufficient and suitable parking?
Safety	Does the facility provide a high level of personal safety for users, especially those who are alone, while using the facility?
	Is the facility safe to get to and from?

Source: SGS Economics and Planning (2025)

The FFP assessment has been undertaken by Council officers, and is evaluated on a value of 1-5, with 1 being the most fit-for-purpose and 5 being the least. This is further detailed in Table 14.

Table 14: Fit-for-purpose scoring

Score	Fitness for Purpose
1	Fully meets the service needs with no impact on service delivery
2	Minor impact on ability to deliver the required service
3	Moderate impact on ability to deliver the service
4	Severe impact- required service cannot be delivered
5	Unfit for use

Results summary

Most facilities across the Shire scored well for FFP, with an average overall score of 1.7. The scores are also similar across the different criteria, averaging 1.6-1.8. It should be noted that ratings are subjective and may reflect how services have adapted to the infrastructure, compared to their desired infrastructure set up.

Only three facilities earned a poor FFP score of 4 or higher, all of which are multi-purpose community facilities. These facilities are provided in Table 15.

Table 15: Facilities with poor FFP

Facilities with poor fit-for-purpose (scores of 4-5)	Facility type	Location
Pioneer Park Recreation Reserve - Netball & Pony Clubrooms	Multi-purpose community	Bright
Memorial Park - Cricket Clubroom	Multi-purpose community	Myrtleford
Mount Beauty Recreation Reserve - Alex McCulloch Hall (*currently closed)	Multi-purpose community	Mount Beauty

5.4 Utilisation

Criteria & scoring

The utilisation of each facility considers its current level of service and use (and therefore capacity). This is informed by the facility's opening/operational hours, activity levels within facilities, room bookings, and unmet demand. Utilisation may or may not be impacted by existing functionality or building issues. The utilisation assessment has been carried out by Council officers and is evaluated on a three-point scale of high, moderate and low.

Table 16: Utilisation scoring

Score	Utilisation
1	High utilisation (limited capacity for a higher level of use)
3	Moderate utilisation (some capacity for greater use)
5	Low utilisation (infrequently used, high capacity)

Results summary

There are only eight facilities that have poor utilisation as reported by Council, with an average overall score of 2.2 across all facilities. It should be noted that ratings are subjective and may reflect historical/current service standards rather than future.

Compared to the average score for FFP for facilities generally, the utilisation is slightly lower. As is the case for most facilities with poor condition and FFP scores, the majority of these facilities are multi-purpose community spaces ('meeting spaces'). A summary of these facilities are provided in Table 17.

Table 17: Facilities with lowest utilisation

Facilities with poor utilisation (scores of 5)	Facility type	Location
Bright Museum – DEECA owned – Council not responsible for maintenance.	Culture and tourism	Bright
Pioneer Park Recreation Reserve – Bright Scout Hall	Multi-purpose community	Bright
Gapsted Community Hall	Multi-purpose community	Gapstead
Mount Beauty Community Centre - Centre	Multi-purpose community	Mount Beauty
Mount Beauty Recreation Reserve - Alex McCulloch Hall	Multi-purpose community	Mount Beauty
Mount Beauty Sports Stadium - Stadium	Sport and recreation	Mount Beauty
Mount Beauty Visitor Information Centre Precinct - Auditorium	Multi-purpose community	Mount Beauty
St Albans Community Hall	Multi-purpose community	Running Creek

6. Needs assessment

There are a range of provision ratios (benchmarks) used across the community infrastructure planning sector. Provision ratios provide the basis for understanding demand for different facilities and services. For each infrastructure type, they establish the trigger for delivery (typically total population or households), and the unit for provision (e.g. 1 school).

The Victorian government-endorsed benchmarks from the Planning for Community Infrastructure in Growth Areas Guideline 2008 have been adopted for the purposes of this assessment, with the exception of kindergarten services, which references the latest Kindergarten Infrastructure Service Plan (KISP) methodology.

Because these benchmarks are dated as well as developed for a metropolitan growth area context, they are limited in their appropriateness for regional areas such as Alpine Shire. The demand assessment therefore provides a starting point for understanding the number and type of facilities that should be provided. Results are then contextualised for Alpine Shire, where population is highly dispersed, and there is a myriad of localised drivers of demand along with existing strategic priorities and ongoing projects.

The following section discusses each type of community infrastructure, collating the previous sections summary of existing infrastructure, along with forecast demand and recommendations.

Consolidation

Consolidation refers to the process of combining individual parts into a single, more efficient and effective whole. Consolidating community facilities can avoid ongoing and costly maintenance and upgrades to a higher number of ageing facilities in favour of supporting newer, more fit-for-purpose, and more cost-efficient facilities to replace them. This assessment identifies opportunities across Alpine Shire where the consolidation of legacy community facilities could occur.

It is important to note that consolidation does *not* mean a loss of capacity to service the needs of the community, whether that be existing or new community groups, or NFP, private, or Council provided services. A new multi-purpose community centre should contain the volume and diversity of spaces that will serve current and future community expectations.

For example, where a stand-alone facility is currently being used – even extensively or exclusively - by one or more groups, the consolidation of that facility into a larger, multipurpose facility should be considered in the design and capacity of the new facility. Council should seek to clearly and consistently communicate with community groups and stakeholders that this is a long-term process that is a transition into an upgraded facility rather than a loss of a current one.

Where particular user groups are particularly active or have particular needs, they should be involved in a co-design process to ensure that future facilities are fit-for-purpose and support community ownership in their ongoing management and activation.

Consolidation of sites can not only improve the utilisation, fitness for purpose, sustainability and energy efficiency of community infrastructure (achieving social, economic, and environmental benefits), but also opens up more sites for other uses, such as:

- affordable and/or key worker housing
- commercial opportunities
- social enterprises
- etc.

Alternatively, sites that may not be suitable for alternative uses or are surplus to need may be sold, and the revenue generated through this transaction can be reinvested at other community infrastructure sites, or used to fund other Council investments for the benefit of the community.

6.1 Multipurpose community centres

Multipurpose community centres are multi-functional buildings that can be used by local organisations and the community to deliver programs and services. These facilities can be council owned and operated, or council owned and community run or leased, or owned and operated by an external organisation.

Multipurpose community centres will often accommodate a range of spaces for general activity available to the broader community, and may include spaces for young people, seniors, community health services, libraries, and council services. As such they need to be flexible and adaptable in their design to accommodate a range of activities and group sizes.

Existing multipurpose community centres

The Shire has a range of smaller and/or single room halls, community centres and other multipurpose spaces located across the LGA. Many of these spaces are under exclusive leases, no longer fit-for-purpose and/or not in a widely accessible location.

As highlighted in Section 5 and shown in Table 18 below, there are 10 multi-purpose community facilities that are in poor condition, two of which are also no longer fit-for-purpose. This includes: Pioneer Park Recreation Reserve - Netball & Pony Clubrooms and Mount Beauty Recreation Reserve - Alex McCulloch Hall.

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Table 18: Facility assessment for multipurpose community spaces

Facility name	Building Ownership	Inclusions/ other services	Township	Condition score	FFP score	Utilisation score
5 Elm Court (Formerly Bright Kindergarten)	Council	Currently a dance studio, leased on a year by year basis	Bright	5	3	3
Bright Alpine Shire Council Depot - Men's Shed	Private/NFP	Commercial kitchen	Bright	2	2	1
Bright Alpine Shire Council Gardens - Bright Bowls Clubhouse	Council	Bowls greens	Bright	2	1	1
Bright Community Centre	Council	Youth-friendly space, playgroup, Commercial kitchen	Bright	3	1	3
Bright Co-working	Private/NFP	None noted	Bright	--	--	--
Pioneer Park Recreation Reserve - Netball & Pony Clubrooms	Council	Exclusive use by the Pony Club	Bright	5	5	3
Pioneer Park Recreation Reserve - Bright Scout Hall	Council	Used by Scouts and Alpine Cycling Club	Bright	4	2	5
Pioneer Park Recreation Reserve - Lions Shed	Private/NFP	None noted	Bright	3	1	3
Pioneer Park Recreation Reserve - The Pavilion	Council	None noted	Bright	2	1	1
Dederang Recreation Reserve Hall	State / Cth	None noted	Dederang	--	--	--
Dinner Plain School and Community Centre	State / Cth	None noted	Dinner Plain	3	1	4
Freeburgh Hall	State / Cth	None noted	Freeburgh	--	--	--
Gapsted Community Hall	State / Cth	None noted	Gapsted	3	1	5
Harrietville Community Hall	State / Cth	None noted	Harrietville	--	--	--
Mount Beauty Recreation Reserve - Alex McCulloch Hall	Council	None noted	Mount Beauty	5	5	5
Mount Beauty Recreation Reserve - Mount Beauty Cub and Scout Hall	Council	None noted	Mount Beauty	5	2	3

Facility name	Building Ownership	Inclusions/ other services	Township	Condition score	FFP score	Utilisation score
Mount Beauty Visitor Information Centre Precinct - Auditorium	Council	Used by schools	Mount Beauty	4	3	5
Mount Beauty Community Centre	Council	None noted	Mount Beauty	4	1	5
Mount Beauty Men's Shed	Council	None noted	Mount Beauty	2	1	3
Mount Beauty Neighbourhood Centre	Council	None noted	Mount Beauty	3	1	3
Mount Beauty Neighbourhood Centre Hall	Council	None noted	Mount Beauty	4	1	3
Mudgegonga Community Hall	State / Cth	None noted	Mudgegonga	--	--	--
Myrtleford Memorial Hall - Hall	Council	Expected to also host the new VIC when renovations complete.	Myrtleford	3	Awaiting renovations	Awaiting renovations
Myrtleford Memorial Hall - Neighbourhood Centre	Council	None noted	Myrtleford	4	Awaiting renovations	2
Cep Park - Myrtleford Bowls Club House	Council	None noted	Myrtleford	3	1	1
Porepunkah Hall	State / Cth	None noted	Porepunkah	Not available	2	3
Happy Valley Hall	State / Cth	None noted	Rosewhite	--	--	--
St Albans Community Hall	Council	None noted	Running Creek	5	1	5
Tawonga Pioneer Memorial Park - Scout Alpine Centre (no longer in use)	Council	N/A	Tawonga	--	--	--
Tawonga Memorial Hall (currently being renovated)	Council	Has been used by the school, playgroup, Red Cross, and others.	Tawonga	5	1	3
Wandiligong Public Hall	State / Cth	Bookable community space	Wandiligong	Not available	1	3

Note: "--" = data not available; typically these are non-council facilities

Demand assessment

Based on the forecast population of Alpine to 2041, the provision benchmarks indicate that Alpine has a large surplus of small, medium, and medium-large meeting spaces, as well as an oversupply of smaller (level 1) community centres.

Meanwhile, there is a slight shortfall of larger community centres (level 3). These facilities typically serve a broader catchment, with more rooms and potentially some specialised spaces for specific services, groups or activities.

For the Alpine context, given its geographic distribution of community, it is preferable to have a higher number of smaller community centres rather than level 3 community centres which people would need to travel great distances to reach.

Table 19: Supply and demand assessment for multipurpose community spaces

Facility/service	Existing supply	2041 total demand	2041 gap/surplus
Meeting Space - Small (1-20 people)	19	4.0	15.0
Meeting Space - Medium (21-100 people)	30	2.0	28.0
Meeting Space - Medium to Large (101-200 people)	4	2.0	2.0
Neighbourhood House Service	2	1.1	0.9
Multi-Purpose Community Centre (Level 1)	4	1.8	2.2
Multi-Purpose Community Centre (Level 3)	0	0.4	-0.4

Discussion

Meeting spaces (many of which are standalone halls) are oversupplied relative to the current and forecast population of the Shire. Based on the benchmarks, there is opportunity to consolidate some smaller facilities into larger, updated, and multipurpose facilities. Opportunities for consolidation of meeting spaces are found in Bright, Myrtleford, and Mount Beauty.

To enable facility consolidation, each of these townships should have a hub facility designed to be flexible/multipurpose and accommodate a range of activities. As is noted in the Alpine Shire Events Strategy (2021), one of these hubs (likely in Bright) could accommodate an attractive events space that can also support growth in the tourism industry.

Preferred sites include existing community infrastructure sites that are both well-located within the townships and large enough to accommodate a hub. Some townships may have multiple options that could be considered relative to ongoing development opportunities, however preferred sites have been identified by this assessment that maximise accessibility and make the most of co-location with other key services (see section 3.3**Error! Reference source not found.** for further discission).

There are some plans and projects already underway that will impact community spaces in various townships:

- The masterplan for Pioneer Park recommends the Netball & Pony Clubrooms to be replaced with a new clubhouse/events space and public toilets, with a smaller arena space.
- Southeast of Pioneer Park, Council is progressing provision of a Mystic Park Trail Hub that will include public toilets. With the distance between the two sites, it is not expected that this facility would also service the park user groups.
- Renovations are underway at Tawonga Memorial Hall.
- The master plan for the Mount Beauty Recreation Reserve recommends demolishing the existing Tennis Club house and Scout Hall and replacing with a new community facility to cater for these clubs and other reserve users, with toilet facilities and storage.
- In Myrtleford, Memorial Hall is being renovated with a state government grant, and will include a small performance space. The project will also relocate the Myrtleford Visitor Information Centre within the Hall. The renovations are to the main hall site, but the neighbourhood centre continues to operate from the adjacent building, which is not fit-for-purpose. The site is impacted by a heritage overlay.

General recommendations

- Engage with intended tenant/user groups to co-design new or redeveloped multipurpose facilities that bring together groups/service/activities under one roof to ensure the design can respond to their respective needs. Consideration of storage capacity and access arrangements will be important.
- Support Neighbourhood House/U3A services to relocate into hub facilities; continuously engage with these groups to ensure their offering aligns with community needs, and that they can continue to play a key role in programming and activation at each township hub. Ideally, the groups can partner/merge over time, offering a range of activities to all age groups.
- Continue to promote bookable rooms to the community, organisations, and service providers to increase utilisation of multipurpose spaces.

Site-specific opportunities

- Deliver a new community hub in Myrtleford. This should consider the existing Senior Citizens Centre site or other existing Council-owned site. This should include:
  - A range of flexible multipurpose rooms
  - A dedicated youth space, ideally with its own entrance (alternatively, this could be co-located with the library)
  - A neighbourhood House service/ U3A service (relocated)
- Redevelop the Mount Beauty Community Centre as a multipurpose community hub. This should include:
  - A range of flexible multipurpose rooms, including some smaller flexible rooms that can be used for service consults (incl. for young people) or office space.

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  - Neighbourhood House service/ U3A (relocated)
- Redevelop the Bright Community Centre as a multipurpose community hub to include:
  - A range of flexible multipurpose rooms
  - A larger events/venue space
  - A Neighbourhood House/U3A service (relocated)
  - A dedicated youth space
- Redevelop to improve condition/FFP:
  - Pioneer Park Netball & Pony Clubrooms in Bright: as a multipurpose clubhouse space capable of accommodating multiple user groups (pony club, netball, cycling club, scouts) and public toilets to support groups, general park users, and use of the adjacent outdoor events space. In the longer-term, explore whether equestrian activities can be consolidated at the Myrtleford Showgrounds.
  - The Scout Hall at Pioneer Park, if this group cannot be accommodated in the redeveloped multipurpose clubhouse noted above.
  - Mount Beauty Recreation Reserve community facility (redeveloped tennis clubhouse/scout hall): include in the new community facility at this site a multipurpose room and shed space with storage to accommodate multiple user groups and allow for consolidation of other community buildings on site.
- Consolidate (repurpose or decommission) sites surplus to need, including:
  - 5 Elm Court, Bright (Council has long-term plans for the redevelopment of this site, but current tenant will remain on a year-on-year lease)
  - Bright Senior Citizen's Centre (integrate into the new multipurpose community hub)
  - Myrtleford Memorial Hall Neighbourhood Centre (integrate into a new multipurpose community hub)
  - Mount Beauty Senior Citizen's Centre (integrate into the new multipurpose community hub)
  - Mount Beauty Neighbourhood Centre & Hall (integrate into the new multipurpose community hub or new community facility at the reserve)
  - Mount Beauty Men's Shed (integrate into a new multipurpose facility at the reserve)
  - Mount Beauty Cub & Scout Hall (integrate into a new multipurpose facility at the reserve)
  - Alex McCulloch Hall, Mount Beauty (integrate into a new multipurpose facility at the reserve)
  - The Auditorium, Mount Beauty (integrate into the new multipurpose community hub)
  - St Albans Hall, Running Creek
  - Dinner Plain Community Centre (requires further review in an emergency management context as this is an ERC and licensed to DoE in non-school periods)

Case studies are below to guide planning for future community hubs in the townships. Some case studies are larger hubs that have consolidated more services onto a single site than may be appropriate for townships in Alpine. Nonetheless, they are illustrative of the potential space/service mixes of community hubs that can be replicated in Alpine by using community sites more effectively and efficiently.

Case study 1: Multipurpose community & tourism hub

The Woodend Community Centre is set to be redeveloped to make the site more modern, flexible, sustainably-designed and capable of meeting the needs of multiple user groups. It will consolidate separate existing community centre, library, and visitor information centre buildings into a combined facility with:

- proposed new library
- multi-purpose indoor performance space
- community and visitor information hub
- multi-purpose foyer and gallery space
- cafe and produce kiosk, and
- a village green/multi-purpose outdoor events space.

The project is jointly funded by Macedon Ranges Shire Council and state government, and expected to boost tourism and economic development in the region.



Source: Macedon Ranges Shire Council



Case study 2: Neighbourhood House-led Community Hub – West Footscray Neighbourhood House

Neighbourhood Houses provide a range of valuable services for the entire community, but at their heart they are about active community engagement. Services offered by Neighbourhood Houses can be vast, and are often designed to respond to social isolation, mental health concerns, disengaged youth, food security, homelessness, sustainability, family violence, refugee support, vocational training, employment pathways, disability support, positive ageing, life-long learning, social justice, community advocacy, volunteering, childcare and family support.[48]



Source: Mitchell Shire Council

The West Footscray Neighbourhood House in Melbourne's inner north offers programs for children and adults, but has been offering a unique service since 2012 called Soul House that has a focus on older adults and community members that are marginalised. This program facilitates a safe space for social interaction and civic participation, ongoing support and advocacy, access to fresh food and healthy meals, connections to other services that may be needed by guests, and programs and information.

Case study 3: Regional Community Hub & Visitor Information Centre – Bass Coast Shire



Source: Bass Coast Shire

The Inverloch Community Hub is a successful example of a multipurpose community hub in a regional setting, servicing the coastal community of Inverloch in Victoria, home to approximately 6,000 residents. It is located within the commercial core and next to an oval and pavilion, tennis courts, skate park, and seniors club.

This facility is open 7 days a week, and includes the Library, Community Centre/Community House, Meeting Venue with capacity for 400 people, Leisure Centre, Visitor Information Centre & Art Exhibition Space.

[48]Maribyrnong City Council (2018), Neighbourhood Houses & Community Centres: Delivering in the City of Maribyrnong, https://www.maribyrnong.vic.gov.au/files/assets/public/community-services-documents/community-centres/maribyrnong-community-centre/neighbourhood-houses-and-community-centres-delivering-in-the-city-of-maribyrnong-v3_lr_r.pdf

6.2 Libraries

Libraries offer a wide range of programs, activities and resources to inform and encourage active participation in community. This includes access to physical and digital collections such as ebooks and audiobooks, access to computers and other mainstream technology, internet, and printers. Libraries also provide spaces for relaxing, meeting others, studying, working and often integrate Council customer service functions.

Existing infrastructure assessment

The Shire has three libraries located in Myrtleford, Bright, and Mt Beauty, all of which are Council-owned facilities, with library services provided by High Country Library Network. These are generally fit-for-purpose and well utilised. The libraries in Myrtleford and Mount Beauty are a 10 and 15-minute walk from the town centre, respectively, while Bright's library is well-located in the centre of town.

The library in Bright is noted as being in poor condition. The Bright Library has the smallest footprint of the three, and aside from the collection areas, only contains one small multipurpose room that is in need of refurbishment.

The Bright Library and Myrtleford Library sites are both subject to Heritage Overlays. The application of the overlay at the Myrtleford Library site is currently being reviewed and will likely be extended to cover the extent of the library building.

Table 20: Facility assessment for libraries

Facility name	Inclusions/ other services	Township	Condition score	FFP score	Utilisation score
Bright Library	Meeting space - Small	Bright	4	2	1
Myrtleford Library	Meeting space – Small (x2); Council services centre.	Myrtleford	3	1	1
Mount Beauty Library	Meeting space – Small (x2)	Mount Beauty	2	1	1

Demand assessment

Based on community infrastructure benchmarks the Shire is overserviced with libraries, however due to the distance between the townships the current level of provision is justified.

Table 21: Supply and demand assessment for libraries

Facility/service	Existing supply	2041 total demand (high growth)	2041 gap/surplus (high growth)
Library	3	0.4	2.6

Discussion

Libraries make excellent anchor services, but each one in the Shire is current a standalone site, offering traditional library services. Some e-services are available (e.g. e-books, e-audiobooks), but could be expanded to include other digital learning services, and other media such as e-Film and e-Music.

The existing library sites therefore have opportunities to be redeveloped to offer a wider range of the contemporary services and to integrate other complementary uses such youth programming, early years spaces, general meeting spaces, and/or distance education (e.g., Country Universities Centre), especially at the Myrtleford and Mount Beauty sites, which are less constrained. Extending opening hours at Myrtleford and Bright would also increase their capacity for activities and programs without requiring physical expansion.

General recommendations

- Consider a 24-hr model for libraries with access by swipe card (e.g., Gippsland), especially at the Bright and Myrtleford sites.
- Explore options for outreach library services for rural towns such as Dinner Plain. This can include mobile libraries, library kiosks in existing community infrastructure, and/or (seasonal) pop-up libraries.
- Engage with High Country Library Network to expand e-library services to support access in remote areas (small settlements and rural localities).

Site-specific opportunities

- Maintain the three libraries, however look to integrate other complementary services/activities at the Mount Beauty and Myrtleford sites through redevelopment/expansion that cannot be located at the previously mentioned new community hub sites (see multipurpose community centres).
- Refurbish the Bright Library with an upgraded multipurpose room.
- If the revised heritage controls allow for redevelopment, consider upgrading Myrtleford as the main 'regional' level library which could include a higher level of service offering and resources (e.g. specialised collections), and more spaces to accommodate remote work and study.

A case study is provided below to illustrate a more contemporary library service model.

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Case study 4: Libraries After Dark / 24 hour access

Libraries After Dark (LAD) is a program initiated in 2019 through an initiative by Moreland City Council. In an effort to offer an alternative to gambling venues and promote social connection, participating libraries extend their opening hours into the evening and offer free events and activities for the community to participate in.

Though funding for the program ended in 2023, there are still a number of libraries that continue to remain open into the evening on a weekly basis with support from Public Libraries Victoria and funding from local councils. One example is the Bairnsdale Library in East Gippsland, which is open until 9pm every Thursday evening and provides activities such as movie nights, board games, and more.



Source: East Gippsland Shire Council

Other ways that libraries are expanding their services to the community are a shift to 24hr libraries using a swipe key for access to the facility. The first to do so was a small library in the community of Foster, in West Gippsland (with additional branches rolling this out in Mirboo North, and Poowong, and other examples in the City of Yarra in Melbourne). After going through an induction, users can check out books on their own, study, and make use of the internet.[49]

6.3 Culture and tourism

Arts and cultural activities and facilities include but are not limited to visual and performing arts, music, museums and galleries, history and heritage including the natural environment, Indigenous culture, craft, libraries, literature, publishing, digital and new media, design, architecture, food, film, fashion, television and radio. These activities can be done within or outside of a community facility.

These facilities also serve an important function in tourism and economic development, alongside visitor information centres, which can be incorporated into community facilities.

Existing infrastructure assessment

Most of the cultural facilities across the Alpine Region are located in Bright or Myrtleford. Some facilities in Bright are in very poor condition with poor utilisation and/or are already being considered for other uses. Private facilities, such as the Bright Courthouse Theatre, are well utilised, as are multiple art galleries and the cinema in Bright. While all Council facilities are considered to be fit-for-purpose,

[49] Maunder, S (27 December 2019), First library in Victoria to open 24 hours a day, seven days a week has town buzzing, ABC News, https://www.abc.net.au/news/2019-12-27/foster-library-first-in-victoria-to-open-24-hours-a-day/11777696

the Bright Museum, Myrtleford Museum, and the Mt Beauty Visitor Information Centre all have low to very low utilisation rates.

For the Bright Museum site, Council have already commenced exploring repurposing options, including café or bike workshop that would better activate the facility, however no funding has yet been allocated to any works that maybe required.

The Myrtleford Memorial Hall (accounted for in multipurpose community centres in section 6.1) is currently undergoing redevelopment. Once completed, it is expected to be able to host a range of cultural events and also include a small space to integrate the visitor information centre.

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Table 22: Facility assessment for culture and tourism

Facility name	Building ownership	Inclusions/ other services	Township	Condition score	FFP score	Utilisation score
Alpine Visitor Information Centre	Council	None noted	Bright	2	Not provided	Not provided
Bright Courthouse Theatre	Private/NFP	Private facility	Bright	--	--	--
Bright Museum	State / Cth	DEECA owned facility	Bright	5	1	5
Bright Art Gallery	Council	None noted	Bright	3	1	1
Sun Cinema Bright	Council	Café, co-located with Visitor Information Centre	Bright	4	1	1
Gold Battery Shed	State / Cth	None noted	Bright	5	--	5
Mount Beauty Visitor Information Centre	Private/NFP	Mount Beauty Museum	Mount Beauty	2	1	3
Education Myrtleford Performing Arts Centre	Private/NFP	None noted	Myrtleford	--	--	--
Myrtleford Memorial Hall - Visitor Centre	Council	None noted	Myrtleford	Awaiting renovations	Awaiting renovations	Awaiting renovations
Myrtleford Museum	Council	None noted	Myrtleford	3	1	3

Note: "--" = data not available; typically these are non-council facilities

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Demand assessment

Based on provision benchmarks, the number of arts facilities is sufficient (noting that several are provided by the NFP and private sector or the State), with benchmarks in Table 23 accounting for community arts facilities (smaller facilities) and centres (larger facilities).

Table 23: Supply and demand assessment for culture and tourism facilities

Facility/service	Existing supply	2041 total demand (high growth)	2041 gap/surplus (high growth)
Community Arts Facility	2	1.8	0.2
Community Arts Centre	1	0.3	0.7
Visitor Information Centre*	3	N/A	N/A

*VICs do not have industry-standard provision benchmarks

Discussion

The Alpine Shire Events Strategy points to the importance of arts and culture facilities to support both local and tourist needs, with a need for improved events space to grow the tourism industry. It also notes the lack of a contemporary indoor venue that can be used year-round. This is especially noticeable in Bright, where larger events are competing with many other uses for use of the pavilion at Pioneer Park. More recently, Myrtleford has growing activity in the arts space and is emerging as a performing arts township with projects such as the redevelopment of Memorial Hall and the delivery of the Education Myrtleford Performing Arts Centre (EMPAC).

Private facilities have been and will continue to be important providers of arts and cultural facilities in the Shire. The development of an arts and cultural strategy is needed however to better coordinate programs across the venues to ensure all facilities remain activated, serving the needs of the community as well as visitors. Council's community facilities should also continue to support arts and cultural activities by providing flexible spaces that can be used by community arts groups for casual crafting and making.

Historical/archival sites are struggling to be viable, or are already serving little to no community function. It is unlikely that these sites will return to being activated without introducing commercial uses, or repurposing/redeveloping the site for another community use. Alternatively, heritage items that are of financial or community value could be re-located to other community infrastructure sites to allow for consolidation and increase the number of people that will be able to access the items.

General recommendations

- Improve coordination of arts and cultural programming and activation of Council-owned sites to:
  - reinforce Myrtleford as the performing arts centre
  - reinforce Bright as the events and visual arts centre

- Support private arts and culture venues, e.g. Bright Art Gallery and the Courthouse to continue to offer their services/activities for residents and visitors
- Engage with school principals and state government for joint use of school arts and cultural facilities (e.g. EMPAC).
- Ensure all community centres/hubs have multipurpose rooms that support the flexible delivery of community arts practices, e.g. appropriate flooring, sinks, storage.
- For Museum sites (and the Gold Battery), engage with Heritage Victoria to discuss potential option for re-use/better activation including:
  - decommissioning, consolidation of artefacts into visitor information centres/parks/other community facilities
  - commercial use (e.g. specialised accommodation, café, shop – already in-progress for the Bright Museum)
- Under the Tourism Strategy development, review the need for the 3 VICs. Consider:
  - Potential for consolidation of one or more of these sites into a community sites (e.g. one of the new community hubs)
  - Further commercial uses (e.g. selling goods from local businesses or coffee cart from a local provider) at the Mount Beauty VIC for improved activation.

Site-specific opportunities

- Deliver a new events/venue space through the Bright Community Centre redevelopment that can accommodate larger gatherings such as weddings and conferences, as well as continue to be used for activities such as school exams.
- Investigate the potential to enhance the commercial function (e.g. selling more goods from local businesses or installing a cafe) of the Mount Beauty Visitor Information Centre.

6.4 Early Years

Early years facilities include kindergartens, long day care (LDC), maternal and child health (MCH), services, playgroups, and occasional/out of school hours care. Only kindergartens, MCH, playgroups and toy libraries are addressed quantitatively here.

While Council have traditionally provided all early years infrastructure, following reforms, the state government is now delivering kindergarten infrastructure on school sites and at new early years centres across Victoria.

Existing infrastructure assessment

There are currently five operational kindergarten facilities across the Shire, with Tawonga Kindergarten shifting its services into Lakeview Children's Centre in Mount Beauty due to staff shortages, and the kindergarten at Dederang Primary School undergoing a refurbishment. Most are operated by the not-for-profit provider Alpine Children's Services (ACS), but smaller services are run by the Dederang and Harrietville primary schools.

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Early years facilities across the Shire are currently highly utilised, with waitlists for kindergarten and/or Long Day Care (LDC).

In line with best practice, MCH facilities are co-located with childcare, but some sites do not have adequate or appropriate space for other early years services such as playgroups and immunisations. ACS have also reported that there are staff safety concerns at the Lake View (Mount Beauty) Centre, the only site that currently offers OSHC.

Alpine View Children's Centre received a Building Blocks grant in 2020 that saw an expansion of that centre. Council has developed designs for a redeveloped and expanded Mountain View Children's Centre and is actively seeking funding opportunities to carry this out as a priority. In its current state, the Mountain View Children's Centre remains in poor condition, and its short-term future is uncertain.

Table 24: Facility assessment for early years

Facility name	Building ownership	Inclusions/ other services	Township	Condition score	FFP score	Utilisation score
Alpine View Children's Centre	Council	MCH, Toy library	Bright	--	--	--
Dederang Primary School Care	State / Cth	None noted	Dederang	--	--	--
Falls Creek Child Care	Private	None noted	Falls Creek	--	--	--
Harrietville Bush Kinder	State / Cth	None noted	Harrietville	--	--	--
Mountain View Children's Centre	Council	MCH	Myrtleford	4	2	1
Lake View Children's Centre	Council	MCH, Playgroup, Toy library	Mount Beauty	3	1	1
Tawonga Kindergarten	State / Cth	Playgroup	Tawonga	--	--	--

Note: "--" = data not available; typically these are non-council facilities

Demand assessment

While the benchmarks indicate an overprovision of playgroups, MCH facilities, and toy libraries, these are services that need to be provided at a local rather than a municipal catchment. Given this the current level of provision is justified for the Shire.

The Alpine Shire Draft KISP indicates that by 2032 there will be an undersupply of 42 kindergarten places in Myrtleford by 2032. As population growth across the Shire is minimal, the shortfall in kindergarten places will be driven primarily by the roll-out of kindergarten reforms. To address this demand one additional kindergarten room will be required in Myrtleford.

Table 25: Supply and demand assessment for early years

Facility/service	Existing supply	2041 total demand (high growth)	2041 gap/surplus (high growth)
Kindergarten (3+4-year-old)	365	--	-42 places*

Facility/service	Existing supply	2041 total demand (high growth)	2041 gap/surplus (high growth)
Playgroup	4	0.8	3.2
Maternal and Child Health (MCH)	3	1.0	2.0
Toy Library	3	0.6	2.4

*2032 figure: sourced from the KISP; growth would be minimal/none 2032-2041, as the growth in demand is driven by the increase in funded Kindergarten hours

Discussion

While the demand assessment indicates only one additional kindergarten room is required in Myrtleford, pressure on capacity is already present, with waitlists growing in both Myrtleford and Bright (Table 26). Most of the 76 currently listed for the Shire in Myrtleford or Bright. ACS has stated that this is largely associated with preferences for start times that cannot easily be accommodated, however the service provider noted that that these children will be successfully enrolled.

Even where kindergarten service demand can be met, this may compromise the ability to meet demand for other childcare services (for 0-3 year-olds and outside of school hours care (OSHC)), as they compete for rooms at each centre. Waitlists for 0-3 childcare are significantly longer than for kindergarten, sitting at over 400 children in the Shire (most of these are in Bright or Myrtleford). This suggests that further provision may be required, via timetabling adjustments or more rooms. Rather than provide more rooms in Bright, provision of a new facility in Porepunkah, where there are no existing early years services should be considered. Labour force participation trends in this township suggest there is a greater resident need for childcare, and this is likely contributing to unmet demand in nearby Bright.

Table 26: Waitlists for early years services in Alpine Shire

Service	No. of children on waitlist (February 2025)
0-3 childcare	431
3- and 4-year-old Kindergarten	76
OSHC	7

Source: Alpine Children's Services (2025)

Even if the number of licenced places is increased to meet demand, staff shortages continue to put pressure on regional communities, including Alpine.[50] Alpine Children's Services has recently signed a workforce agreement with the Commonwealth government to attract 20 additional childcare workers to the Shire. However, other barriers to optimal service delivery persist, including the availability of

[50] Australian Childcare Alliance (2023), *Workforce crisis the biggest issue in Early Childhood Education and Care sector,* https://childcarealliance.org.au/latestnews/workforce-crisis, accessed 21 March 2025.

affordable key-worker housing. Council may need to play an advocacy and facilitation role to ensure these workers can be accommodated locally.

General recommendations

- Support the continued operation of ACS via use of Council early years facilities, and workforce planning.
- Support Dederang and Harrietville primary schools to continue to run services in these more remote areas.

Site-specific opportunities

- Engage with the State Government to understand whether a new childcare centre will be delivered on a school site in Myrtleford. If not, redevelop the Mountain View Children's Centre (Myrtleford) to improve its condition/FFP and provide one additional kindergarten room by 2032.
- Over the medium-long term, refurbish the Lake View (Mount Beauty) Centre to ensure it can continue to operate. Through redevelopment:
  - Provide spaces for MCH, playgroups and other family/children's activities.
  - Improve safety so that OSHC can safely operate if there is future demand for the service.
- Continue to monitor demand for kindergarten and other childcare services in Bright (which currently also services Porepunkah) in consultation with ACS to determine if additional rooms are required. If yes, provide a new early years centre with 2 kindergarten rooms and spaces for MCH, playgroups and other family/children's activities in Porepunkah in the long-term.

6.5 Education

Education refers to schools and tertiary institutions that are provided by the state and not-for-profit/private sector.

Existing infrastructure assessment

Across the Shire there are nine government primary schools and three government secondary schools, with a further Catholic primary and secondary school (Table 27). The nearest TAFE is in Wangaratta, and there are universities in Wodonga/Albury, Wangaratta and Shepparton.

There are no existing specialist school campuses, though this service is increasingly being incorporated into general primary and secondary school campuses in Victoria. According to Council feedback, some children in the Shire with special needs are traveling to Benalla or another regional centre where a school has specific supports in place.

Table 27: Facility assessment for Education

Facility name	Building ownership	Township	Condition score	FFP score	Utilisation score
Bright P-12 College	State / Cth	Bright	--	--	--

Facility name	Building ownership	Township	Condition score	FFP score	Utilisation score
Dederang Primary School	State / Cth	Dederang	--	--	--
Falls Creek Primary School	State / Cth	Falls Creek	--	--	--
Harrietville Primary School	State / Cth	Harrietville	--	--	--
Mount Beauty Primary School	State / Cth	Mount Beauty	--	--	--
Mount Beauty Secondary College	Private / NFP	Mount Beauty	--	--	--
Marian College	Private / NFP	Myrtleford	--	--	--
Myrtleford P-12 College	State / Cth	Myrtleford	--	--	--
St Marys Primary School	State / Cth	Myrtleford	--	--	--
Porepunkah Primary School	State / Cth	Porepunkah	--	--	--
Tawonga Primary School	State / Cth	Tawonga	--	--	--
Wandiligong Primary School	State / Cth	Wandiligong	--	--	--

Demand assessment

Benchmarks for schools do not account for Alpine's highly dispersed geographic context. A higher number of schools is necessary to ensure young children do not have to leave their communities for education. Despite the surplus noted in Table 28, it is not recommended that Council advocate for a reduction in the number of school campuses, and instead ensure local access continues to be supported.

Table 28: Supply and demand assessment for Education

Facility/service	Existing supply	2041 total demand (high growth)	2041 gap/surplus (high growth)
Government Primary School	9	1.8	7.2
Government Secondary School	3	0.6	2.4
Catholic Primary School	1	1.4	-0.4
Catholic Secondary School	1	0.4	0.6
Government Specialist Secondary School	0	0.3	-0.3
TAFE campus	0	0.1	-0.1

Discussion

While there is limited demand for a TAFE campus, which would result in viability challenges, residents are currently travelling significant distances to attend higher education options.

Distance learning opportunities, such as those provided by Country Universities (see case study below), should be supported in the Shire, either in existing community infrastructure such as libraries or multipurpose community centres, or where demand is high enough, in dedicated spaces.

While a dedicated specialist campus demand is limited, Council should engage with state government to advocate for accommodating specialist needs by integrating services into existing schools.

General recommendations

- Engage with state government to advocate for accommodating specialist needs by integrating services into existing schools.
- Support distance learning by engaging with tertiary education providers to deliver courses/programs from libraries, multipurpose community centres, or secondary school campuses.
- Investigate the capacity for a Country University Centre in Alpine.

Case study 5: Country University Centre

Not limited to young people, the Country University Centre (CUC) program is an Australian-wide program of community-led, Regional University Study Hubs (RUSH) that enables people to study any university degree that they wish to while remaining in regions where higher education is more challenging to access. The model offers a physical space where students can go to study, access internet and other resources, connect with other people and build networks, and access to help from onsite staff relating to their studies or broader study experience.



Source: https://www.cuc.edu.au/

CUC offers services in the Ovens Murray region in NE Victoria that covers Wangaratta, Corryong and Mansfield. A newly redesigned and refurbished facility has opened in Wangaratta (and another in Southern Grampians), co-located with GOTAFE and next to the library, that has helped hundreds of students in their studies since opening in 2020. This could be a significant asset to communities in Alpine Shire by helping to nurture and develop local residents and retain more local talent. Potential locations for Alpine Shire include the Kiewa and Ovens Valley.

6.6 Young people

Spaces for young people should be intentionally designed for young people aged 12-25 years and should aim to be co-designed with young people wherever possible. These spaces can provide a range of leisure, social, training, health and education programs across a range of spaces both programmed and informal. This may include after school support services and drop in spaces, as well as activity space for dedicated youth programs and tailored services. Youth spaces are distinct from crisis intervention venues in that youth spaces focus on proactive support, prevention, and ensuring there are spaces within the community that are safe and welcoming of young people.

As identified in the Alpine Shire Youth Strategy, these spaces should provide non-judgemental and supportive environments. Importantly, they should be located in highly accessible sites by public and active transport so that young people can easily access them. Co-location with other complementary community facilities is common, such as libraries and community centre. Other co-locations convenient to young people include secondary schools, shopping centres, and open space.

Existing infrastructure assessment

There are currently no dedicated youth facilities across the Shire, however The Lighthouse is a temporary youth space run by Council at the Bright Community Centre that has proven successful. Council has plans to expand this service into additional rooms in the lower level of the Bright Community Centre that are currently used for storage and or vacant. The overall condition of the Bright Community Centre is four, however the room that The Lighthouse is hosted in has been refurbished and is in better condition.

Table 29: Facility assessment for young people

Facility name	Building ownership	Inclusions/ other services	Township	Condition score	FFP score	Utilisation score
Bright Community Centre - The Lighthouse	Council	Adult education centre	Bright	4	Not provided	Not provided

Demand assessment and discussion

Based on benchmarks and the dispersed nature of the population, the Shire requires one additional youth space. Ideally, a space would be provided in each of the service towns, however this may not be viable based on population numbers. Instead, a space should be provided in the two largest townships (Myrtleford and Bright), at a minimum, and multipurpose spaces at other community facilities used for outreach services were required.

Other providers of services that target young people (e.g. Gateway Health – refer to the case study) could also operate from these spaces, to complement Council's service capabilities/offering. Attraction of these service providers should be prioritised in Myrtleford where there is a concentration of disadvantage and greater interventions needed to ensure young people have the support for their personal wellbeing and employment/training pathways.

Table 30: Supply and demand assessment for young people

Facility/service	Existing supply	2041 total demand (high growth)	2041 gap/surplus (high growth)
Youth space (as part of community centre)	1	2	-1
Youth Centre (dedicated facility)	0	0.4	-0.4

General recommendations

- Engage with Headspace and other service providers to provide local satellite services from youth spaces/community centres, especially in Myrtleford.

Site-specific opportunities

- Deliver a dedicated youth space in Bright:
  - In the short-term, as a pop-up at the Bright Community Centre (the Lighthouse – this is already active).
  - Overtime, this should become a dedicated space with the redeveloped community centre (see multipurpose community centres).
- Deliver a dedicated youth space in Myrtleford within the new multipurpose community centre, and attract other youth support service providers to run services from this site.
- Provide services for young people who cannot travel to Bright or Myrtleford via outreach youth programs in Mount Beauty/Tawonga from multipurpose rooms at existing and future facilities.

Case study 6: Gateway Health

Gateway Health is a not-for-profit community health and wellbeing provider formed in 2014 from the merger of two pre-existing local health providers. They currently have locations in Shepparton, Wodonga, Wangaratta, Benalla and Myrtleford, and offer outreach services to more remote locations.

Gateway Health offer a wide range of services from NDIS and allied health, to general practice, healthy aging, Aboriginal and Torres Strait Islander services, and child and family, but also offer youth health, youth counselling (including Headspace services), youth alcohol and drug outreach services for 12-25yo, and school focused youth work for years 5-12.



Source: Gateway Health

This is the kind of outreach service that could be valuable across more locations like Mount Beauty where there is not enough demand for a dedicated youth facility or space, or in Bright where there is a youth facility but where more specialised youth services are desired on a regular basis.

6.7 Seniors and aged care

Seniors refers to traditional senior citizens centres, U3As, and other spaces that host activities and programs tailored for older persons. Often, they are still under exclusive use by a community group or association. With the transition to community hubs/multipurpose centres that are more adaptable and inclusive (and therefore have greater longevity, and typically, activation), seniors groups can be, and are often, regular users of these spaces. Given the service shift of seniors, under best practice principles for community infrastructure, these facilities are no longer benchmarked for future provision, rather considered as a key user group of multipurpose community centres.

Residential aged care, also known as nursing homes or aged care facilities, provides ongoing care and support for older people, including assistance with daily tasks and healthcare needs. The level of care varies from independent living to high-care beds, with many facilities offering a combination of care levels so that older people can transition into a more supportive environment on the same site as their abilities decline. The services themselves (in the unit of 'beds') are funded by the Commonwealth government, while facilities are provided and run by state government and the private/not-for-profit sectors.

Existing infrastructure assessment

There are four senior citizens centres across the Shire, located in each of the main service towns of Bright, Myrtleford and Mount Beauty. Three are Council owned facilities operated by U3A groups and a fourth (Lakeside Community Centre) is operated by Alpine Health and located in Mount Beauty, offering consultations, health education, and some social and recreation programs.

There are four residential aged care facilities across the Shire. Two of these are located in Myrtleford with one being a private facility and the other a State government facility (Alpine Health), providing a combined total of 116 beds.

The remaining two are in Bright and Mount Beauty, both operated by Alpine Health, and providing 45 and 25 beds respectively. One of these, Hawthorne Village in Bright, recently received a Federal grant to upgrade the facility.[51] While this will improve the quality of the facility it does not increase its capacity.

Table 31: Facility assessment for seniors and aged care

Facility name	Building ownership	Inclusions/ other services	Township	Condition score	FFP score	Utilisation score
Hawthorn Village	Private / NFP	45 beds	Bright	--	--	--

[51] Alpine Health (2024), 'Alpine Health secures $214K grant for Hawthorn Village refurbishment', https://www.alpinehealth.org.au/news-events/news/news-2024/hawthorn-village-secures-funding-for-refurbishment

Facility name	Building ownership	Inclusions/ other services	Township	Condition score	FFP score	Utilisation score
Kiewa Valley House	Private / NFP	25 beds	Mount Beauty	--	--	--
Barwidgee Lodge	Private / NFP	35 beds	Myrtleford	--	--	--
Myrtleford Lodge Aged Care	Private / NFP	81 beds	Myrtleford	--	--	--
Lakeside Community Centre	Private / NFP	None noted	Mount Beauty	--	--	--
Bright and District Senior Citizens Centre - Centre	Council	Meeting space - small (x2), Meeting space - Medium	Bright	3	1	1
Mount Beauty & District Senior Citizens Centre - Centre	Council	None noted	Mount Beauty	5	2	1
Myrtleford Senior Citizens Centre - Senior Citizens Centre	Council	Meeting space - Medium, Toy Library, Playgroup	Myrtleford	3	1	1

Note: "--" = data not available; typically these are non-council facilities

Demand assessment

Around 520 beds will be required to support the ageing population, and currently supply levels are meeting approximately one-third of that demand. Over 330 additional beds are forecast to be required by 2041 based on Commonwealth aged care benchmarks.

As noted earlier, the provision of seniors spaces are no longer benchmarked separate to multipurpose community centres.

Table 32: Supply and demand assessment for seniors and aged care

Facility/service	Existing supply (beds)	2041 total demand (high growth)	2041 gap/surplus (high growth)
Residential Aged Care (beds)	186	520	-334
Senior citizen's centres	4	N/A	N/A

Discussion

Spaces and groups that support healthy ageing will be increasingly important as the population ages in Alpine. Seniors are already very active across the Shire, largely under the organisation of U3A. The three existing Council centres are highly utilised and generally fit-for-purpose. While the sites are under exclusive lease to U3A, these groups have activated the Myrtleford and Mount Beauty facilities in particular with a wide range of programs and activities that target various age groups or are open to the

public, such as church services, yoga classes, and immunisations. In many respects, these facilities are already running effectively as vibrant and inclusive community centres. However, their host buildings are ageing, reaching maximum capacity, are in moderate to poor condition, and two of the three are recommended for consolidation once new community hubs are delivered (refer to multipurpose community recommendations).

It is recommended that Council engages with the existing U3A organisations to explore transition opportunities new hub facilities under arrangements that will enable them to continue to run programs and activities alongside other community user groups. As these new facilities will be larger, rather than exclusive leases to a single group, Council should facilitate partnerships between user groups to form joint management committees and consult extensively with these groups in the planning and design stages of a new facility to ensure their needs can be met. There is great potential for partnerships between U3A and Neighbourhood House services, youth services, and other providers focussed on community development, recreation, and connection-building, effectively extending the benefits of the leading U3A groups to other generations in Alpine.

Beyond this, Council can continue to advocate for other service providers such as Alpine Health to continue to deliver support to older people via Meals on Wheels, Home and Community Care, and other programs/initiatives. This includes residential aged care, where Council can support providers to grow their capacity and deliver new facilities in the service towns. These sites are increasingly incorporating multipurpose rooms and other communal facilities as part of their offering. These also have a role to play in meeting some demand for spaces for activities and programs for older people.

General recommendations

- Where new community hubs in Bright, Myrtleford and Mount Beauty are developed, Council should adopt universal design principles to ensure that facilities are accessible, and provide spaces that can accommodate the existing programs and activities offered at senior citizens centres
- Support existing U3A/ senior citizens groups in the Shire to continue providing activities/programs.
- Over time, encourage and support partnerships between Neighbourhood House, U3A, and other community service providers at multipurpose centres.
- Engage with residential aged care providers to advocate for an increase in residential aged care beds.
- Consider developing an investment prospectus or similar to attract additional residential aged care and retirement services to the Shire.

6.8 Sport and recreation

Sport and recreation refers to both indoor and outdoor activities.

Indoor recreation centres cater for a range of more informal court-based activities such as basketball, netball volleyball, badminton, indoor soccer, and other sports. These facilities can be council-run, not-for-profit run, or ones that operate under a shared agreement such as with schools.

Aquatic centres are also considered within sport and recreation. Depending on size and infrastructure, aquatic centres can offer a range of services such as: public lane swimming, competitive swimming pathways, water play, learn to swim, fitness centres, food and beverage, events and activities.

Outdoor sport and recreation are concentrated around an oval/pitch/field or courts, is typically supported by a pavilion, and provides infrastructure to enable organised active recreation. Active recreation reserves may also include lighting, and spectator seating along with other amenities. This supporting infrastructure is important for increasing accessibility and utilisation.

Existing infrastructure assessment

The service towns in the Shire all have some indoor and outdoor sport and recreation facilities, with sites supporting a range of activities located in Bright, Mount Beauty, and Myrtleford.

- Pioneer Park Recreation Reserve in Bright contains a bowls club, croquet club, skate park, indoor aquatic and fitness centre (Bright Sports Centre, though squash courts are currently closed for repairs), mountain bike park, and an indoor stadium that has recently been upgraded to competition level at the Bright P-12 College, though the overall facility remains in poor condition. Bright also has a skate park central to the township, which is highly utilised but in poor condition. Council have reported there is community support for refurbishing this site. They recently consulted on potential concept designs and are now pursuing funding for the project.
- The Mount Beauty Recreation Reserve also contains multiple facilities supporting sports and other activities, but many of them are currently poorly utilised.
- Myrtleford has three sites that support a range of activities at Cep Park, RC McNamara Recreation Reserve and the Myrtleford Showgrounds.
- Porepunkah has a central recreation reserve, but no formalised pavilion. The Hall on this site is partly used by the sporting clubs at the reserve. This facility recently received funding for "a new multi-use clubhouse and community disaster refuge".[52] The project is expected to include accessible change rooms, toilets, showers, kitchen and multifunctional social spaces, with outdoor lighting for the baseball field."[53] Current plans depict a multi-use space of 51m2, a second room of 16m2, accessible toilets, and a canteen.

Of the facilities with poor utilisation, only the Mount Beauty Sports Stadium is both an Emergency Relief Centre and a Bushfire Place of Last Resort, meaning that any changes to this facility will need to consider these additional uses.

Scoring was not undertaken for the Bright P-12 Indoor Stadium (as it is state owned and managed), however according to Council feedback the facility is in poor condition and in need of renewal. It is currently available for community use (e.g. basketball).

[52] King, C, Minister for Infrastructure, Transport, Regional Development and Local Government, 'Albanese Government strengthening communities in regional Victoria', Media release, Wednesday 22 January, 2025, https://minister.infrastructure.gov.au/c-king/media-release/albanese-government-strengthening-communities-regional-victoria

[53] The Department of Infrastructure, Transport, Regional Development, Communications and the Arts (2025), Growing Regions Program—Round 2 projects, https://www.infrastructure.gov.au/sites/default/files/documents/victoria-growing-regions-program-round-2-projects-january-2025.pdf

Table 33: Facility assessment for sports and recreation

Facility name	Inclusions/ other services	Township	Condition score	FFP score	Utilisation score
Bright Alpine Shire Council Gardens - Bright Bowls Clubhouse	Bowls greens, Meeting space - Medium	Bright	2	1	1
Bright Croquet Club	None noted	Bright	--	--	--
Bright P-12 College Indoor Stadium	None noted	Bright	--	--	--
Bright Skate Park	None noted	Bright	5	--	1
Bright Sports Centre	None noted	Bright	3	2	3
Pioneer Park Recreation Reserve - The Pavilion	Outdoor netball courts, Active open space (Oval)	Bright	2	1	1
Pioneer Park Recreation Reserve - Bright Tennis Club	Meeting space - Small, tennis courts	Bright	--	--	--
Mystic Mountain Bike Park	None noted	Bright	--	--	--
Dinner Plain Mountain Bike Park	None noted	Dinner Plain	--	--	--
Harrietville Skate Park	None noted	Harrietville	--	--	--
Big Hill Mountain Bike Park	None noted	Mount Beauty	2	2	3
Mount Beauty Recreation Reserve - Clubroom	None noted	Mount Beauty	5	1	3
Mount Beauty Recreation Reserve - Mount Beauty Tennis Clubrooms	None noted	Mount Beauty	5	1	3
Mount Beauty Recreation Reserve - Mount Beauty Tennis Courts	None noted	Mount Beauty	--	2	3
Mount Beauty Recreation Reserve - Netball Court	None noted	Mount Beauty	--	2	3
Mount Beauty Recreation Reserve - Oval	Two ovals	Mount Beauty	--	2	3
Mount Beauty Sports Stadium	Outdoor swimming pool	Mount Beauty	3	1	1
Memorial Park - Cricket Clubroom	None noted	Myrtleford	5	5	1

Facility name	Inclusions/ other services	Township	Condition score	FFP score	Utilisation score
Myrtleford Showgrounds - Stadium	Two indoor courts in two separate facilities.	Myrtleford	3	3	1
RC McNamara Recreation Reserve - LG Ablett Pavilion	Active open space (Oval)	Myrtleford	3	3	1
RC McNamara Recreation Reserve - Netball & Tennis Court Toilets & Clubroom	Netball/Tennis courts, Meeting space - Small	Myrtleford	1	2	1
RC McNamara Recreation Reserve - Canine Clubrooms	Meeting space - Medium	Myrtleford	5	--	--
RC McNamara Recreation Reserve - The Gym	Indoor gym	Myrtleford	5	3	1
Cep Park - Myrtleford Swimming Pool	None noted	Myrtleford	3	2	3
Cep Park - Myrtleford Bowls Club	Bowls greens, Meeting space - Medium	Myrtleford	3	1	1
Cep Park - Myrtleford Lawn Tennis Club	Tennis courts, Meeting space - Medium	Myrtleford	3	1	1
Savoy Sporting Club Reserve - Soccer Complex	Football pitch, Meeting space - Medium	Myrtleford	1	1	1
Porepunkah Recreation Reserve	Active open space (Oval)	Porepunkah	--	--	--

Note: "--" = data not available; typically these are non-council facilities

Demand assessment

Provision levels for most sport and recreation facilities are adequate or in surplus. Smaller pavilions are forecast to be undersupplied by 1-2 facilities.

The clubrooms at the Mount Beauty Recreation Reserve lack change rooms which are a key element of pavilions. Though the clubrooms are primarily used by sports clubs, is has been classified in this report as a multipurpose community space (see section 6.1).

Table 34: Supply and demand assessment for sport and recreation facilities

Facility/service	Existing supply	2041 total demand (high growth)	2041 gap/surplus (high growth)
Indoor Recreation Centre / Stadium (Hard Court) - Lower Order (2 courts)	4.0	0.6	3.4
Indoor Recreation Centre / Stadium (Hard Court) - Higher Order (4-6 courts)	0.0	0.3	-0.3
Indoor Aquatic / Leisure / Fitness Centre (25m pool)	3.0	0.4	2.6
Outdoor Netball Facility – Small (2 courts)	3.0	1.0	2.0
Outdoor Netball Facility – Large (8 courts)	0.0	0.3	-0.3
Tennis Facility – Small / Low-Order (2 courts, no pavilion, free to public)	1.0	0.5	0.5
Tennis Facility – Higher Order (6-10 courts, with pavilion)	3.0	0.5	2.5
Lawn Bowls Facility (4 greens)	2.0	0.4	1.6
Synthetic Athletics Track	0.0	1.0	1.0
Pavilion - Level 1	1.0	2.6	-1.6
Pavilion - Level 3	1.0	0.3	0.7

Discussion

While most sport and recreation facilities well supplied, there are some gaps. In two of the service towns, Porepunkah and Mount Beauty, the active recreation reserves are without a pavilion. Both of these sites require a facility with changerooms, toilets, and other spaces to support sport clubs and community use of the reserve. In addition, major recreation reserves in the largest townships of Bright and Myrtleford should also have higher-quality, durable grounds/playing surfaces to support their long-term use around the year, as well as supporting infrastructure (e.g. lighting).

According to a 2024 analysis of aquatics and indoor sports facilities provided by Council, while there is reasonable access to basic indoor recreation facilities in Bright, Myrtleford, and Mount Beauty, aquatic

facilities lack warm water for aqua aerobics and swimming lessons. The Mount Beauty and Myrtleford pools also lack winter access. These facilities will be increasingly important as the population ages.

Bright has an identified gap for indoor sport opportunities, with significant competition for existing spaces. Councils feasibility study recommends that upgrades/ redevelopment of an indoor sports site in the town, with the top option being Councils' existing sports centre. A redeveloped Bright P-12 indoor stadium could instead address this need depending on what was provided, however joint use for the community outside school hours would also need to be secured over the long-term.

The needs assessment notes that the Shire does not have a synthetic athletics track. Council is currently in talks with Marion College and has prepared preliminary designs to incorporate a two-lane track around the oval at the school site. Ongoing community access to this track following development will be required if it is to address demand beyond just the student population.

Master planning was recently undertaken for key township reserves, identifying upgrades and new facilities at Pioneer Park in Bright, Mount Beauty Recreation Reserve, RC McNamara, Memorial Park, Jubilee Park, and the Myrtleford Recreation Reserve in Myrtleford.

Upgrades to the Ablett Pavilion in Myrtleford are nearly complete (early 2025), with upgrades to community spaces to host larger events, a new meeting room, increased storage, and a new disabled toilet. In 2020, the adjacent netball/tennis courts were provided a clubhouse facility that includes toilets, change rooms, storage, and small kiosk.

General recommendations

- Continue to engage with school principals and state government for joint use of school sport and recreation facilities.
- Provide lighting and durable play surfaces at major reserves in the two largest townships (likely Memorial Park in Myrtleford and Pioneer Park in Bright) to support longevity and increased use.

Site-specific opportunities

- Advocate to state government to upgrade the sports stadium at Bright P-12, and for continued joint use of this facility.
- If redevelopment of the Bright P-12 Stadium does not progress and long-term community access cannot be secured under a joint use agreement, consider redevelopment of the Sports Centre to include an indoor stadium.
- Refurbish/ upgrade the Canine Clubrooms at RC McNamara Reserve in Myrtleford (noted in the existing master plan). Consider opening this facility up to wider community use.
- The Gym at RC McNamara Recreation Reserve is in very poor condition and has poor fitness for purpose - this can be consolidated and replaced by the delivery of an outdoor gym, as per the existing masterplan.
- Refurbish/ upgrade the Memorial Park Pavilion in Myrtleford to improve condition/FFP and ensure it is female-friendly (noted in the existing master plan).
- Continue to engage with Marion College (Myrtleford) for delivery of an athletics track, and secure community access outside school hours under a joint use agreement.

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- Redevelop the tennis clubroom facility at the Mount Beauty Recreation Reserve, if this group cannot be accommodated at the new multipurpose community facility at this site.
- Develop a masterplan for the Porepunkah Recreation Reserve. Consider upgrading play surfaces and providing a facility to support sport and recreation at the site, with a multipurpose community space (pending outcome of the Hall redevelopment).
- Upgrade the Bright, Mount Beauty, and Myrtleford aquatic facilities to accommodate warm water activities, and provide winter access in Mount Beauty and Myrtleford.
- Refurbish the Bright Skate Park (Council is currently pursuing funding for this project).

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6.9 Community health services

Community health services include hospitals and clinics that provide the community with a range of primary healthcare services that include general medical, specialist health services, home and community care, community nursing, drug and alcohol services, disability services, allied health services, and mental health services.[54]

These services are currently provided in Alpine Shire Council by Alpine Health, with facilities in Bright, Myrtleford and Mount Beauty. Provision levels based on population benchmarks are in excess of what is required for the future population. However, like other services such as childcare and emergency services, the dispersed nature of the population means that a community health service in each of the three service centres is warranted. Furthermore, the benchmarks used in this assessment are broad in nature and Alpine Health would have a much stronger understanding of service needs.

There is not a full-service public hospital in Alpine, nor is one viable given the population. Stakeholder feedback indicates that the Bright Hospital (which is offers urgent care, limited surgical procedures, general medical care, and compassionate palliative care) is in need of upgrading. There are plans being discussed around upgrading the facility and amalgamating the hospital and GP services in Bright.

Mental health outreach services travel into the region however stakeholder feedback notes that they lack spaces for regular and consistent drop in services. There is a need for a small, discrete space to be consistently available in the main service towns.

General recommendations

- Continue to advocate for the provision of adequate health services via Alpine Health, and for an upgrade to the Bright Hospital.
- Consider opportunities for the co-location of mental health services in community facilities, especially those that include youth services.

6.10 Emergency services

Emergency services are distinct from emergency management. Emergency management is about how Council responds to emergency events and facilitates relief and recovery efforts for the community. Emergency services include external service providers such as fire, police, ambulance, and SES services. Service planning for emergency services is undertaken by the respective state government bodies.

In dispersed, lower populations contexts like Alpine emergency services are especially unique when judging their provision relative to population benchmarks. Where people's lives are at risk accessibility becomes paramount.

[54] Department of Health (2024), Community health services, https://www.health.vic.gov.au/community-health/community-health-services

Currently there are a range of emergency services located across the Shire. Based on feedback the level of service provision is generally able to meet requirements, however this should be regularly reviewed as the population continues to grow.

General recommendations

- Continue to liaise with the respective state agencies to ensure services are sufficient for increasing population.

6.11 Justice

Justice services are provided by Courts Services Victoria. Alpine Shire is serviced by a Magistrates' Court in Myrtleford, which hears criminal, civil and family matters, as well as intervention orders. The nearest legal aid services (in person) are located in Wangaratta and Wodonga. While some of these services can be accessed online, face to face services can be a barrier to access for those without a vehicle.

Supporting justice services, such as legal support, can be an effective service to be integrated into a community centre. Council should consider opportunities to partner with the Court and legal services to enable the delivery of legal support services in community facilities.

General recommendations

- Laise with Court Services Victoria and legal aid services to further understand service demands and opportunities to deliver additional local services through council community infrastructure.

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7. Opportunities by township

This section provides a summary of the above findings across the main service towns of Bright, Myrtleford, Mount Beauty (and Tawonga South), and Porepunkah. This includes opportunities in these locations for provision of new facilities, redevelopment/ refurbishment, or consolidation. These findings should be used to inform future structure planning processes for each town.

7.1 Bright

As the second-largest centre in Alpine, Bright contains a broad cross-section of community facilities. It currently functions as the service and tourism centre of Alpine.

Based on the assessment, there are opportunities for improvement of existing facilities as well as consolidation where facilities may be reaching the end of their service life, underutilised, surplus to need, no longer fit-for-purpose, or a combination of these.

Opportunities for Bright (depicted in Figure 7) include:

- Redevelop the Bright Community Centre as a multipurpose community hub to include:
  - A range of flexible multipurpose rooms
  - A larger events/venue space that can accommodate larger gatherings such as weddings and conferences, as well as continue to be used for activities such as school exams
  - A Neighbourhood House/U3A service (relocated)
  - A dedicated youth space
- Redevelop Pioneer Park Netball & Pony Clubrooms in Bright as a multipurpose clubhouse space capable of accommodating multiple user groups (pony club, netball, cycling club, scouts) and public toilets to support groups, general park users, and use of the adjacent outdoor events space. In the longer-term, explore whether equestrian activities can be consolidated at the Myrtleford Showgrounds.
- If Scouts cannot be accommodated in the redeveloped multipurpose clubhouse noted above, refurbish this site to improve its condition.
- Provide lighting and durable play surfaces at Pioneer Park to support longevity and increased use.
- Refurbish the Bright Library with an upgraded multipurpose room, and consider a 24-hour access model.
- Refurbish the Bright Skate Park (Council is currently pursuing funding for this project).
- Advocate to state government to upgrade the sports stadium at Bright P-12, and for continued joint use of this facility.
- If redevelopment of the Bright P-12 Stadium does not progress and long-term community access cannot be secured under a joint use agreement, consider redevelopment of the Sports Centre to include an indoor stadium.

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- Upgrade the Bright Sports Centre aquatic facilities to accommodate warm water activities.
- Consolidate/ repurpose:
  - 5 Elm Court, Bright (dance activities can be relocated to a private studio or accommodated at the new community hub)
  - Bright Senior Citizen's Centre (accommodate U3A group at new multipurpose community hub)
  - Pioneer Park Bright Scout Hall (if the group can be accommodated at the redeveloped netball & pony clubrooms site)
  - Bright Museum (investigations already underway to introduce a café or repurpose as a bike workshop)

Additional opportunity:

As a medium-to-long-term opportunity, the Bright Croquet Club is on Government Road Reserve and is located adjacent to the Bright Community Centre. Council could enter into discussions with the State government to use this land for extending a redeveloped community centre or utilising the additional space for hosting outdoor events, but further analysis of utilisation of the site is needed to better understand if there is community demand for croquet.



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Figure 7: Bright community infrastructure opportunities



7.2 Porepunkah

Community access to local services and facilities will be increasingly important as Porepunkah emerges as a service township in its own right. In addition, with increased population additional community infrastructure will be required.

Porepunkah currently has a primary school, oval, and a community hall, all co-located at the town's central recreation reserve, presenting an opportunity for reinforcing this site as a community hub. Masterplanning for this site is recommended to achieve this. Council has indicated that it may be included as part of the Bright River Precinct Master Plan. The future of this site will also be dependent on outcomes from the grant recently awarded to the Porepunkah Hall.

Site-specific opportunities for Porepunkah (depicted in Figure 8) include:

- Subject to masterplanning, redevelopment of existing facilities at the Porepunkah Recreation Reserve to deliver more multipurpose community spaces and supporting infrastructure for sport and recreation – *subject to outcomes from the Porepunkah Hall's redevelopment*
- Potential delivery of a new early years centre with 2 kindergarten rooms and spaces for MCH, playgroups and other family/children's activities, subject to consultation with ACS to determine whether this is needed in the long-term to supplement the existing provision in Bright.

  Masterplanning for the Porepunkah Recreation Reserve site should consider whether this early years facility could be accommodated. Alternatively, this facility could be provided in the residential growth area to the northeast of the town centre, identified under the LDS.

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Figure 8: Porepunkah community infrastructure opportunities



7.3 Myrtleford

The centre with the largest population in Alpine, Myrtleford contains many existing community facilities. The town is also challenged by disadvantage more than other areas of the Shire. These characteristics mean that Myrtleford should be the priority for investment in new and redeveloped infrastructure, including provision of community support and development services.

Site-specific opportunities for Myrtleford (depicted in Figure 9) include:

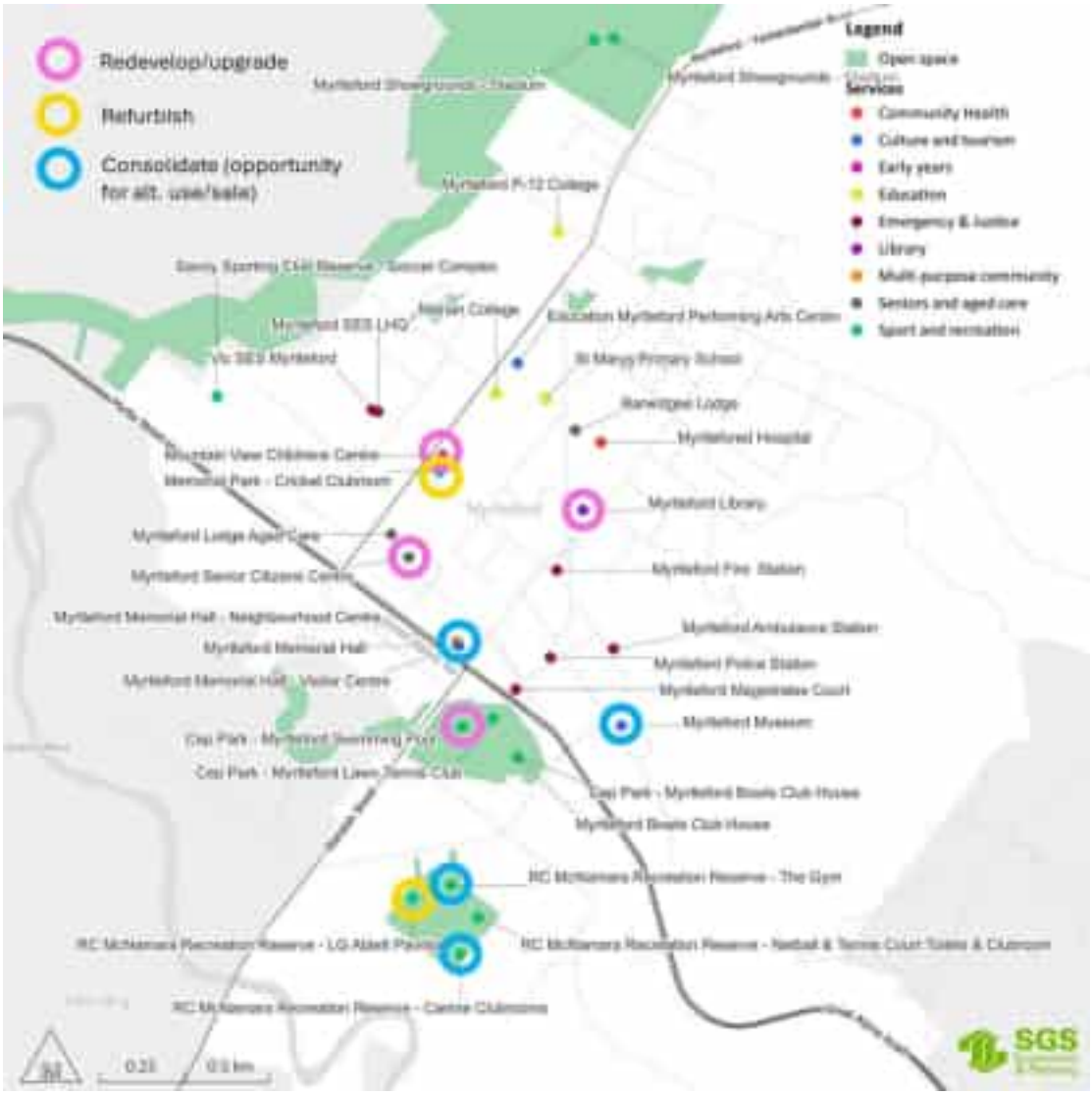
- A new community hub in Myrtleford, likely at the existing Senior Citizens Centre site. This should include:
  - A range of flexible multipurpose rooms
  - A dedicated youth space, ideally with its own entrance (or this could be co-located with the library)
  - A neighbourhood House service/ U3A service (relocated)

    Alternative sites:
    - *Myrtleford Museum*
    - *Memorial Hall (likely at capacity with other uses following planned redevelopment)*
    - *Myrtleford Library*
- If the revised heritage controls allow for redevelopment, consider upgrading Myrtleford Library as the main 'regional' level library which could include a higher level of service offering and resources (e.g. specialised collections), and more spaces to accommodate remote work and study. Also look to consolidate other complementary services/activities at the library site through redevelopment/expansion if they cannot be located the hub – particularly a youth space.
- Engage with the State Government to understand whether a new kindergarten will be delivered on a school site in Myrtleford. If not, redevelop the Mountain View Children's Centre (Myrtleford) to improve its condition/FFP and provide one additional kindergarten room in Myrtleford by 2032.
- Refurbish/ upgrade the Canine Clubrooms at RC McNamara Reserve in Myrtleford (noted in the existing master plan). Consider opening this facility up to wider community use.
- The Gym at RC McNamara Recreation Reserve is in very poor condition and has poor fitness for purpose - this can be consolidated and replaced by the delivery of an outdoor gym, as per the existing masterplan.
- Refurbish/ upgrade the Memorial Park pavilion to improve condition/FFP and ensure it is female-friendly (noted in the existing master plan). Also provide durable play surfaces here to support longevity and increased use.
- Continue to engage with Marion College (Myrtleford) for delivery of an athletics track, and secure community access outside school hours under a joint use agreement.
- Upgrade the Myrtleford Swimming Pool to accommodate warm water activities and provide winter access.
- Consolidate/ repurpose:
  - Myrtleford Memorial Hall Neighbourhood Centre (integrate into a new multipurpose community hub)

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- Myrtleford Museum (seek to integrate artefacts into visitor information centres/parks/other community facilities)

Figure 9: Myrtleford community infrastructure opportunities



7.4 Mount Beauty

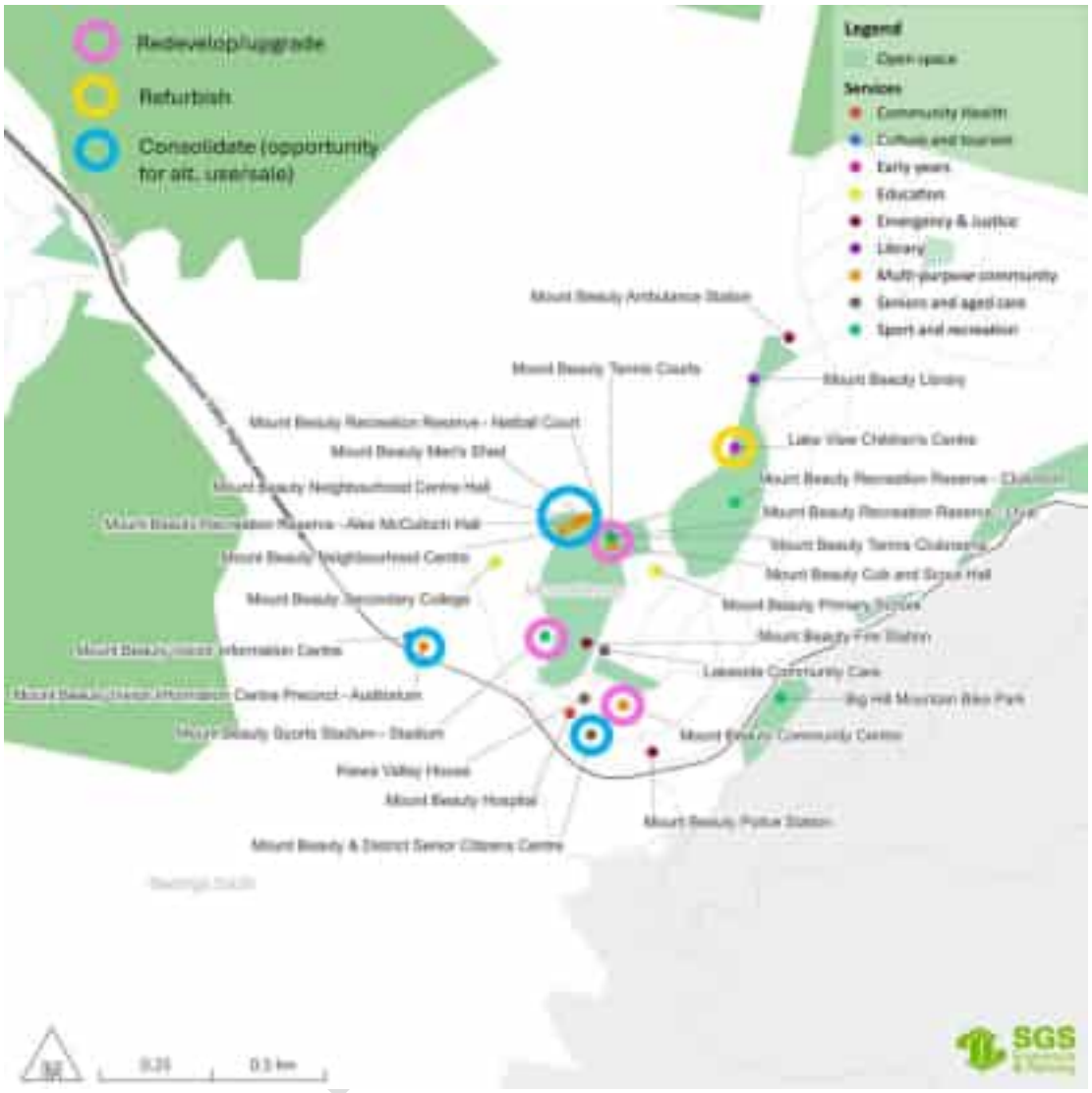
Mount Beauty is the smallest of the service towns, with approximately 900 people as of 2021 but with a large number of community facilities, relative to the population size. A rebalancing of resources is needed to improve the fitness-for-purpose, condition, and capacity of sites, allowing for the consolidation of others.

Site-specific opportunities for Mount Beauty (depicted in Figure 10) include:

- Redevelop the Mount Beauty Community Centre as a multipurpose community hub. Include:
  - A range of flexible multipurpose rooms, including some smaller flexible rooms that can be used for service consults or office space
  - Neighbourhood House service/ U3A (relocated)
- Provide services for young people who cannot travel to Bright or Myrtleford via outreach youth programs in Mount Beauty/Tawonga from multipurpose rooms at existing and future facilities.
- Look to consolidate other complementary services/activities at the Mount Beauty library site if they cannot be located at the new hub.
- Redevelop Mount Beauty Recreation Reserve community facility (redeveloped tennis clubhouse/scout hall) to be integrated into in the new community facility at this site. In doing so include a multipurpose room and shed space with storage to accommodate multiple user groups and allow for consolidation of other community buildings on site.
- Redevelop the tennis clubroom facility at the Mount Beauty Recreation Reserve, if this group cannot be accommodated at the new multipurpose community facility at this site.
- Over the medium-long term, refurbish the Lake View (Mount Beauty) Centre to ensure it can continue to operate. Through redevelopment:
  - Provide spaces for MCH, playgroups and other family/children's activities.
  - Improve safety so that OSHC can safely operate if there is future demand for the service
- Investigate the potential to enhance the commercial function (e.g. selling more goods from local businesses or installing a cafe) of the Mount Beauty Visitor Information Centre.
- Upgrade the Mount Beauty Swimming Pool (at the Sports Stadium site) to accommodate warm water activities and provide winter access.
- Consolidate/ repurpose:
  - Mount Beauty Senior Citizen's Centre (integrate into the new multipurpose community hub)
  - Mount Beauty Neighbourhood Centre & Hall (integrate into the new multipurpose community hub or new community facility at the reserve)
  - Mount Beauty Men's Shed (integrate into a new multipurpose facility at the reserve)
  - Mount Beauty Cub & Scout Hall (integrate into a new multipurpose facility at the reserve)
  - Alex McCulloch Hall(integrate into a new multipurpose facility at the reserve)
  - The Auditorium, Mount Beauty (integrate into the new multipurpose community hub)

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Figure 10: Mount Beauty community infrastructure opportunities



Appendix A: Detailed policy review

State policy

Victoria's Infrastructure Strategy (2021-2051)

This Strategy provides a practical roadmap for action over the next 30 years, identifying the top infrastructure priorities for the State. While much of the Strategy is focused on transport and energy infrastructure, it also includes a number of general recommendations relevant to social infrastructure, including:

- Adapting existing infrastructure for modern needs
- Aligning social infrastructure with better service delivery
- Updating, repurposing or retiring outdated community infrastructure
- Prioritising and overseeing infrastructure delivery in growth areas
- Work with Aboriginal Victorians to develop a plan to guide investment in Aboriginal community-controlled infrastructure

Regional Victoria is a key focus area, and a direction of the strategy is to foster regional Victorians' health, wellbeing, and inclusion. For regional Councils, it acknowledges the unique growth pressures, limited budgets, and the tyranny of distance that limits access to services which all require a flexible and tailored response. It makes the following additional recommendations for social infrastructure in regional areas:

- Deliver multipurpose shared social service facilities in the regions
- Update community infrastructure (to address the poor fitness for purpose and condition of existing facilities)
- Create climate-adapted facilities for rural communities
- Build regional residential alcohol and drug rehabilitation facilities
- Fund more Youth Foyers in regional Victoria

Note: This strategy is currently being updated.

Plan for Victoria

Plan for Victoria provides the overarching planning direction for metropolitan Melbourne and the regions. This was released in 2025, and supersedes both Plan Melbourne 2050 and the 12 Regional Growth Plans. The pillars by which the Plan is organised are:

- Self-determination and caring for Country

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- Housing for all Victorians
- Accessible jobs and services
- Sustainable environments
- Great places, suburbs and towns

Under the 'accessible jobs and services' pillar, there is a commitment to ensuring 'communities have the public transport, facilities and services they need to lead healthy, productive lives, including schools and kindergartens, TAFEs, emergency services, health care, active transport and open space.' Beyond this, the Plan does not make any specific commitments or actions relevant to community infrastructure provision in the regions.

Municipal policy

Alpine Shire Land Development Strategy (2023)

SGS Economics and Planning were engaged to prepare a Land Development Strategy[55] (LDS) for the Alpine Shire Council. The Draft LDS provides an integrated approach for accommodating and guiding future population and employment growth and change in the municipality to 2041. As such, it does not provide direct guidance on the provision of community infrastructure or services.

The key purpose of the LDS is to prepare the Shire to accommodate forecast growth over the next 15-20 years. The LDS defines Bright, Myrtleford and Mount Beauty-Tawonga South as the Shire's 'service towns', and Porepunkah as an 'emerging service town'. These locations are supported as the primary areas for future residential and employment growth, as well as the provision of community infrastructure. Of relevance, the proportion of older adults is expected to increase at a higher rate than other age groups across the Shire, which may create further implications for community infrastructure and services planning.

The LDS outlines seven Strategic Directions which support the Alpine Shire's vision (as set out in the Council Plan and Alpine Planning Scheme): *Our people, places and environment enrich our area's resilience, prosperity and sustainability.* These directions provide the framing for objectives, strategies and actions of the LDS, and those with most relevance to this assessment are outlined in Table 35, below:

Table 35: LDS Relevant Strategic Directions, Objectives, Strategies and Actions

Objective	Strategies (for planning scheme) and Actions (for further work)
SD3: Compact Towns and Settlements	
O4: To direct residential, commercial, industrial and community infrastructure growth to safe, suitable and well serviced locations, in an orderly manner.	S4.1: Direct residential, employment **and community infrastructure growth to locate within Service Towns** as shown on the Service Town Framework Plans.
SD4: Residential growth and housing diversity	

[55] SGS Economics and Planning (2023), *Alpine Shire Land Development Strategy*

Objective	Strategies (for planning scheme) and Actions (for further work)
SD3: Compact Towns and Settlements	
O6: To encourage increased diversity in housing supply to meet the needs of people of all ages and lifestyles.	S6.3: Encourage medium density housing, **retirement villages and aged care** in General Residential zoned areas of Service Towns with **easy access to essential services**.
	S6.5: Review the existing use of Council owned land assets which are **underutilised or leased** to private and community organisations, and determine the preferred future use of the land for the **greatest benefit to the communit**y once leases expire.
SD7: Infrastructure to support growth	
O9: To provide development that supports preferred patterns of development and planned growth.	A9.1 Identify development and **community infrastructure** to be funded by the anticipated growth in Service Towns and implement a sustainable infrastructure funding system.
010: To provide community and economic infrastructure to support the local community and build the capacity of the local workforce.	S10.1: Support development of **community infrastructure** including education, health services, emergency management and recreational facilities to meet demand locally and minimise the need to travel to access services.
	A10.2: Prepare a **community infrastructure needs assessment** based on the existing and projected population growth that identifies what community infrastructure will be required, and when it is likely to be required.

Source: SGS Economics and Planning (2025)

An adequate provision of community infrastructure is required to support the ongoing liveability and growth of the Alpine Shire until 2041. In addition, increased pressure is being placed on existing public amenities in the face of continuing population growth and demographic shifts.

Alpine Shire Economic Development Strategy (2021)

The Alpine Shire Economic Development Strategy combines community/stakeholder consultation with independent research and analysis to establish a direction for Council to maintain and develop the local economy into the future. The Strategy outlines a framework which incorporates five key themes, each supported by targeted objectives. Of greatest pertinence to this assessment is Theme 3 and its supporting objectives:

- *Theme 3: Enhanced Liveability and Resident Attraction*
  - *3.1: Maintain and improve amenity of the Alpine Shire*
  - *3.3: Support for an ageing population*

The Strategy encourages prioritising township amenity improvements to Bright, Myrtleford and Mount Beauty – three of the most populated centres in the Shire. Such improvements can include small-scale projects, in addition to public realm and infrastructure upgrades that improve access, amenity, wayfinding and safety. While focusing on these populated centres is important and should be

prioritised, providing good quality and accessible community infrastructure and facilities to smaller, less populated centres is equally critical for the health and wellbeing of residents.

With an older population that continues to age, there is an increased demand for specific services such as aged care, health care and social assistance across the Alpine Shire. It is essential that this support is provided for the ageing population – however, this will be challenging in the face of labour shortfalls and constraints. Outside of the provision of healthcare services, the Strategy acknowledges the importance of providing community facilities and programs to support the engagement of retirees and senior residents.

The Strategy also states that, alongside a growing ageing population, there is evidence that the Shire's age profile is shifting to a younger demographic – shown through increasing enrolment rates in local schools. As a result, it is important for Council to increase their provision of quality community facilities and infrastructure, amenity improvements, job opportunities and education services that collectively attract young families to the Shire. This will sustain the local economy over time and support long term growth. This assessment will consider the importance of balancing the needs of the ageing population with the infrastructure necessary to attract young families to the Shire.

Alpine Shire Sport and Active Recreation Plan (2022-2033)

The Alpine Shire Sport and Active Recreation Plan (2022-2033)[56] provides a strategic framework to guide Council's investment in sport and active recreation from 2022-2033. Doing so, it aims to ensure that new and existing resources can positively contribute, to the greatest extent possible, to the overall health, wellbeing and liveability of the Alpine Shire community. This is reflected in the Plan's vision: *"Active, connected and liveable communities"*.

The Plan is supported eight planning principles which were identified through research and community consultation. From these principles, and of relevance to this assessment, four key pillars were established, each containing objectives and supporting actions. The pillars include:

- **People:** to encourage and support increased participation in physical activity by the community.
- **Places:** to provide a diversity of quality and accessible sport and active recreation places and spaces for the community.
- **Partners:** to work in partnership with community organisations, government agencies and the private sector to facilitate sport and active recreation opportunities for the community.
- **Processes:** to provide a strategic framework to guide Council's decision making and investment in relation to sport and active recreation.

Table 36**Error! Reference source not found.** outlines the relevance of key pillars through a community infrastructure lens, and highlights any actions with pertinence to this assessment:

[56] Alpine Shire Council (2022), *Sport and Active Recreation Plan 2022-2033*

Table 36: Relevant Pillars and Supporting Actions

Relevant Pillar	Relevance to assessment and key actions (where applicable)
People	The Alpine Shire has a higher proportion of older adults compared to the rest of Victoria. Additionally, survey data from 2017 states that combined, 85% of local residents aged 18+ years are either overweight or obese, compared to 70% of Victorians. The key to increasing physical activity amongst local residents is to address several barriers to participation, such as: – Cost of activities, – Inadequate facilities and areas of open space; or lack of suitably located facilities, – Lack of public transportation, – Lack of inclusive policies and practices; or a lack of information about available opportunities. Council also need to ensure that infrastructure provision encourages physical activity, particularly for older adults. This could include a greater provision of walking and cycling activities, aquatic activities, softer playing surfaces (instead of asphalt), specific fitness programs designed to maintain health and wellbeing or gentle outdoor exercise classes. Key actions and directions to increase participation include: – **Activating places and spaces:** providing shaded areas in active areas; providing more rest areas in parks and shared trails; providing greater lighting and signage at key sporting facilities or along shared walking/cycling trails; better utilisation of existing sportsgrounds. – **Improving accessibility:** this can include improving physical access – e.g., disability ramps and braille signage. It can also include lowering the cost of activities, providing transport options to facilities, or providing childcare supervision options. – **Increase female participation:** by encouraging facilities to be more accommodating for female participation, and providing equitable access to sports facilities for training and matches.
Places	Council provides a diverse range of sports and recreation facilities to the community, and in addition, there are a variety of recreational programs and activities undertaken by community organisations. However, a mixed method approach comprising of a community survey and existing facility audit identified several issues to be addressed – particularly: – Ageing facilities; facilities that will require considerably expensive upgrades in the future, – Lack of change facilities and toilets, – Lack of infrastructure that could help to further activate sites. – Trail path upgrades; aquatic facility upgrades; skate park upgrades. Of significance, the Plan outlines that the focus for council should be on improving existing assets, rather than developing new facilities. This is because large, single-purpose facilities are more likely to be developed in proximity to major centres with larger population catchments, such as Wodonga and Wangaratta.
Partners	Across the Alpine Shire, various sport and active recreation opportunities are facilitated by a range of partners including: council, community organisations, government agencies and health agencies and more. Of particular relevance, the Plan acknowledges the role that Schools can play in promoting healthy lifestyles amongst young people, and also the broader community. Insights from the community revealed that where shared school and community facilities are located on land owned by the Department of Education, there is a lack of clarity around access and maintenance responsibilities. Providing greater access to school facilities for the community, and community facilities by schools

Relevant Pillar	Relevance to assessment and key actions (where applicable)
	can reduce the duplication of facilities while simultaneously maximising the usage of existing assets.

Source: Alpine Shire Council (2022)

Alpine Shire Events Strategy (2021)

Urban Enterprise were engaged by Council in 2021, following the harsh impacts of COVID-19 and bushfires, to prepare the Alpine Shire Events Strategy[57]. This Strategy identifies the needs and priorities of the community and provides a framework for Council to guide the future delivery of events in the Shire. As of 2021, the Shire hosted an average of 107 community/tourism events per annum, collectively attracting ~170,000 attendees. While this is largely beneficial to the local economy, it can also present challenges for the community, such as reduced amenity for residents, safety issues, a lack of suitable facilities and poor supporting infrastructure.

Community infrastructure and event infrastructure are deeply interconnected, as both contribute to the overall social, economic and cultural vitality of a community. The Strategy outlines a number of strategic directions and supporting strategies to respond to issues and needs of the sector. Of significance to this assessment is *Strategic Direction 2: Deliver improved event facilities and supporting infrastructure,* which aims to improve the diversity and quality of event infrastructure (both indoor and outdoor) to accommodate a variety of events.

Though the region's event calendar is strongly aligned with the region's natural strengths, namely, nature-based, sport and outdoor recreation activities, the strategy identifies two other 'regional product pillars' that present opportunities to diversify the events calendar: *Arts and Culture* and *Food and Beverage* events. While food and beverage events could be supported by a diversity of facilities (or even outdoors), libraries and arts and cultural facilities are important community infrastructure assets to support the growth of arts and cultural events, and will help to draw visitors to nigh-time events and beyond the peak tourist seasons. The strategy identifies these event types as having particularly high relative impact per event.

The Strategy suggests that the Shire's existing stock of event infrastructure acts as a barrier to sector development. This is because there is a lack of venues outside of Bright, which restricts the dispersal of events to other local townships. There is also a lack of contemporary indoor venues (which are often utilised in winter) and an absence of contemporary large-scale accommodation to support visitor capacity for large tourism events. To address such barriers, the following strategies are suggested:

- **Strategy 2.1 - Improve existing event infrastructure:** including enhancements to the safety of existing venues (e.g., installing fencing), amenity improvements (toilets, lighting, water), and accessibility.

[57] Urban Enterprise (2021), *Alpine Shire Events Strategy*

- **Strategy 2.2 - Promote utilisation of event infrastructure:** consultation identified underutilisation and an overall lack of awareness around existing event infrastructure. In response, Council created a venue directory[58] to showcase available facilities.
- **Strategy 2.3 - Develop new strategic event infrastructure**: the strategy identifies a need for more indoor venues and provision of outdoor venues with supporting infrastructure.

Alpine Shire Youth Strategy (2022-2024)

Council's Youth Strategy 2022-2024[59] identified the top concerns voiced by young people (aged 12-25) in the Shire. The key issues that the youth population are impacted by include substance abuse, social isolation, mental health and wellbeing problems, and family conflicts. Young people also highlight that having a place where young people can meet for information and support is necessary. Community infrastructure that is accessible, and provides non-judgemental and supportive environments for young people are key pieces of infrastructure to support younger members of the community with these challenges.

The strategy is focused three priority areas:

- Supporting the health, wellbeing, safety and empowerment of young people
- Supporting recognition and opportunities for young people to flourish
- Supporting self-advocacy and an ability to have a voice in the community

Council will either directly provide services and programs, or work with community health providers *Alpine Health*, Partnership Broker and Local Learning and Employment Network (LLEN) member *Nellen*, and *Nesay* (North East Support and Action for Youth).

Alpine Shire Access and Inclusion Plan (2021-2024)

The Alpine Shire Access and Inclusion Plan (2021-2024)[60] promotes the inclusion of community members and visitors with disabilities and tackles barriers to social and recreational exclusion. The Plan details a range of objectives and actions to increase participation for people with disabilities and embeds inclusivity and accessibility into programs, policies, activities and processes.

The Plan outlines four key focus areas and twelve objectives for Council to pursue. Those most directly relevant to this assessment are summarised in Table 37, below:

Table 37: AIP Relevant Focus Areas, Objectives and Outcomes

Relevant focus area	Relevance objectives and outcomes
Focus Area 1: Promoting positive community attitudes and behaviours	– To ensure that events and programs are accessible to residents and visitors with disabilities. – To improve the community awareness and understanding of barriers for people with disabilities.

[58] Alpine Shire Council (n.d.), *Facilities,* https://www.alpineshire.vic.gov.au/community/facilities
[59] Alpine Shire Council (2022) *Youth Strategy 2022-24*
[60] Alpine Shire Council (2021), *Access and Inclusion Plan 2021-2024*

Relevant focus area	Relevance objectives and outcomes
Focus Area 2: Creating liveable communities	– Creating a connected and accessible community for residents and visitors with disabilities. – Increased social connection and participation for people with disabilities.
Focus Area 4: Improving access to Council services through better systems and processes	– Increase access to information and available services. – Increase community participation for people with disabilities.

Source: Alpine Shire Council (2021)

Community engagement highlighted that Council's largest priority should focus on promoting and educating local businesses on access and inclusion. The provision of community infrastructure can play a meaningful role in doing so. For example, community facilities can be utilised to host workshops and training programs for teaching businesses the relevant standards, inclusive design elements, and best practices for accommodating community members with disabilities.

Council's Youth Strategy 2022-2024[61] identified the top concerns voiced by young people (aged 12-25) in the Shire. The key issues that the youth population are impacted by include substance abuse, social isolation, mental health and wellbeing problems, and family conflicts. The youth also highlight that having a play where young people can meet for information and support is necessary. Community infrastructure that is accessible, and provides non-judgemental and supportive environments for young people are key pieces of infrastructure to support younger members of the community with these challenges.

Alpine Shire Asset Plan (2022-2032)

Local Councils in Victoria are the custodians of infrastructure and other assets on behalf of their communities. The Alpine Shire Council's Asset Plan (2022-2032)[62] sits under the *Local Government Act 2020*'s legislative framework, representing the status and operational activities of six main asset classes: Roads & Car Parks, Buildings, Open Space, Drainage, Pathways and Bridges. Of greatest relevance to the delivery of community infrastructure are the 'buildings' and 'open space' assets.

At the time that the Asset Plan was prepared, Council's building portfolio comprised 392 buildings including public halls, libraries, swimming pools, public toilets, minor structures and the like – equating to a total replacement cost of $74.9 million. In addition, open space assets including sporting infrastructure (tennis and netball courts, sporting ovals, playgrounds, park furniture etc.) equated to a replacement cost of $7.3 million.

Community infrastructure assets are essential to wellbeing of the community and the delivery of basic public services – particularly in an evolving urban landscape. The Plan identifies several key areas with the potential to significantly impact Council's ability to meet the community's need. However, these challenges concurrently provide opportunities:

[61] Alpine Shire Council (2022) *Youth Strategy 2022-24*
[62] Alpine Shire Council (2022), *Asset Plan 2022-2032*

Table 38: Community Infrastructure Asset Challenges and Opportunities

Challenge	Implication for asset management and delivery
Demographic change. The Alpine Shire has a considerably older age profile, with a median age of 49 – compared to the statewide average of 37.	Council needs to ensure that community infrastructure, facilities and services are suitable for the increasingly older demographic.
Ageing infrastructure. Renewing ageing infrastructure is extremely costly, which provides a great challenge for council. A vast majority of assets were constructed many years ago.	As assets continue to age, increased investment into maintenance and renewal expenditure will be required to ensure that current levels of service can be enjoyed by the future community.
Increasing cost of providing services. The cost of providing and maintaining assets continues to increase for council – such as electricity and utility bills, raw materials, construction etc.	Council needs to aspire to balance the affordable provision of services against the needs of the community.

Source: Alpine Shire Council (2022)

Council is committed to asset management practices that maximise service delivery potential from its asset portfolio in the most cost-effective manner while meeting community expectations and regulatory requirements. Adopting a 10-year strategic approach in the management of assets, through the Asset Plan, ensures the cumulative effects of short- to medium-term operational decisions achieve the best outcomes for the Alpine Shire community and users of assets today and into the future.

Over the next eight years (until 2032), Council plan to spend a total of $122.3 million on the renewal and replacement assets reaching the end of their lifecycle (47% of total), the acquisition of new assets to meet growth or future demand (25% of total), and the maintenance of existing assets (28% of total).

Alpine Shire Aquatics and Indoor Stadium Feasibility Study – Background Report (2024) (Commercial in Confidence) and Options Analysis Report (2024)

A feasibility study was conducted for Alpine Shire's aquatic and indoor stadium facilities in 2024. The background report considered five sites across Myrtleford, Bright and Mount Beauty: Myrtleford Swimming Pool, Myrtleford Indoor Sports Centre, Mount Beauty Stadium and Swimming Pool, Bright Sports Centre, Bright P-12 College Indoor Stadium. These facilities are noted as likely to be increasingly utilised due to the Shire's ageing population and demand for hydrotherapy and increasing interest in non-competitive indoor sports. They currently attract approximately 10,000 patron visits each year.

The existing facilities were all built from 20-35 years ago, requiring $1.7 million in maintenance costs over the next 10 years and have an operating cost of approximately $400,000 per year. The Myrtleford Stadium underwent redevelopment in 2023 and added a second stadium to the site.

Stakeholder feedback found that the community uses these facilities heavily. The pools are felt to be in good shape (apart from the plant rooms) but the indoor stadiums less so. Both aquatic and indoor sports facilities suffer from insufficient availability due to their popularity, further hampered by the lack of year-round lap swimming access. In contrast to how stakeholders felt, the facilities should be able to accommodate future growth and demand going by industry provision benchmarks, though this will require modifications to development and programming.

While the majority of the townships can reach their respective facilities within a 20-minute drive, provision gaps result from a lack of lap swimming in winter, a lack of warm water facilities, and a lack of teen play, while indoor stadiums to not support futsal, gymnastics, calisthenics, handball or table tennis. The highest priority gaps are identified as:

- Access to aquatic facilities throughout winter in Mount Beauty and Myrtleford
- Access to warm water for aqua aerobics and swimming lessons
- Indoor sport opportunities in Bright.

The Options Analysis report built on the Background report by adding community survey results and an options analysis. The online community survey received 232 responses and 42% of respondents visited an indoor sport facility in the last 12 months (primarily to play basketball), and 90% had visited an aquatics centre (primarily to swim or attend swim classes). Key barriers to visitation are the facilities being closed or in use for other activities. Secondary barriers for aquatic facilities are poorly maintained facilities, and for indoor sport facilities the cost of access or being involved. Priorities include the development of indoor pools and improving the condition of existing facilities, and improving supporting infrastructure of indoor sport facilities and increasing parking.

Whereas the gaps include access to aquatic facilities throughout winter in Mount Beauty and Myrtleford, the top options for both locations are to redevelop the existing facilities. Bright has identified gaps for indoor sport opportunities and the top options here are to redevelop the existing sports centre closely followed by relocating it to Pioneer Park, where it would have more room expand but is less accessible.

Creative Workers in the Alpine Shire – Preliminary Arts Audit (2024)

This takes stock of the creative community across Alpine Shire both in terms of artists and the venues that support the creative industry. It finds that there is a lack of coordination and infrastructure to support the industry and its economic role, which is suited to Alpine due to a large population of local artists, a robust tourism and hospitality industry but a limited number of indoor activities, and the local environment and scenery.

Relative to this CINA, the audit includes performance venues and galleries. It finds that arts infrastructure is concentrated in Bright, and while there are a number of small-scale performance venues, at the time of the report there were no professional-grade facilities across the Shire.

Recommendations include the facilitation of small group artist meetings in each region of the shire, developing a creative industries strategy, and funding for the above.

Alpine Shire Municipal Emergency Management Plan 2021-2024

This outlines Council's responsibilities around emergency management planning and, importantly to this work, discusses and identifies locations and facilities that are identified as bushfire places of last resort, staging areas, and emergency relief centres.

"A staging area is a designated area where emergency response/service personnel, vehicles, resources and equipment are assembled in an emergency. CFA has given advice for certain locations may be utilised as staging areas for fire incidents in Alpine Shire: It should be noted that Alpine Shire Council

does not manage any of these facilities and the controlling agency may choose a different location to support any operational incidents" (p.39)

Table 39: Staging areas

Town	Location
Myrtleford	McNamara Reserve Oval, Lewis Avenue
Ovens	DELWP Ovens Office, Great Alpine Road
Mt Beauty	Mt Beauty Secondary College, Pool Rd
Dederang	Dederang Football Ground, Kiewa Valley Highway

Regarding bushfire places of last resort (BPLR), it makes clear that they are not part of shelter in place or evacuation strategies; *they are places of last resort* where other plans have failed or cannot be followed. BPLR are places or facilities designated and signposted that meet guidelines issued by the CFA and the criteria in the Municipal Neighbourhood Safer Places Plan. (p.41)

Table 40: Bushfire places of last resort (BPLR)

Town	Bushfire places of last resort
Bright and Wandiligong	Pioneer Park Oval, 64/72 Coronation Avenue, Bright
Harrietville	Harrietville Hall, Great Alpine Road
Porepunkah	Porepunkah Hall and oval
Dederang	Memorial Hall Kiewa Valley Highway
Myrtleford	Ablett Pavilion Lewis Avenue
	RC McNamara Reserve oval Lewis Avenue
Mount Beauty	Mount Beauty Sports Stadium Pool Road
Tawonga	Memorial Hall Kiewa Valley Highway

Mount Beauty Community Facilities Strategy – 2013

Council developed a **Community Facilities Strategy for Mount Beauty** in 2013. At the time, Tawonga and Tawonga South were the areas experiencing the most growth, which is no longer the case, however the key drivers of the review are still relevant today and include:

- the pattern of settlement and the related access to community facilities;
- changes in activity choices;
- increasing economic constraints; and

- the capacity of existing facilities to continue to support community participation.

The key recommendation was a move to consolidate standalone facilities into more flexible and multi-purpose facilities that combine activities into hubs, with a review of the management framework required to support this. Also still relevant was that storage for community groups was identified as a core issue and the strategy recommends that using community facilities primarily for storage is not sustainable.

Though the strategy is now out of date, recommended community activity hubs for Mount Beauty include a:

- Central community hub at the Mount Beauty Community Centre and surrounding area
- Sports hub at the Mount Beauty Recreation Reserve including the pavilion
- Tourism hub at the Alpine Discovery Centre (i.e.: Alpine Visitor Information Centre)
- Children's hub at the Lakeview Children's Services

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Appendix B: Literature review – community facilities and tourism in council strategies

Council strategies	
Document	**Summary**
Barossa Valley, SA Infrastructure Asset Management Plan 2020-2030 (2021)	The Nuriootpa Centennial Park Authority (NCPA) manages a tourism, recreational and sporting precinct (Nuriootpa Centennial Park) on behalf of The Barossa Council that includes playing fields, community and sporting buildings, reserves, and the Barossa Valley Tourist Park (comprising of cabins and a range of sites). For the sporting and recreation reserve: Maintain sporting and recreational facilities and infrastructure in partnership with stakeholder user groups to attract visitors to the Barossa region and for sustainable (and increased) utilisation by the Barossa regional community by maintaining and renewing existing assets and developing new infrastructure to meet emerging and future needs. (p.43) Similar expectations of the Coulthard Reserve. Includes an asset priority classification for tourism from 0 (No tourist importance) to 10 (Critical tourist importance). Any upgrade to transport assets i.e. sealing of unsealed roads, construction of new footpath or intersection upgrade will be determined based on the social, tourism and freight importance of the road and projected demand for future traffic. (p.26)
Shire of Campaspe Economic Development and Tourism Strategy – Issues and Opportunities Discussion Paper (2024)	Does not explicitly connect community infrastructure and tourism, focusing on supporting businesses and events, but under the heading of Visitor and Event Economy, lists 'recent achievements' that include: ▪ Major capital works in the Kyabram Fauna Park, including entry, café and animal enclosures utilising $2.75m of grants ▪ New play space 'Wirima' in Rochester ▪ Gargarro Botanical Gardens, Girgarre including introduction of an outdoor amphitheatre and café

	▪ Rail trail between Girgarre and Stanhope ▪ Murray River Adventure Trail – cycling/walking trail between Barmah and Cohuna ▪ The Art Depot in Rushworth
McLaren Vale, SA City of Onkaparinga Strategic Asset Management Plan (2021)	Goals and objectives: Our economy benefits everyone - Support our tourism industry by providing safe and efficient assets that complement our tourist destinations. KPIs: Condition of assets that experience high levels of tourism; Visitation at our McLaren Vale and Fleurieu Coast Visitor Centre. (p.8-9) Passive open spaces to provide for nature tourism, among other purposes. (p.20) The plan prompts consideration for the levels of service provided in constructing and maintaining assets around our tourism precincts so our assets support visitation and meet the expectations and needs of visitors. (p.27)
Kangaroo Island, SA Kangaroo Island Regional Plan – Draft (2024)	During the peak tourist season, the Island's population increases by as much as 17% (p.15) and expected to grow (p.25). Adaptive reuse of buildings is desired for cultural or heritage buildings and can increase a town's attractiveness as a year-round tourist destination… (p.46) The Island's tourism is impacted by the seasons with 32% of overnight stays occurring over summer, compared to just 16% recorded in winter… The Island is in a strong position to exceed (visitation income) figures, underscoring the need to provide an appropriate level of services, accommodation and other land uses to support this visitor demand. (p.53) Reliable telecommunications and data is noted as an important asset for the tourism industry (for businesses in particular) (p.94)
Southern Midlands, Tasmania Southern Midlands Community Infrastructure Plan (2024)	Oatlands is regionally important and seeing significant economic activity as a result of successful tourism ventures. Implementation of the Oatlands Structure Plan 2021 is part of ongoing work to support the community and pursue further development opportunities. In response to 2006 action plan targets, Council developed Callington Park as a Destination Playground that is very popular among tourists and the regional community. (p.32) Visionary Direction: Continue to improve and upgrade community infrastructure based on identified need, priority and stakeholder consultation with an outlook for enhanced passive and active recreation opportunities and tourism. (p.32)

Moreton Bay Regional Council Community Infrastructure Strategy 2021-2031	Among the list of facility types discussed, the strategy includes visitor information centres (to provide local knowledge and information, bookings and information distribution for the region's tourism industry), and Council provided caravan parks.
Serpentine Jarrahdale Tourism Strategy (WA) (2018)	With tourism being a key economic input for the Shire, one of the aims of the strategy is to "identify the need for new investment and infrastructure that supports the development of tourism in the Shire" p.8 This strategy draws attention to the importance of 'trailhead facilities': "Natural assets will continue to be sought out and appreciated by self-sufficient nature enthusiasts in their natural form with little need for development. However, *to attract a broader market (including international and interstate visitors) infrastructure such as cafes, accommodation and camping facilities need to be provided at highly appealing and strategic locations* (such as at the Falls) and elsewhere along the key trails (Munda Biddi) and within the National Park. *Where this has been facilitated at other locations, it has served as a key visitor attraction drawing a new demographic of soft adventurers and other visitor types to participate and appreciate/enjoy all that a region has to offer. The flow on effect of increased visitation will facilitate the development of new tours, attractions and food and beverage/ tourism retail businesses further adding to the destination appeal of the region*." P.74 Campgrounds are repeatedly identified as important facilities for retaining more visitors in the area. Key findings that can apply to Alpine: ▪ Consistent and attractive branding and wayfinding are important ▪ Food tourism (e.g., 'long-table dinner in the forest', pop-up dinners in spectacular and unusual dinner events at iconic tourist destinations). ▪ Events - regular and occasional events will help attract large numbers of special interest tourists
Draft Bayside Tourism Strategy 2013	Community infrastructure will support/be used by visitors, including transport and trail routes, access to information, and public conveniences. P.17
Mornington Peninsula Economic Development and Tourism Strategy (2023)	For the visitor economy, important assets include underutilised heritage tourism assets and other Shire owned assets, transport linkages, cultural infrastructure and services
Indigo Shire Council Tourism Strategy (2018)	Tourists may make use of: swimming pools, skate parks, and other active spaces; art galleries;

	Recommends moving away from standalone visitor information centres to co-location with museums, libraries, art galleries are now common.

Academic sources	
Document	**Summary**
"Library + Tourism": A New Direction for the Sustainable Development of Libraries Li, Y, Liu, X, (2019) (Conference paper)	Proposes four ways that libraries can play an increasing role in tourism (in China, noting this all sounds like high-visitation contexts): ▪ Information services: include collecting, displaying and recommending tourism collections, building tourism-themed libraries, building local tourism databases, hosting tourism exhibitions and promotion activities, etc. Location-specific specialised collections (perhaps an alpine-focused collection for the high country). ▪ Humanistic landmarks: Where the facility itself is the destination. The article mentions libraries with striking design and/or in locations of interest, which can include unusual places like a secluded beach, and parks. ▪ Integration of study tours: primarily an interregional audience of primary and secondary school children ▪ Industrial cooperation: on-location libraries at tourist locations that provide a range of material of interest to tourists. Would likely require a high-traffic location. Integration with tourist accommodation, museums, souvenirs, etc. Libraries can function as a location for multiple services/attractions such as lecture hall, audio-visual area, a retreat, information, cafes, shops, etc. **Principles to apply to Alpine:** ▪ While serving the local community, libraries can act as important nodes of information, entertainment, and refuge for tourists and other visitors. They can tailor their collection to reflect the local characteristics of the community (e.g., mountaineering, winter sports, Traditional Owners, early explorers, etc.), show collections of local artists, host talks and other events, and offer services for tourists passing through (café, souvenirs, etc.) or seeking refuge (inclement weather or a quiet place to take a break). ▪ Libraries can integrate the above, and as a logical extension of this perform the functions of a tourist information centre.
"Role of Public Library in Tourism Development" Sarmistha Adhikary, Basudeb Adhikary (2021), International Journal of Research in Library	Libraries can serve the role of information and education, cultural function, and tourist attraction, and facilitate interaction between tourists and locals. The article proposes the idea of a 'local history collection', arguing that a library should collect, preserve and share its diverse local cultural

Science (IJRLS), Volume 7, Issue 2 (April-June) 2021, 157-164, DOI: 10.26761/IJRLS.7.2.2021.1400	heritage. The collection can include everything from a wide range of written material (e.g., books, newspapers, travel guides, manuscripts, maps) and visual media (photographs, audio/video, etc.). Libraries perform well as cultural centres, whether as part of their permanent/ongoing collection, or through special events/festivals that can attract visitors. This can include art and artifacts as well as talks, or films. Libraries can both promote tourism and provide information for tourists, both in person and online.
The library – now a tourism hotspot (La Trobe University) Or, "Friday essay: the library – humanist ideal, social glue and now, tourism hotspot" Kells, Stuart (2019), The Conversation, Published: May 31, 2019	Libraries can be a focus of travel as they are safe and welcoming places and provide insight into a location's past and future story, giving a voice to a diversity of perspectives. Libraries can attract large numbers of visitors, both local and from outside of the community, but need to be able to successfully facilitate large numbers of visitors without crowding out local users. *no suggestions as to how this should be done in the article.

Existing masterplans

Council currently has masterplans in progress for public spaces in Bright, Mount Beauty, Myrtleford, Harrietville, and Tawonga. Many of the masterplans involve improving existing facilities but have no impact on net provision of facilities such as additional courts or new/expanded community facilities. Where new or expanded community facilities are proposed and these are designated as *very high* or *high* priority, these outcomes are summarised in Table 41 below.

Table 41: Alpine Shire Sports and Active Recreation Masterplan priorities

Location	Asset	Improvement
Bright, Pioneer Park	Community building	Proposed Pony Club and Adult Riding club house with integrated public toilet and event space
Bright, Pioneer Park	Community building	Integrated club house facility with public toilet for the Cycling Club, including Mystic Park users. Existing trail head for Mystic Park to be upgraded
Bright, Pioneer Park	Club house	Upgrade tennis clubhouse amenities to be accessible and gender inclusive

Location	Asset	Improvement
Bright, Pioneer Park	Criterium track	950m criterium track to be integrated into existing internal road (6m wide track, except for the finishing straight, which shall be 8m wide for the last 200m
Myrtleford, Recreation Reserve	Myrtleford Indoor Stadium	Upgrade toilet / change rooms
Myrtleford, Recreation Reserve	Myrtleford Indoor Stadium	Stadium upgrades including exterior face lift, insulation and sound proofing, air-conditioning, fixed spectator seating, additional storage, meeting room, additional power supply. Surface line marking to be redone.
Myrtleford, RC McNamara Reserve	Ablett Pavilion	Ensure all player and umpire toilet & shower areas are compliant and female-friendly
Myrtleford, RC McNamara Reserve	Netball / tennis courts	Extend court area towards the north-west to enable a proposed netball show court to be converted from the existing netball and tennis court arrangement (one tennis court removed).
Myrtleford, Memorial Park	Club house	Upgrade Memorial Park club house - potential to relocate clubhouse within the grounds to allow for more car park space near the childcare centre. Upgrade change rooms and toilets to be accessible and gender inclusive. Increase storage at Memorial Park, including ground maintenance equipment.
Mount Beauty, Sports and Education Precinct	Community building	Demolish existing Tennis Club house and Scout Hall and rebuild new community facility to cater for Tennis Club, Scout Hall and users of Les Peart Oval, with toilet facilities and storage
Mount Beauty, Sports and Education Precinct	Mount Beauty Recreation Reserve Pavilion	General club house upgrades, including kitchen area

Appendix C: Masterplan excerpts

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Figure 11: Bright - Pioneer Park masterplan



Figure 12: Mount Beauty masterplan



Figure 13: Myrtleford - RC McNamara masterplan



Figure 14: Myrtleford - Memorial Park masterplan



Figure 15: Myrtleford - Jubilee Park masterplan



Figure 16: Myrtleford - Cundy Park masterplan



Figure 17: Myrtleford - Myrtleford Recreation Reserve masterplan



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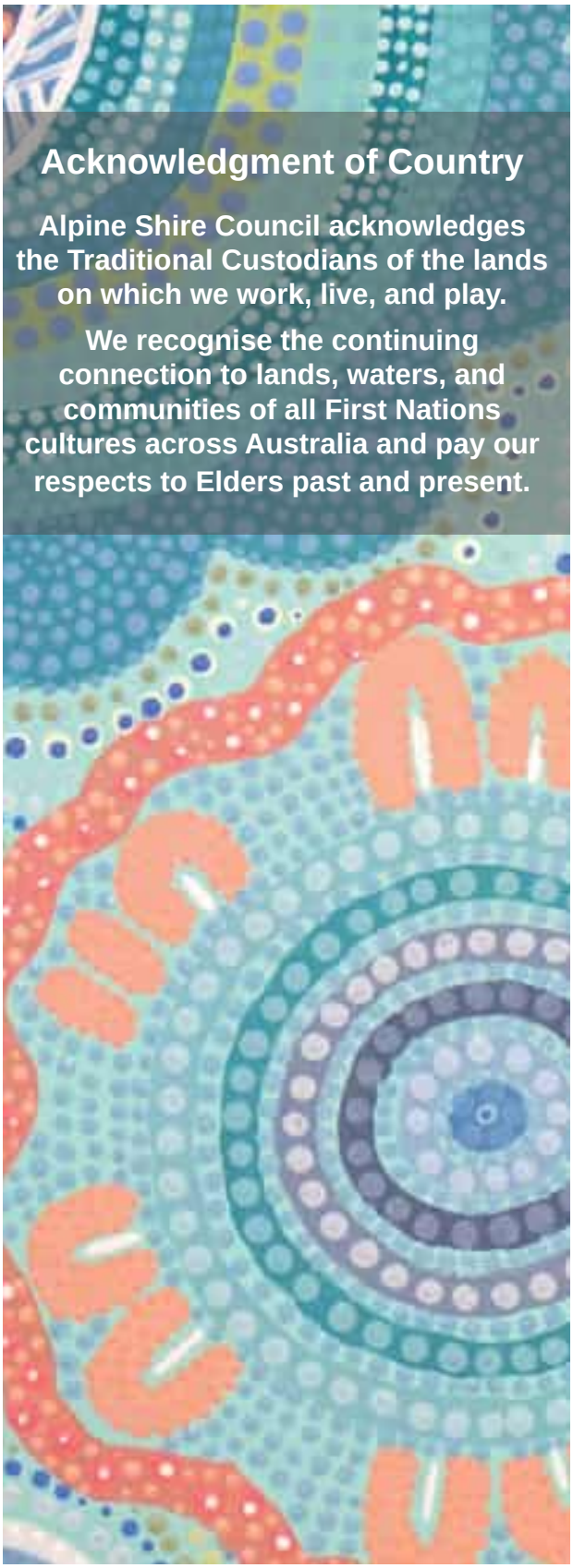
Tracks and Trails Master Plan 2025 - 2034

Final Draft

September 2025

ALPINE SHIRE COUNCIL

TREDWELL



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01 Introduction



01 Introduction

The Alpine Shire Region

The Alpine Shire (Shire) is located in picturesque North East Victoria. Approximately 12,000 people call the Shire home, surrounded by stunning natural beauty.

Residents and tourists enjoy its delightful climate, wide range of food and wine outlets, and great indoor and outdoor entertainment.

The Shire is about 300 kilometres north-east of Melbourne and 70 kilometres south of Albury/ Wodonga.

The Shire covers 4,790 square kilometres. Approximately 92% of that land is public land, including parts of the Alpine National Park and all of Mount Buffalo National Park.

Bright, Myrtleford and Mount Beauty are the biggest towns within the Shire offering an extensive range of accommodation and dining options, with comprehensive local food and wine on offer.

The climate in the Shire makes it a perfect destination all year round. Bushwalkers enjoy the summer months and snow enthusiasts flock to the Alps during winter.

Locals and visitors alike take advantage of cycling including mountain biking, road and gravel riding, with mountain bike riding proving popular across all age groups.

Picturesque rivers meander through the Shire providing relief from the summer heat. Swimming holes offer great entertainment and a refreshing cool off for everyone.

It is also a great spot to see local wildlife, including fish, frogs, platypus and turtles which call the region home. Fishing is enjoyed all year round.

Picnic spots and walking tracks are dotted throughout the Shire providing easy access for visitors and locals to enjoy the picturesque surrounds, including dramatic views and wildflower displays.



01 Introduction

Project Overview

Background

This project aims to bolster community connectedness by enhancing trail and outdoor recreation opportunities.

With a diverse landscape, the project seeks to expand and improve trails infrastructure for walking, hiking, cycling and riding, fostering social interaction and a sense of belonging.

By creating inclusive spaces and promoting active lifestyles, the initiative aims to strengthen community ties and encourage cultural exchange.

Through collaboration between stakeholders, including local government and community groups, the project strives to build a vibrant network of trails that reflects community values and promotes long-term stewardship.

Project Scope and Approach

The Tracks and Trails Master Plan (Master Plan) included the following tasks:.

- The development of the mapping to display existing trails across the Shire (including walking, hiking, road cycling, mountain biking, gravel riding and shared-use trails including rail trails)
- Peer review of consultation and research findings, gap analysis and recommendations
- Mapping to display proposed trails in the Shire
- Final concept designs for priority developments
- Preparation of a prioritised Action Plan of Trail Developments

For the purposes of this report the word 'trails' is inclusive of tracks and trails.

Only formally recognised trails have been included, for example those included in the *Bright and Surrounds Walks & Trails and Cycle Guides*.

This Master Plan encompasses walking, hiking, road cycling, mountain biking, gravel riding and shared-use trails.

Approach

The Master Plan has been prepared utilising the following five stage approach:

1. Mapping of Existing Trails
2. Peer Review
3. Mapping of Proposed Trails
4. Development of a prioritised Action Plan
5. Development of Concept Designs for priority developments

01 Introduction

Shire Profile

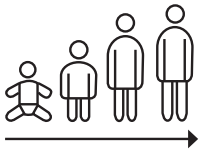
Recognising the defining characteristics of the resident profile and visitor economy assists in the strategic development of a regional tracks and trails network which meets the needs of residents and visitors. The information below outlines key relevant demographic indicators of the Shire resident population and outlines the potential implication on planning for recreational trails. (source: ABS 2021 Census).

Resident Community Profile

Population

13,235

Median age



49

Families



3,617

Families with children



34.9%

Families without children



52.4%

Aboriginal & Torres Strait Islander people

137

1.0%
of population

Cultural Diversity



English	**40.2%**
Australian	**37.3%**
Irish	**12.4%**
Scottish	**11.7%**
Italian	**9.5%**

Median weekly household income



$1,340

(Victoria $1,759)

Unemployment



133

Socio-economic disadvantage (SEIFA)

970
Alpine Shire

1000
National Average

The Shire is considered to have a relatively higher level of disadvantage

Volunteer work



24%

01 Introduction

Visitor Economy

Trails play a crucial role in driving the Visitor Economy, especially in the Shire, which is a well-known tourism destination in regional Victoria. For domestic overnight visitors to the Shire, bushwalking and exploring national and state parks were the second and third most popular activities in 2023, both of which are closely linked to trails and related experiences. Expanding and improving existing trails, along with creating new ones, will further boost the local, regional, and state visitor economy. The table below outlines the Shire's Visitor Profile and the key implications for trail provision and management within the Shire.

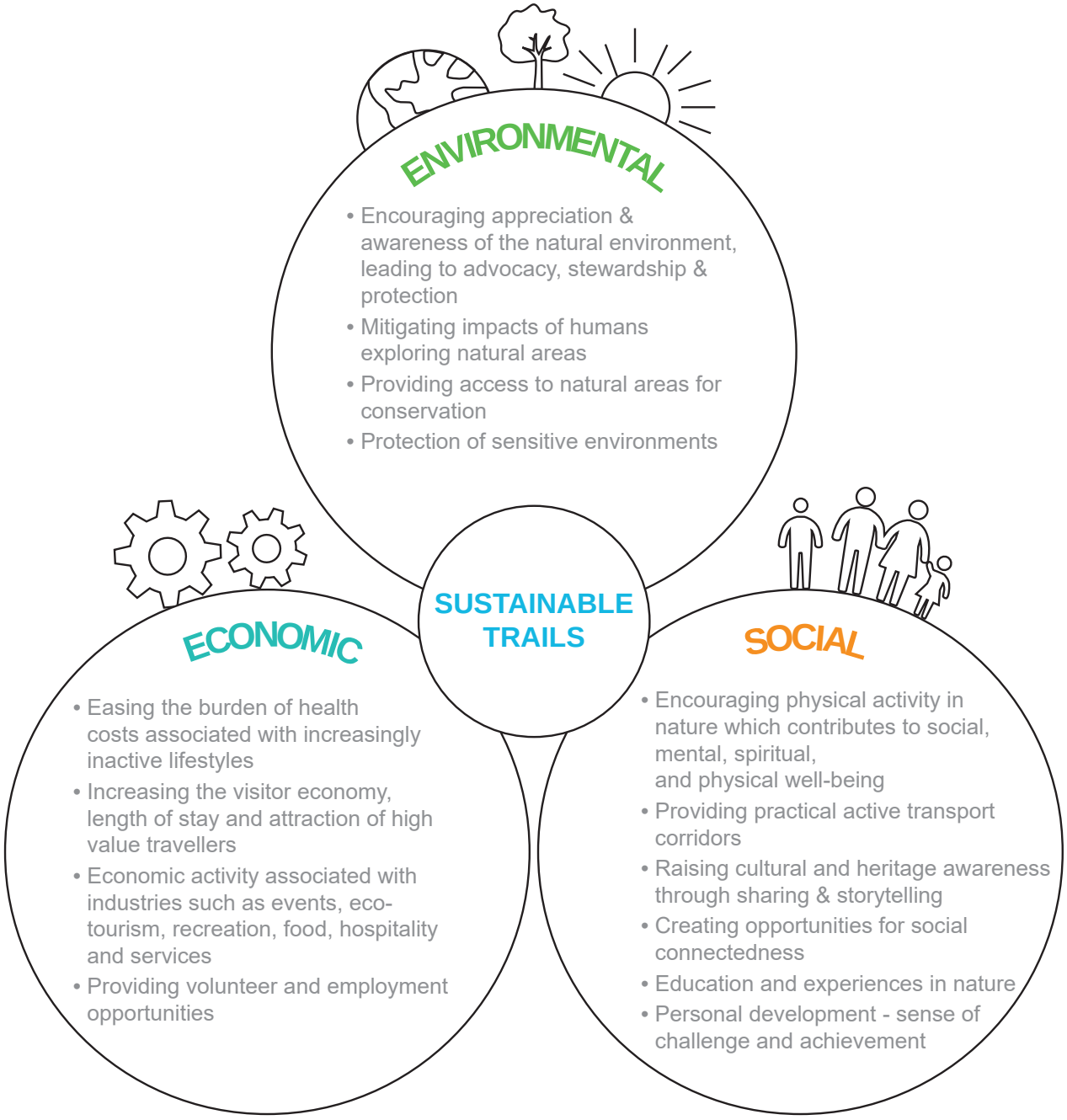
Indicator	The Shire Visitor Profile (2023)	Implication for Trails
Total Visitors	518,000 - Overnight (2.7% of regional Vic) 867,000 - Domestic Nights 1.7 million nights (3.1% of regional Vic)	A significant portion of visitors are coming to the Shire to bushwalk/walk and visit national/state parks. Indicating a high demand and need for the provision of high quality trails of various levels of difficulty and experiences. Linkages to natural and cultural attractions along with food and beverage offerings (cafes, restaurants, pubs etc.) will be important as these are also key activities that visitors are taking part in while staying in the Shire. Given the very limited public transport options and that nearly all visitors drive to the Shire, planning for alternate modes of transport such as walking and cycling are important.
Total Expenditure	$392 million - Overnight spend $441 million - Domestic Spend	
Top 5 Activities - domestic overnight traveler	1 - Eat out, dine at a restaurant or cafe 2 - Bushwalking or rainforest walks 3 - Visit National parks or state parks 4 - Sightseeing or looking around 5 - Pubs, clubs, discos	
Average length of stay - domestic overnight traveler	3.2 nights	
Origin - domestic overnight traveler	1. Melbourne 2. Regional Victoria 3. NSW 4. Other interstate	
Average Spend - domestic overnight traveler.	$235 per night in the Shire	
Transport	Accessing the Shire 1. Private vehicle/company car 96.3% 2. Rental car 1.9% 3. Motorhome/campervan 1%	

01 Introduction

Benefits of Sustainable Trails

Trails and natural areas are an integral part of the lifestyle on offer across the Shire. Trails are a key attraction for visitors to the region. Spending time in nature in the picturesque region offers the opportunity to establish a connection with the natural environment, surrounded by spectacular mountains, rivers, valleys and forests, taking in the scenery and fresh air. Trails provide an opportunity for people to interact and experience the environment in an immersive way.

A sustainable trails network facilitates a wide range of benefits across the triple bottom line incorporating positive environmental, economic and social outcomes.



02 Strategic Context



02 Strategic Context

Background Review

A wide range of background information has been reviewed to inform the development of the Master Plan and ensure alignment with wider objectives across the state, regional, and local areas. The key documents reviewed have been listed below.

National Level

- *The Australian Physical Literacy Framework, Sport Australia* (2019)
- *Blueprint for an Active Australia, Heart Foundation* (2019)

Regional/Local Level

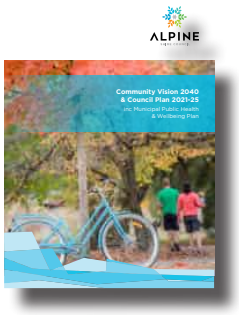
- *Alpine Shire Council Community Vision 2040 & Council Plan 2021-25 inc Alpine Shire Municipal Public Health and Wellbeing Plan 2021-2025*
- *Victoria's High Country Destination Management Plan 2023 - 2033*
- *Alpine Shire Council Sport and Active Recreation Plan 2022-2033*
- *Alpine Shire Recreation and Open Space Plan April 2013*
- *Alpine Shire Council Economic Development Strategy*

Documents of key strategic relevance for the region have been detailed in Appendix A and key findings summarised below. Trail-specific documents have been reviewed to inform the inventory of existing trails and potential future trail opportunities.

Websites containing relevant or applicable matter to the Master Plan were also reviewed.

02 Strategic Context

Alpine Shire Council Community Vision 2040 & Council Plan 2021-25 inc Municipal Public Health and Wellbeing Plan 2021-2025



Community Vision 2040

Our people, places and environment enrich our area's resilience, prosperity, and sustainability.

1. For those who live and visit

'To be connected, supported, and welcomed throughout all stages of life'

Increasing healthy eating and active living

- Support programs that increase participation in physical activity
- Provide facilities and infrastructure that give opportunities for physical activity and active living.

2. For a thriving economy

'Ideas and industry thrive through a climate sensitive and diverse economy'

- Diverse reasons to visit
- Promote and facilitate events across the Alpine Shire
- Balance tourism growth with amenity and environmental impacts
- Increase geographic and seasonal visitor dispersal
- Effectively manage and maintain tourism infrastructure.

4. For the enjoyment and opportunities of our lifestyle

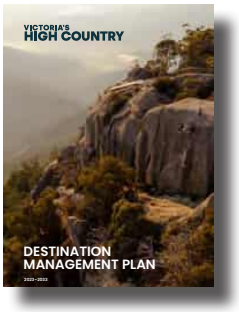
'The connection between people and place is strengthened'

- Accessible parks that promote active and passive recreation
- Support and facilitate access to affordable activities that all people can participate in
- Assets for our current and future needs
- Ensure our assets are optimised for the benefit of our community.

The priority areas for the 2021-2025 Council's MPHWP that are relevant to trail planning:

- Increasing healthy eating and physical activity
- Reducing the impact of climate change on health and wellbeing
- Improving mental wellbeing.

Victoria's High Country Destination Management Plan 2023 - 2033



Vision

The efforts of Tourism North East are guided by the vision:

> *"To sustain and elevate Victoria's High Country as the lead regional tourism destination in Victoria, with a thriving visitor economy based on destinations of choice, and a compelling range of tourism products and experiences."*

Cycling is a true strength of the region, particularly associated with the disciplines of mountain biking, recreational cycling, gravel and road cycling, which are available throughout the High Country. A robust bike infrastructure network, supported by an unparalleled natural environment and high-quality cycling experiences that are integrated with other key product pillars, ensure that this offering delivers strong tourism benefits to the High Country.

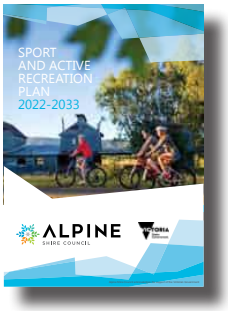
Ongoing investment is required into cycling products, experiences and infrastructure to ensure the High Country retains an ownership position in the space.

The High Country's unique alpine environments and rich fertile valleys make it a popular nature-based tourism destination. Visitors can participate in fishing, boating and watersport activities on rivers and inland waterways, enjoy hiking, biking and trail running across the peaks and throughout the valleys.

Supported tours, rich experiences, hire services and unique accommodation in sympathy with nature are now required to unite this great diversity of activities within dedicated nature-based tourism hubs.

02 Strategic Context

Alpine Shire Council Sport and Active Recreation Plan 2022-2033



The Shire is blessed with an abundance of beautiful outdoor settings where both local residents and visitors enjoy cycling, hiking, kayaking, skiing, horse riding, swimming, paragliding, running, fishing, dragon boat racing and many other active recreational pursuits.

The Shire Council is also mindful of some of the challenges that it is currently facing and may continue to experience over the next 12 years.

Vision

Alpine Shire Council's vision for sport and active recreation is:

'Active, Connected and Liveable Communities'

Planning Principles

The eight planning principles that support the vision and guide sport and active recreation provision in Alpine Shire include:

1. Evidence based
2. Promotes physical activity, liveability and connections
3. Sustainability
4. Equity
5. Accessible and inclusive
6. Multi-purpose and adaptable
7. Optimises usage of existing assets
8. Partnerships and collaborations.

People

To encourage and support increased participation in physical activity by the community

The top four Adult physical activities in the Shire by participation rates are:

1. Bushwalking
2. Walking
3. Cycling - Recreational
4. Mountain Bike Riding.

This highlights the need to consider both active recreation activities (including trails) alongside structured sporting opportunities.

Activate Places and Spaces

In order to increase usage of places and spaces such as parks, playgrounds or sporting facilities, it is important to provide infrastructure to support comfort and enjoyment for users. Such infrastructure may include:

- Shade in parks, playgrounds and along shared trails to enable people to visit more frequently and for longer periods, without the risk of exposure to the sun's damaging rays
- Seats and picnic tables in parks, playgrounds, along shared trails and at recreation reserves to enable people to rest, watch children play and meet up with family and friends
- Lighting on well-used shared trails (or on sections of well-used trails) to enable people to walk or cycle in the early morning or just after sunset more safely
- Wayfinding signage to enable people to better find their way to key locations within or between towns – potentially including information about the time it would take to walk or cycle to a particular location to encourage this form of active travel (rather than using a car).

Places

To provide a diversity of quality and accessible sport and active recreation places and spaces for the community.

Facility Audit Observations

- Gaps in the trail network and opportunities to better connect towns with one another
- Poor wayfinding signage to some facilities and on some trails.

Community Demand for Trails

- Replace swing bridge in Rotary Park in Myrtleford with an accessible bridge
- Develop a pedestrian bridge at Nimmo Bridge in Myrtleford and trails to connect to Myrtleford and beyond

02 Strategic Context

- Improve walking / cycling opportunities throughout Alpine Shire (e.g. connections, loops, linkages)
- Construct a trail from Pebble Beach on the Kiewa River Trail to Damms Rd in Mount Beauty
- Upgrade sections of the Murray to Mountains Rail Trail, e.g. widening trail between Bright and Porepunkah (noting this has recently been completed)
- Create mountain bike tracks on Reform Hill in Myrtleford
- Construct a footpath in Mummery Road, Myrtleford
- Improve trail connections in the township of Bright
- Improve trail maintenance in Bright
- Undertake works on the Back Porepunkah Road to improve safety for road cyclists
- Complete the gap in the trail between Bright and Harrietville
- Undertake on-road cycling improvements in Bright
- Develop an epic mountain bike trail between Bright and Mount Beauty
- Review the tracks and trails network around Harrietville.

Relevant Key Directions

Footpaths and Shared Trails

Walking and cycling are two of the most popular physical activities in Alpine Shire, and one of the most effective ways of encouraging more people to become more active.

Alpine Shire is renowned throughout Australia for its many high-quality walking and cycling options, including some of the most iconic bushwalks in Australia; the best rail trail in Australia; excellent mountain biking and gravel bike riding opportunities and a vast array of recreational tracks and trails of all levels for walking, cycling, trail running and horse riding. Visitors flock to the region for walking and cycling opportunities, and without a doubt, local walking and cycling opportunities will have been a key attraction for many new residents to Alpine Shire.

Murray to Mountains Rail Trail

The Murray to Mountains Rail Trail is the premier recreational trail in Alpine Shire. It connects Bright, Porepunkah, Eurobin, Ovens, Myrtleford and Gapsted to one another before travelling outside the municipality to connect to Wangaratta and Beechworth. New trails south of Bright will enable a connection to Harrietville and Wandiligong, once better town connections are developed within Bright.

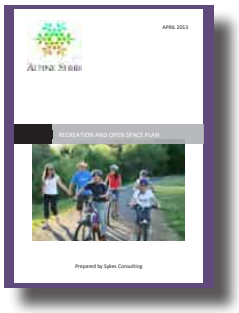
Due to the immense popularity of the Murray to Mountains Rail Trail by local residents and visitors, it can become crowded during holiday periods and on weekends. The narrow trail between Bright and Porepunkah needs to be widened to reduce potential trail conflict and to allow people to ride or walk side by side (noting this has recently been completed). Similarly, consideration needs to be made to further activating the site and providing for a safer, more comfortable experience by reviewing wayfinding, safety and amenities.

DEECA and Parks Victoria

From a trails perspective, the Department of Energy, Environment and Climate Action (DEECA) is responsible for the management of trails on State Government land and Parks Victoria is responsible for trails on Crown Land, e.g. Mount Buffalo and Alpine National Park. Alpine Shire Council has been appointed by DEECA as the manager for some trails located close to towns.

02 Strategic Context

Alpine Shire Recreation and Open Space Plan



Natural Areas

The recreation opportunities available in the vast areas of National Park and State Forest in the Shire are generally informal in nature and include a diverse range of active and high intensity activities (such as mountain bike riding) to passive and reflective activities (such as bird-watching).

Council's partnership with Parks Victoria is one that could be strengthened given the significance of recreation facilities managed by Parks Victoria on behalf of the State Government. Advocating for the community to communicate a good understanding of expectations and aspirations is an important role that Council plays and will continue to build in the future.

Plantation Areas

As activities such as hang-gliding, paragliding and mountain bike riding become more popular in Alpine Shire, there is greater pressure for areas of forest / plantation to be made available. In areas where riding does not impact on the management or security of plantation forests, Council encourages groups to negotiate access agreements to these areas.

The Environment and Recreation

The community has expressed aspirations for an unspoilt natural environment that can be accessed by people for a range of activities and experiences.

Links and Corridors

Links and corridors are important components of open space networks for protecting natural vegetation links, aesthetic and water quality values of waterways and providing for the movement of wildlife.

Links such as rail trails, can provide diverse recreation opportunities including an attractive cycling and walking route away from roads. If well developed, managed to a high standard, connected to key destinations and well promoted, these trails can provide alternatives to car use and contribute to increased physical activity and improved health of the community. The Murray to Mountains Rail Trail is particularly important to the Alpine Shire as it not only provides an important walking and cycling link between the townships of Bright and Myrtleford with Wangaratta, but as one of Victoria's premier rail trails, it forms an important tourist attractor. Such trails have high potential to encourage visitors who require local accommodation and other support services, which provides flow on benefits to the local community.

The Plan found that walking and cycling activities in the Shire have participation levels that are nearly double the state averages, the Shire has an existing excellent base to improve even further. There are also many opportunities for improvements and extensions to the path and trail networks.

Strategic Objective: To protect existing vegetated corridors and improve the provision of shared pathways, walking and cycling paths and linkages throughout and between Alpine communities.

Priorities to achieve the Objective:

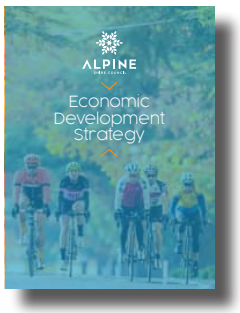
- Protect and enhance vegetated and waterway corridors wherever possible
- Develop continuous and accessible pathways in the major settlements of Bright, Myrtleford and Mount Beauty
- Continue to extend and improve the bicycle path network to enhance user experience within available resources and in partnership with others.

Relevant Strategic Actions

- Explore shared trail circuits that connect the Murray to Mountains rail trail to open space and community destinations
- Continue to advocate with VicRoads for upgraded on-road bicycle lanes on all main roads and improvement of roadside facilities for cyclists
- Explore other opportunities for trails/paths in corridor links and along waterways.

02 Strategic Context

Alpine Shire Council Economic Development Strategy



Importance of the Visitor Economy

Alpine Shire is the highest performing municipality within the High-Country Region in terms of its visitor economy.

Striking a sustainable balance in tourism will be important for Alpine Shire to maintain high levels of amenity and liveability and a healthy economy.

Vision

The outcomes of this Economic Development Strategy will align with Council's 2030 Community Vision:

'The Alpine Shire provides outstanding opportunities for its residents and visitors through sustainable growth in balance with the natural environment.'

Maintain and Improve Liveability

Identify strategies and investments that will improve liveability for existing residents and drive population retention and attraction, as well as business attraction.

Framework Overview

1. A Sustainable Visitor Economy:

Support and manage ongoing and sustainable growth in tourism to achieve positive economic, community and environmental outcomes for the Alpine Shire.

1.1 Create a sustainable tourism industry in the Alpine Shire

1.2 Increase geographic and seasonal visitor dispersal

3. Enhanced Liveability and Resident Attraction: Generate economic and social wellbeing outcomes through supporting liveable communities to promote population attraction and retention.

3.1 Maintain and improve the amenity of the Alpine Shire

3.2 Increase the population growth rate across the Alpine Shire

3.3 Support for an ageing population.

The Alpine Shire attracts a large proportion of 'holiday/leisure' visitors for daytrip (72%) and domestic overnight (75%) markets, compared to the regional average of around 50%. This is a strength for Alpine Shire as holiday visitors are more desirable as they have a higher propensity to engage in leisure and entertainment activities and generate higher yield. Key activities undertaken by domestic visitors include eating out at a café/ restaurant (62%), followed by naturebased and outdoor recreation involving sightseeing (36%), bushwalking (31%) and visit national parks (29%). This reflects the Alpine Shire's strengths in nature-based and outdoor experiences.

There has also been significant growth in cycle tourism, which has been a major factor for recent growth in the regional visitor economy (and is a heavily marketed component of the High Country). Between 2010-19, growth in this market has reached an average of 9% p.a., which exceeds the overall visitor growth rate. As such, cycle tourism plays an important role in attracting visitors and increasing the value of tourism.

Strategy 1.1 - Create a Sustainable Tourism Industry in the Alpine Shire

- Focusing on minimising the impact of tourism on the environment and maintaining the nature-based assets as an ongoing tourism drawcard.

Strategy 3.1 - Maintain and Improve Amenity of the Alpine Shire

Given that the majority of the population is concentrated to the townships of Bright, Myrtleford and Mount Beauty, prioritising township improvements should be encouraged. This includes smaller-scale projects such as streetscape, public realm and infrastructure upgrades that improve access, digital connectivity, amenity, wayfinding and safety. This can also include larger scale infrastructure opportunities that improve connectivity between townships and to nearby Regional Centres, as this was identified as a barrier by key stakeholders.

- Prioritise transport infrastructure to alleviate congestion, improve access and enhance connectivity.

03 Trends



03 Trends

Participation Rates

Trails are an important type of recreational facility which enable people to participate in physical activity and lead healthy lifestyles, whether in their home location or visiting other regions.

The Ausplay Participation Survey, administered by Sport Australia, provides regularly updated data on participation rates in physical activities across each state and territory of Australia. The following table provides participation rates for the top ten physical activities among adults in Victoria from July 2023 to June 2024.

It is evident that walking (recreational) is the most popular physical activity among Victoria adults with a participation rate of 51.7%. Running and jogging, bush walking and cycling also featured among the top ten physical activities.



Activity		VIC Adult Participation Rate July 2023 - June 2024		
		Total	Males	Females
1	**Walking (Recreational)**	**51.7%**	**44.2%**	**59.1%**
2	Fitness/Gym	29.2%	28.2%	30.1%
3	**Running/jogging**	**16.6%**	**18.9%**	**14.2%**
4	**Bush walking**	**15.1%**	**14.0%**	**16.2%**
5	Swimming	13.1%	12.3%	13.8%
6	**Cycling***	**9.2%**	**11.3%**	**7.1%**
7	Pilates	6.0%	1.2%	10.6%
8	Basketball	5.8%	8.5%	3.2%
9	Tennis	5.5%	6.5%	4.5%
10	Yoga	5.2%	1.8%	8.5%
..	**Mountain Biking**	**0.6%**	**1.1%**	**0.1%**

*excludes mountain bike riding

03 Trends

Social and Tourism Trends

Society, and the tourism sector, are continually evolving. Trail planning and management needs to consider the changes that are occurring and lie ahead. Understanding trends will help ensure that the Shire's regional trail network appeals to future users. Key relevant trends are highlighted over the following pages.



Popularity of nature-based tourism and eco-accommodation

As societies around the globe become increasingly urbanised, people may suffer from a phenomenon known as ‘nature deficit’. Research from Tourism Australia into the Australian travel mindset found that getting away from crowds is more important than ever before, as holidays provide the opportunity for people to take the time to reconnect with the natural world. Nature-based tourism, where people can immerse themselves in the natural environment, is a key tourism draw card. Recreational trails enable people to ‘escape crowds’ and reconnect with the natural environment, however, this must be curated to ensure that visitation is sustainable and does not lose the basis of its appeal. It is important that trails provide true nature-based experiences which are distinct from urban activities.

Consumer interest in ecotourism has sustained strong demand for appropriately located eco-accommodation in the Australian marketplace, particularly those that cater to the luxury market.



Increasing participation in individualised activities

Increasingly busy, time fragmented lifestyles mean that people are becoming more involved in individualised recreational activities (such as walking, jogging, cycling, hiking) rather than traditional, structured sports. Trail activities can generally occur at any time of day, individually or in groups. It is important for governments and planning agencies to be aware of this shift to ensure that reserves, trails and associated infrastructure can sustainably cater for projected increases in demand.



Loss of biodiversity & heritage

Around the world, valuable ecosystems and heritage sites are under pressure from urban expansion, unsustainable tourism practices and agricultural clearing, and the effects of climate change. It is important that trails are planned for in suitable areas and that threats to the loss of biodiversity and heritage are effectively mitigated and managed.



Public critique of parks management

Management of natural areas is increasingly under analysis and in the public eye in areas from commercialisation through to fire and weed management. Building connections and understanding within the community continues to be critical. This includes encouraging local community use and stewardship of parks and reserves and balancing the desires of locals who may wish to be able to visit quiet, undisturbed sites.



Increased intensity and frequency of bushfires

The Australian climate is changing, and warmer and longer fire danger seasons are likely. The Alpine region is likely to become hotter and drier in the future. Rising temperatures and extreme weather events (i.e., bushfires), which are attributed to climate change, impact directly on trail management procedures and safety protocols. It is important that the region's trails are subject to regular risk mitigation measures.

03 Trends

Increasingly high standards & expectations

Today's society places high expectations upon community facilities including recreational trail and associated infrastructure and there are increasing standards for public safety, risk mitigation and environmental/cultural management measures. Trail managers are required to exercise due diligence relating to trail planning, maintenance and management. There is increasing pressure to provide high quality trail experiences which meet expectations and are compliant with Australian Standards, manage risk, and protect the natural environment.

Need for long-term strategic planning

The community, businesses and governments are increasingly realising the need for, and value of, long-term strategic planning. Long term strategies are becoming more common and actions to manage tourism, not just drive growth, are emerging. For example, the Victoria's High Country Destination Management Plan.

Ageing people are increasingly active

Populations across Australia, and the world, are increasingly ageing. Australians between 60-64 years are a standout group for their elevated participation rates in trail-based activities, particularly bushwalking. Opportunities for recreation and physical activity will need to be diversified and expanded to meet the needs of the growing cohort of older Australians. For example, trails that clearly identify their level of difficulty so that potential users can assess their suitability.

As the 'baby boomer' population retire from the workforce there is potential to engage this generation in activities such as bushwalking and cycling, and also to embrace their skills and experience through volunteer roles associated with the stewardship of trails and natural areas.

Technology advancements

Use of trails is continually diversifying in line with technology advancements. Social technologies have created online communities (e.g. Strava, Alltrails, Trailforks) and fitness tracking technologies (e.g. Garmin, Apple Watches, Fitbits), and users are able to share their experiences in various formats (e.g. YouTube, Instagram, Relive, Tiktok). Technology is allowing people to 'virtually' walk trails across the world and discover new places. For example, the promotion of trail experiences in NSW National Parks utilising the 'Google Trekker' to upload routes onto Google Street View.

Desire to stay connected

In a world of increased connectivity, individuals, communities, governments, and businesses are immersed into the virtual world to a much greater extent than ever before. There is a growing dependence on online services as people explore and connect in virtual spaces. Digital communications, user generated content and imagery will continue to play a larger role in travel planning and decision making. The blur between work and leisure, with working remotely and semi-retirement becoming common, means many visitors need to stay connected to work while they travel.

E-Bikes

Bikes, and the ways people use them, are changing rapidly as technology advances. The latest electric bikes (e-bikes) can generate tremendous power. Sales of e-bikes are increasing every year, and the technology behind them is advancing rapidly. E-bikes (including e-road, e-mtb and e-gravel) make cycling more accessible to riders who may be less experienced and/or physically fit, and increase ride duration for more experienced riders. This is likely to increase rates of participation and trail usage. It is important that trail planning and management is responsive to this change.

03 Trends



People seeking experiences over products, and transformational travel

There is a consumer, societal, demographic and cultural megatrend towards the rising demand for experiences over products and the rising importance of social relationships. Experiences rather than things/products are the key to travel. Stories help create the experience and personalise and customise it, to make a place relevant to each individual. Visitors want to connect with locals, know they are welcome and feel their trip was positive for the community. For example, the strong trends toward 'live like a local' and 'fostering connections'. Visitors are increasingly seeking an experience that encourages personal reflection and change, such as a long-distance hike or long-distance road trip to celebrate a life milestone such as significant birthdays, overcoming illness, or retirement.



Attracting and retaining volunteers

Organisations are finding it increasingly difficult to attract and retain volunteers. This is due to a range of factors such as increasingly busy lifestyles, increasing standards/processes and competing priorities.

Going against this broader trend, trail "care groups" are becoming increasingly popular and attract enthusiasts who are happy to give up their time to undertake maintenance and upgrade projects along trails.



Globalisation and localisation

While globalisation is not disappearing, there is also a concurrent shift towards localisation occurring across society - from politics to food and social connections. Many people have adopted a more local way of life and are seeking connectedness and fulfillment in their local area. Communities have become increasingly appreciative of their local natural areas. The rise of localisation has been heightened through the COVID19 pandemic during times of travel restrictions, working from home and social distancing.



Recognising trails as achieving numerous policy objectives

Governments (federal, state and local level) and companies are increasingly utilising recreational trails to achieve various policy objectives, such as to help address a range of issues from childhood obesity through to social inclusion, as well as economic development, tourism and conservation.

Trails can be used a tool to engage wider sectors of the community. Programs involving trail-based activities can stimulate interest in topics such as active lifestyles, protection of natural areas, wider social inclusion. A great example occurring across various sites in Australia is the program operated by the First Hike Project which takes young refugees on weekend hiking and camping to provide connection to their new country. These opportunities should not be looked at in isolation, particularly when objectives of such initiatives can support each other.

03 Trends

Boutique food and wine tourism

Boutique food and wine tourism adds value to the tourism experience and has become a focal element of tourists interests when travelling. Visitors are increasingly searching for boutique food and wine experiences when travelling, which suggests the growing evidence of a tourism market trend. Due to their contributions to regional and local development, food, wine and other local products are increasingly acknowledged as central to unique and immersive rural tourism experiences.

It is today recognised that food and wine tourism in rural areas is more than a niche market phenomenon, adding value to the discovery of rural areas and the uniqueness and identity to visited places, which may be an interesting and appealing factor to many travellers that are generally interested in exploring rural regions, landscapes, hospitality and culture, together with their food and wine.

It is becoming common place to link food and wine attractions through tracks and trails for example the Murray to Mountains Rail Trail.

De-stressing in nature

Scientists have noticed that adults today are more stressed compared to a decade ago. This is likely due to a mixture of fast paced lifestyles, increasing reliance on technology, global trend towards urban living and the newfound awareness of significant global issues such as climate change. As such, de-stressing in nature is becoming more important than ever. De-stressing in nature has been linked to numerous benefits, including improved attention, lower stress, better mood and reduced risk of psychiatric disorders. Trails provide this opportunity to de-stress in nature.



04 Trail Standards & Planning



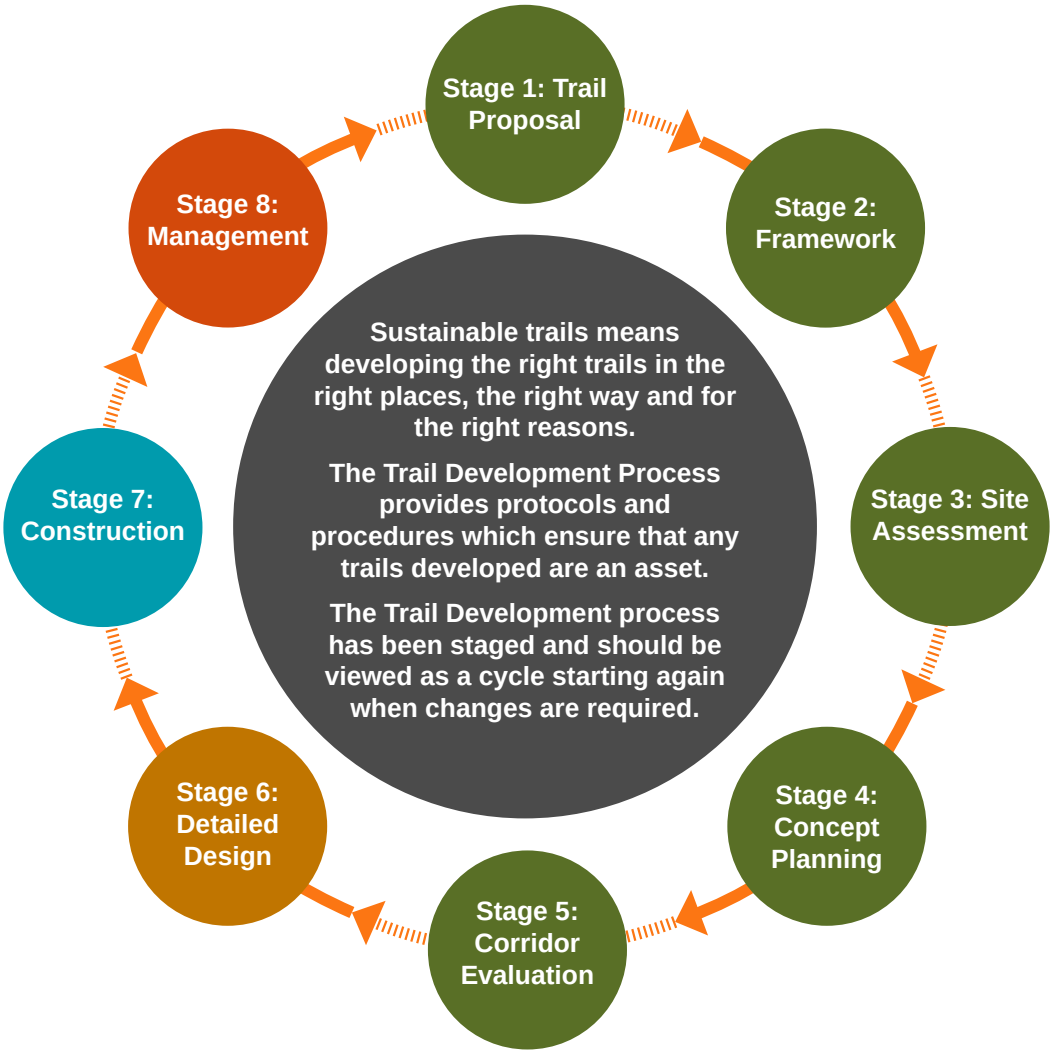
04 Trail Standards & Planning

Trail Development

The Western Australia Government in 2019, published a Trails Development Series, Part A to D comprehensively detailing the trail planning process for all types of recreational trails. It is referenced in many contemporary trail planning guidelines and strategies across Australia.

Trails are like any other asset or facility development and as such, are subject to a formal planning and approval process. A robust trail development process moves trail development away from a purely design and construction approach to a more considered and planned approach. Working within a standardised methodology is especially important for trails with numerous stakeholders and those in high conservation areas. Building rigour into the development process will ensure that project proposals are transformed into professionally built and sustainable assets.

The Trail Development Process encompasses a constant evaluation, review and improvement process as trails are being developed, maintained, extended or renewed.



Source: *Trails Development Series (*WA Government, 2019*)*

04 Trail Standards & Planning

The eight stage trail development process and the expected outcomes associated with each stage are outlined in the table below. Trail Development Process recommends engaging expert knowledge at various stages.

	Stage	Outcome		
1	Trail Proposal	The proposed area is either supported in principle for trail development, or is not supported due to environmental, social or cultural constraints. The purpose of a proposal could be to identify potential suitable areas for consideration.	Desktop	
2	Framework	A project outline, developed by project steering group (stakeholders), including: project objectives, project management model, stakeholder roles, target market, requirements, standards, execution, and ongoing trail management model.		
3	Site Assessment	Undertake a broad scale study of the area and identify constraints, soil types, vegetation etc.		Field
4	Concept Planning	Identify opportunities and conceptual trail plan including infrastructure requirements produced. Broad trail corridors are physically flagged in the field.		
5	Corridor Evaluation	Detailed assessment of trail corridors for use in determining the final trail alignment.		
6	Detailed Design	Detailed trail design produced and physically flagged in the field, including: trail classifications, technical trail features, construction types and specifications.		
7	Construction	Trail is constructed in line with the detailed design.		
8	Management	Management plan implemented detailing maintenance and monitoring requirements.		

Trails Development Series, Part A to D published in 2019 by the Western Australian Government

04 Trail Standards & Planning

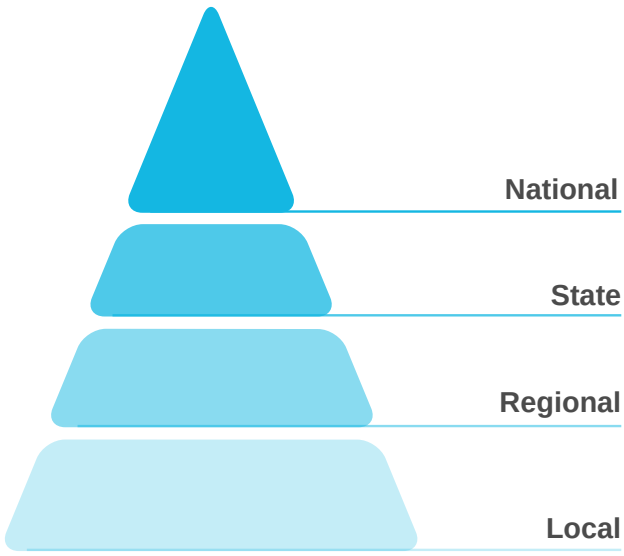
Trails Hierarchy

A successful regional trails network requires trails of varying levels of significance in order to meet the needs of different user group and market segments.

The trails hierarchy provides a guide for the level of infrastructure required for trails to meet the needs of their intended users to ensure that an appropriate standard of facilities is provided.

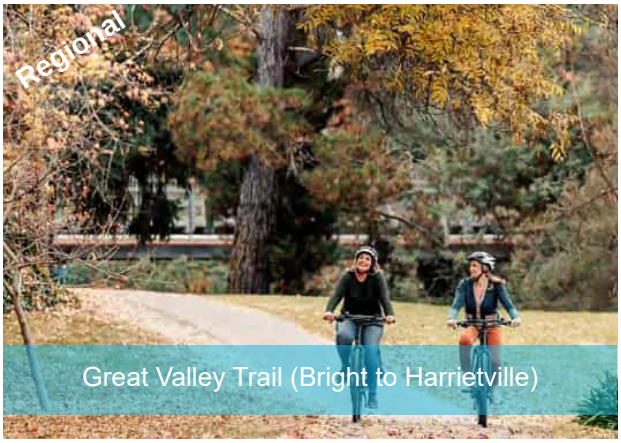
A trail's level on the hierarchy indicates the partnerships required to successfully manage the trail, the level of promotion likely to be appropriate and the infrastructure which can be expected by users.

The trails hierarchy provides a guide for the level of infrastructure required for trails to meet the needs of their intended users and to ensure that an appropriate standard of facilities is provided.





Murray to Mountains Rail Trail (North East Vic)



Great Valley Trail (Bright to Harrietville)



Mount Feathertop via The Razorback (Alpine NP, Mount Hotham)



Myrtleford Mosaic Trail (Myrtleford)

04 Trail Standards & Planning

National Trails

Characteristics	Attributes	Examples
• World-class trail experiences located within the natural and cultural landscapes, with the highest standard of management and promotion. • Support high yield trail-based tourism products including accommodation. • Destinations, attracting international and interstate visitors. • May include major trail hubs that attract high international and interstate use, high level competitions and event.	• Exemplars of the competitive strengths of Victoria and Australia as a trail destination • Uniquely representative of Victoria natural and cultural landscape values. • High priority government support at the state level for trail development and management and listed as a priority with state plans and strategies. • Support viable high yield within trail-based accommodation and associated products and services. • Higher levels of interstate visitation than state significant trails and significant international visitation, interest and appeal. • Directly and indirectly provide economic benefits to the state.	• Mount Feathertop via The Razorback (Alpine NP, Mount Hotham) • Great Ocean Walk (SW Victoria Coast) • Australian Alpine Epic Trail (Mt Buller) • Grampians Peak Trail (Grampians NP)

State Trails

Characteristics	Attributes	Examples
• Significant trail experiences which represent Victoria's varied landscapes, with a high standard of management & promotion. • Support a range of trail-based products and a motivator for intrastate and interstate visitation. • May attract some international visitors. • May include some major trail hubs & attract high level competitions and events.	• Representative of the region's and/or Victoria's natural and cultural landscapes. • Government support at a State level within regional plans and strategies. • Support viable trail-based and associated regional tourism products, services and programs. • Significant intrastate and interstate visitation, interest and appeal. • Directly or indirectly provide economic benefits to a region and/or the State.	• Mystic Mountain Bike Park (Bright) • Murray to Mountains Rail Trail (North East Vic) • The Big Walk (Mount Buffalo National Park)

04 Trail Standards & Planning

Regional Trails

Characteristics	Attributes	Examples
• Trails and facilities used by people across a wider region, including intrastate visitors, for recreation, transport, health and wellbeing. • Generate significant economic benefits to the region. • May include trail hubs accommodating various trail experiences across a region. • Important regional recreational and tourism assets and when combined with other regional scale trail resources they can be state recreation or tourism assets or resources.	• May be located within close proximity to residential areas and/or connected to community services and open space areas. • Representative of the region's natural and cultural landscapes. • Provide access to a diversity of trails of varying difficulty, length and type. • Provide opportunities for different trail-user groups for active recreation, health and wellbeing. • Be recognised across the region as a popular trail and/ or trail network and frequented by people from the surrounding region.	• The Horn (Mt Buffalo NP) • Great Valley Trail (Bright to Harrietville)

Local Trails

Characteristics	Attributes	Examples
• Trails and facilities used by residents for recreation, transport, health and wellbeing. • Mainly attract local users primarily for independent trail-based recreation activities. • Generate economic benefits to the local area.	• Many are closely located to residential areas and are often connected to community services and open space areas. • Representative of the local natural and cultural landscapes. • Provide access to trails which are generally accessible by users of varying fitness and/or shorter in length. • Provide opportunities for groups for active recreation, health and wellbeing. • Be recognised by local residents as a trail and/ or trail network and frequented by people from the local area.	• Porepunkah River Walk (Porepunkah) • Ovens River Trail - Mosaic Trail (Myrtleford) • The Pondage Trail (Mt Beauty)

04 Trail Standards & Planning

Trail Classification Systems

Trail classification systems provide a consistent framework for land managers across Australia to develop trails that are appropriately designed for the anticipated trail users and to provide appropriate levels of service. These systems are a primary means of informing people about the features of trails and of ensuring appropriate risk management, marketing and promotion.

The classification systems are designed to assist people to make informed decisions on route selection to ensure they match their skill level to the difficulty of the trail. Trail classification systems are outlined.

Walking Trails



Walking trails are classified according to the *Australian Standard 2156.1-2001 Walking Tracks – Classification and Signage* and are graded on a difficulty scale of 1 to 6.

Class	Description	Track Conditions	Experience Level	Risk Management Recommendation
Class 1 	No bushwalking experience required. Flat even surface with no steps or steep sections. Suitable for wheelchair users with assistance. Walks no greater than 5km.	Generally, a broad, hardened surfaced track suitable for wheelchair use. Width: 1200mm or more. Well maintained with minimal intrusions. Grades in line with AS1428. Steps must have alternate ramp.	Users need no previous experience and are expected to exercise normal care regarding their personal safety.	Inspection interval: 30 days or less.
Class 2 	No bushwalking experience required. The track is a hardened or compacted surface, may have gentle hill section or sections and occasional steps. Walks no greater than 10km.	Generally, a modified or hardened surface. Width: 900mm or more. Well maintained with minimal intrusions. Generally, no steeper than 1:10. Minimal use of steps.	Users need no previous experience and are expected to exercise normal care regarding their personal safety.	Inspection interval: 90 days or less.
Class 3 	Suitable for most ages and fitness levels. Some bushwalking experience recommended. Tracks may have short steep hill sections a rough surface and many steps. Walks up to 20km.	Generally, a modified surface, sections may be hardened. Width: Variable and generally less than 1200mm. Kept mostly clear of intrusions/obstacles. Gradient may exceed 1:10 but generally no steeper than 1:10. Steps may be common.	Users need no bushwalking experience and a minimal level of specialised skills. May encounter natural hazards such as steep slopes unstable surfaces and minor water crossings. Users responsible for their own safety.	Inspection interval: 6 months or less.
Class 4 	Bushwalking experience recommended. Tracks may be long, rough, and very steep. Directional signage may be limited.	Generally distinct without major modification to the ground. Encounters with fallen debris and other obstacles are likely.	Users require a moderate level of specialised skills such as navigation skills. May require maps & navigation equipment. Users need to be self-reliant, particularly for first aid/ weather hazards.	Inspection interval: 6 to 12 months.
Class 5 	Very experienced bushwalkers with specialised skills, including navigation and emergency first aid. Tracks are likely to be very rough, very steep and unmarked. Walks may be more than 20km.	Limited modification to natural surfaces and track alignment may be indistinct in places. Minimal cleaning. Debris along the track.	Users require a high degree of specialised skills, may require maps and navigation equipment. Users need to be self-reliant, particularly for first aid/weather hazards.	Inspection interval: 6 to 18 months.
Class 6	Very experienced bushwalkers with specialised skills, including navigation and emergency first aid. No defined track.	No modification of the natural environment.	Experience in the outdoors and a high level of specialised skills/equipment required. Need to be self-reliant, particularly for first aid/weather hazards.	Tracks will not be managed for public risk.

04 Trail Standards & Planning



Mountain Bike Trails

In 2018 Mountain Bike Australia released the Australian MTB Trail Guidelines which included a revision of the Trail Difficulty Rating System (TDRS). The TDRS, which is used to grade mountain bike trails according to their relative technical difficulty, underwent a further revision in October 2020.

The Australian TDRS uses the IMBA system of classifying trails with the following additions and interpretations:

- The addition of two new trail difficulty classifications – one new classification between green and blue and one new classification between blue and black.
- Making the following difficulty assessment criteria 'guiding criteria only'
- Trail width
- Trail surface
- Trail gradient
- Quality of signs
- Making the following difficulty assessment criteria 'risk assessable criteria':
- Trail exposure
- Natural and technical trail features.

In terms of changes between the 2018 and 2020 versions of the TDRS, the following revisions were made:

- Inclusion of rail trails into very easy trail grade
- Increases in trail gradient
- Increases in level of exposure
- Natural obstacles and technical features – height of obstacles and inclusion of new obstacles

It should be noted that Mystic Mountain Bike Park uses the older version of the guidelines.

Class		Description
Very Easy		Wide trail, no obstacles. Suitable for beginners.
Easy		Wide trail, some obstacles. Suitable for beginners with off-road bikes.
Easy with Intermediate Sections		Single trail, some obstacles. Suitable for mountain bike riders.
Intermediate		Single trail, obstacles. May include steep sections. Suitable for skilled mountain bike riders.
Intermediate with Difficult Sections		Challenging & variable, some steep climbs/descents, loose surfaces, & unavoidable obstacles. Suitable for competent mountain bike riders.
Difficult		Dangerous & unavoidable obstacles, some sections will be easier to walk. Navigation & personal survival skills are highly desirable. Suitable for experienced mountain bike riders.
Extreme		Dangerous, severe trails & unavoidable obstacles, extreme levels of risk, some sections will be easier to walk. Navigation & personal survival skills are highly desirable. Suitable for experienced mountain bike riders.

04 Trail Standards & Planning



Gravel Riding

Gravel Difficulty Rating System was developed by Ride High Country and assist riders in choosing a gravel route that matches gravel cycling skill level, experience, bike type and interests. The grade of a gravel route gives an insight into the gravel surface and elevation gain that can be expected on the ride. Ride High Country's gravel route grades follow the same system as skiing, snowboarding and mountain biking - Easiest/Green, Intermediate/Blue, Advanced/Black and Expert/Double Black.

Class	Description
Easiest 	Suitable for a beginner gravel cyclist with basic handling skills. Mostly fire roads, rail trail and off-road bike paths with a gentle gradient, smooth surface and free of obstacles. Predominantly flat to rolling terrain with gentle climbing. Smooth and hardened surfaces. Mixed finishes of bitumen, chip seal with tiny gravel chunks or compacted dirt. Suitable for most bicycle types and tyre widths. Wheelchair bike accessible.
Intermediate 	Suitable for developing multi-surface cyclists with a moderate fitness level. Maintained dirt or gravel roads/tracks with moderate gradients, variable surface and minor obstacles. Moderate climbing with some steeper sections. Packed dirt or gravel surfaces. Possible sections of rocky or loose tread, potholes and washboard. Suitable for gravel bikes, hardtail mountain bikes and sturdy all-rounders with tyres 35-38mm recommended. Adaptive MTB accessible.
Difficult 	Suitable for experienced gravel cyclists with good skills, used to physically demanding routes. Infrequently maintained gravel roads and smooth to chunky gravel tracks with variable surfaces and unexpected obstacles. Features steep descents and climbs. Variable and challenging surfaces. Obstacles may include exposed rocks, rain ruts, water crossings and mud/sand bogs. Designed for gravel bikes and hardtail mountain bikes with tyre width 38-42mm.
Expert 	Widely variable terrain, challenging and hard going. Walking may be necessary. Routes may include deep ruts, rock gardens, very steep climbs and fast descents. Unmaintained fire roads, tracks and trails with highly variable surfaces in remote locations. Rough gravel with severe obstacles, rocky features and potential exposure. Good quality, well maintained gravel or hardtail mountain bikes with 42mm+ tyres are highly recommended.

04 Trail Standards & Planning

Signage Considerations

Key elements for consideration when developing signage for recreational trails are outlined below.

Adherence to Australian Standards & Rating Systems

Information conveyed will comply with Australian standards and rating systems, thereby ensuring a high quality and safe experience for all trail users. Key standards and rating systems include:

- *Walking tracks Part 1: Classification & signage*
- *Walking tracks Part 2: Infrastructure design*
- *Design for access and mobility Part 1: General requirements for access - new building*
- *Cycling Infrastructure Standards*
- *Trail Difficulty Rating Systems - Australian Mountain Bike Trail Guidelines*
- *The Horse Trail Difficulty Rating System*
- *International River Grading System.*

Consistency and Uniformity

All signs will conform to accepted standards and will maintain a consistent theme along the entire trail.

Quality Information

Quality on-trail information is provided as well as brochures and mapping. It is important that users are confident in the information provided.

Location

Design and placement of signs is determined with consideration to the user's approach speed, impact on the scenic amenity and ability to be seen without obstruction of vegetation etc.

Visually Attractive and Simple

Signs are visually attractive, easy to comprehend and suitable to the natural surroundings.

Materials

Signs are designed to be resistant to factors such as vandalism and extreme weather events.

Cross-Tenure Trails

Trail users are not always aware of crossing land tenures, and should be provided with a consistent trail experience across land management boundaries. For cross-tenure trails, it is important that land managers collaborate and cooperate to determine the appropriate trail name and trail signage (including content, style and branding).

Acknowledgment of Country

Best practice trailhead signage includes recognition of Traditional Custodians. Trail signage can be a key tool in recognising the importance of healing, truth-telling, storytelling and connection to country.

Accessibility

Inclusion of information about trail features which enables prospective users to make decisions for themselves about access/constraints. E.g. 'Naturally Accessible' is a modern framework that sits on top of the traditional grading system (AS2156.1), empowering people with accessibility constraints to access more natural areas.

Trail Naming

Trail names play an important role in facilitating:

- Visitors to identify and understand the nature of the trail
- Management to promote and maintain the trail
- Emergency services to access the trail and identify specific locations.

Trail names are to be determined by the land manager in consultation with key stakeholders (i.e. traditional owners, friends of group). A trail's name should reflect the distinct natural and/or cultural features of the trail.

Types of Trail Signs

There are a range of different types of recreational trail signage. These can be classified into the following:

- Trailhead
- Waymarker
- Directional
- Interpretive
- Management/Warning.

Key information and examples of each type of trail sign is provided in Appendix A.

05 Consultation



05 Consultation

Community Online Survey

A comprehensive community online survey was conducted to inform the Master Plan using *Engage Alpine* the Shire's interactive community engagement platform.

The engagement was around three key themes:

- People's experience of existing tracks and trails in the Shire
- Views on improvements to existing tracks and trails in the Shire
- Suggestions for new tracks and trails in the Shire.

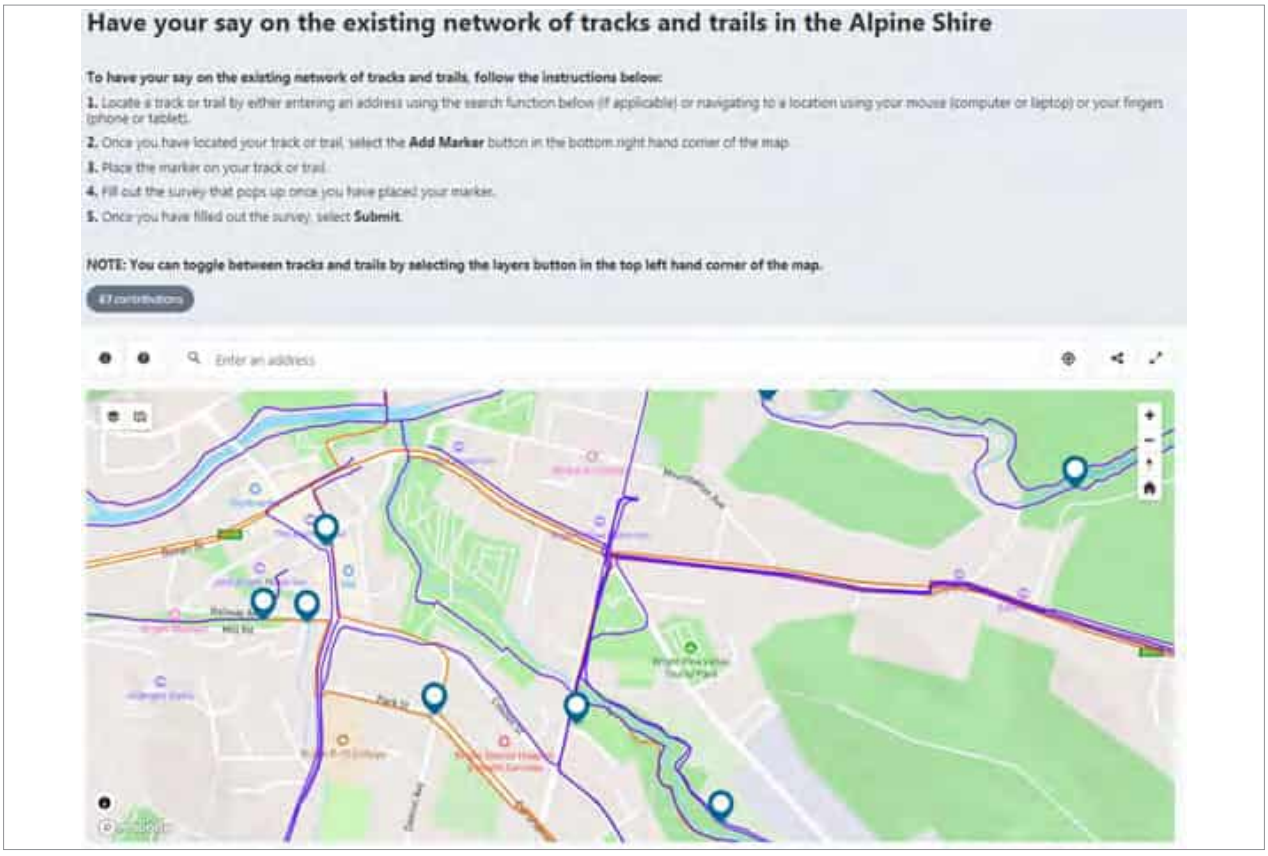
Interactive mapping was provided which allowed respondents to locate a track or trail on the map and than provide a comment in relation to that particular trail or track (refer figure below).

A summary of the consultation findings is located on the following pages. Full findings is located in Appendix B - Consultation Summary.

Community Submission

In addition to the online community survey a number of community submission were provided to the Shire for consideration in the development of the Strategy. The key suggestions are included in the consultation summary below.





Interactive mapping provided on the Engage Alpine Platform.

05 Consultation

Consultation Findings Summary

Who contributed to the survey

Input Method	Contributions	Contributors
Online Survey	86	84
Online Mapping System	136	77
Total	**222**	**161**

How long people spend on trails within the Shire

6% Under 1 hour

76% 1 - 3 hours

19% 3 hours or more

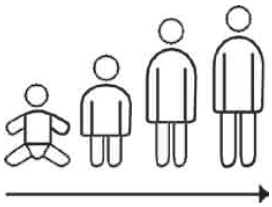
What people value about trails in the Shire

1. Maintaining health and fitness
2. Opportunities to connect with nature
3. Forming connections with other people
4. Providing alternative transport options
5. Encouraging local and economic development
6. Contributing to environmental sustainability

The key features of the current trails in the Shire people find useful

1. Connectivity between trails (linkages)
2. Facilities (e.g. seats, shelters or amenities)
3. Signage (e.g. wayfinding)
4. External collateral (e.g. brochures, maps, websites)
5. Accessibility information and facilities

Age profile of respondents



11% 25-34 Years

30% 35-44 Years

31% 45-54 Years

16% 55-64 Years

7% 65-74 Years

2% 75-84 Years

1% Prefer not to say

Gender

48% Female

50% Male

2% Prefer not to say

Residence location

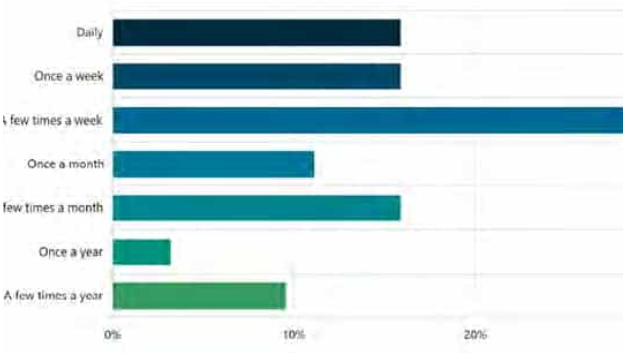
For those that indicated their residence location, all but four respondents were residents and/or ratepayers of the Shire

Location	Total Contributions
Bright	21
Wandiligong	8
Porepunkah	7
Tawonga South	6
Mount Beauty	5
Tawonga	4
Harrietville	3
Buckland	2
Dederang	1
Mitta Mitta	1

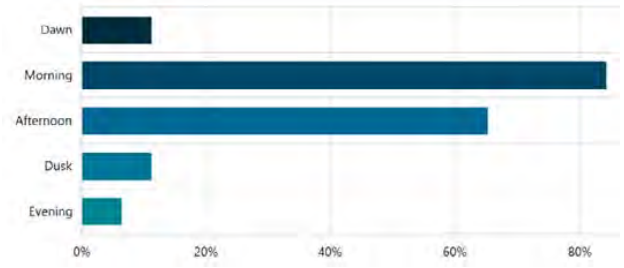
* Note that not all of the 86 respondents indicated their residence location

05 Consultation

Frequency of use of trails within the Shire



The time of day people use the trails in the Shire



The most popular type of activities people participate in on the trails in the Shire

1. Walking
2. Mountain Biking
3. Trail Running
4. Gravel Riding
5. Road Cycling
6. Hiking

A wide range and diversity of comments and ideas were provided by the community for the improvement of the existing trails and the development of new trails and strategic linkages between existing trails. A collation of this information by location is provided on the following pages. General comments included:



Consider adding lighting to some of the trails within the Shire

Provide separate trails for walkers and riders





General trail maintenance such as slashing and removal of weeds, repairing of erosion, surfaces and signage

Rectifying safety and risk issues





Traffic management

Improved signage including maintenance / upgrade of existing signage





Where trails utilize pine plantation roads they need to be upgraded and maintained for walkers and cyclists

05 Consultation

Note the following comments and responses do not necessarily represent the views of the consulting team or the Shire.

Myrtleford
Existing Trail Improvements
Mosaic Trail - Improve lighting along the trail. It's difficult to join the rail trail from Snow Road or other smaller roads that intersect with Great Alpine Road.
Proposed Trails/Links
Key Linkages to Reform Hill Walking Tracks • Trail between Halls Road and Jamieson St. The trail would provide an essential link between existing and future residential areas and recreation areas on and around Reform Hill. • Develop a link through the remnant pine area (adjacent Halls Road) which will be established by DEECA when the pines are removed. • Walking track that allows residents to get into Reform Hill along Halls Roads. You currently have to walk on the road. There is an easement on Washington Parade that could connect to Halls Road and take you to the Landcare Path that goes through the Pines around the reservoir. • Formalise the easement walking track that residents use to connect Mummery to Halls Road. Needs a small footbridge or stepping stones through the creek. Barwidgee Creek • From the Myrtleford Golf Club to the rear of the Savoy Soccer Club. This track would open up visual access along the Barwidgee Creek where established native trees exist. It could become a beautiful river walk to extend the existing Ovens River Walk. • From the confluence of Happy Valley Creek to the Myrtleford Golf Club along Barwidgee Creek. • Create a walking track that follows Barwidgee Creek from the Rail Trail to Briggs Lane. • A shared path along Barwidgee Creek from the Rail trail (near bridge over Barwidgee Creek) to the Myrtleford Rec Reserve, would be used by the school, soccer club and others. • I would like to suggest a new track/trail along Barwidgee Creek, between Rotary Park and the Recreation Reserve. This would be an extension of the extremely popular and well used Mosaic Trail for visitors, residents and all the local schools, which would have a convenient and safe access via Mummery Road and William Street. Happy Valley Creek access upstream and downstream needs to be utilised as the township of Myrtleford has the potential of having a beautiful long water view. Presently our inner township waterway is limited. From the recreation reserve to Williams Street and from there to McGeehan Cres/soccer club. This area was once used by schools as part of the cross country course and has since been left to be taken over by non native vegetation. Myrtleford Landcare are trying to open up some of that area in conjunction with public landholders and local clubs. These are active projects. A bike path right along Snow Road, which linked into the rail trail would be great. Snow Road is not safe for bicycles. Please collaborate with City of Wangaratta to join it from Milawa, all the way along Snow Road.

05 Consultation

Porepunkah
Existing Trail Improvements
Porpunkah River Walk and surrounds • This is a fantastic trail that just needs to be finished. There is a pile of gravel at the Bright end of the trail that has been there for over 12 months. At the moment the gravel is soft and shifting which makes bike riding difficult, particularly for little kids and presumably older people or those with mobility issues. The section from the trail to the rail trail is rough, uneven and narrow. If it was widened and smoothed it would make for a much more accessible and enjoyable user experience. • Continuation of the path on the south side of the bridge that travels parallel to the Great Alpine Road (Bright bound) and connects with the Porepunkah footbridge. This will create a town loop for all ages and abilities and provide connectivity into the plantation which is regularly used for walking, running and cycling. The existing river trail is an asset to the community and provides valuable connections. The 'Town Loop' would be ideal for children and families and older people. • A new path from the bridge into the Porepunkah township would be a safer and more efficient passage for residents and visitors. Although the rail trail is available you must use the underpass which isn't the most direct route which results in pedestrians and cyclists walking along the roadside which is dangerous. There is a well worn track on the river side of the road (proposed location of the new path) which demonstrates use. In peak holiday season there are big groups walking along the road. • Improve connectivity from the path on east side of bridge over the river to the plantation, up along the start of Buckland Valley Rd - plantation on that side of road is a very popular recreation area for people in Porepunkah but the connection after the bridge and through the roundabout and up to the start of Buckland Valley is very sketchy. • The link between the Great Alpine Road and the Punkah River Trail just west of the Punkah Vet and the new cafe in this vicinity is only occasionally slashed/maintained. At other times it gets overgrown and very slushy when it is wet. • A couple of sections of this popular Punkah trail are not well suited to safe cycling and one steep pinch is impassable for uphill riders, due to erosion below an old concrete run-off drain that has created a substantial step-up. Reformation of this short section, remediation of a few wet areas, and maintaining sight lines around bends (they are pretty good at the moment, thanks to Shire maintenance works. This would ensure year-round safety and comfort for both walkers and riders. • Continuation of the footpath on the north east side of the bridge traveling parallel to Nicholson St providing a connection to the Porepunkah township. The rail trail isn't the most direct or accessible route which results in people walking along the roadside. A footpath would be a much safer and direct alternative for what is a major point of connection / travel in this community. • It would be nice to see short and long loop options around the river within Porepunkah that bikes/ scooters/ prams can utilise ideally with some nice rest stops by the water. • Extend the path on the south east side of the bridge that travels Bright bound parallel to the Great Alpine Road that connects with the Porepunkah footbridge. This would create an accessible town loop of a short distance that would be ideal for children (bikes and scooters), families (prams) and older people. Currently people walk on the roadside. This would link up two existing paths and provide a valuable loop for our community. • There is already a bridge on the Porepunkah River (Walk) Loop that basically leads to nowhere. Extend separated footpath/bikepath to at least the turn off to the popular Buckland River waterfall and swimming hole; ideally the whole way to Mt Buffalo entrance.

05 Consultation

Porepunkah
Proposed Trails/Links
Mount Porepunkah Scenic Reserve • Allow access from Porepunkah into the public land below Mt Porepunkah and create some trails to see this beautiful native forest. Ideally it can be a multi use trail network that can be extended over time, up to Mt Porepunkah but possibly also all the way to Bright Apex with suitable connection points. • This area (Mt Porepunkah Scenic Reserve) could be perfect for some Mtb trails that can be accessed from either end of Spots Track. The use of Spots Track could make it a perfect little loop. And unlike Mystic - no need to redo the trails after every plantation harvest! • Access for running walking and riding to this area of bush land could be investigated. Not sure of public access here. Punka generally lacks access to bushland recreation despite being surrounded by it! (E.g. things like Huggins in Bright walk - short, easy, pretty walks that give access to the unique sights of the area). • Allow access from Porepunkah into the public land below Mt Porepunkah and create some trails to see this beautiful native forest. Ideally it can be a multi use trail network that can be extended over time, up to Mt Porepunkah but possibly also all the way to Bright Apex with suitable connection points. • Mountain bike and running trails to and from Mount Porepunkah would be amazing. Linking Porepunkah and Bright • Extend the river walk from Porepunkah into Bright (not the Rail Trail), connecting to existing trail at the old railway bridge. For walkers and possibly mtb, similar style to the existing trail along the river from Porepunkah. • I think it would add huge value to the Porepunkah and Bright communities and also to tourism if the towns were linked by gravel/single track. Could the Porepunkah River Loop be extended to run behind the golf course and then link up to the footbridge over the Ovens near Lowen Drive? From there it could join the Canyon Walk Track. • Walking trail link between Porepunkah River Trail and Canyon Walk. Winters Hill on the Buckland Valley Road is a pretty slow climb for some riders. Providing a bike lane or a separate sealed trail up the hill on the east side of the road would improve rider safety. Join Eurobin Creek track to Hughes Lane (Porepunkah)

05 Consultation

Bright

Existing Trail Improvements

Canyon Walk

- Please allow cycling (MTB) on the Canyon Walk. We have ridden it on MTBs in the past and it is a great connection between Bright and the Ovens River/Rail Trail crossing. If MTBs are not deemed compatible with walkers/runners due to track conditions or sight lines, please upgrade to overcome perceived safety issues.
- Connect Canyon walk to trails in Porepunkah (section behind golf course) so that people can walk along river the whole way to Bright and access great sections of the river (the path does not currently exist)
- An extension along the river which also accommodates a loop back to Porepunkah would be ideal.
- Extend the Canyon walking track to continue to Porepunkah at the Rail Bridge over the Ovens River. The surface would be similar to Cherry and Canyon walks. Awesome for walking, trail running and dog walks. A great link and alternative for getting to / from Porepunkah when out on adventures. Perhaps a traditional name?

Murray to Mountains Rail Trail

- Connect the Murray to Mountains Rail Trail to the river trails through town either the road next to Hometown and Dr Mauve's or make Barnard St a pedestrian/bike zone.
- A lot of tourists find it hard to get from the Murray to Mountains Rail Trail to the (Great) Valley Trail out to Harrietville. Perhaps some better signage or bike lane through town.
- Clearly define the rail trail through Bright.

Bright to Mystic Park Access

- There are 3 main cycle/walk routes from Mystic Park to Bright. Two along Morses Creek, on either bank and these are in desperate need of repair and are bordered by high blackberries and other weeds. The third route is along Cobden Street but cutting onto the footpath at the junction with Coronation Avenue to avoid the narrow road. The footpath here is regularly used by older residents and mobility scooters. The safety of the crossing needs to be investigated, widening the footpath and removing the drop edge.
- The quality of the trail along the eastern bank of Morses Creek, between the NRMA Bright Holiday Park and Coronation Avenue is mostly very poor and uninviting for visitors. With four bridges across Morses Creek between Hawthorn Lane and Coronation Ave, the trails on each side of the creek could provide great walking and cycling loop options for both residents and visitors.
- Provide a sealed path from Bright to Pioneer Park.

Apex Lookout Track, Quins Gap

- This is a common place for people to park their cars and hike up Apex Quinns gap loop. However there is only one car parking spot available. So cars park half on the road causing danger to vehicles going to the tip. Cars used to be able to park in the flat area on the Western side. However erosion has caused a big ditch to open up making it hard to access this area. It would be great if an excavator can flatten the access to allow cars to park on the west side of the intersection.
- Jaspers Track provides a connection up to Apex from Bright. We live at the bottom of Jaspers Track. I see people going up and down all the time. However there is one section that is very muddy. Handmade bridges have been put in place with scrap wood to reduce people having to walk through the mud, but it would be great to have a more permanent and purpose built bridge. This would enable people to walk from Bright up to Apex on trails.

Parkrun, Bright - Install a gazebo at Parkrun course start as shelter for volunteers/participants during poor weather. For safety when large numbers of Parkrun participants, move railing around Mystic Flight Park at Parkrun course end so participants finish off Bennetts Trail and don't obstruct trail for non-Parkrun users. For safety on hot days, install water fountain at start/end of Parkrun course. Install posts marking start/end and turn-around points on Parkrun course to inform participants about course route.

Mystic Park - Drinking water provided at the top of Mystic (Park) would be amazing.

05 Consultation

Bright
Proposed Trails/Links
If Quinns Gap Rd was sealed, it would make a good road loop north of Bright and alternative route between Bright and Porepunkah. (Bright rather lacks good sealed road loop rides). Back Porepunkah Road - This is the main Back Porepunkah Road. It's becoming more and more popular with road cyclists and it's dangerous for cyclists both experienced and families and casual riders who failed to find the rail trail. Choices how to adjust this could be to prohibit bikes in the dangerous section (rail trail alternative here) or widen the road to add a shoulder.

Wandiligong
Existing Trail Improvements
Wandi Walk • The Wandi Walk is a fantastic track that follows the west side of the Morses Creek from the Alpine Park, crossing a swing bridge and continuing to Bright. It dates back to the gold mining era at least and is a beautiful alternative to the shared bike path. It has been blocked recently and needs to be reopened. Walking along White Star Road is neither safe nor appealing in comparison. • This track is now incomplete due to private property. Suggest this is rectified to allow connection or potentially add a new bridge across to connect. • Better signage from Bright to the start of the trail. • Bessies Track follows the west bank of the Morses Creek and links Sangsters Lane to McLeans Road. McLeans Road is missing from this map and it is unclear why. It is the logical exit from Bessies Track out to Centenary Avenue.
Proposed Trails/Links
Wandiligong Linkages • Morses Creek Road, Wandiligong - This busy section of road needs a footpath connecting to Nightingales. You can walk the back road from Alpine Park which is relatively safe but from Morses Creeks Rd to the orchard is a high traffic area and needs separation (especially for kids on bikes). • Extending the Wandi Trail through the Diggings to link to the Pub and Nightingales is needed. • Walking/running trail traversing east side of Wandi Valley in the native bush. Start at South end of Churchill Ave, come out at Williams Rd, Wandiligong. • A link is needed for walkers, runners and cyclists between The Diggings trail network and the junction of Centenary Ave and Morses Creek Rd. At present, all users have to mix it with the traffic on the road edges. • I think there needs to be another little bridge here (Morses Creek) to get back onto the single track and be able to access Centenary Ave for continuing on to Nightingales. • A bike lane or even safer, a bike path, through to Nightingales. • Continue the rail trail out to Nightingales. • Propose to extend the bike/walking trail on Morses Creek to allow safe and unhindered pedestrian access to both the Wandi Pub and Nightingale apples, both these spots are located on high traffic roads and at peak times pose an unacceptable risk to vulnerable road uses having to be on Morses Creek Road to access these facilities.

05 Consultation

Mount Beauty
Existing Trail Improvements
Kiewa River Trail, Mount Beauty (extension to Tawonga) • Extend it to link up with the short trail from the Ryders Bridge at Tawonga. This would create a nice little loop for safe cycling between Tawonga, Tawonga South and Mount Beauty. • Extend it to Damms road and have a roadside path back to town to link to the library area. • It needs to be extended to Damms Rd along the East Kiewa as was planned some time ago. • Extend it to join the river walk trail that starts at the bridge near Tawonga Caravan park. Would create a brilliant complete loop path Mount Beauty - Tawonga - Tawonga South - Mount Beauty (especially if the section in Tawonga South was improved and moved to the eastern side of the highway). • Extending the track to Tawonga, would provide a perfect link between the caravan park and town. This creates a flat route which is more suitable to all age groups and abilities. The link to Damms Road would be good, however for cycling it is a very short route. • This is a lovely walk along the river bank which could be enhanced by an extension. The ideal would be one riverside track that links Tawonga to Mt Beauty, and together with a path alongside the highway, a walking, cycling track loop is created. Ideal for visitors (the loop connects Tawonga Tourist Park and The Park Mt Beauty) and locals alike. • Toilets need to be provided near Tawonga Caravan Park. • A public toilet is desperately needed at this location (near Tawonga Caravan Park). It is a heavily utilised recreational area. • The Keiwa River Trail requires maintenance and improvement works including river bank stabilisation, patching of the bitumen, line trimming and picnic table replacements. Mount Beauty to Tawonga Trail • The track is dangerous with cars reversing from the driveways. It is also very undulating at each driveway with loose stones. This path should be on the opposite side of the road. • The section through Tawonga South on the western side of the highway is not suitable for bikes with the driveways and rough surface. • Move it to the eastern side of the Kiewa Valley Hwy away from multiple driveways • There is no contiguous track between Tawonga and Mt Beauty via Tawonga South and the current intermittent pieces need repair/overhanging trees pruned. Travellers are required to cross the highway at multiple locations. The solution one path on the eastern side of the highway. One safe well-maintained track will attract more use from more locals, visitors, young and old. • I only use it for walking, even though it is designed for cycling. To make it cycle friendly it needs to be wider, less up and down and less driveway crossings. All of this leads me to say, it would be much much more user friendly if it was relocated to the eastern side of the Kiewa Valley Highway. • The bicycle trail is not continuous and changes sides of the road. It discourages cyclists from using it. It is dangerous for cyclists and car drivers on this section of the highway. Having a continuous off-road trail between Tawonga and Mt Beauty would be a great asset for locals and tourists. Gorge Walk, Mount Beauty - Need to consider landslides and the associated impacts including on the main cables of the suspension bridge. Survey and Pole Track, Mount Beauty - Address general and surface maintenance issues need addressing Pondage Walk, Mount Beauty - A well utilized track in Mt Beauty. Consider widening and reducing the drop off on either side of the path. Fisherman's Walk, Mount Beauty - Needs considerable work to clear and complete to achieve the original concept. Junction Creek Walk, Mount Beauty - Requires extensive maintenance however is a "great little walk" Trappers Gap (Snowy Creek Picnic Ground) - Better signage along the route to indicate the direction of Mitta Mitta as it is not always clear which turn to make to decend off the ridge. I know of several people who have taken a wrong turn on the way to Mitta Mitta and got very lost.

05 Consultation

Mount Beauty
Proposed Trails/Links
Loop and Key Linkages • From East Kiewa/Damms Road Bridge to East Kiewa Fire Track. Linking the pebble beach extension to Mermaid Beach/Rock Pool and the Mount Beauty Mountain Bike Park. Shared access for walkers, cyclists and horse riders. This would provide a safe alternative for all current recreational users of Damms Road (walkers, cyclists, horse riders). • West Kiewa Trail extended along East Kiewa to Damms Rd. Walk and bike loop, back to Pondage. • Connect Kiewa River trail to the river trail that starts at the bridge near at the Tawonga Caravan park. Would create fantastic loop walking/bike trail Mount Beauty - Tawonga - Tawonga South - Mount Beauty (especially if the Tawonga South section was moved to the eastern side of the highway). • A flat river trail between Tawonga Caravan Park and Mount Beauty would be the ultimate in Kiewa Valley offroad trails and a tourist hit. All opportunities to add in sections to this trail should be taken. • I would love to see the Fisherman's Track in Tawonga extended all the way into Mount Beauty, connecting with the Kiewa River Trail. It would be fantastic for locals and visitors from the Tourist Park to safely walk or cycle all the way into Mount Beauty and back without having to navigate the highway, lots of traffic and crossing over driveways. It would also be more useful for exercise - the current 400m trail isn't long enough for much of a run or ride! Kiewa Valley Trail (proposed Bridle Trail) • Need to improve safety (removing horse riding from roads where possible to prevent vehicle collisions) and promote tourism and economic activity as the trail riding business is unique and they offer a service not seen anywhere else in Alpine Shire and attract quite a large cohort of tourists. • The issue is getting from their home base on Freidas Road to the National Park and up into the High Plains - they currently use the road for this, highlighted below in yellow. • They have highlighted that upgrading Mermaids Beach Link would allow them some better safety, but also would require upgrades / multi use track along Damms Road Link. An off road cycling link between the Mount Beauty Roundabout and the existing path at the entrance to Svarmisk BHP Rd or via Chalet Rd. Making it safe for our kids to get themselves to the Mountain Bike Park and for Secondary school sports classes to safely access the mountain bike park. This would also provide a cycling link from Survey Track.

Dinner Plain
Existing Trail Improvements
More mountain bike trails at Dinner Plain (Mtb Park) and a trail head.
Proposed Trails/Links
Connecting mountain bike trail / Epic trail to and from Hotham. Dinner Plain to Hotham • It would also be great to have a running trail from Dinner Plain to Hotham that can be used in summer and winter - too dangerous walking and running on the road when you're not allowed on the Brabralung Trail. • A trail between Dinner Plain and Hotham

05 Consultation

Additional Trails

Existing Trail Improvements

Murray to Mountains Rail Trail

- The edges of the Murray to the Mountains Rail Trail west of Taylors Gap are breaking up quite badly. While I think this section is (predominantly?) in City of Wangaratta, its deterioration will affect users of the Alpine Shire section who wish to ride between Myrtleford and Everton.
- The rail trail crossing at the entrance to Bright remains pretty unsafe, particularly with children. Could it be made an underpass?
- No path/bike lane from the Rail Trail down to the river trails in Bright. Potential link.
- Would be great to have the Rail Trail extend from here (intersection of Railway Ave/Bakers Gully Rd/Ireland St) through and join up with the trail to Harrietville and Wandi. At the moment it is choose your own route to work out how to meet these other trails.
- Dangerous intersection (Park St/Deacon Ave in Bright) particularly for children crossing to get to school.
- Provide a link from the rail trail through to Nightingales, Wandiligong

Buckland

- The extension of the seal on the Buckland Valley Road has been wonderful for road cyclists. The addition of signage and a seat outside the cemetery near the end of the seal might encourage cyclists to take a break and look around the wonderful historic cemetery.

Lake Guy Walk, Bogong Village

- Recently re-opended, however looks neglected and requires extensive maintenance

Dederang

- The trail between Dederang Store and the Rec Reserve deserves traffic lane seperators to make it safe for local kids in particular. Even the white posts that were initially installed when the trail was put in were not replaced when knocked over by traffic.

Proposed Trails/Links

Bright to Mount Beauty Trail/Epic Trail

- This track doesn't yet exist, however a mountain bike track that links Bright and Mt Beauty would be a great asset to our town. The Murray to Mountain and High Country Rail Trail is a great initiative, and links many towns in the region. Mount Beauty is isolated as we don't have an old railway line/trails that link us to other towns.
- Epic trail between Bright and Mount Beauty. This could be for running and biking and use the existing Sec Track.
- The trail would be called the B2B from Bright to Beauty. It would be a gravel/mountain bike/running trail between these two towns. It would also make the Murray to mountains trail a real trail to the mountains instead of to the mountain valleys. There would be a direct trail only route up to Falls Creek from the train at Wangaratta. This would make a true world class bike trail.
- Epic Trail between Bright and Mount Beauty
- The bike trail link between Mt Beauty and Bright is a glaring omission in our bike trail system.
- Develop a long distance mountain bike trail from Tawonga Gap to Bright and Mt Beauty. A figure of 8 loop with Tawonga Gap in the middle allowing climbing and descending to both Bright and Mt Beauty.

05 Consultation

Additional Trails cont.
Proposed Trails/Links
Mount Buffalo National Park • A track from the beginning of the Big Walk that runs along Eurobin Creek to link up with the Ladies Bath Falls track. This would become the most popular and ICONIC walk in the NP because of its accessibility and beauty! • Work with Parks Victoria to build an epic mountain bike trail at Mount Buffalo. • Connect the Big Walk directly to the Rollasons Falls track (avoiding the Mt Buffalo Rd). The connection would provide an enjoyable side route to the Big Walk, in the same way that there are currently a number of side routes to lookouts. To be used by walkers and trail runners. No current walking/running link between the Big Walk and Rollasons Falls Track. • Connecting trail from Buckland up to Mount Buffalo (or formalise Back Wall trail). • Southern access to the Horn or connecting to the Back Wall Track, with the track starting in Buckland (heading west) or on the Goldie Spur Track (heading north). This track would provide more options for accessing the the southern end of the Mt Buffalo National Park. For use by hikers and trail runners. • There is no link between the Back Wall Track and the Goldie Spur Track. The terrain between the two is steep and rocky, but I believe a viable path could be found. Kiewa Valley Cycling Trail • Experienced cyclists can road ride up to Falls Creek and do technical mountain biking in the Big Hill MTB Park. There is also the short ride along the Kiewa River and/or around the Pondage which caters for those wanting to do short distances or families with young children. However, there is no provision for those wanting to do up to 50 kms safely of non-technical, casual riding. Would the Shire consider putting a bike path up the Kiewa Valley to match what the Ovens Valley has to fill this gap? • A safe cycling path to take cyclists off the busy Kiewa Valley Highway from Mount Beauty to Dederang similar to what is in the Ovens Valley from Myrtleford to Harrietville. Tawonga - Move the current walk/bike trail in Tawonga South from the western side to the Eastern side of the highway. Much safer. No need to cross highway two times, minimises the driveways that need to crossed. Old mining trails – we are fortunate to have old mining trails throughout the Shire as there is potential to be able to join up the various trail networks we have in the Shire, which would provide a world class bike packing network. Being able to connect Bright with Mt Beauty, Falls Creek, Omeo (outside of ASC but accessible), Dinner Plain and Harrietville via Mt Hotham with a mix of old and new trails plus gravel/dirt roads would be truly spectacular and open up accommodation and business options for summer riding. Germantown - Build connection from Hill Plantation Link Track to Back Germantown Rd. This would encourage use of the Hill Plantation Link Track, in combination with the Smart Creek - Tawonga Gap Track and the Tawonga Gap Track as an alternative route from Bright to Tawonga Gap for cyclists, trail runners and hikers. Buckland - Potential for short easy nature walks in this area - seems like wasted stop/info sign/car park. I would make this part of a Bright 5 Peaks (Mystic, Huggins, Apex, Clear Spot)

06 Audit



06 Audit

Audit Process

Inventory of Trails and Potential Opportunities

In order to strategically plan for the Shire's recreational trail network, it is important to have a comprehensive understanding of the trail experiences currently offered across the Shire to assist in identifying potential future trail opportunities. These were collated and formed the basis of the site visit itinerary and community consultation. The inventory was informed by online trail information, Visitor Information Centre resources, community/stakeholder consultation and review of background documents.

The inventory of existing trails for walking and cycling are outlined in the following tables. The table includes information such as the name, route type, primary activities and the location. The reference number corresponds to the reference number included on the mapping in Section 7. Individual maps for walking and cycling are provided in Appendix C - Walking Trails and Appendix D - Cycling Trails. Note some of the trails are shared use for walkers and cyclists.



Inventory of Existing Trails - Walking

Ref	Trail	Location	Route Type	Primary Activities	Hierarchy
1	Ovens River Trail (Mosaic Trail)	Myrtleford	Short Walk	Walking, Recreational Cycling, Accessible	Local
2	Porepunkah River Walk	Porepunkah	Short Walk	Walking	Local
3	Canyon Walk	Bright	Short Walk	Walking	Local
4	Huggins Lookout	Bright	Short Walk	Walking	Local
5	The Diggings Walk	Wandiligong	Short Walk	Walking	Local
6	Mermaid Beach and Rock Pool Walk	Mount Beauty	Short Walk	Walking	Local
7	The Pondage Walk	Mount Beauty	Short Walk	Walking, Accessible	Local
8	Kiewa River Trail	Mount Beauty & Tawonga	Short Walk	Walking, Accessible	Local
9	Junction Creek Nature Walk	Tawonga South	Short Walk	Walking	Local
10	Mountain Creek Walks - Shady Gully and Tree Fern Walk	Alpine NP, Tawonga	Short Walk	Walking	Local
11	Fainter Falls	Alpine NP, Near Bogong Village	Short Walk	Walking	Regional
12	Riverside Walk	Harrietville	Short Walk	Walking, Accessible	Local
13	Tronoh Dredge Walk	Harrietville	Short Walk	Walking	Local
14	Charlie Miley Walk	Harrietville	Short Walk	Walking	Local
15	Carmichael Falls	Dinner Plain	Short Walk	Walking	Local
16	Eurobin Falls and Ladies Bath Falls	Mount Buffalo NP	Short Walk	Walking	Regional
17	The Gorge Heritage Walk	Mount Buffalo NP	Short Walk	Walking	Regional
18	The Horn	Mount Buffalo NP	Short Walk	Walking	Regional
19	Fisherman's Walk	Tawonga	Short Walk	Walking, Accessible	Local
20	Montane Loop	Dinner Plain	Short Walk	Walking	Local
21	Hance's Mine and The Levee Wall (Dredge Hole)	Harrietville	Short Walk	Walking	Local
22	The Cathedral - Hump Track	Mount Buffalo NP	Short Walk	Walking	Local
23	Myrtleford Township Discovery Walk	Myrtleford	Short Walk	Walking	Local
24	Myrtleford Historic Walk	Myrtleford	Short Walk	Walking	Local
25	Reform Hill Walking Tracks	Myrtleford	Moderate Walk	Walking	Local
26	Cherry Walk	Bright	Moderate Walk	Walking	Local

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Ref	Trail	Location	Route Type	Primary Activities	Hierarchy
27	Apex Lookout	Bright	Moderate Walk	Walking	Local
28	Wandi Walk	Bright to Wandiligong	Moderate Walk	Walking	Local
29	Mount Beauty Gorge Walk	Mount Beauty	Moderate Walk	Walking	Local
30	Survey Track and Pole Track Loop	Mount Beauty	Moderate Walk	Walking	Local
31	Lake Guy Walk	Bogong Village	Moderate Walk	Walking	Local
32	Great Valley Trail to the Trout Farm	Harrietville	Moderate Walk	Walking, Cycling and Accessible	Regional
33	Washington Creek via Bon Accord Track	Alpine NP, Harrietville	Moderate Walk	Walking	Local
34	Mount Loch Summit	Alpine NP, Mount Hotham	Moderate Walk	Walking	Regional
35	Room With A View	Alpine NP, Dinner Plain	Moderate Walk	Walking	Local
36	View Point Nature Walk	Mount Buffalo NP	Moderate Walk	Walking	Local
37	Mount Dunn	Mount Buffalo NP	Moderate Walk	Walking	Regional
38	Wallace Cope Heritage Trail	Alpine NP, Falls Creek	Moderate Walk	Walking	Local
39	Murray to Mountains Rail Trail (Bright to Porepunkah)	Bright to Porepunkah	Moderate Walk	Cycling, Walking, Accessible	State
40	Dead Timber Hill	Alpine NP, Dinner Plain	Moderate Walk	Walking	Local
41	Roper Lookout	Alpine NP, Falls Creek	Moderate Walk	Walking	Local
42	Rollasons Falls	Mount Buffalo NP	Moderate Walk	Walking	Local
43	The Big Walk	Mount Buffalo NP	Day Hike	Walking	State
44	East Ovens River Track	Alpine NP, Harrietville	Day Hike	Walking	Regional
45	The Huts Walk	Alpine NP, Mount Hotham	Day Hike	Walking	Regional
46	Tabletop Walk	Alpine NP, Dinner Plain	Day Hike	Walking	Regional
47	Brabralung Trail	Dinner Plain to Mount Hotham	Day Hike	Walking , Cycling, Skiing (winter) and Accessible	Regional
48	Mount Bogong via the Staircase	Alpine NP, Tawonga	Day Hike	Walking	State
49	Mount Bogong via Eskdale Spur	Alpine NP, Tawonga	Day Hike	Walking	State
50	Mount Feathertop via The Razorback	Alpine NP, Mount Hotham	Day Hike	Walking	National
51	Mount Feathertop via Bungalow Spur	Alpine NP, Harrietville	Day Hike	Walking	State
52	The Bon Accord Track	Alpine NP, Harrietville	Day Hike	Walking	State
53	Falls to Hotham Alpine Crossing	Falls Creek to Mount Hotham	Multi-Day Hike	Walking	State

06 Audit

Ref	Trail	Location	Route Type	Primary Activities	Hierarchy
54	Great Valley Trail	Bright to Harrietville	Multi-Day Hike	Walking, Cycling	Regional
55	Clearspot Road Circuit	Bright	Moderate Walk	Walking	Local
56	Hillsborough Track	Wandiligong	Day Hike	Walking	Local
57	Mount Emu	Tawonga	Day Hike	Walking	Local
58	Precipice Plain Track	Dinner Plain	Moderate Walk	Walking	Local
59	Goat Track Up	Mystic Park	Moderate Walk	Walking	Local
60	Goat Track Down	Mystic Park	Moderate Walk	Walking	Local
61	Disco Track	Mystic Park	Moderate Walk	Walking	Local
62	Mick's Track	Mystic Park	Moderate Walk	Walking	Local
63	Bakers Gully Reservoirs	Bright	Moderate Walk	Walking	Local
64	Chalwell Galleries	Mount Buffalo NP	Moderate Walk	Walking	Local
65	Wandi Cross	Wandiligong	Event	Trail Running	Regional
66	Valley View Walk	Bright	Moderate Walk	Walking	Local

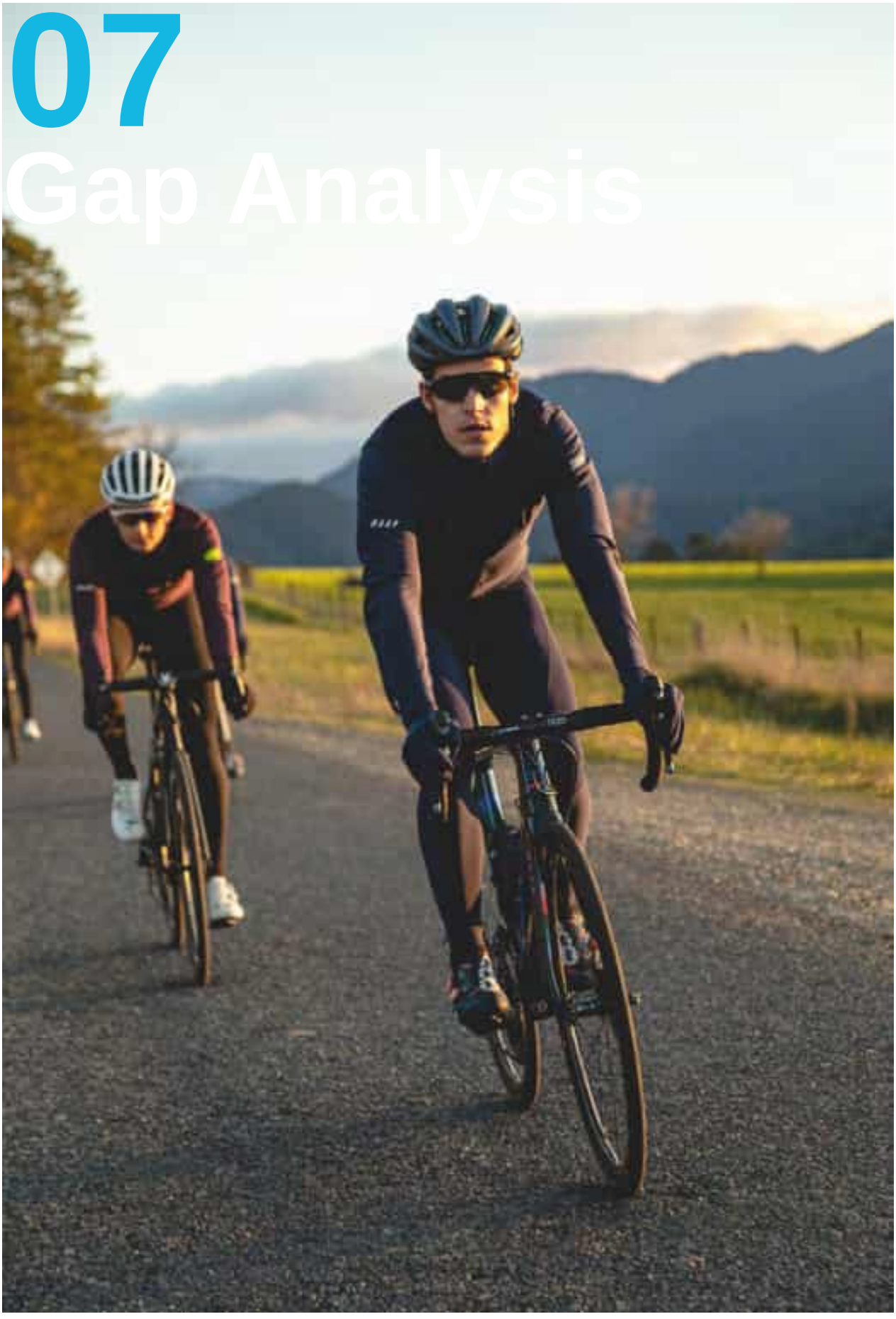
Inventory of Existing Trails - Cycling

Ref	Trail	Location	Route Type	Primary Activities	Hierarchy
1	Murray to Mountains Rail Trail - Bright to Wandililgong	Bright	One way	Recreational Cycling, Walking	State
2	Murray to Mountains Rail Trail - Bright to Porepunkah	Bright	One way	Recreational Cycling, Walking	State
3	Murray to Mountains Rail Trail - Porepunkah to Happy Valley	Porepunkah	One way	Recreational Cycling, Walking	State
4	Murray to Mountains Rail Trail - Happy Valley to Myrtleford	Myrtleford	One way	Recreational Cycling, Walking	State
5	Murray to Mountains Rail Trail - Myrtleford to Taylors Gap	Myrtleford	One way	Recreational Cycling, Walking	State
6	Great Valley Trail - Bright to Freeburgh	Bright	One way	Recreational Cycling, Walking	Regional
7	Great Valley Trail - Freeburgh to Smoko	Freeburgh	One way	Recreational Cycling, Walking	Regional
8	Great Valley Trail - Smoko to Harrietville	Freeburgh	One way	Recreational Cycling, Walking	Regional
9	Ovens River Trail (Mosaic Trail)	Myrtleford	Loop	Recreational Cycling, Walking	Local
10	The Pondage Trail	Mount Beauty	Loop	Recreational Cycling, Walking	Local
11	Kiewa River Trail	Mount Beauty	Return	Recreational Cycling, Walking	Local
12	Mount Beauty to Tawonga Trail	Mount Beauty to Tawonga	Return	Recreational Cycling, Walking	Local
13	Lake Buffalo	Myrtleford to Buffalo River	Return	Road Cycling	Local
14	Stanley Loop	Myrtleford, Stanley and Beechworth	Loop	Road Cycling	Regional
15	Dederang Loop	Myrtleford to Rosewhite & Dederang	Loop	Road Cycling	Regional
16	Happy Valley Loop	Myrtleford to Mudgegonga & Rosewhite	Loop	Road Cycling	Regional
17	Buckland Valley	Bright to Buckland	Return	Road Cycling	Regional
18	Tawonga Gap	Bright to Mount Beauty	Return	Road Cycling	Regional
19	Wandiligong Out and Back	Bright to Wandiligong	Return	Road Cycling	Local
20	Harrietville Out and Back (road)	Bright to Harrietville	Return	Road Cycling	Regional
21	Gundowring Out and Back	Mount Beauty to Gundowring	Return	Road Cycling	Local
22	Mongans Bridge Out and Back	Mount Beauty to Mongans Bridge	Return	Road Cycling	Local
23	Seven Peaks - Mount Buffalo	Mount Buffalo NP	One way	Road Cycling	State
24	Seven Peaks - Falls Creek	Mount Beauty to Falls Creek	One way	Road Cycling	State
25	Seven Peaks - Mount Hotham	Harrietville to Mount Hotham	One way	Road Cycling	State

06 Audit

Ref	Trail	Location	Route Type	Primary Activities	Hierarchy
26	Seven Peaks - Dinner Plain	Omeo to Dinner Plain	One way	Road Cycling	State
27	Myrtleford Gapsted Loop	Myrtleford	Loop	Gravel Riding	Local
28	Myrtleford Hinterland	Myrtleford	Loop	Gravel Riding	Regional
29	IL Monte	Lake Buffalo - Whitfield	Loop	Gravel Riding	Regional
30	Mount Porepunkah Loop	Bright & Porepunkah	Loop	Gravel Riding	Regional
31	Bright to Mount Beauty	Bright & Mount Beauty	One way	Gravel Riding	Regional
32	Trappers Gap	Mount Beauty to Mitta Mitta	One way	Gravel Riding	Regional
33	Harrietville Out and Back	Harrietville	Loop	Recreational Cycling	Local
34	Brabralung Trail	Dinner Plain & Mount Hotham	One way	Gravel Riding	Local
35	Gapsted Track	Myrtleford & Gapsted	Loop	Gravel Riding	Local
36	Dungeys Track	Germantown & Mount Beauty	Return	Gravel Riding	Regional
37	Simmonds Creek	Mount Beauty	Return	Gravel Riding	Local
38	Mount Emu	Tawonga	Return	Gravel Riding	Local
39	Appian Way	Dinner Plain	Return	Mtb	Local
40	Baxters Run	Dinner Plain	XC	Mtb	Local
41	Collectors Cirque	Dinner Plain	One way	Mtb	Local
42	Fergs	Dinner Plain	One way	Mtb	Local
43	Fitzys Cirque	Dinner Plain	One way	Mtb	Local
44	Jabba-Wookie	Dinner Plain	AM/XC	Mtb	Local
45	Kanga-Waala-Fox	Dinner Plain	AM/XC	Mtb	Local
46	Moby's Old Dog New Tricks	Dinner Plain	XC	Mtb	Local
47	Shut-up Ollie	Dinner Plain	Downhill	Mtb	Local
48	Sir Jax, Pump-a-Lot	Dinner Plain	Downhill	Mtb	Local
49	Kenny's	Dinner Plain	Downhill	Mtb	Local
50	Fainters Falls to Mount Beauty	Falls Creek to Mount Beauty	Adventure	Mtb	Regional

07 Gap Analysis



07 Gap Analysis

Gap Analysis

The gap analysis has been informed by the community consultation, desktop and site assessment of the existing trails network. The Shire owns and manages a wide range of existing trails, however there are also a wide range of trails that are not the responsibility of the Shire and traverse other estates including National Parks and forestry plantation areas. As a whole the existing trails provide access to many of the Shire and broader key natural assets and townships. However, there is a need to improve the existing trails and in some instances there is a need to develop new trails to meet the growing demands and the increasing popularity of trail based activities locally and from outside of the region. In particular critical linkages, which may be informal in nature currently, have been identified to be developed or formalised to enable an integrated network of trails to be established across the Shire.

Key gaps and opportunities identified in the existing provision of trails across the region have been identified below and also depicted on a series of maps that follow.

Epic Trail

There has been an interest in establishing an International Mountain Bicycling Association (IMBA) Epic Trail within the Shire. The IMBA EPICS designation denotes a true backcountry riding experience. IMBA EPICS are what many mountain bikers “live for” and make travel plans around: immersive rides that are technically and physically challenging, beautiful to behold and worthy of celebration. EPICS are demanding, majority singletrack trail experiences in a natural setting and at least 20 miles (32 km) in length. The only recognised Epic Trail within Australia currently is at Mount Buller, Victoria however two recent “Epic Trails” have been opened within the last two years, the Indigo Epic Trail in Beechworth and the Melrose Epic Trail in northern South Australia although these are yet to be officially recognised by IMBA. It is proposed the general alignment of this trail would be from Bright through to Mount Beauty.

Connectivity

Whilst the Shire is fortunate to have many existing trails including long distance connections such as the iconic Murray to Mountains Rail Trail, there is still an opportunity to improve connectivity and promote sustainable ways across region. Some communities in the Shire are not readily accessible by vehicle let alone by foot or by bike and there is an opportunity to improve and create a number of these connections. This is particularly evident in smaller communities such as Mount Beauty, Myrteford, Harrietville, Dinner Plain and Porepunkah.

Land Tenure

Many of the trails are located within plantation forest, National Park and other estate and therefore do not fall under the Shire's direct care, control or management. This is particularly evident for many of the mountain bike offerings such as Mystic Mountain Bike Park. The role of the Shire in the ongoing management and maintenance needs to be clearly identified for each track and trail and communicated wildly to ensure optimum allocation of the Shire's resources for the long term benefit of the community. This may involve working collaboratively with other tracks and trail managers to advocate for improvements that are not the Shire’s direct responsibility.

Risk Management

Many of the trails are not effectively named, graded, inspected and maintained at appropriate intervals in line with the Australian and/or peak body standards /guidelines and a regular auditing process needs to be adopted.

A number of trails also cross or intersect with major roads and there is a need to improve the safety for users particularly children.

Integrated Framework and Standardised Assessment Process

There is no established framework for the assessment, development and management of trails, which results in ad-hoc development and decision making in relation to trail development and enhancements.

07 Gap Analysis

Challenges

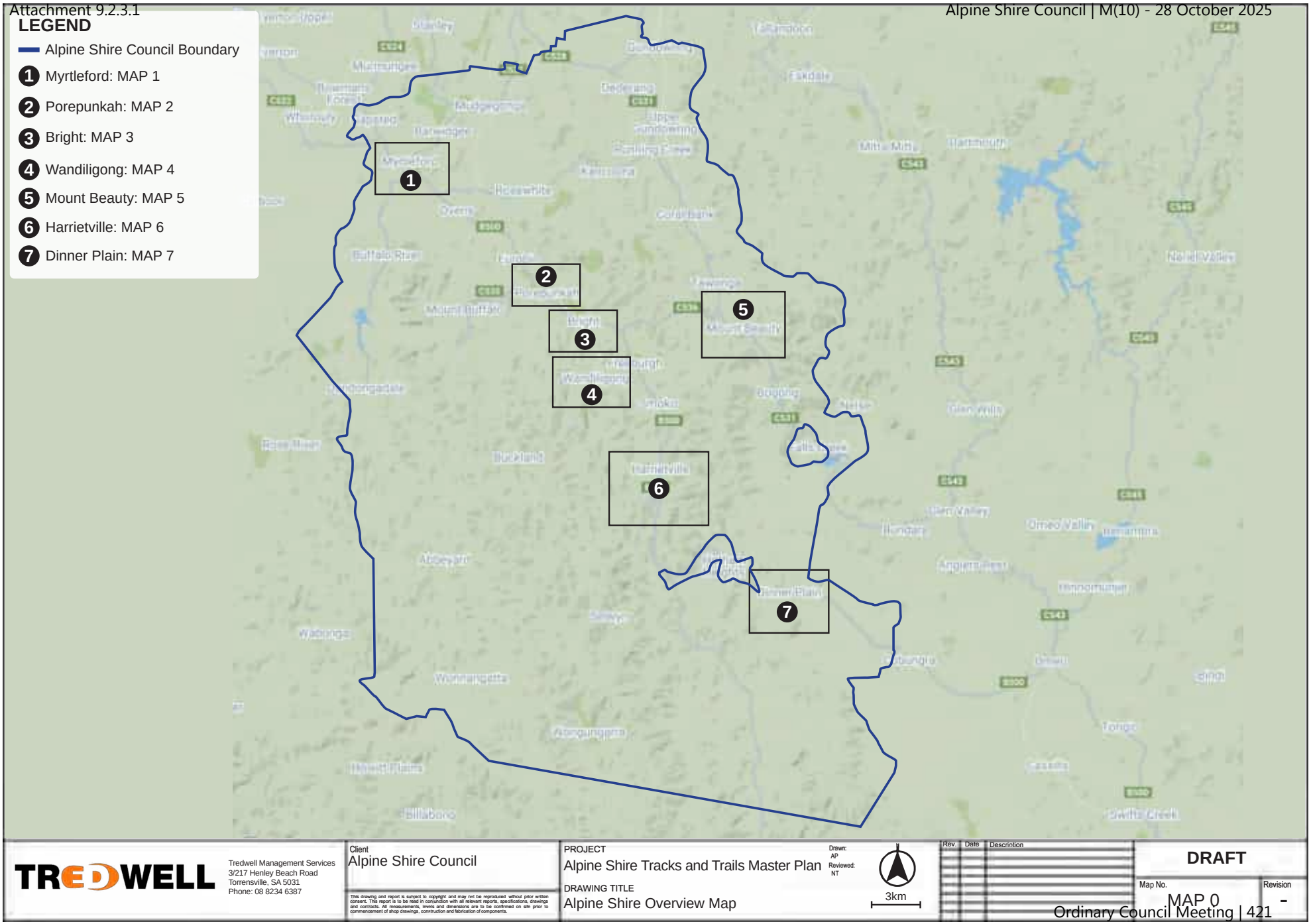
The key challenges which have been identified for trails in the Shire include:

- Finite resources and competing priorities
- Inconsistent trail assessment and management framework
- Various land tenures/ management
- Varied community priorities and requests
- Limited connectivity across parts of the Shire
- Management of risks to trail users and the broader community
- Increasing demand for trails
- Increasing standards and expectations
- Balancing conservation and recreation values
- Impact of natural disasters on trails (e.g. bushfires, storms and flooding).

Opportunities

The key opportunities which have been identified for trails in the Shire include:

- Strategic approach to trail provision and management
- Enhance promotion of existing high quality trails
- Improve connectivity particularly within smaller townships and communities
- Manage risk while maintaining the opportunity for users to undertake challenging experiences in nature
- Provide trail experiences that offer opportunities accessible to a diverse range of people and abilities
- Showcase the spectacular beauty of the Shire through nature-based-tourism
- Promote sustainable ways to explore the Shire for residents and visitors alike
- Encourage and recognise volunteers that dedicate their own time and resources to maintaining and enhancing the local trail network.
- Work collaboratively with other track and trail landowners and managers (i.e. Parks Victoria).



TREDWELL

Tredwell Management Services
3/217 Henley Beach Road
Torrensville, SA 5031
Phone: 08 8234 6387

Client
Alpine Shire Council

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PROJECT
Alpine Shire Tracks and Trails Master Plan

Drawn: AP
Reviewed: NT

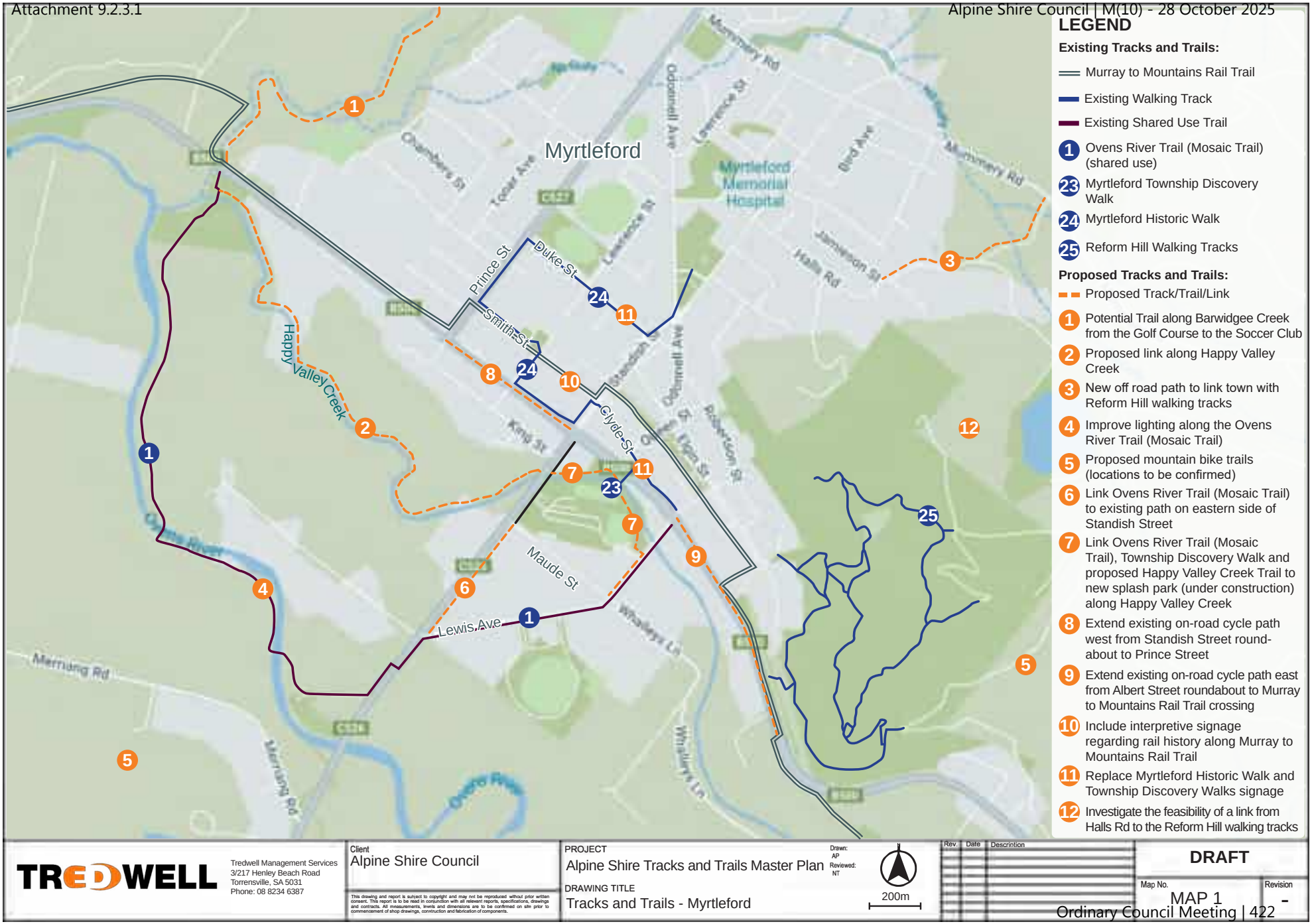
DRAWING TITLE
Alpine Shire Overview Map

N
3km

Rev.	Date	Description

DRAFT

Map No. MAP 0
Revision -



LEGEND

Existing Tracks and Trails:

- Murray to Mountains Rail Trail
- Existing Walking Track
- Existing Shared Use Trail
- 1 Ovens River Trail (Mosaic Trail) (shared use)
- 23 Myrtleford Township Discovery Walk
- 24 Myrtleford Historic Walk
- 25 Reform Hill Walking Tracks

Proposed Tracks and Trails:

- Proposed Track/Trail/Link
- 1 Potential Trail along Barwidgee Creek from the Golf Course to the Soccer Club
- 2 Proposed link along Happy Valley Creek
- 3 New off road path to link town with Reform Hill walking tracks
- 4 Improve lighting along the Ovens River Trail (Mosaic Trail)
- 5 Proposed mountain bike trails (locations to be confirmed)
- 6 Link Ovens River Trail (Mosaic Trail) to existing path on eastern side of Standish Street
- 7 Link Ovens River Trail (Mosaic Trail), Township Discovery Walk and proposed Happy Valley Creek Trail to new splash park (under construction) along Happy Valley Creek
- 8 Extend existing on-road cycle path west from Standish Street round-about to Prince Street
- 9 Extend existing on-road cycle path east from Albert Street roundabout to Murray to Mountains Rail Trail crossing
- 10 Include interpretive signage regarding rail history along Murray to Mountains Rail Trail
- 11 Replace Myrtleford Historic Walk and Township Discovery Walks signage
- 12 Investigate the feasibility of a link from Halls Rd to the Reform Hill walking tracks

TREDWELL

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3/217 Henley Beach Road
Torrensville, SA 5031
Phone: 08 8234 6387

Client
Alpine Shire Council

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PROJECT
Alpine Shire Tracks and Trails Master Plan

Drawn: AP
Reviewed: NT

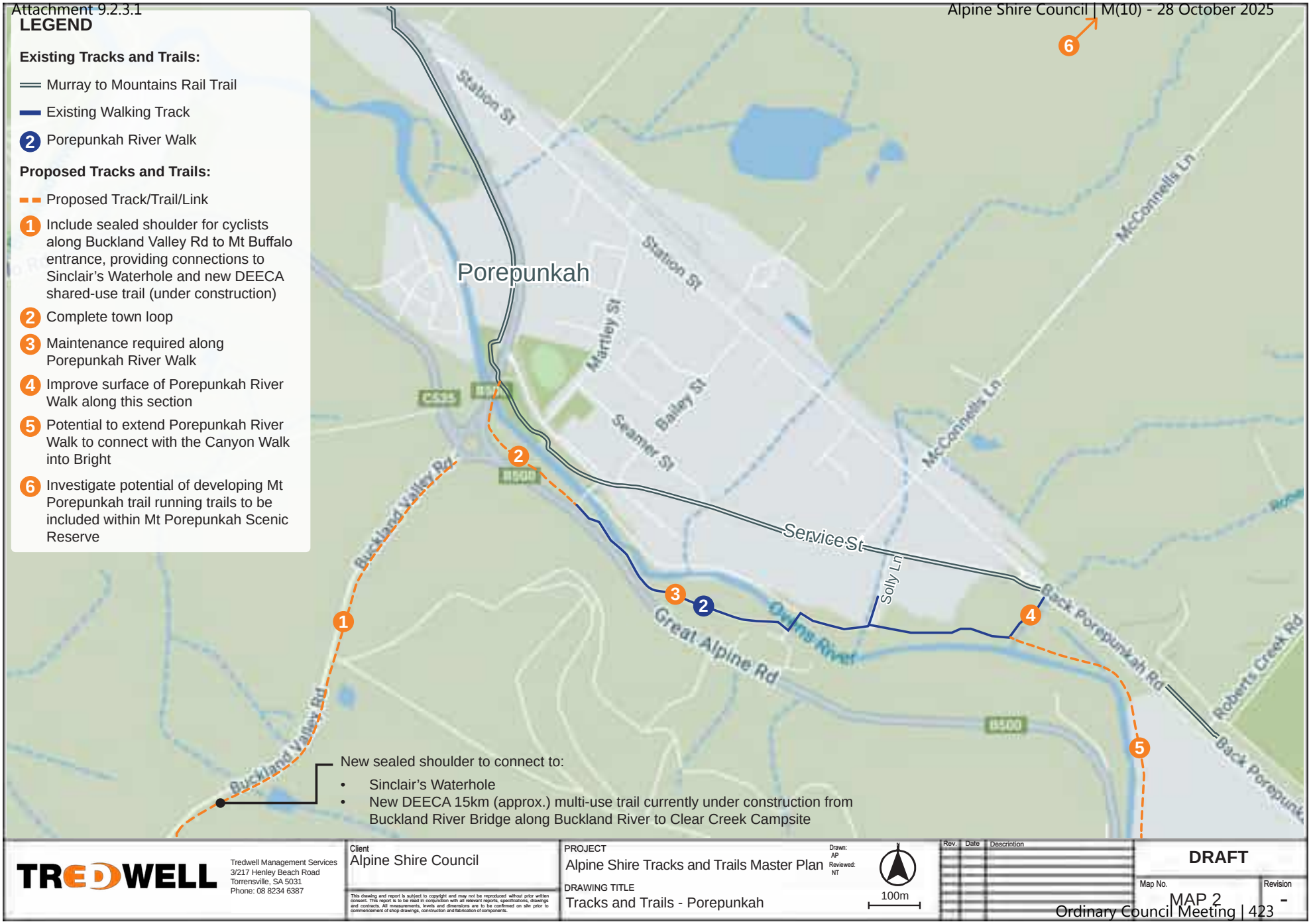
DRAWING TITLE
Tracks and Trails - Myrtleford

N
200m

Rev.	Date	Description

DRAFT

Map No. MAP 1
Revision -



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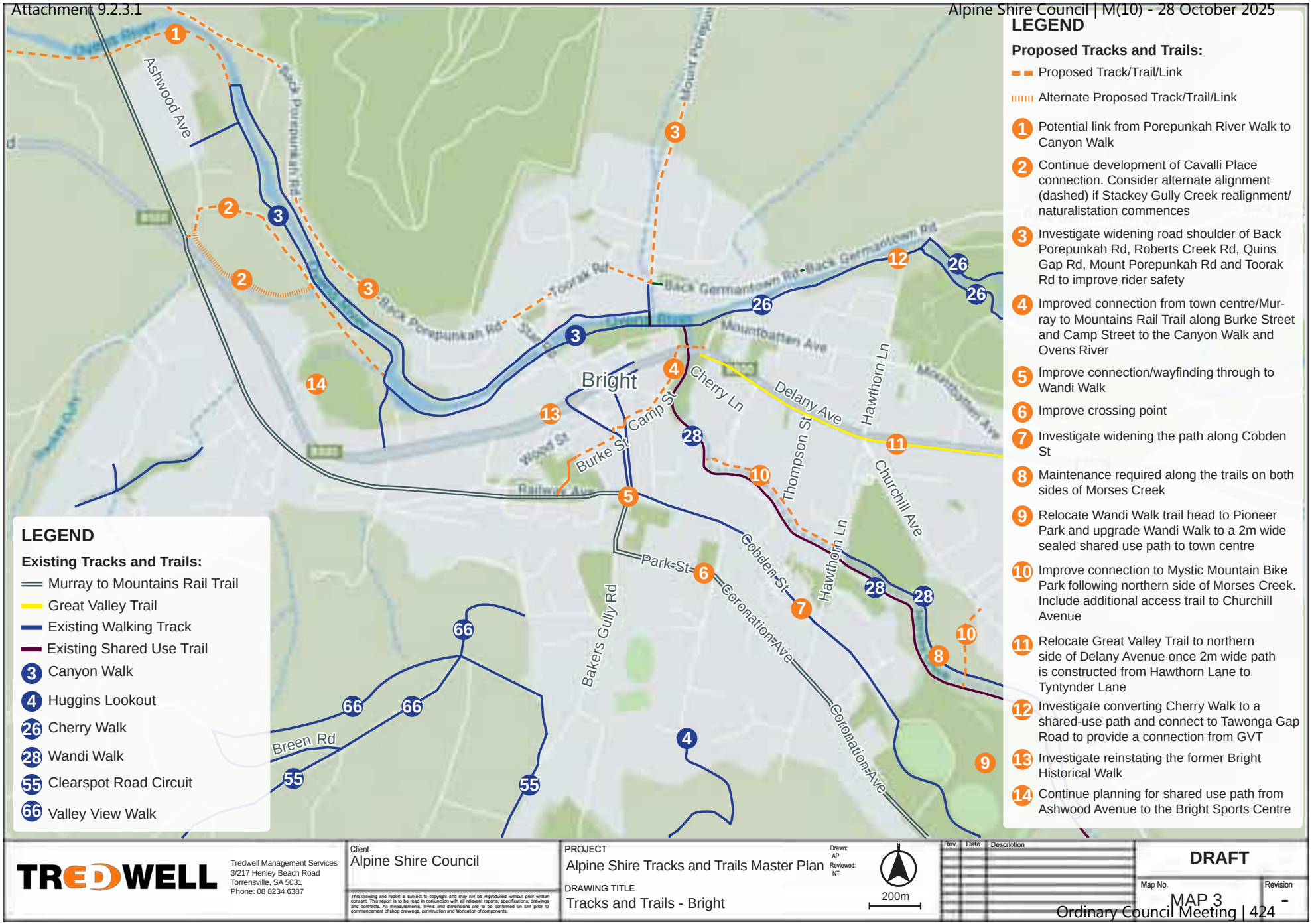
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PROJECT: Alpine Shire Tracks and Trails Master Plan
Drawn: AP
Reviewed: NT
DRAWING TITLE: Tracks and Trails - Porepunkah
100m

Rev.	Date	Description

DRAFT

Map No. MAP 2
Revision -



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PROJECT: Alpine Shire Tracks and Trails Master Plan

Drawn: AP
Reviewed: NT

DRAWING TITLE: Tracks and Trails - Bright

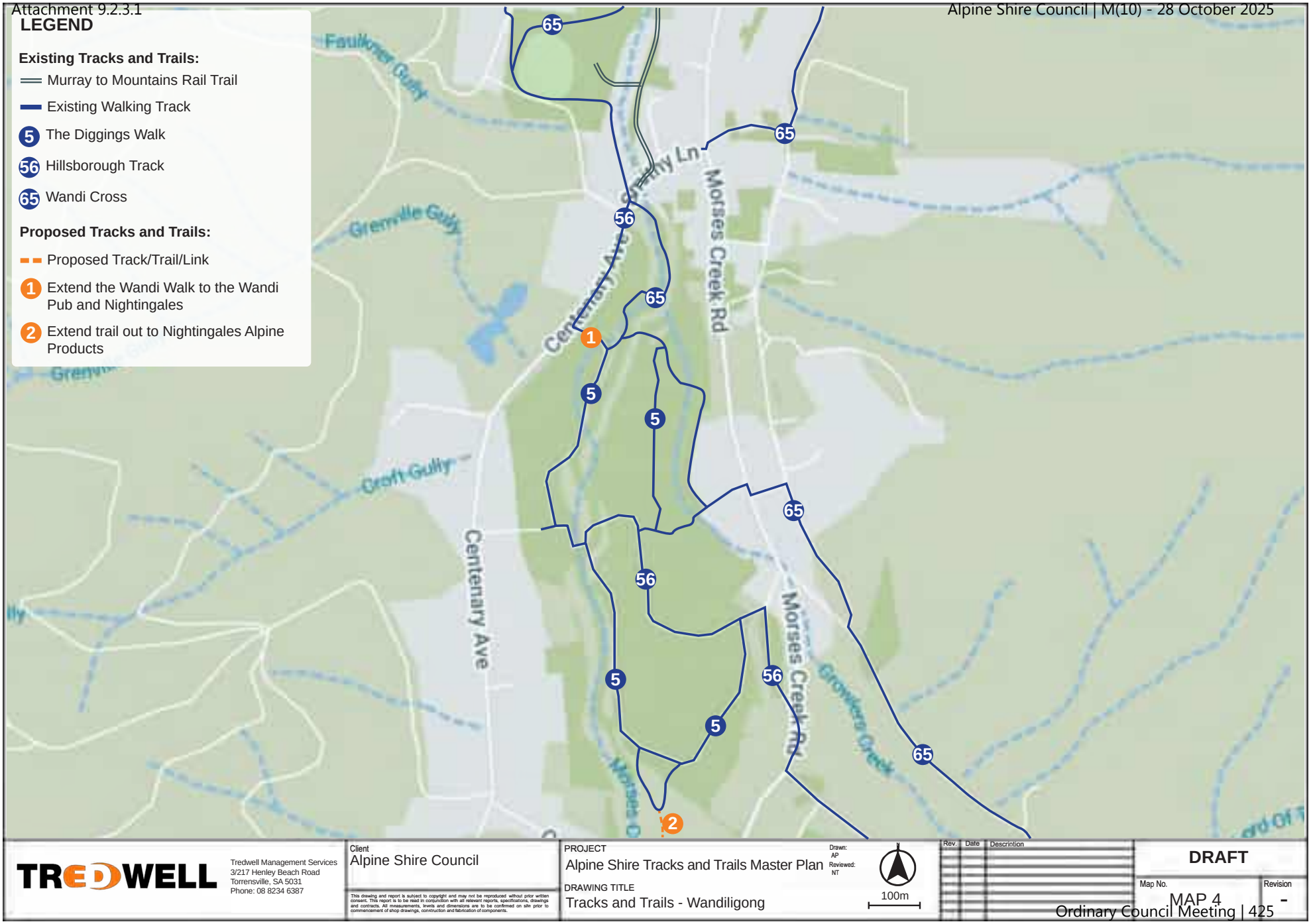
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Map No. MAP 3

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PROJECT
Alpine Shire Tracks and Trails Master Plan

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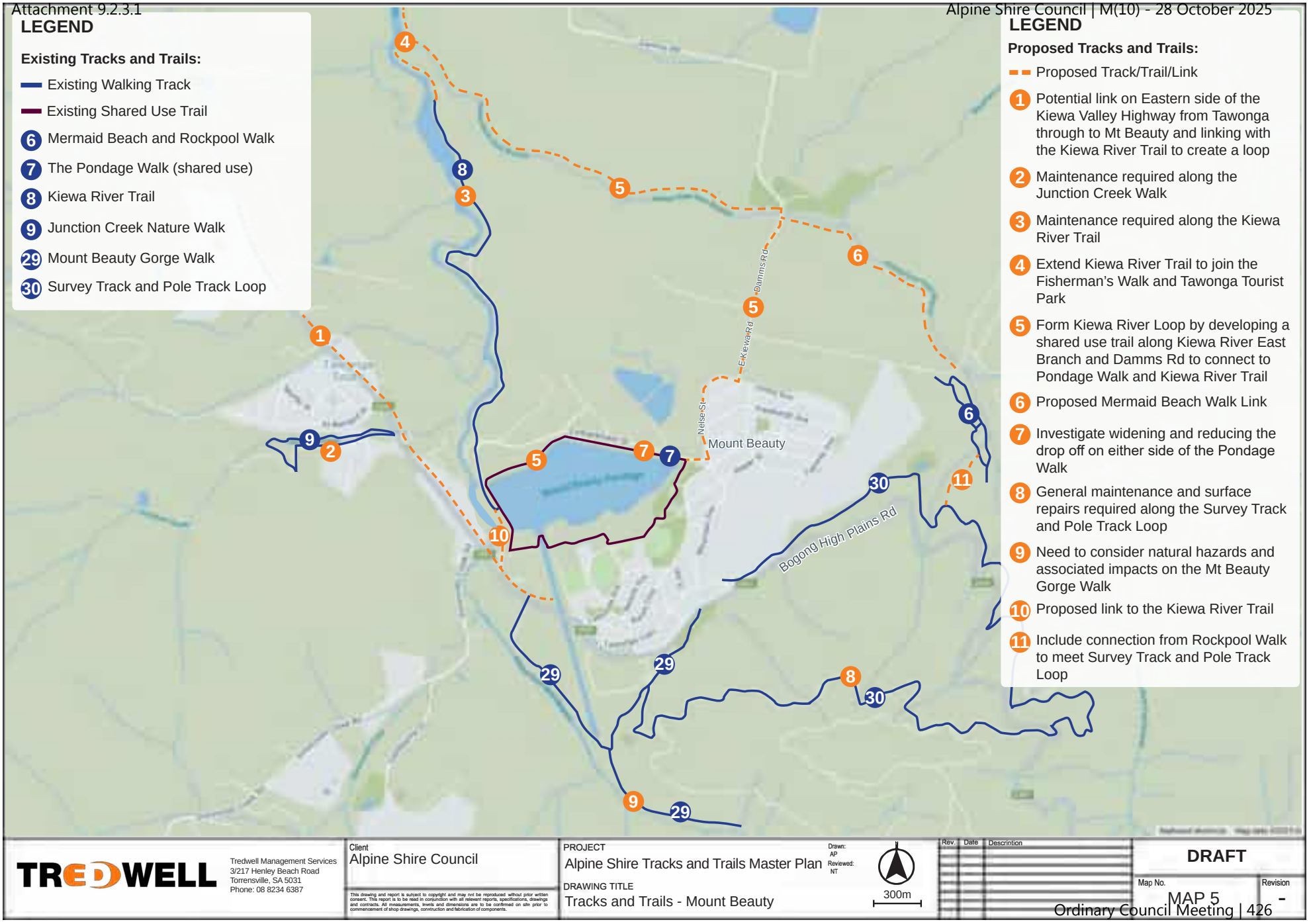
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100m

Rev.	Date	Description

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Map No. MAP 4
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PROJECT
Alpine Shire Tracks and Trails Master Plan

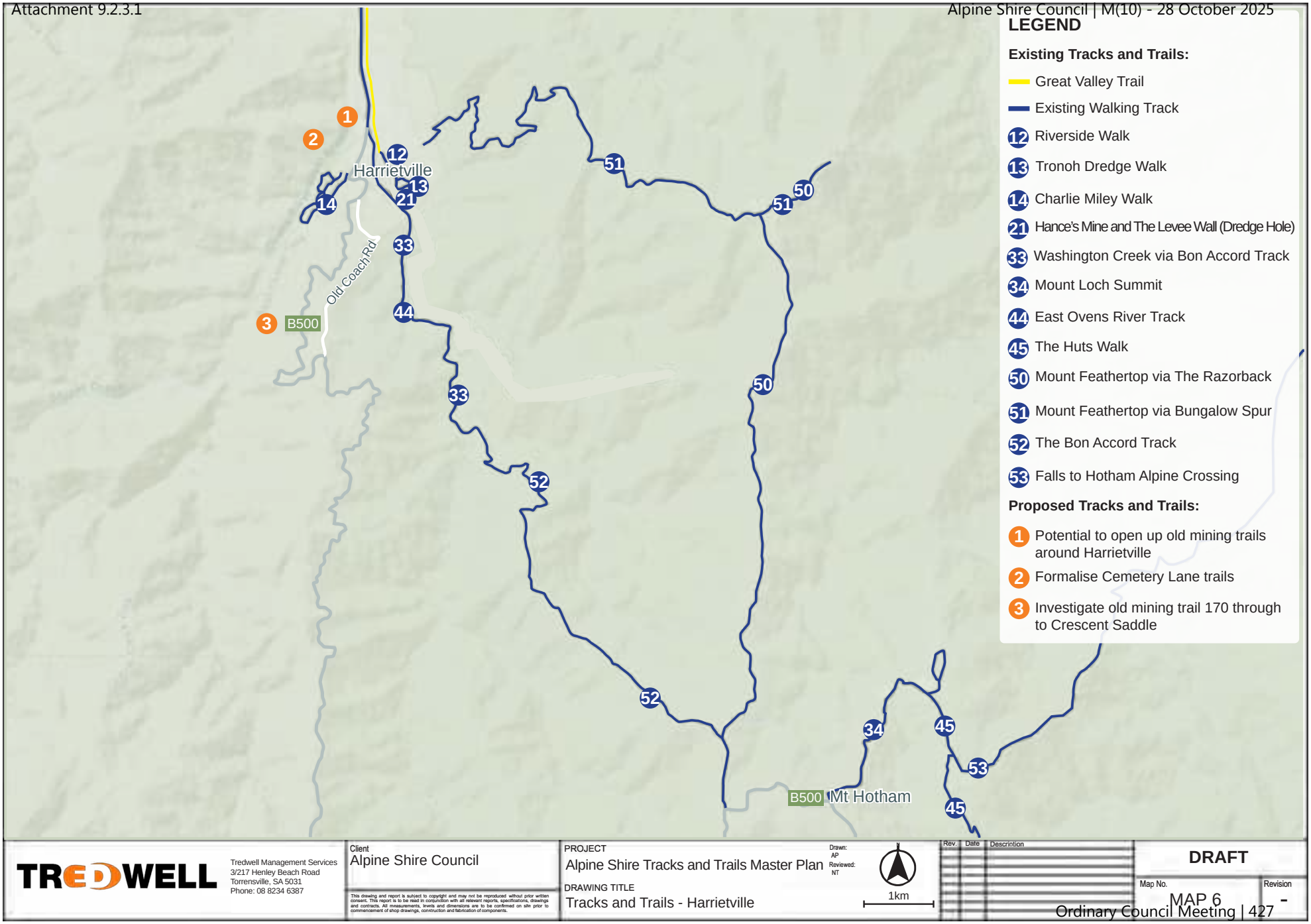
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Reviewed: NT

DRAWING TITLE
Tracks and Trails - Mount Beauty

Rev.	Date	Description

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Map No. MAP 5
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PROJECT
Alpine Shire Tracks and Trails Master Plan

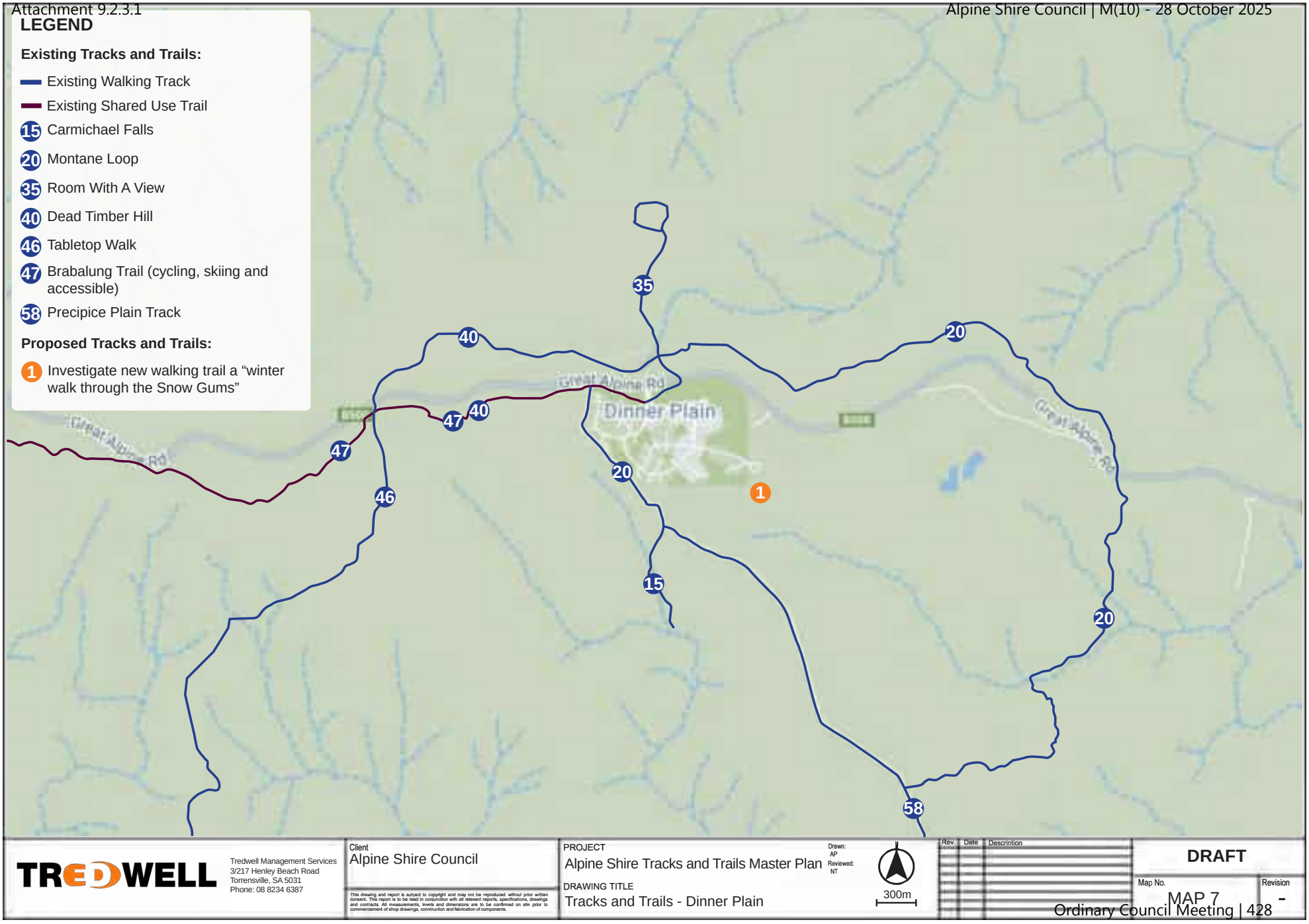
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Reviewed: NT

DRAWING TITLE
Tracks and Trails - Harrietville

Rev.	Date	Description

DRAFT

Map No. MAP 6
Revision -



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PROJECT
Alpine Shire Tracks and Trails Master Plan

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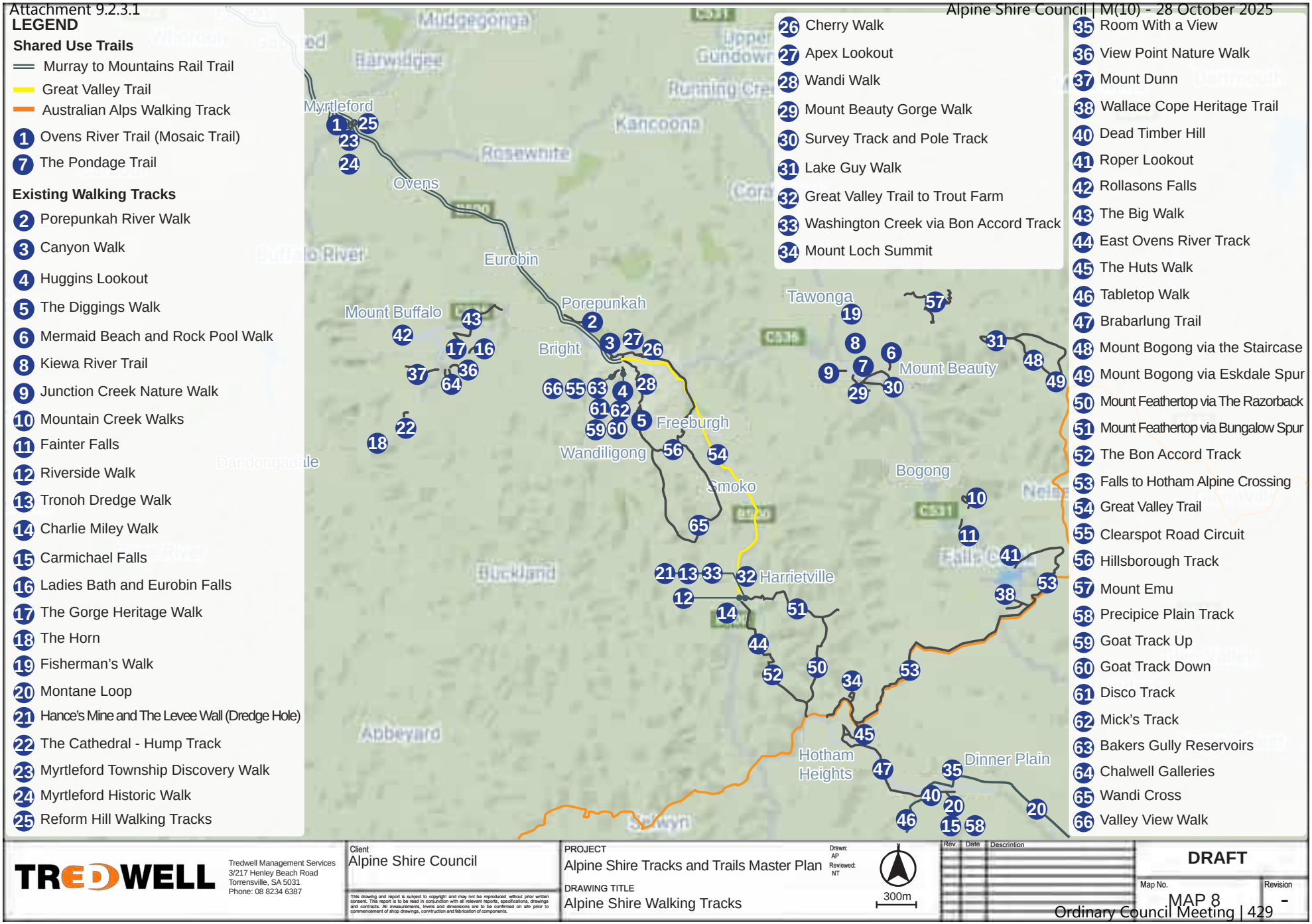
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Tracks and Trails - Dinner Plain

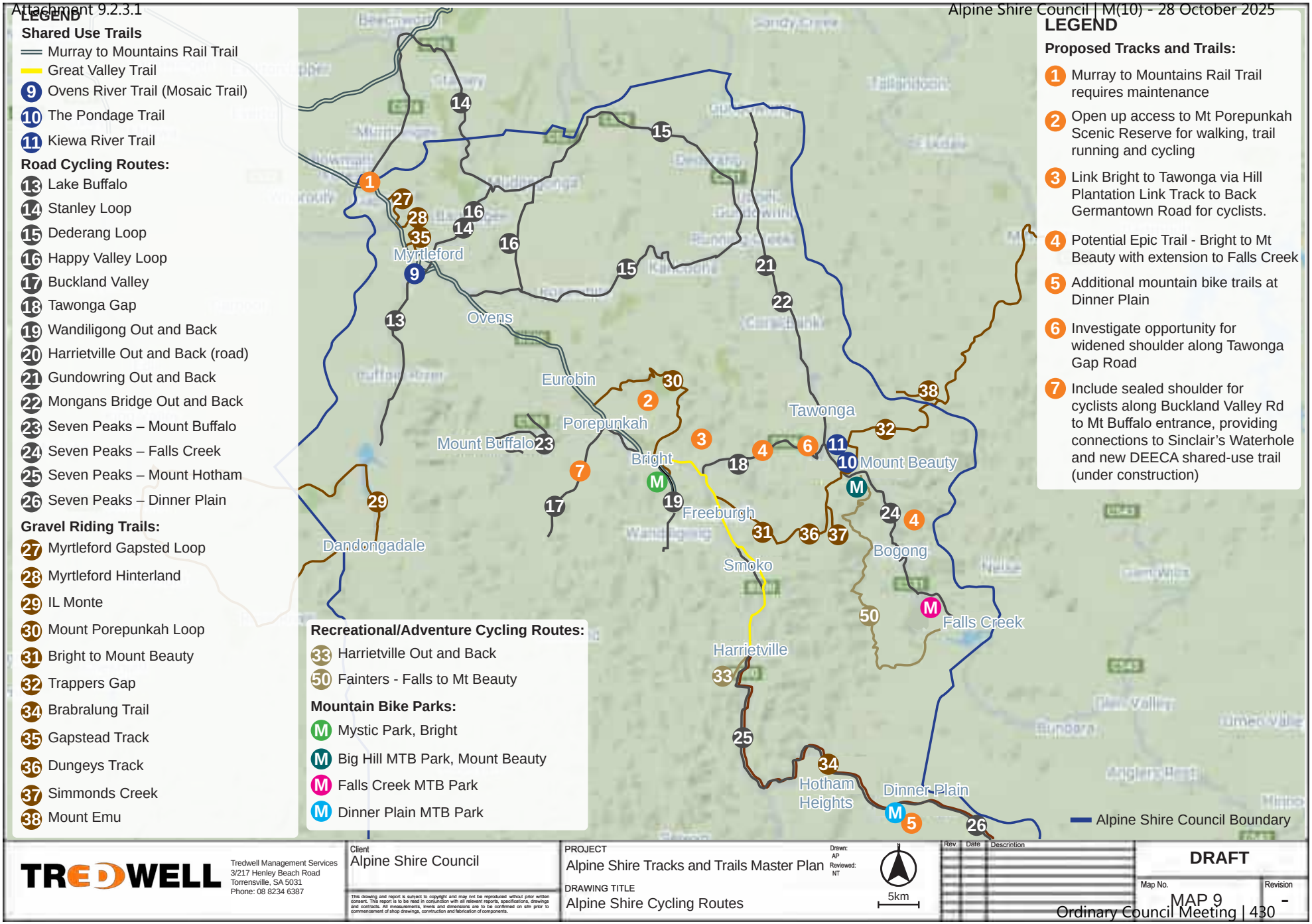
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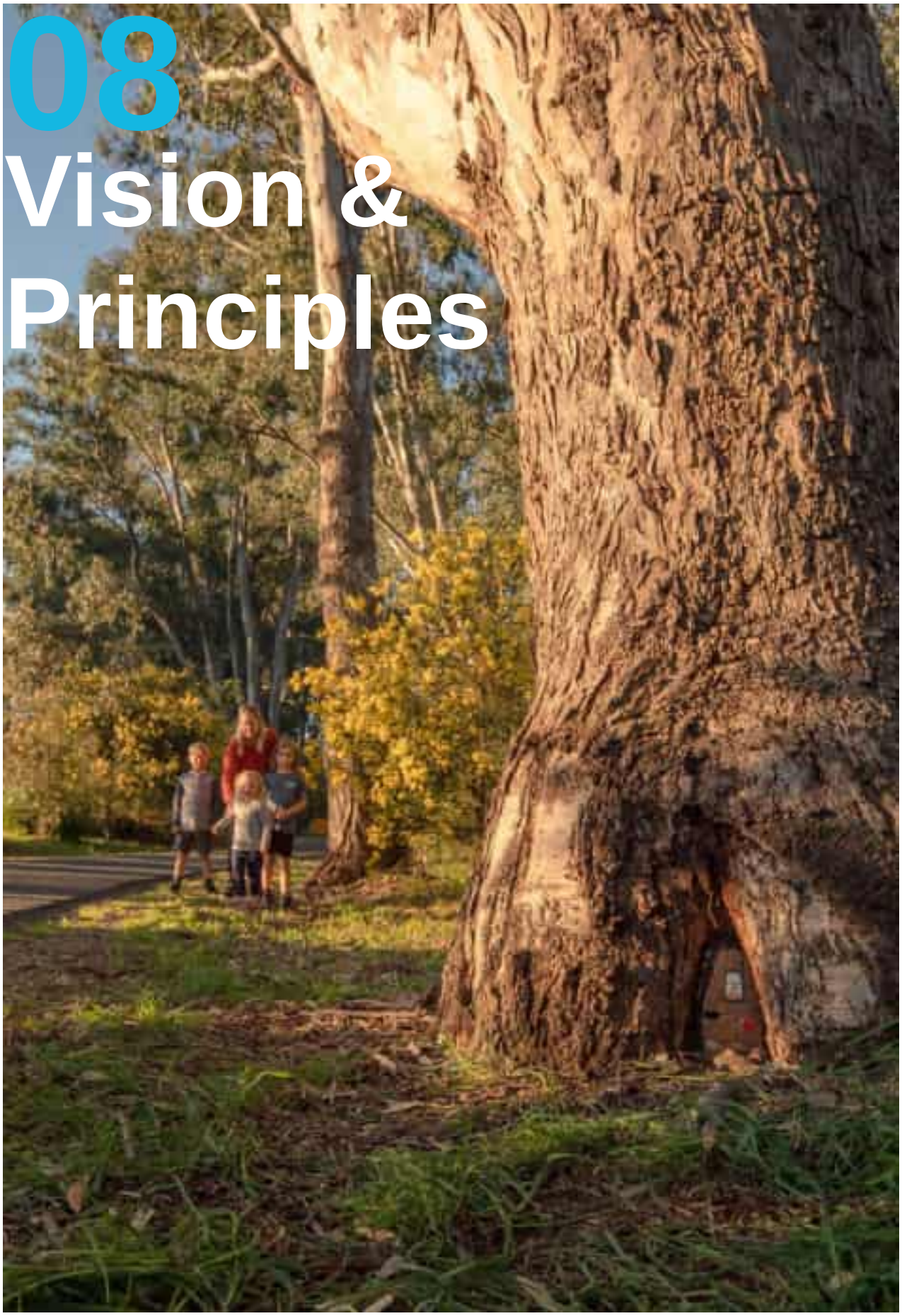
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Map No. MAP 7
Revision -


LEGEND
Shared Use Trails
Murray to Mountains Rail Trail
Great Valley Trail
Australian Alps Walking Track
1 Ovens River Trail (Mosaic Trail)
7 The Pondage Trail
Existing Walking Tracks
2 Porepunkah River Walk
3 Canyon Walk
4 Huggins Lookout
5 The Diggings Walk
6 Mermaid Beach and Rock Pool Walk
8 Kiewa River Trail
9 Junction Creek Nature Walk
10 Mountain Creek Walks
11 Fainter Falls
12 Riverside Walk
13 Tronoh Dredge Walk
14 Charlie Miley Walk
15 Carmichael Falls
16 Ladies Bath and Eurobin Falls
17 The Gorge Heritage Walk
18 The Horn
19 Fisherman's Walk
20 Montane Loop
21 Hance's Mine and The Levee Wall (Dredge Hole)
22 The Cathedral - Hump Track
23 Myrtleford Township Discovery Walk
24 Myrtleford Historic Walk
25 Reform Hill Walking Tracks
26 Cherry Walk
27 Apex Lookout
28 Wandi Walk
29 Mount Beauty Gorge Walk
30 Survey Track and Pole Track
31 Lake Guy Walk
32 Great Valley Trail to Trout Farm
33 Washington Creek via Bon Accord Track
34 Mount Loch Summit
35 Room With a View
36 View Point Nature Walk
37 Mount Dunn
38 Wallace Cope Heritage Trail
40 Dead Timber Hill
41 Roper Lookout
42 Rollasons Falls
43 The Big Walk
44 East Ovens River Track
45 The Huts Walk
46 Tabletop Walk
47 Brabarlung Trail
48 Mount Bogong via the Staircase
49 Mount Bogong via Eskdale Spur
50 Mount Feathertop via The Razorback
51 Mount Feathertop via Bungalow Spur
52 The Bon Accord Track
53 Falls to Hotham Alpine Crossing
54 Great Valley Trail
55 Clearspot Road Circuit
56 Hillsborough Track
57 Mount Emu
58 Precipice Plain Track
59 Goat Track Up
60 Goat Track Down
61 Disco Track
62 Mick's Track
63 Bakers Gully Reservoirs
64 Chalwell Galleries
65 Wandi Cross
66 Valley View Walk
Myrtleford
Ovens
Eurobin
Porepunkah
Bright
Mount Buffalo
Tawonga
Mount Beauty
Freeburgh
Wandiligong
Smoko
Bogong
Harrietville
Hotham Heights
Dinner Plain
Mudgegonga
Barwidgee
Kancoona
Rosewhite
Dandongadale
Buckland
Abbeyard
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3/217 Henley Beach Road
Torrensville, SA 5031
Phone: 08 8234 6387
Client
Alpine Shire Council
PROJECT
Alpine Shire Tracks and Trails Master Plan
DRAWING TITLE
Alpine Shire Walking Tracks
Drawn: AP
Reviewed: NT
300m
Rev. Date Description
DRAFT
Map No. MAP 8
Revision -


LEGEND
Shared Use Trails
Murray to Mountains Rail Trail
Great Valley Trail
9 Ovens River Trail (Mosaic Trail)
10 The Pondage Trail
11 Kiewa River Trail
Road Cycling Routes:
13 Lake Buffalo
14 Stanley Loop
15 Dederang Loop
16 Happy Valley Loop
17 Buckland Valley
18 Tawonga Gap
19 Wandiligong Out and Back
20 Harrietville Out and Back (road)
21 Gundowring Out and Back
22 Mongans Bridge Out and Back
23 Seven Peaks – Mount Buffalo
24 Seven Peaks – Falls Creek
25 Seven Peaks – Mount Hotham
26 Seven Peaks – Dinner Plain
Gravel Riding Trails:
27 Myrtleford Gapsted Loop
28 Myrtleford Hinterland
29 IL Monte
30 Mount Porepunkah Loop
31 Bright to Mount Beauty
32 Trappers Gap
34 Brabralung Trail
35 Gapstead Track
36 Dungeys Track
37 Simmonds Creek
38 Mount Emu
Recreational/Adventure Cycling Routes:
33 Harrietville Out and Back
50 Fainters - Falls to Mt Beauty
Mountain Bike Parks:
M Mystic Park, Bright
M Big Hill MTB Park, Mount Beauty
M Falls Creek MTB Park
M Dinner Plain MTB Park
LEGEND
Proposed Tracks and Trails:
1 Murray to Mountains Rail Trail requires maintenance
2 Open up access to Mt Porepunkah Scenic Reserve for walking, trail running and cycling
3 Link Bright to Tawonga via Hill Plantation Link Track to Back Germantown Road for cyclists.
4 Potential Epic Trail - Bright to Mt Beauty with extension to Falls Creek
5 Additional mountain bike trails at Dinner Plain
6 Investigate opportunity for widened shoulder along Tawonga Gap Road
7 Include sealed shoulder for cyclists along Buckland Valley Rd to Mt Buffalo entrance, providing connections to Sinclair's Waterhole and new DEECA shared-use trail (under construction)
Myrtleford
Ovens
Eurobin
Porepunkah
Mount Buffalo
Bright
Tawonga
Mount Beauty
Freeburgh
Dandongadale
Smoko
Bogong
Falls Creek
Harrietville
Hotham Heights
Dinner Plain
Alpine Shire Council Boundary
TREDWELL
Tredwell Management Services
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Torrensville, SA 5031
Phone: 08 8234 6387
Client
Alpine Shire Council
PROJECT
Alpine Shire Tracks and Trails Master Plan
Drawn: AP
Reviewed: NT
DRAWING TITLE
Alpine Shire Cycling Routes
5km
Rev. Date Description
DRAFT
Map No.
MAP 9
Revision
-

08 Vision & Principles



08 Vision & Principles

Strategic Planning Pyramid

A common Vision for the Master Plan provides a goal for the Shire, trail organisations and the wider community to coordinate initiatives towards the Vision.

The Vision facilitates the development of associated strategic outcomes, which in turn provide the framework for the development of strategies (specific approaches to achieve the strategic outcomes and fulfill the Vision).

Individual actions are then identified to deliver on each of the strategies and address the relevant issues and opportunities identified through research, on-ground audits and consultation.

Utilising this approach produces a clear and actionable implementation plan toward the achievement of the overall vision.



Trail Planning Principles

The following trail planning principles have been tailored to guide trail planning in the Shire. These principles have been outlined below and underpin the Master Plan.

1. Ensure socially, economically and environmentally sustainable trail development and management.
2. Provide trails which are readily accessible, provide links between key destinations and promote active lifestyles.
3. Provide a diverse range of trail opportunities and encourage the broadest possible community participation.
4. Optimise use of existing trails where they are appropriately located and have the capacity to sustain additional use.
5. Manage trails professionally, effectively and equitably.
6. Provide safe trails through adherence to relevant legislative and activity safety requirements.
7. Ensure that universal design principles are embedded into trail design and development.
8. Maximise the opportunity to attract trail-related programs and events.
9. Encourage community involvement in the planning and design of trails.
10. Involve local First Nations people in the planning, design and interpretation of trails.
11. Support, promote and advocate for trail users in relation to relevant issues within the region.
12. Develop and maintain partnerships to provide trails and associated facilities.

08 Vision & Principles

Vision

The Vision for the Master Plan has been established to reflect the aspirations of the region's community. The Vision is:

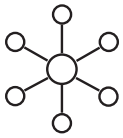
"The Alpine Shire will be the premier tracks and trails destination within regional Australia. Providing locals and visitors alike with an unforgettable world class nature based, accesible outdoor adventure experience where they are able to walk, run and ride to experience spectacular vistas, picturesque villages, exquisite food and wine."



08 Vision & Principles

Strategic Outcomes

The Master Plan aims to achieve the following strategic outcomes:



Strategic Outcome A: Integrated Planning & Management

Underpinning a sustainable, integrated, and accessible trails network is a strategic framework and coordinated approach with prioritised investment and appropriate allocation of resources.



Strategic Outcome B: Quality, Safe, and Sustainable Network of Existing Trails

Existing trails are enhanced to provide high quality, safe, and sustainable opportunities for residents and visitors with a range of interests and abilities.



Strategic Outcome C: Information and Marketing

Consistent and reliable trail information encourages recreational trail users to confidently, safely and sustainably explore the region's natural areas.



Strategic Outcome D: Community, Tourism & Economic Development

Trails contribute significantly to the region’s community, tourism and economic development.

09 Strategy and Action Plan



09 Strategy & Action Plan

Prioritisation

Strategies have been prioritised as 'High', 'Medium', or 'Low', based on:

Benefit

- Overall benefit to the region and community (social, environmental, economic).

Need/Demand

- Field observation, requirement to mitigate existing levels of risk, consultation findings.

Strategic Context

- Contribution to broader objectives, alignment with state and regional planning initiatives.

Feasibility

- Project size, resource requirements/cost, social, economic or environmental constraints, likelihood of successful implementation.

Location

- Proximity to residential populations, proximity to existing trails networks, identified gaps in current provision, connectivity, proximity to significant visitor/tourist attractions.

It is anticipated that implementation of many of the actions will include further consultation with stakeholders and the wider community.

Indicative Timeframes

Actions have been identified with indicative timeframes acknowledging that it is not feasible to deliver all of the identified actions at the same time.

Timeframes are indicated as follows:

- Short
- Medium
- Longer
- Ongoing.

These timeframes should be reviewed periodically acknowledging that the schedule of implementation will be influenced by funding priorities. The Master Plan should be comprehensively reviewed and updated on a regular basis (i.e. every 2-3 years).

Major projects, such as those requiring initial feasibility studies, design development and/or cross-agency collaboration will likely take multiple years and will require a staged approach. Some actions will be reliant on the successful completion of other actions.

Cost Estimates

An estimate of the resources required to implement each action has been identified to inform the Shire with its budget processes. These are broad estimates and should be reviewed prior to implementation or as part of annual business and budget planning.

The following indicative cost estimates have been used in the Strategy & Action Plan:

- Low
- Medium
- High
- Major Project

09 Strategy & Action Plan

Partners

Implementation will require collaboration between various stakeholders. Key partners have been identified for each action. These following acronyms have been used for partners:

Name	Acronym
Alpine Shire Council	ASC
Department of Energy, Environment and Climate Action	DEECA
Department of Transport and Planning	DTP
HVP Plantations	HVP
Parks Victoria	PV
Sport and Recreation Victoria	SRV
Tourism North East	TNE
Traditional Owners & First Nations Peoples	TO/FNP
Trail User Groups/Clubs	TUG

This list of key partners may not be exhaustive, and it is essential to integrate the identification of key partners and stakeholders into the implementation phase of every project.

Implementation and Review

This Master Plan will need to be adequately resourced for the successful implementation of the identified strategies and actions, ultimately delivering the overall vision for the Shire. Implementation has not been funded and will be subject to the Shire's usual business and budget planning processes.

An ongoing commitment of resources will be required to achieve the objectives of the Master Plan. This will include the Shire's budget allocations as well as external funding sources. The Shire should seek opportunities to form partnerships with key stakeholders, including other land managers or commercial entities with interests in trail development.

Progress of the Master Plan should be continually monitored and reported annually, with periodic updates to respond to the changing circumstances and requirements of the Shire.

09 Strategy & Action Plan

Strategy and Action Plan

The following table provides an overview of the Strategy and Action Plan. Columns highlight the Strategic Outcomes A to D, Strategies, associated priority level and primary user groups.

The detailed Strategy and Action Plan follows the overview table.

Strategic Outcome A: Integrated Planning & Management Underpinning a sustainable, integrated, and accessible trails network is a strategic framework and coordinated approach with prioritised investment and appropriate allocation of resources.	
A1	Integrated Framework
A2	Trail Planning, Management and Maintenance
Strategic Outcome B: Quality, Safe, and Sustainable Network of Existing Trails Existing trails are improved and new trails are created to offer high-quality, safe, and sustainable experiences for residents and visitors, catering to a variety of interests and abilities.	
B1	Myrtleford
B2	Porepunkah
B3	Bright
B4	Mount Beauty
B5	Additional Trails and Opportunities
Strategic Outcome C: Information and Marketing Well promoted, consistent and reliable trail information encourages recreational trail users to the Alpine Shire and to safely and sustainably explore the region's natural areas and attractions.	
C1	Trail Information
C2	Promotion and Marketing
Strategic Outcome D: Community, Tourism & Economic Development Trails play a vital role in enhancing the Alpine Shire's community value, tourism and economic growth.	
D1	Community, Tourism and Economic Development

Strategic Outcome A: Integrated Planning & Management

Underpinning a sustainable, integrated, and accessible trails network is a strategic framework and coordinated approach with prioritised investment and appropriate allocation of resources.



09 Strategy & Action Plan

Strategy A1 Integrated Framework

Implement an integrated framework for the planning and management of trails across the Alpine Shire.

Rationale

Integrated trail networks offer synergies to achieve positive outcomes across various sectors such as health, recreation, transport and conservation. The Master Plan provides a framework for the ongoing development, maintenance and enhancement of trails to facilitate economic, social and environmental benefits.

It is important that an integrated approach is taken to allow for coordinated efforts between Council, the Victorian Government (i.e Parks Victoria, Sport and Recreation Victoria), industry/businesses and the trail user community. A Trails Reference Group and a staff member within ASC designated to the development and activation of recreational trails will ensure success in driving implementation of the Master Plan. Regular collaboration will need to be maintained, and trail planning and implementation adequately resourced.

No.	Action	Priority Timeframe	Key Partners	Cost
A1.1	Establish a Tracks and Trails Reference Group with representation from Alpine Shire Council, State Government (e.g. Parks Victoria, Sport and Recreation Victoria), Trail User Groups, Traditional Owners & First Nations peoples/ and Tourism.	Short	ASC, PV, SRV, TUG, TO/FNP, TNE	Low
A1.2	Encourage, advocate and seek funding for a Tracks and Trails Planning and Development Officer to coordinate implementation of the Master Plan in collaboration with the Trails Reference Group and other key stakeholders.	Short	ASC	Medium
A1.3	Incorporate trail planning initiatives into planning and budget processes, such as local and regional plans (e.g. strategic plans, development plans, tourism strategies and initiatives of other relevant organisations).	Ongoing	ASC, TNE, SRV, DEECA, PV	Low
A1.4	Facilitate and strengthen partnerships and cross-border collaboration with surrounding Council's to implement mutually beneficial trail development projects.	Ongoing	ASC, Neighbouring Councils	Low
A1.5	Incorporate First Nations peoples, cultural, educational and heritage interests into trail development initiatives.	Ongoing	ASC, DEECA, PV, SRV, TO/ FNP, TNE	Low
A1.6	Ensure that new trail developments are designed to cater for and encourage active transport (i.e. walking, cycling) between towns and villages across the region.	Ongoing	ASC, DTP	Low
A1.7	Embrace opportunities for the trails network to build community awareness and protect high environmental assets (i.e., programs, events, interpretation signage).	Ongoing	ASC, PV	Low

09 Strategy & Action Plan

No.	Action	Priority Timeframe	Key Partners	Cost
A1.8	Advocate for the public acquisition of land which has the potential to contribute to strategic trail projects in the future.	Ongoing	ASC, PV, TNE	Low
A1.9	Work with trail user groups to promote a Trail User Code of Conduct to ensure that all types of trail users are informed about their expected behaviour and trail etiquette. Ensure that trail information (including trailhead signage) clearly states permitted trail user types.	Ongoing	ASC, TUG	Low

Strategy A2 Trail Planning, Management and Maintenance

Ensure that consistent, comprehensive and best practice processes are utilised in the planning, management and maintenance of the Alpine Shire trails network.

Rationale

The 8 Stage Trail Development Process builds rigour into the trail development process through a best practice, robust and standardised methodology for all trail developments and renewals. Council's endorsement and continual use of this process will ensure that due diligence and stakeholder engagement are embedded into the process of transforming trail proposals into quality and sustainable assets. The process encompasses constant evaluation, review and improvement as trails are being developed, maintained, extended or renewed. This allows stakeholders to meaningfully engage with a clear understanding of the current trail development stage, and what the next steps will be.

It is important that trails are reviewed and improved using industry standards, such as consistent, relevant and representative trail names, standardised inspections and risk management procedures, and development of trail management plans to guide the specific requirements of Alpine Shire trails.

No.	Action	Priority Timeframe	Key Partners	Cost
A2.1	Establish a standard procedure, manual and schedule for trail inspections, hazard reporting and maintenance works, and integrate into regular asset management programs to be undertaken by staff and/or volunteers.	Short	ASC, TUG	Low
A2.2	Use and promote the 8 Stage Trail Development Process as the standardised methodology for all trail developments and renewals in the ASC. Raise awareness about the standardised process and ensure that key stakeholders are engaged at key points.	Ongoing	ASC, PV, DEECA, DTP, TNE, TUG	Low
A2.3	Ensure that each trail in the ASC has a clearly defined name which is consistent, relevant and representative of the experience. This ensures that each trail can be clearly identified for trail management, maintenance, signage, safety and promotion. Where supported by Traditional Owners, identify and utilise the Indigenous names of key sites and features.	Ongoing	ASC, PV, DEECA, DTP, TNE, TO/FNP	Low
A2.4	Seek opportunities to enhance access for people of all abilities and where appropriate i.e. for Class 1 walking trails and shared use paths, undertake accessibility audits of trails to ensure compliance with the Disability Discrimination Act 1992.	Ongoing	ASC	Medium
A2.5	Develop Trail Management Plans for ASC owned/managed trails to clearly define roles, responsibilities and service standards.	Ongoing	ASC	Medium
A2.6	Ensure that all new trail developments adhere to applicable standards and integrate sustainable design principles (e.g. Australian Mountain Bike Trail Guidelines, AS2156 Walking Tracks Part 1 & 2).	Ongoing	ASC	Low

09 Strategy & Action Plan

No.	Action	Priority Timeframe	Key Partners	Cost
A2.7	Monitor and evaluate the success of the trails network through usage monitoring (i.e. observations, trail counters), user experience surveys and achievement of trail management objectives.	Ongoing	ASC, PV, DEECA, DTP, TNE, TUG	Low
A2.8	Seek opportunities to engage volunteer community members/trail users/friends of groups as stewards of the Shire's trail network. Consider delegation of appropriate tasks, such as undertaking basic maintenance and trail inspections at regular intervals.	Ongoing	ASC, PV, DEECA, TUG	Low

Strategic Outcome B: Quality, Safe, and Sustainable Network of Trails

Existing trails are improved and new trails are created to offer high-quality, safe, and sustainable experiences for residents and visitors, catering to a variety of interests and abilities.



Strategy B1 Myrtleford

Within Myrtleford, existing trails are improved and new trails are created to offer high-quality, safe, and sustainable experiences for residents and visitors, catering to a variety of interests and abilities, focusing on walkers and recreational cyclists.

Rationale

"Spectacular views steeped in rich agricultural history. Tucked away in the picturesque alpine valleys, this little service town packs a surprising punch."

Myrtelford is promoted as a popular road and gravel riding destination and is the starting point for a number of well loved rides including the Lake Buffalo road ride, Happy Valley, Dederang and Stanley loop road rides. From a gravel riding perspective there is the Myrtleford Gapsted loop and Myrtleford Hinterland rides.

The Mytleford township has some interesting and popular local rides and walks including the Ovens River Trail which incorporates the Mosaic Trail which is a sealed shared path alongside the Ovens River and features mosaic art works along the way. There is an opportunity to improve lighting along the Ovens River Trail (Mosaic Trail) and connect it through to the existing path on eastern side of Standish Street to provide a continuous link into the town centre, in addition provide a connection through to the new splash park.

New proposed trails and linkages include along Happy Valley Creek and Bardwidgee Creek which would also link into the Ovens River Trail to provide a loop trail within the town. Also a new link to the Reform Hill Walking Tracks from the north to and from the new housing developments.

Other initiatives include extending existing on-road cycle paths to improve connectivity through the town west from Standish Street roundabout to Prince Street and east from Albert Street roundabout to the Murray to Mountains Rail Trail crossing.

A series of proposed mountain bike trails (locations to be confirmed) have been identified by local mountain bike riders.

There is also the opportunity to enhance the cultural heritage experience including interpretive signage regarding rail history along the Murray to Mountains Rail Trail and upgrading the Myrtleford Historic Walk and Township Discovery Walks signage.

No.	Action	Priority Timeframe	Key Partners	Cost
B1.1	Improve lighting along the Ovens River Trail (Mosaic Trail)	Short	ASC, TUG	Low
B1.2	Link Ovens River Trail (Mosaic Trail) to existing path along the eastern side of Standish Street.	Short	ASC, TUG	Low
B1.3	Link Ovens River Trail (Mosaic Trail), Township Discovery Walk and proposed Happy Valley Creek Trail to new splash park (under construction) along Happy Valley Creek.	Short	ASC, TUG, TO/ FNP	Low

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No.	Action	Priority Timeframe	Key Partners	Cost
B1.4	Investigate the development of a potential trail along Barwidgee Creek from the golf course to the soccer club.	Short	ASC, TUG, TO/ FNP	Medium
B1.5	Investigate a proposed link along Happy Valley Creek.	Short	ASC, TUG, TO/ FNP	Medium
B1.6	Replace Myrtleford Historic Walk and Township Discovery Walks signage.	Medium	ASC, TNE, TUG	Low
B1.7	New off road path to link town with Reform Hill walking tracks.	Medium	ASC, HVP, TUG	Low
B1.8	Include interpretive signage regarding rail history along Murray to Mountains Rail Trail.	Medium	ASC, TUG	Low
B1/9	Extend existing on-road cycle path west from Standish Street roundabout to Prince Street.	Medium	ASC, DTP	Low
B1.10	Proposed mountain bike trails (locations to be confirmed).	Longer	ASC, HVP	High
B1.11	Extend existing on-road cycle path east from Albert Street roundabout to Murray to Mountains Rail Trail crossing.	Longer	ASC, DTP	Low
B1.12	Investigate the feasibility of a link from Halls Rd to the Reform Hill walking tracks.	Longer	ASC, HVP	Low

Strategy B2 Porepunkah

Within Porepunkah, existing trails are connected and improved and new experiences are offered to create high-quality, safe, and sustainable experiences for residents and visitors, focusing on walkers, road cyclists and trail runners.

Rationale

"The gateway to Mount Buffalo, this riverside town is a great base for families."

"Porepunkah is a laidback village just 6km north of Bright along the Great Alpine Road. Situated at the junction of the Buckland and Ovens Rivers, this family-friendly destination is the nearest town to Mount Buffalo National Park. Porepunkah is also the entry point to the Buckland Valley."

There is a great opportunity to create a desirable "town loop" walk by developing a small section of pathway along the northern side of the Great Alpine Road which would connect the Porepunkah River Walk to the Murray to Mountains Rail Trail. The Porepunkah River Walk also requires some maintenance and surface upgrades work to improve the experience.

There is an opportunity to investigate the feasibility of extending the Porepunkah River Walk to connect with the Canyon Walk into Bright providing an alternative route to the Murray to Mountains Rail Trail along the river.

There is also the potential of developing Mt Porepunkah trail running trails to be an attraction within the Mt Porepunkah Scenic Reserve.

Providing sealed shoulders for cyclists along Buckland Valley Road will provide a safer connection to Sinclair's Waterhole and the new DEECA shared-use trail (from Buckland River Bridge along Buckland River to Clear Creek Campsite) which is currently under construction.

No.	Action	Priority Timeframe	Key Partners	Cost
B2.1	Include sealed shoulder for cyclists along Buckland Valley Rd to Mt Buffalo entrance, providing connections to Sinclair's Waterhole and new DEECA shared-use trail (under construction).	Current Project	ASC, DEECA, DTP	Medium
B2.2	Develop the short missing section of pathway along the norther side of the Great Alpine Road to provide a continuous connection between the Porepunkah River Walk and the Murray to Mountains River Walk, creating a Porepunkah "town loop".	Short	ASC, DTP	Low
B2.3	Conduct maintenance and surface improvements required along Porepunkah River Walk.	Short	ASC	Low
B2.4	Investigate the feasibility of extending the Porepunkah River Walk to connect with the Canyon Walk into Bright.	Short	ASC, TUG	Medium
B2.5	Investigate the potential of developing trail running trails within the Mt Porepunkah Scenic Reserve.	Short	ASC, PV, DEECA, TUG	Low

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Strategy B3 Bright

Continue to enhance Bright as one of Australia's premier trail towns through the enhancement of existing and development of new trails that offer high-quality, safe, and sustainable experiences for residents and visitors, catering to a variety of interests and abilities.

Rationale

"The riverside town of Bright, located in the foothills of the Australian Alps, is renowned for its picture-perfect tree-lined streets, mountain views, local food and wine, boutique stores, markets, and outdoor adventures such as hiking, cycling and paragliding. All this, within close proximity to Victoria's alpine ski resorts, has firmly established Bright as one of Australia's most popular tourists destinations."

The focus in Bright is on improving the connections between existing high profile trails along with the wayfinding within the town and the maintenance of existing trails.

Strategically an alternate connection to the Murray to Mountains Rail Trail between Bright and Porepunkah should be investigated as an extension of the Canyon Walk.

Continue the development of Cavalli Place to connect the Canyon Walk with the Murray to Mountains Rail Trail and offer an alternate route that avoids crossing the Great Alpine Road which can be a safety risk due to the high volumes of traffic. Other safety improvements include widening the road shoulders of Back Porepunkah Rd, Roberts Creek Rd, Quins Gap Rd, Mount Porepunkah Rd and Toorak Rd; improving the crossing point at the intersection of Park St and Coronation Avenue for the Murray to Mountains Rail Trail and investigating widening the path along Cobden St.

Additional key connections include from the town centre where the Murray to Mountains Rail Trail is located, along Burke Street and Camp Street to the Canyon Walk and Ovens River precinct. Improvements to the key connection to Mystic Mountain Bike from the town centre and caravan park. A shared use path from Ashwood Avenue to the Bright Sports Centre. Investigate converting Cherry Walk to a shared-use path and connect to Tawonga Gap Road to provide a connection from the Great Valley Trail.

Other initiatives include relocating the Wandi Walk trail head to Pioneer Park and upgrading and improving maintenance along the Wandi Walk. Relocating the Great Valley Trail to the northern side of Delany Avenue. Investigate reinstating the former Bright Historical Walk and improving maintenance along the Wandi Walk.

No.	Action	Priority Timeframe	Key Partners	Cost
B3.1	Continue development of Cavalli Place connection. Consider alternate alignment (dashed) if Stackey Gully Creek realignment/naturalistation commences.	Current Project	ASC	Low
B3.2	Investigate the feasibility of extending the Canyon Walk in Bright to the Porepunkah River Walk. (also refer action B2.4 above).	Short	ASC, TUG	Medium

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No.	Action	Priority Timeframe	Key Partners	Cost
B3.3	Improved connection from town centre/Murray to Mountains Rail Trail along Burke Street and Camp Street to the Canyon Walk and Ovens River.	Short	ASC, TNE	Low
B3.4	Improve connection/wayfinding for walkers from the Murray to Mountain Rail Trail through to the Wandi Walk.	Short	ASC, TNE, TUG	Low
B3.5	Improve connection to Mystic Mountain Bike Park following northern side of Morses Creek. Include additional access trail to Churchill Avenue	Short	ASC, TUG	Medium
B3.6	Continue planning for shared use path from Ashwood Avenue to the Bright Sports Centre	Short	ASC, DTP	Medium
B3.7	Improve maintenance along the Wandi Walk along Morses Creek.	Short	ASC, TUG	Low
B3.8	Investigate converting Cherry Walk to a shared-use path and connect to Tawonga Gap Road to provide a connection from the Great Valley Trail.	Short	ASC, DTP, TUG	High
B3.9	Relocate Great Valley Trail to northern side of Delany Avenue once 2m wide path is constructed from Hawthorn Lane to Tyntynder Lane	Medium	ASC, DTP	High
B3.10	Investigate widening road shoulder of Back Porepunkah Rd, Roberts Creek Rd, Quins Gap Rd, Mount Porepunkah Rd and Toorak Rd to improve rider safety	Medium	ASC, DTP	High
B3.11	Improve crossing point at the intersection of Park St and Coronation Avenue.	Medium	ASC	Medium
B3.12	Investigate reinstating the former Bright Historical Walk	Medium	ASC, TUG	Low
B3.13	Investigate widening the path along Cobden St	Longer	ASC	Low
B3.14	Relocate Wandi Walk trail head to Pioneer Park and upgrade Wandi Walk to a 2m wide sealed shared use path to town centre	Longer	ASC, TUG	Medium

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Strategy B4 Mount Beauty

Within Mount Beauty, existing trails are connected and improved and new experiences are offered to create high-quality, safe, and sustainable experiences for residents and visitors, focusing on walkers, mountain bikers, gravel and horse riders.

Rationale

“There's no better way to get a feel for what we love most about Mount Beauty than by taking a walk in the fresh mountain air. This little town is surrounded by trails, whether they be easy strolls along the rivers, or epic day hikes to the summit of Mount Bogong in the Alpine National Park.”

A key opportunity within Mount Beauty is the creation of the Kiewa River Loop which would utilise the Kiewa River Trail and involve developing new linkages along the Kiewa River East Branch and through to the Pondage Walk. This could also be extended east to connect with the Mermaid Beach and Rockpool Walk and south with a connection to meet the Survey Track and Pole Track Loop.

Investigate a potential link on the Eastern side of the Kiewa Valley Highway from Tawonga through to Mt Beauty and also extend Kiewa River Trail to join the Fisherman’s Walk and Tawonga Tourist Park.

Other opportunities include investigating widening and reducing the drop off on either side of the Pondage Walk along with general maintenance, surface repairs and natural hazard reduction required along the Survey Track and Pole Track Loop, Junction Creek Walk, Kiewa River Trail and Mt Beauty Gorge Walk.

No.	Action	Priority Timeframe	Key Partners	Cost
B4.1	Form Kiewa River Loop by developing a shared use trail along Kiewa River East Branch and Damms Rd to connect to Pondage Walk and Kiewa River Trail.	Short	ASC, DTP	High
B4.2	General maintenance and surface repairs required along the Survey Track and Pole Track Loop, Junction Creek Walk and Kiewa River Trail.	Short	ASC, TUG	Low
B4.3	Need to consider natural hazards and associated impacts on the Mt Beauty Gorge Walk.	Short	ASC, TUG	Low
B4.4	Investigate a potential link on the Eastern side of the Kiewa Valley Highway from Tawonga through to Mt Beauty and linking with the Kiewa River Trail to create a loop.	Medium	ASC, DTP, TUG	High
B4.5	Investigate creating a link to the Mermaid Beach Walk to connect with the proposed Kiewa River Loop.	Medium	ASC, TUG	Low

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No.	Action	Priority Timeframe	Key Partners	Cost
B4.6	Investigate a connection from Rockpool Walk to meet Survey Track and Pole Track Loop.	Medium	ASC, TUG	Low
B4.7	Extend Kiewa River Trail to join the Fisherman's Walk and Tawonga Tourist Park.	Medium	ASC, TUG	Medium
B4.8	Investigate widening and reducing the drop off on either side of the Pondage Walk.	Long	ASC	High

Strategy B5 Additional Trails and Opportunities

Improve existing and develop additional trails that enhance the Alpine Shire's position as a leading trail destination in Australia.

Rationale

The Shire is a major destination for trail enthusiasts who frequently take part in a diversity of trail activities. A key initiative is the development of an "Epic" Mountain Bike Trail from Bright to Mt Beauty with a potential extension to Falls Creek. This would require detailed planning and feasibility work to determine the best alignment and works required to develop such a trail. In addition opening up access to Mount Porepunkah Scenic Reserve for trail activities and creating a link from Bright to Tawonga for cyclists.

Additional opportunities include exploring the opportunity for additional mountain bike trails and a new walking trail a "winter walk through the Snow Gums" in Dinner Plain. Widened road shoulders along Tawonga Gap Road; extending the Wandi Walk to the Wandi Pub and Nightingales Apple Orchard; potential to open up old mining trails around Harrietville and formalise the Cemetery Lane trails in Harrietville.

Promote the newly created artwork installations established as part of the Murray to Mountains Rail Trail Enhancements Project and increase maintenance levels.

No.	Action	Priority Timeframe	Key Partners	Cost
B5.1	Investigate the feasibility of an "Epic" Mountain Bike Trail from Bright to Mt Beauty with a potential extension to Falls Creek.	Short	ASC, TNE, DEECA, PV, DTP, SRV, HVP, TO/FNP, TUG	Major Project
B5.2	Extend the Wandi Walk to the Wandi Pub and Nightingales Apple Orchard.	Short	ASC, TNE, DTP, TO/FNP, TUG	High
B5.3	Potential to open up old mining trails around Harrietville (e.g. old mining trail 170 through to Crescent Saddle).	Short	ASC, TNE, PV, DEECA, TO/ FNP, TUG	High
B5.4	Increase maintenance of the Murray to Mountains Rail Trail.	Short	ASC, TNE, TUG	Low
B5.5	Promote the newly created artwork installations established as part of the Murray to Mountains Rail Trail Enhancements Project.	Short	ASC, TNE	Low

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No.	Action	Priority Timeframe	Key Partners	Cost
B5.6	Investigate opening up access to the Mt Porepunkah Scenic Reserve for walking, trail running and cycling.	Short	ASC, TNE, PV, DEECA, TUG	Low
B5.7	Develop the Bright to Tawonga Gap Riverside Trail by connecting the existing Great Valley Trail to Bright river precinct along an already existing fire trail and walking track (Cherry Walk).	Short	ASC, TNE, PV, DEECA, TUG	Medium
B5.8	Investigate the feasibility of widened road shoulders along Tawonga Gap Road.	Medium	ASC, DTP	Low
B5.9	Formalise Cemetery Lane trails in Harrietville.	Medium	ASC, TNE, TUG	Low
B5.10	Investigate new walking trail a “winter walk through the Snow Gums” in Dinner Plain.	Medium	ASC, TNE, TUG	Medium
B5.11	Investigate creating a link from Bright to Tawonga via Hill Plantation Link Track to Back Germantown Road for cyclists.	Longer	ASC, TNE, DTP, HVP, TO/ FNP, TUG	Medium
B5.12	Investigate the feasibility of additional mountain bike trails at Dinner Plain.	Longer	ASC, TNE, TUG	Medium

Strategic Outcome C: Information and Marketing

Well promoted, consistent and reliable trail information encourages recreational trail users to the Alpine Shire and to safely and sustainably explore the region's natural areas and attractions.



Strategy C1 Trail Information

Provide consistent and reliable signage, maps and supporting information for all tracks and trails across the region.

Rationale

Trail signage and information provision have been identified as key issues on the existing trails through the community consultation and on-ground site visits. Installing effective trail signage is a key component to enhance trails for both enjoyment and safety. The Australian Standard AS2156.1 Walking Tracks Classification and Signage, Australian Walking Track Grading System and the Australian Mountain Bike Trail Guidelines provide guidance associated with the requirements for trail classification and signage.

A key opportunity for the region is to promote the existing range of trail experiences in a contemporary manner. The development of a coordinated approach to the marketing of the region's trail network would greatly assist the promotion of the Shire's trail network, clearly conveying information to the local community and visitors to the region. The development and implementation of a consistent branding strategy across the trails network is recommended, along with a website that showcases the trail offerings.

No.	Action	Priority Timeframe	Key Partners	Cost
C1.1	Consider the development or review of a Brand Strategy and Style Guide for Tracks and Trails with the Shire, consistent with Tourism North East's Brand and Style Guide.	Short	ASC, TNE	Low
C1.2	Design a suite of trail signage templates (trailhead, wayfinding, interpretation signs) which aligns with AS2156.1, complements the natural environment and reflects the ASC and TNE brand and style.	Short	ASC, TNE	Low
C1.3	Utilise Quick Response (QR) codes on trail signage to provide links to further information and resources such as maps and downloadable files. (Note: in areas of poor digital connectivity consider installation of remote Wi-Fi nodes).	Short	ASC, TNE	Low
C1.4	Allocate sufficient resources for periodic reviews and updates of trail maps and information including signage and online and printed resources.	Ongoing	ASC, TNE	Low
C1.5	Undertake regular reviews of third party websites and platforms (e.g. Trailforks, AllTrails etc.) to ensure accurate trail information is provided and advocate for the sharing of trail information so that these sources can reliably promote the region's trails.	Ongoing	ASC, TNE	Low
C1.6	Through an audit, ensure that all trail information sources use the correct Trail Classification System to inform prospective users about the trail's level of difficulty and key features.	Ongoing	ASC, TNE	Low

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No.	Action	Priority Timeframe	Key Partners	Cost
C1.7	Update and enhance visitor information signage at key points across the ASC to include information about the region's trails and other recreational opportunities.	Ongoing	ASC, TNE	Medium
C1.8	Ensure Visitor Information Centre staff across the ASC are comprehensively informed and regularly updated to provide accurate trail information to visitors.	Ongoing	ASC, TNE	Low
C1.9	Investigate opportunities for the inclusion of First Nations people's language and history on trail signage with a focus on trail head signage.	Ongoing	ASC, TNE	Medium

Strategy C2 Promotion and Marketing

Increased promotion and marketing of trail opportunities within the region.

Rationale

Increased promotion and marketing of recreational trails across the region will help to showcase the wide range of nature-based trail offerings available. It is important that trail promotion is reflective of the experience provided on the ground to avoid creating a gap between the perceived and actual trail experience offered

The development of a co-ordinated approach to marketing of the region's trail network will greatly assist promotion and clearly convey information to the local community and visitors. This can be achieved through the development of a Trails Marketing Plan or integration into a region wide tourism strategy. Consistent branding across the trails network is also recommended to reflect the experience offered in the Shire.

No.	Action	Priority Timeframe	Key Partners	Cost
C2.1	Develop a coordinated approach for marketing Council's trails through the development of a ASC Trails Marketing Plan.	Short	ASC, TNE, TUG, PV	Low
C2.2	Develop a Primary Trailhead in key towns and villages to provide a comprehensive overview of all recreational trails for the region (Visitor Information Point).	Short	ASC, TNE	Medium
C2.3	Develop and distribute promotional materials communicating key trail information and add new trails to promotional materials when new trails are developed. Progressively update promotional material as required.	Ongoing	ASC, TNE, PV	Low
C2.4	Ensure that appropriate promotional signage is placed at strategic locations across the ASC to ensure locals and visitors are aware of the trail experiences offered across the area.	Ongoing	ASC, TNE, PV	Medium
C2.5	Identify partnership, cooperative marketing and promotional opportunities for trails.	Ongoing	ASC, TNE, TUG	Low

Strategic Outcome D: Community, Tourism & Economic Development

Trails play a vital role in enhancing the Shire's community value, tourism and economic growth.



Strategy D1 Community, Tourism and Economic Development

Use trail development and provision as a community, tourism and economic development tool.

Rationale

Established trail networks and their associated activities can provide significant benefits to businesses and local communities, particularly from an economic and tourism perspective. Hosting special events that utilise trail networks should be supported to assist in raising the profile of the existing and future trail networks and to provide sustained economic benefits for the region. There is opportunity to create vibrant recreational trail precincts across the region, which over the long term could also provide significant benefits to businesses and local communities.

Implementation of the Master Plan will contribute to the Shire's tourism and event offerings. It will be important to collaborate with the private sector and local businesses to ensure that trail experiences are well supported through food and beverage, retail outlets, accommodation, transport, tours, events and equipment hire.

No.	Action	Priority Timeframe	Key Partners	Cost
D1.1	Attract and retain trail related events and provide support to ensure ongoing sustainability.	Ongoing	ASC, TNE, TUG	Medium
D1.2	Encourage businesses (e.g. tour operators, equipment hire, associated retail outlets, hospitality venues, accommodation providers etc.) to promote, utilise and enhance trails and associated visitor experiences and to capitalise on nature-based tourism initiatives.	Ongoing	ASC, TNE, Local Businesses	Low
D1.3	Encourage agencies involved in trail development and/or management to collaborate and share trail information and resources (i.e. asset management resources, governance models, trail maintenance resources).	Ongoing	ASC, TNE, PV, DEECA, SRV	Low
D1.4	Develop the region's trail network in a formalised and balanced manner to ensure the protection of the region's environmental and cultural heritage values.	Ongoing	ASC, TNE, PV, DEECA, SRV	Low

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Key Considerations

There is no one-size-fits-all management and funding model which addresses the ongoing requirements for recreational trails. Each trail or trail network has its own context and stakeholders which need to be considered in determining the opportunities, constraints and most appropriate capital and operational funding sources. For example, the requirements for the proposed development and operation of a an Epic Trail from Bright to Mount Beauty will differ significantly from the requirements of upgrading an existing, local-level trail such as the Porepunkah River Walk.

The relevant management and funding model should be determined in 'Stage 2: Framework' of the 8-Stage Trail Development Process and clearly articulated through a Trail Management Plan. These are to be reviewed and updated as new opportunities or constraints arise.

Ongoing management requirements (beyond the trail development phase) are a particularly important consideration to ensure that any trail project which attracts capital investment can also be sustainably maintained with appropriate resources available.

An effective trail management model must:

- Have clear governance and accountability
- Be legally allowed under State and National regulations and legislation
- Support and maintain the visitor experience
- Be supported by funding sources with potential to create self-generated revenue streams to enable investment back into the trail
- Recognise the strengths and expertise offered
- Allocate and define roles and responsibilities.

There are various models which could be applied to trail management, as outlined over the following pages.

The roles and responsibilities involved in trail management are to be agreed upon and documented in a Trail Management Plan. The allocation of roles and responsibilities should be formally documented, such as in a Memorandum of Understanding (MoU).

Two of the key roles in trail management are the trail owner and the trail operator. These can be defined as:

- Trail Owner: the entity that owns the physical structure of the trails and is usually the owner or manager of the land the trails are on. The trail owner carries the liability for the health and safety of all trail users
- Trail Operator: the entity that maintains the trails to the agreed standards of the owner.

Responsibilities involved in trail management include:

- Planning and Coordination - Trail network planning; consultation and collaboration; policy development
- Advocacy, Funding and Partnerships - Advocating for the trail or trail network; partnering with stakeholders; capital investment; revenue generation; funding attraction
- Trail Development - Trail planning and design; impact assessment; trail construction
- Trail Management and Maintenance - Trail inspections and maintenance; hazard control measures; invasive species management; vegetation management; volunteer attraction/ management; trail user compliance; management of funds; legal responsibility/duty of care
- Information Provision - Information collation; map creation and updates; brochure design and updates; website design and updates; social media; promotional material approval; brochure distribution; monitoring online information sources.

Roles and Responsibilities

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Sole Agency Trail Management

By default, the manager of the land a trail is located on is the entity responsible for trail management. Many trails are managed solely by the land manager, which is often a local or state government agency, such as the Shire or Parks Victoria. This model places all roles and responsibilities with the land manager. While community groups and members may be consulted regarding management initiatives, they do not take on any responsibility for trail management.

Trail managers are often eligible to apply for external grant funding for capital investments, however, this often does not extend to trail operation and maintenance.

A key disadvantage of this management model is that land managers, such as local governments, often have numerous parcels of land and recreational assets to manage which results in management of the trail being one of many competing priorities for budget allocations and management efforts. This model does not recognise or embrace the opportunities and additional skills and resources which may be available through partnerships.

Trail Management Partnerships

Trail management partnerships can bring many benefits to both trail users and managers, and optimise use of resources available for trail management and maintenance.

Partnerships may involve two or more stakeholder groups, such as the land owner/manager, state and local government agencies, trail user/stewardship groups, funding providers/sponsors and other interest groups. Owners and operators are often the same entity, however, they can also be different organisations.

Various partnership approaches are outlined in the Institute of Public Works Engineering Australasia's (IPWEA) Practice Note 10.6 Parks Management - Paths Trails and Tracks (2021), including:

- Volunteer/User Group Support
- Committee of Management
- Memorandum of Understanding (MoU)
- Incorporated Society/Association, Trust or Public Company
- Public-Private Partnership.

These approaches are not necessarily mutually exclusive.

Volunteer/User Group Support

Increasingly, trail managers are establishing and/or partnering with community programs, such as volunteer Trail Care groups, to leverage community volunteer support, skills and enthusiasm for trails. Such programs engage with the trail user community and foster a sense of pride and responsibility for the trail network. These organisations often assist with trail user education and reinforce positive trail behaviours.

Through these arrangements, trail managers benefit from hours of volunteer resources which would otherwise need to allocated through budgets, and empowered trail users who take on roles as stewards of the trail/trail network and the surrounding environment.

The establishment of a Trail Care program needs to consider liability and insurance requirements for use of tools and tasks required to be undertaken by volunteers. Management of the volunteer program must be allocated to a member of staff and budgeted for. In some cases, the development of a Trail Adoption Agreement can help to formalise

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roles and responsibilities, and empower volunteers to work more autonomously.

Committee of Management

Councils can appoint a committee of local citizens to exercise a function on behalf of Council with respect to a park, reserve, hall or facility or undertaking under the control of the Council, and delegate to the Committee the care, control and management of the work or activity, and the expenditure of such monies as Council may vote.

Memorandum of Understanding

Collaborative trail management approaches can be agreed upon and documented through an 'umbrella agreement' known as a Memorandum of Understanding (MoU). This allows for two or more partnership bodies to clearly understand the terms of the agreement, including roles, responsibilities, and processes for income and expenditure.

Incorporated Society/Association, Trust or Public Company

A common partnership model for trail management is for an incorporated society/association, trust or public company to be established to provide support for management and marketing of the trail.

An incorporated society/association is operated for the benefit of its members in line with its constitution.

A trust operates under the rules of a trust deed, and trustees are appointed. Funds generated are used for the purpose of the trust to be fulfilled. The trust may or may not be charitable.

A public company has appointed directors (some who may receive a directors' fee) and the purpose is to operate in a business-like manner making profits and either re-investing in the trail project or declaring dividends to project investors.

As a separate entity to Council, such organisations may be eligible to access a different range of funding sources, and are usually responsible for their own insurances and finances.

Public Private Partnerships

With this approach, the land manager/s work with the private sector to invest in income generating infrastructure which the private sector then operates, usually under a lease or term contract arrangement. This is a relatively common model used in the operation of recreation facilities (such as private sector management of recreation/ aquatic centres) and is likely to be most effective for trails which offer a significant tourist/business opportunity.

The specific business model for such a partnership would need to be determined in close collaboration between partners to ensure the arrangement will be mutually beneficial.

Business models to be considered for such a partnership may include fee for use/user pays, user subscriptions/annual pass, sponsorships/ contributions from beneficiaries.

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Trail Funding Sources

It is important to recognise both the capital investment required for trail development/upgrade, as well as the ongoing operational costs associated with the trail. Funding for general trail maintenance is often more difficult to source as the outcomes are more difficult to quantify and are not seen as being as 'appealing' to funding bodies as new developments.

Potential sources of revenue for trails include:

- Rates and charges
- Local, State and Federal government grant funding
- Private sector funding
- User fees
- Commercial operator fees
- Sponsorship programs
- Trail event proceeds
- Fundraising/Donations.
- Merchandise and information sales

State and Federal Government Grant Funding

State and Federal Governments regularly operate funding programs which can be applied to trail developments. Due to the wide ranging benefits of recreational trails, trail projects may be eligible for funding through programs from different sectors of government. For example, through sport and recreation, health and wellbeing, environmental conservation, cultural heritage, community development or tourism and economic development etc. However, this funding is in most cases only applicable for use in the upfront capital investment for the development and enhancement of trails and associated infrastructure and not ongoing trail management and maintenance.

Private Sector Funding

Commercial and private sector funding is often used by organisations to assist with trail developments and ongoing operations. Opportunities such as trail naming rights and in-kind donations of labour and materials are a potential resource for new developments and upgrades, as well as specific funding programs.

User Fees

Some trails raise revenue by charging a fee for use which contributes to the facility's management and maintenance costs. Various options may be offered to trail users such as one-off passes, seasonal passes/subscriptions, membership fees etc. Fees are also frequently imposed for use of other publicly-owned recreation assets such as swimming pools and recreation centres. User fees are usually only appropriate where an iconic and very high quality experience is offered. For example, user fees are charged through the sale of walker permits for iconic trails such as the Larapinta Trail (Northern Territory) and the Three Capes Track (Tasmania).

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Commercial Operator Fees

Commercial operators which provide services associated with recreational trails (e.g. tour companies, equipment hire, shuttle services, food/ beverage providers) can be required to pay a fee to the trail manager, often in the form of a permit, licence or rent. This offers the opportunity for the operator's revenue sourced from trail users to contribute towards the ongoing funds required for a quality trail product. For example, Break O'Day Council rent key sites at the trailhead of the St Helen's Mountain Bike Trail Network to businesses which complement the trail network, such as cafes and bike hire.

Sponsorships

Sponsorship programs are an effective way to engage with the local business community, create a profile for the trail network and to raise funds for trail management and maintenance. Local businesses may be willing to contribute to trail networks in their local area if they can see the benefit that this brings their business and broader community.

In return for sponsorship funds, sponsors are promoted and gain recognition in their community. Providing different tiers of sponsorships with capped numbers (e.g. platinum, gold, silver, bronze) allows for exclusivity and supports a higher profile for those contributing larger funds. For example, the Jindabyne Trails Stewardship offers the opportunity for local businesses to become financial partner and/or sponsor specific trail sin the network. Such sponsorships are recognised on prominent signs and online.

Trail Event Proceeds

A portion of proceeds from trail-related events can be allocated towards trail management and maintenance. For example, the Dragon Trail Event in Tasmania helped raise funds for the Break O'Day Trails Collective for management and maintenance of the trail networks.

Fundraising/Donations

Fundraising initiatives such as programs, events, raffles and donation boxes/machines, offer the opportunity for the community to contribute to the management and maintenance of their local trail network. Using technology advancements, such as 'tap and go' EFTPOS machines, QR codes/ smart phones, and online apps reduces the administration required. For example Trailforks, a global source of mountain bike trail information, has established a system called 'Trail Karma' which allows trail users to donate directly to their local trail association.

Merchandise and Information Sales

A common revenue source for iconic trails is the sale of trail merchandise (e.g. badges, stickers, hats, post cards, passports/stamps) and trail information (e.g. guidebooks, apps, maps). For example, the Bibbulmun Track Foundation sells merchandise through their website, with proceeds going towards maintaining the track. Items for sale include branded caps, rocktape, snake bite kits, tea towels, keep cups, water bottles, stickers, magnets and guide books.

10 Trail Management & Funding

A wide range of different management models and funding sources have been implemented for recreational trails across Australia and internationally. The following examples are outlined over the following pages:

- Otago Central Rail Trail Charitable Trust, New Zealand
- The Bibbulmun Track Foundation, Western Australia
- Friends of the Riesling Trail, Clare Valley, South Australia
- Darling Downs Residents Association, Western Australia
- Rotorua Trails Trust, New Zealand
- Queenstown Trails Trust, New Zealand
- Break O'Day Trails Collective, Tasmania
- Dragon Trail Event, Tasmania
- NT Parks Fee Structure, Larapinta Trail, Northern Territory
- Ku-Ring-Gai Council Environmental Levy, New South Wales
- Recreation Trails Officer and Partnership, Sunshine Coast Council, Queensland.

Otago Central Rail Trail Charitable Trust, New Zealand

The Otago Central Rail Trail Charitable Trust was formed in 1994 to help raise funds to develop the Otago Central Rail Trail. The Trust now actively works to help sustain and promote the Rail Trail and aims to facilitate greater public interest and involvement in the work including encouraging the support of local communities along the trail.

The 150km Rail Trail was opened in 2000 and is now supported by a wide range of local accommodation, tour, food, equipment and transport services.

The Otago Central Rail Trail's success in attracting visitors and improving the local economy is attributable to the Trust's development, coordination and promotion of the trail, as well as contributions by the Department of Conservation, and collaboration of local businesses.

otagocentralrailtrail.co.nz

10 Trail Management & Funding

The Bibbulmun Track Foundation, Western Australia

The Bibbulmun Track Foundation is an incorporated, not-for-profit organisation established to provide support for the management, maintenance and marketing of the Bibbulmun Track. As an incorporated organisation, the Foundation is managed by a ten person volunteer Board of Management, bound by the Constitution.

Whilst the Western Australian State Government is the managing authority, the Bibbulmun Track Foundation is recognised as the primary focal point for community-based support and involvement, and has primary responsibility for promoting and maintaining the Track through the Newmont Boddington 'Gold Eyes on the Ground' volunteer maintenance program. The partnership, with key roles and responsibilities, is outlined in a Memorandum of Understanding.

bibbulmuntrack.org.au

Friends of the Riesling Trail, Clare Valley, South Australia

The Riesling Trail is managed by the not-for-profit group of volunteers known as the Friends of the Riesling Trail, in collaboration with various stakeholders including Council, State Government and businesses.

The trail was instigated by the Clare Valley Winemakers with funding support from the South Australian Government through the Office for Recreation and Sport, as well as from South Australian Tourism. The mining company BHP donated a significant amount of steel to repair bridges and volunteers donated hundreds of hours to work on the trail.

Various grants have been received over time for development, maintenance and marketing. The South Australian Government regularly contributes to the maintenance costs of the trail.

rieslingtrail.com.au

10 Trail Management & Funding

Darling Downs Residents Association, Western Australia

The Darling Downs Residents Association Incorporated is a not-for-profit volunteer organisation, which is primarily focused on engaging and supporting residents living within the Darling Downs Equestrian Estate, which is about 35km south east from Perth in the Shire of Serpentine Jarrahdale.

The Darling Downs Residents Association takes on the role of initiating, implementing and facilitating appropriate maintenance and developments for the public land within the Equestrian Estate, including the bridle trails. The DRRA and the Shire collaboratively maintain a Strategic Development Plan which is updated annually, and reported on quarterly. Financial support, in line with the Strategic Development Plan, is provided by the Shire.

This partnership is agreed upon through a Memorandum of Understanding which was initiated in 2017 and renewed in 2020.

ddra.org.au

Rotorua Trails Trust, New Zealand

Rotorua Trails Trust works to enhance the value of existing trails in the region by linking them together and improving them, for multi-use where possible. This includes collaborating with various landowners and stakeholders including Councils, Government agencies, recreational and environmental groups.

The Trust develops and manages the multi-use trails network, and seeks funding, sponsorships and contracts to resource this. The Trust is comprised of volunteers, and also hires staff and engages contractors to help manage the trails.

The Trust members are all volunteers who have accepted the challenge of extending and improving the trail network for mountain bike riders, walkers/ trampers and horse riders.

rotoruatrailstrust.co.nz

10 Trail Management & Funding

Queenstown Trails Trust, New Zealand

The Queenstown Trails Trust lead the development of Queenstown's trail network which commenced in 2004, in partnership with the Department of Conservation, the Queenstown Lakes District Council, the tourism industry and local cycling and walking groups.

Effective partnerships for planning and management of the trail network have been critical to its success including through:

Building an extensive trail network collaboratively across different land tenures.

Fundraising and income generation through grant funding, investments and events.

Partnerships with the Department of Conservation, local community and recreation groups, landholders and businesses for trail development, experience development and trail maintenance.

Queenstown is now a premier cycling and walking destination with a global reputation noted for its extensive and world-class trail networks.

queenstowntrail.org.nz

Break O'Day Trails Collective, Tasmania

The Break O'Day Trails Collective have worked with Council to seek innovative approaches to financially sustaining the region's trail networks.

The Trail Ambassador Program is the primary revenue source for the trail network and has gained great levels of support. It provides 'exclusive' participation with promotional opportunities for ambassadors.

EFTPOS Donation Machines are located at the point of sale in a range of local businesses which provides an easy and accessible option for community members provide trail donations.

Rental of space at the trailhead to trail-related businesses (e.g. cafes, equipment hire, transport services) has created another revenue stream, which also helps to create high quality and supported trail experiences.

All funds raised through these streams are directly deposited into an account specifically for the Break O'Day Trails Collective for the ongoing maintenance and management of the trail network.

sthelensmtbtrails.com.au

10 Trail Management & Funding

Dragon Trail Event, Tasmania

The inaugural Dragon Trail Event in March 2021 was a three day cross-country event with 300 competitors riding an average of 50km a day through the Tasmanian Wilderness. Trails included those at Blue Derby and Bay of Fires Trails, as well as the Dreaming Pools Trail. The event was run by Geocentric outdoors, who involved local businesses for food, shuttle and accommodation services. Council provided support for approvals, infrastructure and services. All funds raised went directly to the Break O'Day Trails Collective to put towards the ongoing maintenance and development of the trails.

The event brought over $83,000 to the local economy with 90% of competitors staying in St Helens for 2-4 days, around a third staying in Tasmania for more than 14 days, and 80% travelling with 2-4 people. Almost 40% of competitors spent $51-99 per day and100% said they plan to return to St Helens. 96% said they would recommend St Helens to friends and family.

(Break O'Day Council Annual Report 2020-2021)

dragontrail.com.au

NT Parks Fee Structure, Larapinta Trail, Northern Territory

The Larapinta Trail, established in 2002, winds 223 kilometres across the Yeperenye (caterpillar) Dreaming country of the Western Arrernte people, tracking the spine of the Chewings and Heavitree ranges through the Tjoritja/Western MacDonnell Ranges National Park. Since it opened, the trail has evolved from a favourite local walk to a world-renowned trek with up to 5000 walkers each year.

In 2021, Northern Territory Parks established a user fee for the iconic Larapinta Trail through sale of walker permits purchased online.

The fee provides much needed revenue to effectively manage the cultural and biodiversity values of the area, and also helps with maintaining infrastructure, servicing the trail (including cleaning of facilities) and providing reliable water supplies.

The trail walking fee starts at $25 for a two-day walk and caps at $125 for 6+ days of walking. Camping fees are paid in addition to the walking fee.

depws.nt.gov.au

10 Trail Management & Funding

Ku-Ring-Gai Council Environmental Levy, New South Wales

Ku-Ring-Gai Council's Environmental Levy is levied at 5% of Council's total rate revenue. It funds around $3 million worth of environmental programs and works every year. The levy has also secured an additional $12 million in grants from other government agencies.

The average residential ratepayer in 2022 pays around $80 as part of their annual rates, while the average business ratepayer pays around $65.

The Environmental Levy delivers a range of environmental works and programs across the key themes of energy, water and catchments, biodiversity, sustainable transport and community recreation, and community engagement and environmental education. This has included the creation of cycle ways, provision of infrastructure for recreational pursuits (such as Jubes Mountain Bike Park) and the construction and maintenance of walking tracks. In 2019, Council was successful in its application for the permanent continuation of the Environmental Levy.

krg.nsw.gov.au

Recreation Trails Officer and Partnership, Sunshine Coast Council, Queensland

Sunshine Coast Council employs a full-time Recreation Trails Officer who focuses on the development and activation of the region's recreational trail network. This role includes a wide range of responsibilities relating to trails such as strategic planning, stakeholder liaison, data collection/research and marketing/promotion.

Council's Recreation Trails Partnership Funding Program provides up to three-year funding towards operational expenses for community organisations whose operations or services contribute to the development, maintenance, and activation of publicly accessible trails and associated nature based recreation infrastructure within the Sunshine Coast, and whose activities are closely aligned to Council's vision for the future. Up to $15,000 per annum is available to support the organisation's contribution to the region's trails.

sunshinecoast.qld.gov.au

11 Concept Plans



11 Concept Plans

Concept Plans

For the top five priority trail developments concept plans were developed. These trail projects were:

- Bright to Tawonga Gap Road
- Bright to Mt Beauty Adventure Trail
- Mt Porepunkah Running Trail
- Barwidgee Creek and Happy Valley Creek Trail to Ovens River Trail (Mosaic Trail)
- Tawonga To Mount Beauty Trail

The concept plans are included in Appendix E.


Appendices

Appendix A - Background Review

Key Strategic Documents

The Australian Physical Literacy Framework (2019)



The Australian Physical Literacy Framework promotes a shared vision, common language and consistent understanding about what physical literacy is and how it can be developed.

Physical literacy is about building the skills, knowledge and behaviours to help us lead active lives. It is the holistic learning that occurs through movement and physical activity and integrates physical, psychological, social and cognitive capabilities. It can help Australians at every stage of life develop and maintain positive physical activity behaviours and delivers physical, psychological, social and cognitive health and wellbeing benefits.

The Framework identifies 30 elements across the four physical literacy domains (physical, psychological, social and cognitive) and helps people understand the progression through each element, using a simple, staged approach.

The Framework details the following guiding principles

- We all have the potential to learn through movement and physical activity
- Everyone will progress at different rates through the stages of the Framework
- Sport is an excellent way to develop physical literacy, but it can also be increased through physical activity and incidental movement
- Use consistent and accessible language when using and promoting the Framework

The four domains that contribute towards the development of physical literacy include the following.

- Physical: The skills and fitness a person acquires and applies through movement
- Psychological: The attitudes and emotions a person has towards movement and the impact they have on their confidence and motivation to move
- Social: A person's interaction with others in relation to movement
- Cognitive: A person's understanding of how, why and when they move

Key Strategic Documents

Blueprint for an Active Australia (2019)



Synergies

Active living plays a key role in broader economic and social goals for our nation:

- Walking, cycling and public transport are affordable and sustainable solutions to traffic congestion
- These same behaviours contribute to cleaner air, reduced carbon emissions and sustainable environments
- Active neighbourhoods and cities are more liveable, with higher levels of social capital and community cohesion and lower levels of crime
- In the context of an ageing community, physical activity enables older Australians to live more active lifestyles with reduced risk of disabling and costly chronic diseases
- Fit and active workers are more productive, take fewer sick days and make a positive contribution to our economic wellbeing

Background

Our daily dose of physical activity can significantly reduce the risk of Australia's leading killers including heart disease, type 2 diabetes and some cancers. Physical activity can also improve mental health. The health effects of physical activity are compelling. However, the potency of physical activity as a policy investment for Australia extends far beyond health.

Importance of Sport and Active Recreation

The value of sport has been calculated to be of great value to the Australian economy. It provides an estimated $83 billion in combined economic, health and educational benefits each year, with a return on investment of $7 for every dollar spent. In 2017, it was estimated that sport creates $29 billion of net health benefits each year.

The latest sports and physical recreation participation data for Australia shows the following.

- 45% of children aged 0-14 engage in after school physical activity or organised sport at least once per week
- Physical activity participation is increasingly supported by technology, with 39% of Australian adults utilising a form of activity tracker or wearable device
- 81% of Australian children are not meeting the recommended Australian guidelines for physical activity
- Nearly 70% of adults are either sedentary or have low levels of physical activity
- Two-thirds of adults and one-quarter of children are overweight or obese

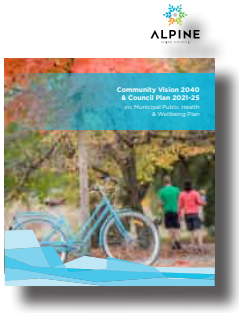
Improvements

Implement policies to promote sport and active recreation, such as the following.

- Continue funding local government to maintain, improve and expand local sporting and recreation facilities
- Develop public open-space policies
- Protect existing public open space
- Design for 'multifunctional open space'.
- Facilitate cooperative planning, funding and management partnerships
- Joint use agreements to overcome resource constraints/ensure equitable access
- Strengthen the corporate and governance structures
- All-weather sports pitches such as artificial playing surfaces

Key Strategic Documents

Alpine Shire Council Community Vision 2040 & Council Plan 2021-25



Our Shire

Our magnificent Shire in northeast Victoria is home to more than 12,000 people.

Located about 300km northeast of Melbourne and 50km south of Wangaratta, the Shire boasts mountain ranges, national parks and breathtaking scenery.

The Shire covers 4,790sq km, with 92 per cent of the Shire consisting of public land, including the spectacular Alpine and Mount Buffalo National Parks.

Bright, Myrtleford and Mount Beauty are the biggest towns within the Shire offering an extensive range of accommodation and dining options, with a comprehensive local food and wine on offer.

The climate in the Shire makes it a perfect destination all year round. Bushwalkers enjoy the summer months and snow enthusiasts flock to the Alps during winter.

Locals take advantage of shared trails, with mountain bike riding proving popular across all age groups.

Picturesque rivers meander through the Shire providing relief from the summer heat. Swimming holes offer great entertainment and a refreshing cool off for everyone.

It is also a great spot to see local wildlife, including fish, frogs, platypus and turtles which call our region home. Fishing is enjoyed all year round.

Picnic spots and walking tracks are dotted throughout the Shire providing easy access for visitors and locals to enjoy the picturesque surrounds, including dramatic views and wildflower displays.

Priority areas

The priority areas for the 2021-2025 Council's MPHWP are:

1. Increasing healthy eating and physical activity
2. Reducing the impact of climate change on health and wellbeing
3. Improving mental wellbeing
4. Preventing all forms of violence

Community Vision 2040

Our people, places and environment enrich our area's resilience, prosperity, and sustainability.

1. For those who live and visit

   'To be connected, supported, and welcomed throughout all stages of life'

   1.4 Increasing healthy eating and active living

   1.4.5 Support programs that increase participation in physical activity

   1.4.6 Provide facilities and infrastructure that give opportunities for physical activity and active living

2. For a thriving economy

   'Ideas and industry thrive through a climate sensitive and diverse economy'

   2.1 Diverse reasons to visit

   2.1.1 Promote and facilitate events across the Shire

   2.1.2 Balance tourism growth with amenity and environmental impacts

   2.1.3 Increase geographic and seasonal visitor dispersal

   2.1.4 Effectively manage and maintain tourism infrastructure

4. For the enjoyment and opportunities of our lifestyle

   'The connection between people and place is strengthened'

   4.3 Accessible parks that promote active and passive recreation

   4.3.2 Support and facilitate access to affordable activities that all people can participate in

   4.5 Assets for our current and future needs

   4.5.1 Ensure our assets are optimised for the benefit of our community

Key Strategic Documents

Victoria's High Country Destination Management Plan 2023 - 2033

Tourism North East Overview

Tourism North East (TNE) is the Visitor Economy Partnership for Victoria's High Country, which encompasses the Shires of Alpine, Benalla, Indigo, Mansfield, Murrindindi, Towong and the Rural City of Wangaratta, and the four major alpine resorts of Falls Creek, Mt Hotham, Mt Buller and Mt Stirling.

Charged with developing the strategic tourism direction for the High Country, Tourism North East focuses on uniting its diverse stakeholder base in a common development path to optimise visitor economy outcomes.

This work includes delivering a broad range of strategic supply and demand tourism initiatives including regional marketing, product development, strategic planning, industry development, investment prioritisation, research and advocacy.

These efforts are focused on the High Country's five recognised product strengths in Cycle, The Victorian Alps, Nature-Based Tourism; Food, Drink and Produce and; Arts, Cultural Heritage and Events.

Aligned to the Victorian statewide tourism strategy 'Experience Victoria 2033',2 the High Country Destination Management Plan 2023 - 2033, focuses on priority initiatives that are best positioned to leverage the region's collaborative efforts and to deliver positive tourism results for the High Country.

Victoria's High Country Destination Snapshot

Located in the north-east of the state, Victoria's High Country forms a significant part of Australia's Great Dividing Range. From Kinglake to Corryong, from Mansfield to Rutherglen, this region is unlike any other in Victoria.

It boasts mountainous, alpine and lowland terrain, picturesque villages, rich farmland, world-class wineries and thriving rural towns.

Renowned for its physical beauty as well as a rich diversity of visitor experiences, the High Country boasts beautiful landscapes, big blue skies, clear starry nights and clean, fresh air.

Victoria's High Country is a high reward destination with flourishing produce, exceptional 'new world' wines including local heroes Prosecco and Muscat, a thriving arts and culture scene, epic snowfields and is known as Australia's Premier Cycling Destination.

In 2022, the High Country attracted 5 million visitors who stayed 7.1 million nights and generated $2.3 billion in direct visitor spend.

Vision

The efforts of Tourism North East are guided by the vision:

"To sustain and elevate Victoria's High Country as the lead regional tourism destination in Victoria, with a thriving visitor economy based on destinations of choice, and a compelling range of tourism products and experiences."

This will be achieved through working collaboratively with government and industry stakeholders, driving strategic tourism efforts across the areas of research, strategic planning, destination marketing of scale, product and industry development, investment attraction and advocacy.

Regional Product Pillars

Cycling

Cycling is a true strength of the region, particularly associated with the disciplines of mountain biking, recreational cycling, gravel and road cycling, which are available throughout the High Country. A robust bike infrastructure network, supported by an unparalleled natural environment and high-quality cycling experiences that are integrated with other key product pillars, ensure that this offering delivers strong tourism benefits to the High Country.

Ongoing investment is required into cycling products, experiences and infrastructure to ensure the High Country retains an ownership position in the space.

Key Strategic Documents

Nature

The High Country's unique alpine environments and rich fertile valleys make it a popular nature-based tourism destination. Visitors can participate in fishing, boating and watersport activities on rivers and inland waterways, enjoy hiking, biking and trail running across the peaks and throughout the valleys, and also take advantage of other adrenaline focused experiences such as abseiling, caving and gliding.

Supported tours, rich experiences, hire services and unique accommodation in sympathy with nature are now required to unite this great diversity of activities within dedicated nature-based tourism hubs.

Flagship Project

Ride High Country

Victoria's High Country holds a true leadership position in the cycling space, and not only because of the range of cycling trails and routes available. The cycling offering in the High Country is in the enviable position of being supported by a range of industry operators who recognise the value of this product, a dedicated group of cycle tourism industry operators, a natural landscape that cannot be replicated by any other region plus complimentary food, wine, walking and cultural experiences.

A leadership position across all disciplines of cycling will be maintained through strategic investment into compelling products and experience development and the region's established consumer cycling brand Ride High Country, which is key in driving consumer awareness and product conversion.

Key Strategic Documents

4.1 CYCLING

Vision: **To maintain and strengthen Victoria's High Country as Australia's premier cycling destination.**

Victoria's High Country holds a true leadership position in the cycling space, and not only because of the range of cycling trails and routes available. The cycling offering in the High Country is in the enviable position of being supported by a range of industry operators who recognise the value of this product, a natural landscape that cannot be replicated by any other region plus complementary food, drink, walking and cultural experiences.

A leadership position across all disciplines of cycling will be maintained through strategic investment into compelling products and experience development and the region's established consumer cycling brand Ride High Country which is key in driving consumer awareness and product conversion.

Priorities		Detail	Status	Lead Agency
Road Cycling	Road safety enhancements	Continued investment in road safety enhancements for road cyclists including investment in road shoulders, road safety signage and cycle friendly towns.	Concept	LGA Partners
Recreational Cycling	Murray to Mountains Rail Trail Enhancements Project	Delivery of Murray to Mountains Enhancements Project.	Implementation	Rural City of Wangaratta Alpine Shire Council Indigo Shire Council
	Murray to Mountains Trail Connection	Trail extensions connecting existing recreational cycle trails to central Bright township, increasing visitor experience and safety. Stage one; extend Murray to Mountains from entry to Bright along Ovens River to Howitt Park. Stage two; extend trail from Centenary Park to Bennetts Trail along Morses Creek. Stage Three; extend trail from Centenary Park to Great Valley Trail along Ovens River.	Scoping	Alpine Shire Council
	Bright Cycle Hub and trailhead for all disciplines	Develop a business plan to create a cycle hub in central Bright with adequate signage, parking and space for cyclists to begin their ride safely. This will become the trailhead for cycle disciplines close to the CBD.	Concept	Alpine Shire Council
	High Country Rail Trail Expansion	Delivery of the High Country Rail Trail Masterplan including improvements to existing trail and extension of trail through to Corryong.	Funding	Towong Shire Council
	Wayfinding Improvements	Implementation of a wayfinding network to improve the user experience across key recreational products.	Funding	Tourism North East LGA Partners
	Great Victoria Rail Trial Enhancements	Delivery of the Great Victorian Rail Trail strategic plan.	Implementation	Mansfield Shire Murrindindi Shire Mitchell Shire
	Marysville to Buxton	Trail to connect existing townships, tourism infrastructure and access to key attractions. Stage one; development of a concept plan including route options and initial costing.	Concept	Murrindindi Shire Council
	Tracks and Trails Masterplan	Develop and deliver a Tracks and Trails Masterplan and business case which will include the Delatite trail. The Tracks and Trails Masterplan is about connecting Mansfield with the outlying towns including the alpine resorts.	Concept	Mansfield Shire

Key Strategic Documents

Priorities		Detail	Status	Lead Agency
Gravel Cycling	Gravel Cycling Network	Develop a network of gravel cycling loops.	Implementation	Tourism North East
	Wayfinding Improvements	Implement a wayfinding network to improve the user experience across key gravel products.	Implementation	Tourism North East LGA Partners
	Secure an annual flagship Gravel Cycling Event	Support the growth of gravel cycling events across the High Country region.	Implementation	Tourism North East
Mountain Bike Riding	Mt Buller & Mt Stirling Mountain Bike Trail Expansions	Expand the current network by extending the current flow trails and adding a return trail from Howqua Gap that increases the number of green season visitors.	Funding	Mt Buller Resort / ARV
	Falls Creek MTB Trail Network Expansions	Continue expansion of the Falls Creek MTB network through preparation of a Mountain Bike Masterplan.	Implementation	Falls Creek Resort / ARV
	Mitta Mountain Bike Park	Deliver on stage one of the Mitta Mountain Bike Masterplan including trails and township enhancements to support visitation growth.	Implementation	Towong Shire Council
	Eildon Bike Park	Undertake a masterplan and business case for improvement and expansion of the Eildon Bike Park.	Concept	Murrindindi Shire Council
	Mount Elliot Trail Network	Develop the Mount Elliott Adventure Park Masterplan including new trail network.	Concept	Towong Shire Council
	Marysville Mountain Bike Trail	Develop a mountain bike network through the State Forest near Marysville, designed to support the green season and extend the duration of visitation.	Funding	Murrindindi Shire Council
Industry and Product Development	North East Victoria Cycling Optimisation Plan	Undertake a comprehensive refresh of North East Victoria Cycling Optimisation plan, with consideration of market expectations and new product opportunities. Including a comprehensive cycling event strategy to support the region's cycling credentials through demand driving activity.	Concept	Tourism North East
	Relaunch the Ride High Country Preferred Program	Reinvigorate the Ride High Country preferred program to entice businesses to improve their bike friendly offering.	Funding	Tourism North East
	Ride High Country Product Development	Develop and deliver product design programs to grow bookable cycling product within the region. Aimed at bike transport, tours and experiences.	Funding	Tourism North East
	Cycling friendly accommodation	Support development and private sector investment into cycling friendly accommodation.	Concept	Tourism North East
Marketing	Ride High Country	Invest in the Ride High Country brand to build awareness and consideration of the High Country as a cycling holiday destination	Funding	Tourism North East

Key Strategic Documents

4.3 NATURE-BASED TOURISM

Vision: **To position Victoria's High Country to be synonymous with outstanding nature experiences through the region's iconic National and State Parks, compelling walk product, activated water assets and adrenaline filled adventure recreation.**

Victoria's High Country offers a diverse and captivating nature-based experience. With majestic mountains, lush valleys, and pristine rivers, this destination invites outdoor enthusiasts to explore ancient forests and bushland, walk scenic trails, and visit stunning waterfalls. Key nature icons of the High Country include Alpine National Park, Mt Buffalo National Park, Lake Eildon and Lake Hume. Continued investment and promotion of natural assets is needed to meet growing demand for nature-based tourism in Victoria's High Country.

Priorities		Detail	Status	Lead Agency
Walk	Falls to Hotham Crossing	Complete stage two of the Falls to Hotham Crossing.	Funding	Parks Victoria
	Elevated Walkway (Hotham Heaven Walk)	Delivery of an elevated walkway and complementary sculptural component within the resort that will act as a signature walk experience for Mt Hotham. This is consistent with the resort's ambition of being the lead walk destination in the High Country, and an iconic walk destination for the State.	Funding	Mt Hotham Resort / ARV
	All Seasons Walks Trail in Dinner Plain	Create a walking trail through Snow Gums that is accessible throughout the year, including signage and information along the walk highlighting First Peoples and the biodiversity of the Alpine region.	Concept	Alpine Shire Council
	Mt Buller & Mt Stirling Huts Trail	Develop an iconic three-day Stirling / Buller huts walking trail that links High Country heritage huts and includes development of associated low impact camping grounds.	Concept	Mt Buller Resort / ARV
	Berrbang Biik Walking Trail	Approximately 1.8 km-long loop starting and returning from the new town square, welcoming people of all ages and abilities to a stunning part of Australian countryside that has up to now been inaccessible to the public. The trail will be constructed around the Village, leading to picnic spots and picturesque lookouts boasting views of Melbourne's skyline and Fairy Falls. The name Berrbang Biik means 'Connection to Country': a name chosen in collaboration with the Wurundjeri people of the Kulin Nation.	Funding	Murrindindi Shire Council

Key Strategic Documents

Alpine Shire Council Sport and Active Recreation Plan 2022-2033



The Shire is situated in the north-east of Victoria, approximately 300 kilometres north-east of Melbourne and 50 kilometres south of Wangaratta. Its main towns are Bright, Myrtleford and Mount Beauty.

The Shire covers 4,790 square kilometres. Only 8% of this land is made up of towns, villages and farms. The remaining 92% of land is public land, including parts of the Alpine National Park and all of Mount Buffalo National Park. Two of the state's major ski resorts (Falls Creek and Mt Hotham are surrounded by the Shire but managed by the Alpine Resorts Victoria. The Shire is home to the Alpine Village of Dinner Plain.

The Shire has a rich and diverse history. The Taungurung peoples have a Land Use Agreement that includes a part of the Shire. A number of other Traditional Owner groups have an interest in the Shire and a rich cultural connection with the Alpine area.

The Shire became a centre for gold mining in the 1850's and saw an increase in population and visitors to the area once roads were opened up to extract timber for the postwar housing boom in Melbourne.

The region has a strong agricultural focus and is known for its beef cattle farming, grape growing, hops, maize, nuts and fruit. It is also a popular tourist destination and attracts visitors for snow sports, cycling, hiking, camping, four-wheel driving, fishing, aerial sports, autumn leaves, festivals, markets, exhibitions, wineries, breweries and quality food. Tourist numbers expand the local population numbers significantly at key times of the year and also create greater demand on local sport and active recreation facilities.

The Shire is blessed with an abundance of beautiful outdoor settings where both local residents and visitors enjoy cycling, hiking, kayaking, skiing, horse riding, swimming, paragliding, running, fishing, dragon boat racing and many other active recreational pursuits.

The Shire is also mindful of some of the challenges that it is currently facing and may continue to experience over the next 12 years. These challenges include:

- a high percentage of people who are overweight or obese
- 45% of adults in the Shire are insufficiently active to achieve health benefits
- growing mental health issues
- proximity to forests and potentially devastating bushfires
- the existing and ongoing impact of COVID-19.
- the impact of climate change
- high levels of tourism impacting the use of open space and recreation facilities.

From the planning principles, four key pillars have been developed, each with a clear objective:

People - To encourage and support increased participation in physical activity by the community.

Places - To provide a diversity of quality and accessible sport and active recreation places and spaces for the community.

Partners - To work in partnership with community organisations, government agencies and the private sector to facilitate sport and active recreation opportunities for the community.

Processes - To provide a strategic framework to guide ehe Shire's decision making and investment in relation to sport and active recreation.

Vision

The Shire's vision for sport and active recreation is:

'Active, Connected and Liveable Communities'

Planning Principles

The eight planning principles that support the vision and guide sport and active recreation provision in the Shire are outlined in the executive summary. They include:

1. Evidence based
2. Promotes physical activity, liveability and

Key Strategic Documents

connections

3. Sustainability
4. Equity
5. Accessible and inclusive
6. Multi-purpose and adaptable
7. Optimises usage of existing assets
8. Partnerships and collaborations

6.0 People

To encourage and support increased participation in physical activity by the community

6.4 Adult physical activity participation rates in the Shire:

1. Bushwalking
2. Walking
3. Cycling - Recreational
4. Mountain Bike Riding

The Shire survey respondents show a similar pattern to Victorian trend data in that they have an increased likelihood of engaging in informal, individual physical activities as opposed to organised sporting activities. This trend highlights the need to consider both active recreation activities alongside structured sporting opportunities.

6.7.1 Activate Places and Spaces

In order to increase usage of places and spaces such as parks, playgrounds or sporting facilities, it is important to provide infrastructure to support comfort and enjoyment for users. Such infrastructure may include:

- Shade in parks, playgrounds and along shared trails to enable people to visit more frequently and for longer periods, without the risk of exposure to the sun's damaging rays
- Seats and picnic tables in parks, playgrounds, along shared trails and at recreation reserves to enable people to rest, watch children play and meet up with family and friends
- Lighting on well-used shared trails (or on sections of well-used trails) to enable people to walk or cycle in the early morning or just after sunset more safely
- Wayfinding signage to enable people to better find their way to key locations within or between towns – potentially including information about the time it would take to walk or cycle to a particular location to encourage this form of active travel (rather than using a car)

7.0 Places

To provide a diversity of quality and accessible sport and active recreation places and spaces for the community.

7.2.1 Facility Audit Observations

- Gaps in the trail network and opportunities to better connect towns with one another (e.g. Kiewa River Trail in Mount Beauty to Tawonga along the river) and complete the gap in the trail network from Bright to Harrietville
- Poor wayfinding signage to some facilities (e.g. McNamara Reserve in Myrtleford) and on some trails

7.2.2 Community Demand for Places and Spaces

- Replace swing bridge in Rotary Park in Myrtleford with an accessible bridge
- Develop a pedestrian bridge at Nimmo Bridge in Myrtleford and trails to connect to Myrtleford and beyond
- Improve walking / cycling opportunities throughout the Shire (connections, loops, etc)
- Construct a trail from Pebble Beach on the Kiewa River Trail to Damms Rd in Mount Beauty
- Upgrade sections of the Murray to Mountains Rail Trail, e.g. widening trail between Bright and Porepunkh
- Create mountain bike tracks on Reform Hill in Myrtleford
- Construct a footpath in Mummery Road, Myrtleford
- Improve trail connections in the township of Bright
- Improve trail maintenance in Bright
- Undertake works on the Back Porepunkah Road to improve safety for road cyclists
- Complete the gap in the trail between Bright and Harrietville

Key Strategic Documents

- Undertake on-road cycling improvements in Bright
- Develop an epic mountain bike trail between Bright and Mount Beauty
- Review the trails network around Harrietville

The process for a preliminary prioritising of projects identified is discussed in further detail in the Processes section of this plan.

Note that as identified above, some of the projects listed, e.g. the development of mountain bike trails on Reform Hill falls within the responsibility of DELWP. In instances where the proposed project is the responsibility of another organisation, the Shire will inform the relevant organisation of the community's desires.

Where the project may require external funding, but then become the management, maintenance and renewal responsibility of the Shire, it will be listed as a potential Shire project, subject to funding availability.

Key Directions

7.3.2 Footpaths and Shared Trails

Walking and cycling are two of the most popular physical activities in the Shire, and one of the most effective ways of encouraging more people to become more active.

The Shire is renowned throughout Australia for its many high-quality walking and cycling options, including some of the most iconic bushwalks in Australia; the best rail trail in Australia; excellent mountain biking and gravel bike riding opportunities and a vast array of recreational trails of all levels for walking, cycling, trail running and horse riding. Visitors flock to the region for walking and cycling opportunities, and without a doubt, local walking and cycling opportunities will have been a key attraction for many new residents to the Shire.

A wide range of suggestions were received from local residents to further upgrade footpaths, trails and on-road bike lanes in the Shire, e.g. completion of missing links between Bright and Harrietville; development of new trails around Nimmo Bridge in Myrtleford and between Mount Beauty and Tawonga; widening of existing trails such as the Murray to Mountains Trail between Bright and Porepunkah; improved connections within towns (particularly between residential areas and trails), and improved safety for road cyclists along the Tawonga Gap Road.

Whilst the Shire used the engagement process for this Sport and Active Recreation Plan to gather some information on community needs for trails and paths, the breadth of scope of optimisation of the trail and path network for developments, upgrades and renewals of cycling and walking infrastructure needs to be focussed into a tracks, trails and footpath strategy.

7.3.3 Murray to Mountains Trail

The Murray to Mountains Rail Trail is the premier recreational trail in the Shire. It connects Bright, Porepunkah, Eurobin, Ovens, Myrtleford and Gapsted to one another before travelling outside the municipality to connect to Wangaratta and Beechworth. New trails south of Bright will enable a connection to Harrietville and Wandiligong, once better town connections are developed within Bright.

Due to the immense popularity of the Murray to Mountains Rail Trail by local residents and visitors, it can become crowded during holiday periods and on weekends. The narrow trail between Bright and Porepunkah needs to be widened to reduce potential trail conflict and to allow people to ride or walk side by side. Similarly, consideration needs to be made to further activating the site and providing for a safer, more comfortable experience by reviewing wayfinding, safety and amenities.

7.3.13 Sport and Recreation Facility Improvements

track / trail / path improvements (which will be included in the Footpath Strategy)

8.2 Delwp and Parks Victoria

From a trails perspective, the Department of Environment, Land, Water and Planning (DELWP) is responsible for the management of trails on State Government land and Parks Victoria is responsible for trails on Crown Land, e.g. Mount Buffalo and Alpine National Park. The Shire has been appointed by DELWP as the manager for some trails located close to towns.

Key Strategic Documents

Alpine Shire Recreation and Open Space Plan April 2013



Links and Corridors

Strategic Objective: To protect existing vegetated corridors and improve the provision of shared pathways, walking and cycling paths and linkages throughout and between Alpine communities.

Priorities to achieve the Objective:

- Protect and enhance vegetated and waterway corridors wherever possible
- Develop continuous and accessible pathways in the major settlements of Bright, Myrtleford and Mount Beauty
- Complete implementation of key projects in existing strategies
- Continue to extend and improve the bicycle path network to enhance user experience within available resources and in partnership with others

Summary of Community Feedback

Pathways & Trails

- Positive feedback about provision of pathways and connections, specific initiatives to improve user experience and risk assessment actions
- Development of paths, trails and safer roads for cyclists is an important low cost recreation option for the community. This is also an important draw card for tourism which in turn boosts the local economy.
- It is important to maintain current assets and construct additional corridors where appropriate
- Request for audit of existing walking and cycling trails
- Support for shared trails (inclusive of horses) in Myrtleford

8.2 Partnerships

Natural Areas

The recreation opportunities available in the vast areas of National Park and State Forest in the Shire are generally informal in nature and include a diverse range of active and high intensity activities (such as mountain bike riding) to passive and reflective activities (such as bird-watching). The feedback from the consultation indicated that further facilities could be provided for some of these activities, for example for mountain bike riding. As these areas are not managed by the Shire, its role with respect to the activities undertaken in these areas primarily relates to advocacy and developing good partnerships.

The Shire's partnership with Parks Victoria is one that could be strengthened given the significance of recreation facilities managed by Parks Victoria on behalf of the State Government. Advocating for the community to communicate a good understanding of expectations and aspirations is an important role that the Shire plays and will continue to build in the future.

Plantation Areas

As activities such as hang-gliding, paragliding and mountain bike riding become more popular in the Shire, there is greater pressure for areas of forest / plantation to be made available. In areas where riding does not impact on the management or security of plantation forests, the Shire encourages groups to negotiate access agreements to these areas. The launch location for paragliding and hang-gliding above Mystic Park is a successful example of access to closed off forest areas that allows for quality recreation activities to be successfully pursued.

8.5 The Environment and Recreation

The community has expressed aspirations for an unspoilt natural environment that can be accessed by people for a range of activities and experiences. In particular the Shire 2030 Community Vision provides for the following: The Shire to be renowned for its scenic beauty and unspoilt natural environment, pure water, mountain vistas, open space and green space areas between the towns and villages and systems of footpaths, walking tracks, mountain bike trails and cycle paths.

Key Strategic Documents

8.7 Links and Corridors

Links and corridors are important components of open space networks for protecting natural vegetation links, aesthetic and water quality values of waterways and providing for the movement of wildlife.

Links such as rail trails, can provide diverse recreation opportunities including attractive cycling and walking route away from roads. If well developed, managed to a high standard, connected to key destinations and well promoted, these trails can provide alternatives to car use and contribute to increased physical activity and improved health of the community. The Murray to Mountains rail trail is particularly important to the Shire as it not only provides an important walking and cycling link between the townships of Bright and Myrtleford with Wangaratta, but as one of Victoria's premier rail trails, forms an important tourist attractor. Such trails have high potential to encourage visitors who require local accommodation and other support services, which provides flow on benefits to the local community.

As the analysis in Section 5 indicated that walking and cycling activities in the Shire have participation levels that are nearly double the state averages, the Shire has an existing excellent base to improve even further. Also community feedback indicated that there are many opportunities for improvements and extensions to the path and trail networks.

The 2002 Bicycle Strategy and 2007 Scoping Strategy for the extension of the bicycle trail network provided a number of priorities for improvements to the infrastructure for cycling and also for some shared pathways for cycling and walking. While some of these projects have been implemented such as the Bright to Wandiligong pathway, there are other outstanding initiatives such as Mount Beauty to Tawonga South that remain a priority for implementation. It is suggested that implementation of these key projects continue as a high priority and that a review of the status of links and corridors across the Shire be conducted in a few years.

The Ovens and Kiewa rivers and their tributaries that flow from the mountains and hills are important wildlife corridors although in places their riverside vegetation has been lost. In many areas waterways have Crown land frontages that are often licensed to the adjoining land owners. Well vegetated frontages have potential for improving the water quality in the stream as well as providing habitat protection. In some cases the frontages have potential for development of riverside pathways and the Shire is keen to promote responsible access to waterway corridors wherever possible.

Strategic Objective

To protect existing vegetated corridors and improve the provision of shared pathways, walking and cycling paths and linkages throughout and between Alpine communities.

Priorities to achieve the Objective:

- Protect and enhance vegetated and waterway corridors wherever possible
- Develop continuous and accessible pathways in the major settlements of Bright, Myrtleford and Mount Beauty
- Complete implementation of key projects in existing strategies
- Continue to extend and improve the bicycle path network to enhance user experience within available resources and in partnership with others

9.1.7 Theme – Links and Corridors

Strategic Objective – To protect existing vegetated corridors and improve the provision of shared pathways, walking and cycling paths and linkages throughout and between Alpine communities.

Key Principles:

- Quality of Life
- Accessibility

Key Priorities:

- Protect and enhance vegetated and waterway corridors wherever possible
- Develop continuous and accessible pathways in the major settlements of Bright, Myrtleford and Mount Beauty
- Complete implementation of key projects in existing strategies
- Continue to extend and improve the bicycle path network to enhance user experience within available resources and in partnership with others

Key Strategic Documents

Strategic Actions

- Undertake an audit of existing walkway/cycling trails and develop a categorisation system, including standard levels of provision, utilisation and data collection. This audit to be used to guide resource allocation and funding priorities.
- Explore shared trail circuits that connect the Murray to Mountains rail trail to open space and community destinations.
- Continue to advocate with VicRoads for upgraded on-road bicycle lanes on all main roads and improvement of roadside facilities for cyclists.
- Conserve natural vegetation on roadsides, rail trails, waterways and other corridors wherever possible.
- Explore other opportunities for trails/paths in corridor links and along waterways.

Capital Program Actions

7.1 Improve the user experience on all bike paths, walking trails and shared pathways by providing supporting infrastructure such as signage with good directional and interpretive signs, drinking fountains, seating and shelter where appropriate.

7.2 Create a connection and circuit from the Murray to Mountains rail trail in Bright to the township incorporating the Ovens River (canyon walk).

7.3 Create an off-road shared trail from Tawonga South to Mount Beauty along the Kiewa River.

7.4 Complete a cycling link from Bright to Freeburgh.

7.5 Complete a cycling link from Myrtleford to Lake Buffalo

7.6 Explore the feasibility of creating a new bike path from Bright to Harrietville.

7.7 Develop safe off-road walking and cycling links between schools and open space parks and reserves in Myrtleford.

7.8 Provide signage on the Murray to Mountains rail trail to indicate that it is a shared trail for walking and cycling

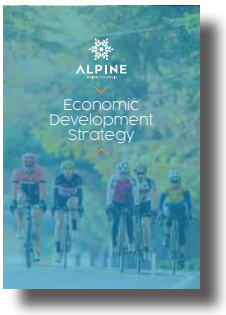
7.9 Complete a shared pathway circuit around the 'Damms Road Circuit' in Mount Beauty with a connection to the Mount Beauty Recreation Reserve.

7.10 Complete the shared trail link between Dinner Plain and Mount Hotham that could also be used as a ski trail in winter.

7.11 Supplement existing vegetation on roadsides, rail trails, along waterways (especially as identified in the North East Regional River Health Strategy 2006) and other corridors with indigenous plantings wherever possible.

Key Strategic Documents

Alpine Shire Council Economic Development Strategy



Importance of the Visitor Economy

The Shire is the highest performing municipality within the High-Country Region in terms of its visitor economy. This is reflected in terms of visitation and total visitor expenditure. The impact of tourism flows through the Shire economy, impacting economic output and job creation across the accommodation, food and beverage, retail, services, transport and property sectors. The visitor economy is also a major contributor of the Shire rates on residential and commercial property through holiday homes, visitor accommodation and retail and food premises.

Striking a sustainable balance in tourism will be important for Shire to maintain high levels of amenity and liveability and a healthy economy.

The outcomes of this Economic Development Strategy will align with Council's 2030 Community Vision:

> *'The Shire provides outstanding opportunities for its residents and visitors through sustainable growth in balance with the natural environment.'*

Maintain and Improve Liveability

Identify strategies and investments that will improve liveability for existing residents and drive population retention and attraction, as well as business attraction.

Framework Overview

The Economic Development Framework, summarised in the table below, includes five key themes. These provide the areas of focus for ongoing growth and enhancement of the economy of the Shire.

1. A Sustainable Visitor Economy:

Support and manage ongoing and sustainable growth in tourism to achieve positive economic, community and environmental outcomes for the Shire.

1.1 Create a sustainable tourism industry in he Shire

1.2 Increase geographic and seasonal visitor dispersal

3. Enhanced Liveability and Resident Attraction: Generate economic and social wellbeing outcomes through supporting liveable communities to promote population attraction and retention.

3.1 Maintain and improve the amenity of the Shire

3.2 Increase the population growth rate across the Shire

3.3 Support for an ageing population

Visitor Economy Profile

In 2019, the Shire received 852,063 visitors, driven by domestic overnight (60%) and daytrip (39%) visitors. This represents 16% of total visitation to the High Country. Due to the small proportion of international visitation, the Shire is less impacted by the decline of international tourism – due to COVID-19 – and domestic tourism will, therefore, be the primary focus for the industry in the short to medium

term.

Between 2010-19, visitation to the Shire grew by +344,123 visitors (6% p.a.).

The visitor economy generated $379 million in direct expenditure for 2019, driven by domestic overnight visitors (81%). This represents 22% of total visitor expenditure in the High Country.

The Shire attracts a large proportion of 'holiday/ leisure' visitors for daytrip (72%) and domestic overnight (75%) markets, compared to the regional average of around 50%. This is a strength for the Shire as holiday visitors are more desirable as they have a higher propensity to engage in leisure and entertainment activities and generate higher yield. Key activities undertaken by domestic visitors include eating out at a café/ restaurant (62%), followed by naturebased and outdoor recreation involving sightseeing (36%), bushwalking (31%) and visit national parks (29%). This reflects the Shire's strengths in nature-based and outdoor experiences.

Key Strategic Documents

There has also been significant growth in cycle tourism, which has been a major factor for recent growth in the regional visitor economy (and is a heavily marketed component of the High Country). Between 2010-19, growth in this market has reached an average of 9% p.a., which exceeds the overall visitor growth rate. As such, cycle tourism plays an important role in attracting visitors and increasing the value of tourism.

Economic Development Framework

Theme One: A sustainable Visitor Economy

Support and manage ongoing and sustainable growth in tourism to achieve positive economic, community and environmental outcomes for the Shire.

The Shire has an opportunity to leverage greater economic outcomes from tourism by supporting sustainable growth in the visitor economy, including a focus on offpeak visitation and increasing visitor dispersal.

Visitors are drawn to the region's natural assets (e.g. Mount Buffalo National Park), cycling tourism product, snow resorts and other experiences in key townships. This includes a significant events calendar, which comprises an average of 107 events held across the Shire and attracts around 170,000 attendees p.a.

Strategy 1.1 - Create a Sustainable Tourism Industry in the Shire

- Focusing on minimising the impact of tourism on the environment and maintaining the nature-based assets as an ongoing tourism drawcard

Theme Three: Enhancing Liveability and Resident Attraction

Generate economic and social wellbeing outcomes through supporting liveable communities to promote population attraction and retention.

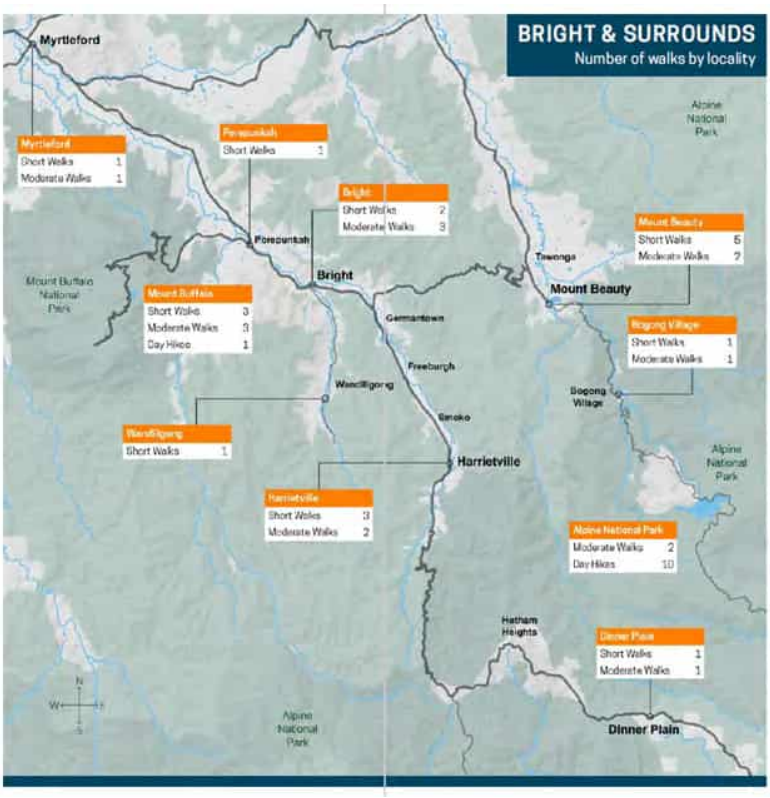
Strategy 3.1 - Maintain and Improve Amenity of the Shire

Given that the majority of the population is concentrated to the townships of Bright, Myrtleford and Mount Beauty, prioritising township improvements should be encouraged. This includes smaller-scale projects such as streetscape, public realm and infrastructure upgrades that improve access, digital connectivity, amenity, wayfinding and safety. This can also include larger scale infrastructure opportunities that improve connectivity between townships and to nearby Regional Centres, as this was identified as a barrier by key stakeholders.

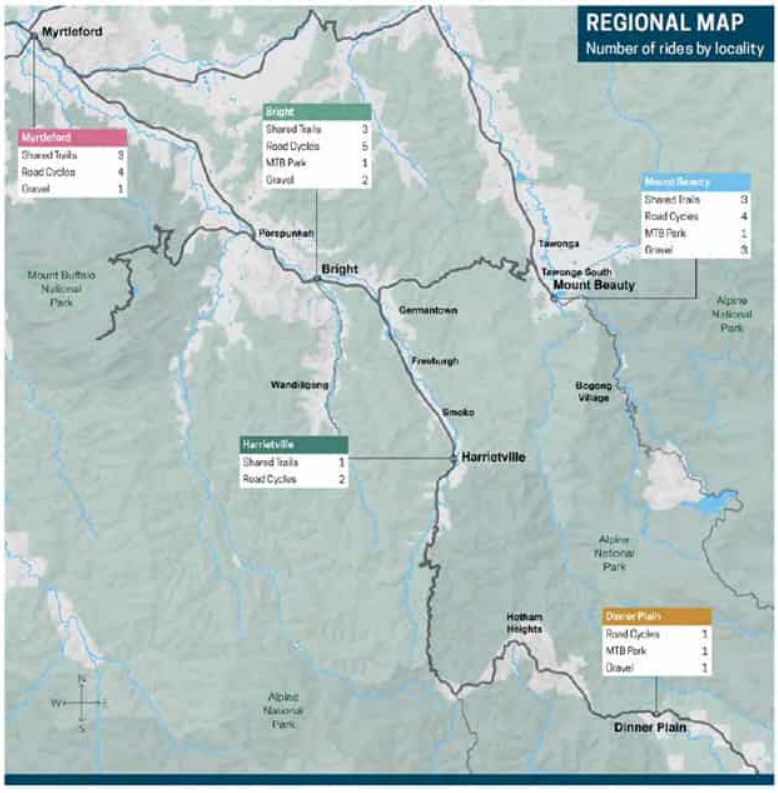
- Prioritise transport infrastructure to alleviate congestion, improve access and enhance connectivity.

Key Strategic Documents

Bright and Surrounds Walks and Trails Guide



Bright and Surrounds Cycle Guide



Trail Standards & Planning

Risk Management

AS ISO 31000:2018 Risk Management Guidelines is an International Standard which provides principles and generic guidelines on risk management. This International Standard should be used as the basis for risk assessments relating to recreational trails.

Users of trails are exposed to various risks, many of which can be identified through a risk assessment process. It is important to ensure that a trail, at a minimum, provides for a reasonable standard of safety and that the level of difficulty and skills required to ensure safe use of the trail are clearly communicated.

Trail Management Plans should be regularly updated and include assessment of risks and identification of appropriate mitigation measures. The Risk Assessment Matrix (image) can be used to determine the overall risk rating for trail users.

The level of intervention required will be based on the overall risk level determined and the classification of the track (i.e. Class 1 - 6 for walking trails, very easy to extreme for mountain bike trails, easy to difficult for horse trails) that is desired.

Risk Management is a four-step process involving:

1. Identify hazards
2. Assess risks
3. Control and manage risks
4. Review.

			CONSEQUENCES				
		Health & Safety	Fatality or permanent disability or cost of injury more than $100,000	Serious Injury or illness resulting in more than 31 calendar days absence from work or cost of injury between $10,000 and $100,000	Significant injury or illness > 7 days to < 31 calendar days absence from work or cost of injury between $1,000 and $10,000	Moderate injury or illness < 7 calendar days absence from work or cost of injury between $100 and $1,000	Minor injury or illness first aid needed not time lost or cost of injury less than $100.
		Corporate Financial Loss	$10 million to $100 million	$1 million to $10 million	$100,000 to $1 million	$12,000 to $100,000	Up to $12,000
		Natural Environment	Catastrophic & irreversible environmental damage. Full clean up not possible.	Major but reversible environmental damage. Full clean up extremely difficult and expensive	Significant local impact on or off work site requiring longer term clean up	Moderate environmental impact. Issue affects more than just the worksite. Quick clean-up possible	Minor environmental damage. Contained on worksite. Quick clean up possible.
		Social/ Cultural/ Heritage		Ongoing serious social issues. Significant damage to structures/sections of cultural significance		Ongoing social issues. Permanent damage to sections of cultural significance	Minor medium term social impacts on local population. Mostly repairable
		Community/ Government/ Reputation/ Media		Serious public or media outcry (international coverage)	Significant adverse national/media/ public/Local Government attention	Attention from media and/or heightened concern by local community. Criticism by Local Government	Minor adverse local public or media attention or complaints
		Legal	Serious breach. Prosecution including class actions and/or potential culpability/ manslaughter implications. Loss of Licence to operate	Major breach of regulation. Major investigation by authority with litigation and/or potential criminal charges or major compensation implications	Significant breach of regulation with investigation or report to authority with possible prosecution and/or significant fine	Minor legal issues, non-compliance and breaches of regulation	
			A	**B**	**C**	**D**	**E**
			Catastrophic /Fatality	**Major/Serious**	**Significant**	**Moderate**	**Minor**
LIKELIHOOD	**A**	**Almost Certain (at any time)**	EXTREME	EXTREME	HIGH	MEDIUM	LOW
	B	**Very Likely (in most circumstances)**	EXTREME	HIGH	HIGH	MEDIUM	LOW
	C	**Likely (may happen at some time)**	HIGH	HIGH	MEDIUM	LOW	LOW
	D	**Unlikely (could happen)**	HIGH	MEDIUM	MEDIUM	LOW	INSIGNIFICANT
	E	**Very Unlikely (probably won't happen)**	MEDIUM	MEDIUM	LOW	INSIGNIFICANT	INSIGNIFICANT

Trail Standards & Planning

Risks associated with trails in the Shire region are likely to include:

- Fall heights, cliff edges, falling objects
- Unpotable water
- Bites/stings (e.g. snakes and spiders)
- Trips, slips and falls
- Unstable land formations (e.g. erosion)
- Trail user conflict
- Traffic (e.g. road crossings)
- Impacts on sensitive environments
- Unsafe built elements
- Getting lost in remote environments
- Unpredictable water bodies and tides
- Bushfire, flooding
- Alpine weather conditions (e.g. ice on trails, rapidly changing conditions).

By understanding the potential risks and finding ways to minimise their impacts, trail managers can confidently respond should an incident occur. Key components of risk management are related to ensuring that:

- Users are aware of the risks involved in the trail they choose to use
- The level of risk is kept consistent with that outlined in the trail information
- The trail manager is in a position to adequately and rapidly respond to hazards such as bushfire and flooding.

Ongoing trail and infrastructure maintenance require ongoing allocations of financial and human resources. The costs associated with maintenance will vary depending on track characteristics such as slope, weather, soil types, construction standards and usage patterns.

Trails can also be subject to natural events such as flooding and bushfires which can destroy trail surfaces and infrastructure. Future maintenance costs can be alleviated through effective design and construction of tracks, and proactive management involving a regular maintenance schedules in-line with the trail's classification, which determine the appropriate inspection and maintenance intervals.

Inspections should be undertaken at a frequency in line with the inspection interval for the trail's classification level. For example, Class 1 walking trails require a high duty of care and so inspection intervals of 30 days or less are recommended.

Whereas a Class 4 trail is recommended to be inspected every 6 - 12 months and after major natural events such as floods and fires.

Hazard inspections should include assessments of:

- The condition of the track surface noting erosion or damage, slippery rock or clay sections and obstructions/trip hazards
- The condition of built elements
- Adequacy of signage
- Consideration of overhanging limbs or overgrown vegetation
- Fall heights and trip hazards.

Emergency+ Mobile App

The Emergency+ mobile app is considered the best practice emergency location system across Australia and is endorsed by state and territory governments. To increase the safety of reserve users, it is recommended that trailhead signage advises users to download the (free) Emergency+ mobile app. The app guides users as to when they should call Triple Zero (000) and who to call in different non-emergency situations. It also helps dial the number and shows the phone's GPS coordinates for the caller to read out to the operator. The app is available in numerous languages.

Trail Standards & Planning

E-Bikes on Trails



While traditional bike technology is likely to continue to stabilise, the rapid emergence of the e-bike is likely to have a profound impact on recreation trail use. As technology improves the bikes will become a much more common feature on trails, making cycling activities more accessible to more people. Being able to cycle at higher average speeds, cover longer distances and ride up hills more easily makes e-bikes an attractive option for both commuting and recreation, including mountain bike riding.

Adapting regulations, to address the requirements of managing this constantly evolving and increasingly popular technology, will be an ongoing challenge for trail managers into the future. State legislation for e-bikes is also likely to evolve over time as usage and management considerations change.

A power-assisted pedal cycle is a bicycle that:

- Is designed to be propelled solely by human power
- Has one or more auxiliary (electric) propulsion motors attached to assist the rider.

This means that it must be possible to propel the bicycle only by the rider pedaling it. The primary driving force should be the rider, and the motor simply provides support, such as when going uphill or cycling into a headwind, or to cycle at a speed they cannot maintain solely by pedaling.

There are two types of power assisted pedal cycles, described as follows:

1. Power-assisted pedal cycle - maximum power output 200 watts.
   The auxiliary motor/s must not be capable of producing a combined maximum power output exceeding 200 watts, whether or not the motor is operating.
2. Power-assisted pedal cycle - maximum power output 250 watts (a ‘Pedalec’)
   A ‘pedalec’ is a vehicle complying with the requirements of European Standard EN 15194:2009 or EN 15194:2009+A1:2009: ‘Cycles –Electrically power assisted cycles’.

To comply with EN 15194:

- The motor must be electric
- The maximum continuous power output of the motor cannot exceed 250 watts at the wheel
- The rider must pedal to activate the motor
- The motor must cut-off once the vehicle reaches 25 km/h, or sooner if the rider stops pedaling
- The vehicle must be certified by the manufacturer, and labeled as complying with EN 15194.

There is no standard approach to management of e-bikes in natural areas across Australia and many existing trail management policies and signs were established prior to e-bikes being available. For example, signs which prohibit the use of ‘motor vehicles’, which can be ambiguous.



Trail Standards & Planning

Cycling Infrastructure Standards



The design and implementation of bicycle infrastructure is guided by National and State based infrastructure standards. These include:

- *Cycling Aspects of the Australian Roads*
- *Austroads Guide to Traffic Management Part 10: Traffic Control & Communication Devices*
- *Australian Standards AS1742.9*
- *Australian Standards AS2890.3 - Bicycle Parking Facilities*
- *Austroads Guide to Road Design Part 6A: Pedestrian and Cyclist Paths*

This guide describes the types of paths and their location, provides guidance on alignment, width and other geometric path and facility requirements, as well as information on the design of treatments such as path intersections and terminals. The Guide also provides an introduction to roadside design, detailed guidance on roadside safety (e.g. hazard identification, mitigation and treatment) and the use and design of safety barriers.

Paths are provided to meet the transportation and recreational needs of pedestrians and cyclists, and to provide safe and convenient routes and facilities for pedestrians and cyclists. The Guide makes note of the characteristics that contribute to a path network and serve the needs of both pedestrians and cyclists. These include paths that are safe, connected, legible, comfortable, convenient, universal, and pleasant.

Austroads Guide to Traffic Engineering Practice – Part 14: Bicycles

This guide incorporates the agreed national guidelines for provision of road and path facilities for cyclists. The document provides an overview of planning for cyclists in relation to the different levels of government and includes discussions on the role of cycling in transport and integrated land use planning. It details the technical requirements for designing roads and paths for safe and efficient cycling.

The document also covers a wide range of design guidelines for cyclists including:

- The choice of bicycle facilities
- The design of road and road/path intersections
- Traffic control devices
- Pavement design
- Provision for bicycles at structures
- Provisions associated with the construction and maintenance of roads and paths in relation to cycling
- Requirements for bicycle parking and other ‘end of trip’ facilities.

Cycleway Design Toolbox - Designing for cycling and micromobility

This toolbox provides practitioners with a range of design tools, being a comprehensive suite of best practice designs across a range of typical on - and off-road environments that can be tailored to their specific environment. It can be used to justify the planning, design and delivery of high-quality cycling infrastructure by demonstrating the positive impact on level of service for people cycling.

There are five internationally-recognised design principles that cycling-friendly infrastructure needs to meet:

1. Safe

Ensure that bicycle riders and other road users are provided with safe facilities

2. Connected

Enable bicycle riders to reach their destinations easily via routes that are connected across the network

3. Direct

Provide people cycling with the most direct route

4. Attractive

Deliver safe and attractive surroundings that help to deliver well designed public spaces

5. Comfortable

Ensure that riders of all ages and abilities can ride at a speed they are comfortable.

Trail Standards & Planning

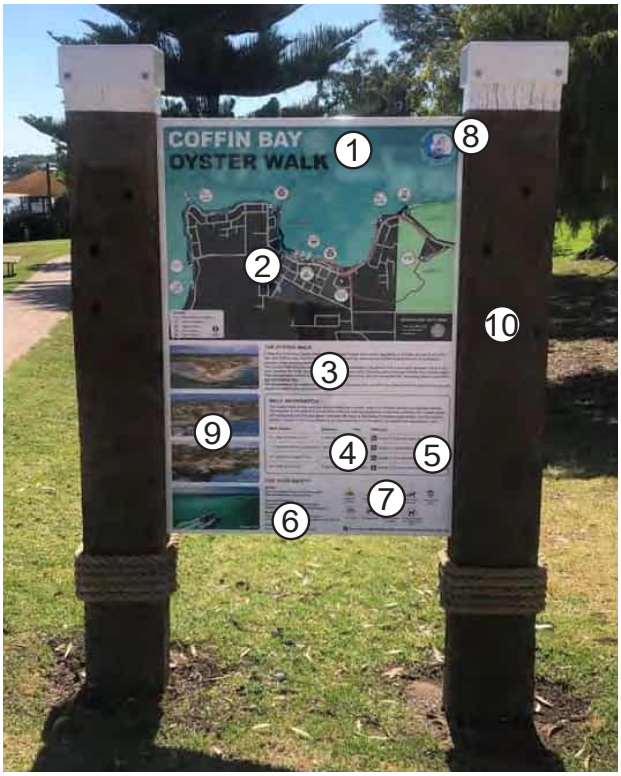
Trailhead Signs

Trailhead signs are important points of reference and provide trail information at locations where users can access a trail, or a network of trails. A primary trailhead sign is located at the primary trailhead, which usually has a significant level of infrastructure such as off-street car parking, amenities and picnic facilities. Secondary trailhead signs provide key trail information at secondary access points.

It is important that trailhead signs are professionally displayed, simple to comprehend and contain key information, as detailed on the following Oyster Walk, Coffin Bay Case Study.

High quality trailhead signs can enhance the trail experience through providing information about features that can be found along the trail, as well as to promote other trails in the region. Many trail users take photographs of the trailhead sign to refer to whilst using the trail, or (where network coverage allows) scan a quick response (QR) code which provides the trail map on a personal phone/ device.

Trail Head Case Study - Oyster Walk, Coffin Bay, SA



1. Trail Network Name
2. Navigation mapping including trail alignments, key trail support infrastructure (e.g. toilets, water supply, carpark, and picnic facilities)
3. Introduction to the area including interpretation
4. Individual trails and key information (distance, time, classification, permitted user types)
5. Trail classification system (generic)
6. Environmental sensitivities
7. Safety/management information, advice, trail user conduct, bush fire safety, land manager / emergency contact details
8. Land manager identification and branding
9. Interpretation and photography
10. Unique and weather resistant structure

Trail Standards & Planning

Waymarker

Waymarking signs provide trail users with reassurance that they are following the correct alignment. The amount of waymarking necessary is dependent on the classification of trail. The walking standards specify:

- Grade 1 & 2 - waymarkers at intersections and at regular intervals along the route
- Grade 3 - limited waymarkers may be used
- Grade 4 - trails: minimal signage for management and directional purposes
- Grade 5 - signage is limited and only for management purposes
- Grade 6 - signage is generally not provided.

Where one section of alignment is used for multiple trails, all trails should be waymarked on the same signpost with corresponding colours or symbols, as shown on the image below.

Waymarking Sign - Bungendore Park, WA



1. Loop or trail section name (remaining trail distance can be included)
2. Loop or trail section directional arrow
3. Loop or trail section colour identification
4. Unique and weather resistant structure

For Mountain Bike Trails, The Australian Mountain Bike Trail Guidelines specifies that the rating colour should be used on all trail directional signage. Communicating the risk through classifications and signage reduces the probability of a rider attempting a trail above their ability.

Waymarking Sign Masons Hill - Tumbarumba ,VIC



Directional

Directs users to or from the trailhead and other features, such as a nearby town, road or car park facility. These signs are particularly relevant at intersections where users are required to choose between a number of routes. It is usually appropriate to indicate the distance to/from the identified feature/s, as shown in the Bright example below.

Directional signage from a trail to a town can have positive economic impacts as users are more likely to impulsively visit the town if they are aware of its close proximity.

Directional Signage Case Study - Bright, VIC



1. Trail Type/Name
2. Location map
3. Loop or trail section directional arrow
4. Loop or trail section name and information (remaining trail distance can be included)
5. Unique and weather resistant structure

Trail Standards & Planning

Interpretive

Interpretation signs conveys educational material about the natural and/or cultural heritage features along a trail. This signage is designed to attract more users to the trail, engage trail users and provide for a well-rounded trail experience. Interpretive information can be provided at a trailhead and at points of interest along a trail.

Interpretive Sign - Coffin Bay, SA



1. Interpretive Sign Name
2. Interpretive Sign Content Title
3. Written interpretive information
4. Interpretation and photography images
5. Land manager identification and branding
6. Unique and weather resistant structure

Management/Warning

Management/warning signs are used to advise trail users of dangers, risks or management policies.

As outlined in AS2156.1, management/warning signs should include a statement of:

- Danger
- Consequence
- Precautionary Actions
- Pictogram.

These signs play an important role for both users and trail managers in risk management of a recreational trail.

Management Sign, Kinchina Conservation Park, SA



1. Trail type and conduct
2. Code of practice and trail rules and recommendations
3. Trail warnings
4. Flora and fauna warnings
5. Fire warnings and restrictions
6. Emergency contact information

Trail Standards & Planning

Case Studies

Relevant case studies are highlighted to showcase a diverse range of recreational trail initiatives across Australia and New Zealand.

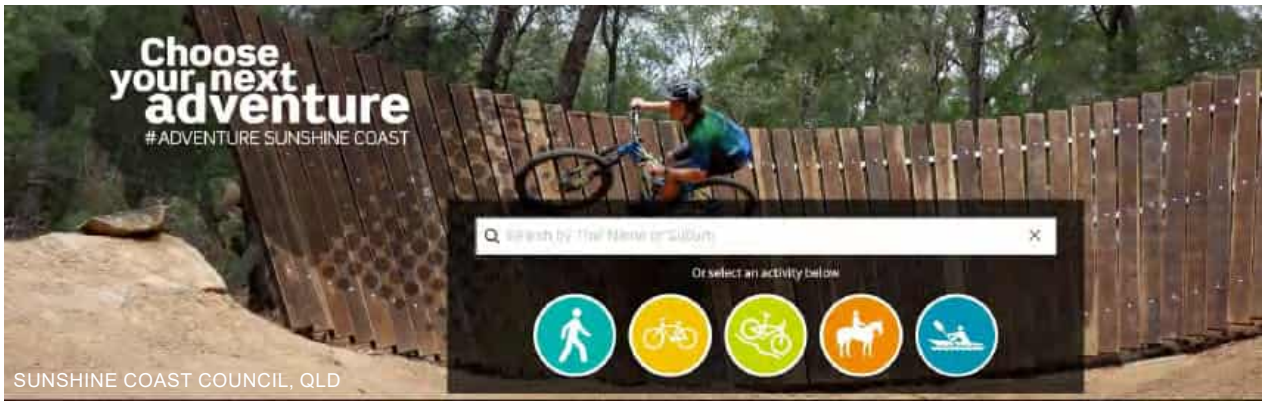
Sunshine Coast Council Trail Webpage

The Sunshine Coast Council has made it easy for locals and visitors to find information on things to do on the Sunshine Coast, with a focus on recreation trails. This is provided through the new online 'Adventure Sunshine Coast' tool which collates all of the region's pathways, tracks and trails into one handy online tool. This makes it easier and faster for local and visitors to plan their next adventure.

The tool allows users to quickly filter six key adventure activities - walking, mountain biking, cycling, horse riding, canoeing and kayaking - by location, difficulty level, distance, time, and other aspects to find a free adventure that suits their requirements.

Users can create their own profile to keep track of the adventures they have done or want to do. The system allows users to provide reviews of adventures to help others decide, and to view photos of what they can expect to see on their journey.

Visit: adventure.sunshinecoast.qld.gov.au



Trail Standards & Planning

Bibbulmun Track

The Bibbulmun Track is one of the world's great long distance walk trails, stretching 1000 kilometres from Kalamunda, to Albany on the south coast and passing through the scenic southwest of Western Australia.

The Bibbulmun Track is signposted with yellow triangular markers symbolising the Waugal, the rainbow serpent of the Aboriginal Dreaming. Trail markers are spaced up to 500 metres apart and are more frequent when there is an intersection or turns. There are 49 campsites with facilities along the track, which are spaced a day's walk apart.

The Bibbulmun Track has a regular email newsletter called Bibbulmun Bytes which is available to the general public. The Bibbulmun Track also has eight maps (for each town) which show permitted car access points, campsites, terrain profiles and distances tables and eight associated guidebooks.

Visit: https://www.bibbulmuntrack.org.au/

Standley Chasm

Known traditionally as Angkerle Atwatye, meaning 'Gap of Water', Standley Chasm is a 3 metre wide, 80 metre high gorge amongst the West MacDonnell Ranges.

Standley Chasm is privately owned and operated by the Western Arrernte people. It is a place of deep cultural significance to the Western Arrernte people as a sacred site of women's dreaming.

Half-day tours are guided by an Arrente local and includes a guided walk up to Standley Chasm with commentary on geology, flora, fauna, bush medicine, bush tucker and weaponry.

Visit: https://www.standleychasm.com.au/



BIBBULMUN TRACK WAYMARKER, WA



STANDLEY CHASM GUIDED WALKS, NT

Trail Standards & Planning

The Yindyamarra Sculpture Walk

The Yindyamarra Sculpture Walk traverses for 5.3 kilometres and features a series of stunning contemporary Aboriginal sculptures lining the Wagirra Trail from Kremur Street to Wonga Wetlands. Fifteen sculptures created by local Aboriginal artists have been installed along the trail.

The sculptures are accompanied by interpretative panels and smartphone videos which tell the story of the Aboriginal history and cultural significance of the Murray River.

Visit: https://www.albury city.nsw.gov.au/leisure/sport-and-recreation/walking-and-cycling-trails/yindyamarra-sculpture-walk

Shiraz Trail

Spanning from McLaren to Willunga, this 8 kilometre shared use path has been constructed along a disused rail corridor and connects both walkers and cyclists to McLaren Vale and Willunga. The Shiraz Trail is also an extension of the Coast to Vines Rail Trail.

This Shiraz Trail features mostly flat terrain and vineyard views. Users of the Shiraz Trail have the opportunity to stop off at one of the many cellar doors, breweries and eateries along the trail.

Visit: https://mclarenvale.info/whats-on/latest-news/explore-the-shiraz-trail-in-mclaren-vale



THE YINDYAMARRA SCULPTURE WALK, NSW



SHIRAZ TRAIL VIEWS, SA

Trail Standards & Planning

Riesling Trail

Traversing the picturesque Clare Valley wine region, the Riesling Trail is one of the first rail trails to be developed in South Australia. The trail is named after the grape and wine variety that the region is famous for.

The Riesling Trail traverses for 35 kilometres from Auburn to Clare and onto Barinia and is located approximately two hours drive north of Adelaide. . Parking is available in Clare, Sevenhill, Watervale and Auburn.

The Riesling Trail is suitable for recreational walkers, mountain and touring bikes, as well as wheelchairs and pushers. The trail travels past many cellar doors and other visitor attractions.

Visit: https://www.clarevalley.com.au/directory/riesling-trail



RIESLING TRAIL, SA

Appendix B - Consultation Summary

Consultation Summary

Consultation Process

Community On-line Survey

A comprehensive community online survey was conducted to inform the Master Plan using Engage Alpine the Shire's interactive community engagement platform.

The engagement was around three key themes:

- People's experience of existing trails in the Shire
- Views on improvements to existing trails in the Shire
- Suggestions for new trails in the Shire.

Interactive mapping was provided which allowed respondents to locate a track or trail on the map and than provide a comment in relation to that particular trail or track (refer Figure 1).

Community Submissions

In addition to the online community survey a number of community submission were provided to the Shire for consideration in the development of the Strategy. The key suggestions are included in the consultation summary below.



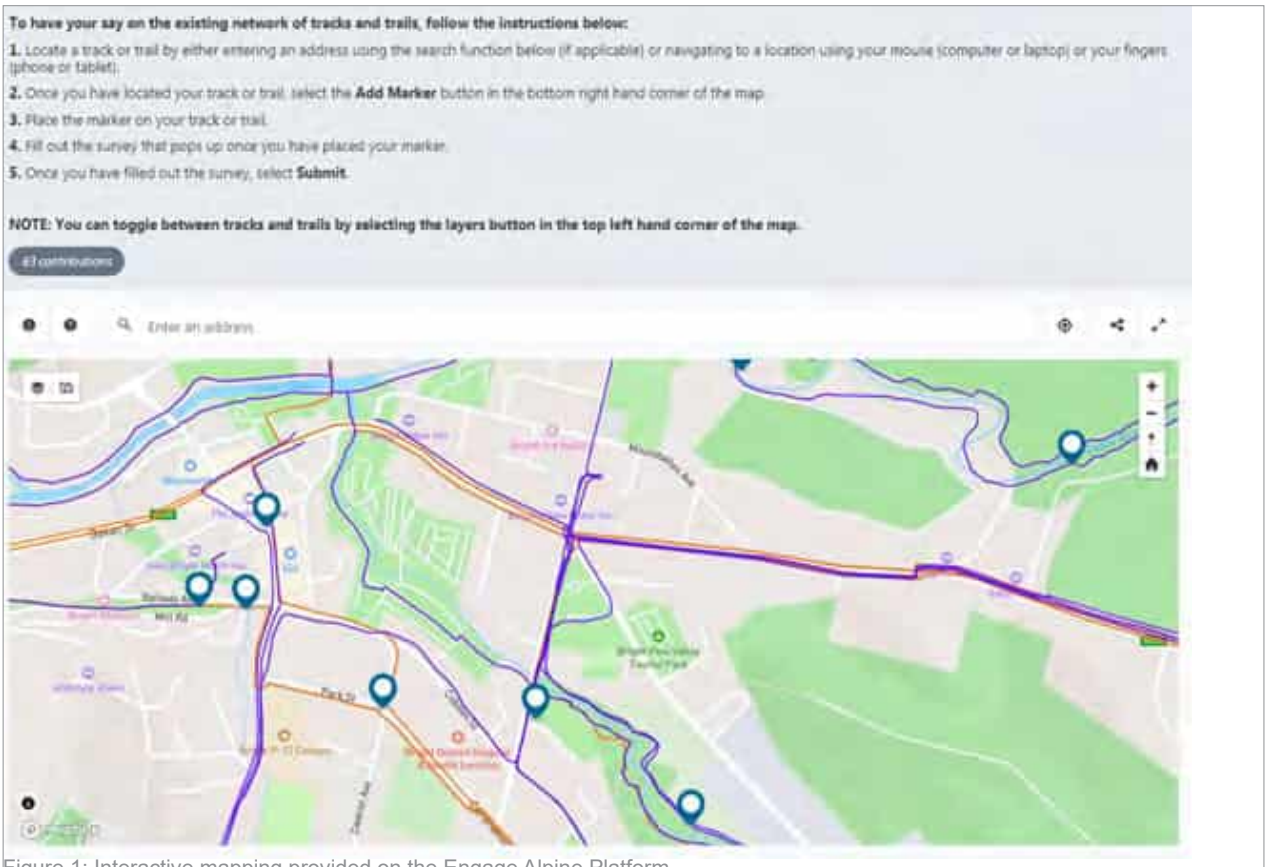
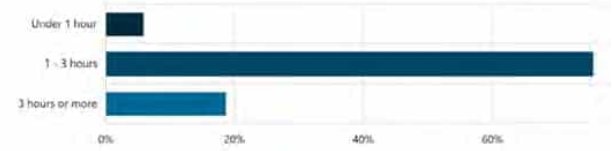


Figure 1: Interactive mapping provided on the Engage Alpine Platform.

Consultation Summary

Consultation Findings Summary

How long do people spend on trails within the Shire.



Answer choices	Percent	Count
Under 1 hour	5.81%	5
1 - 3 hours	75.58%	65
3 hours or more	18.60%	16
Total	100.00%	86

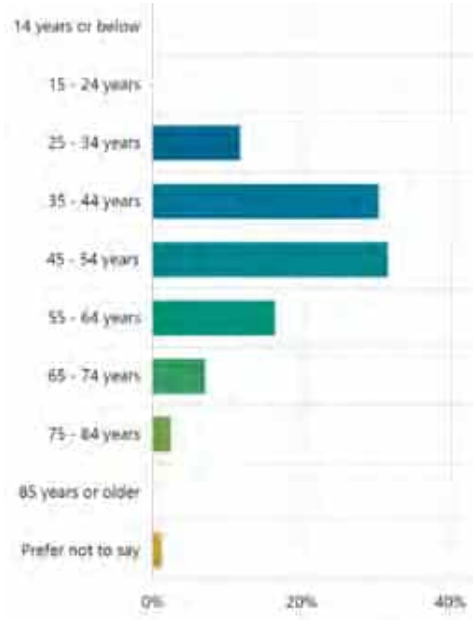
What do people value about trails in the Shire

Activity	No of People
Maintaining health and fitness	79
Opportunities to connect with nature	72
Forming connections with other people	28
Providing alternative transport options	23
Encouraging local and economic development	20
Contributing to environmental sustainability	16
Other	5

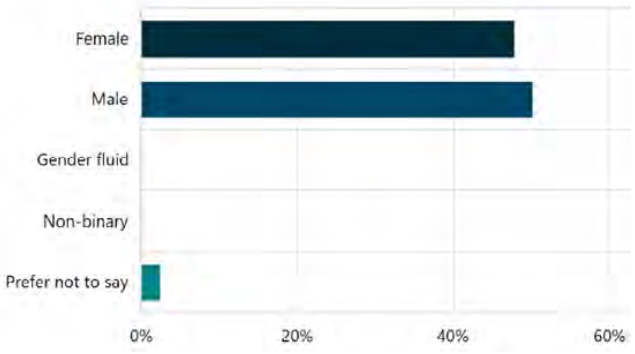
What key features of the current trails in the Shire do people find useful

Feature	No of People
Connectivity between trails (linkages)	60
Facilities (such as seats, shelters or amenities)	43
Signage (e.g. wayfinding)	43
External collateral (such as brochures, maps, websites etc.)	13
Accessibility information and facilities	11
Other	10

Age profile of respondents



Gender of respondents



All but four respondents were residents and/or ratepayers of the Shire

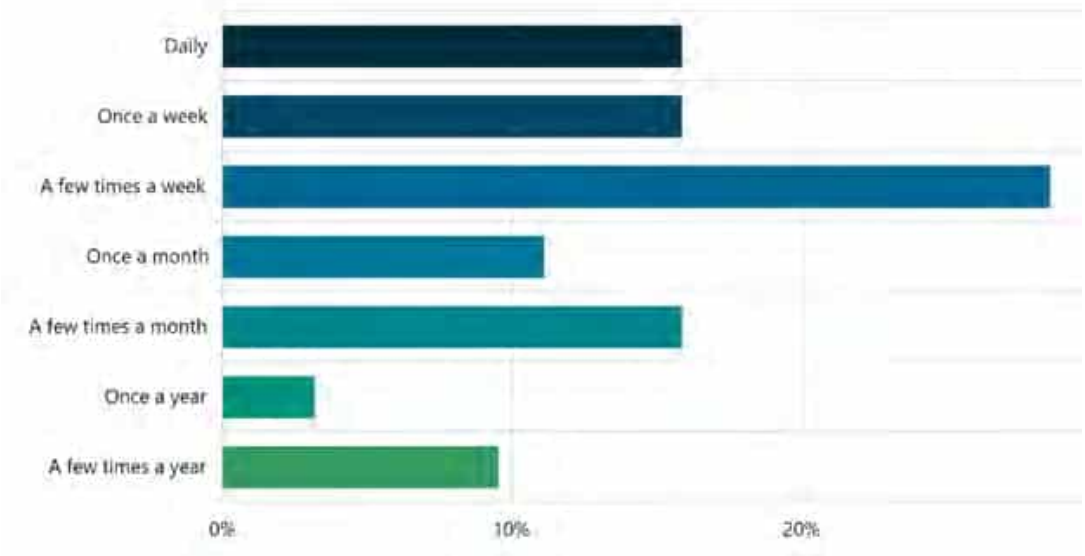
Consultation Summary

Locations of respondents who provided information on specific trails by location.

Top Contributions by Location
Top 10 most frequent postal/ZIP codes of posts submitted by participants.

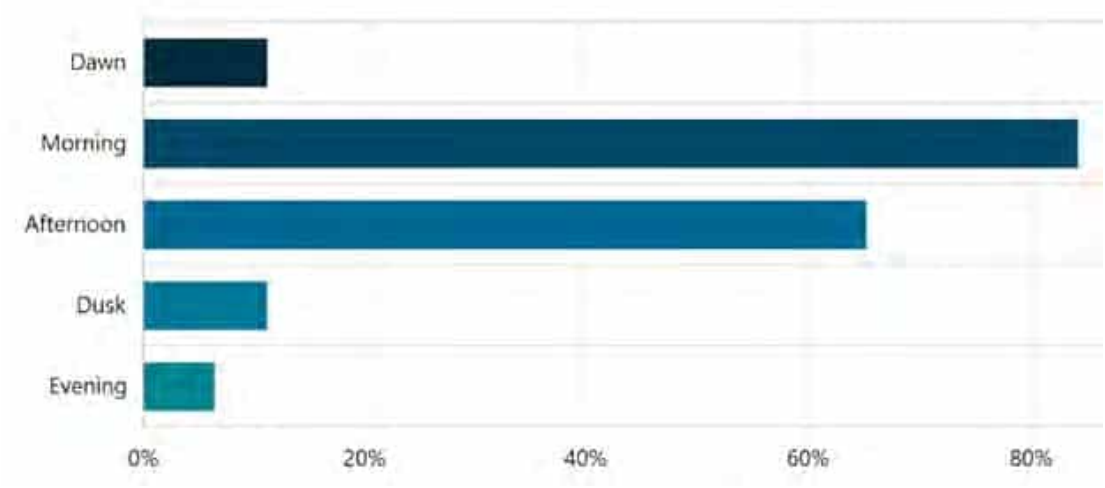
Location	Total Contributions	% Contributions
3741, Bright, Victoria, Australia	21	33.33%
3744, Wandiligong, Victoria, Australia	8	12.7%
3740, Porepunkah, Victoria, Australia	7	11.11%
3698, Tawonga South, Victoria, Australia	6	9.52%
Mount Beauty, Victoria, Australia	5	7.94%
3697, Tawonga, Victoria, Australia	4	6.35%
3741, Harrietville, Victoria, Australia	3	4.76%
3744, Buckland, Victoria, Australia	2	3.17%
3691, Dederang, Victoria, Australia	1	1.59%
3701, Mitta Mitta, Victoria, Australia	1	1.59%

Frequency of use of trails within the Shire



Consultation Summary

Time of day people use the trails in the Shire



What type of activities do people participate in on the trails in the Shire

Activity	No of People
Walking	35
Mountain Biking	25
Trail Running	15
Gravel Riding	11
Road Cycling	11
Hiking	7
Other	5

Consultation Summary

Community responses to the online survey identified a diversity of improvements that could be made to existing tracks and trails and proposals for new tracks and trails. These comments and responses have been collated below on the following pages. Note these comments and responses do not necessarily represent the views of the consulting team or the Shire.

Existing Trails

Improvements that could be made to existing trails

General

- Consider adding lighting to some of the trails within the Shire
- Where trails utilize pine plantation roads they need to be upgraded and maintained for walkers and cyclists
- Provide separate trails for walkers and riders
- General trail maintenance such as slashing and removal of weeds, repairing of erosion, surfaces and signage.
- Rectifying safety and risk issues
- Traffic management
- Improved signage including maintenance/ upgrade of existing signage

Specific

Canyon Walk, Bright

- Please allow cycling (MTB) on the Canyon Walk. We have ridden it on MTBs in the past and it is a great connection between Bright and the Ovens River/Rail Trail crossing. If MTBs are not deemed compatible with walkers/runners due to track conditions or sight lines, please upgrade to overcome perceived safety issues.
- Connect Canyon walk to trails in Porepunkah (section behind golf course) so that people can walk along river the whole way to Bright and access great sections of the river (the path does not currently exist)
- An extension along the river which also accommodates a loop back to Porepunkah would be ideal.

Back Porpunkah Road, Bright

- This is the main Back Porepunkah Road. It's becoming more and more popular with road cyclists and it's dangerous for cyclists both experienced and families and casual riders who failed to find the rail trail. Choices how to adjust this could be to prohibit bikes in the dangerous section (rail trail alternative here) or widen the road to add a shoulder.
- The extension of the seal on the Buckland Valley Road has been wonderful for road cyclists.

Bright to Mystic Park Access

- There are 3 main cycle/walk routes from Mystic Park to Bright. Two along Morses Creek, on either bank and these are in desperate need of repair and are bordered by high blackberries and other weeds. The third route is along Cobden Street but cutting onto the footpath at the junction with Coronation Avenue to avoid the narrow road. The footpath here is regularly used by older residents and mobility scooters. The safety of the crossing needs to be investigated, widening the footpath and removing the drop edge.
- The quality of the trail along the eastern bank of Morses Creek, between the NMRA Bright Holiday Park and Coronation Avenue is mostly very poor and uninviting for visitors. With four bridges across Morses Creek between Hawthorn Ln and Coronation Ave, the trails on each side of the creek could provide great walking and cycling loop options for both residents and visitors.
- Provide a sealed path from Bright to Pioneer Park.

Mystic Park

- Drinking water provided at the top of Mystic (Park) would be amazing.

Murray to Mountains Rail Trail

- The edges of the Murray to the Mountains Rail Trail west of Taylors Gap are breaking up quite badly. While I think this section is (predominantly?) in City of Wangaratta, its deterioration will affect users of the Shire section who wish to ride between Myrtleford and Everton.

Consultation Summary

- The rail trail crossing at the entrance to Bright remains pretty unsafe, particularly with children. Could it be made an underpass?
- No path/bike lane from the Rail Trail down to the river trails in Bright. Potential link.
- Would be great to have the Rail Trail extend from here (intersection of Railway Ave/Bakers Gully Rd/Ireland St) through and join up with the trail to Harrietville and Wandi. At the moment it is choose your own route to work out how to meet these other trails.
- Dangerous intersection (Park St/Deacon Ave in Bright) particularly for children crossing to get to school.
- Provide a link from the rail trail through to Nightingales, Wandiligong

Parkrun, Bright

- "Install gazebo at Parkrun course start as shelter for volunteers/participants during poor weather. For safety when large numbers of Parkrun participants, move railing around Mystic Flight Park at Parkrun course end so participants finish off Bennetts Trail and don't obstruct trail for non-Parkrun users. For safety on hot days, install water fountain at start/end of Parkrun course. Install posts marking start/ end and turn-around points on Parkrun course to inform participants about course route.

Bessies Track, Wandiligong

- Bessies Track follows the west bank of the Morses Creek and links Sangsters Lane to McLeans Road. McLeans Road is missing from this map and it is unclear why. It is the logical exit from Bessies Track out to Centenary Avenue.

Morses Creek Road, Wandiligong

- This busy section of road needs a footpath connecting to Nightingales. You can walk the back road from Alpine Park which is relatively safe but from Morses Creeks Rd to the orchard is a high traffic area and needs separation (especially for kids on bikes)

Myrtleford Mosaic Trail

- Improve lighting along the trail

Wandi Walk

- The Wandi Walk is a fantastic track that follows the west side of the Morses Creek from the Alpine Park, crossing a swing bridge and continuing to Bright. It dates back to the gold mining era at least and is a beautiful alternative to the shared bike path. It has been blocked recently and needs to be reopened. Walking along White Star Road is neither safe nor appealing in comparison.
- This track is now incomplete due to private property. Suggest this is rectified to allow connection or potentially add a new bridge across to connect.
- Better signage from Bright to the start of the trail.

Porpunkah River Walk

- This is a fantastic trail that just needs to be finished. There is a pile of gravel at the Bright end of the trail that has been there for over 12 months. At the moment the gravel is soft and shifting which makes bike riding difficult, particularly for little kids and presumably older people or those with mobility issues. The section from the trail to the rail trail is rough, uneven and narrow. If it was widened and smoothed it would make for a much more accessible and enjoyable user experience.
- Continuation of the path on the south side of the bridge that travels parallel to the Great Alpine Road (Bright bound) and connects with the Porepunkah footbridge. This will create a town loop for all ages and abilities and provide connectivity into the plantation which is regularly used for walking, running and cycling. The existing river trail is an asset to the community and provides valuable connections. The 'Town Loop' would be ideal for children and families and older people.
- A new path from the bridge into the Porepunkah township would be a safer and more efficient passage for residents and visitors. Although the rail trail is available you must use the underpass which isn't the most direct route which results in pedestrians and cyclists walking along the roadside which is dangerous. There is a well worn track on the river side of the road (proposed location of the new path)

Consultation Summary

which demonstrates use. In peak holiday season there are big groups walking along the road.

- Improve connectivity from path on east side of bridge over river to the plantation/up along start of Buckland Valley Rd - plantation on that side of road is very popular recreation for people in Poreunkah but connection after bridge and through roundabout and up start of Buckland Valley is very sketchy.
- The link between the Great Alpine Road and the Punkah River Trail just west of the Punkah Vet and the new cafe in this vicinity is only occasionally slashed/maintained. At other times it gets overgrown and very slushy when it is wet.
- A couple of sections of this popular Punkah trail are not well suited to safe cycling and one steep pinch is impassable for uphill riders, due to erosion below an old concrete run-off drain that has created a substantial step-up. Reformation of this short section, remediation of a few wet areas, and maintaining sight lines around bends (they are pretty good at the moment, thanks to shire maintenance works - thanks!) would ensure year-round safety and comfort for both walkers and riders.
- Extend separated footpath/bikepath to at least turn off to popular Buckland River waterfall and swimming hole; ideally the whole way to Mt Buffalo entrance.

Kiewa River Trail, Mount Beauty (extension to Tawonga)

- Extend it to link up with the short trail from the Ryders Bridge at Tawonga. This would create a nice little loop for safe cycling between Tawonga, Tawonga South and Mount Beauty.
- Extend it to Damms Road and have a roadside path back to town to link to the library area.
- It needs to be extended to Damms Road along the East Kiewa as was planned some time ago.
- Extend it to join the river walk trail that starts at the bridge near Tawonga Caravan park. Would crest a brilliant complete loop path Mount Beauty - Tawonga - Tawonga South - Mount Beauty (especially if the section in Tawonga South was improved and moved to the eastern side of the highway).
- Extending the track to Tawonga, would provide a perfect link between the caravan park and town. This creates a flat route which is more suitable to all age groups and abilities. The link to Damns Road would be good, however for cycling it is a very short route.
- This is a lovely walk along the river bank which could be enhanced by an extension. The ideal would be one riverside track that links Tawonga to Mt Beauty, and together with a path alongside the highway, a walking, cycling track loop is created. Ideal for visitors (the loop connects Tawonga Tourist Park and The Park Mt Beauty) and locals alike.
- Toilets need to be provided near Tawonga Caravan Park.
- A public toilet is desperately needed at this location (near Tawonga Caravan Park). It is a heavily utilised recreational area.
- The Keiwa River Trail requires maintenance and improvement works including river bank stabilisation, patching of the bitumen, line trimming and picnic table replacements.

Gorge Walk, Mount Beauty

- Need to consider landslides and the associated impacts including on the main cables of the suspension bridge.

Survey and Pole Track, Mount Beauty

- Address general and surface maintenance issues need addressing

Pondage Walk, Mount Beauty

- A well utilized track in Mt Beauty. Consider widening and reducing the drop off on either side of the path.

Fisherman's Walk, Mount Beauty

- Needs considerable work to clear and complete to achieve the original concept.

Junction Creek Walk, Mount Beauty

- Requires extensive maintenance however is a "great little walk"

Lake Guy Walk, Bogong Village

- Recently re-opended, however looks neglected and requires extensive maintenance

Consultation Summary

Mount Beauty to Tawonga Trail

- The track is dangerous with cars reversing from the driveways. It is also very undulating at each driveway with loose stones. This path should be on the opposite side of the road.
- The section through Tawonga South on the western side of the highway is not suitable for bikes with the driveways and rough surface.
- Move it to the eastern side of the Kiewa Valley Hwy away from multiple driveways
- There is no contiguous track between Tawonga and Mt Beauty via Tawonga South and the current intermittent pieces need repair/ overhanging trees pruned. Travellers are required to cross the highway at multiple locations. The solution one path on the eastern side of the highway. One safe well-maintained track will attract more use from more locals, visitors, young and old.
- I only use it for walking, even though it is designed for cycling. To make it cycle friendly it needs to be wider, less up and down and less driveway crossings. All of this leads me to say, it would be much much more user friendly if it was relocated to the eastern side of the Kiewa Valley Highway.
- The bicycle trail is not continuous and changes sides of the road. It discourages cyclists from using it. It is dangerous for cyclists and car drivers on this section of the highway. Having a continuous off-road trail between Tawonga and Mt Beauty would be a great asset for locals and tourists.

Trappers Gap (Snowy Creek Picnic Ground - Mt Beauty)

- Better signage along the route to indicate the direction of Mitta Mitta as it is not always clear which turn to make to decend off the ridge. I know of several people who have taken a wrong turn on the way to Mitta Mitta and got very lost.

Apex Lookout Track, Quins Gap

- This is a common place for people to park their cars and hike up Apex Quinns gap loop. However there is only one car parking spot available. So cars park half on the road causing danger to vehicles going to the tip. Cars used to be able to park in the flat area on the Western side. However erosion has caused a big ditch to open up making it hard to access this area. It would be great if an excavator can flatten the access to allow cars to park on the west side of the intersection.
- Jaspers Track provides a connection up to Apex from Bright. We live at the bottom of Jaspers Track. I see people going up and down all the time. However there is one section that is very muddy. Handmade bridges have been put in place with scrap wood to reduce people having to walk through the mud, but it would be great to have a more permanent and purpose built bridge. This would enable people to walk from Bright up to Apex on trails.

Dederang

- The trail between Dederang Store and the Rec Reserve deserves traffic lane seperators to make it safe for local kids in particular. Even the white posts that were initially installed when the trail was put in were not replaced when knocked over by traffic.

Buckland

- The extension of the seal on the Buckland Valley Road has been wonderful for road cyclists. The addition of signage and a seat outside the cemetery near the end of the seal might encourage cyclists to take a break and look around the wonderful historic cemetery.

Consultation Summary

New Trails

General

- Experienced cyclists can road ride up to Falls Creek and do technical mountain biking in the Big Hill MTB Park. There is also the short ride along the Kiewa River and/or around the Pondage which caters for those wanting to do short distances or families with young children. However, there is no provision for those wanting to do up to 50 kms safely of non-technical, casual riding. Would the Shire consider putting a bike path up the Kiewa Valley to match what the Ovens Valley has to fill this gap?
- A lot of tourists find it hard to get from the Murray to Mountains Rail Trail to the Great Valley Trail out to Harrietville. Perhaps some better signage or bike lane through town (Bright)?
- A safe cycling path to take cyclists off the busy Kiewa Valley Highway from Mount Beauty to Dederang similar to what is in the Ovens Valley from Myrtleford to Harrietville.
- I would make this part of a Bright 5 Peaks (Mystic, Huggins, Apex, Clear Spot)
- More running and hiking loops.
- Old mining trails – we are fortunate to have old mining trails throughout the Shire as there is potential to be able to join up the various trail networks we have in the Shire, which would provide a world class bike packing network. Being able to connect Bright with Mt Beauty, Falls Creek, Omeo (outside of the Shire but accessible), Dinner Plain and Harrietville via Mt Hotham with a mix of old and new trails plus gravel/dirt roads would be truly spectacular and open up accommodation and business options for summer riding.

Bright to Mount Beauty Trail/Epic Trail

- This track doesn't yet exist, however a mountain bike track that links Bright and Mt Beauty would be a great asset to our town. The Murray to Mountain and High Country Rail Trail is a great initiative, and links many towns in the region. Mount Beauty is isolated as we don't have an old railway line/trails that link us to other towns.
- Epic trail between Bright and Mount Beauty. This could be for running and biking and use the existing Sec Track.
- The trail would be called the B2B from Bright to Beauty. It would be a gravel/mountain bike/ running trail between these two towns. It would also make the Murray to Mountains Rail Trail a real trail to the mountains instead of to the mountain valleys. There would be a direct trail only route up to Falls Creek from the train at Wangaratta. This would make a true world class bike trail.
- Epic Trail between Bright and Mount Beauty
- The bike trail link between Mt Beauty & Bright is a glaring omission in our bike trail system.
- Develop a long distance mountain bike trail from Tawonga Gap to Bright and Mt Beauty. A figure of 8 loop with Tawonga Gap in the middle allowing climbing and descending to both Bright and Mt Beauty.

Bright

- Connect the rail trail to the river trails through town either the road next to Hometown and Dr Mauve's or make Barnard St a pedestrian/bike zone.
- Extend the Canyon walking track to continue to Porepunkah at the Rail Bridge over the Ovens River. Cherry Walk, Canyon Walk, Porepunkah River Walk. The surface would be similar to Cherry and Canyon walks. Awesome for walking, trail running and dog walks. A great link and alternative for getting to / from Porepunkah when out on adventures. Perhaps a traditional name?
- If Quinns Gap Rd was sealed, it would make a good road loop north of Bright and alternative route between Bright and Porepunkah. (Bright rather lacks good sealed road loop rides).
- Clearly define the rail trail through Bright.

Porepunkah

- Join Eurobin Creek track to Hughes Lane (Porpunkah)
- It would be nice to see short and long loop options around the river within Porepunkah that bikes/ scooters/ prams can utilise ideally with some nice rest stops by the water.

Consultation Summary

- Extend the path on the south east side of the bridge that travels Bright bound parallel to the Great Alpine Road that connects with the Porepunkah footbridge. This would create an accessible town loop of a short distance that would be ideal for children (bikes and scooters), families (prams) and older people. Currently people walk on the roadside. This would link up two existing paths and provide a valuable loop for our community.
- Winters Hill on the Buckland Valley Road is a pretty slow climb for some riders. Providing a bike lane or a separate sealed trail up the hill on the east side of the road would improve rider safety.
- It would be nice to see short and long loop options around the river within Porepunkah that bikes/ scooters/ prams can utilise ideally with some nice rest stops by the water.
- There is already a bridge on the Punkah River Loop that basically leads to nowhere. Approximately where I have placed this marker.

Porepunkah to Bright

- Extend the river walk from Porepunkah into Bright (ie, not the Rail Trail), connecting to existing trail at the old railway bridge. For walkers and possibly mtb, similar style to the existing trail along the river from Porepunkah.
- Connect the Canyon Walk Trail to Porepunkah.
- I think it would add huge value to the Porepunkah and Bright communities and also to tourism if the towns were linked by gravel/ single track. Could the Porepunkah River Loop be extended to run behind the golf course and then link up to the footbridge over the Ovens near Lowen Drive? From there it could join the Canyon Walk Track.
- Continuation of the footpath on the north east side of the bridge traveling parallel to Nicholson St providing a connection to the Porepunkah township. The rail trail isn't the most direct or accessible route which results in people walking along the roadside. A footpath would be a much safer and direct alternative for what is a major point of connection / travel in this community.
- Walking trail link between Porepunkah River Trail and Canyon Walk.

Mount Porepunkah Scenic Reserve

- This area (Mt Porepunkah Scenic Reserve) could be perfect for some Mtb trails that can be accessed from either end of Spots Track. The use of Spots Track could make it a perfect little loop. And unlike Mystic - no need to redo the trails after every plantation harvest!
- Access for running walking and riding to this area of bushland could be investigated. Not sure of public access here. Punka generally lacks access to bushland recreation despite being surrounded by it! (Eg things like Huggins in Bright walk - short, easy, pretty walks that give access to the unique sights of the area).
- Allow access from Porepunkah into the public land below Mt Porepunkah and create some trails to see this beautiful native forest. Ideally it can be a multi use trail network that can be extended over time, up to Mt Porepunkah but possibly also all the way to Bright apex with suitable connection points.
- Mountain bike and running trails to and from Mount Porepunkah would be amazing.

Wandiligong

- Walking/running trail traversing east side of Wandi valley in the native bush. Start at South end of Churchill Ave, come out at Williams Rd Wandi.
- Extending the Wandi Trail through the Diggings to link to the Pub and Nightingales is needed.
- A link is needed for walkers, runners and cyclists between The Diggings trail network and the junction of Centenary Ave and Morses Creek Rd. At present, all users have to mix it with the traffic on the road edges.
- I think there needs to be another little bridge here (Morses Creek) to get back onto the single track and be able to access Centenary Ave for continuing on to Nightingales.
- A bike lane or even safer, a bike path, through to Nightingales.
- Continue the rail trail out to Nightingales.
- Propose to extend the bike/walking trail on Morses Creek to allow safe and unhindered pedestrian access to both the Wandi Pub and Nightingale apples, both these spots are located on high traffic roads and at peak times

Consultation Summary

pose an unacceptable risk to vulnerable road uses having to be on Morses Creek Road to access these facilities.

Germantown

- Build connection from Hill Plantation Link Track to Back Germantown Rd. This would encourage use of the Hill Plantation Link Track, in combination with the Smart Creek - Tawonga Gap Track and the Tawonga Gap Track as an alternative route from Bright to Tawonga Gap for cyclists, trail runners and hikers.

Harrietville

- Numerous old mining trails and deer tracks in the Cemetery Lane area of Harrietville, huge scope to open up some trails going both north and south to link with existing trails. Due to previous mining activity there are trails on all surrounding hills.
- Another mining trail called the 201 goes from the bottom of Bon Accord up the old ticket box site on GAR, this would be an excellent option for having a bike friendly trail which get's half way up Mt Hotham.
- There is an old trail called mining trail 170, it goes from here up to Crescent Saddle on the GAR. Having walked it, it is spectacular scenery and would be an amazing trail.
- Formalise Cemetery lane mountain bike trails and walking trails

Myrtleford

- Walking track that allows residents to get into Reform Hill along Halls Roads. You currently have to walk on the road. There is an easement on Washington Parade that could connect to Halls Road and take you to the Landcare Path that goes through the Pines around the reservoir.
- Halls Road Myrtleford between Jamieson St and the end of the sealed road near 55 Halls Road. The trail would provide an essential link between existing and future residential areas and recreation areas on and around Reform Hill. The trail would be used by pedestrians , dog walkers, mountain biking enthusiasts, mothers with children in prams, joggers etc.
- I would like to see a walking track from the T intersection of Robertson Street and Albert Street Myrtleford up the hill to join the Reform hill loop track, using an existing easement adjacent to the boundary of 31 Robertson Street. This track would form a logical and direct connection between the walking track loop, rail trail and the town centre, as well passing two historic mine sites and an air vent along the way. I have seen many people using this shortcut from the Loop to the Town centre.
- Currently people are using the Halls Rd roadway as a pathway. This section of road has four blind curves and is extremely dangerous. New walking trails were established on Reform Hill to cater for the ever growing residential areas in the Halls /Mummery Rd area of Myrtleford and are being well utilised by residents. There are currently two missing links. The Halls Rd link as described and a link through the remnant pine area which will be established by DEECA when the pines are removed.
- Formalise the easement walking track that residents use to connect Mummery to Halls Road. Needs a small footbridge or stepping stones through the creek.
- From the Myrtleford Golf Club to the rear of the Savoy Soccer Club. This track would open up visual access along the Barwidgee Creek where established native trees exist. It could become a beautiful river walk to extend the existing Ovens River Walk.
- From the recreation reserve to Williams Street and from there to McGeehan Cres/soccer club. This area was once used by schools as part of the cross country course and has since been left to be taken over by non native vegetation. Myrtleford Landcare are trying to open up some of that area in conjunction with public landholders and local clubs. These are active projects.
- Happy Valley Creek access upstream and downstream needs to be utilised as the township of Myrtleford has the potential of having a beautiful long water view. Presently our inner township waterway is limited.
- From the confluence of Happy Valley Creek to the Myrtleford Golf Club along Barwidgee Creek.

Consultation Summary

- Create a walking track that follows Barwidgee Creek from the Rail Trail to Briggs Lane.
- A shared path along Barwidgee Creek from the Rail Trail (near bridge over Barwidgee Creek) to the Myrtleford Rec Reserve, would be used by School children/teachers, soccer clubs, and others.
- A bike path right along Snow Road, which linked into the rail trail would be great. Snow Road is not safe for bicycles. Please collaborate with Wangaratta Shire to join it from Milawa, all the way along Snow Road.
- It's difficult to join the Rail trail from Snow Road or other smaller roads that intersect with Great Alpine Road.
- I would like to suggest a new track/trail along Barwidgee Creek in Myrtleford, between Rotary Park and the Recreation Reserve. This would be an extension of the extremely popular and well used Mosaic Trail for visitors, residents and all the local schools, which would have a convenient and safe access via Mummery Road and William Street.

Dinner Plain

- More mountain bike trails at Dinner Plain and trail head. Also connecting mountain bike trail / Epic trail to and from Hotham.
- It would also be great to have a running trail from Dinner Plain to Hotham that can be used in summer and winter - too dangerous walking and running on the road when you're not allowed on the Brabralung trail.
- A trail between Dinner Plain and Hotham

Mount Beauty

- An off road cycling link between the Mount Beauty Roundabout and the existing path at the entrance to Svarmisk BHP Rd or via Chalet Rd. Making it safe for our kids to get themselves to the Mountain Bike Park and for Secondary school sports classes to safely access the mountain bike park. This would also provide a cycling link from Survey Track.
- From East Kiewa/Damms Road Bridge to East Kiewa Fire Track. Linking the pebble beach extension to Mermaid Beach/Rock Pool and the Mount Beauty Mountain Bike Park. Shared access for walkers, cyclists and horse riders. This would provide a safe alternative for all current recreational users of Damms Road (walkers, cyclists, horse riders).
- West Kiewa trail extended along East Kiewa to Damms Rd. Walk and bike loop, back to Pondage.
- Connect Kiewa River trail to the river trail that starts at the bridge near at the Tawonga Caravan park. Would create fantastic loop walking/bike trail Mount Beauty - Tawonga - Tawonga South - Mount Beauty (especially if the Tawonga south section was moved to the eastern side of the highway).
- A flat river trail between Tawonga Caravan Park and Mount Beauty would be the ultimate in Kiewa Valley offroad trails and a tourist hit. All opportunities to add in sections to this trail should be taken.

Tawonga

- I would love to see the Fisherman's Track in Tawonga extended all the way into Mount Beauty, connecting with the Kiewa River Trail. It would be fantastic for locals and visitors from the Tourist Park to safely walk or cycle all the way into Mount Beauty and back without having to navigate the highway, lots of traffic and crossing over driveways. It would also be more useful for exercise - the current 400m trail isn't long enough for much of a run or ride!
- Move the current walk/bike trail in Tawonga South from the western side to the Eastern side of the highway. Much safer. No need to cross highway two times, minimises the driveways that need to crossed.

Buckland

- Potential for short easy nature walks in this area - seems like wasted stop/info sign/car park.

Consultation Summary

Kiewa Valley Trail (proposed Bridle Trail)

- Need to improve safety (removing horse riding from roads where possible to prevent vehicle collisions) and promote tourism and economic activity as the trail riding business is unique and they offer a service not seen anywhere else in the Shire and attract quite a large cohort of tourists.
- The issue is getting from their home base on Freidas Road to the National Park and up into the High Plains - they currently use the road for this, highlighted below in yellow.

They have highlighted that upgrading Mermaids Beach Link would allow them some better safety, but also would require upgrades / multi use track along Damms Road Link.

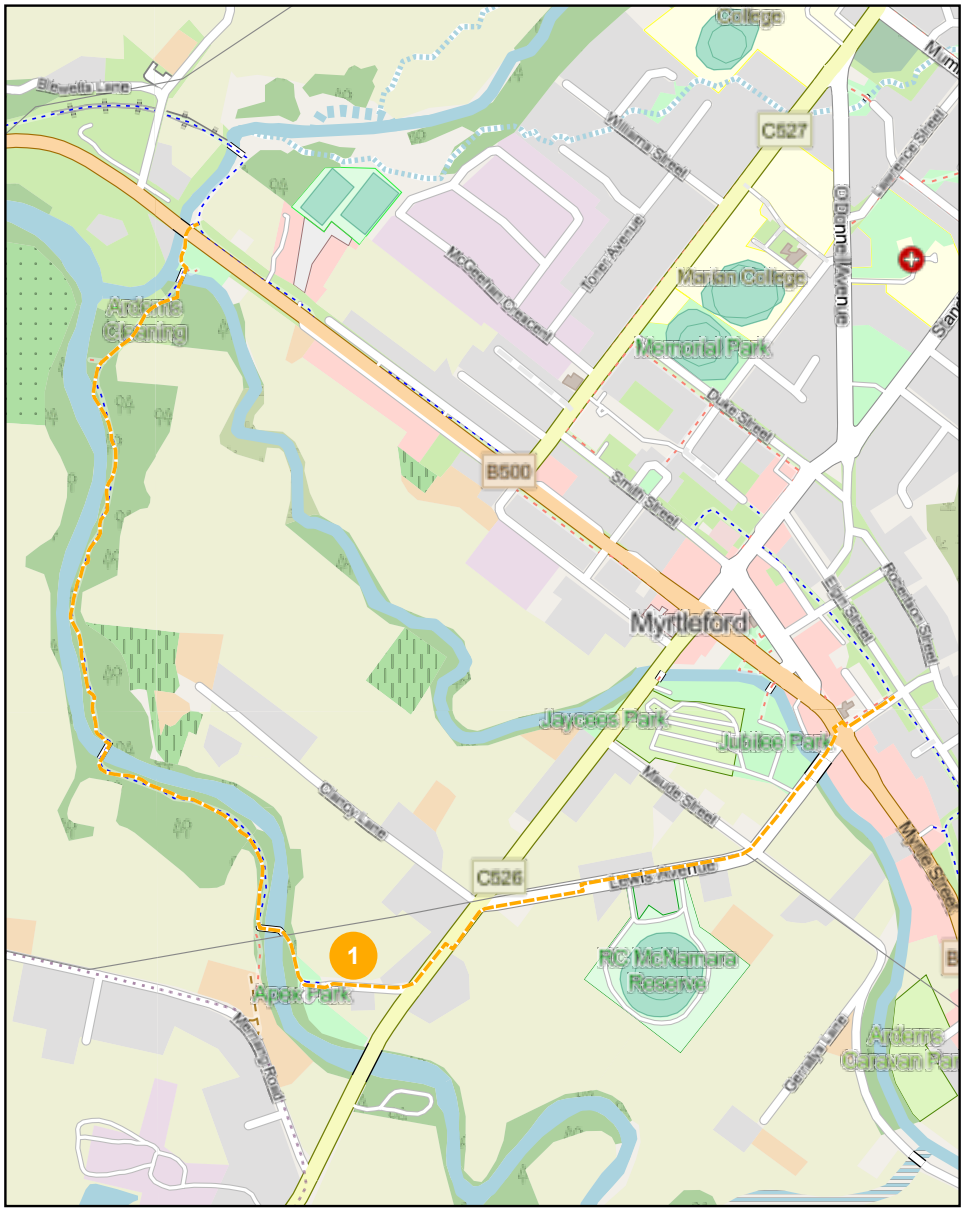


Mount Buffalo National Park

- A track from the beginning of the Big Walk that runs along Eurobin Creek to link up with the Ladies Bath Falls track. This would become the most popular and ICONIC walk in the NP because of its accessibility and beauty!
- Work with Parks Victoria to build an epic mountain bike trail at Mount Buffalo.
- Connect the Big Walk directly to the Rollasons Falls track (avoiding the Mt Buffalo Rd). The connection would provide an enjoyable side route to the Big Walk, in the same way that there are currently a number of side routes to lookouts. To be used by walkers and trail runners. No current walking/running link between the Big Walk and Rollasons Falls Track.
- Connecting trail from Buckland up to Mount Buffalo (or formalise Back Wall trail).
- Southern access to the Horn or connecting to the Back Wall Track, with the track starting in Buckland (heading west) or on the Goldie Spur Track (heading north). This track would provide more options for accessing the the southern end of the Mt Buffalo National Park. For use by hikers and trail runners.
- There is no link between the Back Wall Track and the Goldie Spur Track. The terrain between the two is steep and rocky, but I believe a viable path could be found.

Appendix C - Walking Trails

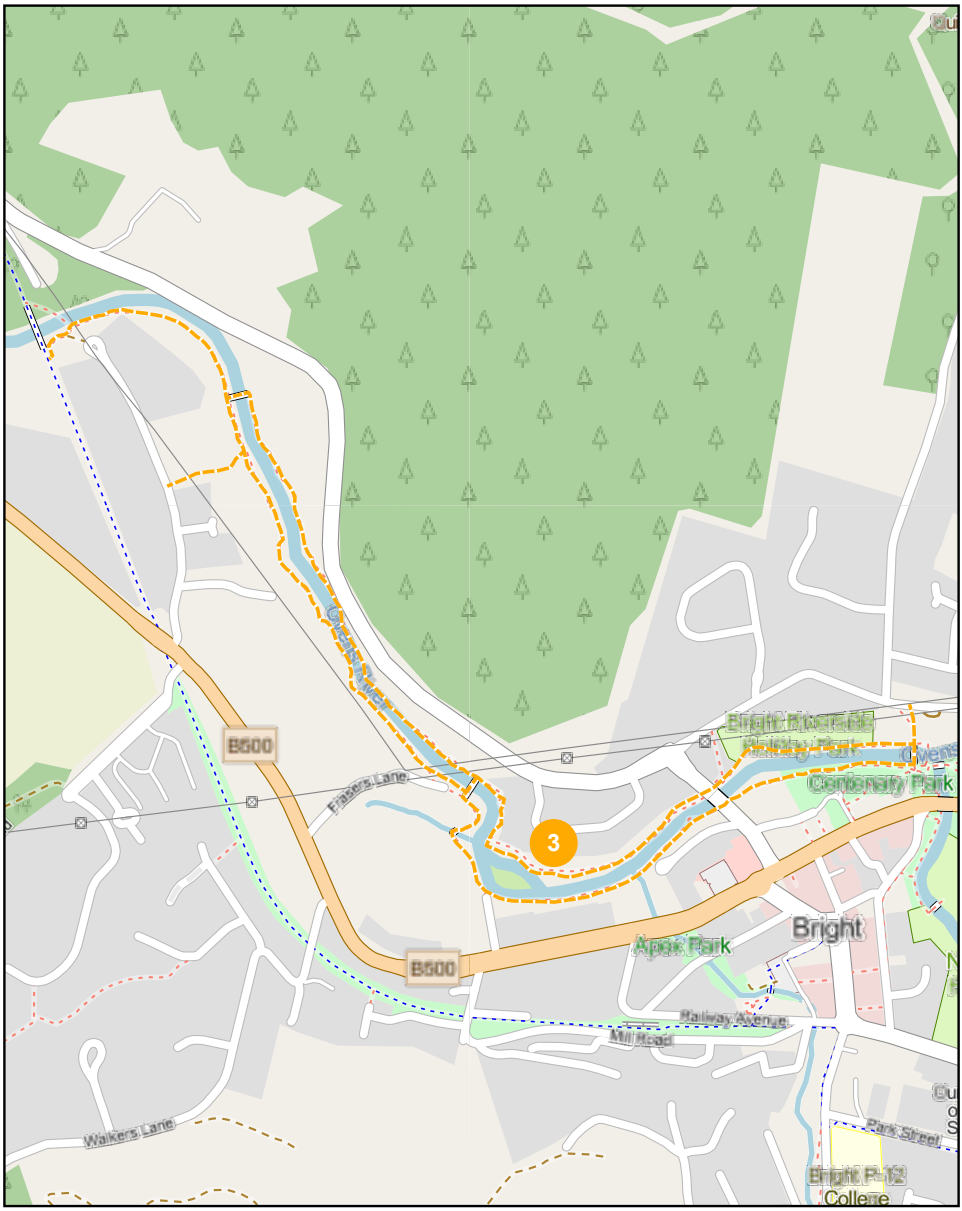
1 Ovens River Trail (Mosaic Trail) - Myrtleford



2 Porepunkah River Walk - Porepunkah



3 Canyon Walk - Bright

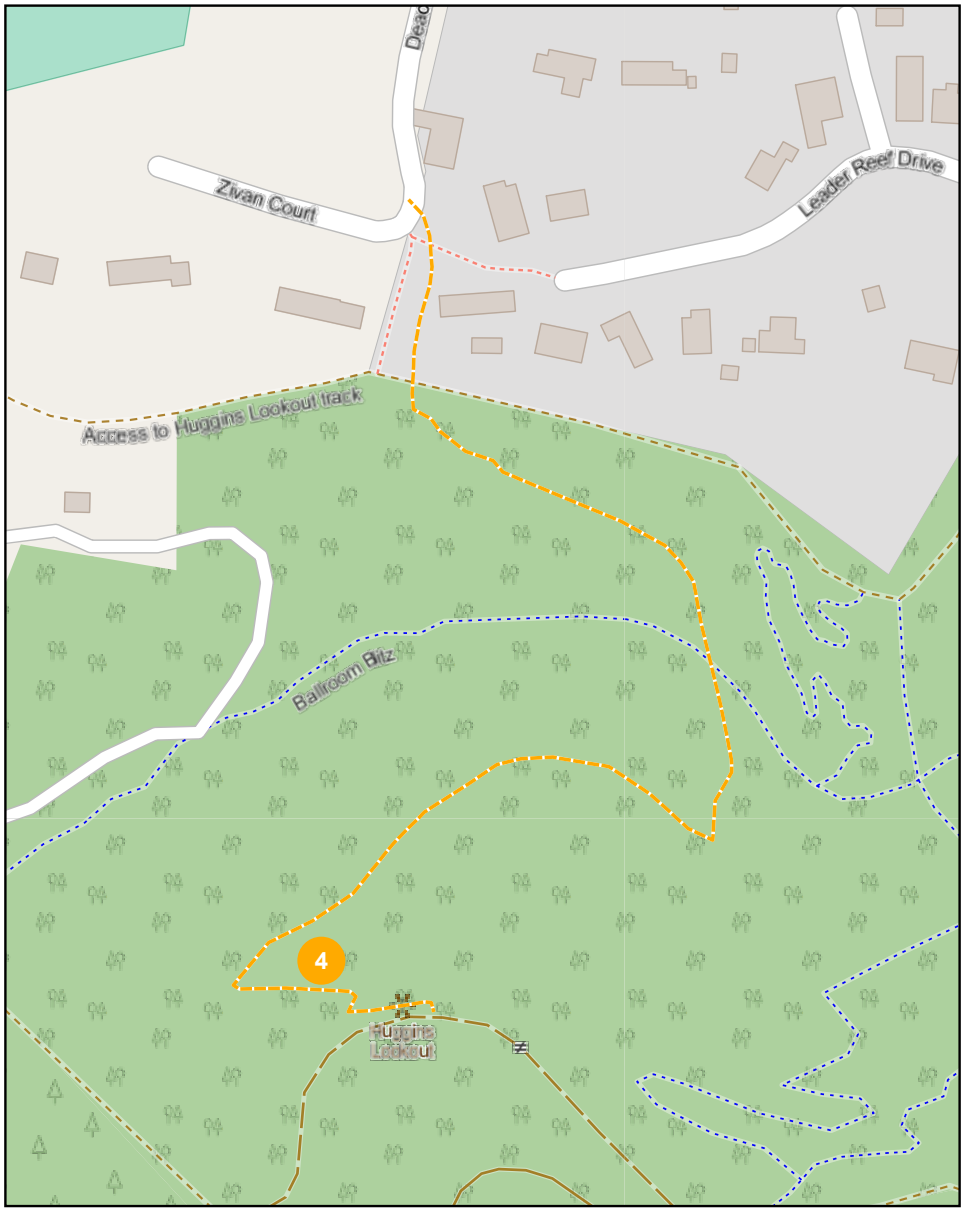


N

Walking Tracks

0 0.2 0.4
Km

4 Huggins Lookout - Bright



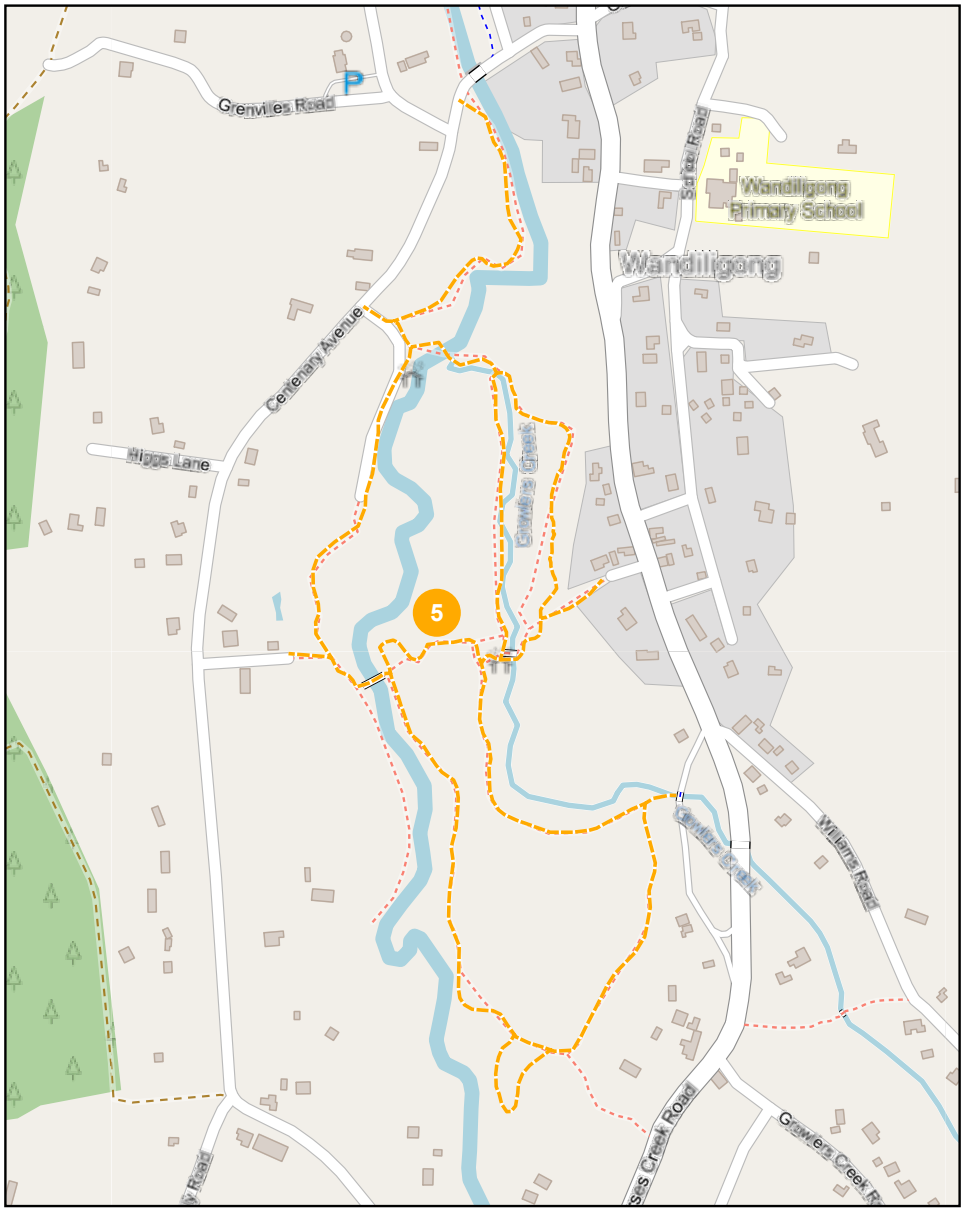
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Walking Tracks

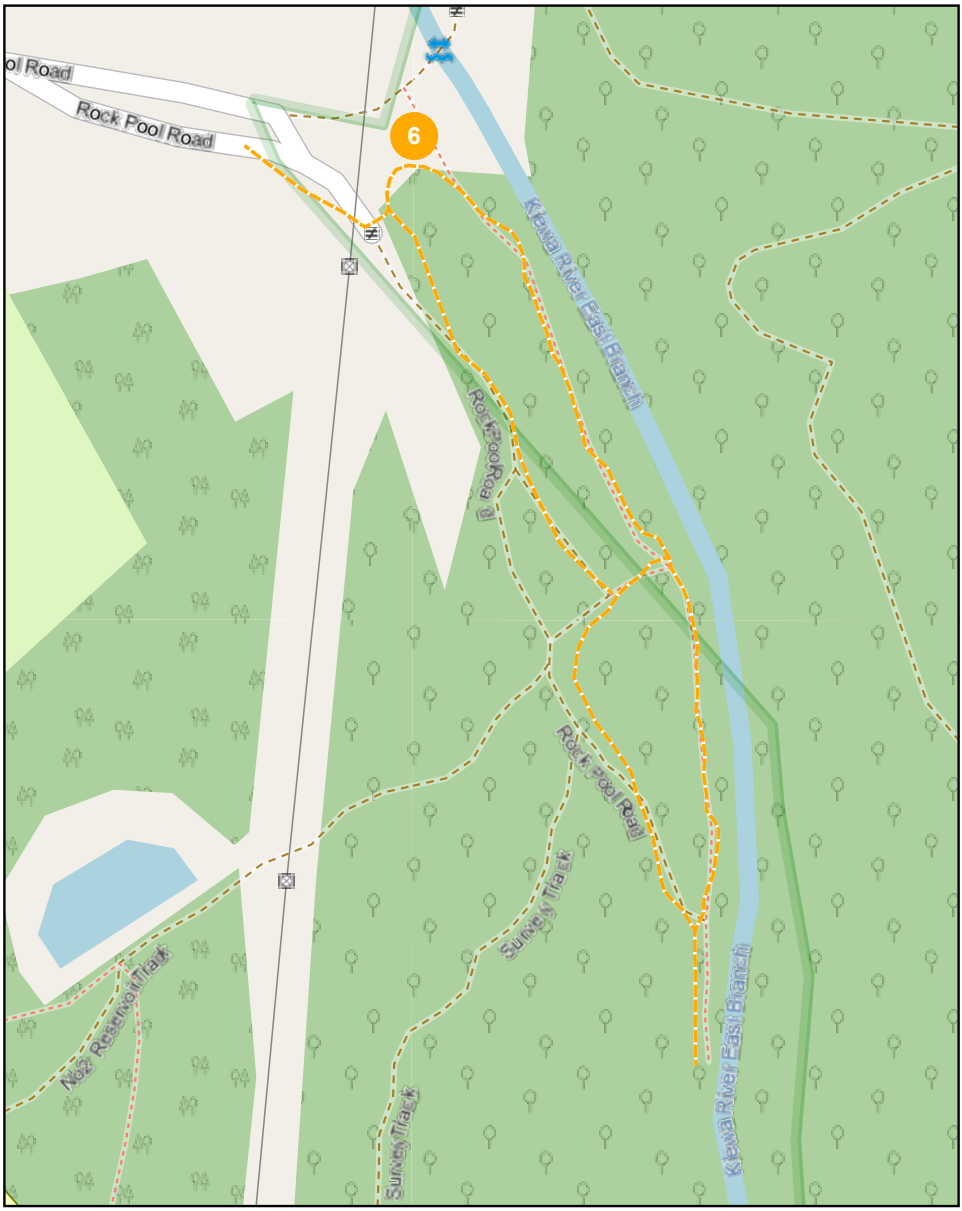
0 0.05 0.1

Km

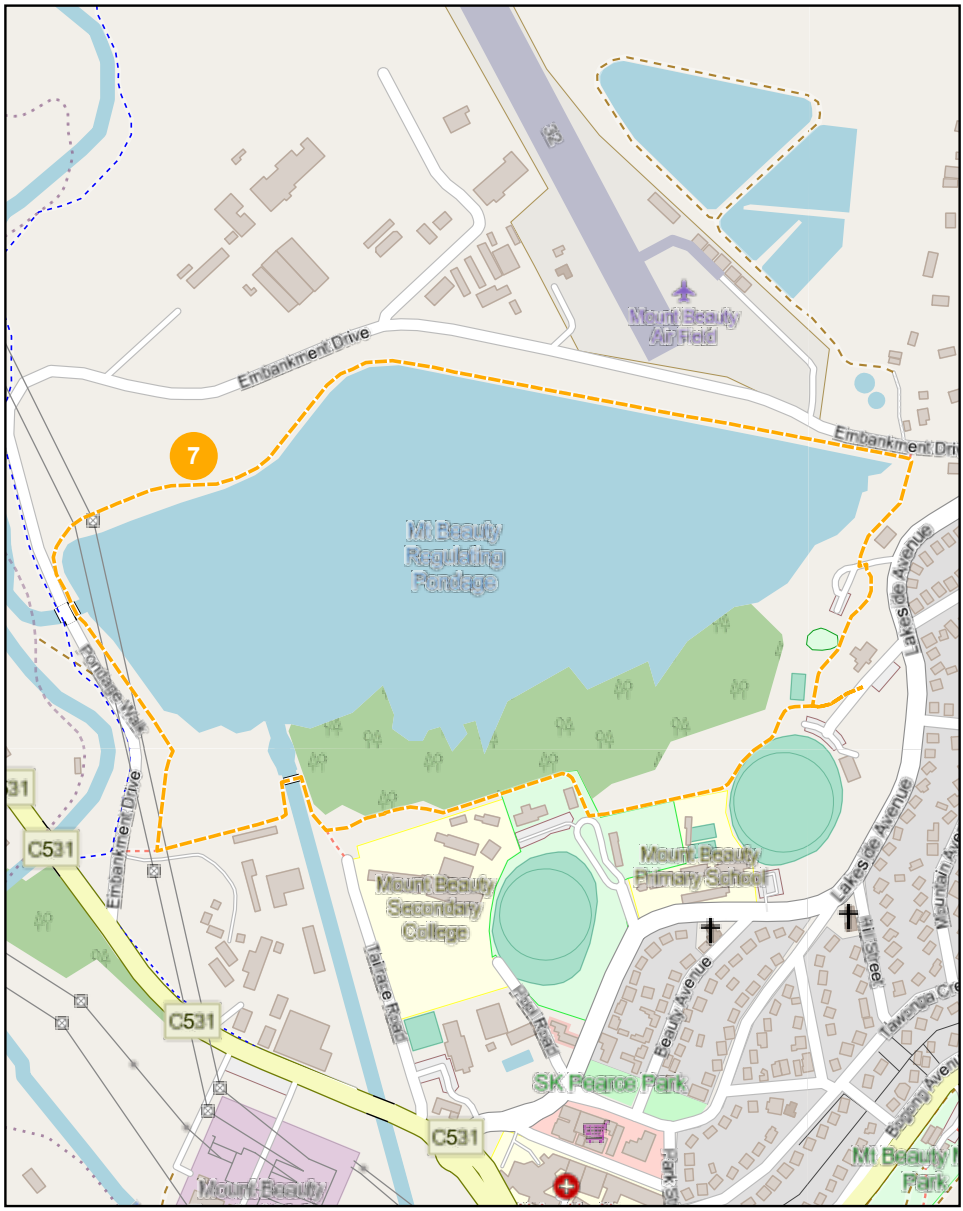
5 The Diggings Walk - Wandiligong



6 Mermaid Beach and Rock Pool Walk - Mount Beauty



7 The Pondage Walk - Mount Beauty



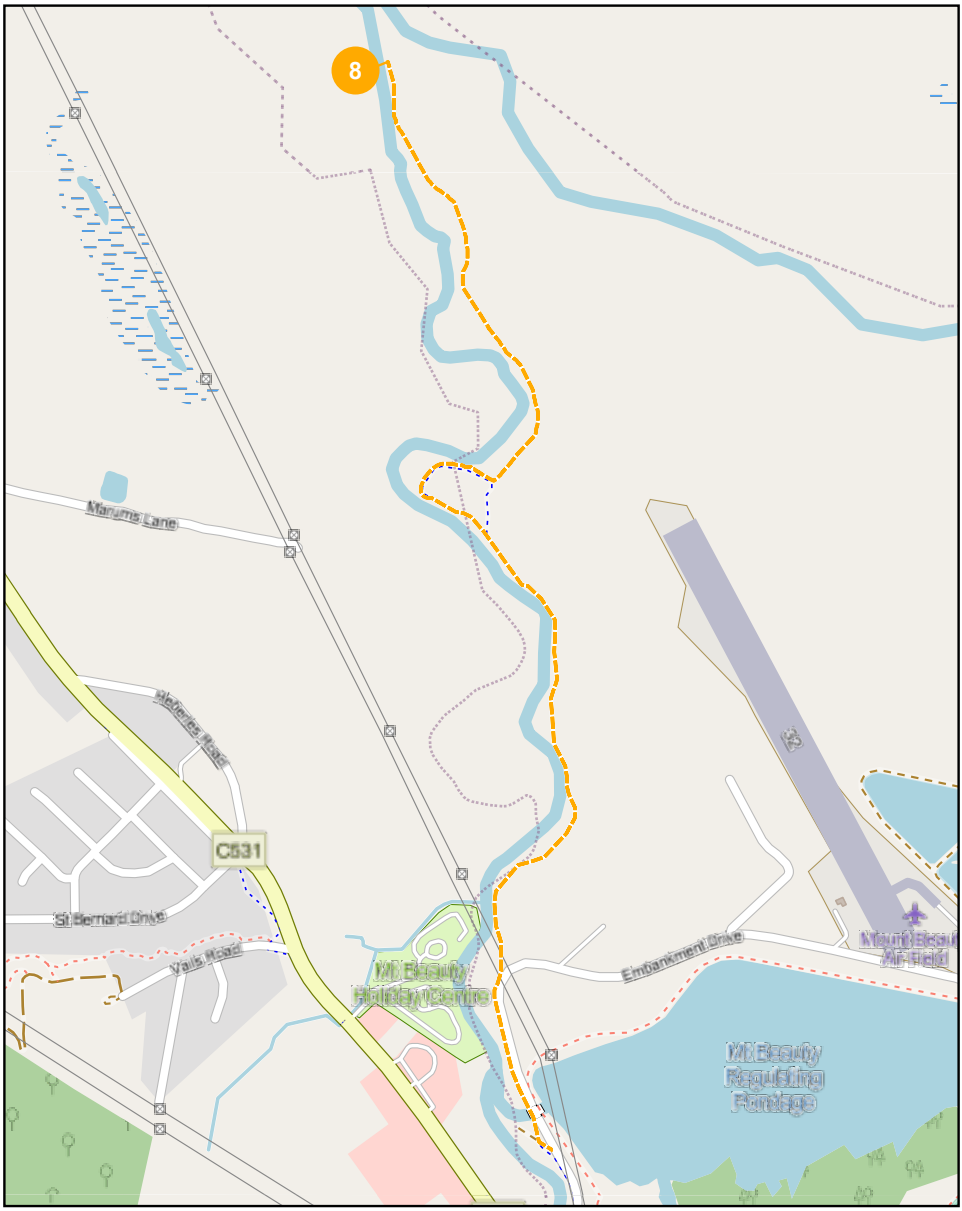
N

Walking Tracks

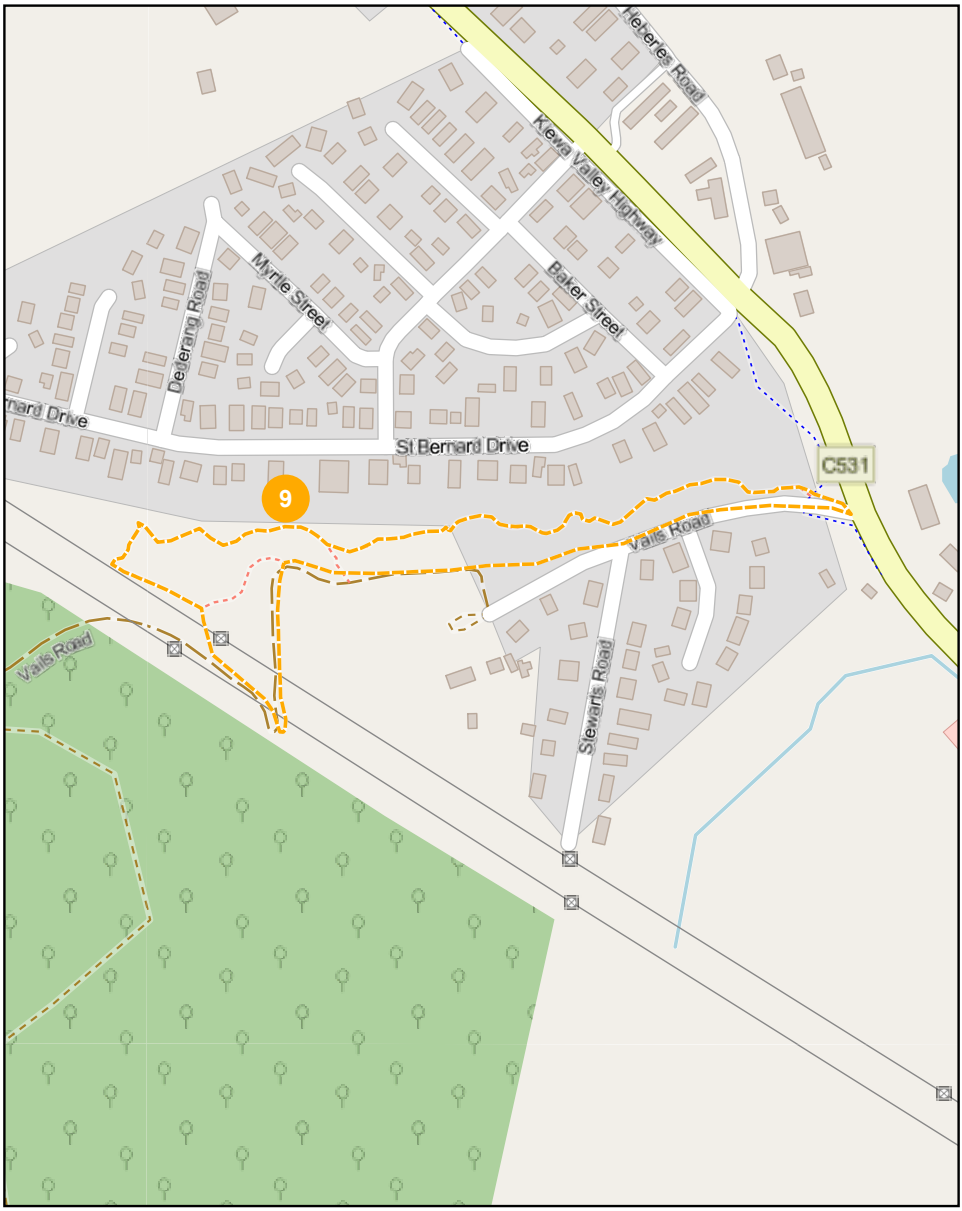
0 0.13 0.25

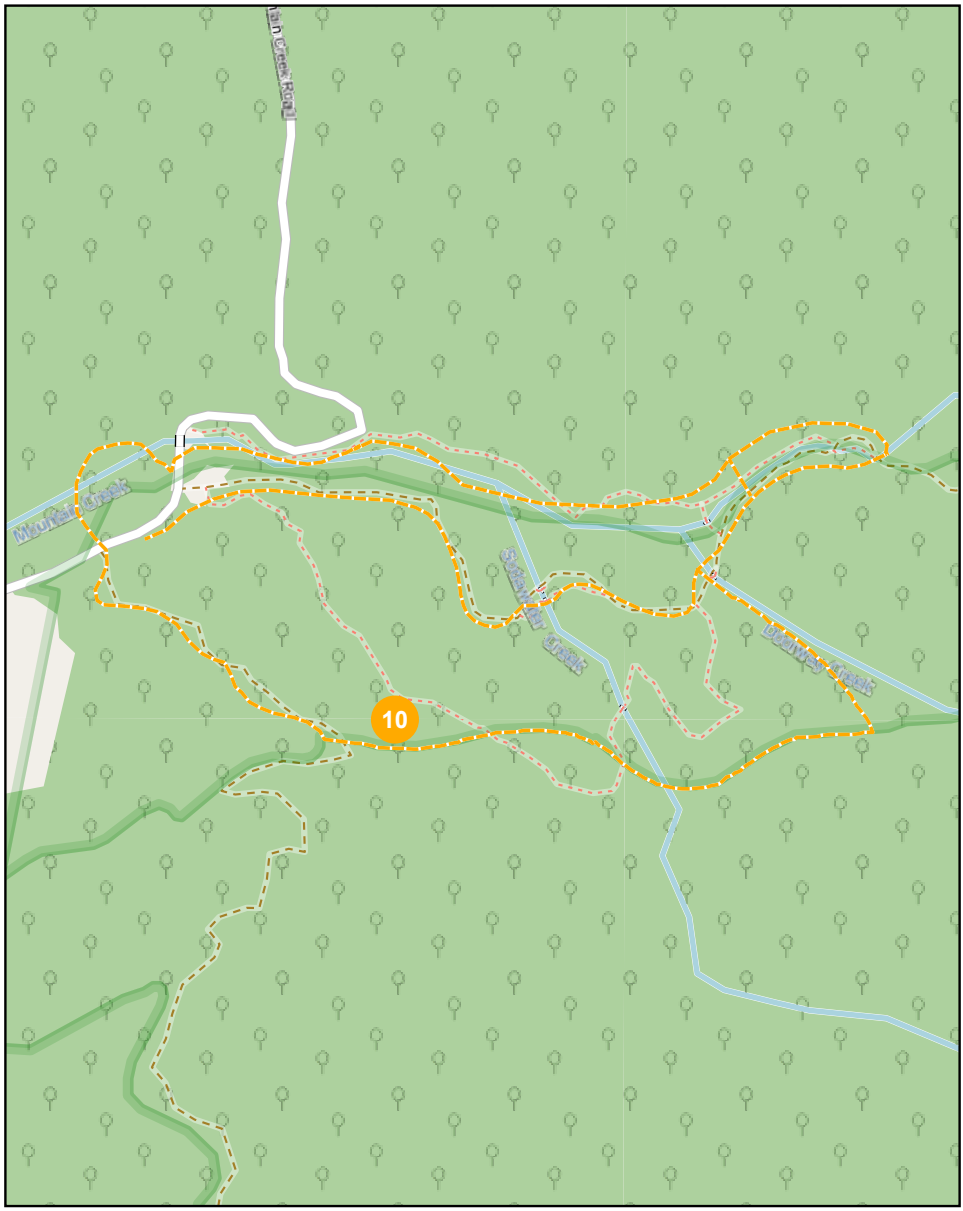
Km

8 Kiewa River Trail - Mount Beauty & Tawonga

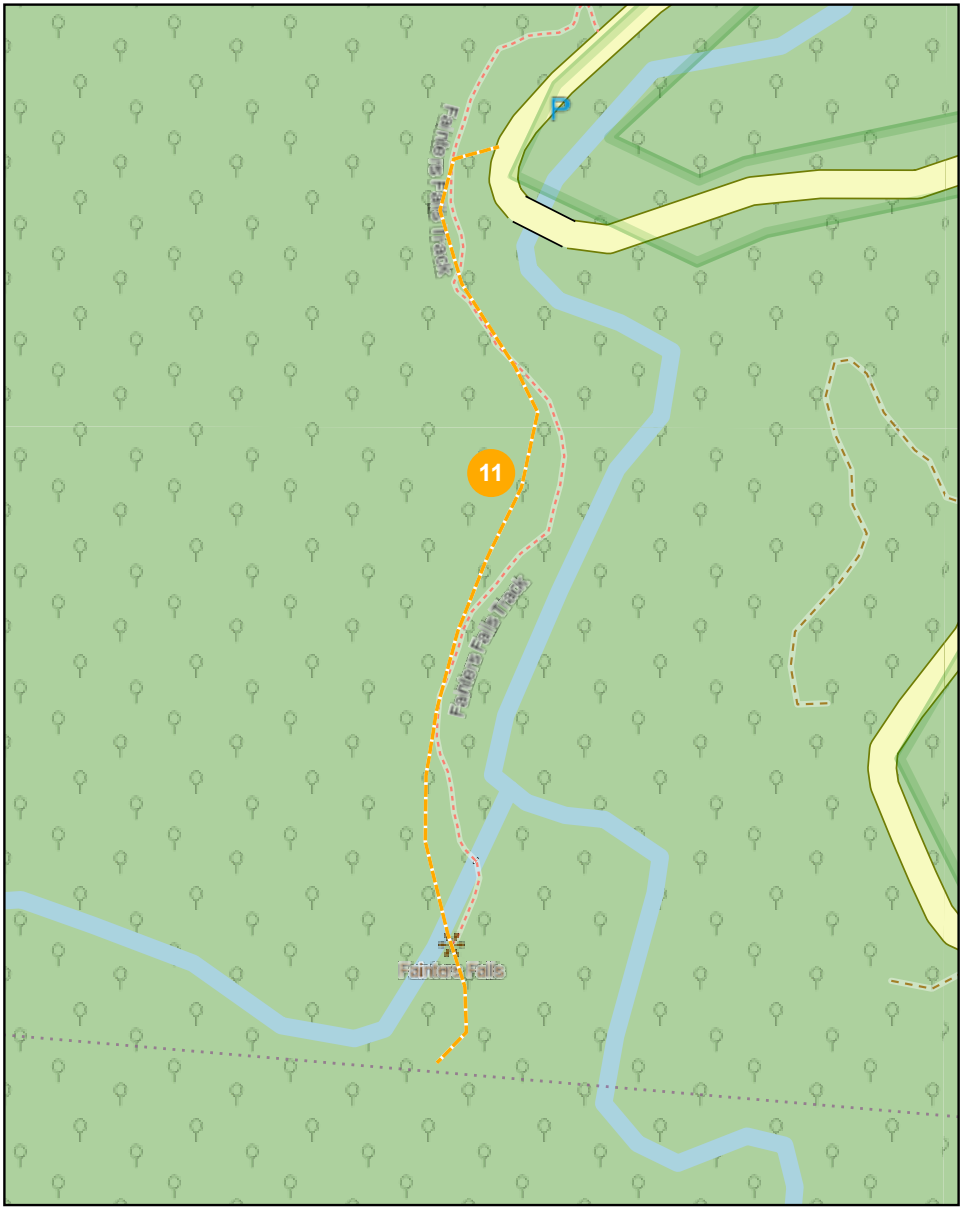


9 Junction Creek Nature Walk - Tawonga South




Mountain Creek Road
Mountain Creek
Buckland River
Buckland Arboretum
10
N
Walking Tracks
0
0.17
0.35
Km

11 Fainter Falls - Alpine NP, Near Bogong Village



N

Walking Tracks

0 0.07 0.15

Km

12 Riverside Walk - Harrietville



13 Tronoh Dredge Walk - Harrietville

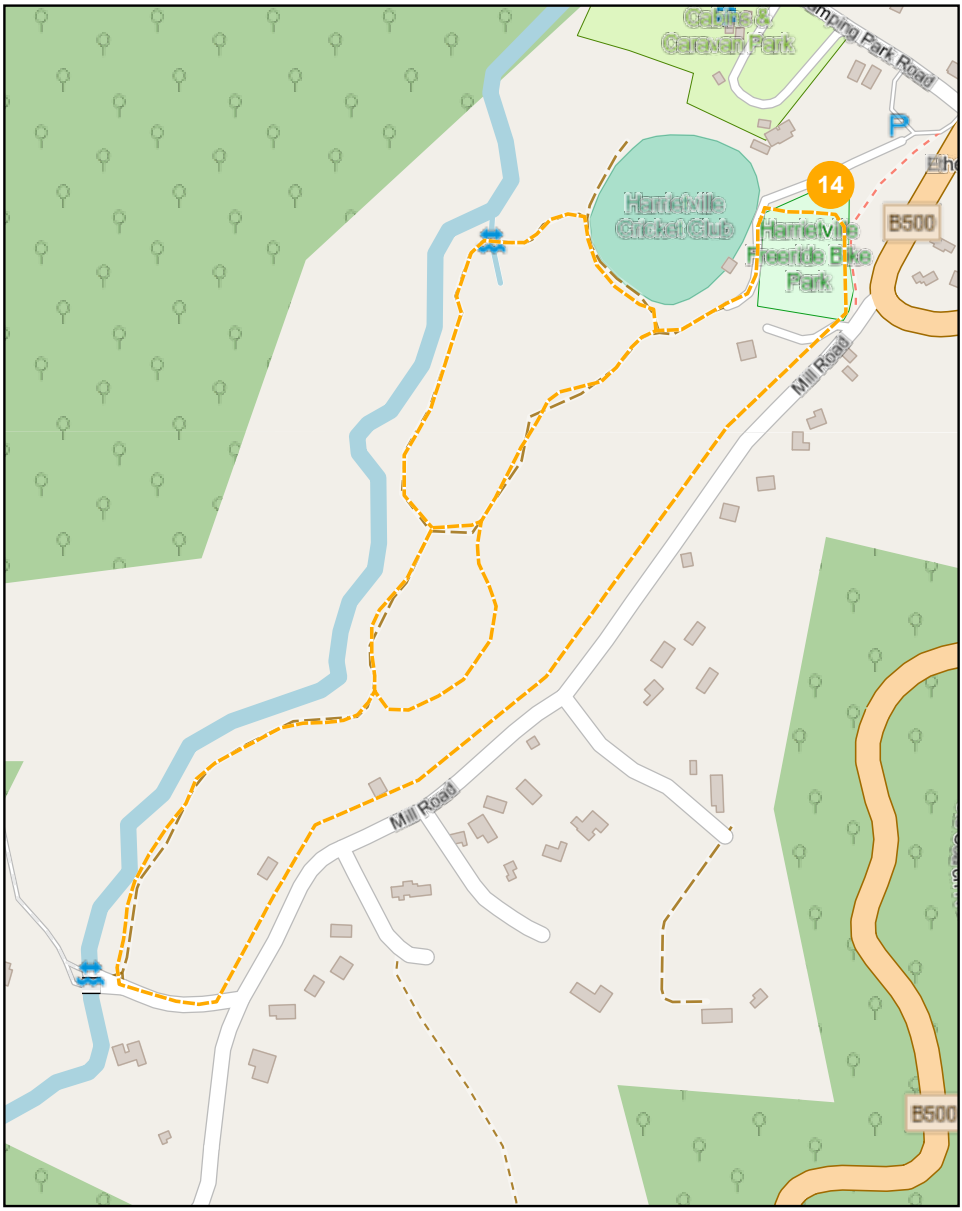


N

Walking Tracks

0 0.05 0.1
Km

14 Charlie Miley Walk - Harrietville



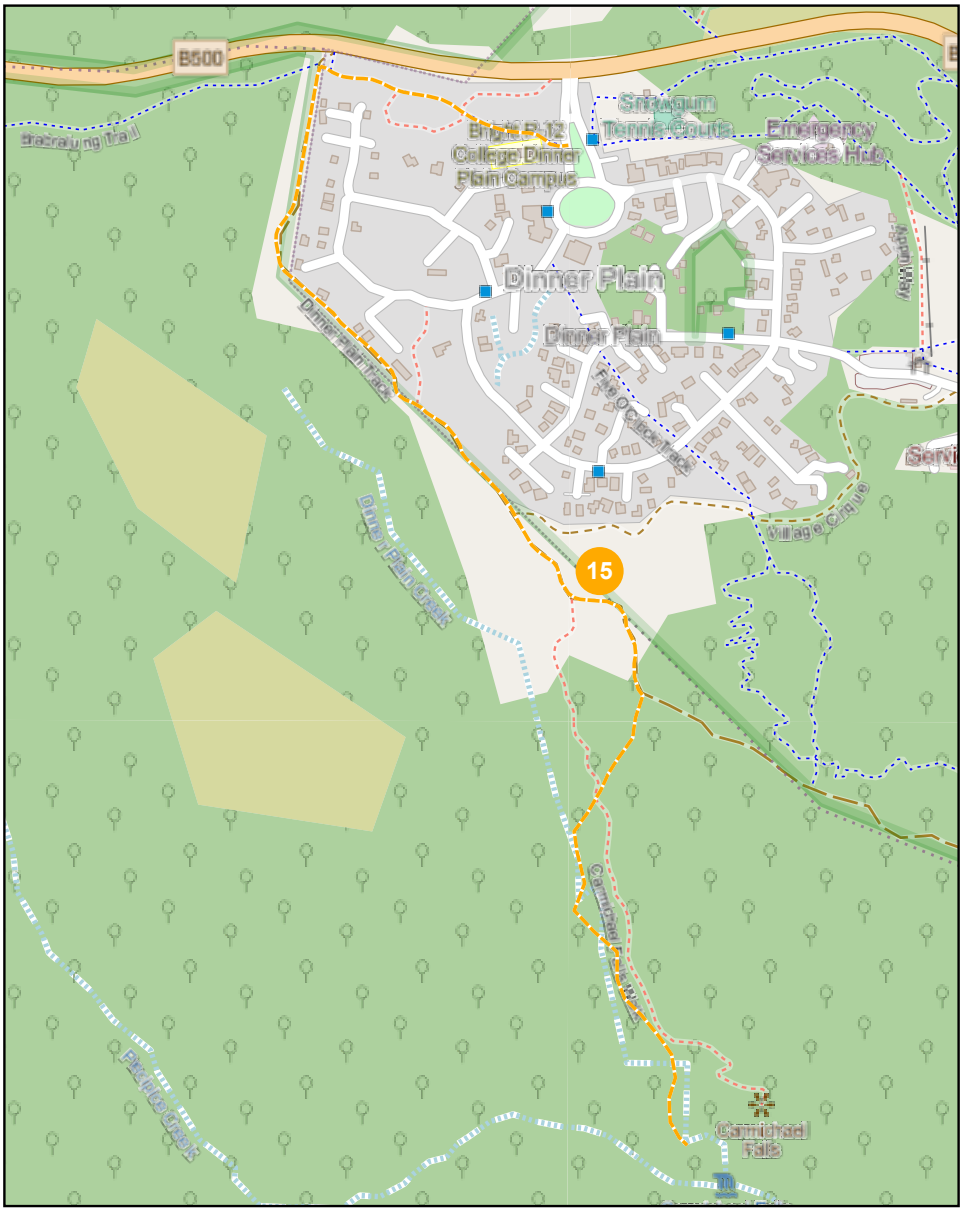
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Walking Tracks

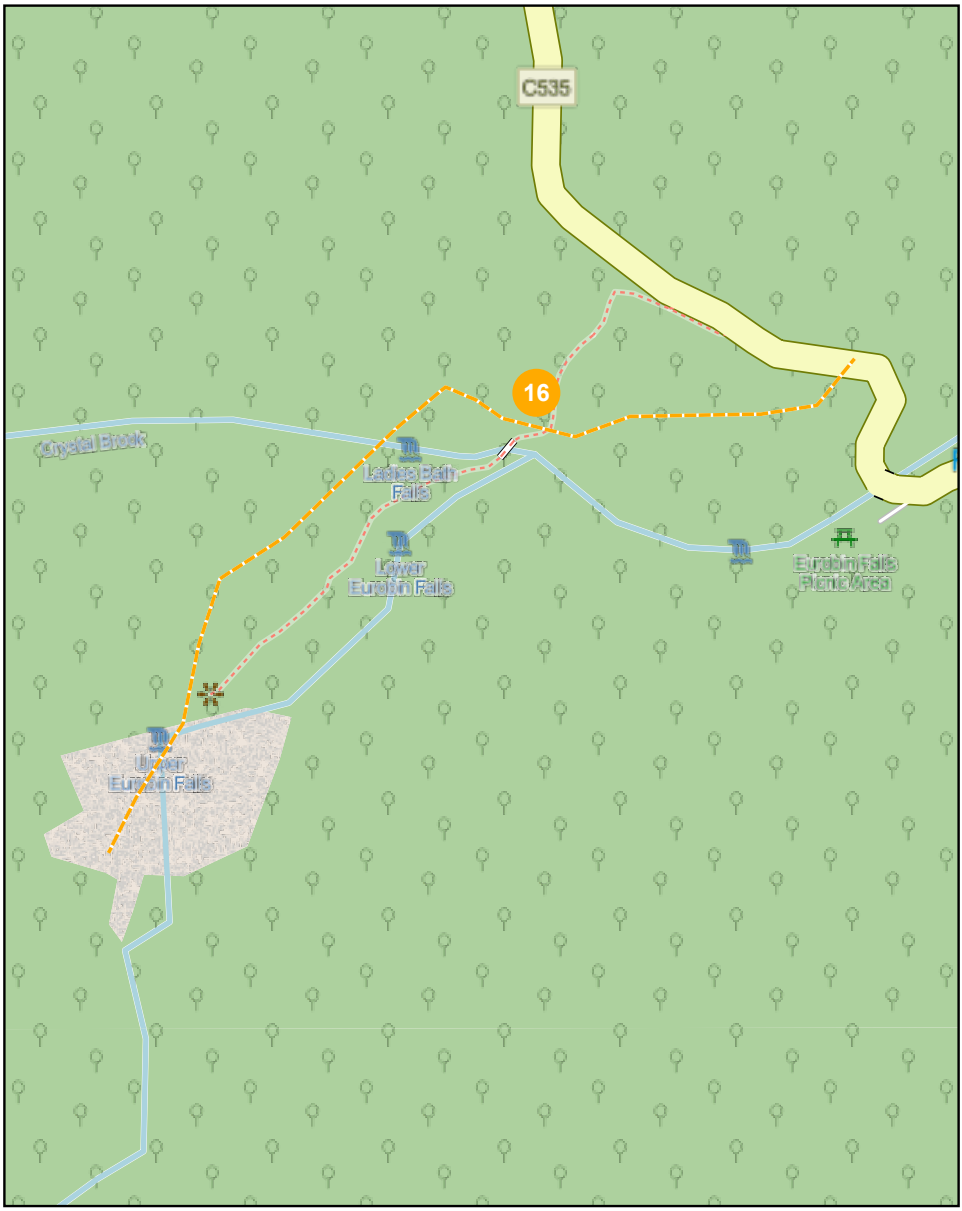
0 0.07 0.15

Km

15 Carmichael Falls - Dinner Plain



16 Eurobin Falls and Ladies Bath Falls - Mount Buffalo NP



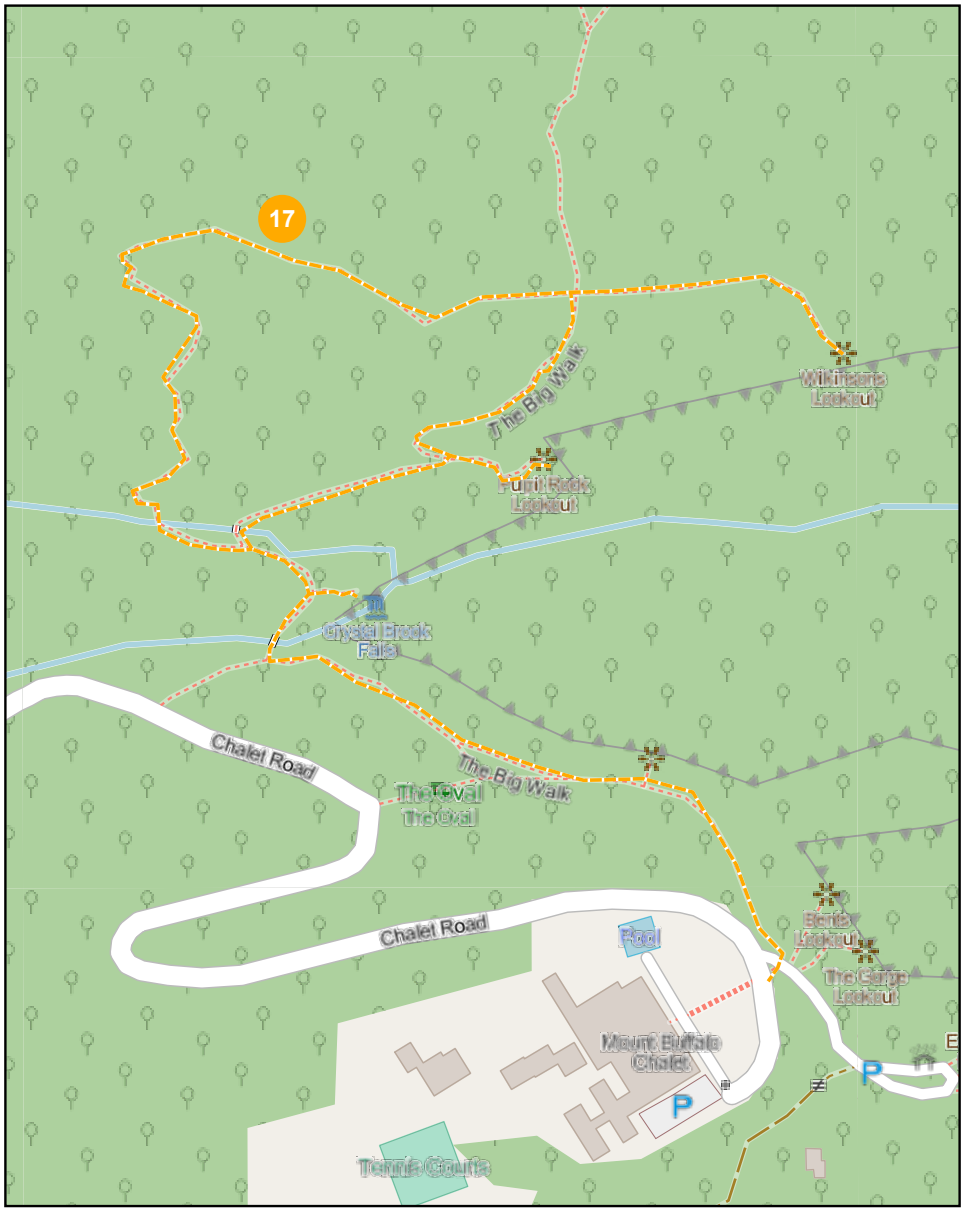
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Walking Tracks

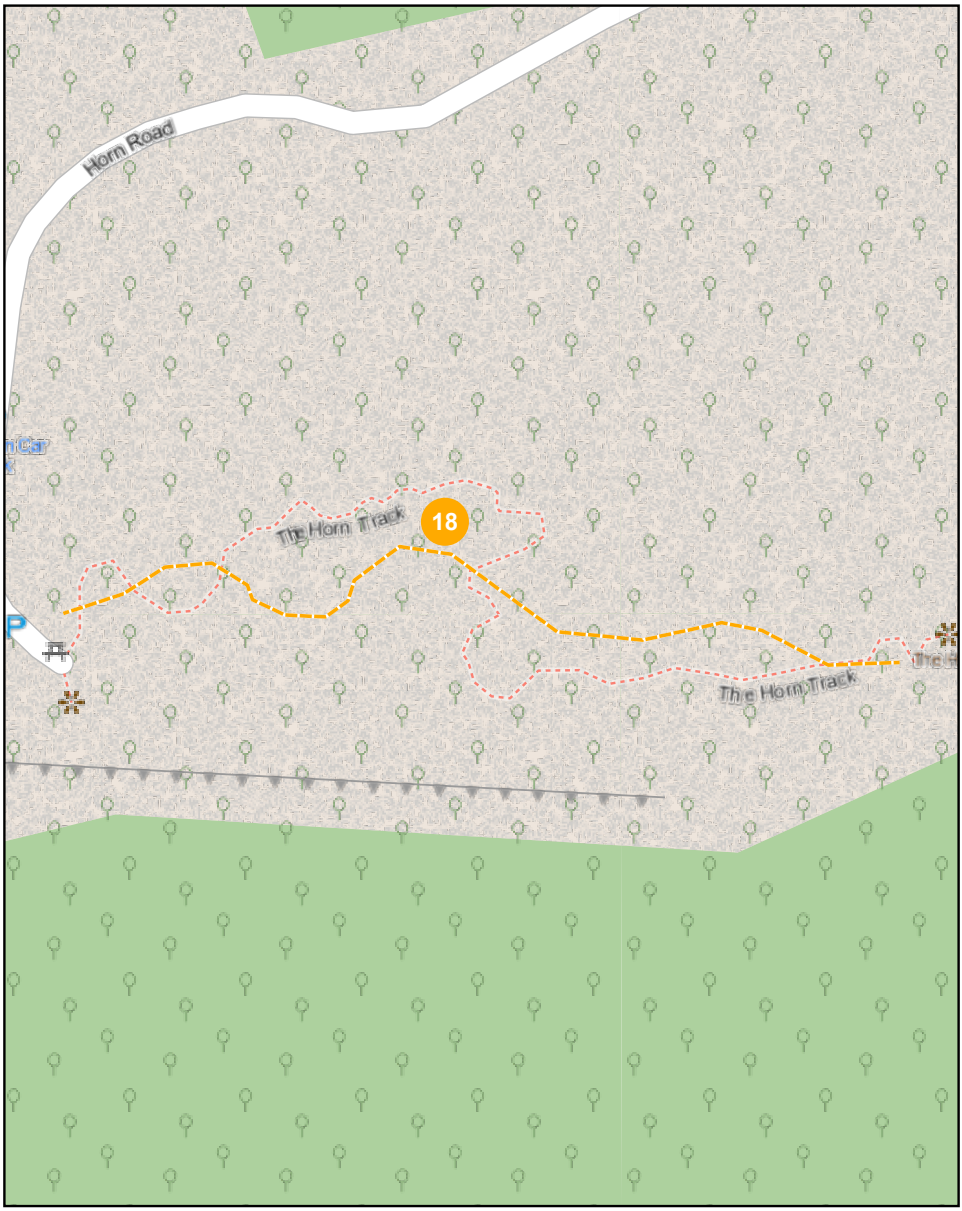
0 0.07 0.15

Km

17 The Gorge Heritage Walk - Mount Buffalo NP



18 The Horn - Mount Buffalo NP



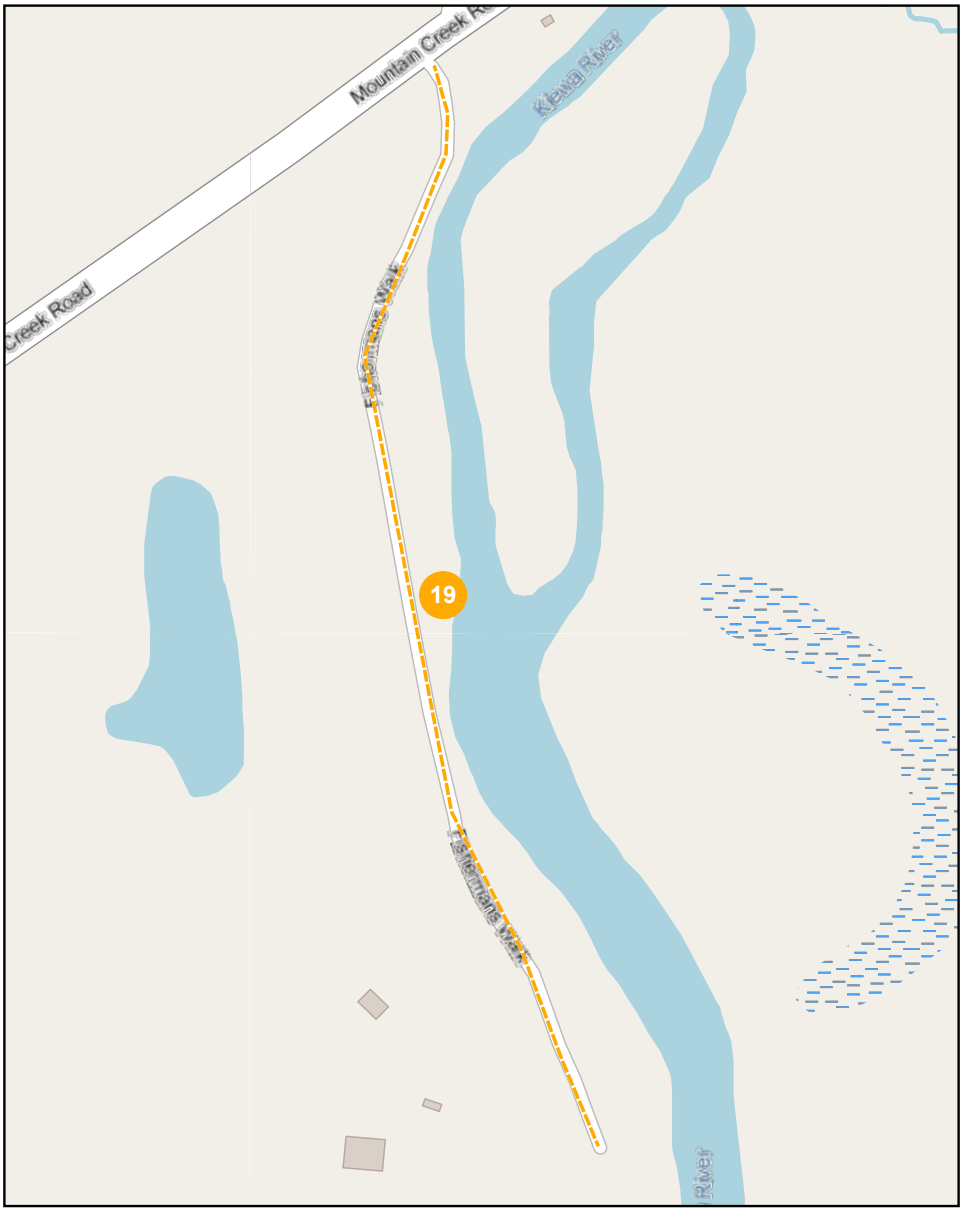
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Walking Tracks

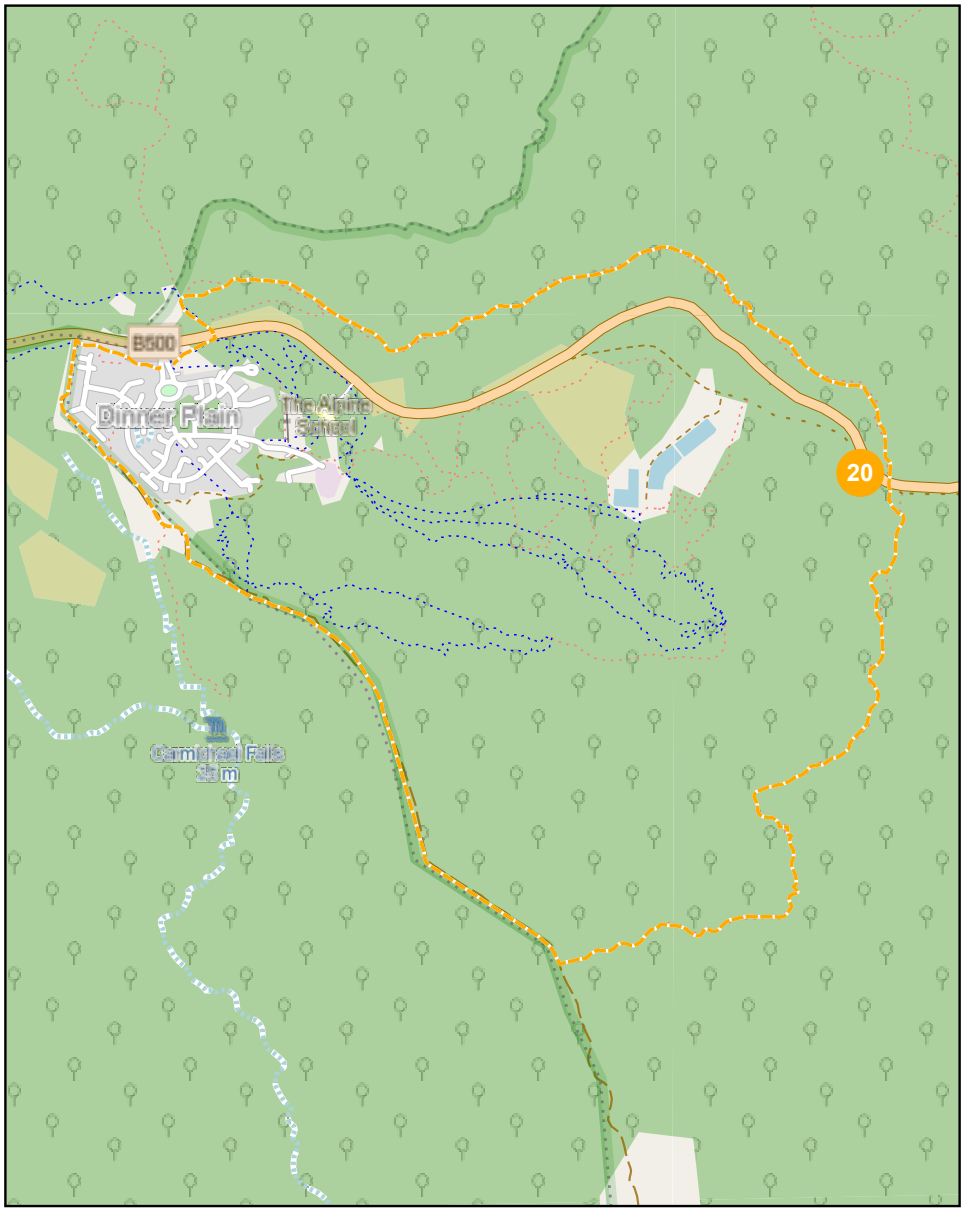
0 0.03 0.06

Km

19 Fisherman's Walk - Tawonga



20 Montane Loop - Dinner Plain

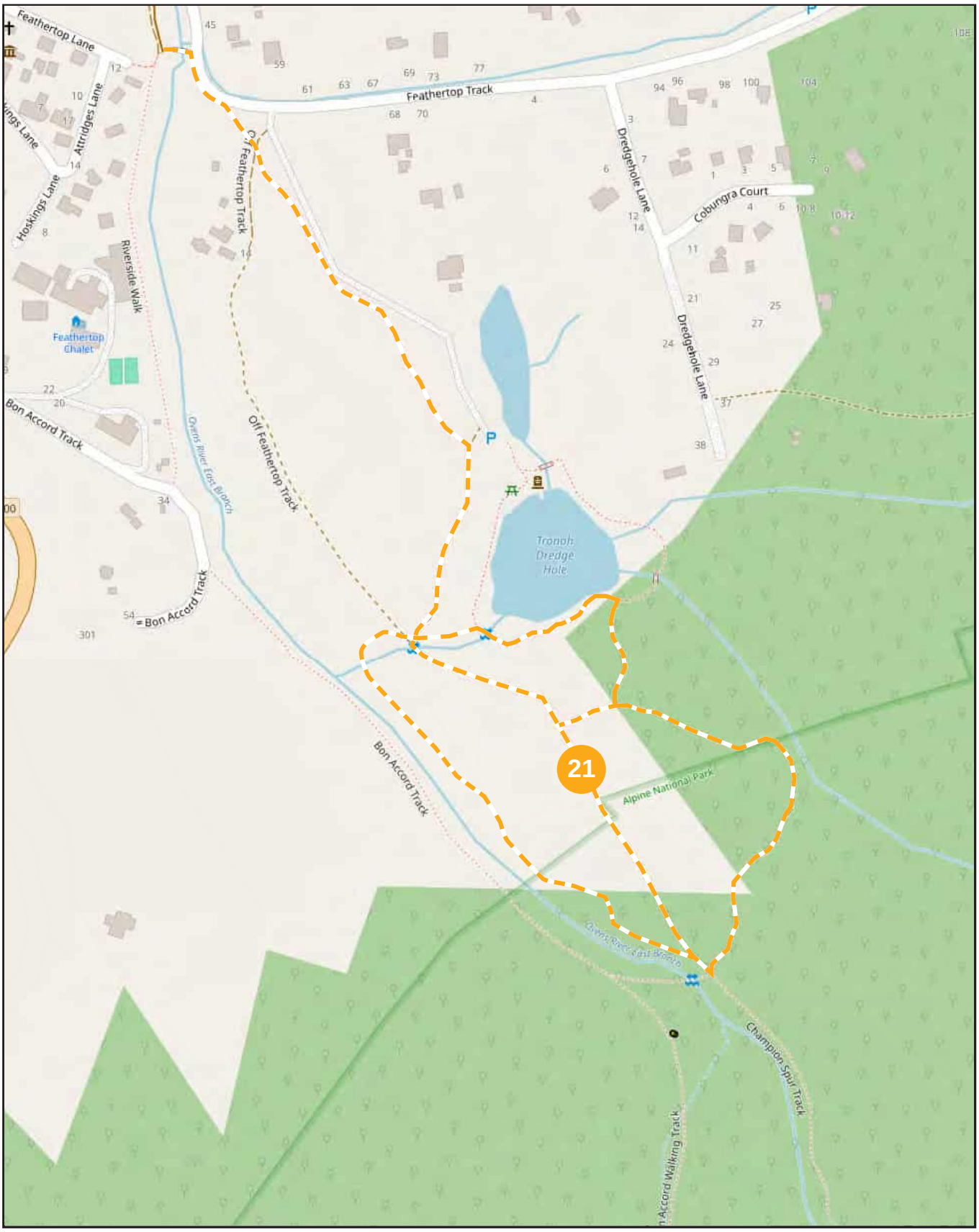


N

Walking Tracks

0 0.4 0.8
Km

21 Hance's Mine and Landmates Levee Wall



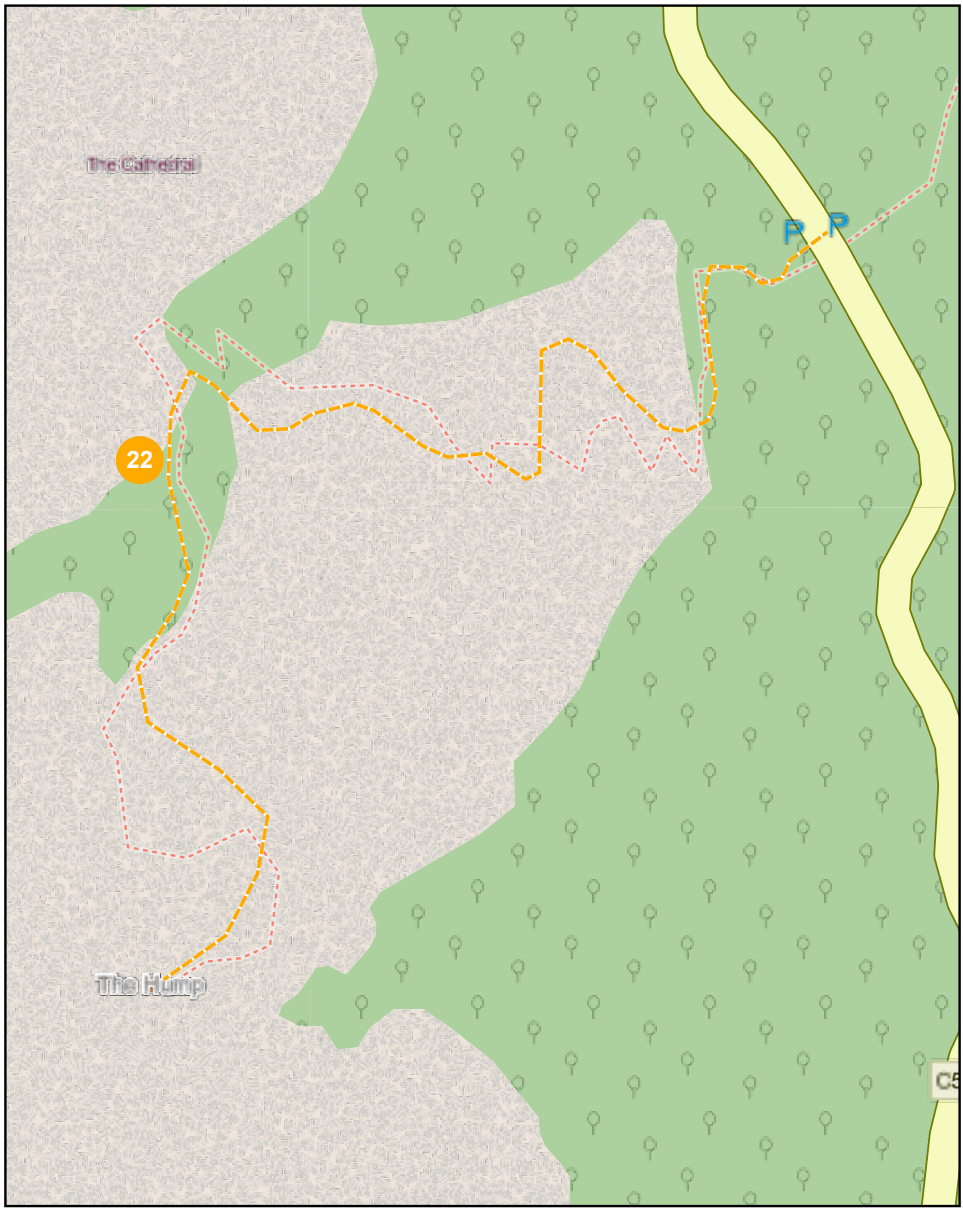
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Walking Tracks

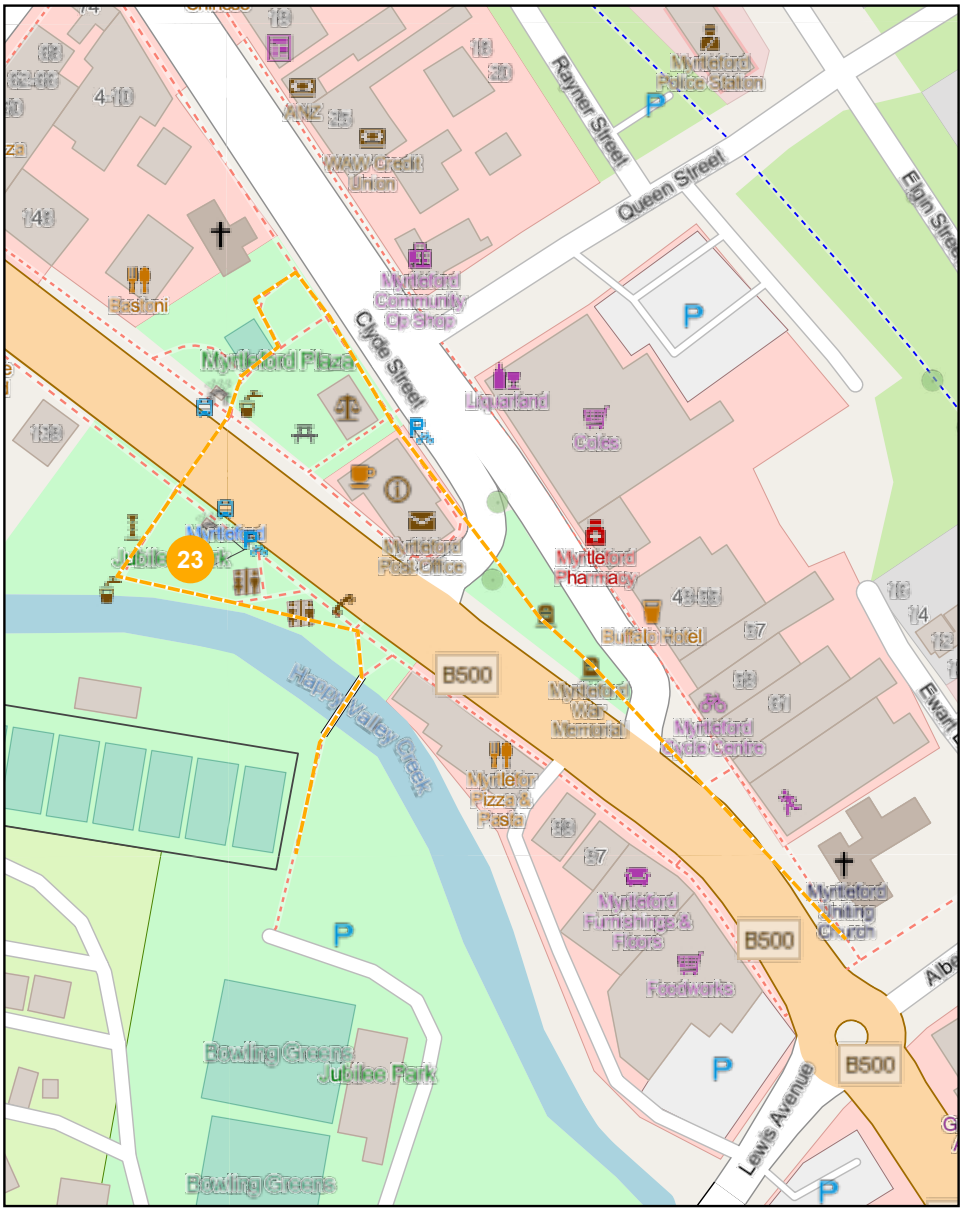
0 0.1 0.2

Km

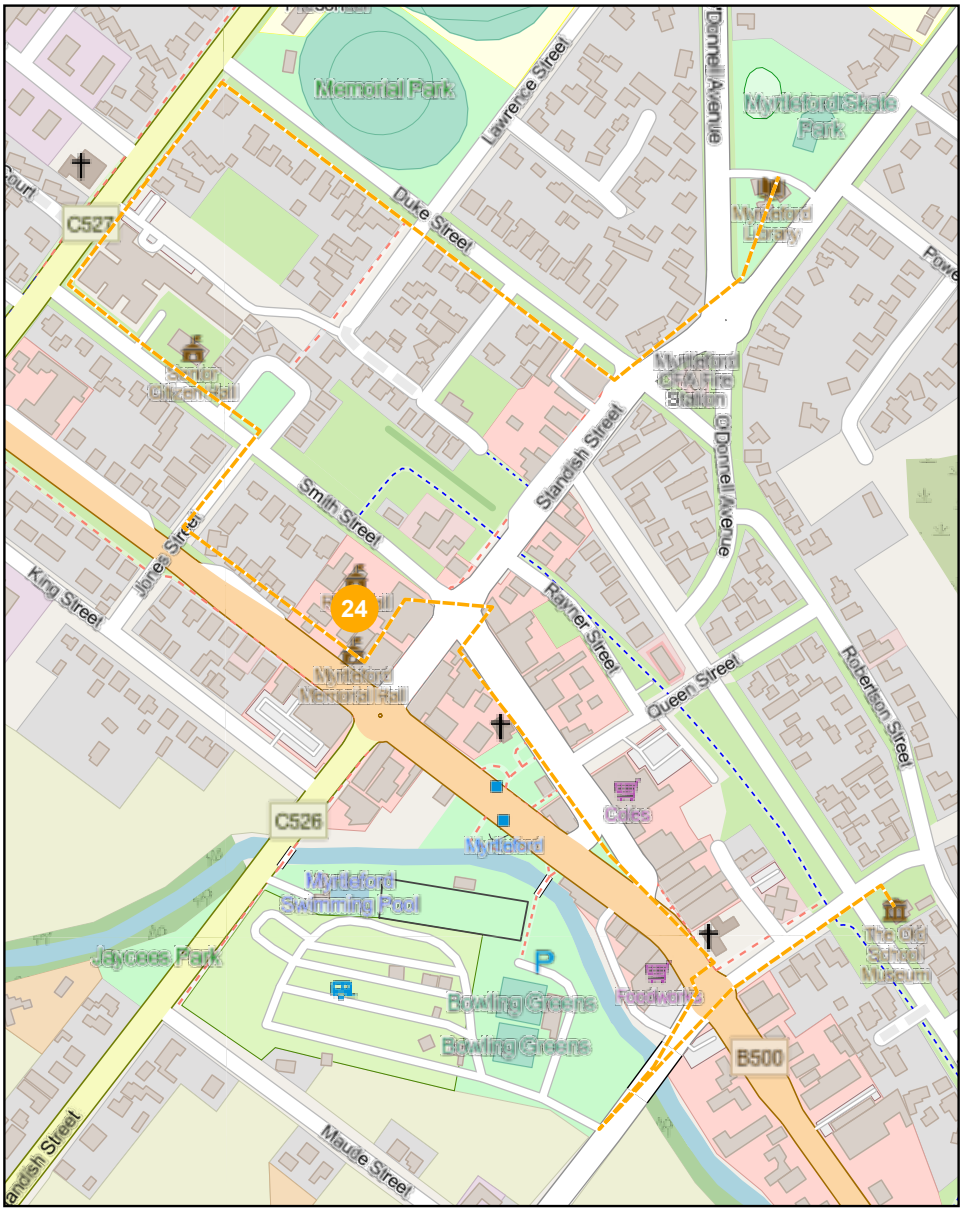
22 The Cathedral Hump Track - Mount Buffalo NP



23 Myrtleford Township Discovery Walk - Myrtleford



24 Myrtleford Historic Walk - Myrtleford



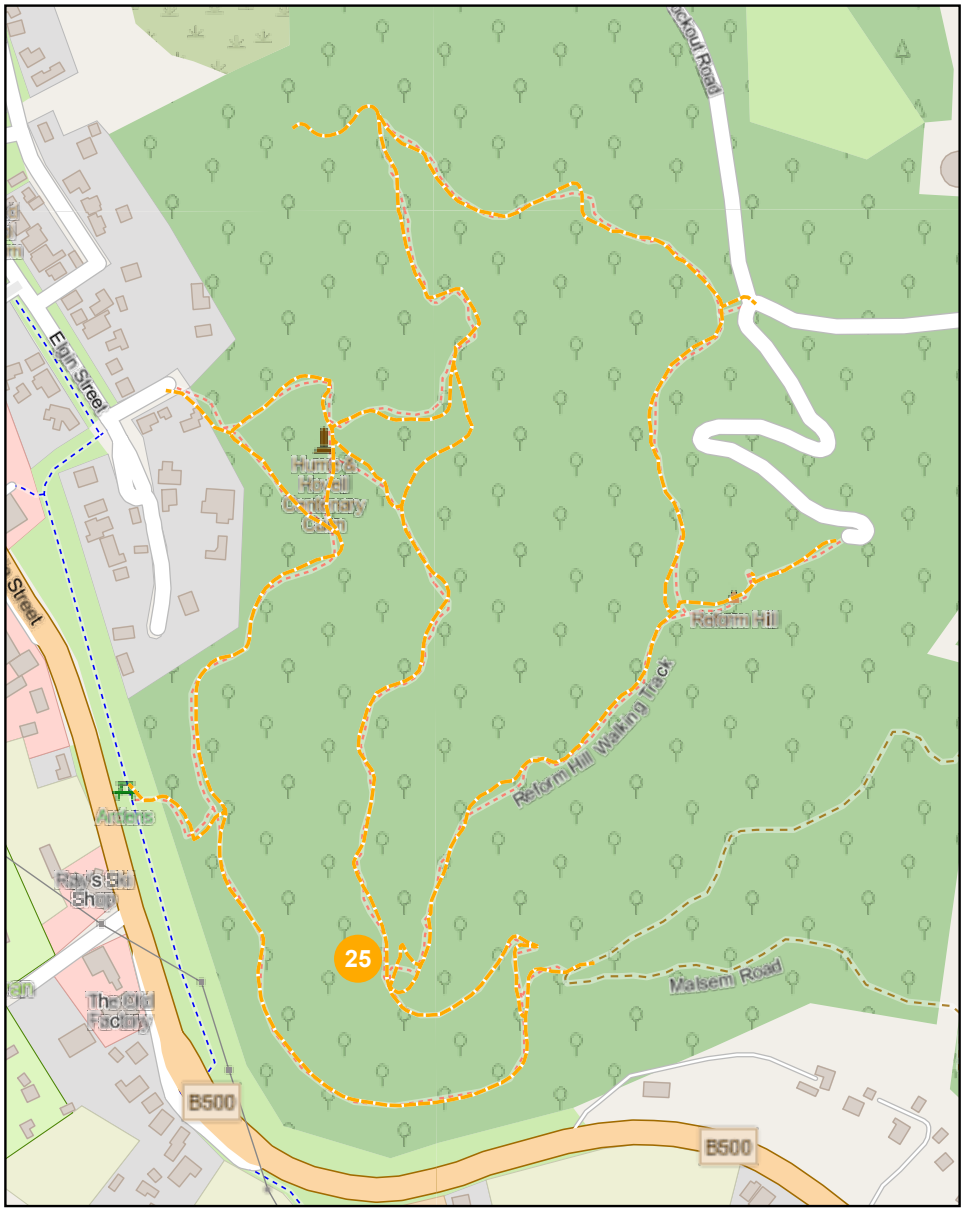
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Walking Tracks

0 0.07 0.15

Km

25 Reform Hill Walking Tracks - Myrtleford

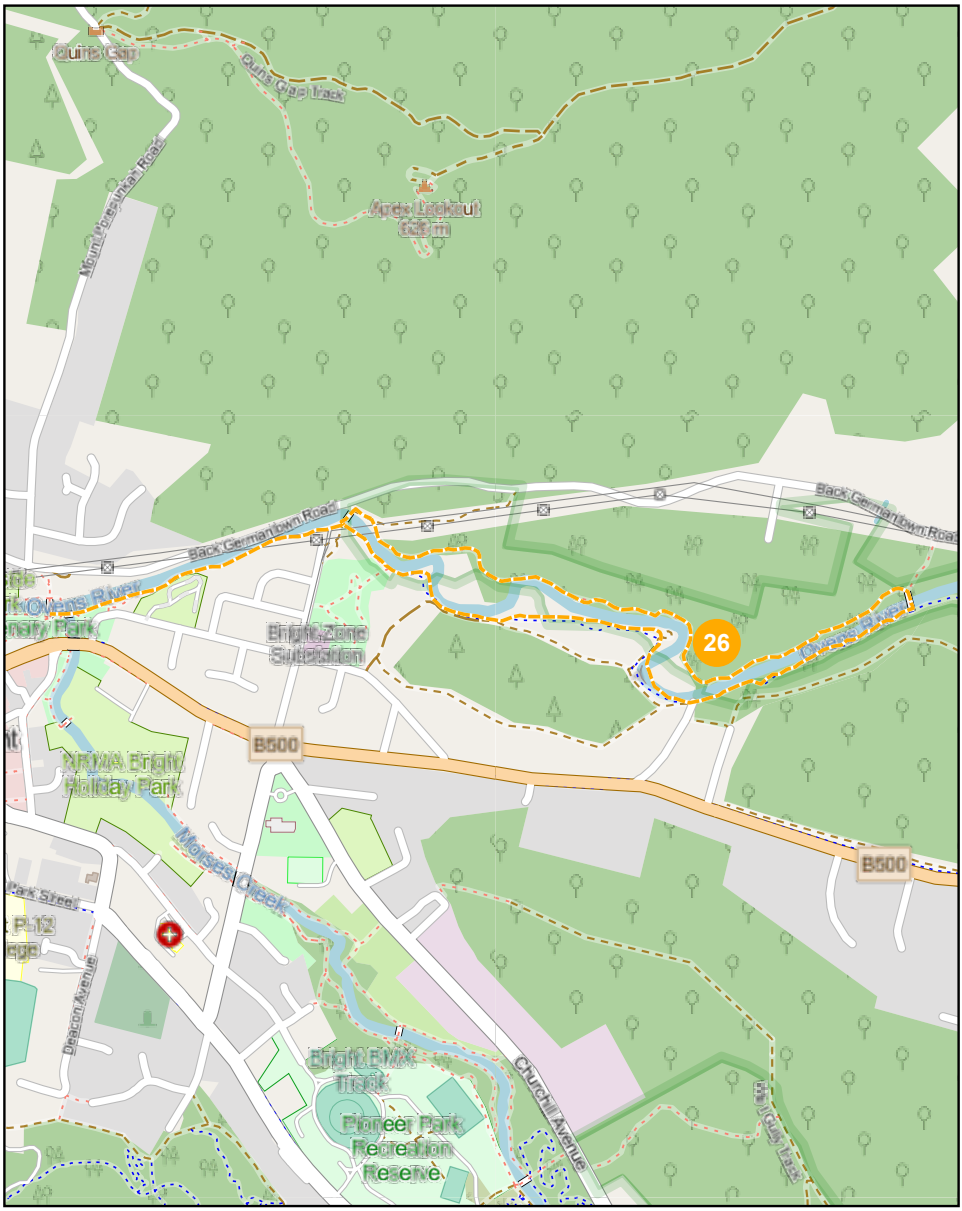


N

Walking Tracks

0 0.07 0.15

Km

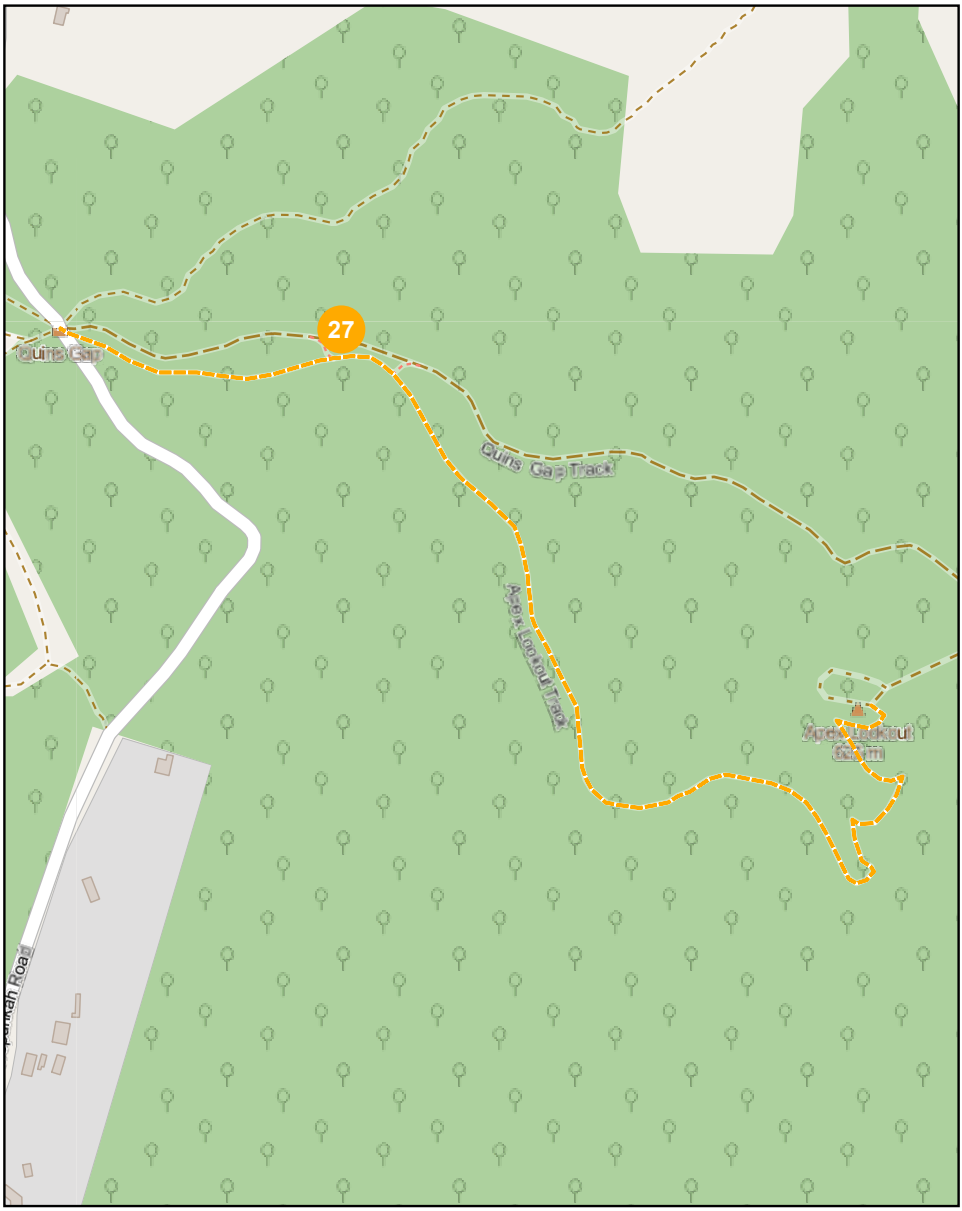


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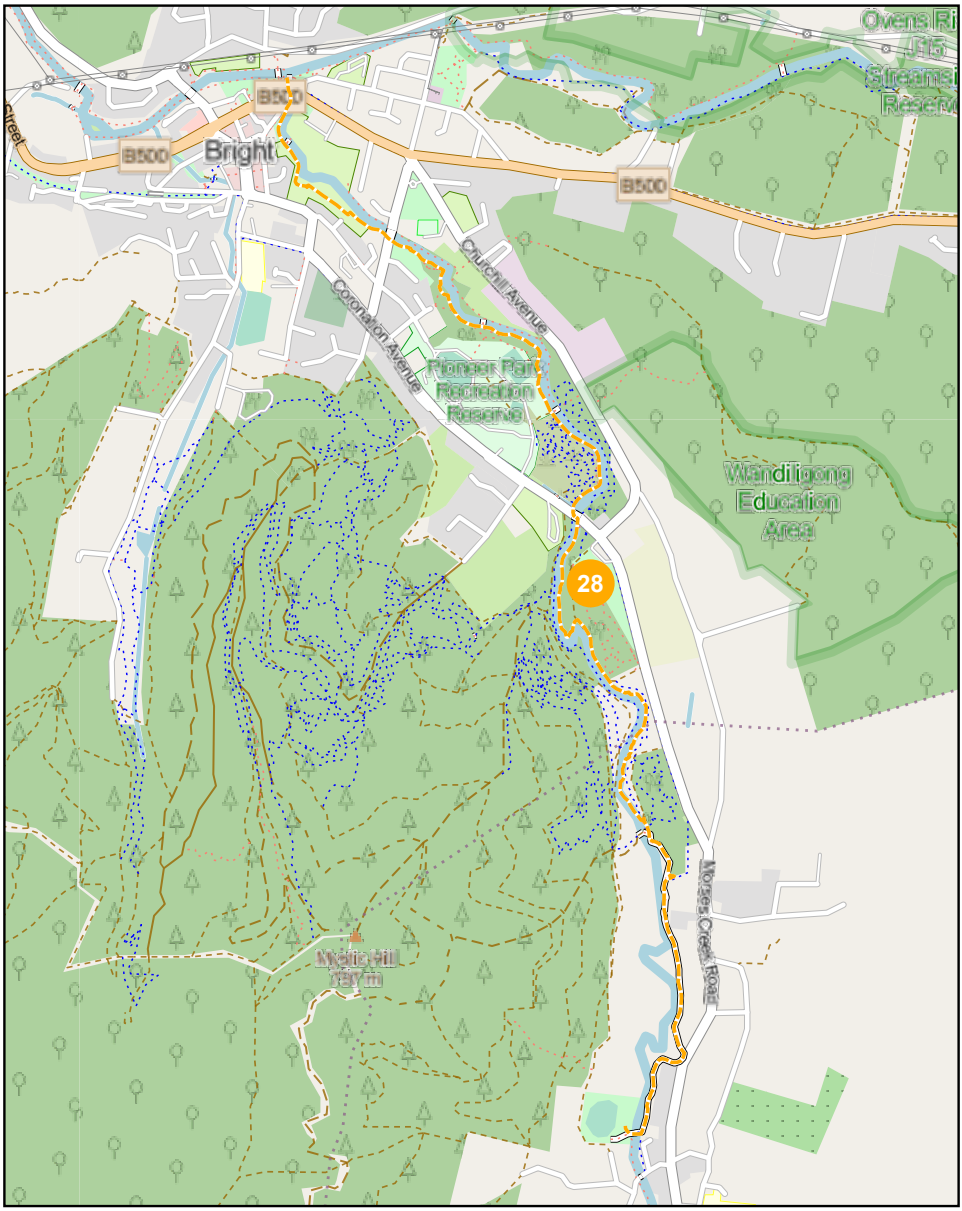
Walking Tracks

0 0.25 0.5
Km

27 Apex Lookout - Bright



28 Wandi Walk - Bright to Wandiligong



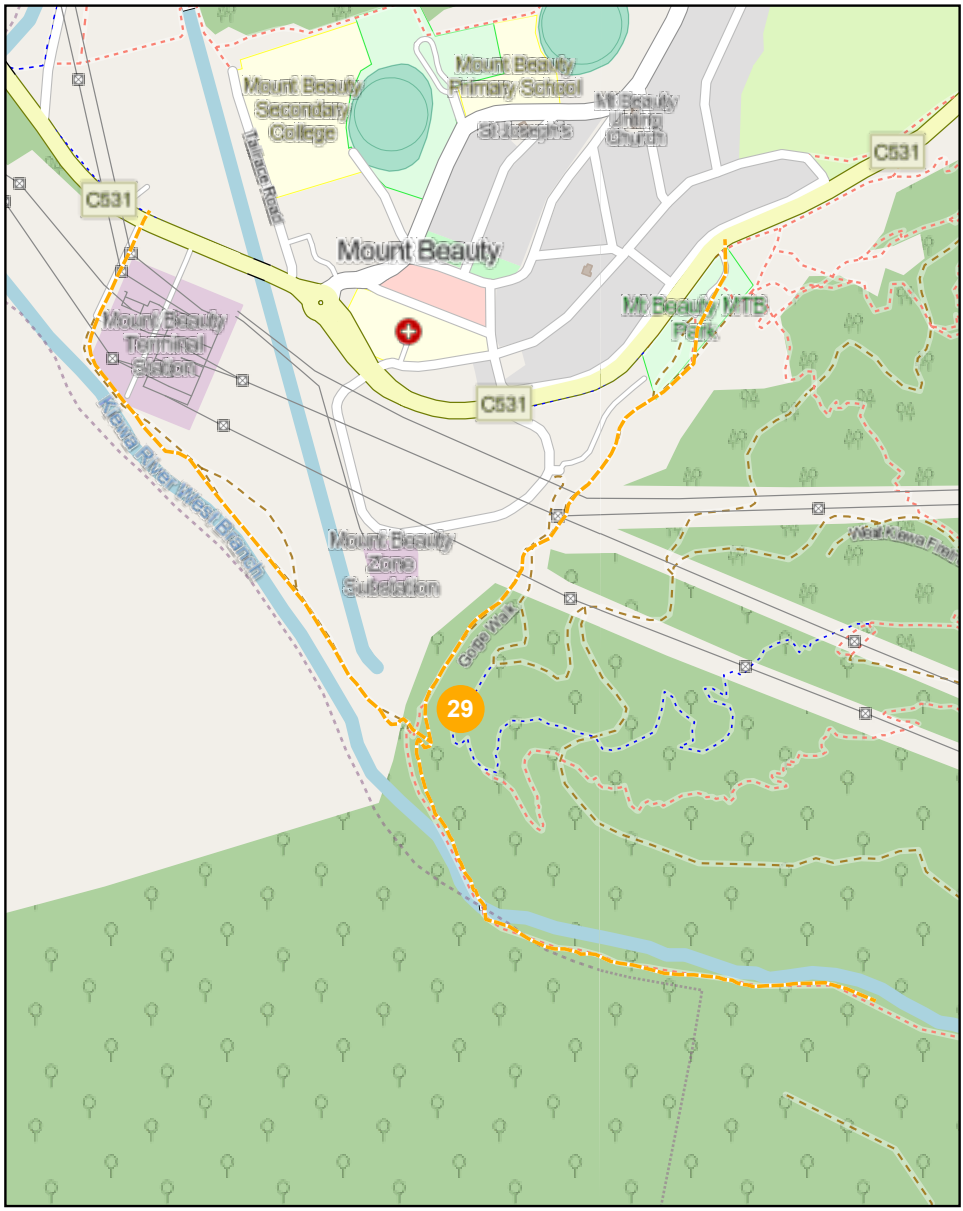
N

Walking Tracks

0 0.45 0.9

Km

29 Mount Beauty Gorge Walk - Mount Beauty



30 Survey Track and Pole Track Loop - Mount Beauty



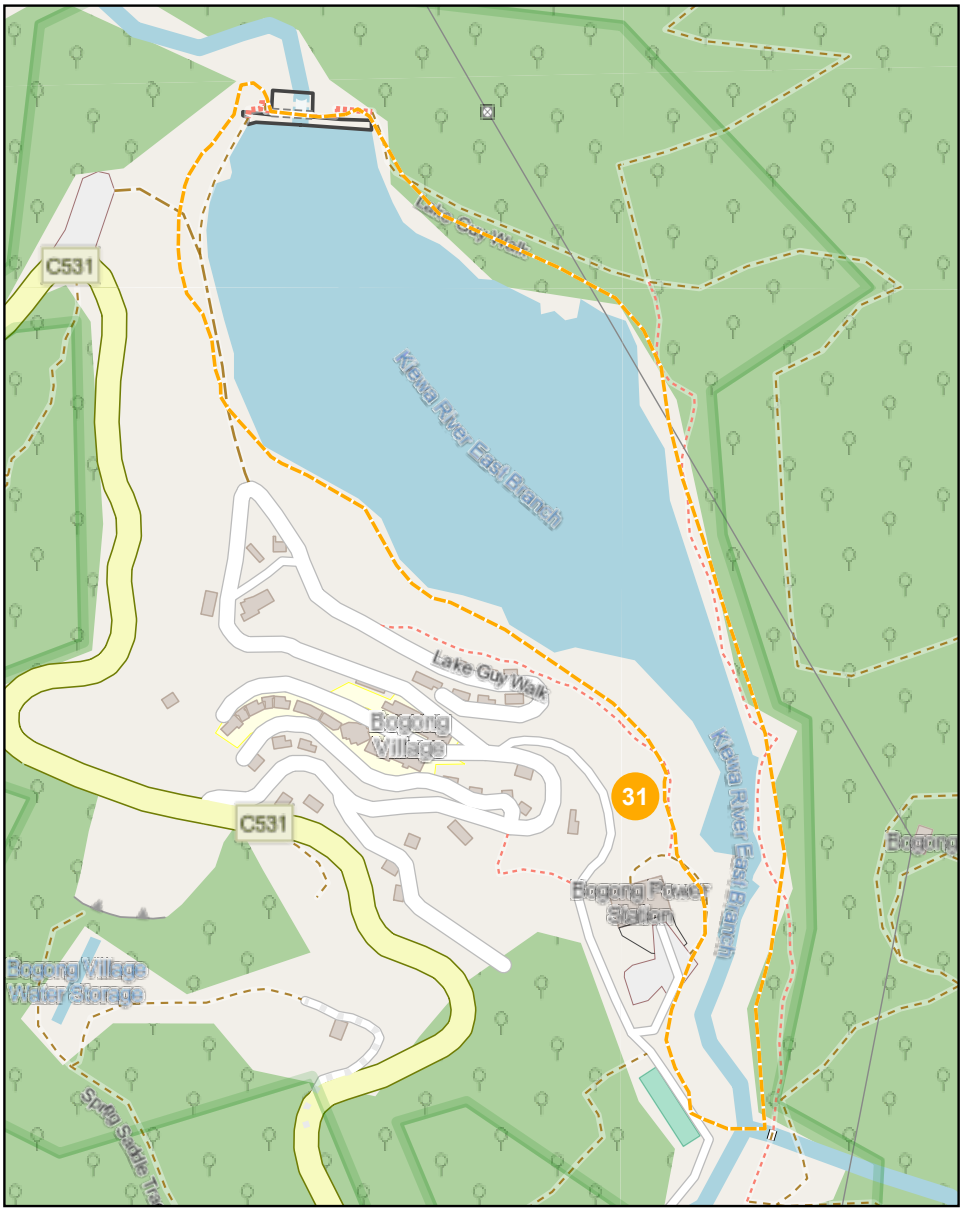
N

Walking Tracks

0 0.3 0.6

Km

31 Lake Guy Walk - Bogong Village



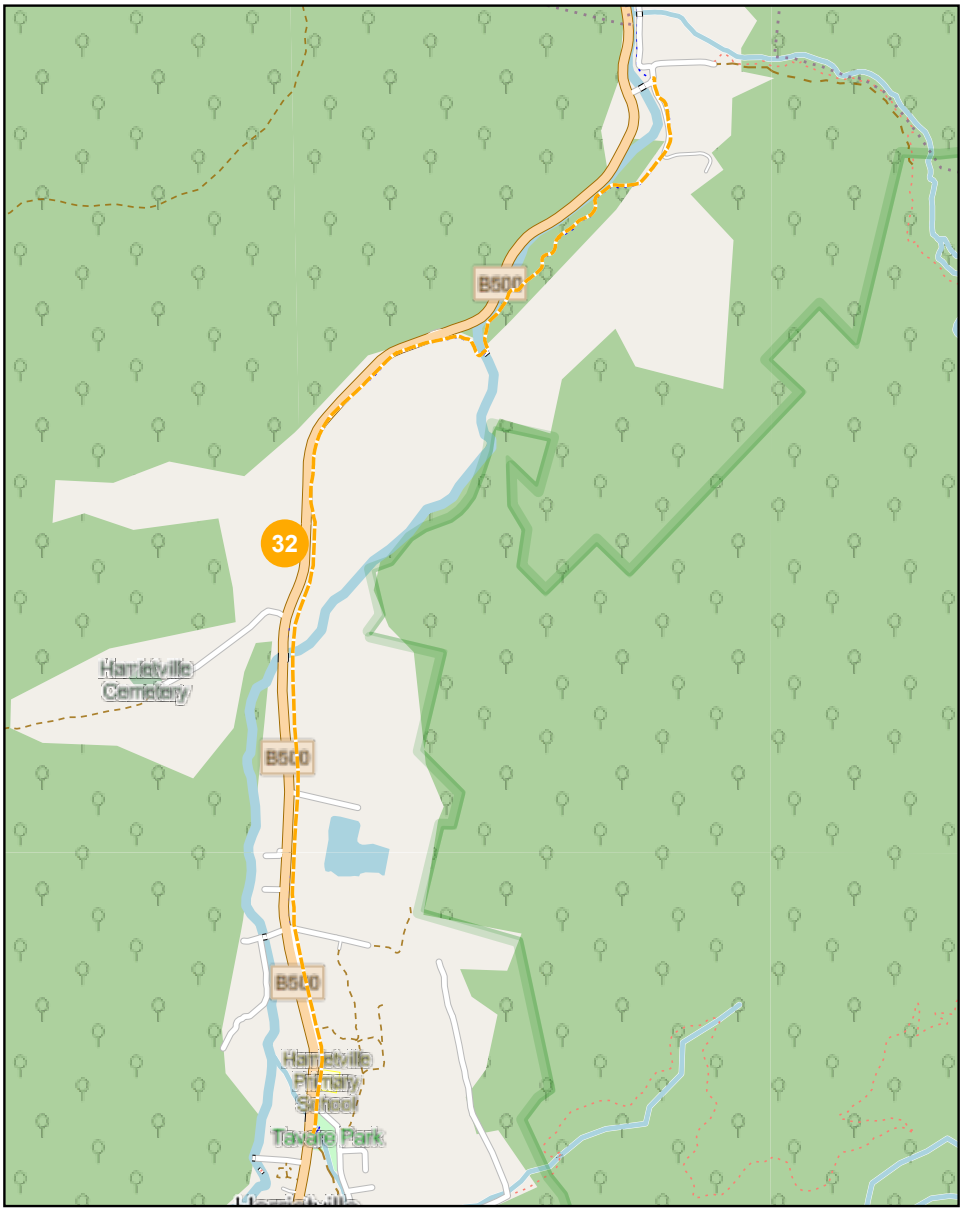
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Walking Tracks

0 0.07 0.15

Km

32 Great Valley Trail to the Trout Farm - Harrietville



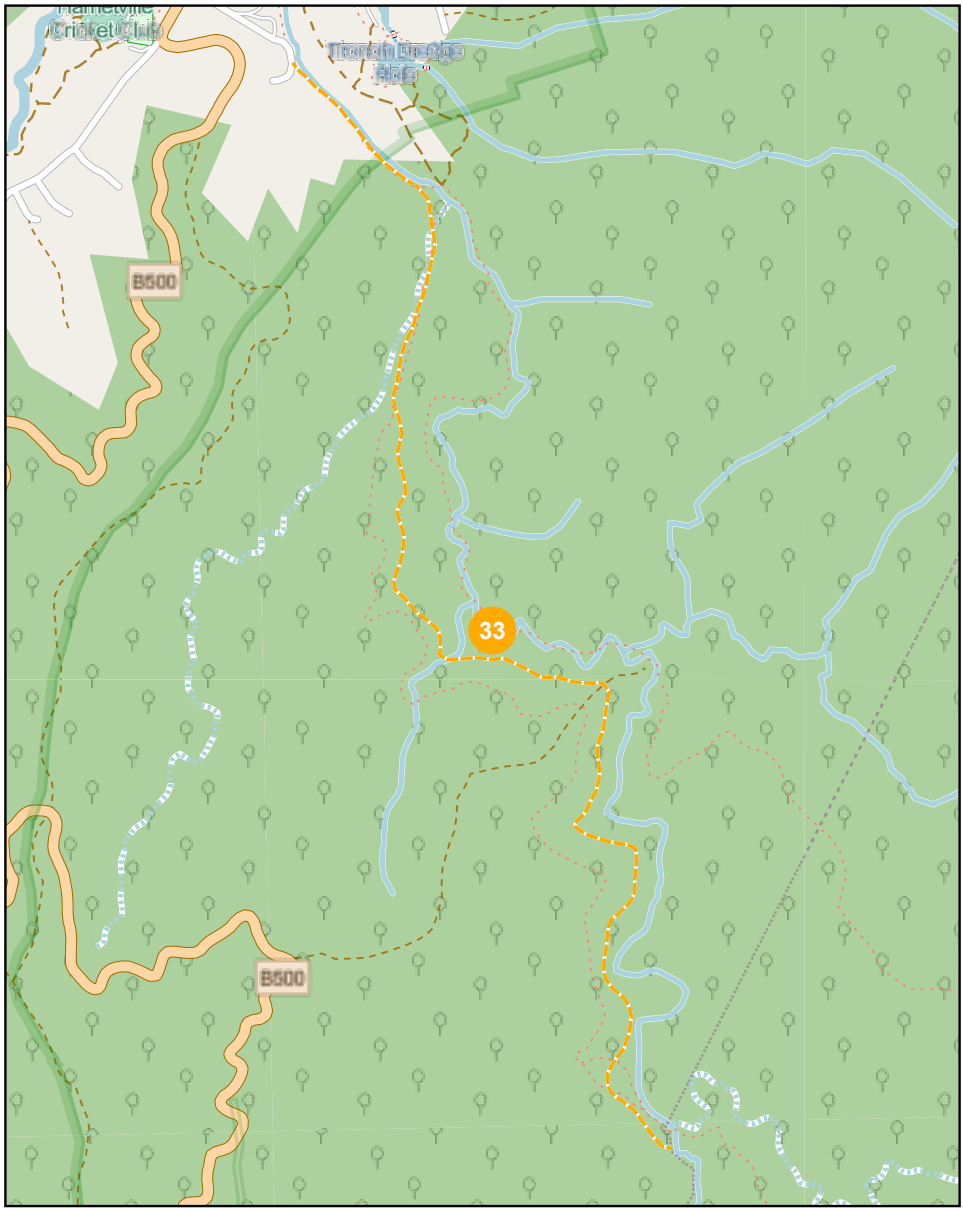
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Walking Tracks

0 0.42 0.85

Km

33 Washington Creek via Bon Accord Track - Alpine NP, Harrietville



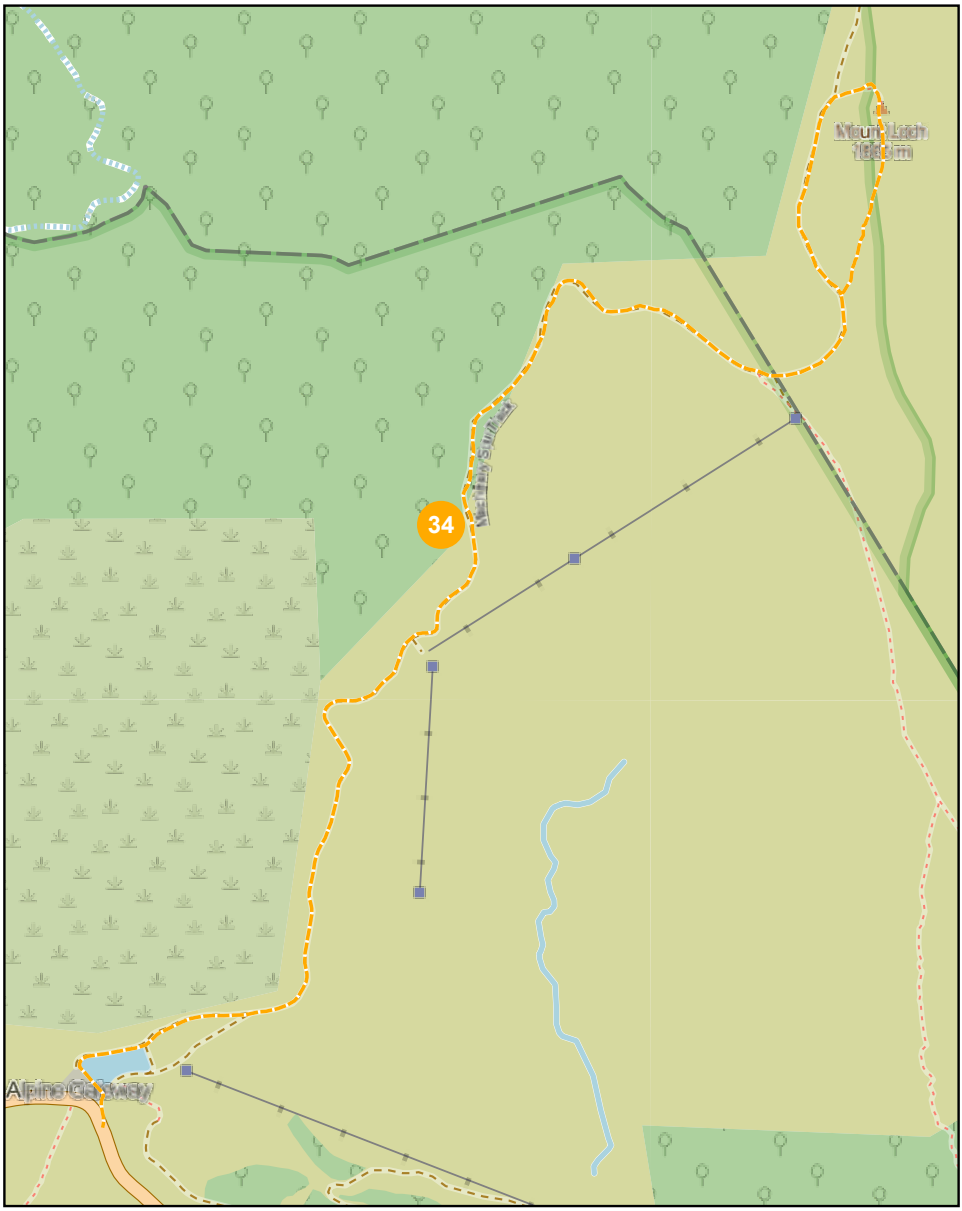
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Walking Tracks

0 0.35 0.7

Km

34 Mount Loch Summit - Alpine NP, Mount Hotham

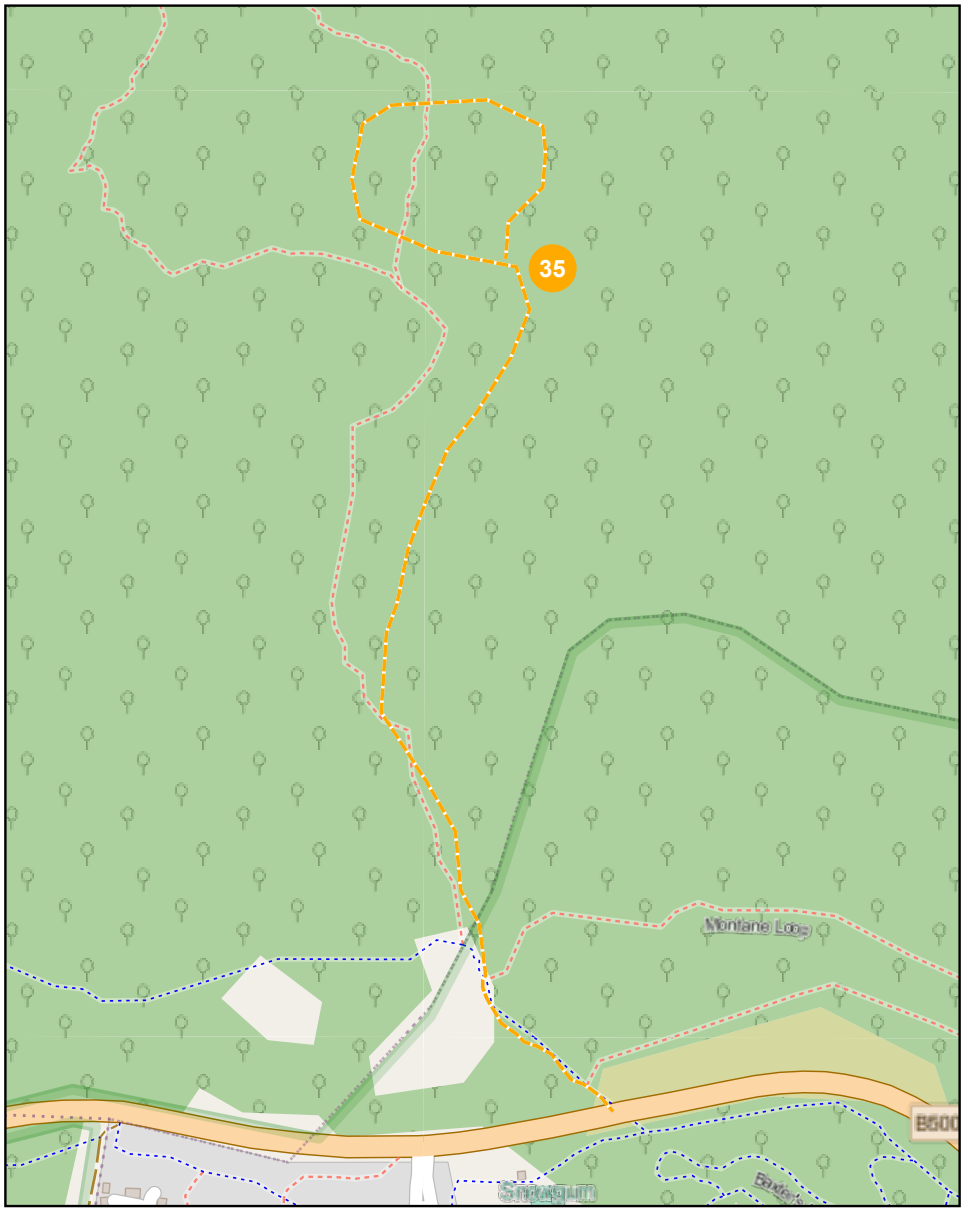


N

Walking Tracks

0 0.23 0.45
Km

35 Room With A View - Alpine NP, Dinner Plain

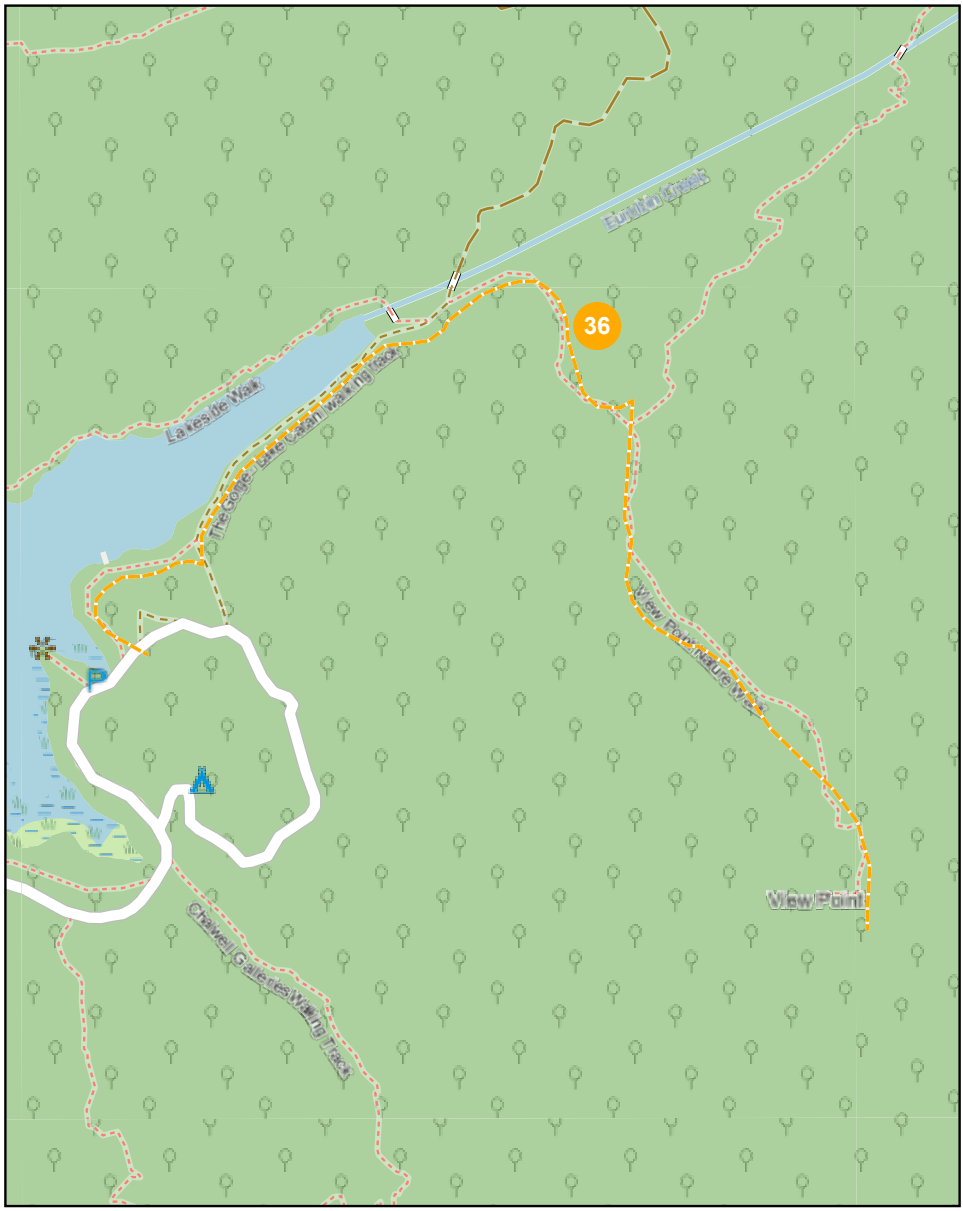


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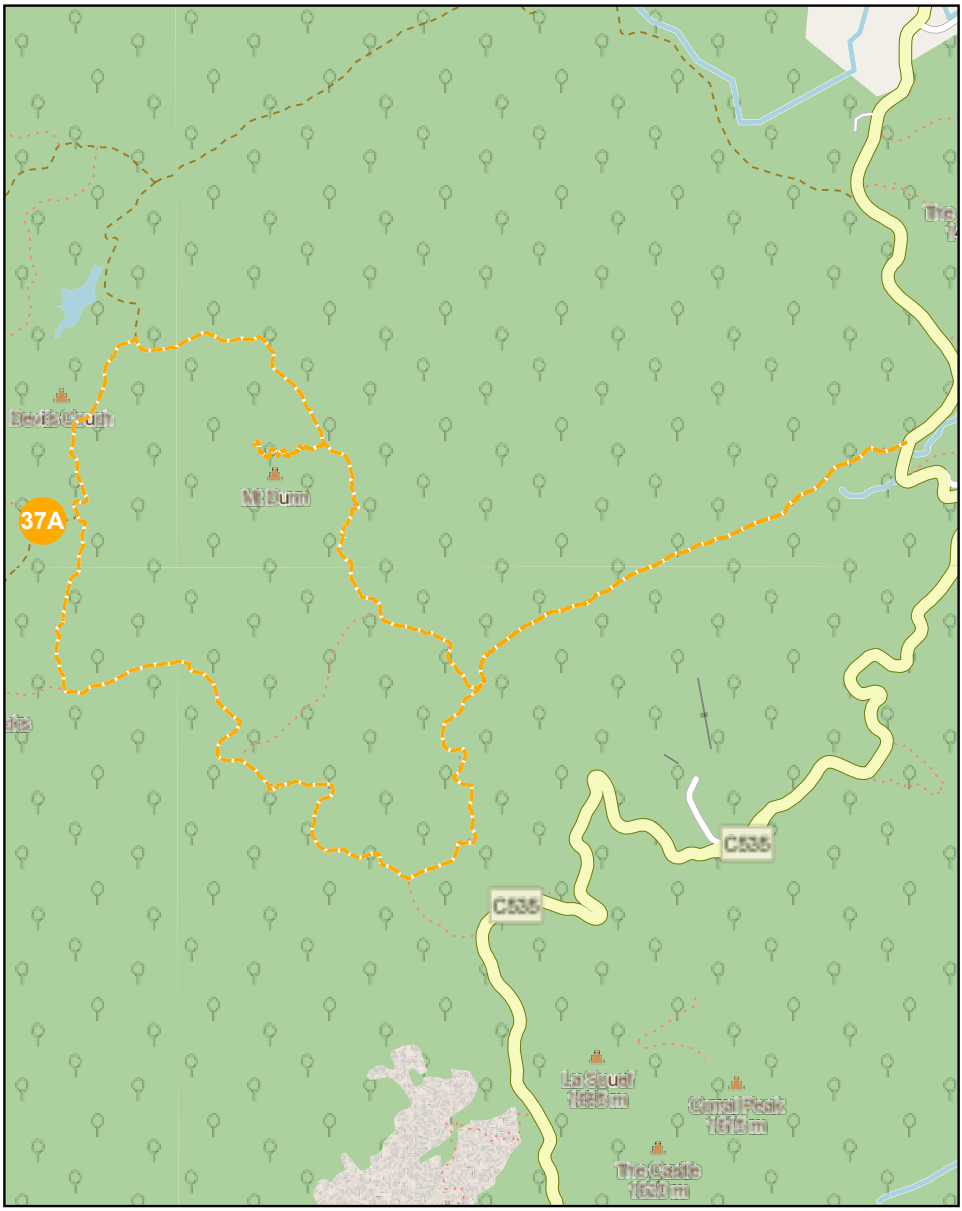
Walking Tracks

0 0.1 0.2
Km

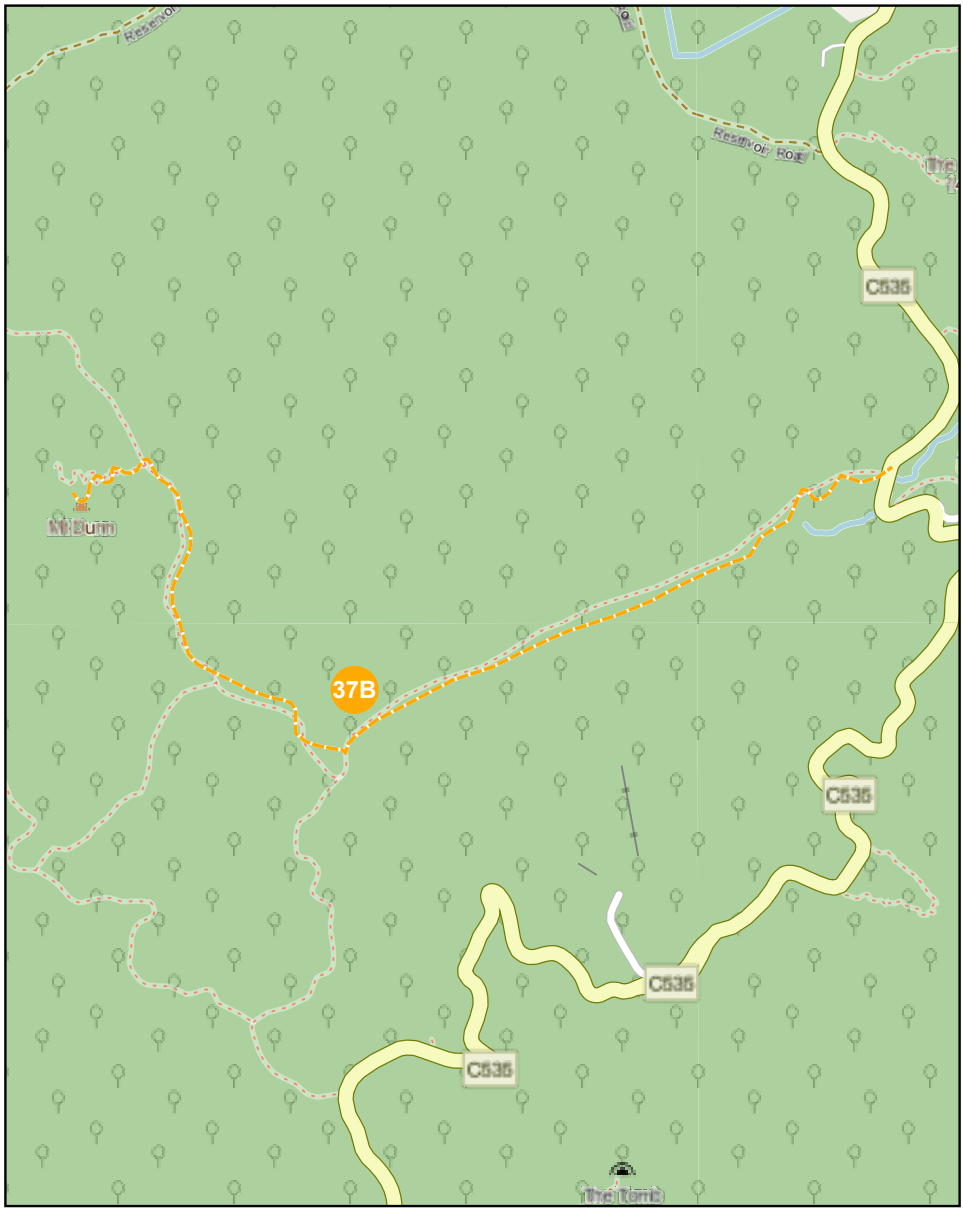
36 View Point Nature Walk - Mount Buffalo NP



37A Mount Dunn - Mount Buffalo NP



37B Mount Dunn - Mount Buffalo NP

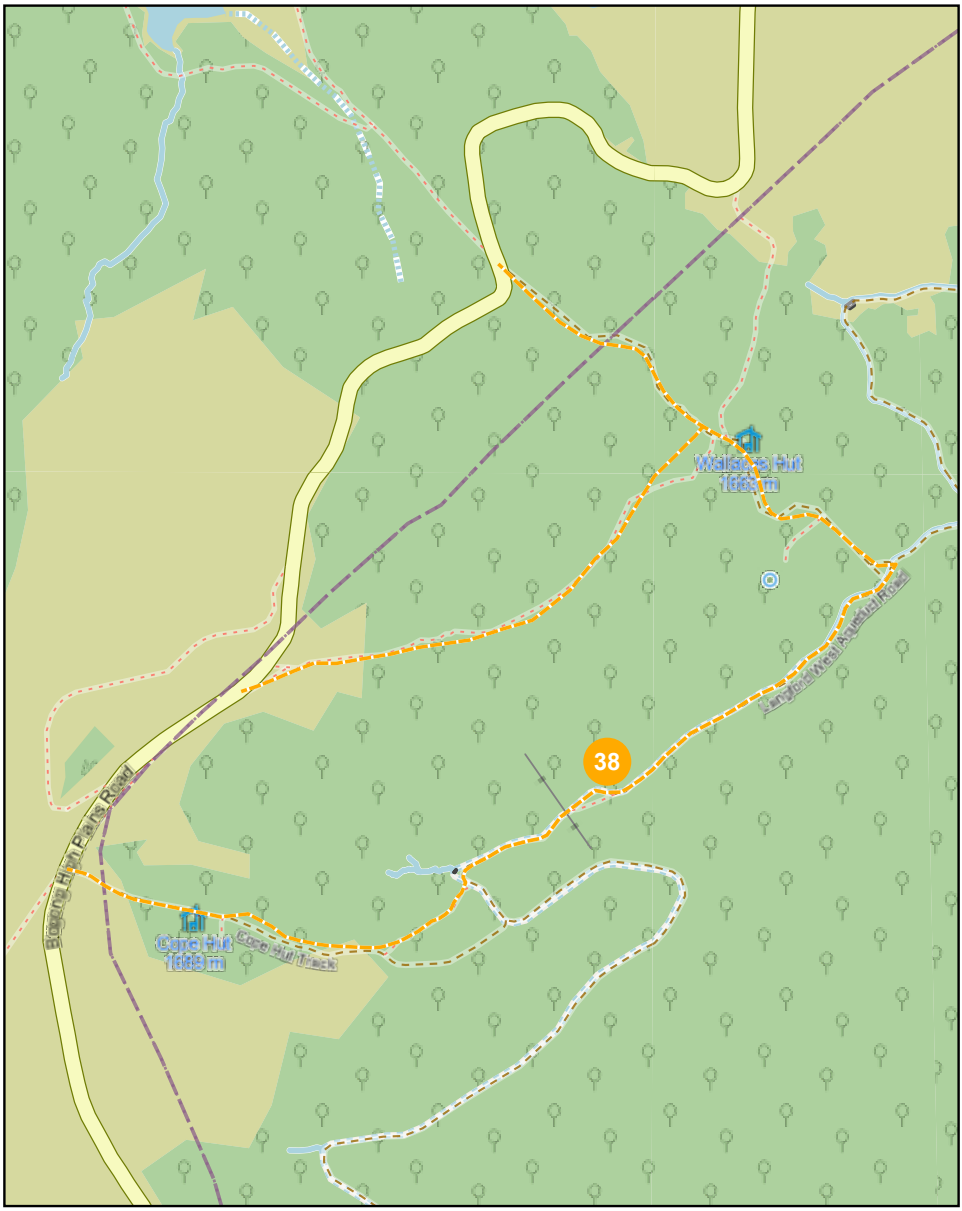


N

Walking Tracks

0 0.28 0.55
Km

38 Wallace Cope Heritage Trail - Alpine NP, Falls Creek

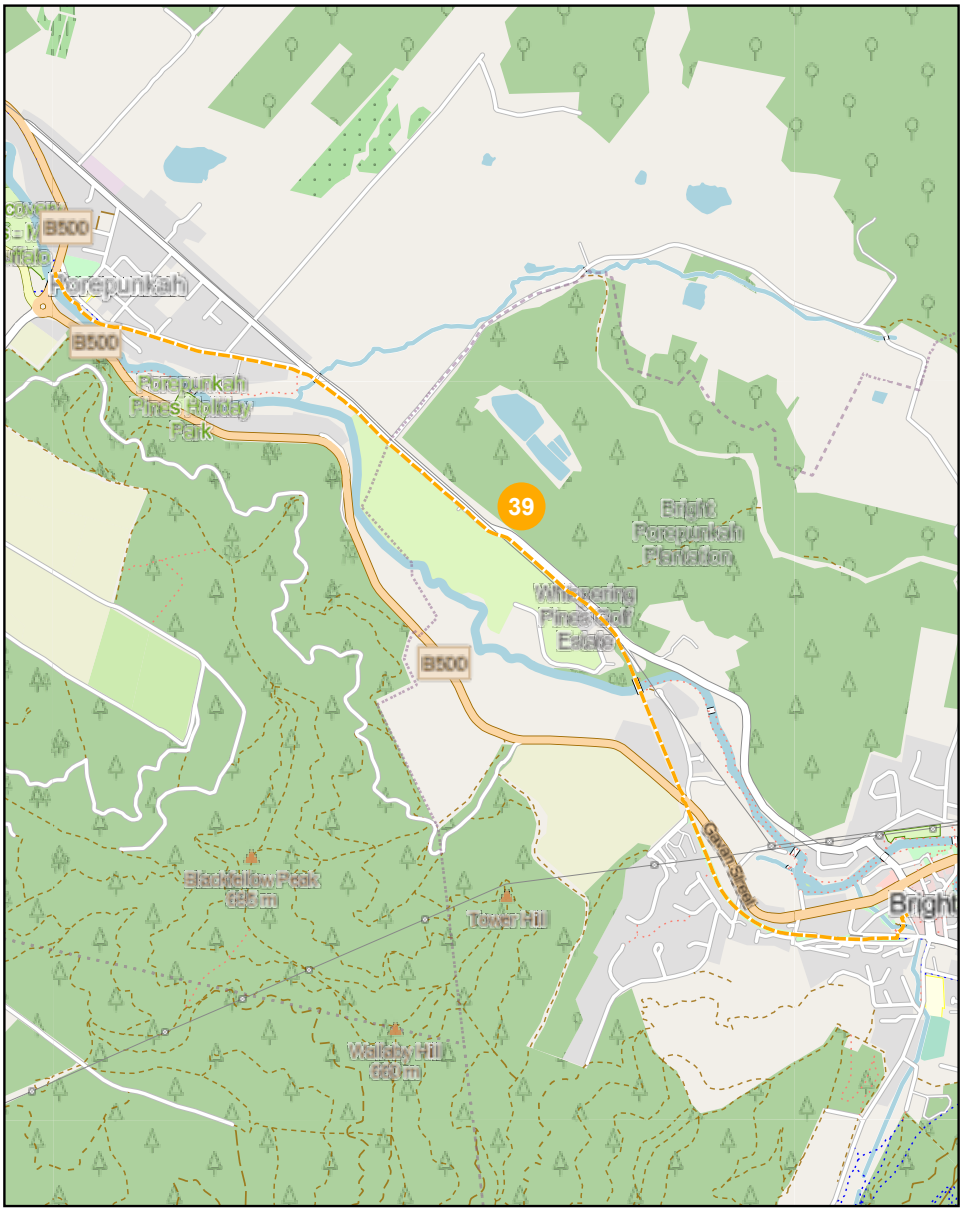


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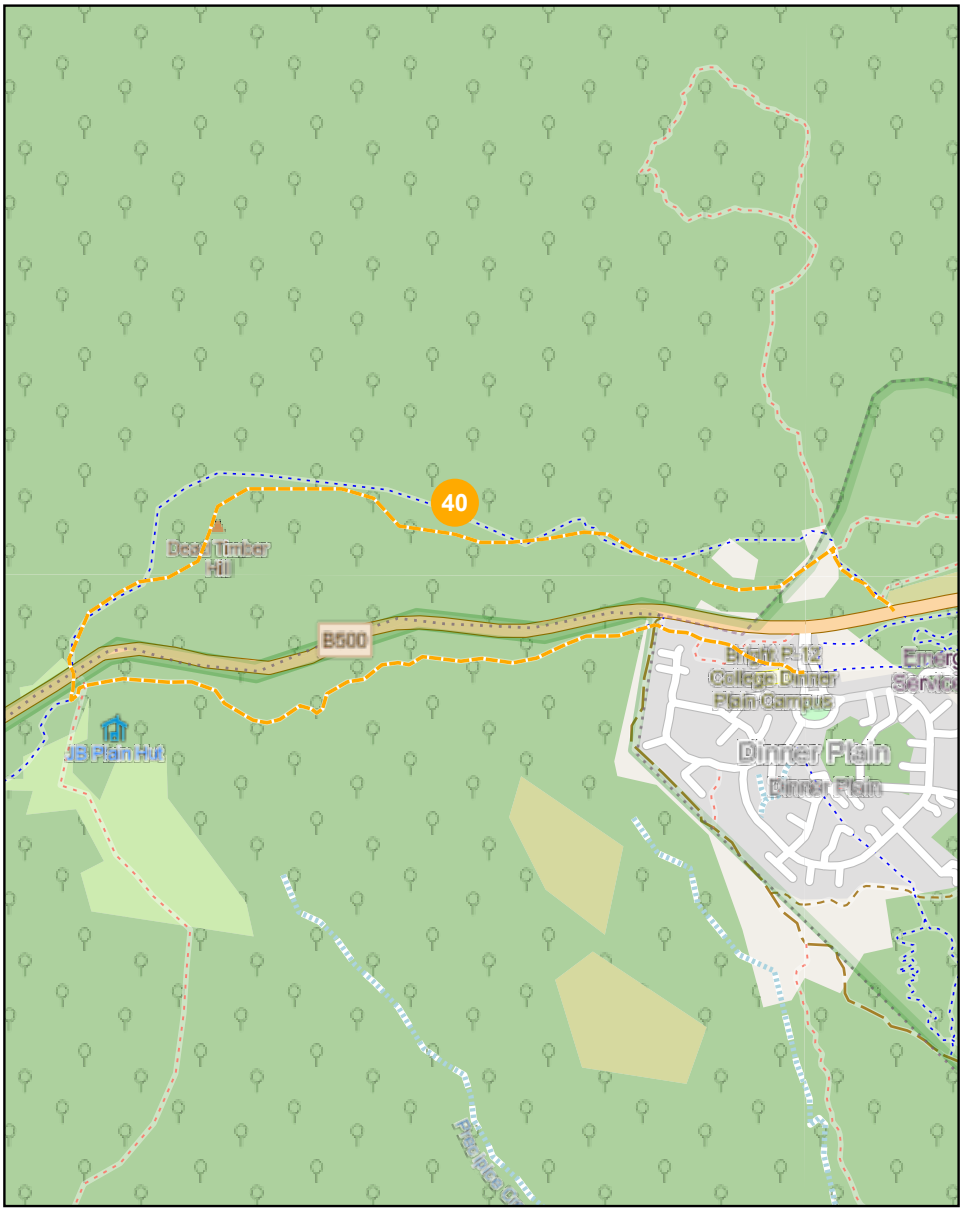
Walking Tracks

0 0.25 0.5
Km

39 Alpine Mountains Rail Trail (Bright to Porepunkah) - Bright to Porepunkah



40 Dead Timber Hill - Alpine NP, Dinner Plain



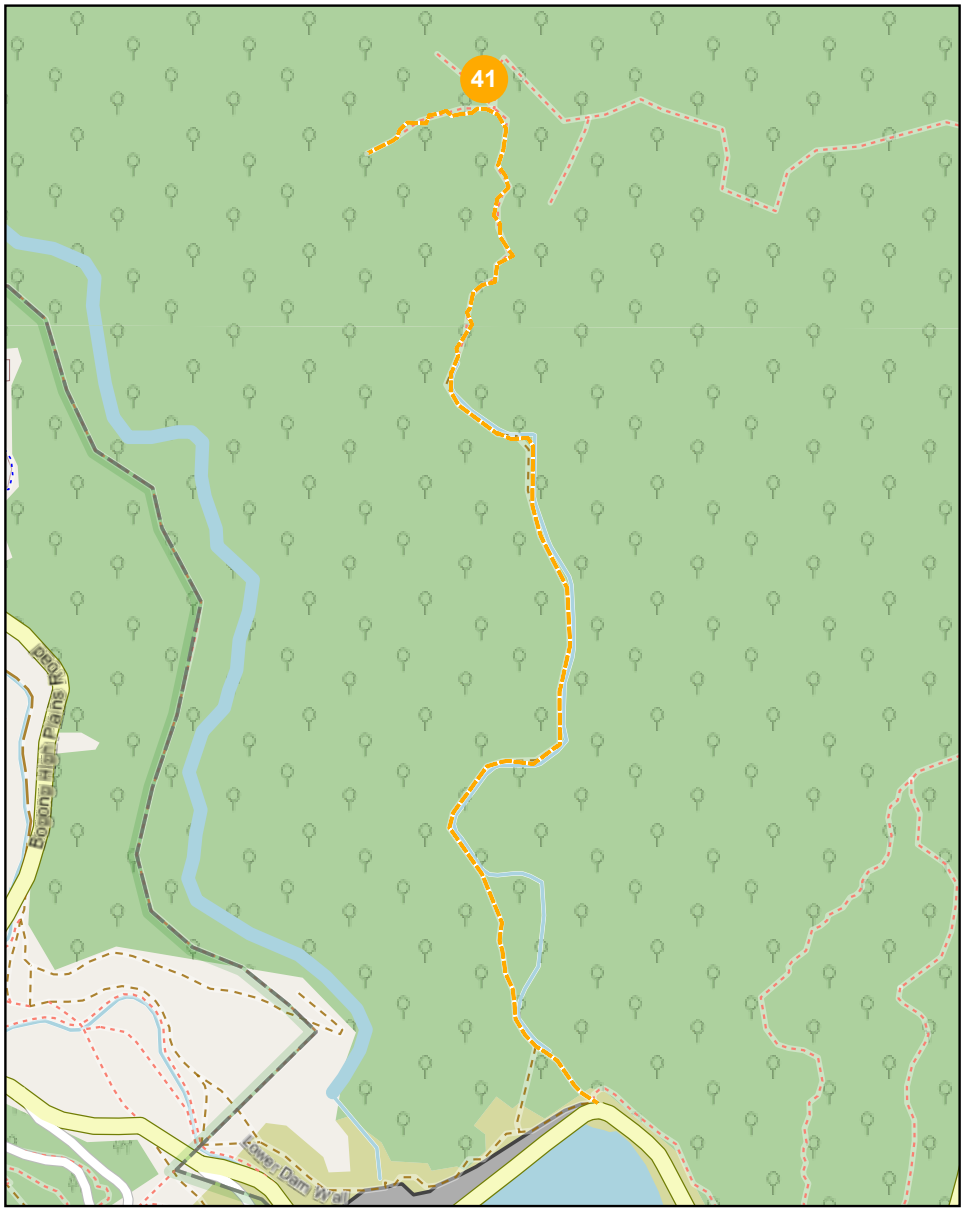
N

Walking Tracks

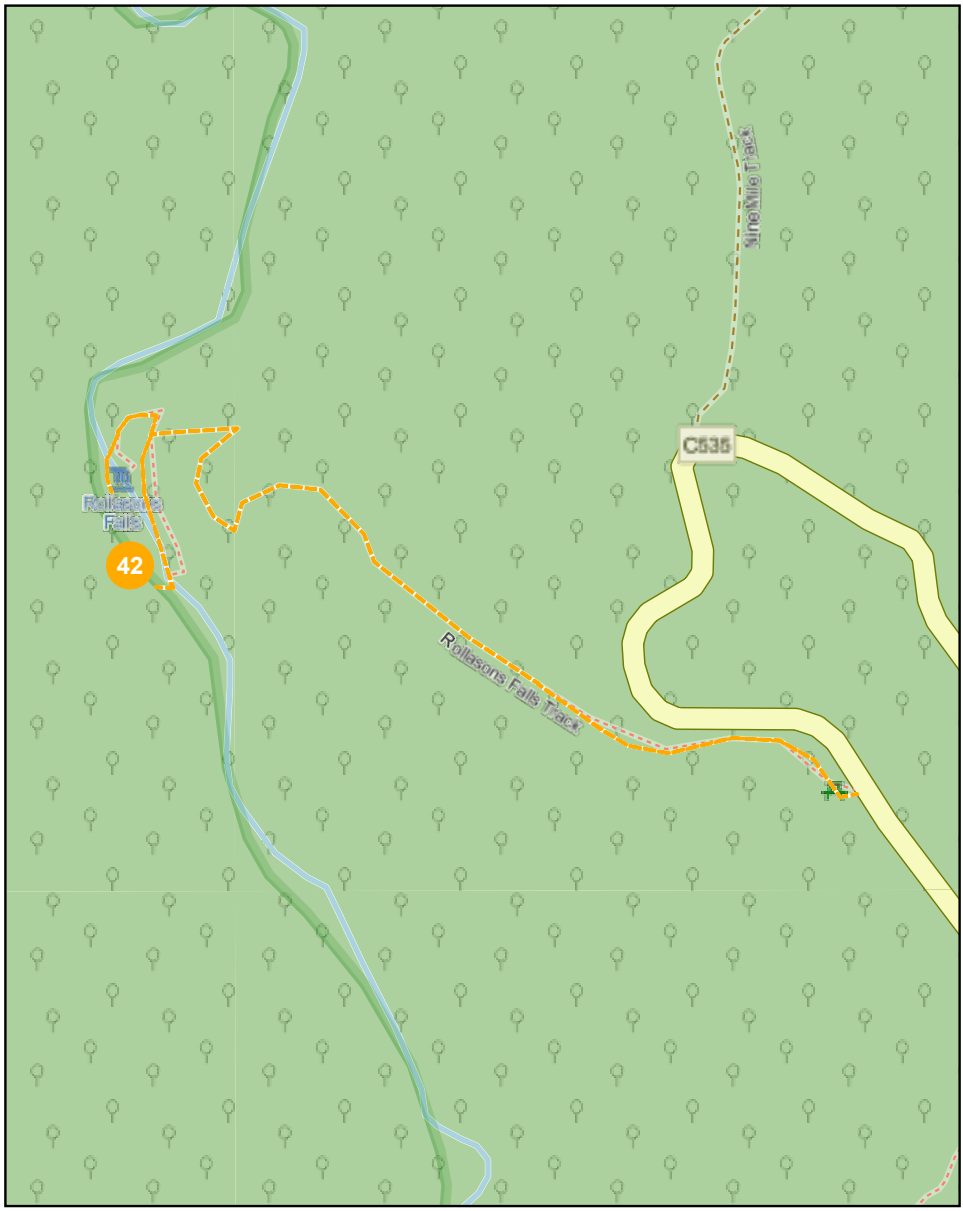
0 0.23 0.45

Km

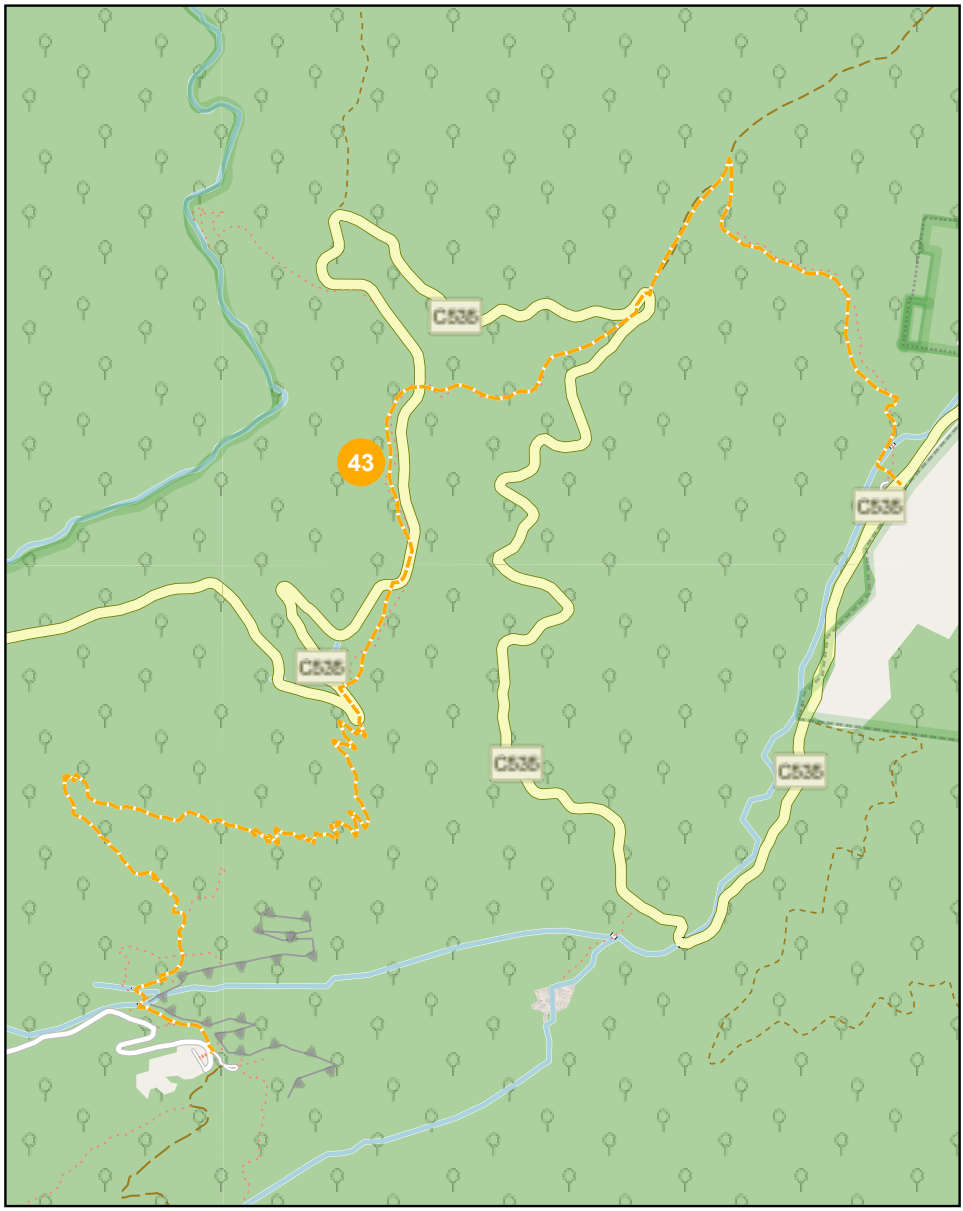
41 Roper Lookout - Alpine NP, Falls Creek



42 Rollasons Falls - Mount Buffalo NP



43 The Big Walk - Mount Buffalo NP



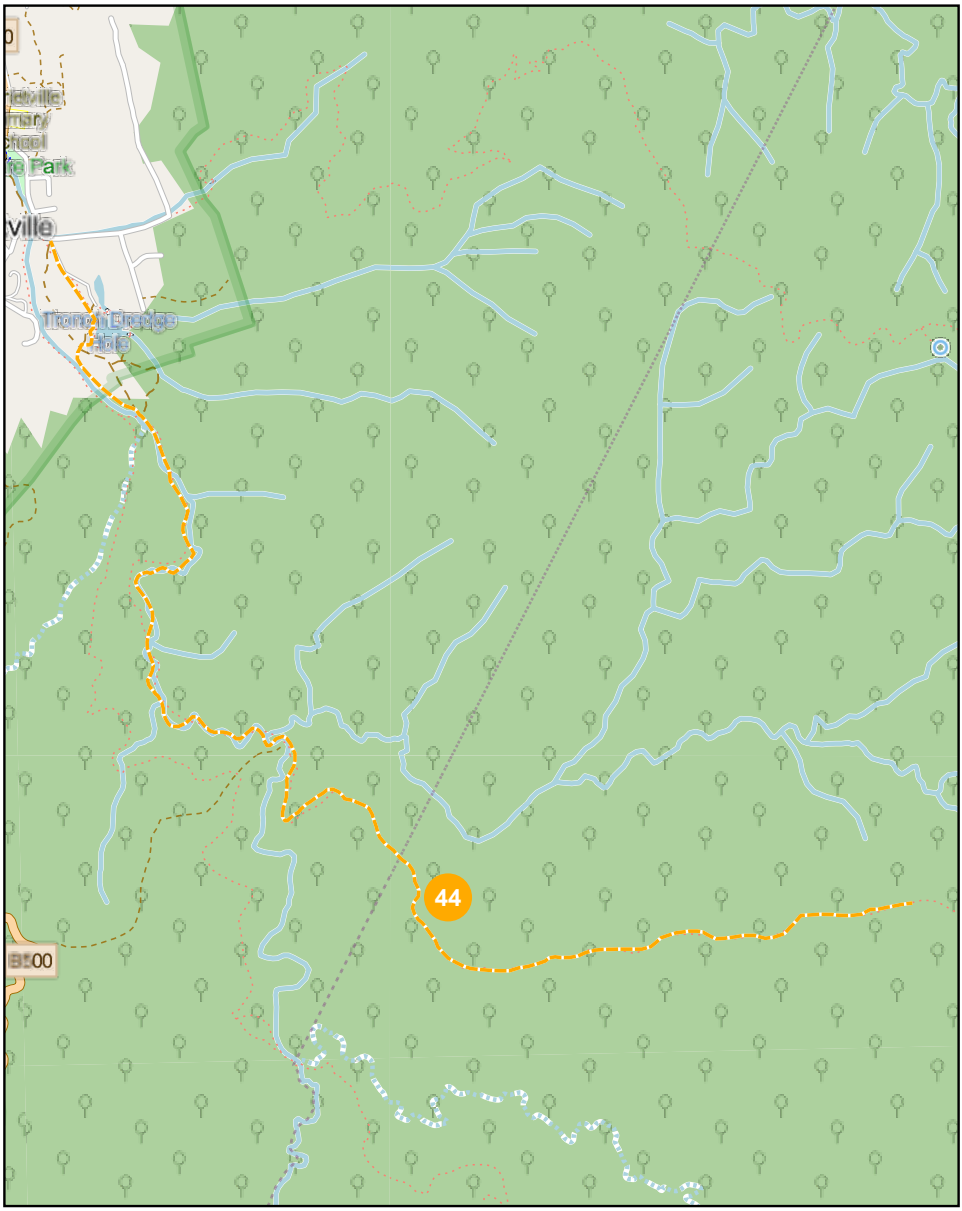
N

Walking Tracks

0 0.45 0.9

Km

44 East Ovens River Track - Alpine NP, Harrietville



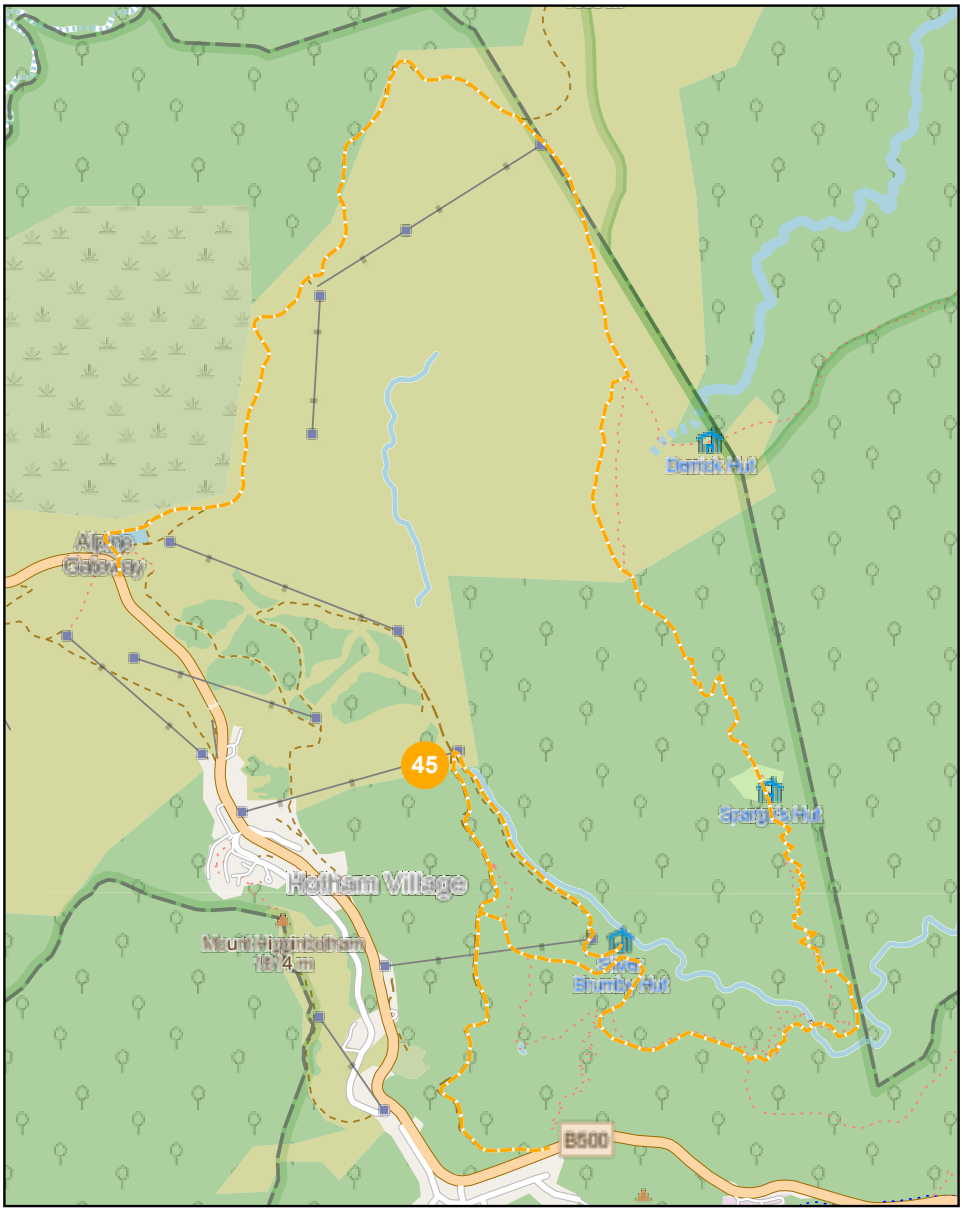
N

Walking Tracks

0 0.5 1

Km

45 The Huts Walk - Alpine NP, Mount Hotham

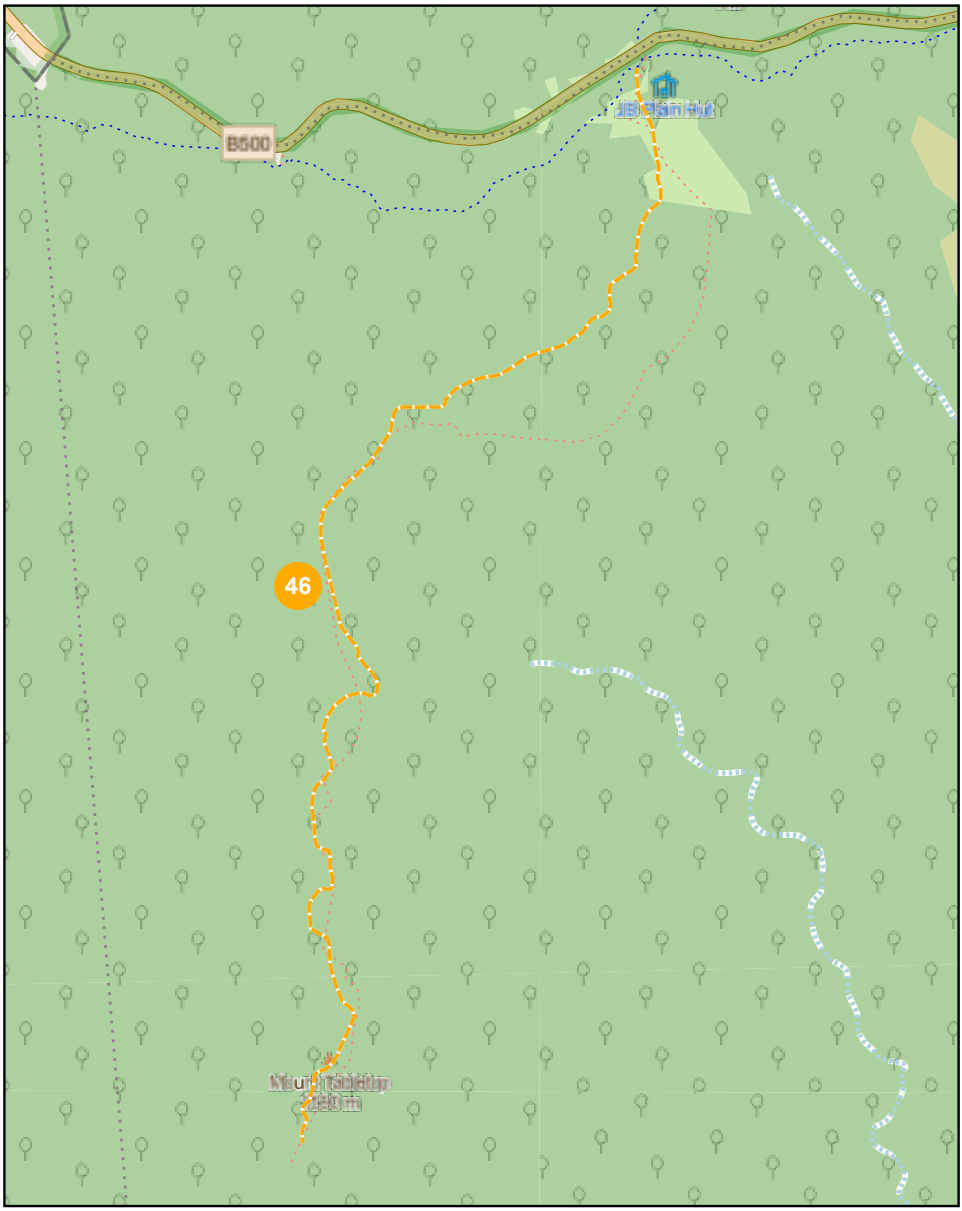


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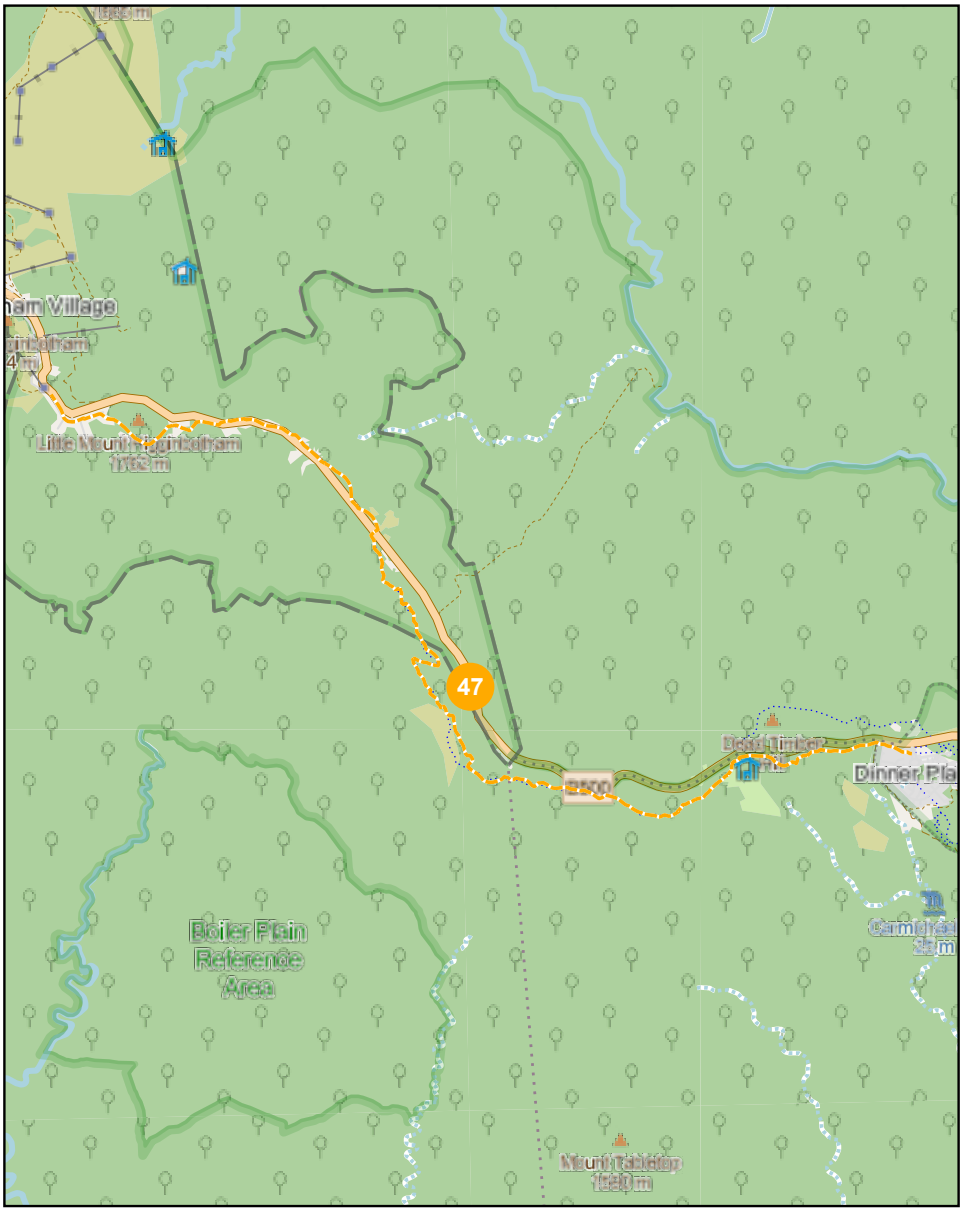
Walking Tracks

0 0.35 0.7
Km

46 Tabletop Walk - Alpine NP, Dinner Plain



47 Brabralung Trail - Dinner Plain to Mount Hotham

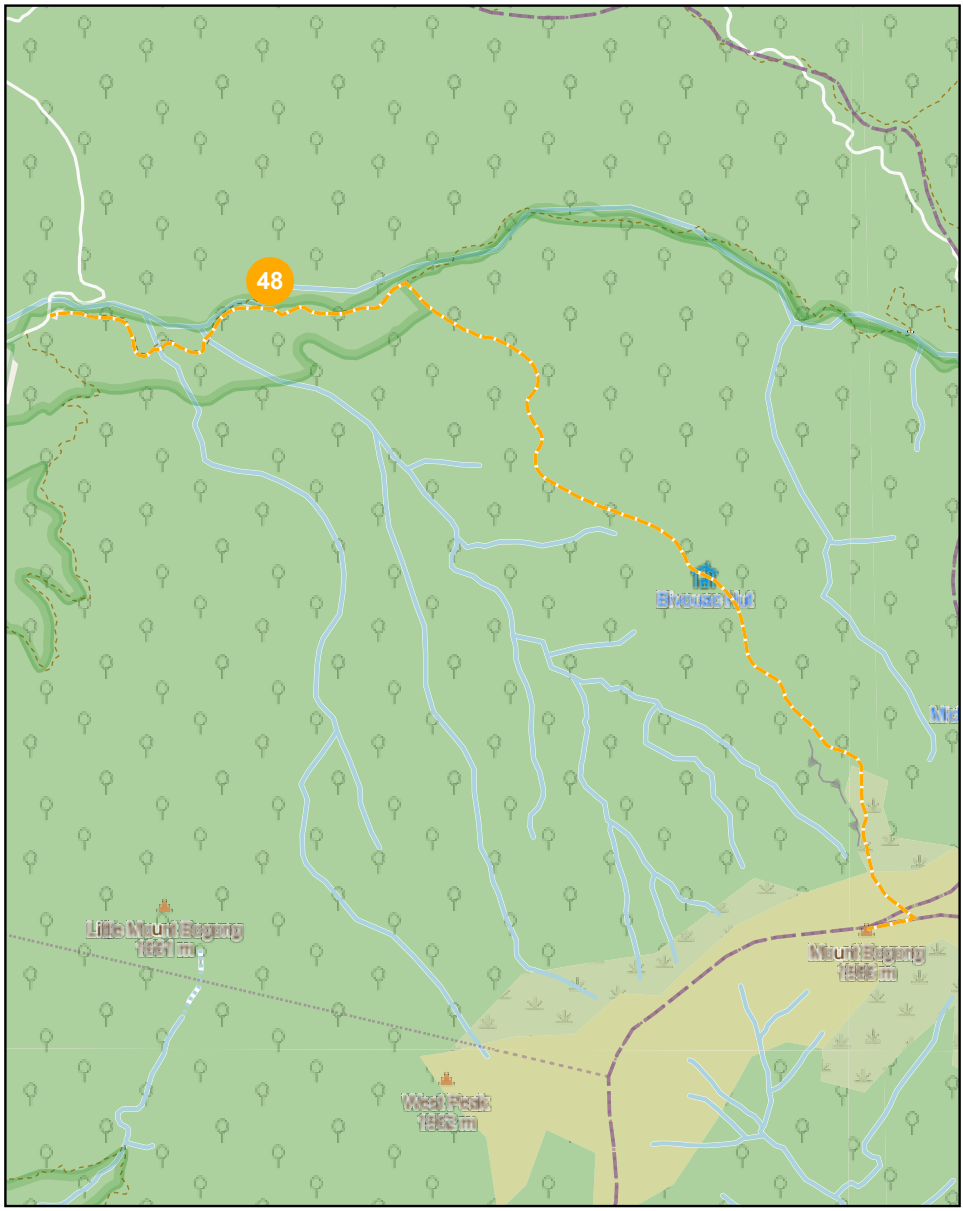


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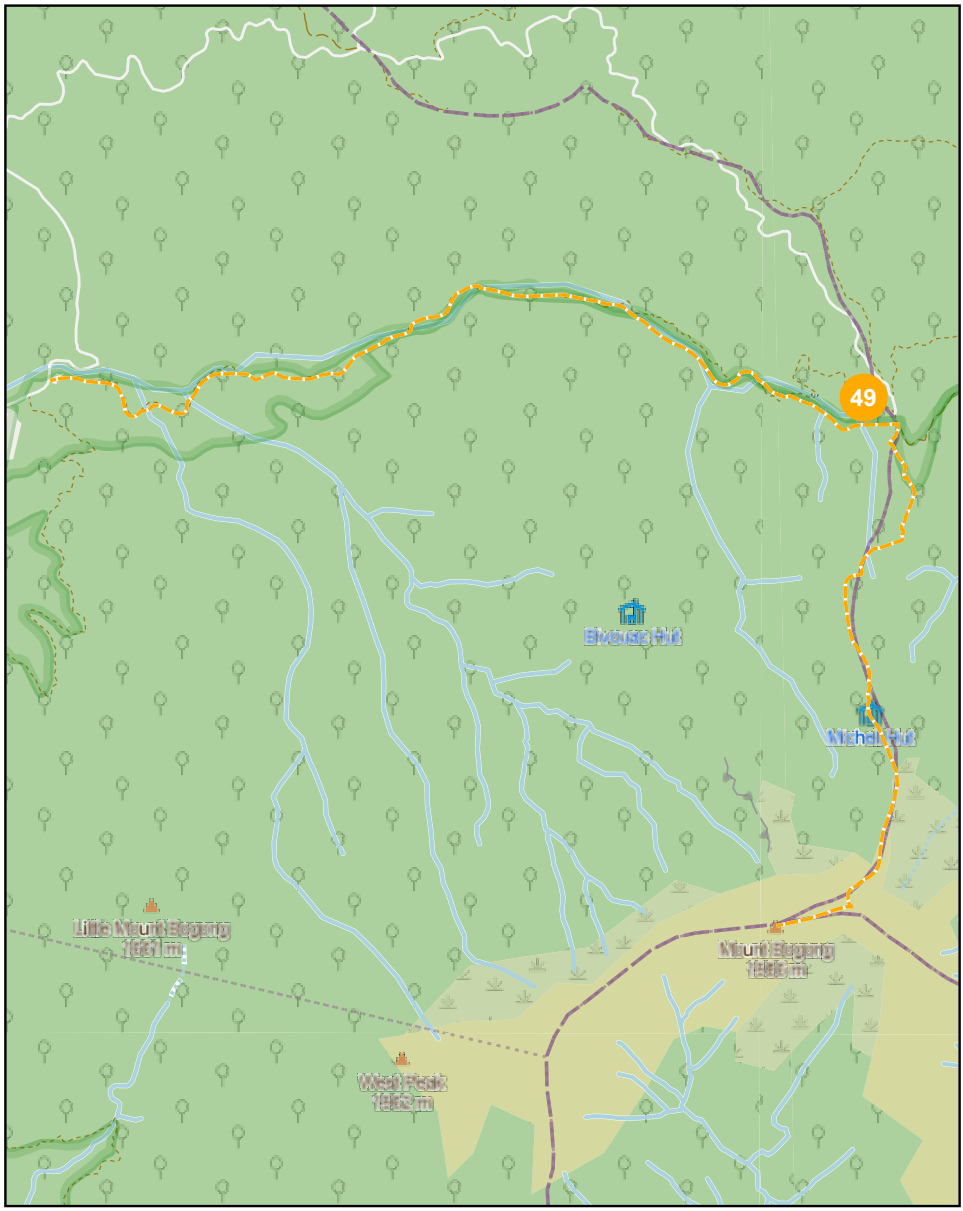
Walking Tracks

0 1 2
Km

48 Mount Bogong via the Staircase - Alpine NP, Tawonga



49 Mount Bogong via Eskdale Spur - Alpine NP, Tawonga

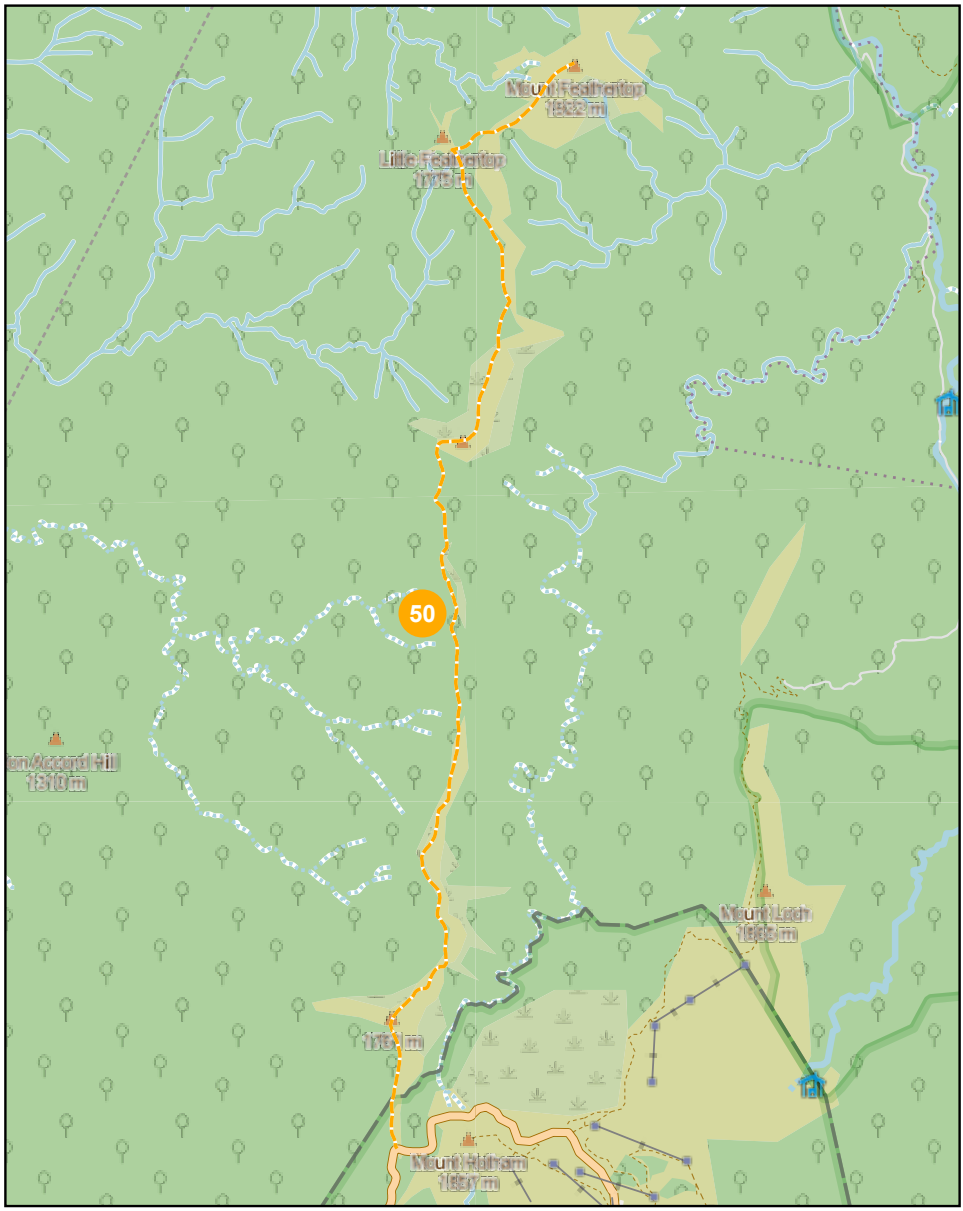


N

Walking Tracks

0 0.75 1.5
Km

50 Mount Feathertop via The Razorback - Alpine NP, Mount Hotham

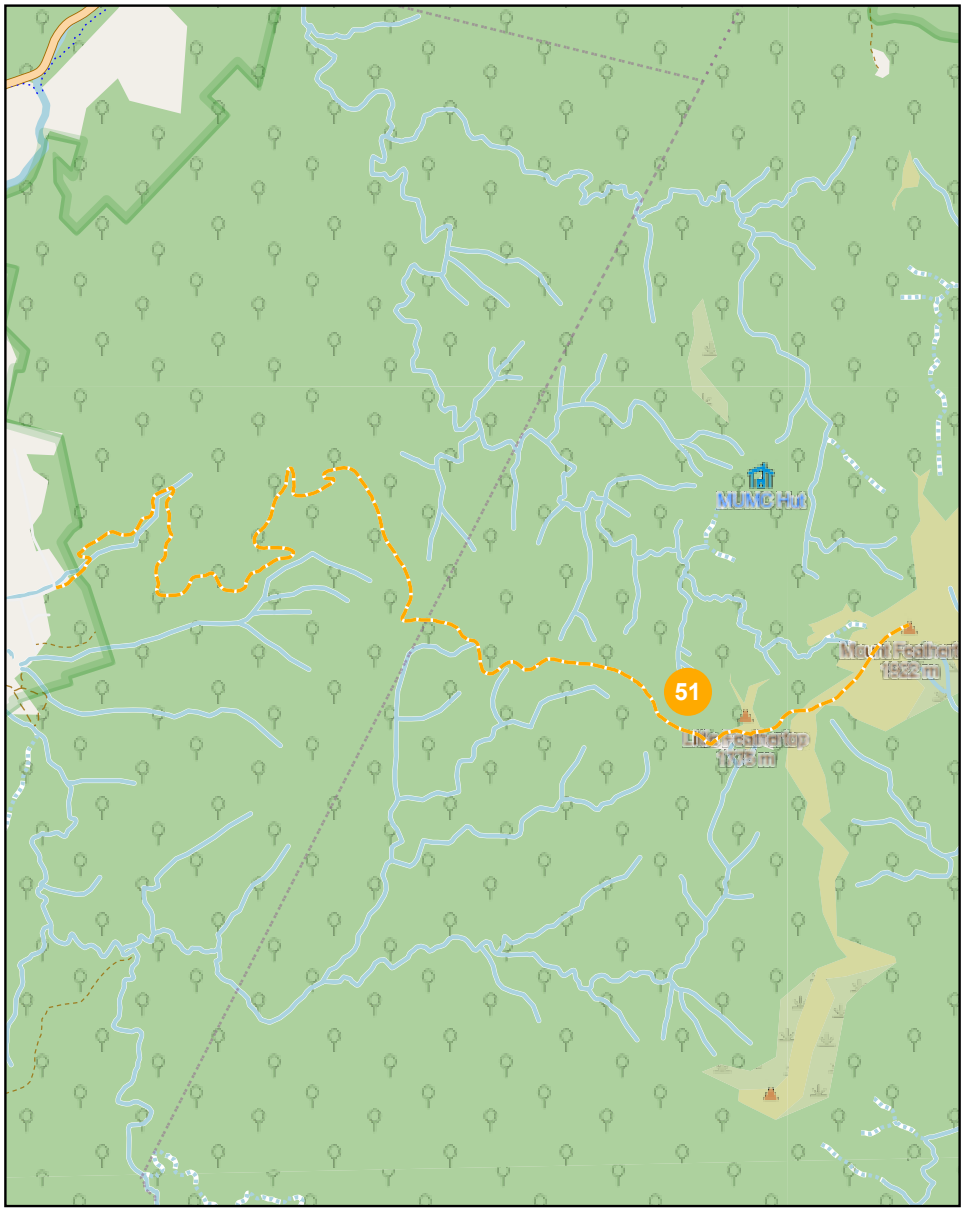


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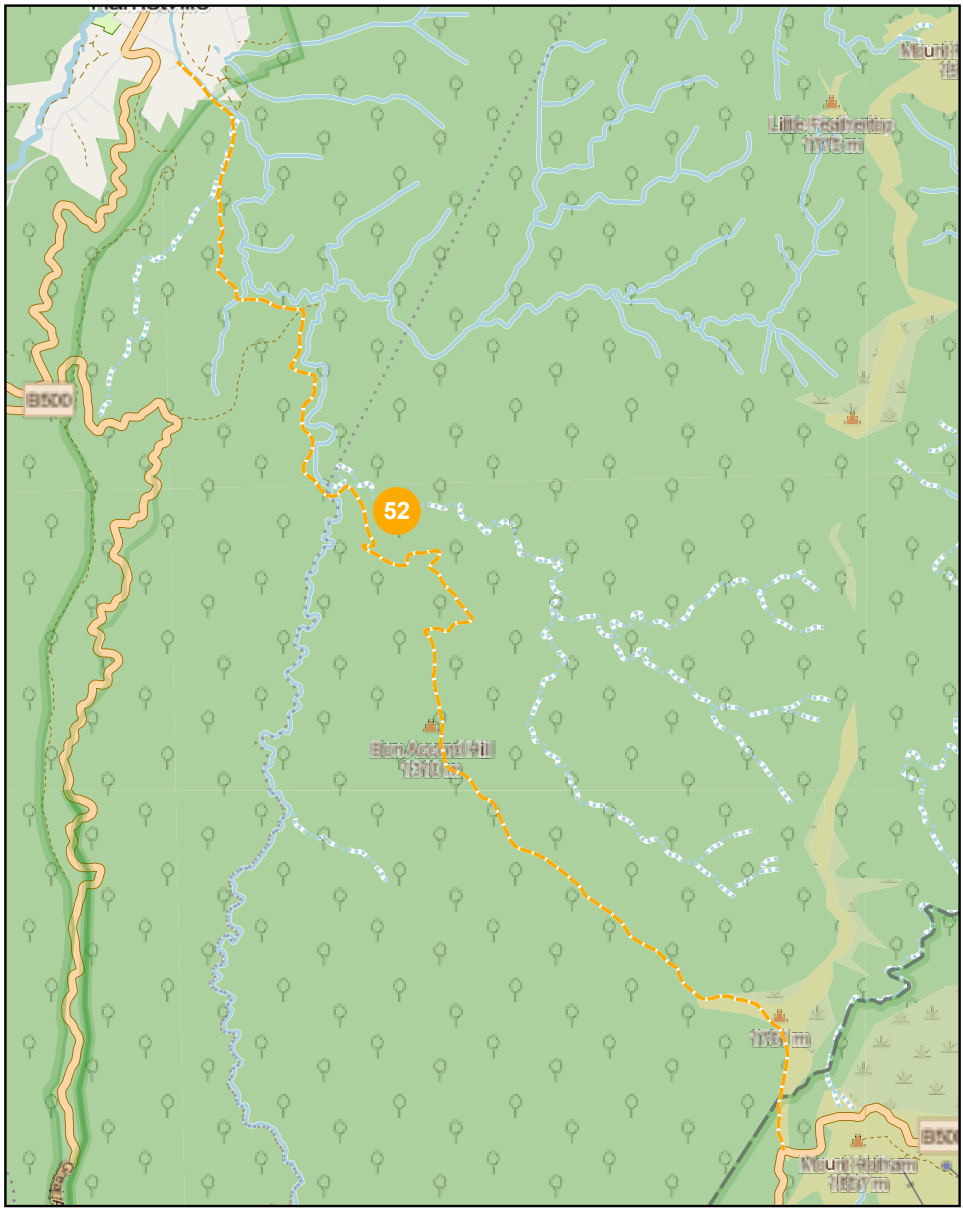
Walking Tracks

0 0.75 1.5
Km

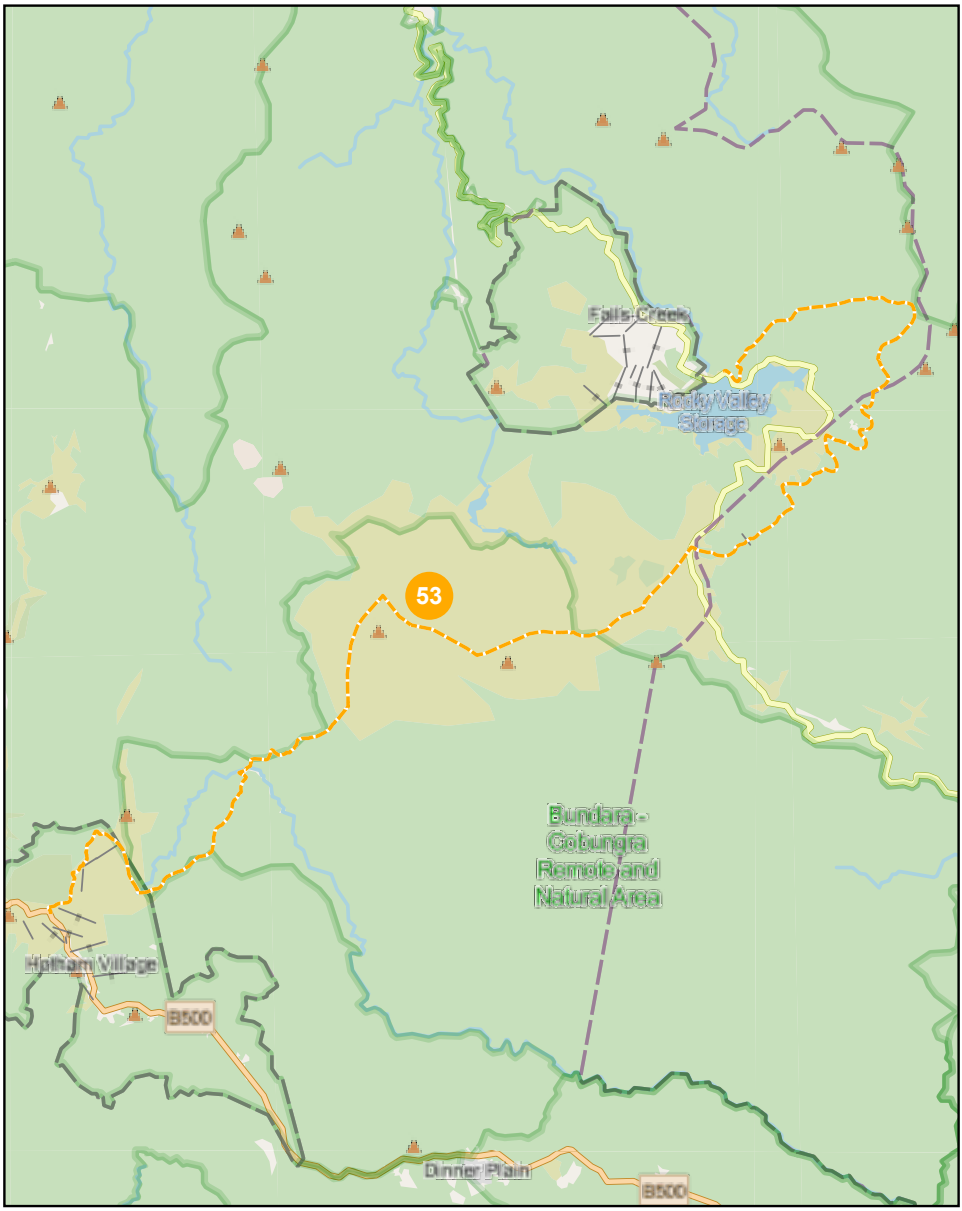
51 Mount Feathertop via Bungalow Spur - Alpine NP, Harrietville



52 The Bon Accord Track - Alpine NP, Harrietville



53 Falls to Hotham Alpine Crossing - Falls Creek to Mount Hotham

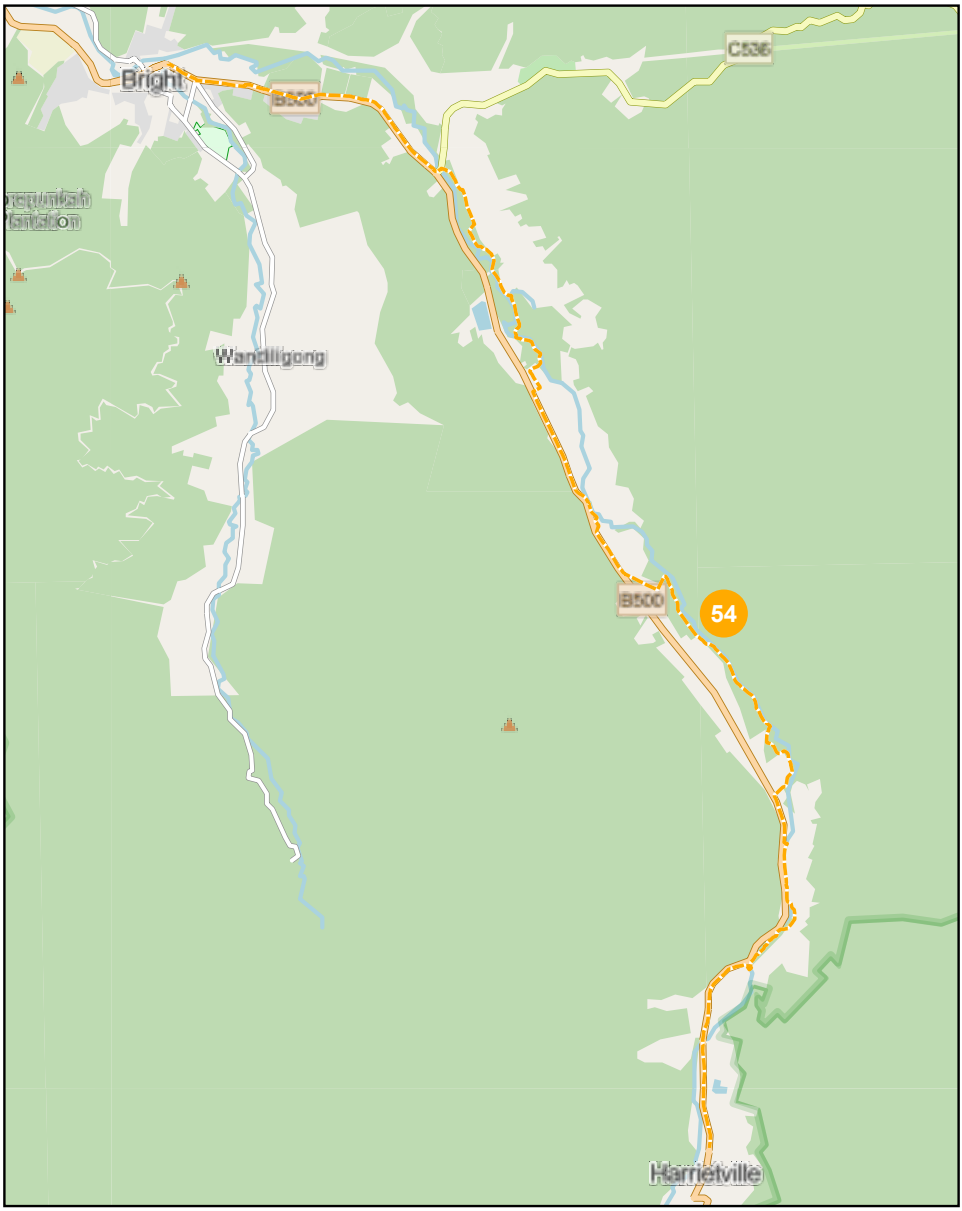


N

Walking Tracks

0 2.25 4.5
Km

54 Great Valley Trail - Bright to Harrietville

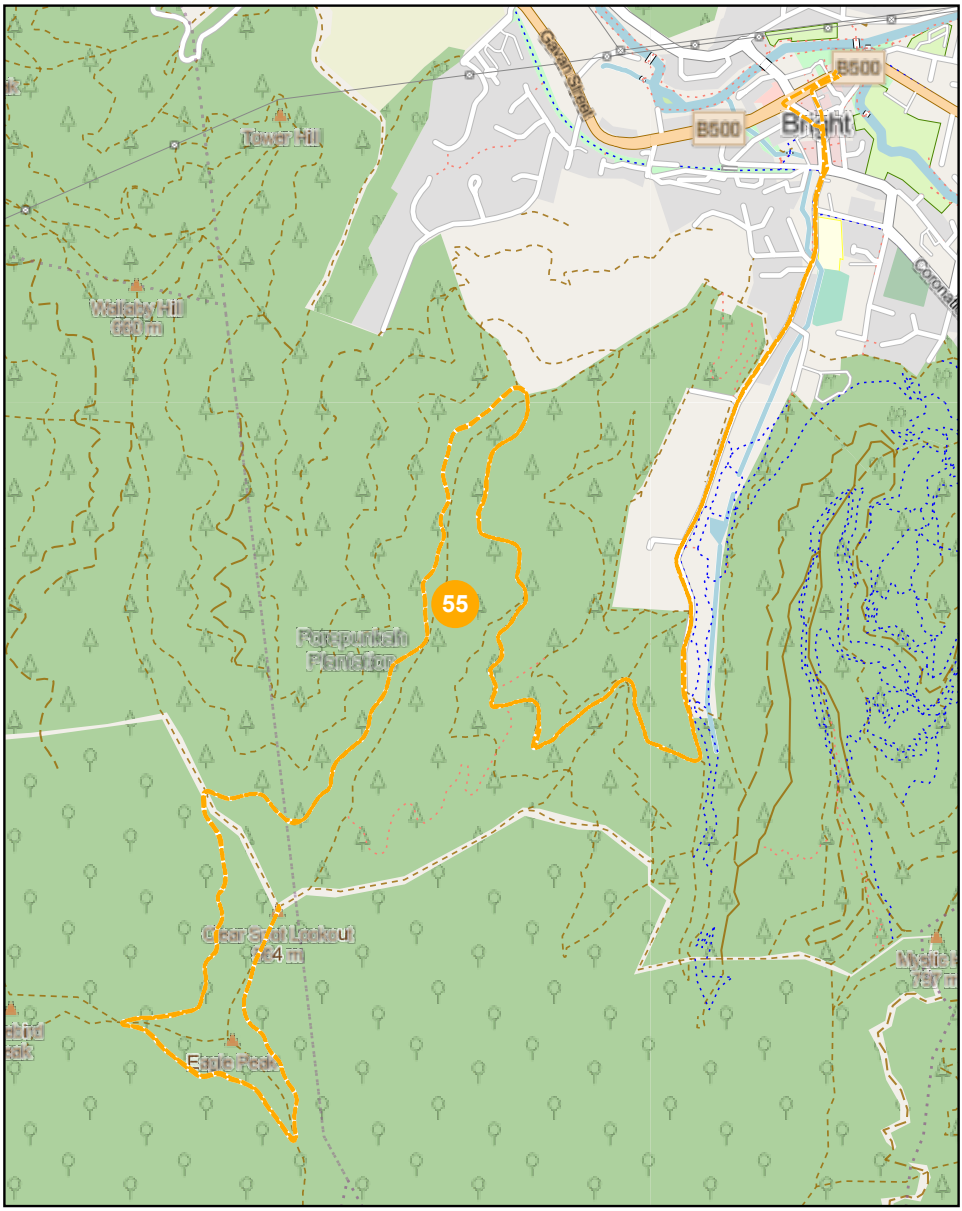


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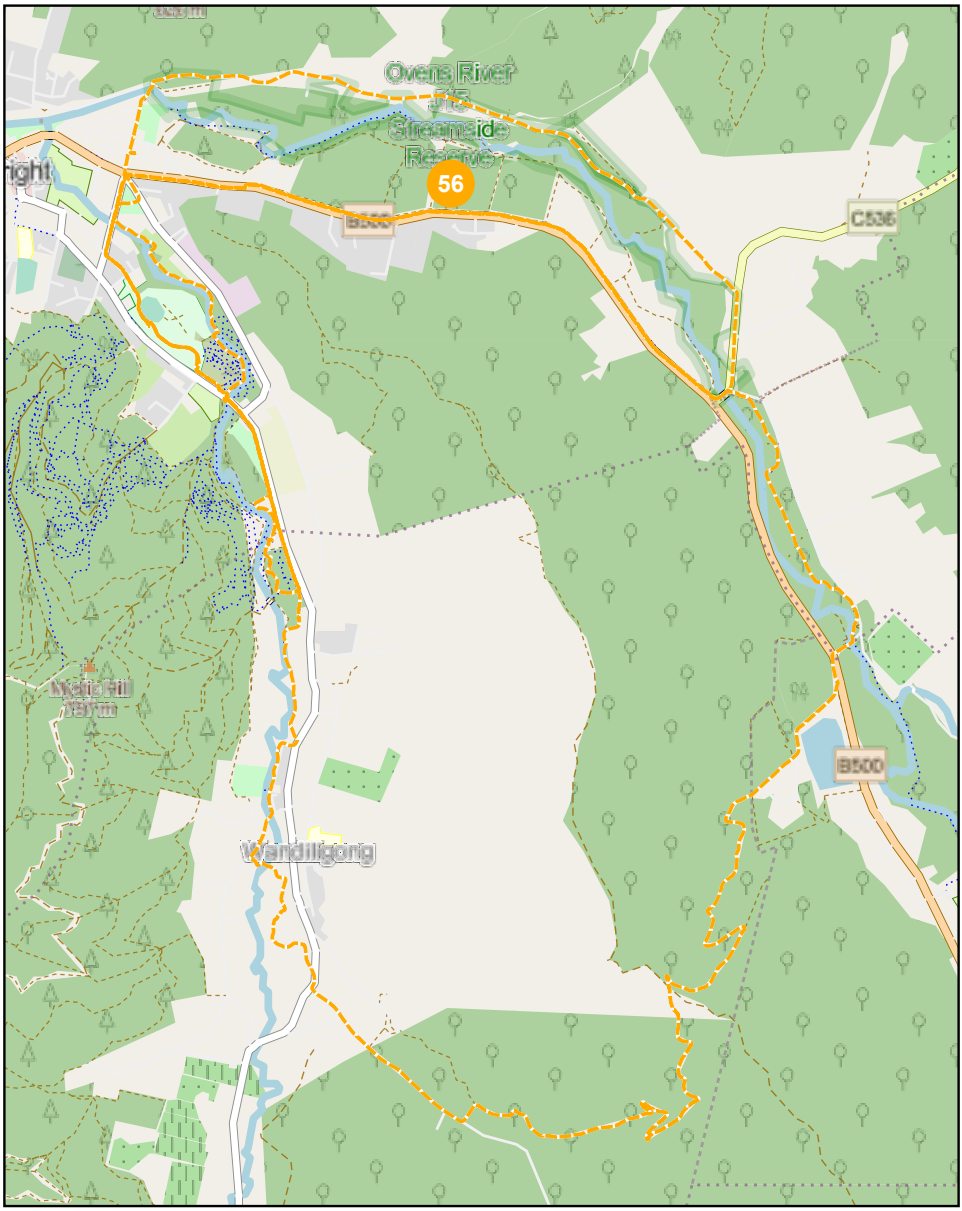
Walking Tracks

0 1.75 3.5
Km

55 Clearspot Road Circuit - Bright



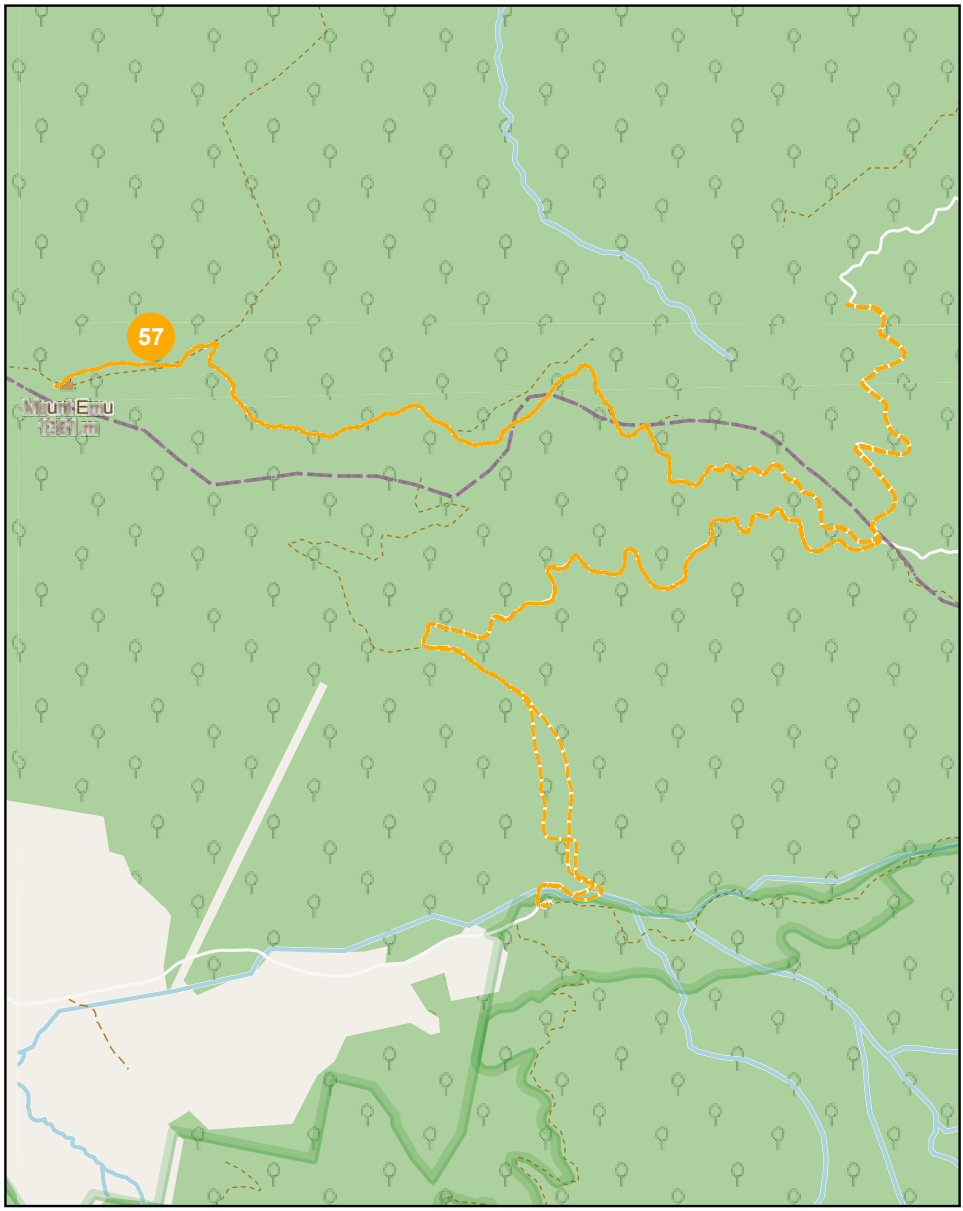
56 Hillsborough Track - Wandiligong



N

Walking Tracks

0 0.5 1
Km

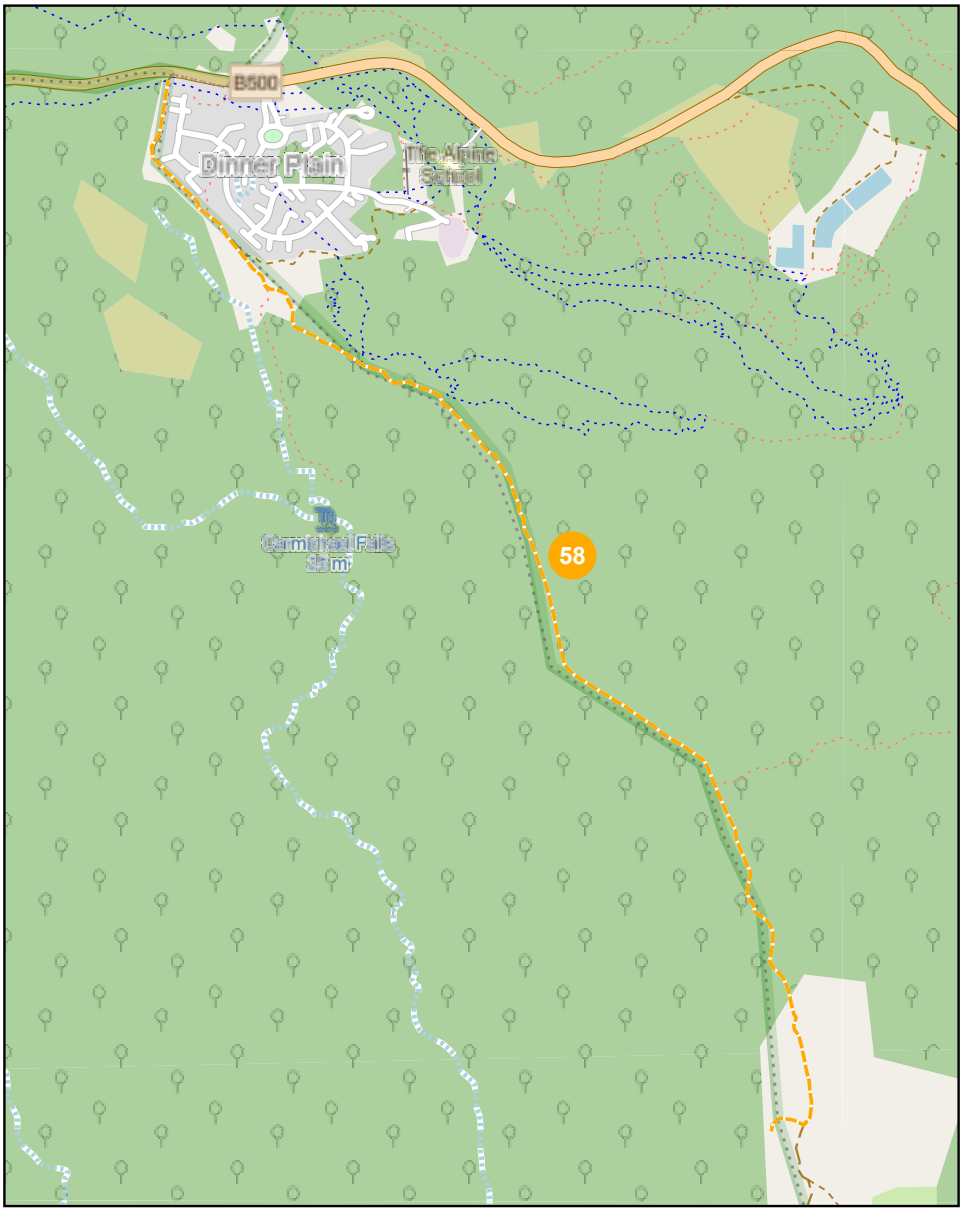


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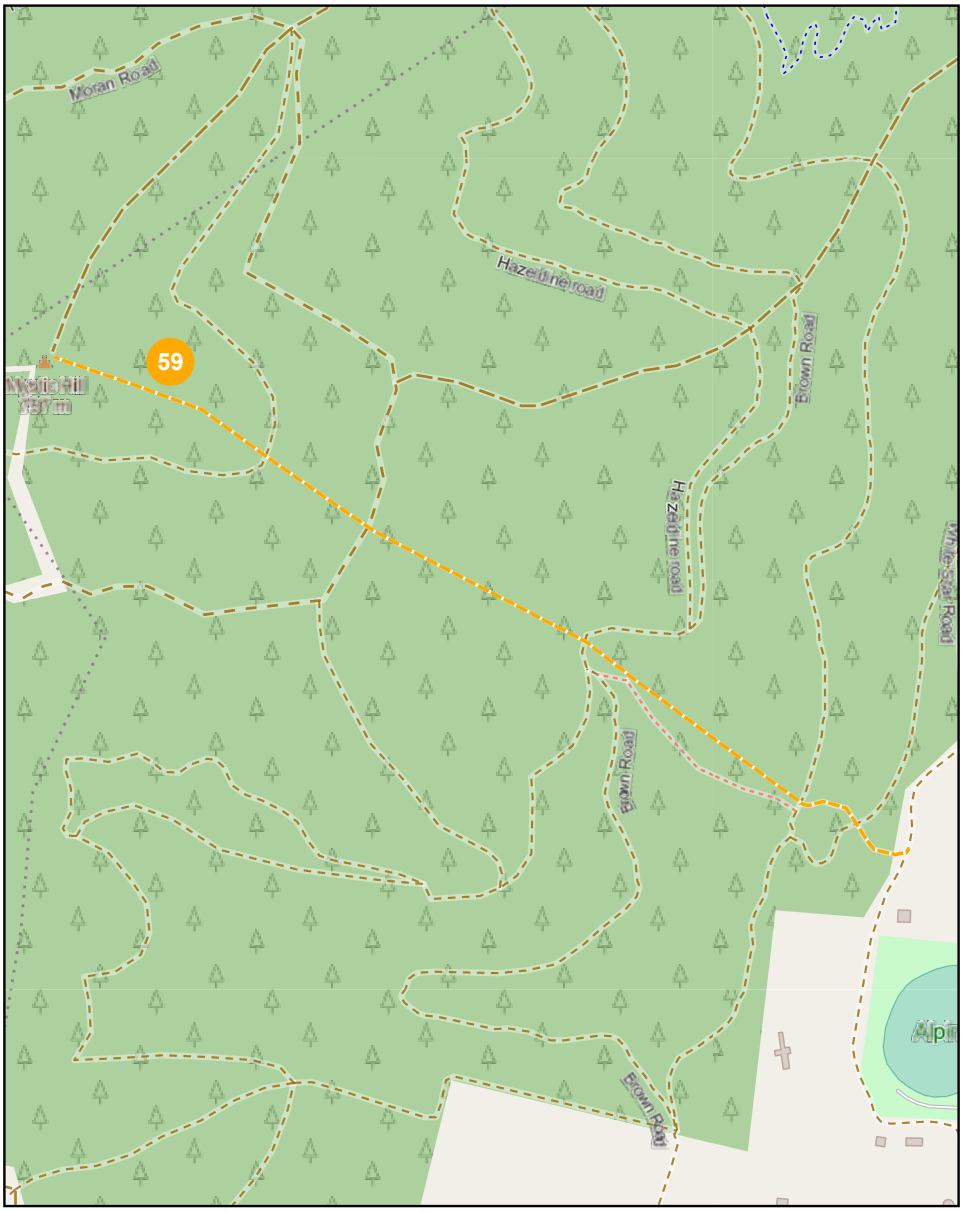
Walking Tracks

0 0.5 1
Km

58 Precipice Plain Track - Dinner Plain



59 Goat Track Up - Mystic Park



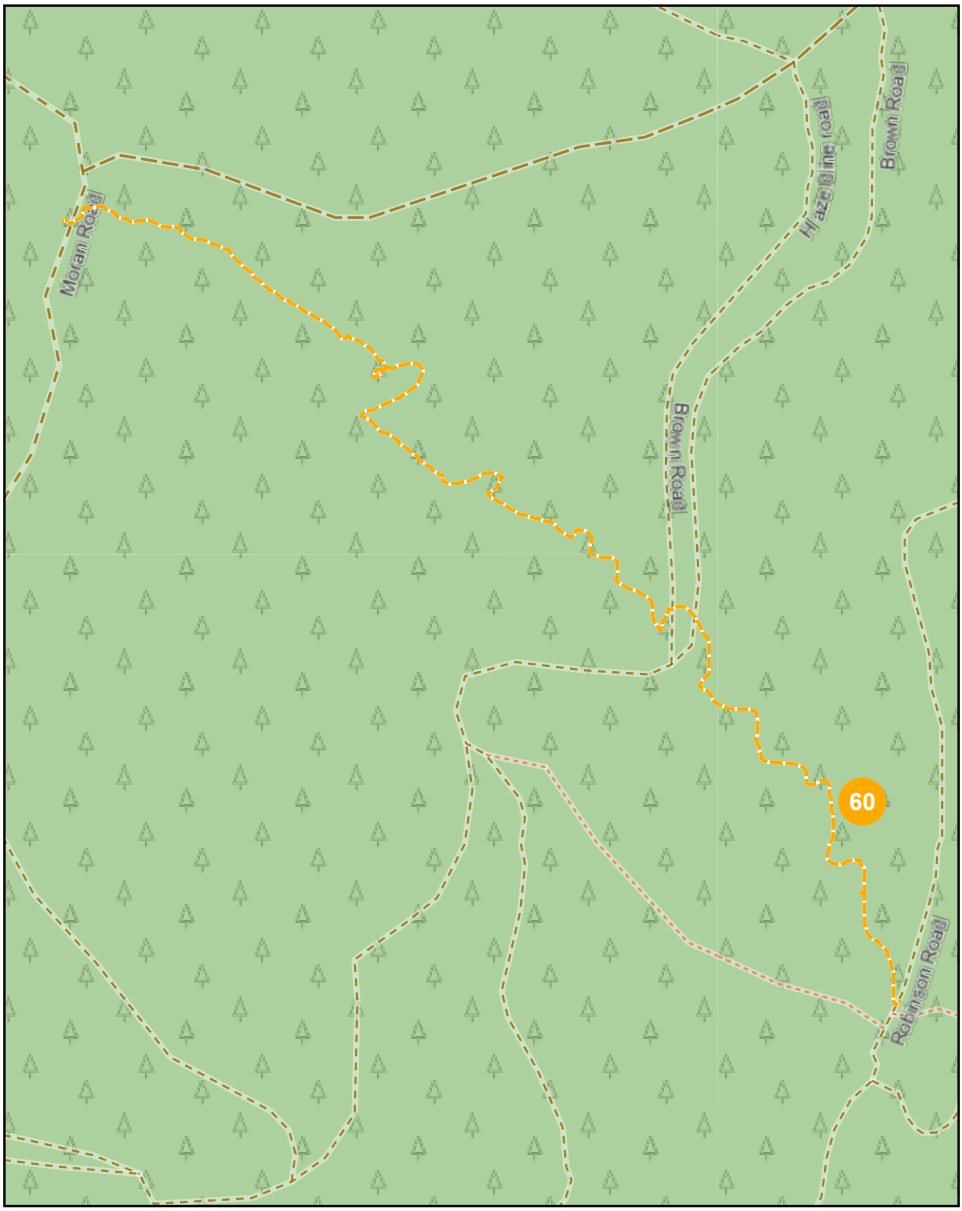
N

Walking Tracks

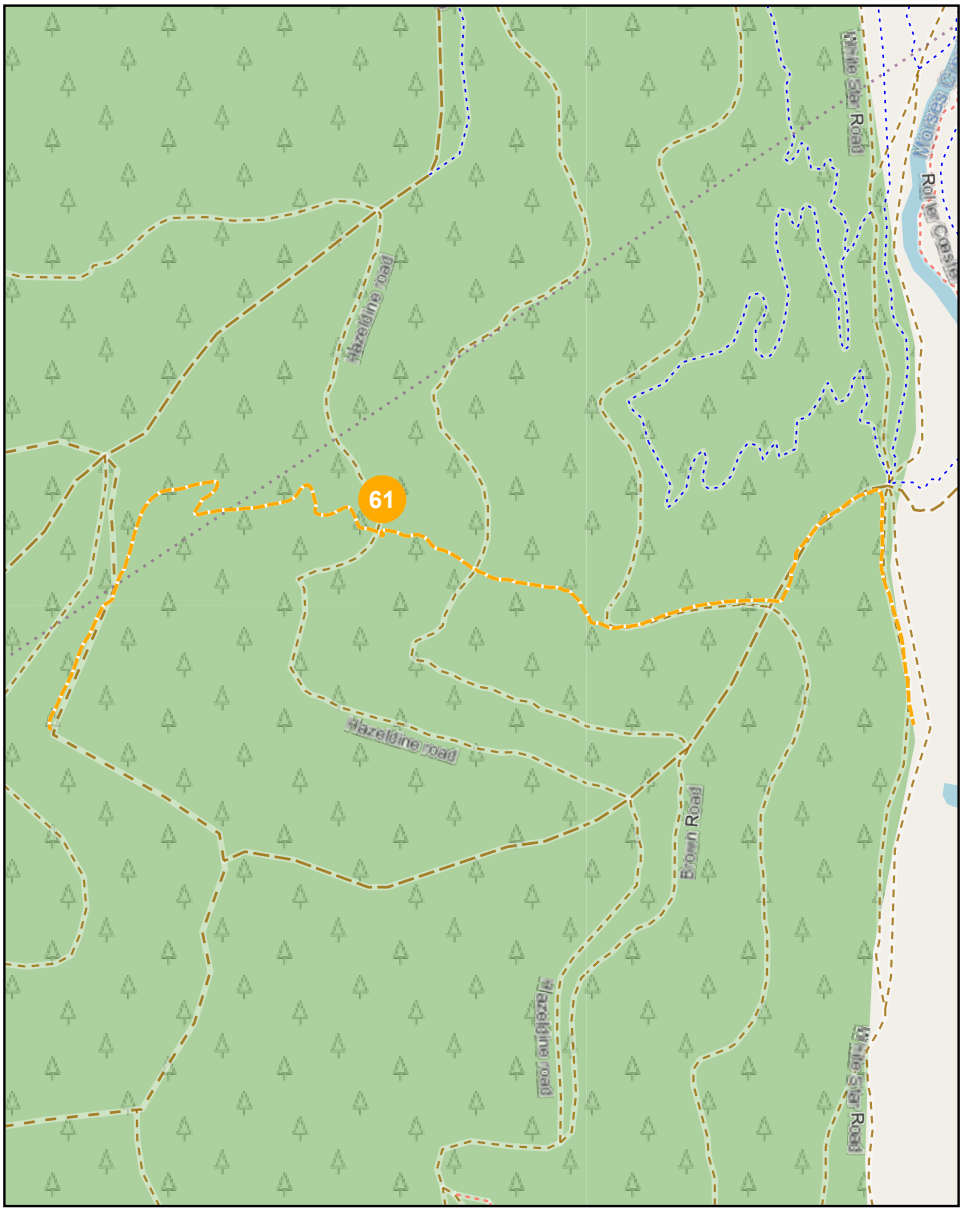
0 0.13 0.25

Km

60 Goat Track Down - Mystic Park



61 Disco Track - Mystic Park



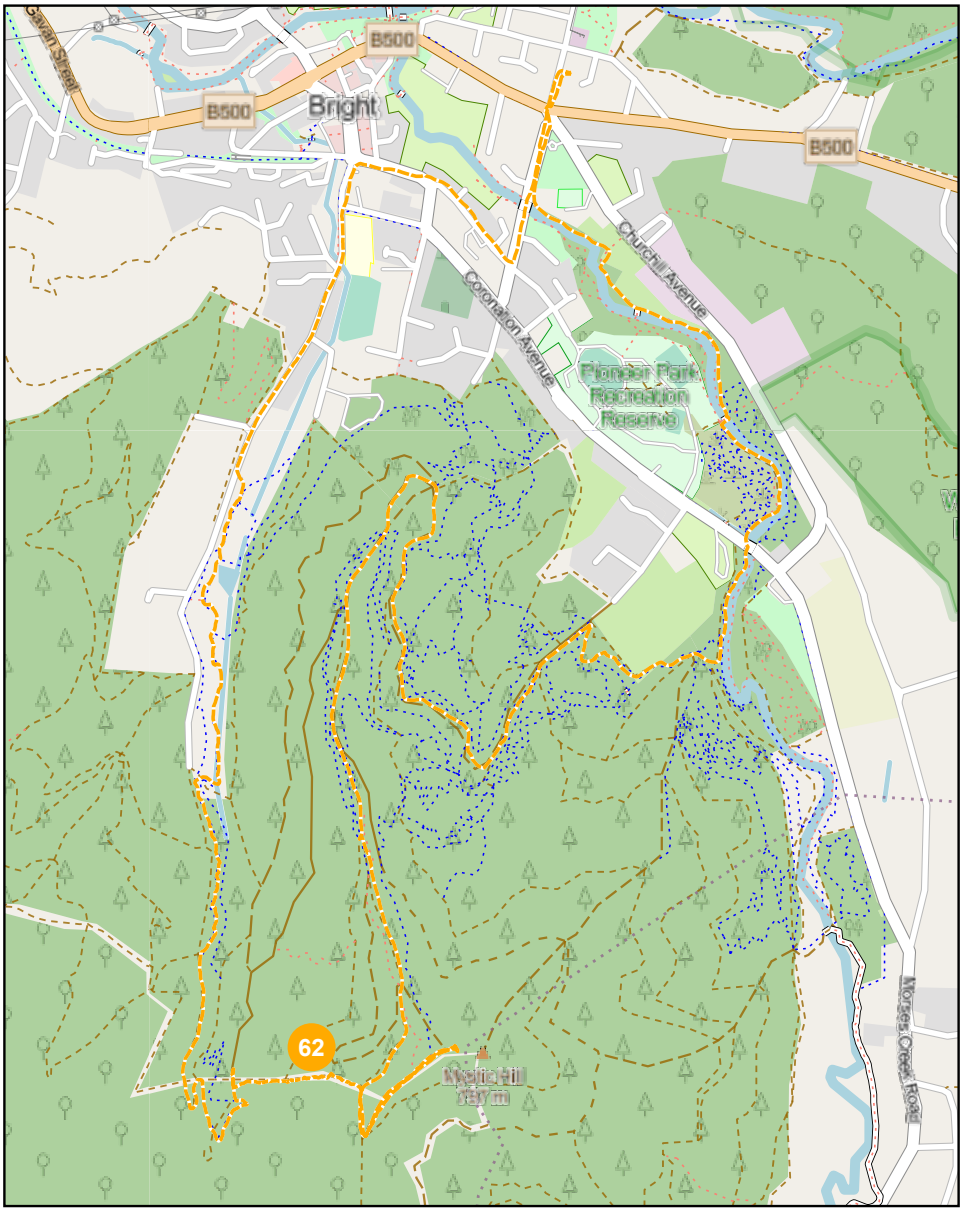
N

Walking Tracks

0 0.1 0.2

Km

62 Mick's Track - Mystic Park

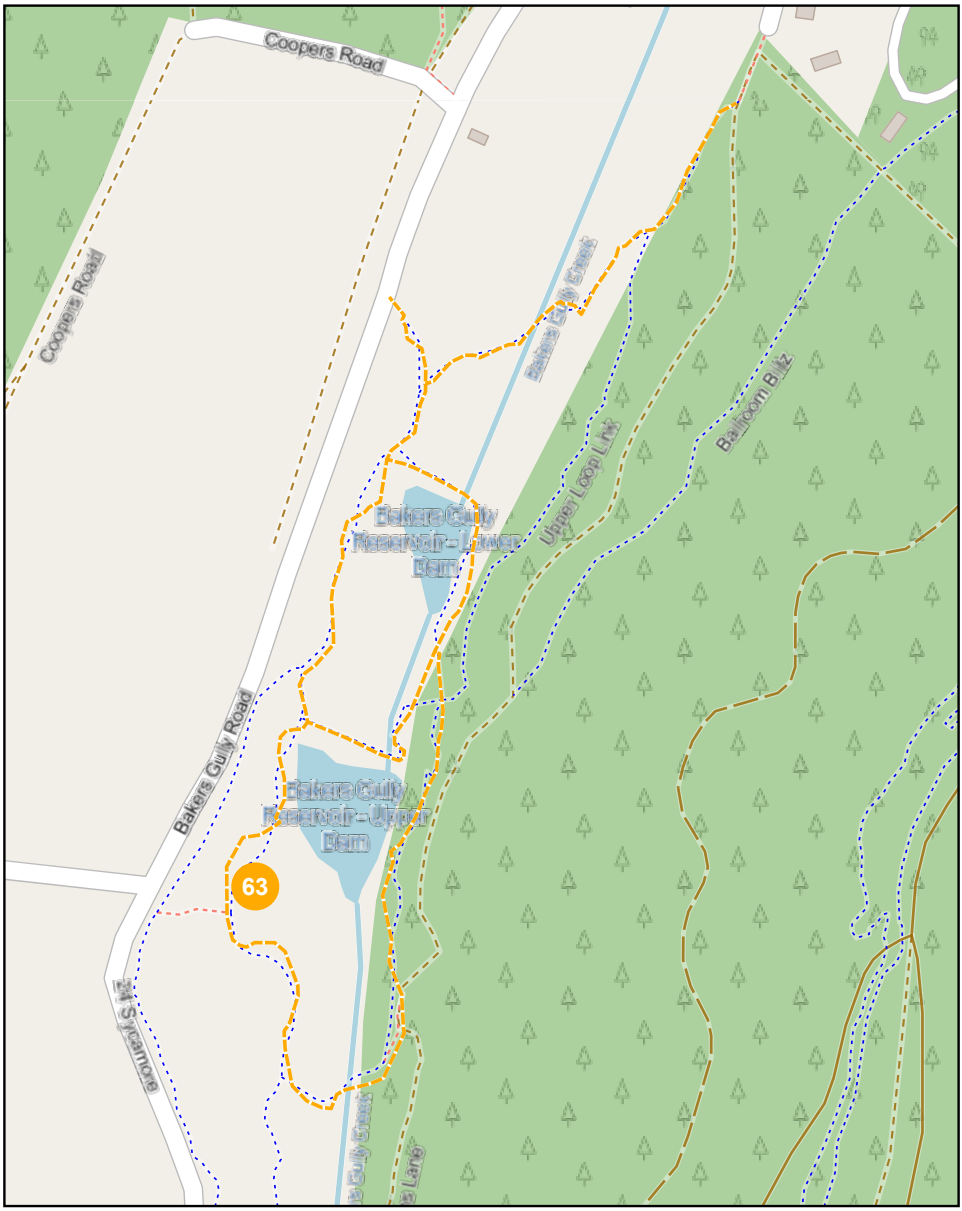


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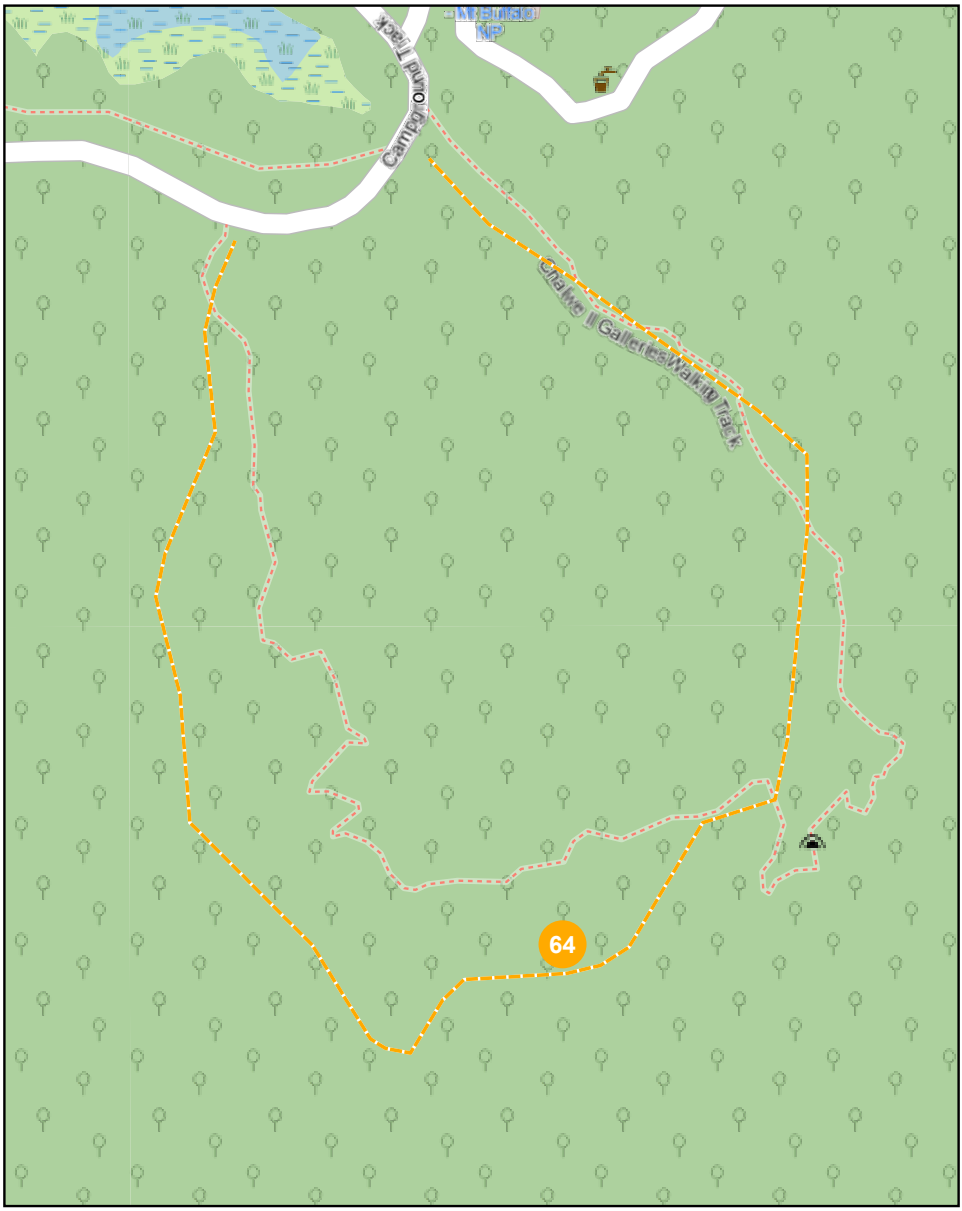
Walking Tracks

0 0.38 0.75
Km

63 Bakers Gully Reservoirs - Bright



64 Chalwell Galleries - Mount Buffalo NP

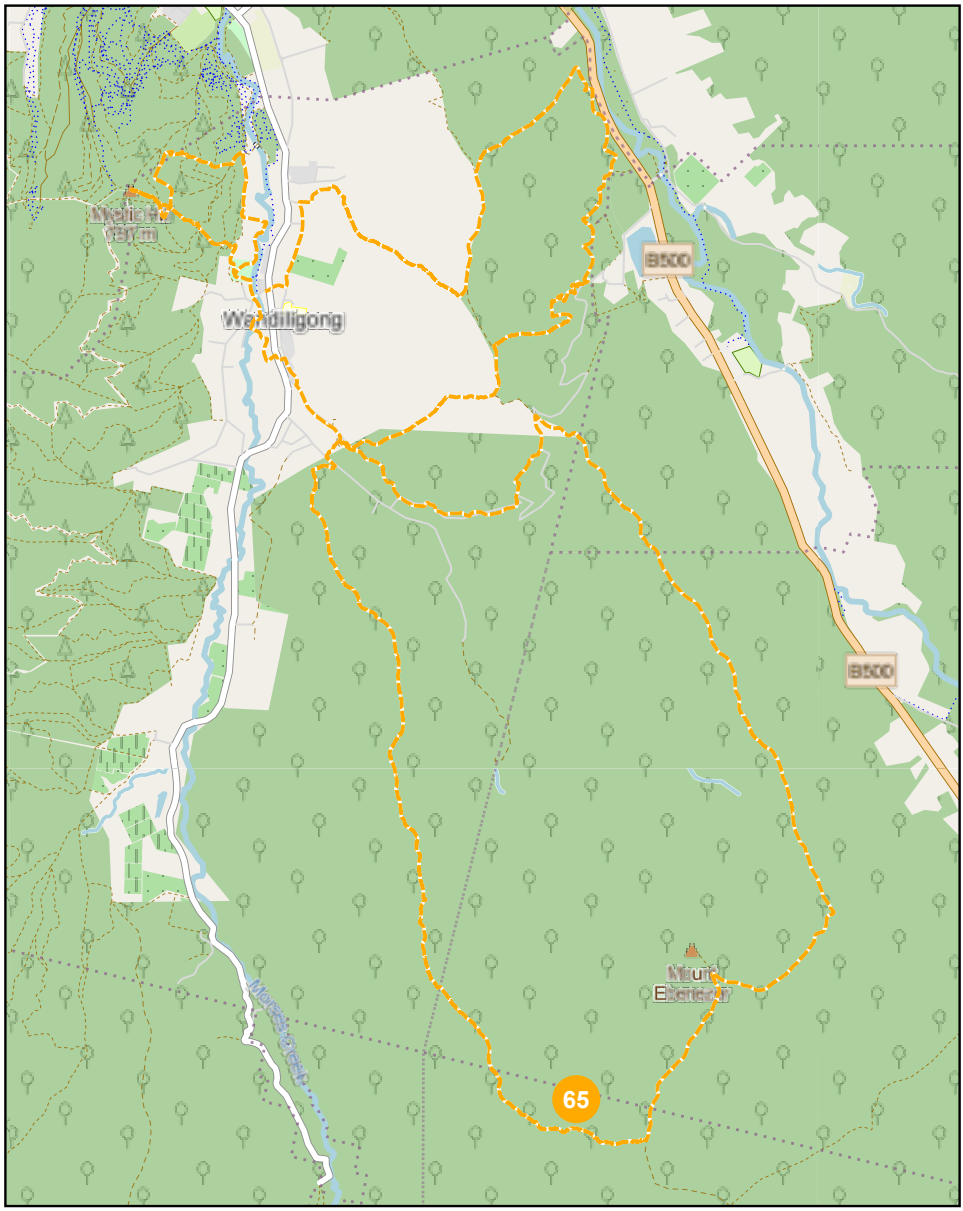


N

Walking Tracks

0 0.05 0.1
Km

65 Wandi Cross - Wandiligong

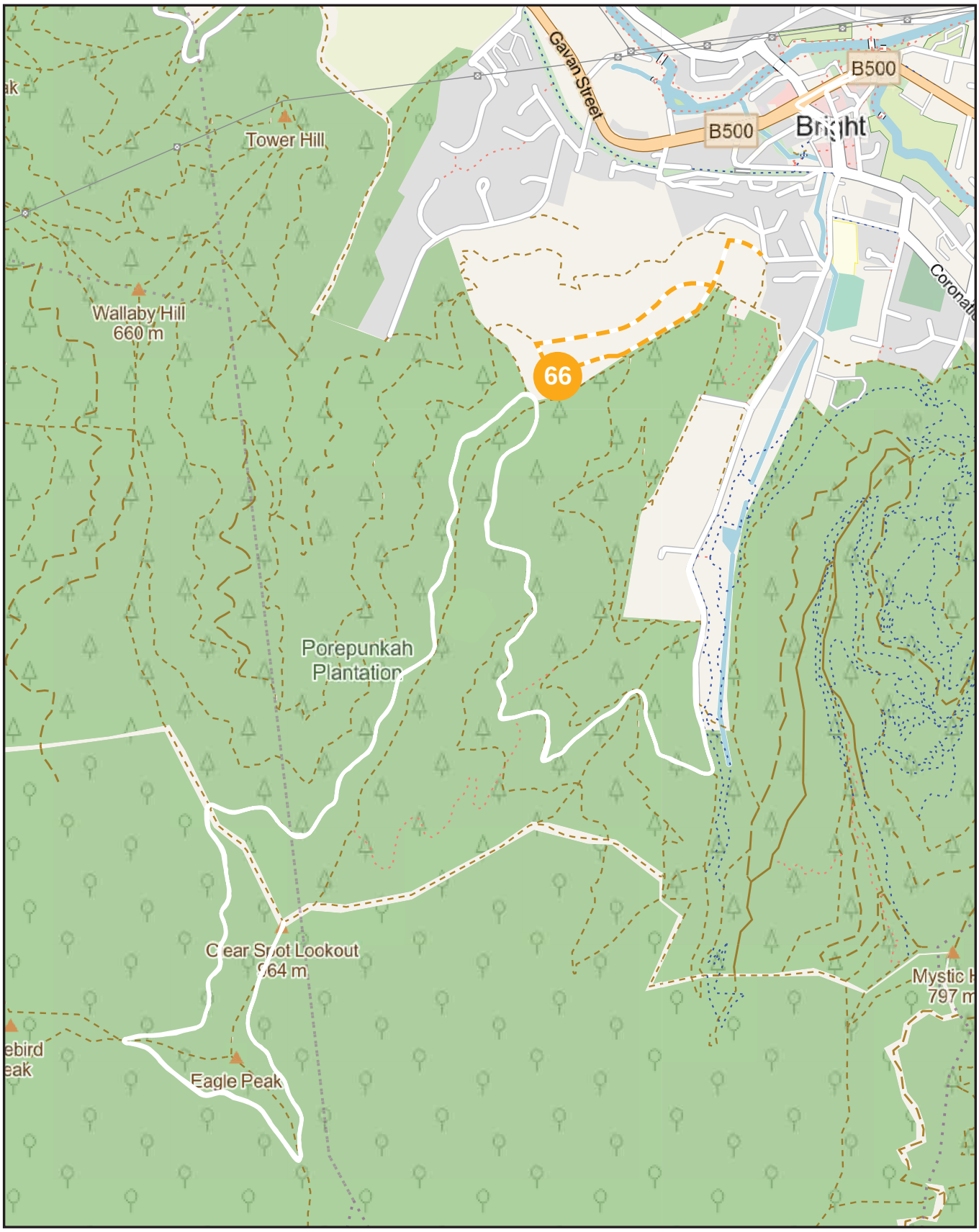


N

Walking Tracks

0 1 2
Km

66 Valley View Walk



N

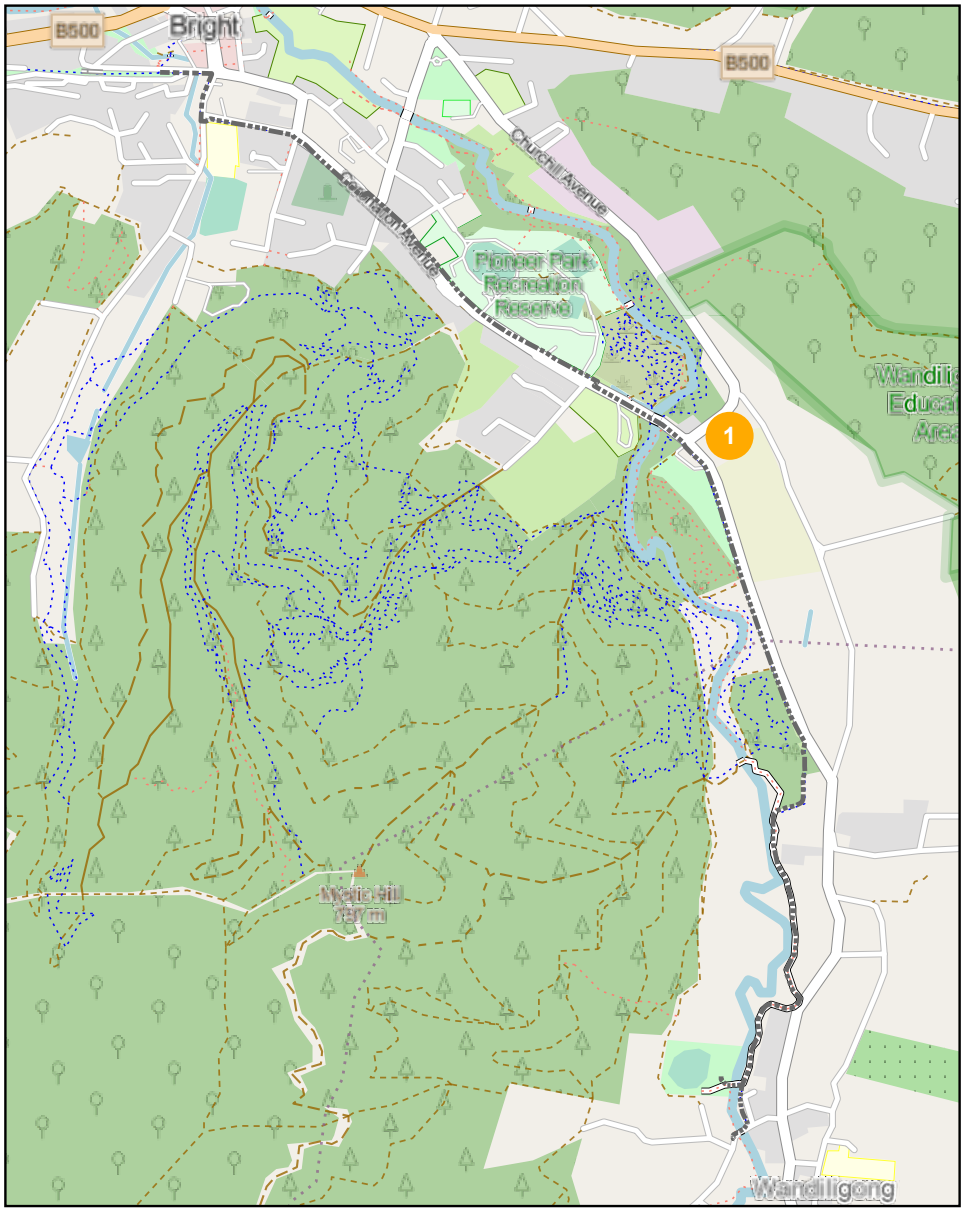
Walking Tracks

0 0.45 0.9

Km

Appendix D - Cycling Trails

1 Murray to Mountains Rail Trail - Bright to Wandiligong



N

Cycle Routes

Gravel

Rail Trail

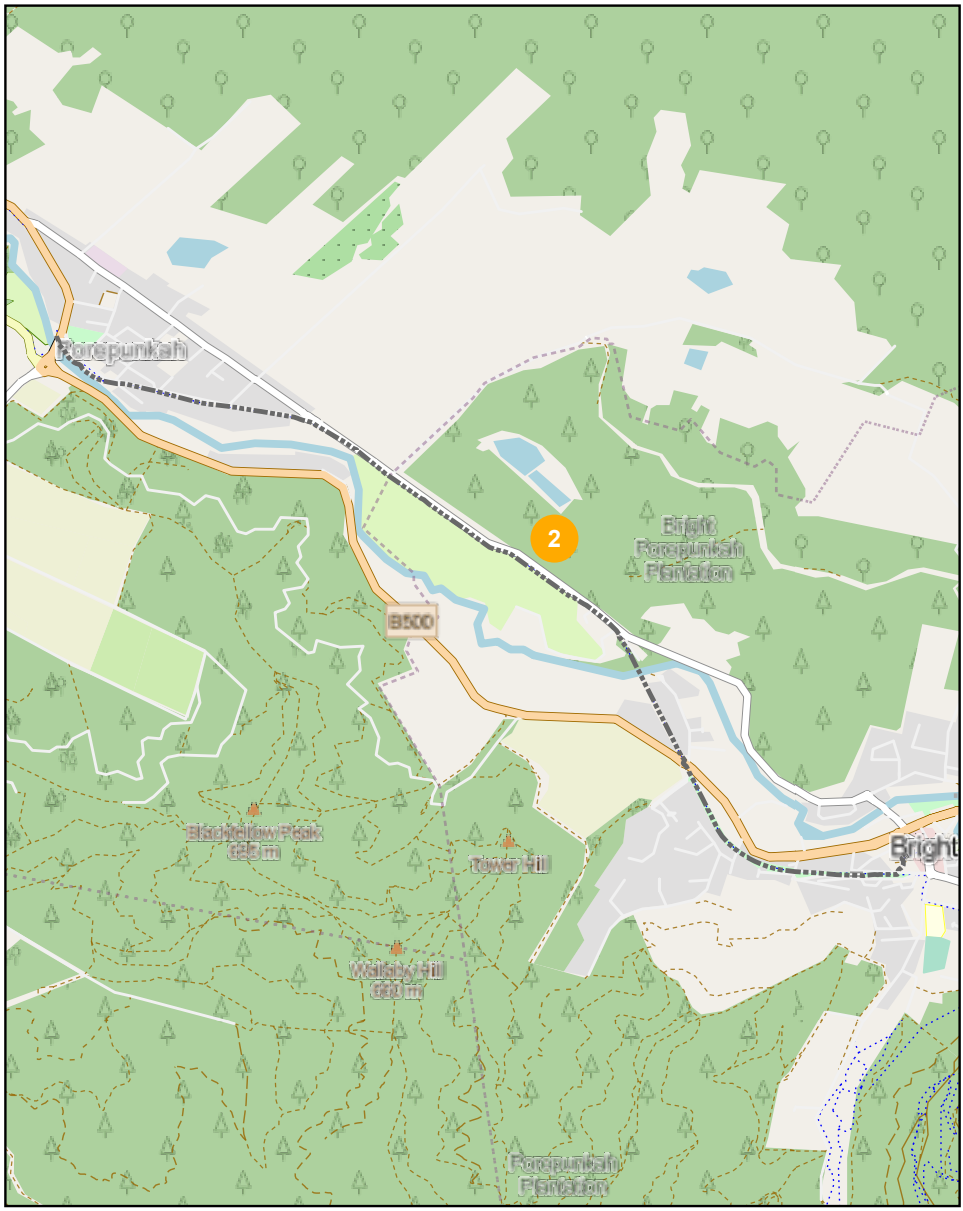
Mountain Bike

Road

0 0.43 0.85

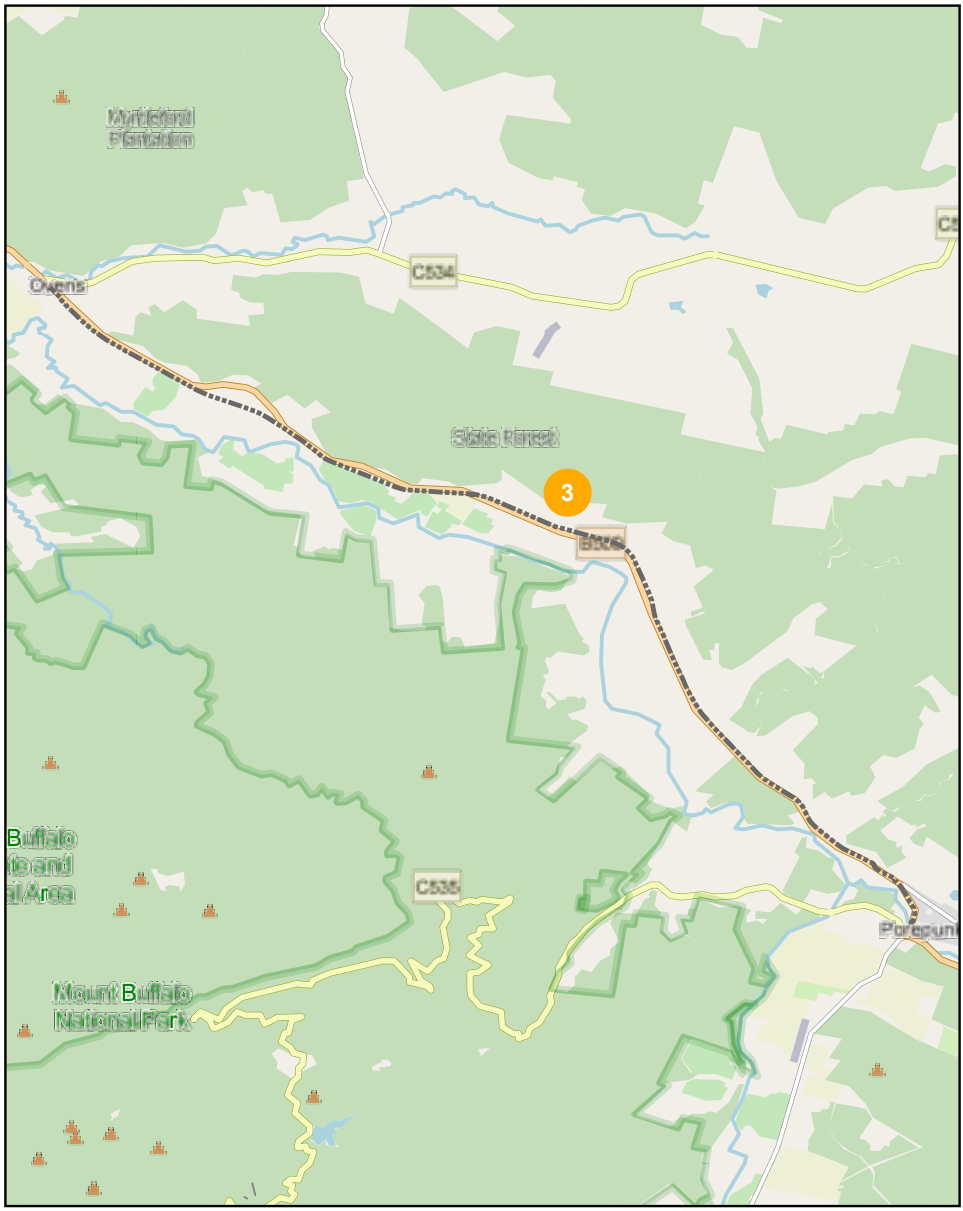
Km

2 Murray to Mountains Rail Trail - Bright to Porepunkah



3

Murray to Mountains Rail Trail - Porepunkah to Happy Valley



N

Cycle Routes

Gravel

Rail Trail

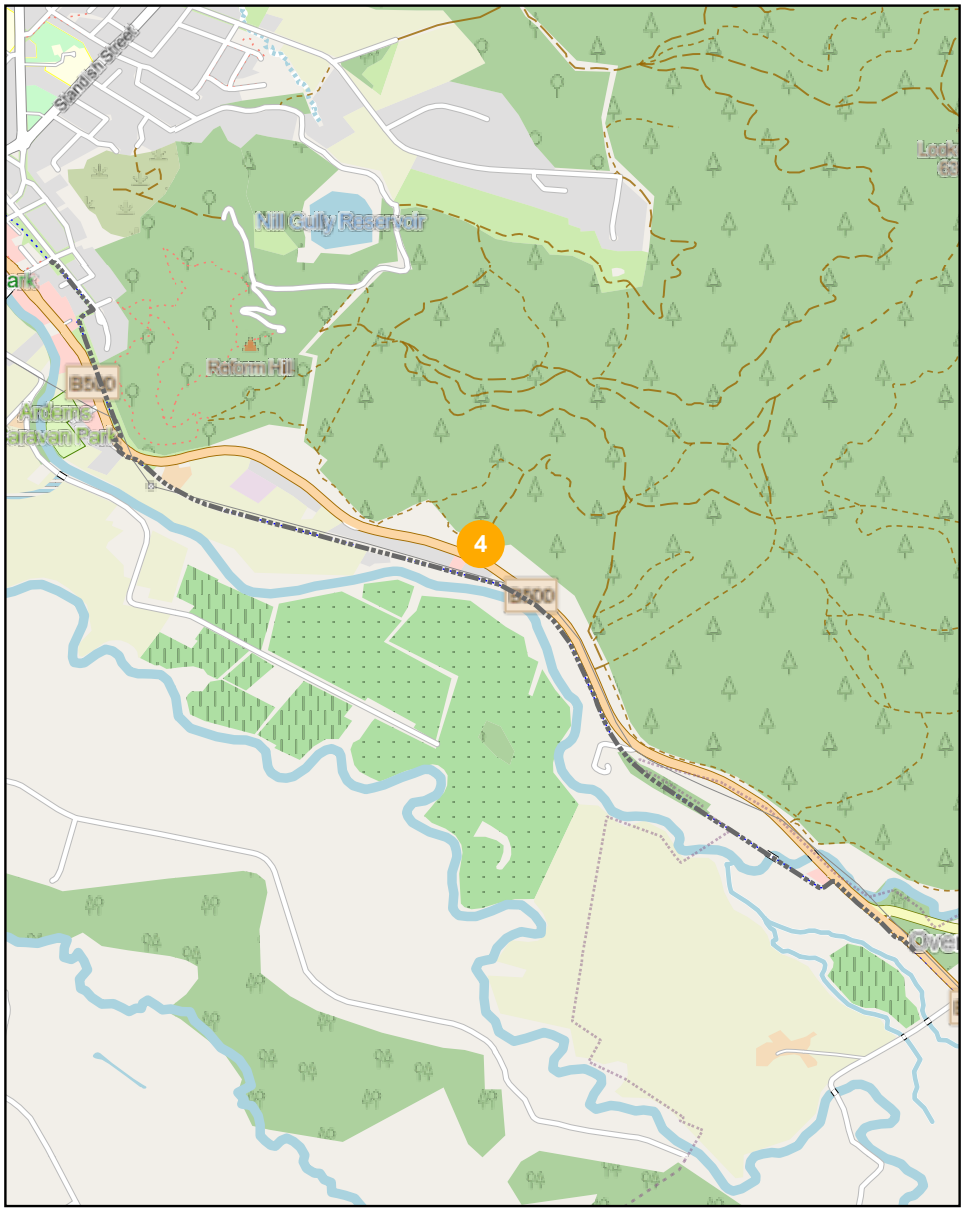
Mountain Bike

Road

0 2.1 4.2

Km

4 Murray to Mountains Rail Trail - Happy Valley to Myrtleford



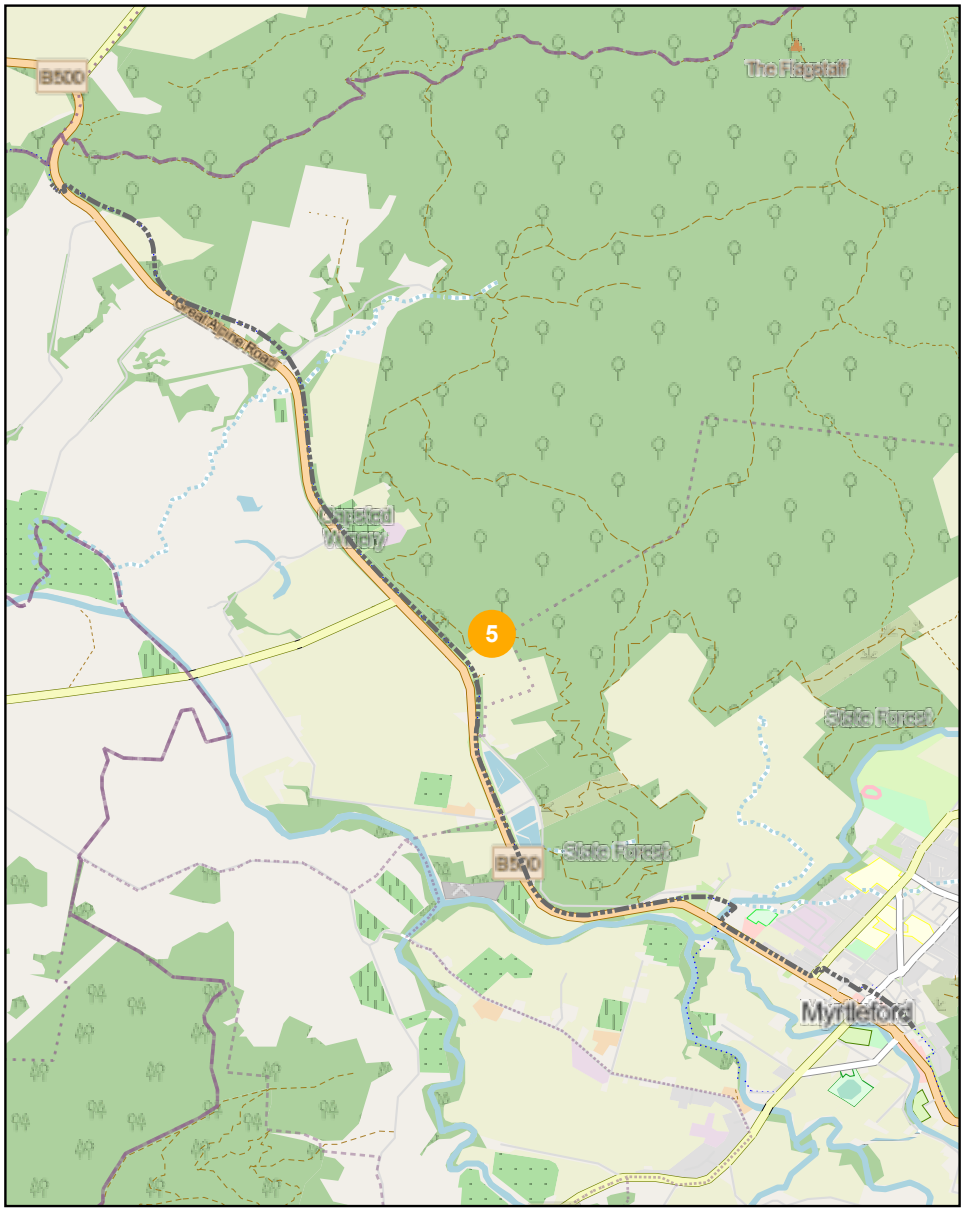
N

Cycle Routes

Gravel
Rail Trail
Mountain Bike
Road

0 0.47 0.95
Km

5 Murray to Mountains Rail Trail - Myrtleford to Taylors Gap



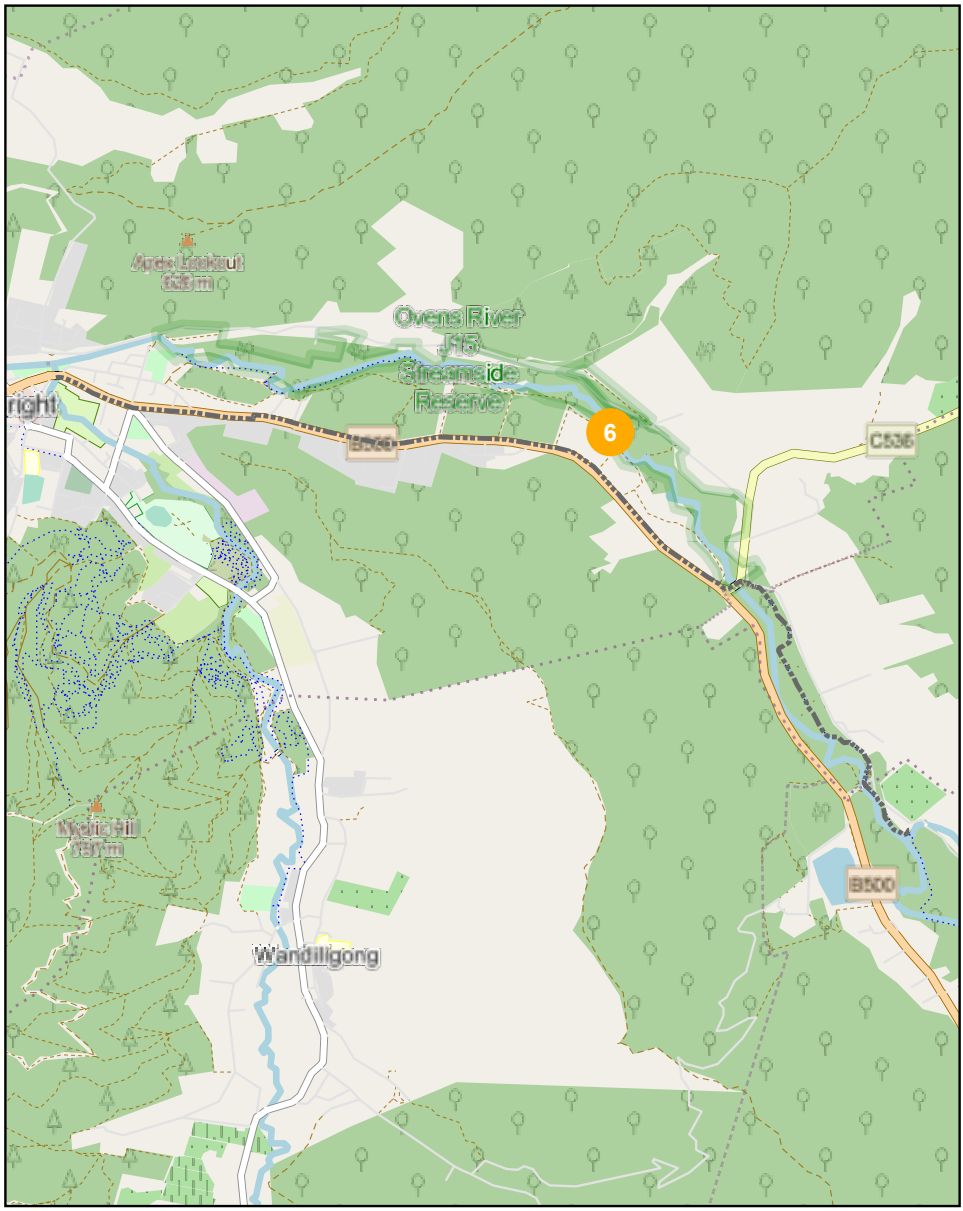
N

Cycle Routes

Gravel
Rail Trail
Mountain Bike
Road

0 1 2
Km

6 Great Valley Trail - Bright to Freeburgh



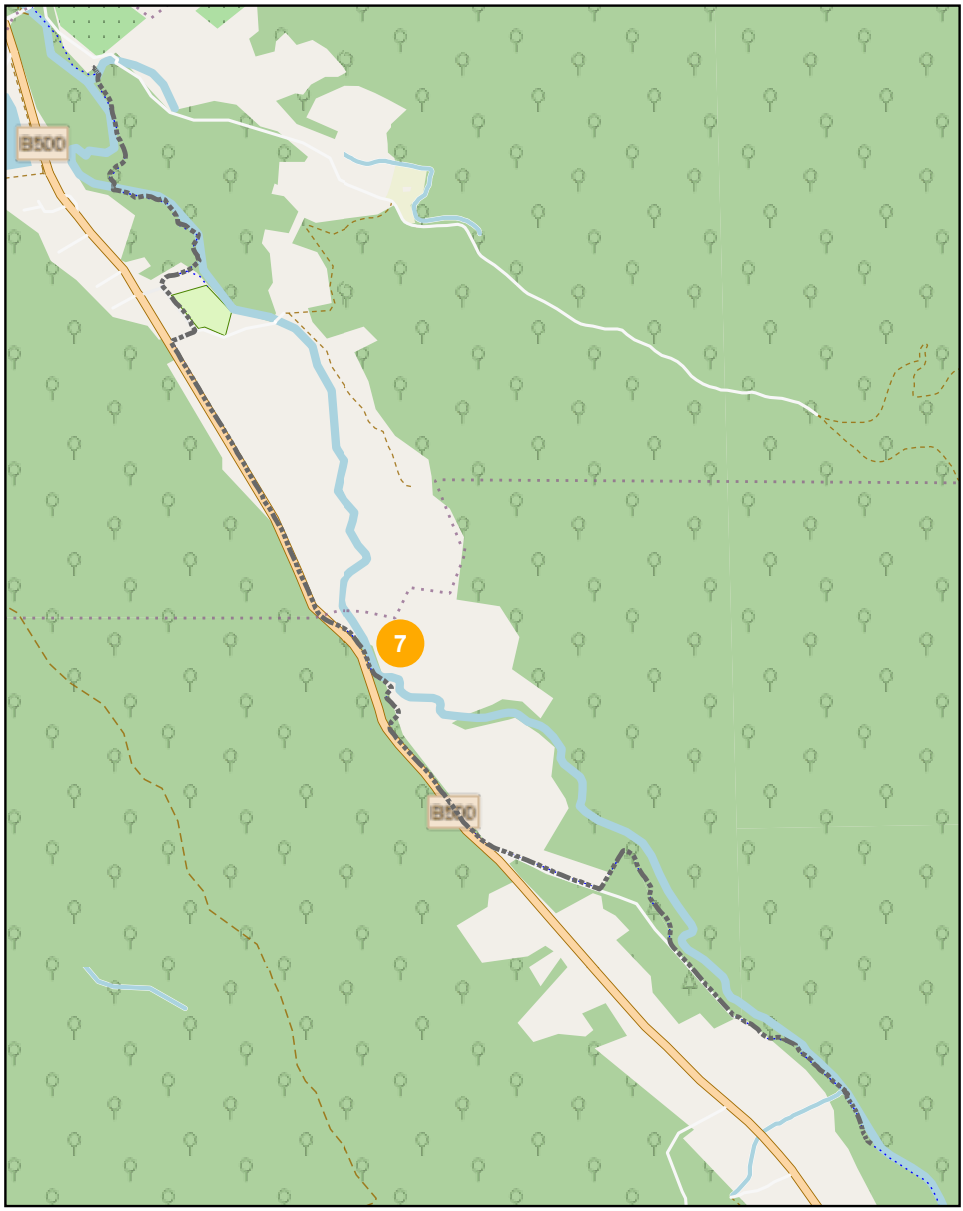
N

Cycle Routes

Gravel
Mountain Bike
Rail Trail
Road

0 0.9 1.8
Km

7 Great Valley Trail - Freeburgh to Smoko



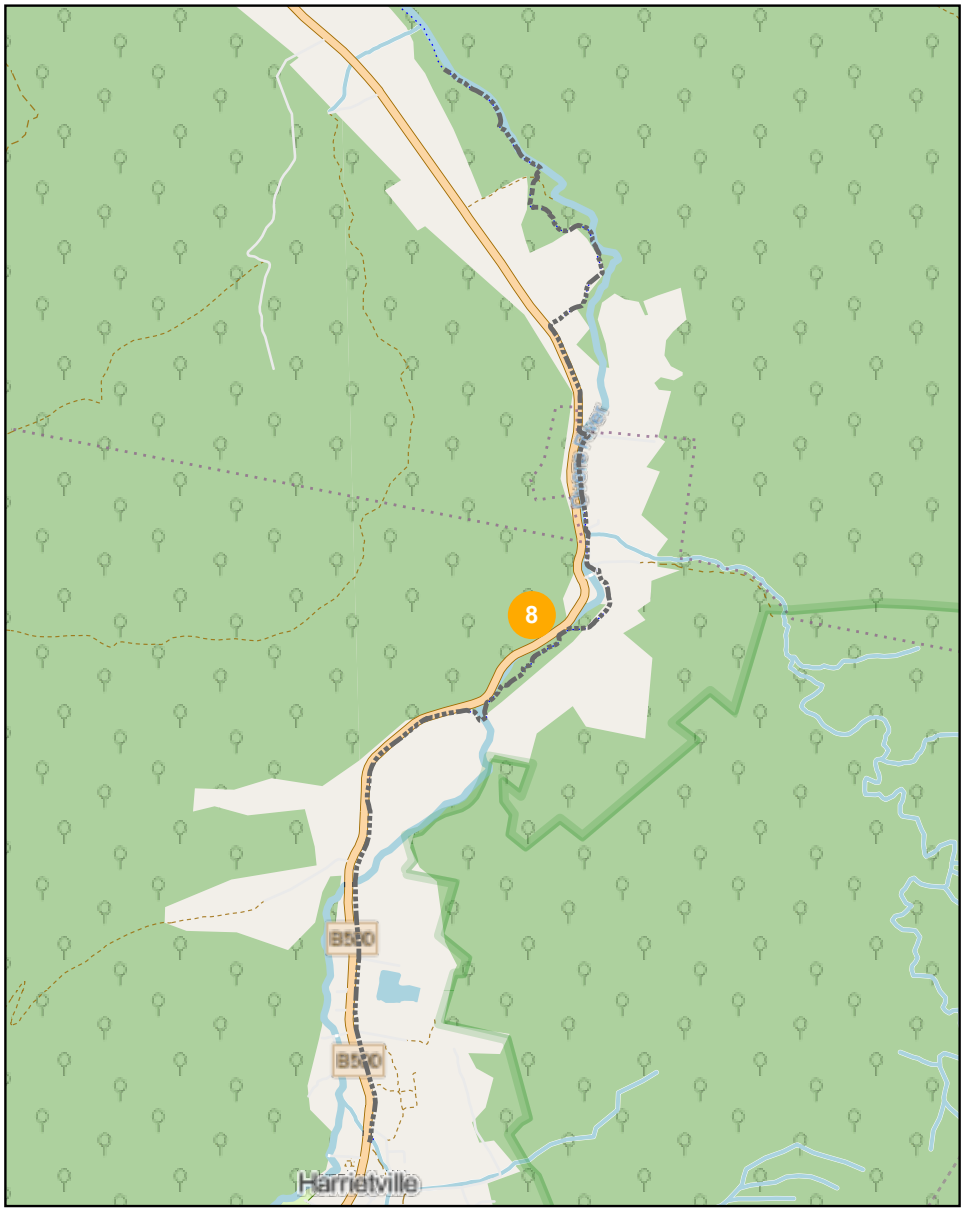
N

Cycle Routes

Gravel
Rail Trail
Mountain Bike
Road

0 0.65 1.3
Km

8 Great Valley Trail - Smoko to Harrietville



N

Cycle Routes

Gravel

Rail Trail

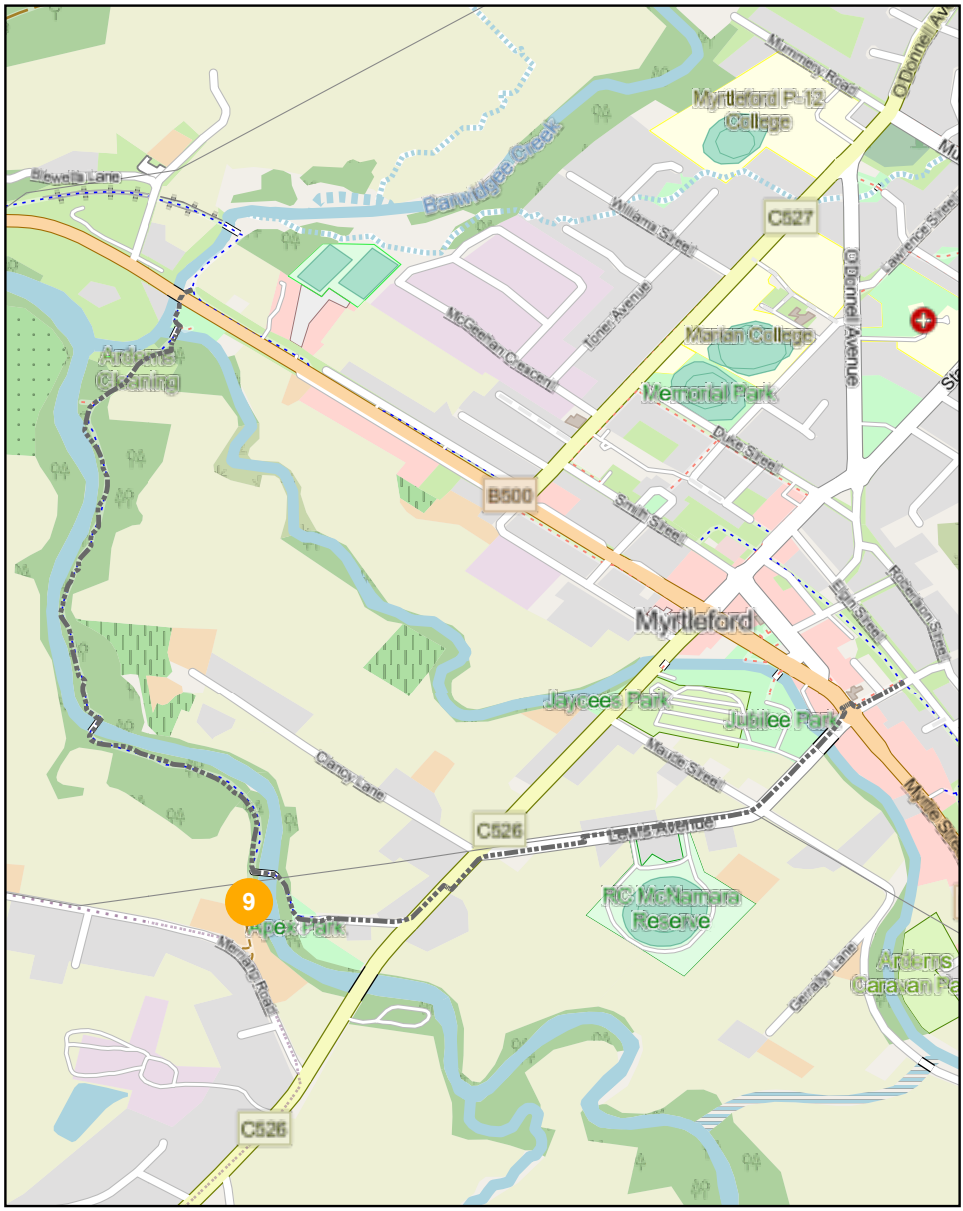
Mountain Bike

Road

0 0.8 1.6

Km

9 Ovens River Trail (Mosaic Trail) - Myrtleford



N

Cycle Routes

Gravel
Rail Trail
Mountain Bike
Road

0 0.27 0.54
Km

10 The Pondage Trail - Mount Beauty



N

Cycle Routes

Gravel

Rail Trail

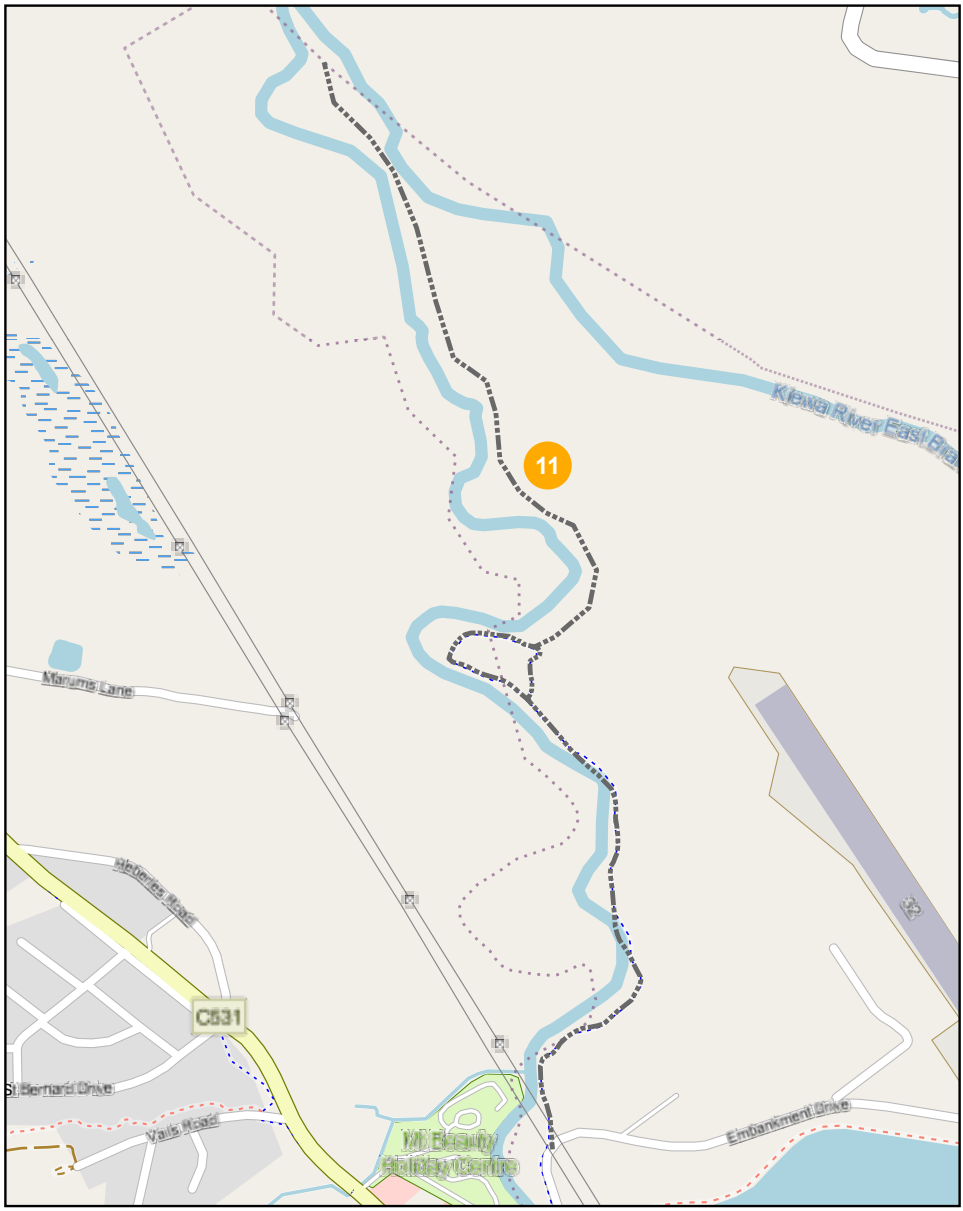
Mountain Bike

Road

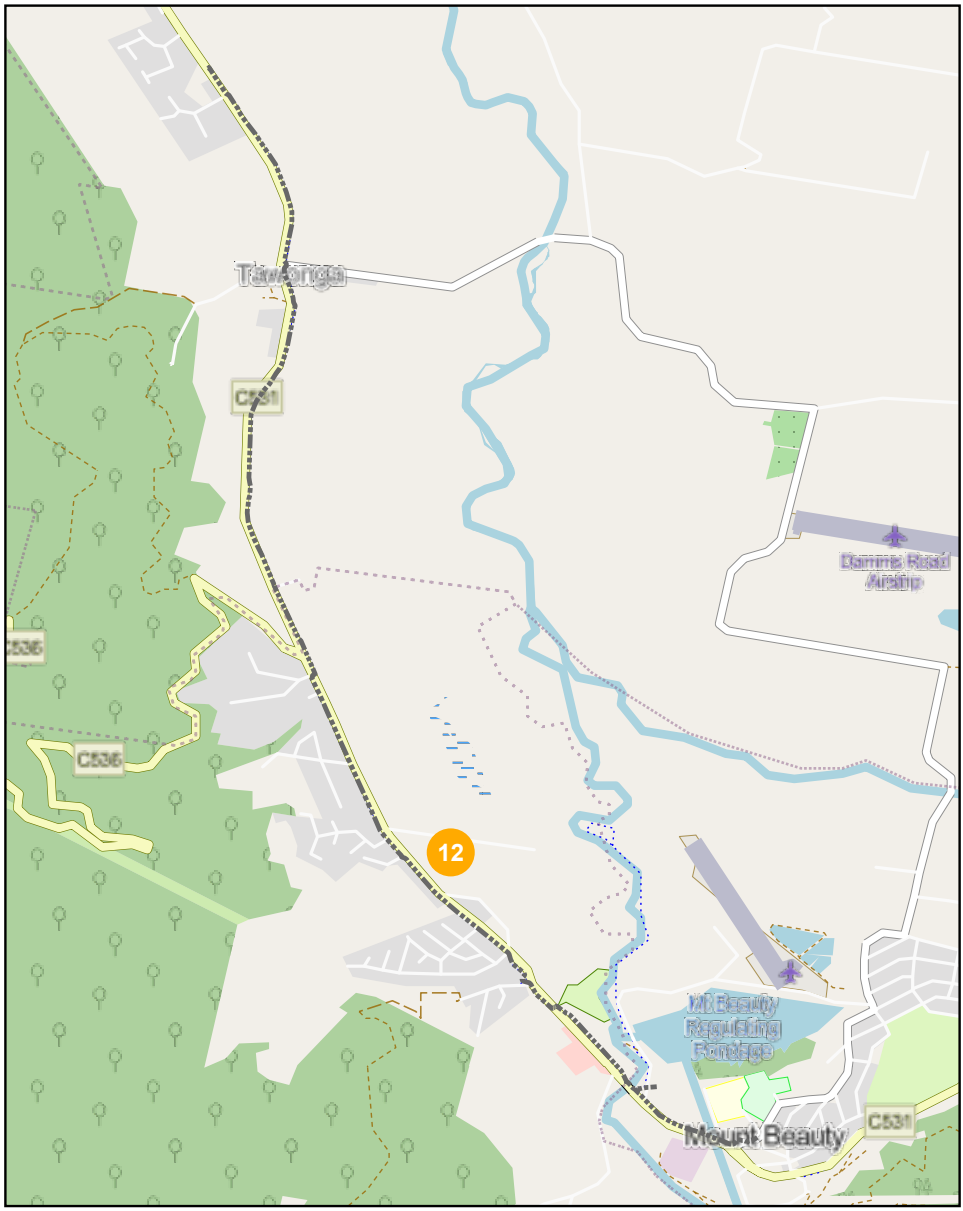
0 0.16 0.32

Km

11 Kiewa River Trail - Mount Beauty



12 Mount Beauty to Tawonga Trail - Mount Beauty to Tawonga



N

Cycle Routes

Gravel

Rail Trail

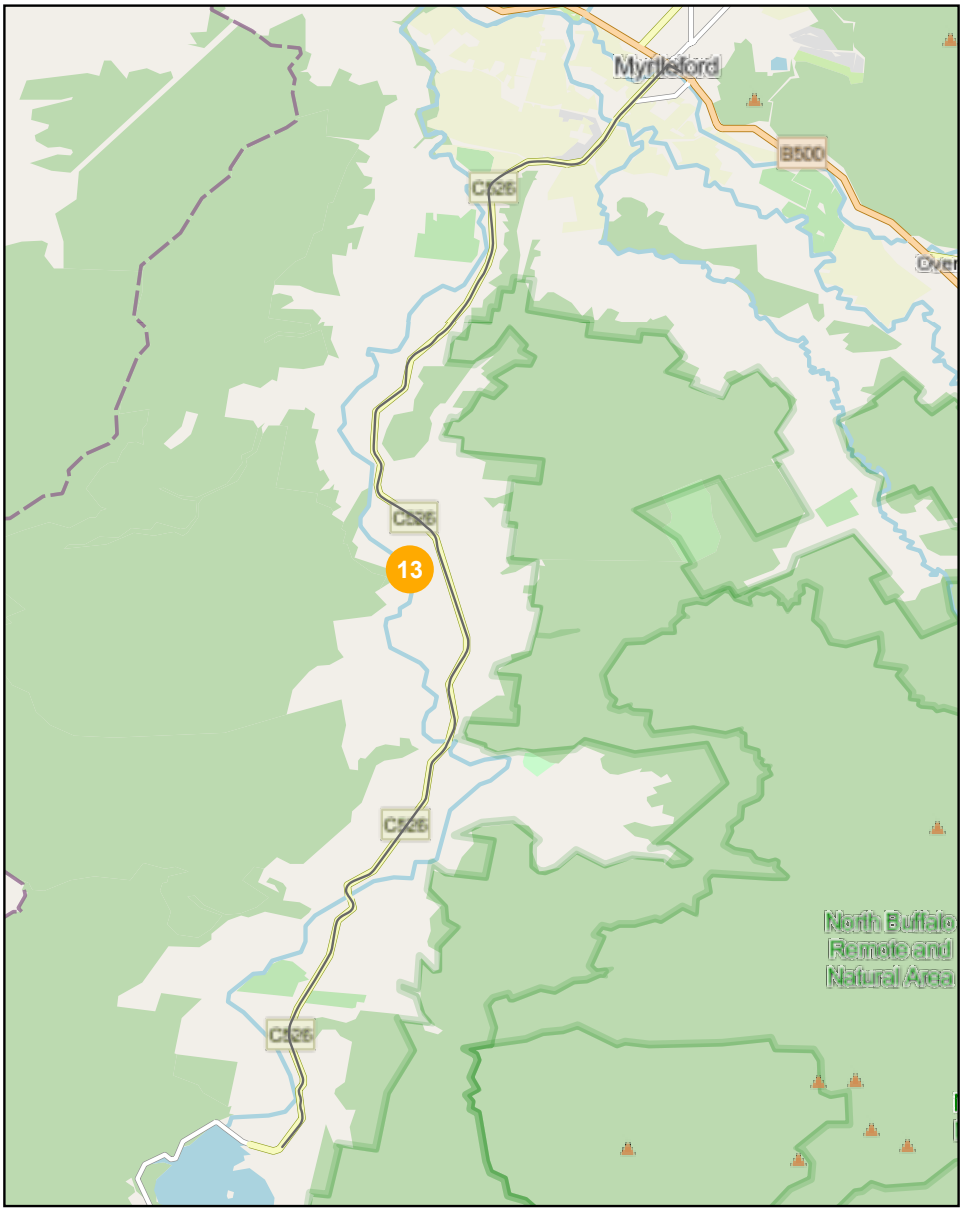
Mountain Bike

Road

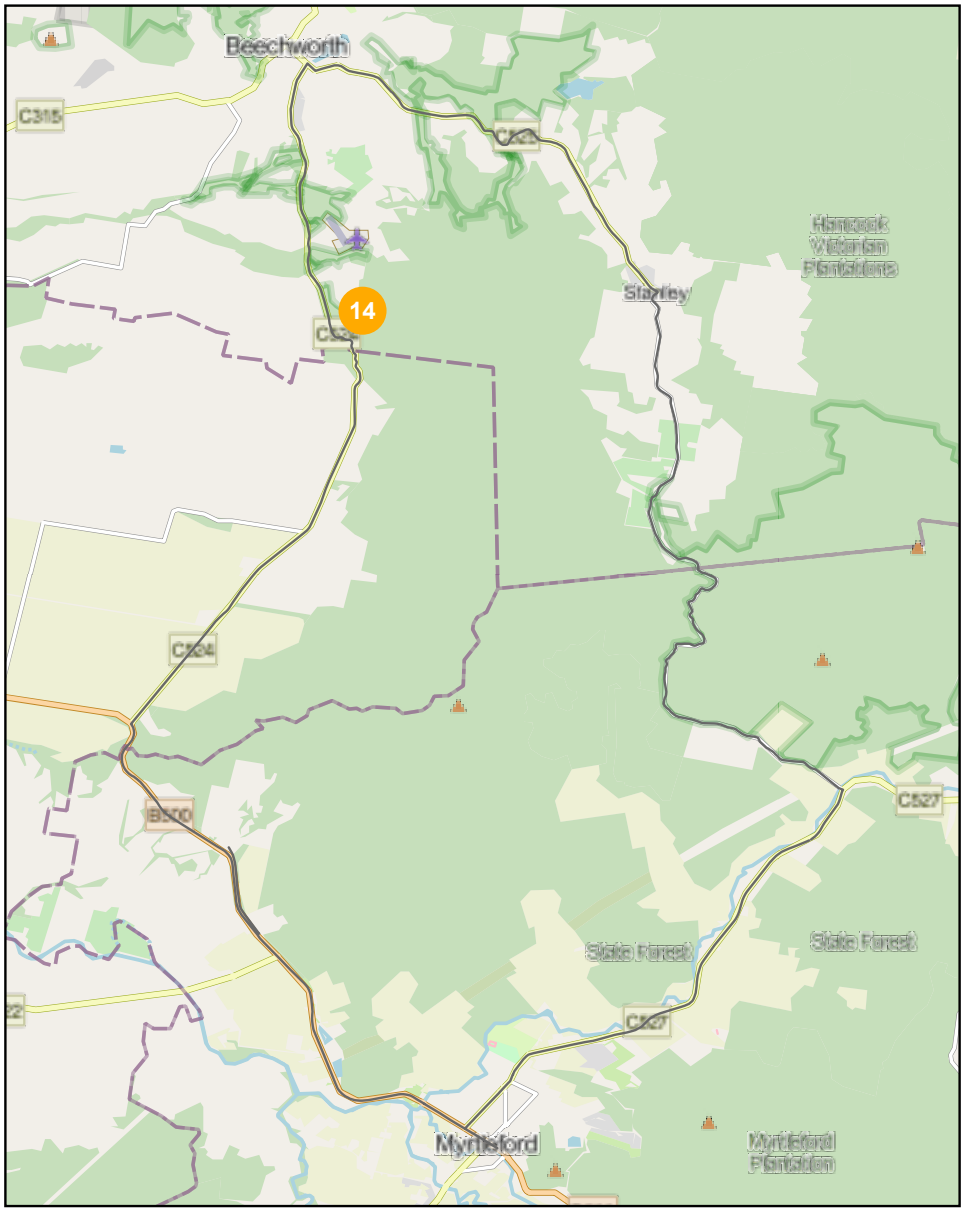
0 0.6 1.2

Km

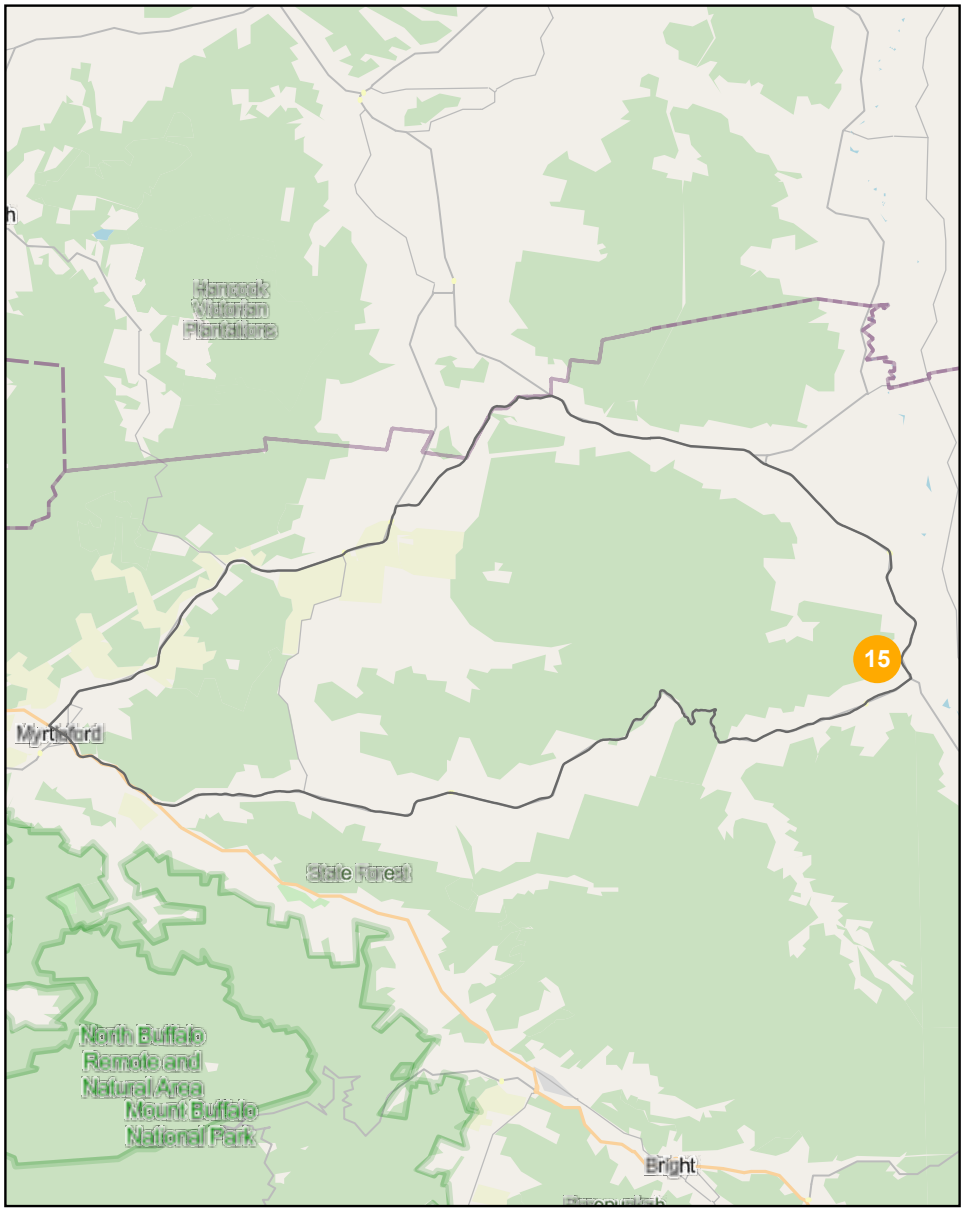
13 Lake Buffalo - Myrtleford to Buffalo River



14 Stanley Loop - Myrtleford, Stanley and Beechworth



15 Dederang Loop - Myrtleford to Rosewhite & Dederang



16 Happy Valley Loop - Myrtleford to Mudgegonga & Rosewhite



N

Cycle Routes

Gravel

Rail Trail

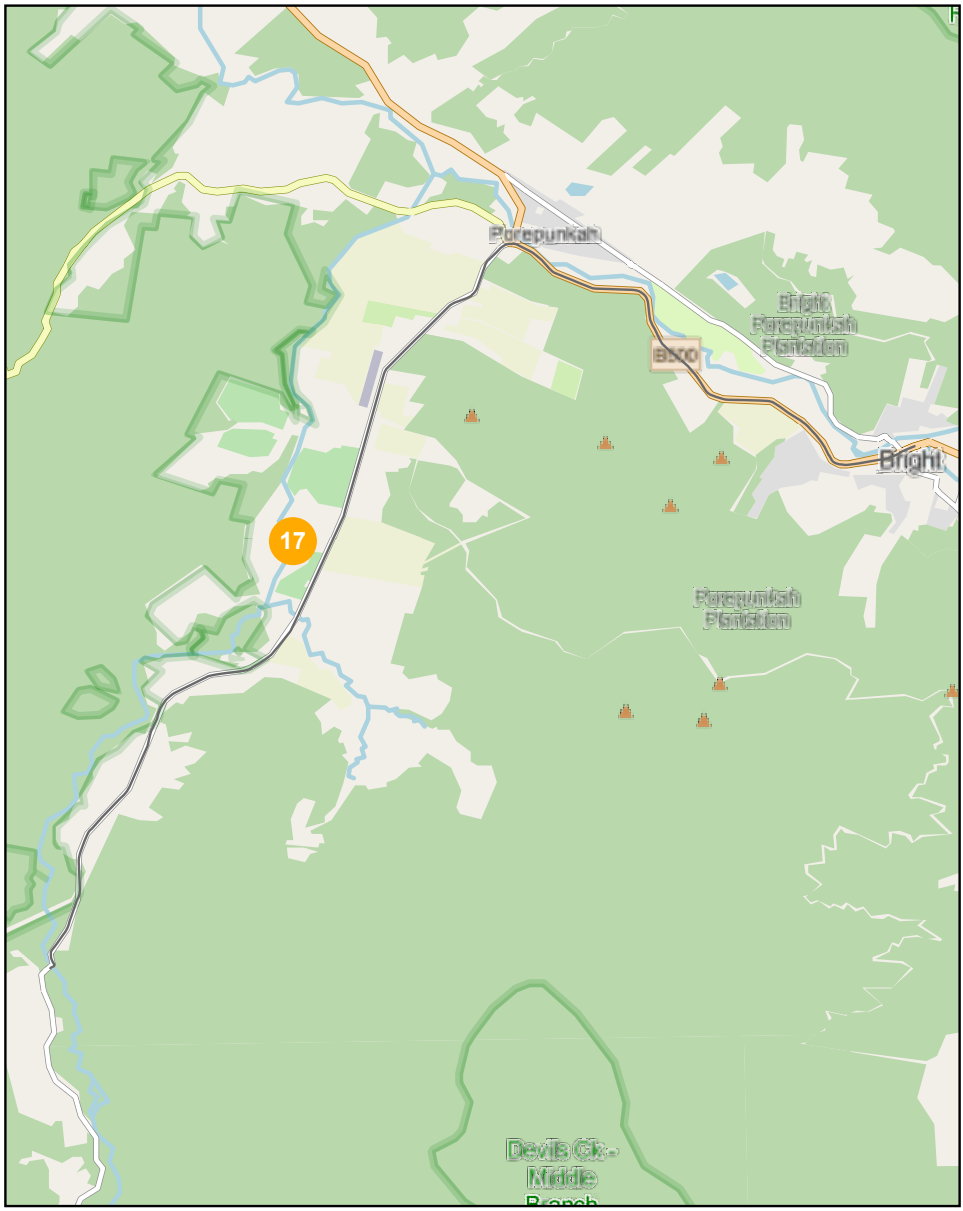
Mountain Bike

Road

0 1.65 3.3

Km

17 Buckland Valley - Bright to Buckland



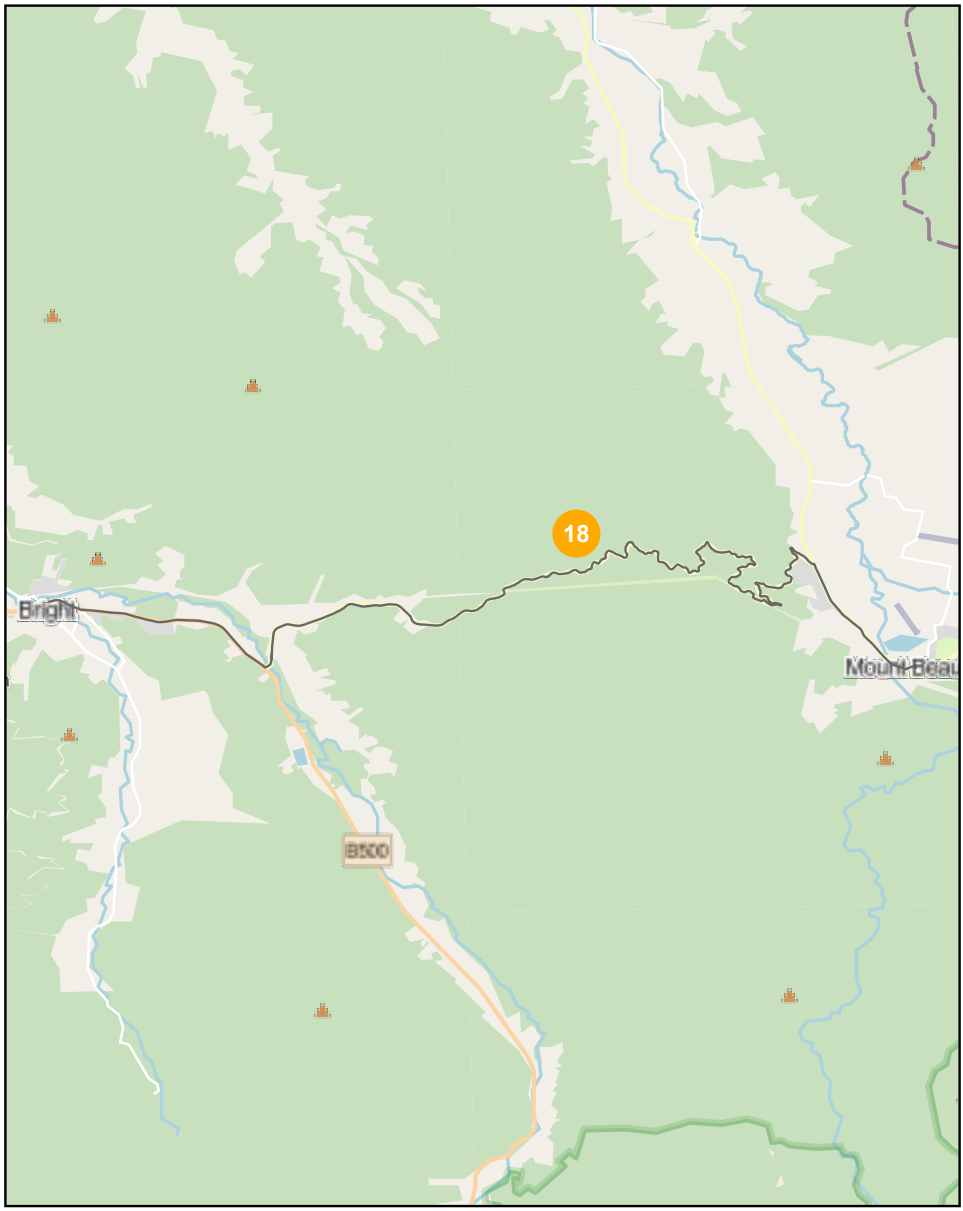
N

Cycle Routes

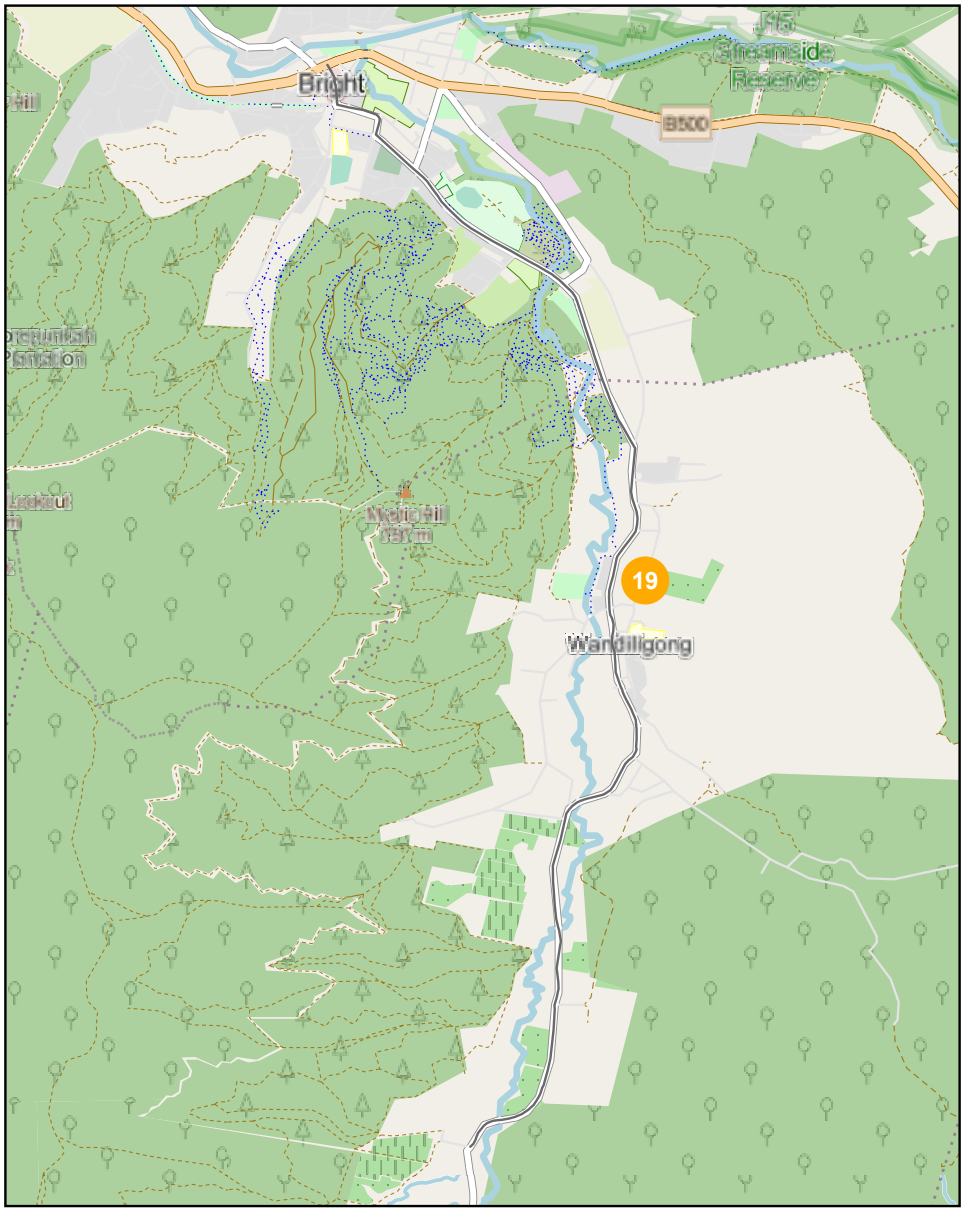
Gravel
Rail Trail
Mountain Bike
Road

0 1.57 3.15
Km

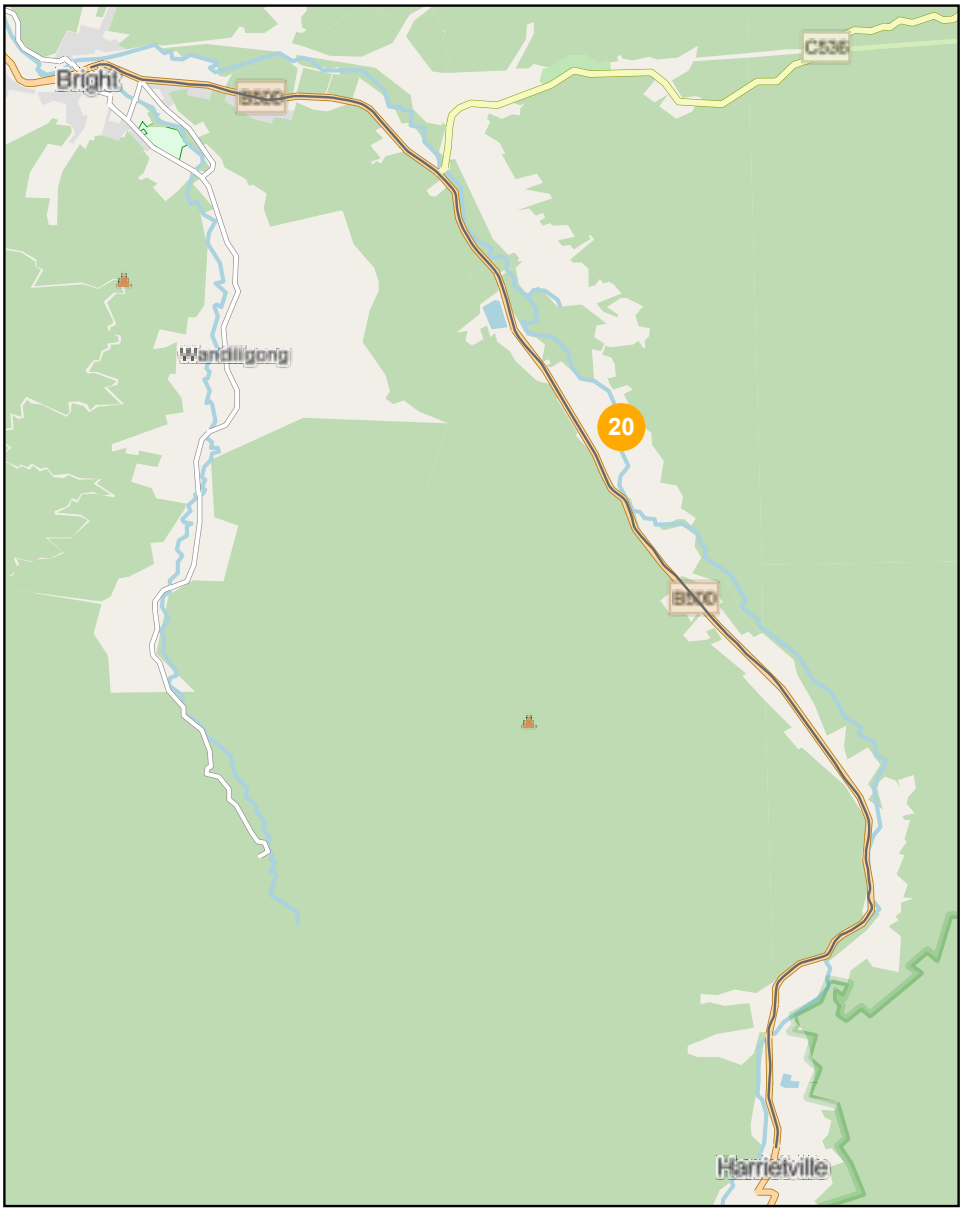
18 Tawonga Gap - Bright to Mount Beauty



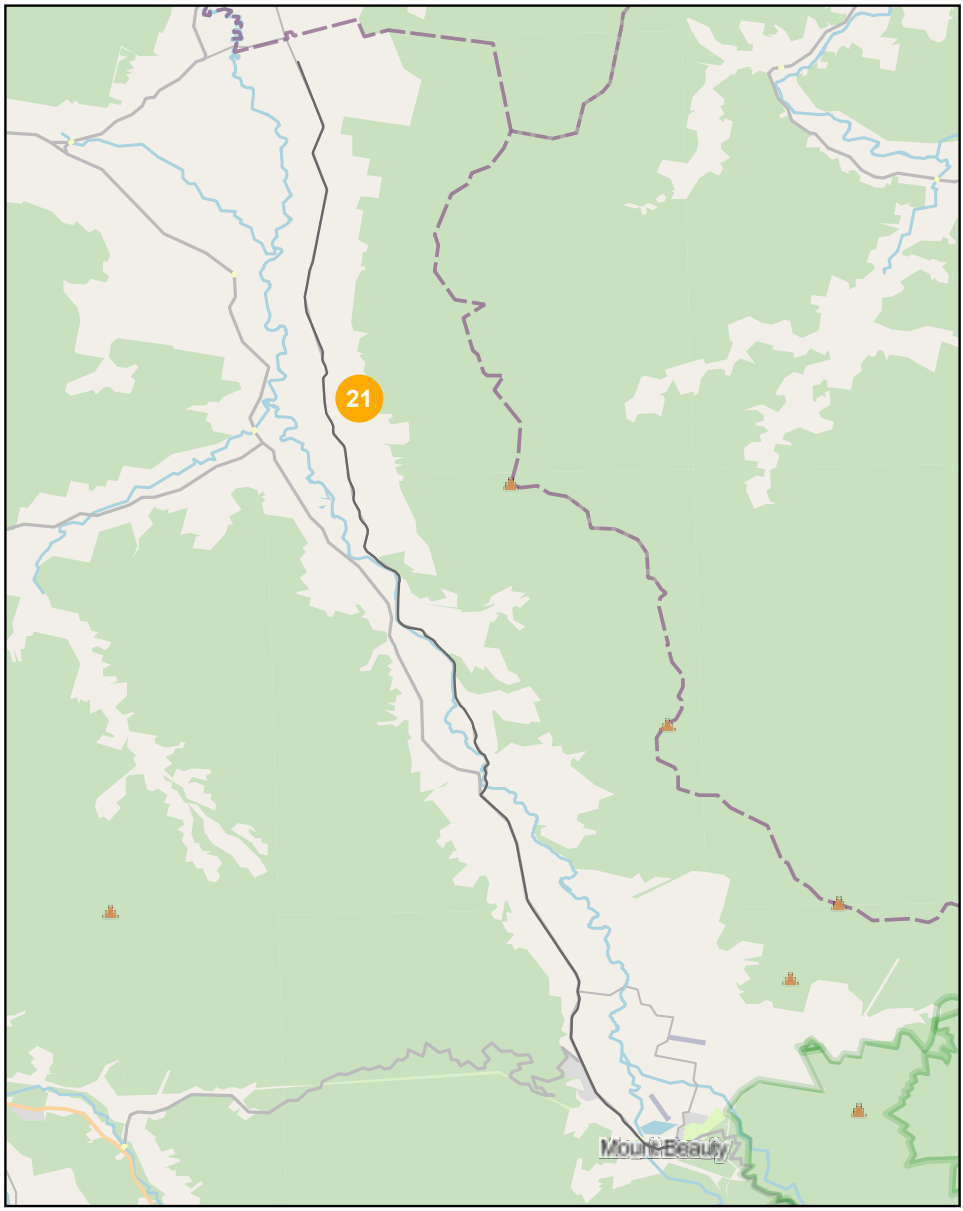
19 Wandiligong Out and Back - Bright to Wandiligong



20 Harrietville Out and Back (road) - Bright to Harrietville



21 Gundowring Out and Back - Mount Beauty to Gundowring



N

Cycle Routes

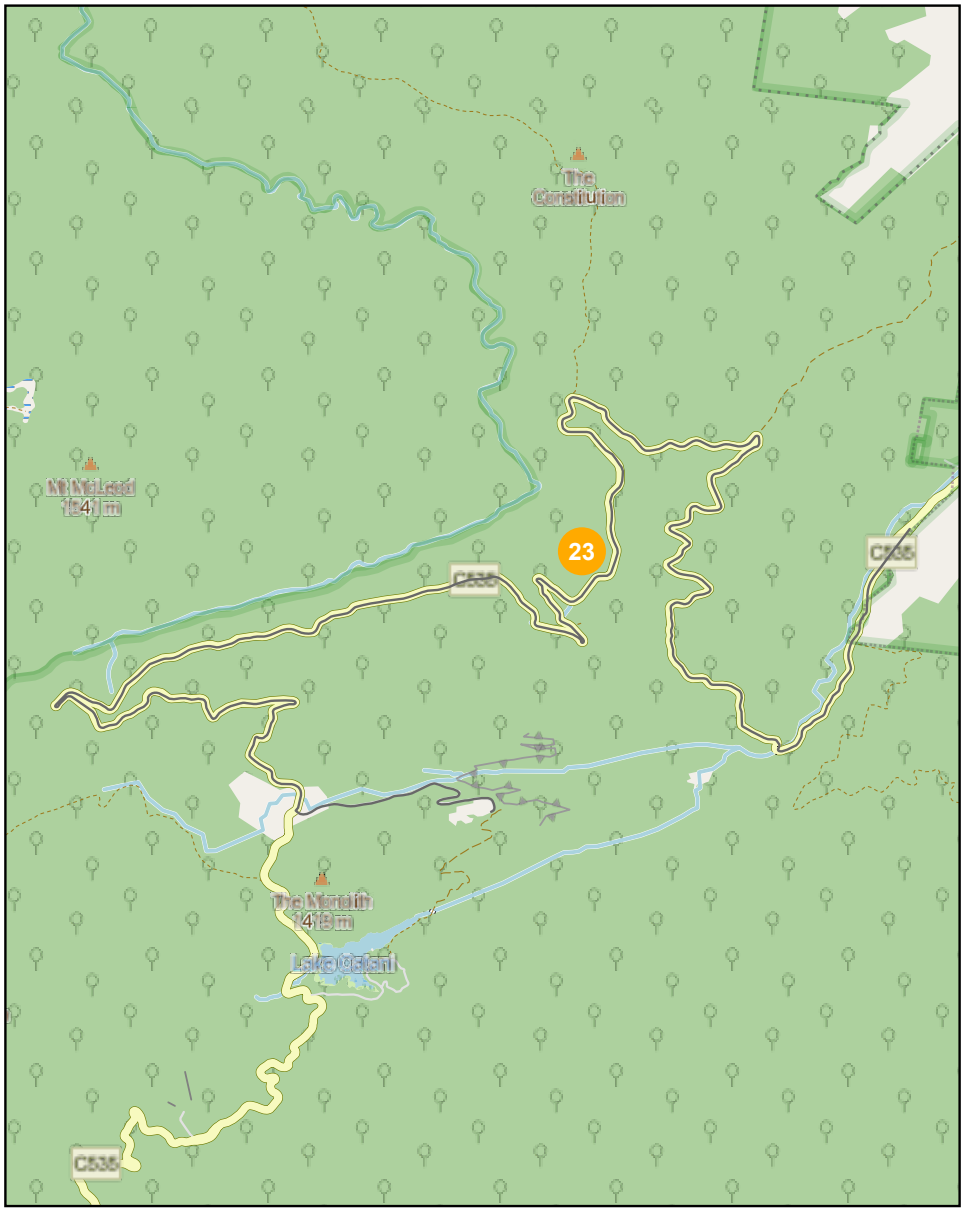
Gravel
Rail Trail
Mountain Bike
Road

0 3.55 7.1
Km

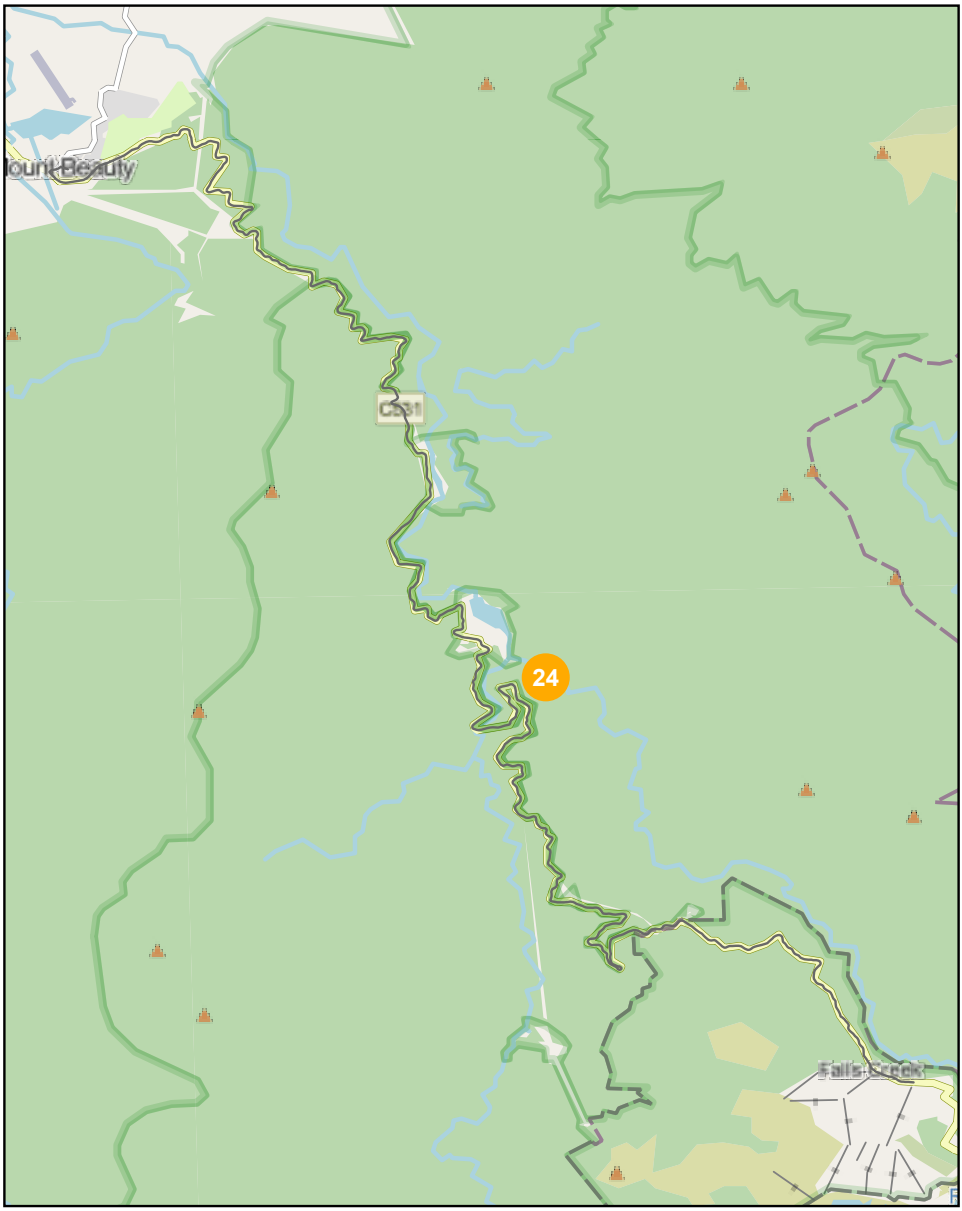
22 Mongans Bridge



23 Seven Peaks Mount Buffalo - Mount Buffalo NP



24 Seven Peaks Falls Creek - Mount Beauty to Falls Creek



N

Cycle Routes

Gravel

Mountain Bike

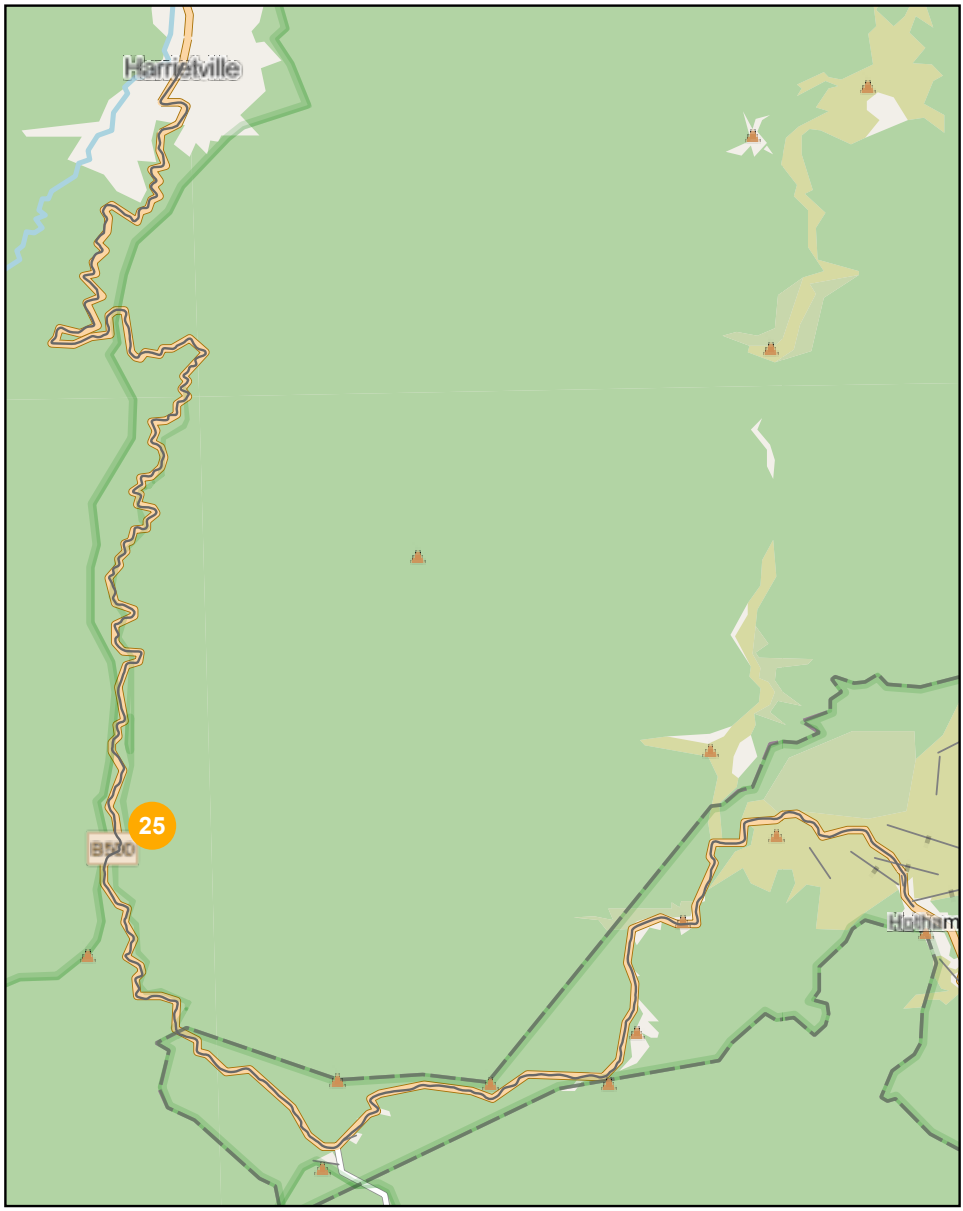
Rail Trail

Road

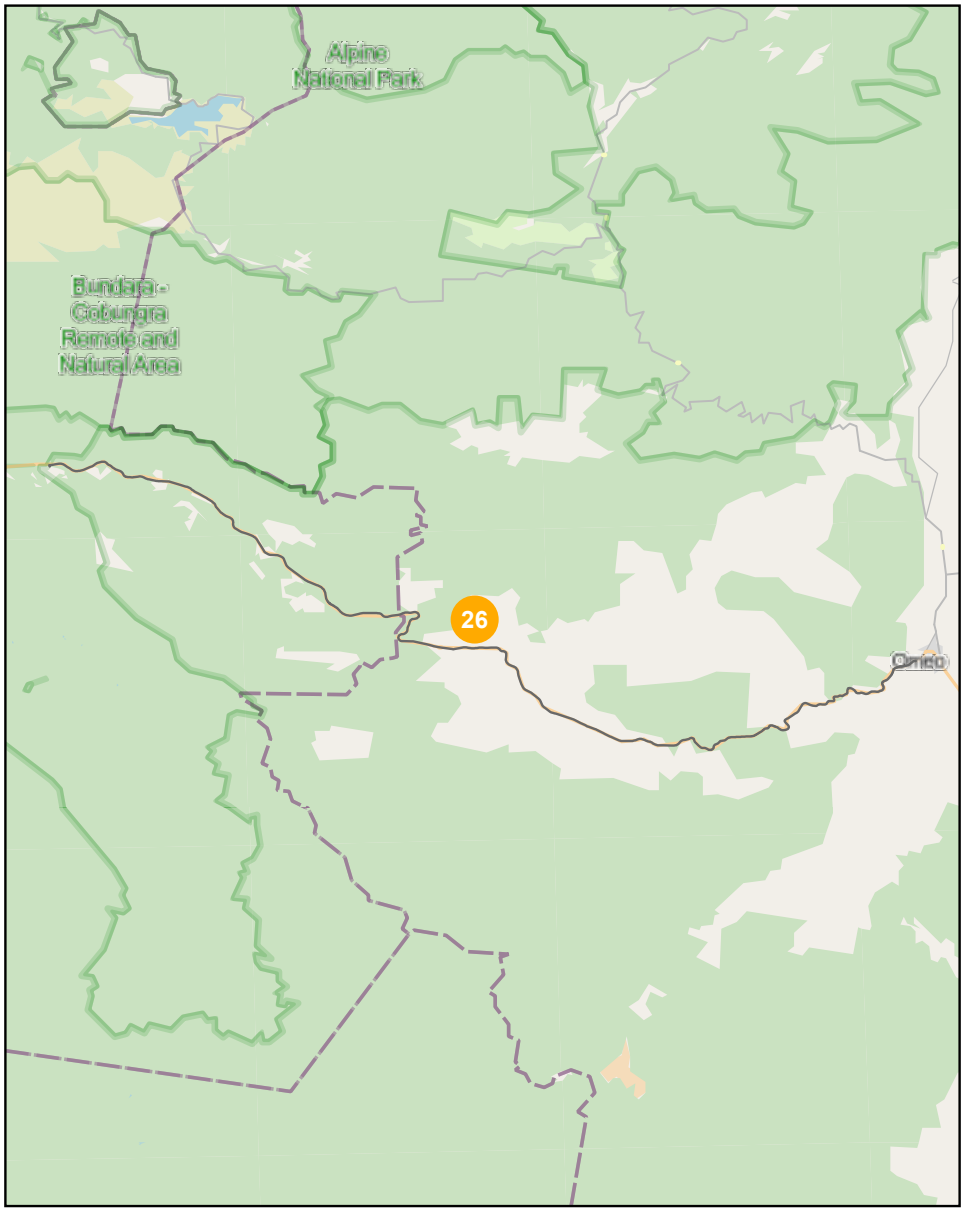
0 1.63 3.25

Km

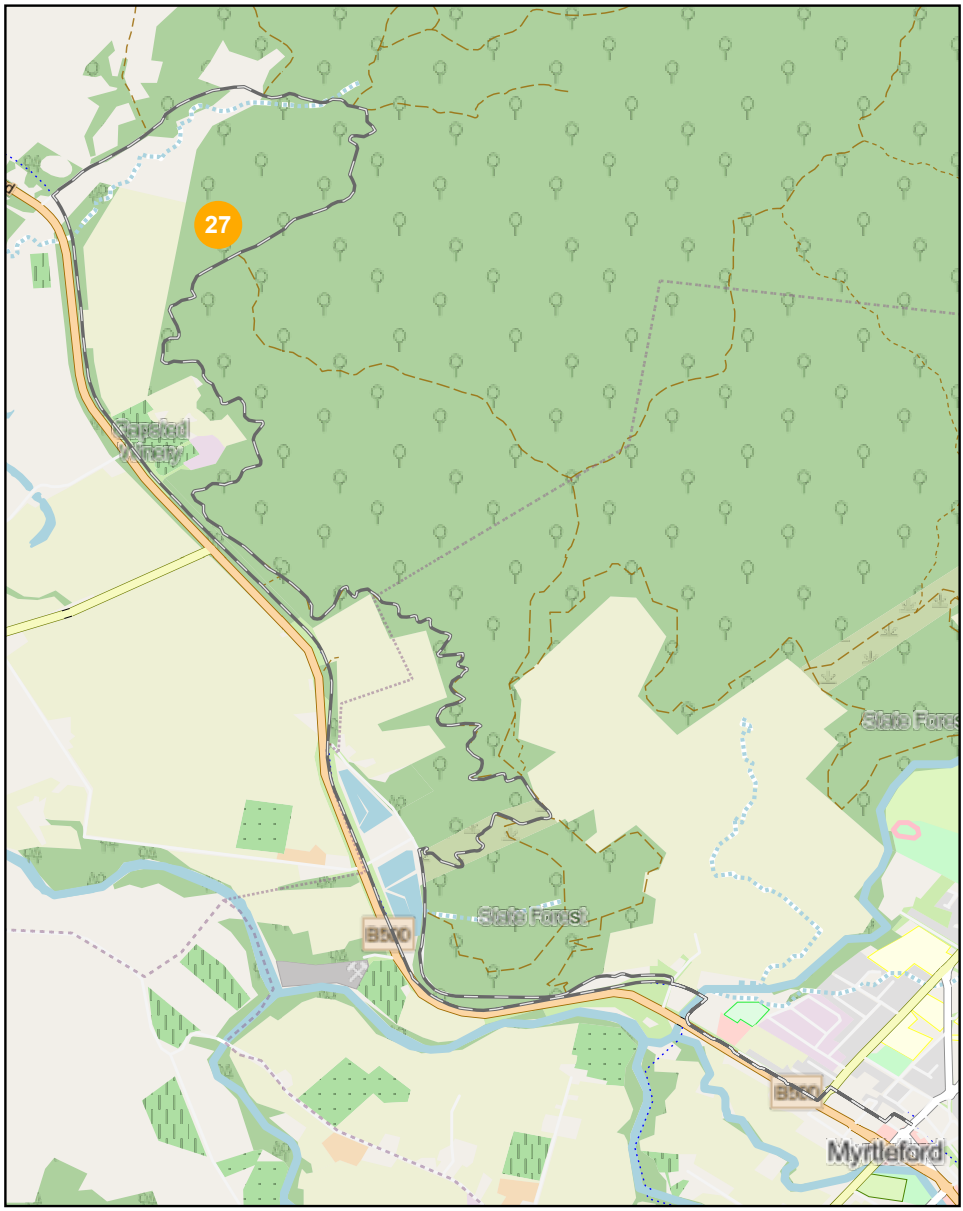
25 Seven Peaks Mount Hotham - Harrietville to Mount Hotham



26 Seven Peaks Dinner Plain - Omeo to Dinner Plain



27 Myrtleford Gapsted Loop - Myrtleford

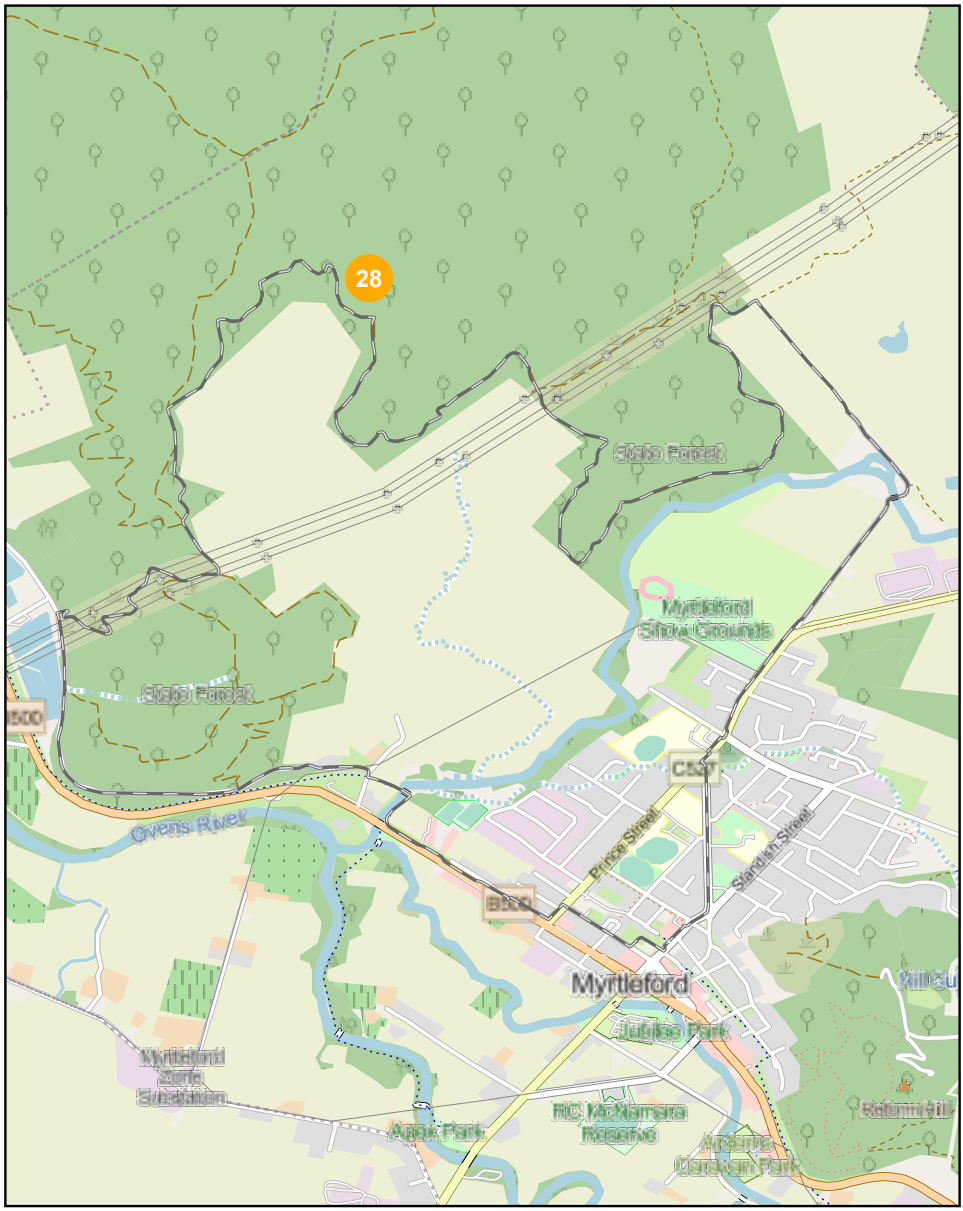


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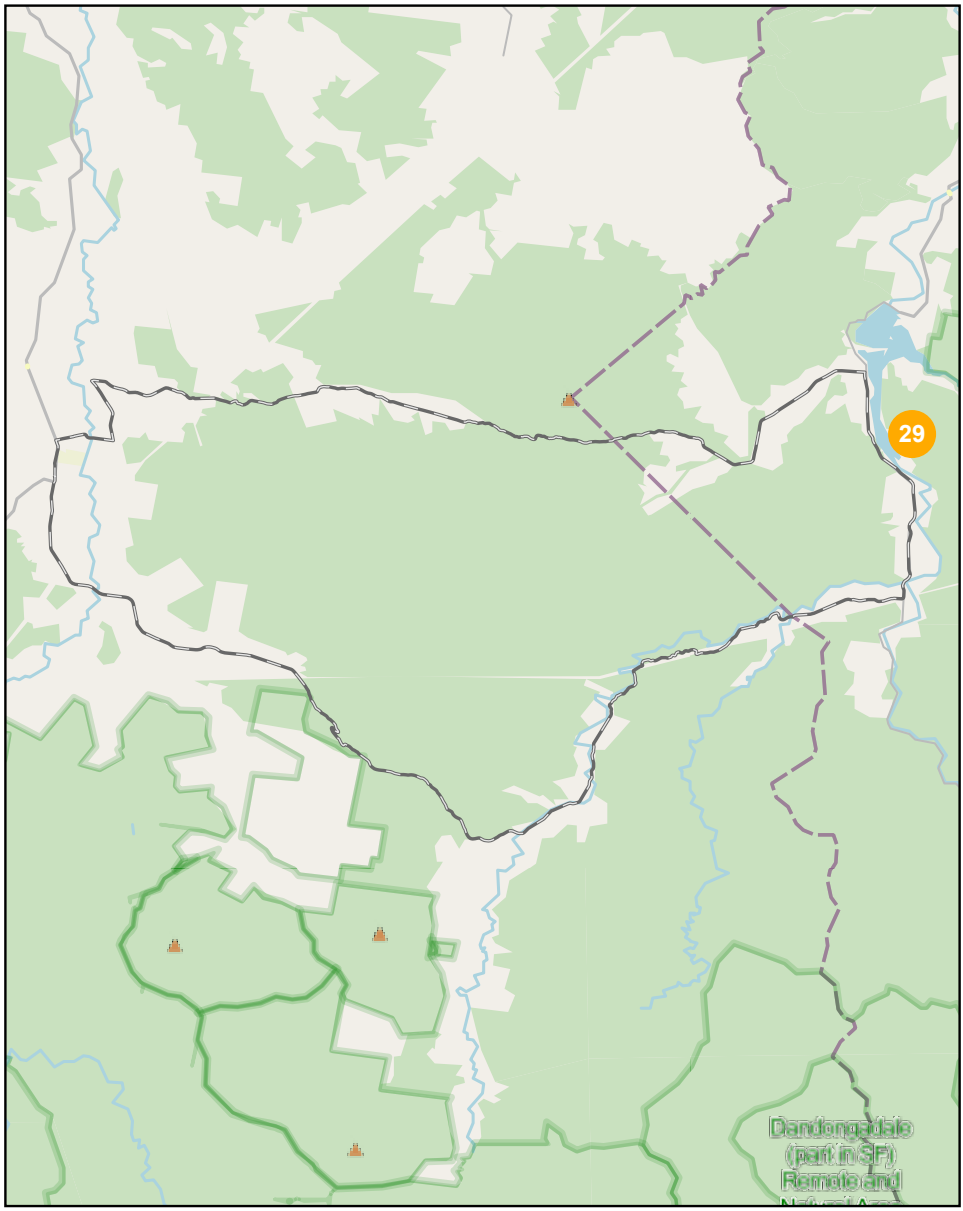
Cycle Routes

Gravel
Rail Trail
Mountain Bike
Road

0 0.7 1.4
Km


28
State Forest
Myrtleford Show Grounds
State Forest
C527
Ovens River
Prince Street
Standish Street
B500
Myrtleford
Jubilee Park
Myrtleford Caste Subdivision
Apex Park
RIC McNamara Reserve
Pioneer Park
Reform Hill
N
Cycle Routes
Gravel
Rail Trail
Mountain Bike
Road
0
0.55
1.1
Km

29 IL Monte - Lake Buffalo - Whitfield



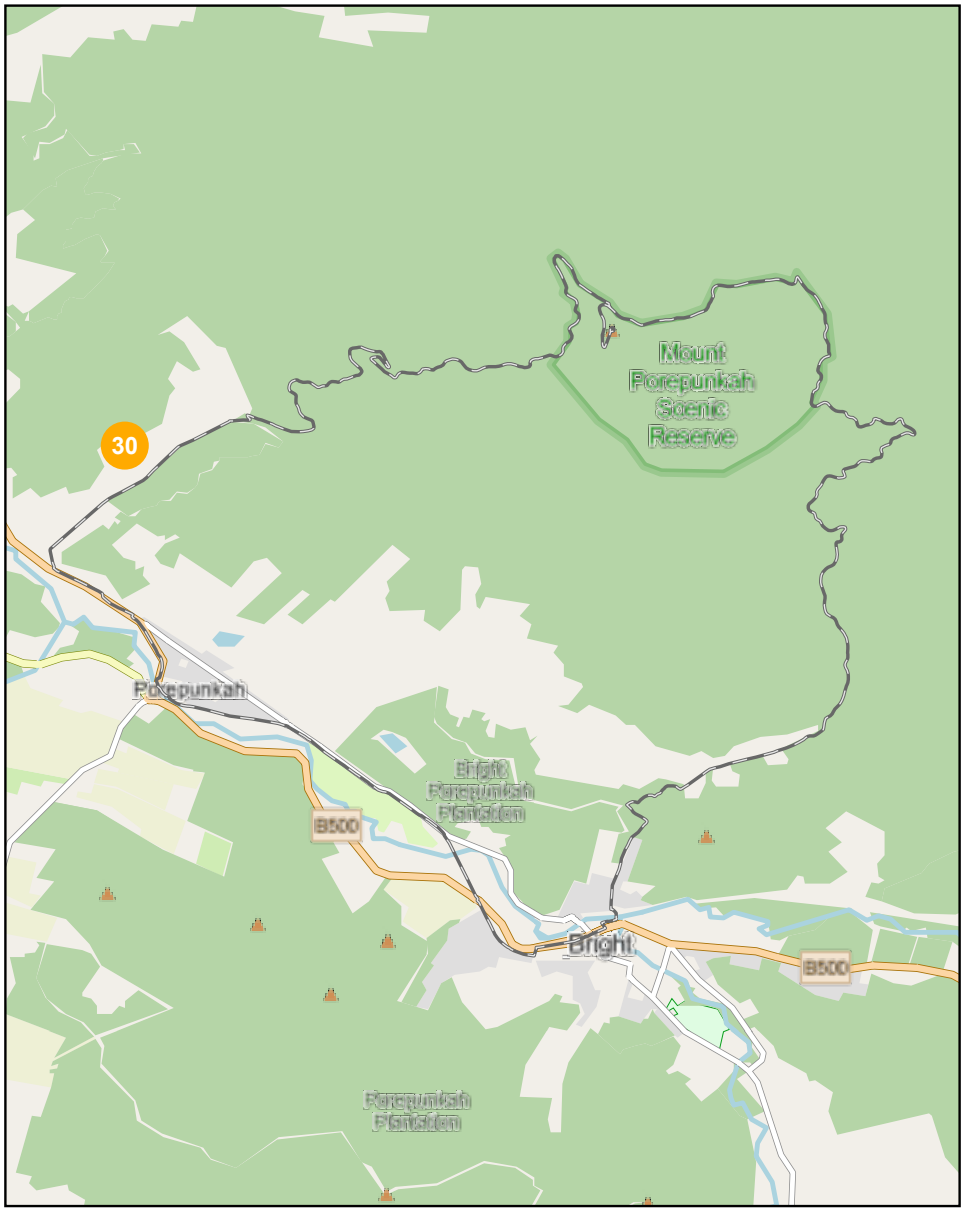
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Cycle Routes

Gravel
Rail Trail
Mountain Bike
Road

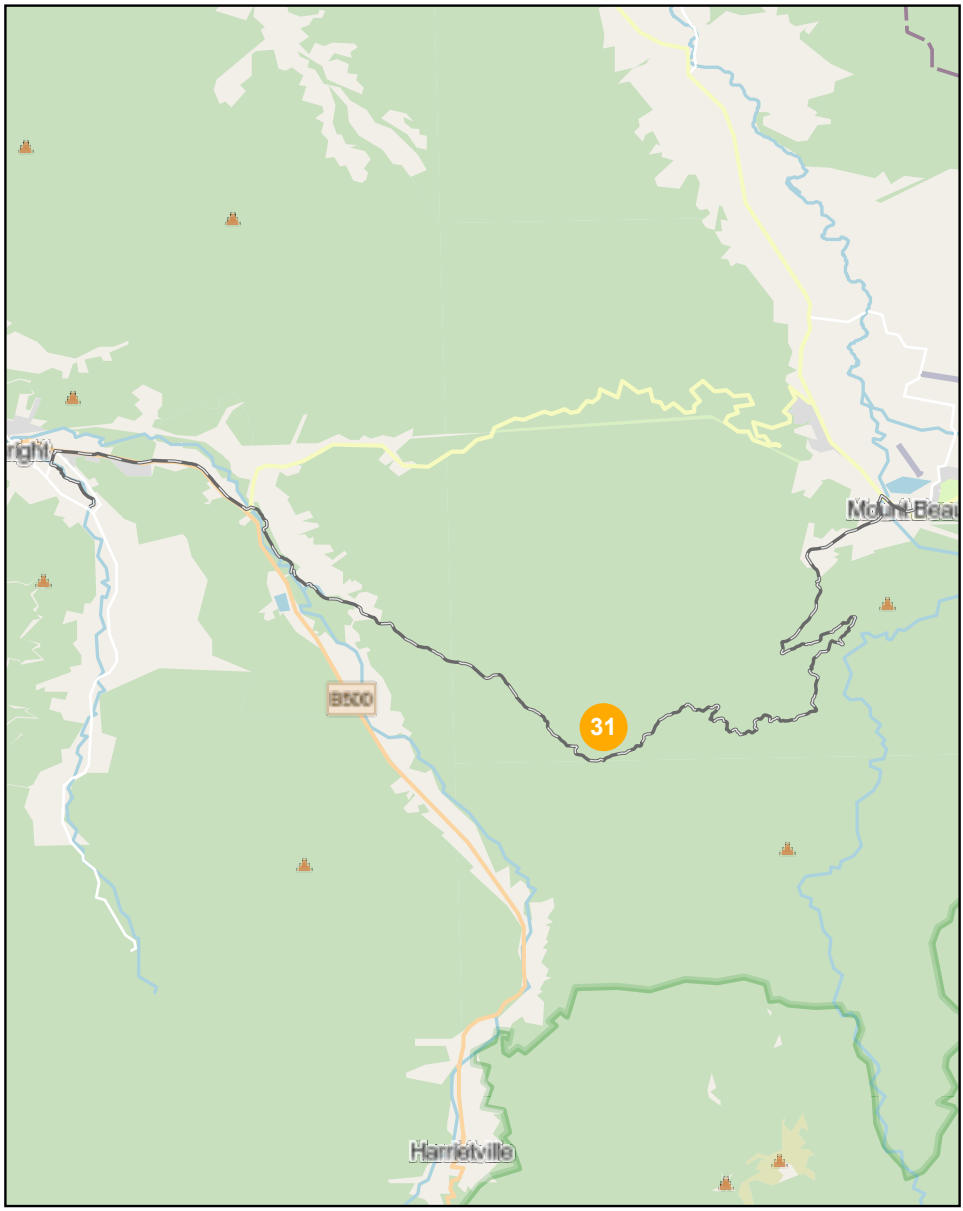
0 3.55 7.1
Km

30 Mount Porepunkah Loop - Bright & Porepunkah

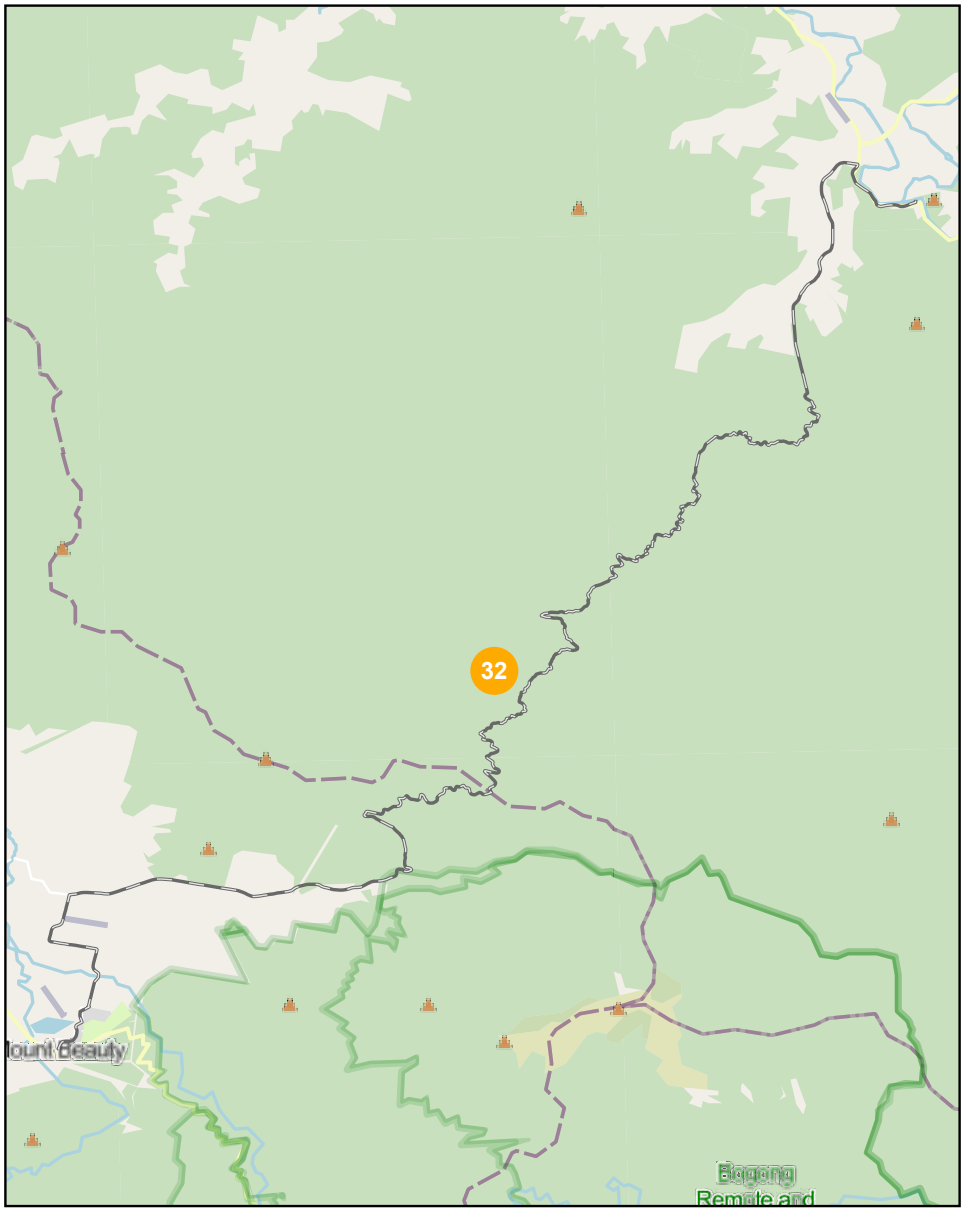


31

Bright to Mount Beauty - Bright & Mount Beauty



32 Trappers Gap - Mount Beauty to Mitta Mitta



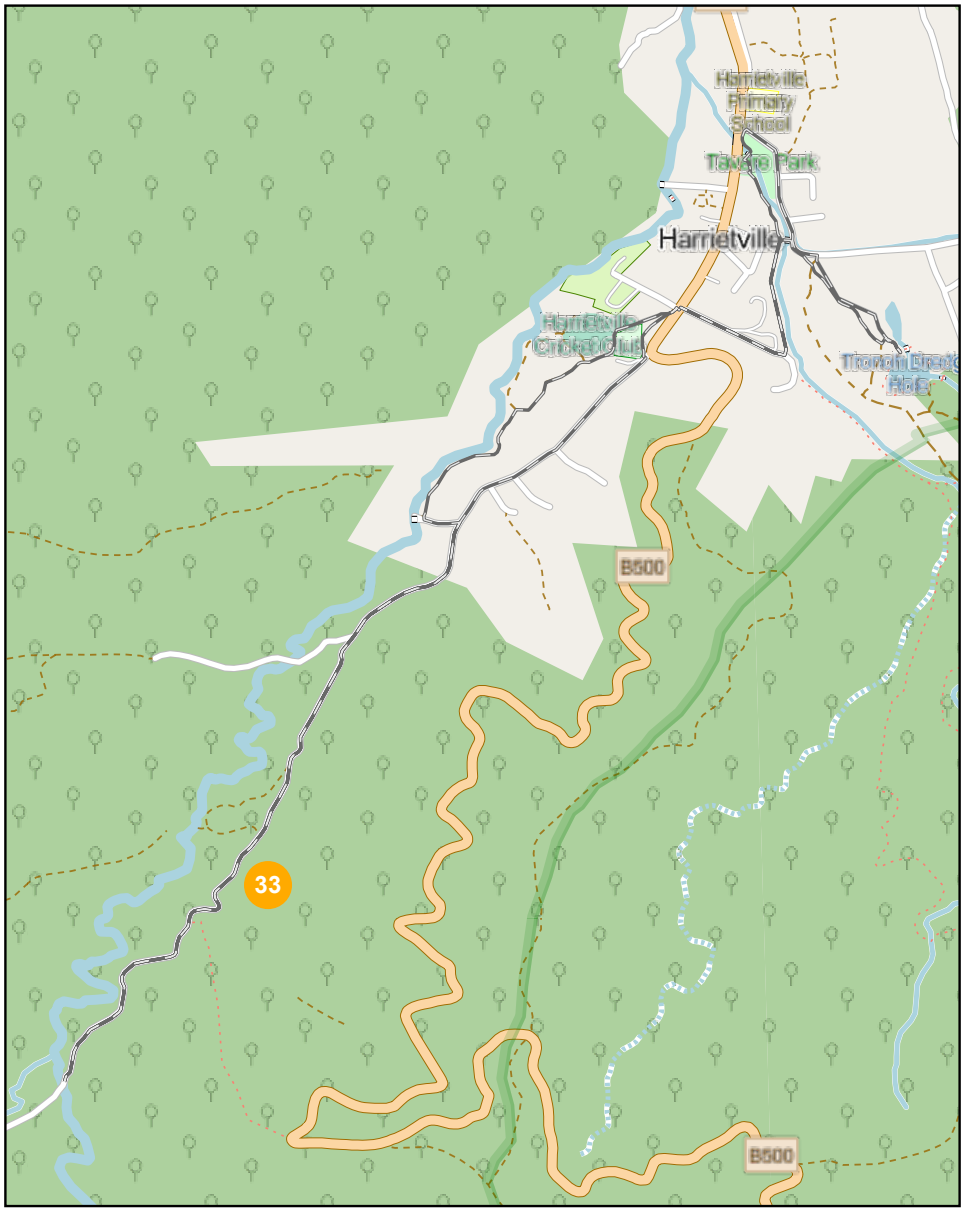
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Cycle Routes

Gravel
Rail Trail
Mountain Bike
Road

0 3.1 6.2
Km

33 Harrietville Out & Back - Harrietville



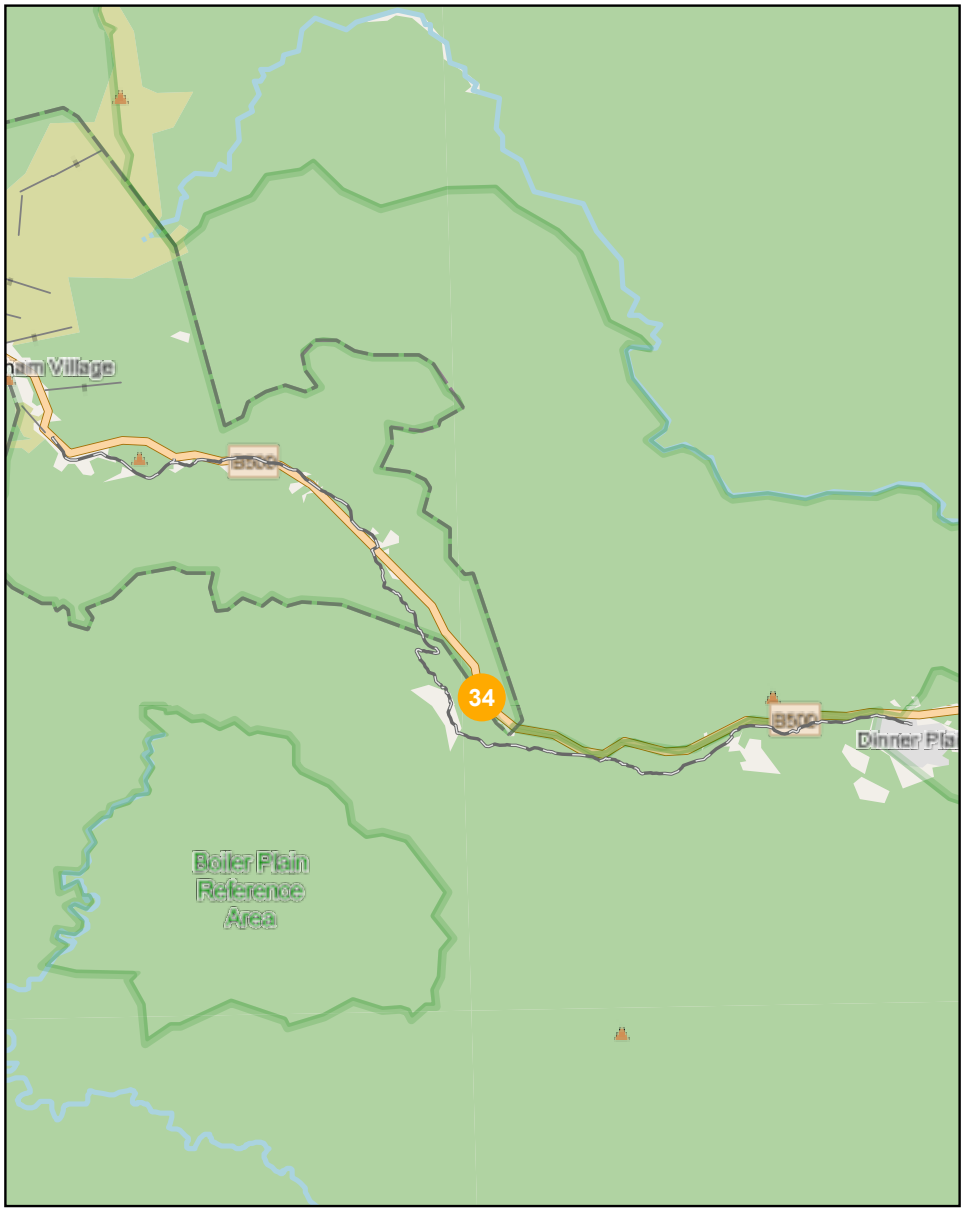
N

Cycle Routes

Gravel
Rail Trail
Mountain Bike
Road

0 0.41 0.81
Km

34 Brabralung Trail - Dinner Plain & Mount Hotham



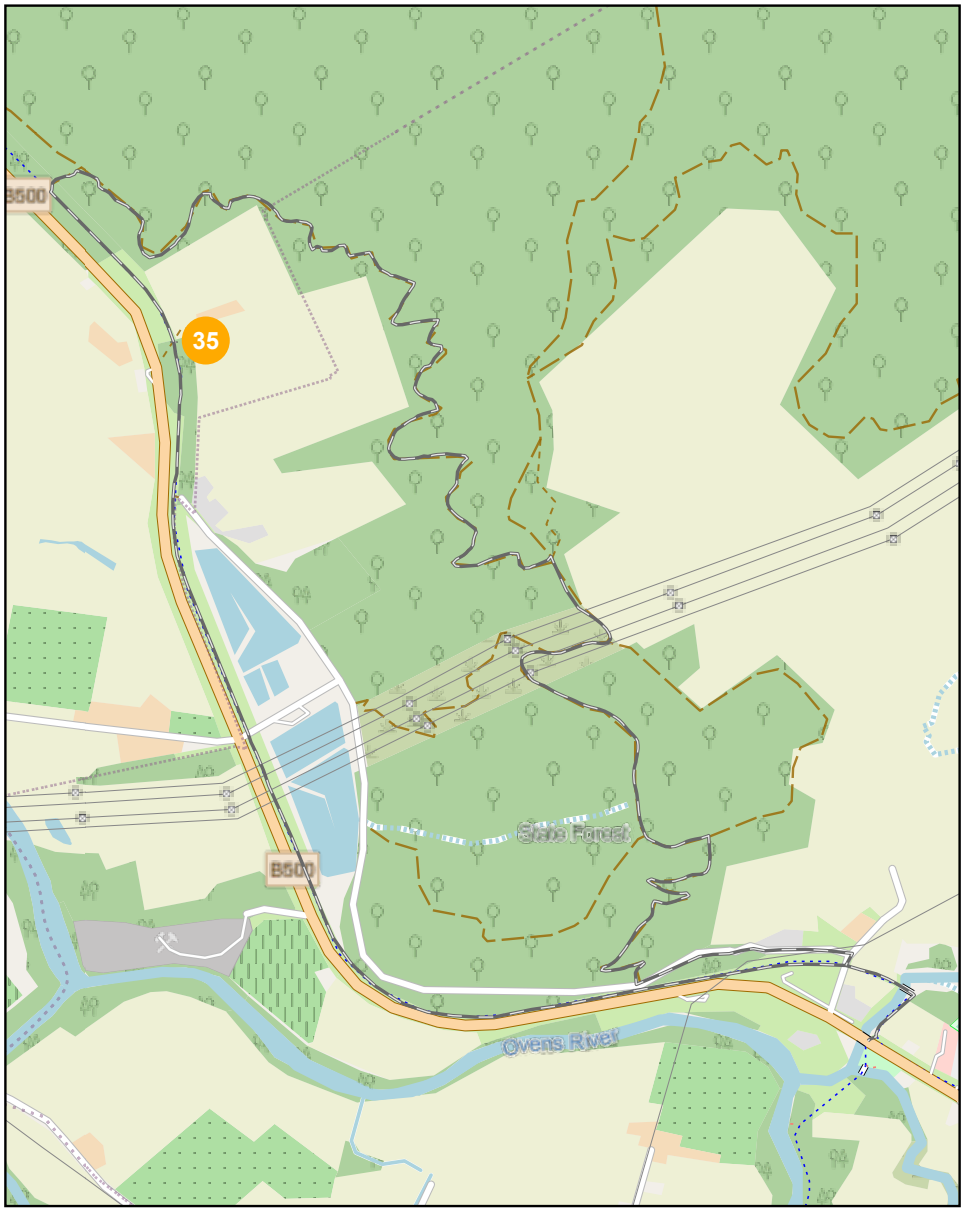
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Cycle Routes

Gravel
Rail Trail
Mountain Bike
Road

0 1.27 2.55
Km

35 Gapsted Track - Myrtleford & Gapsted



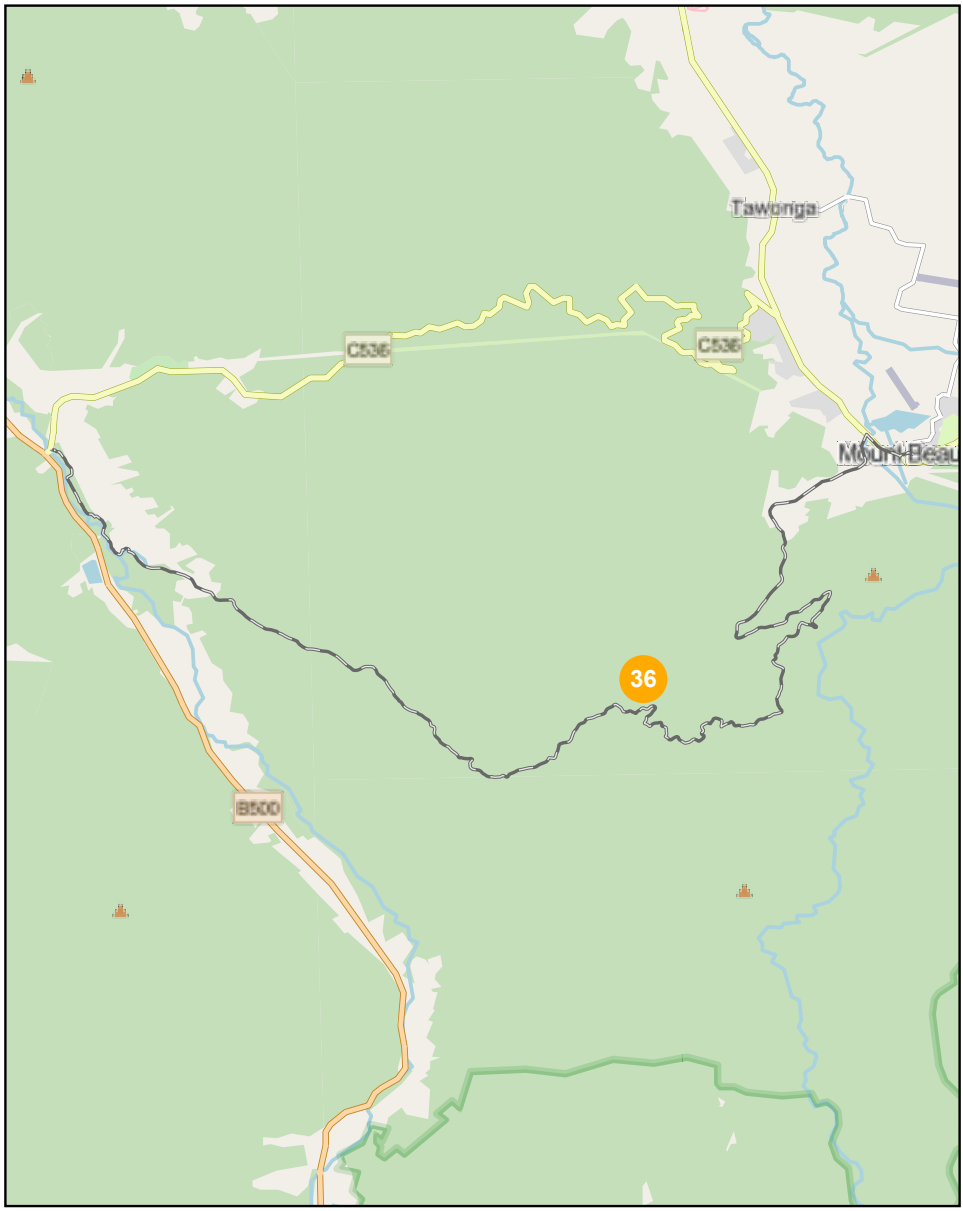
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Cycle Routes

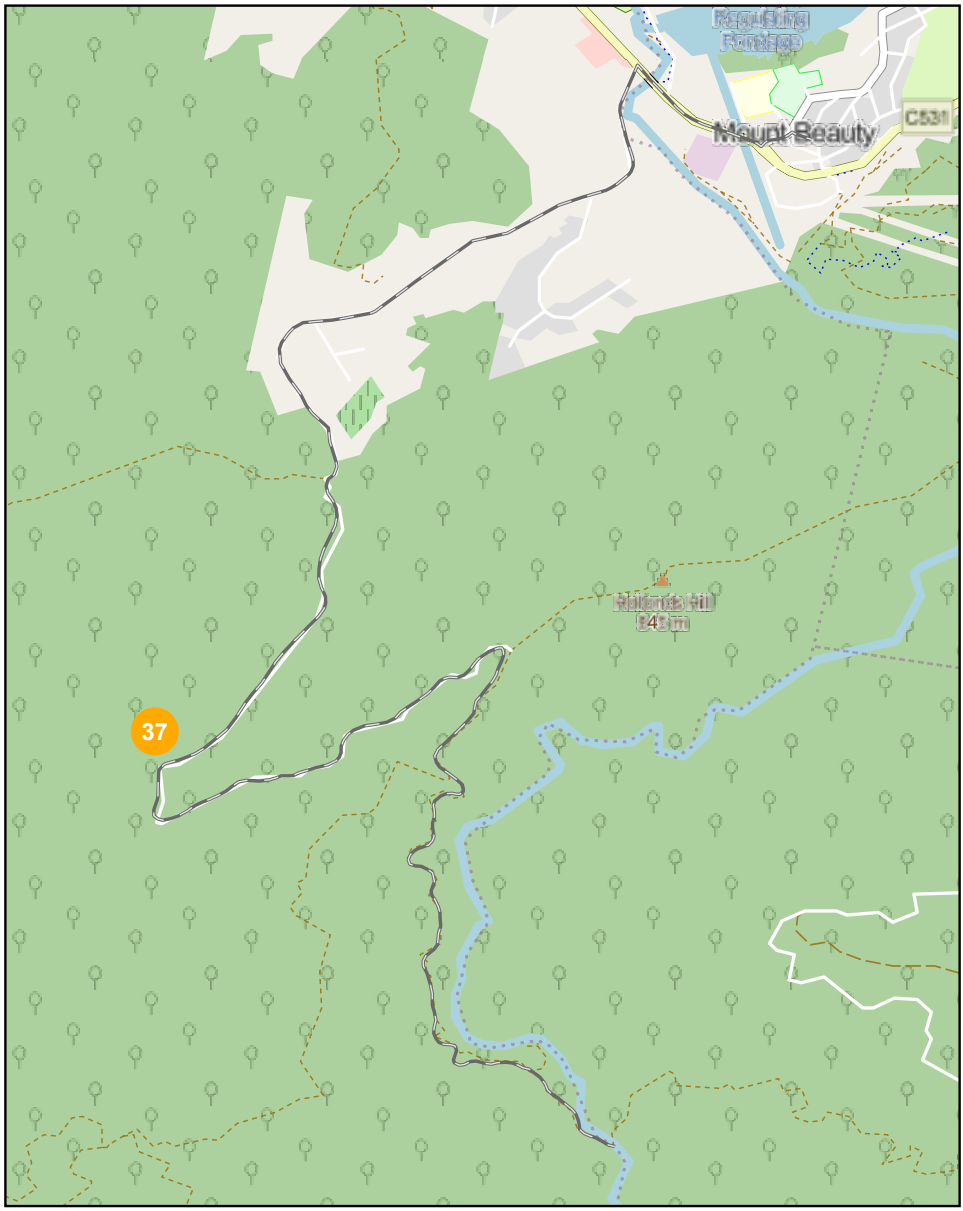
Gravel
Rail Trail
Mountain Bike
Road

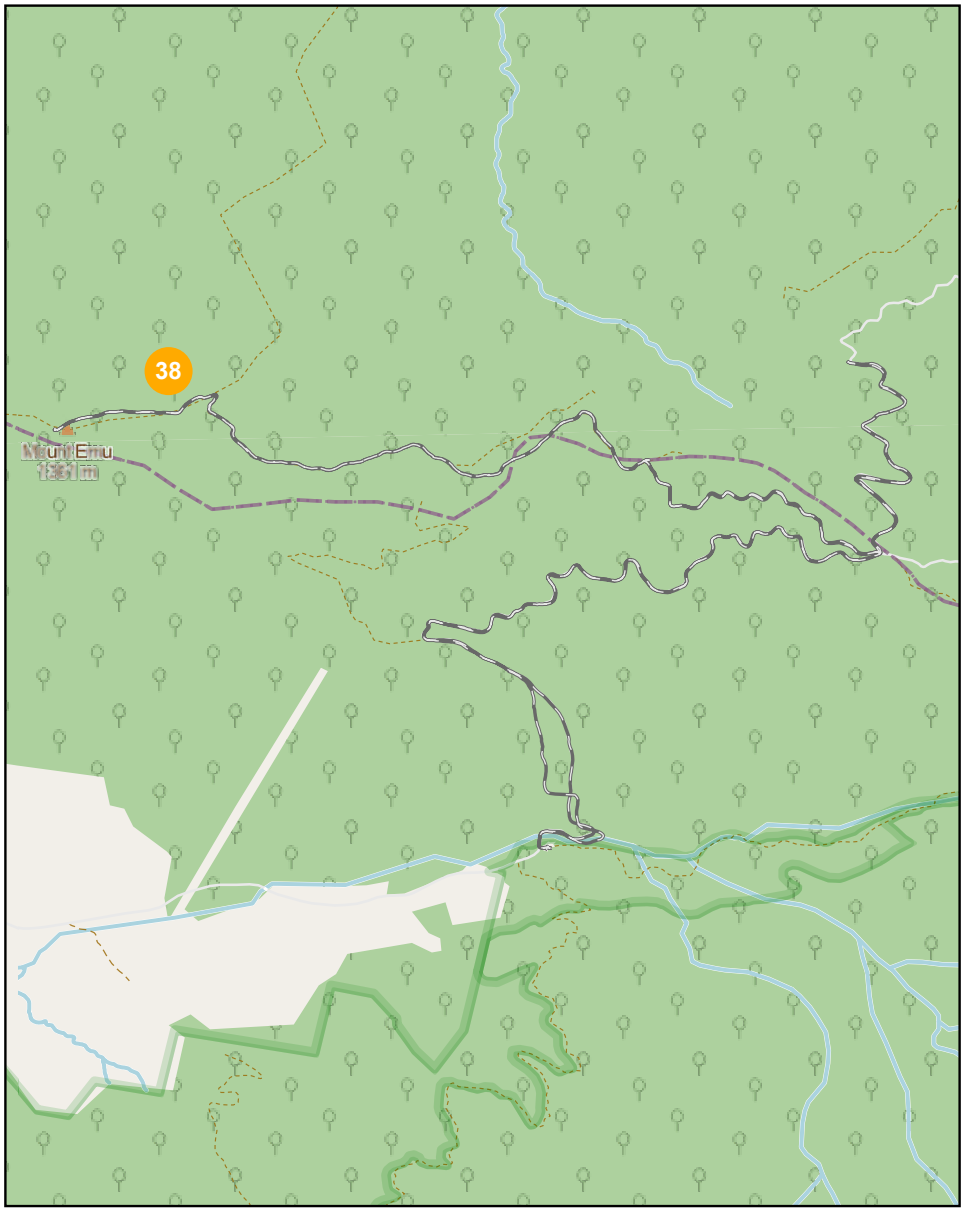
0 0.36 0.71
Km

36 Dungeys Track - Germantown & Mount Beauty



37 Simmonds Creek - Mount Beauty

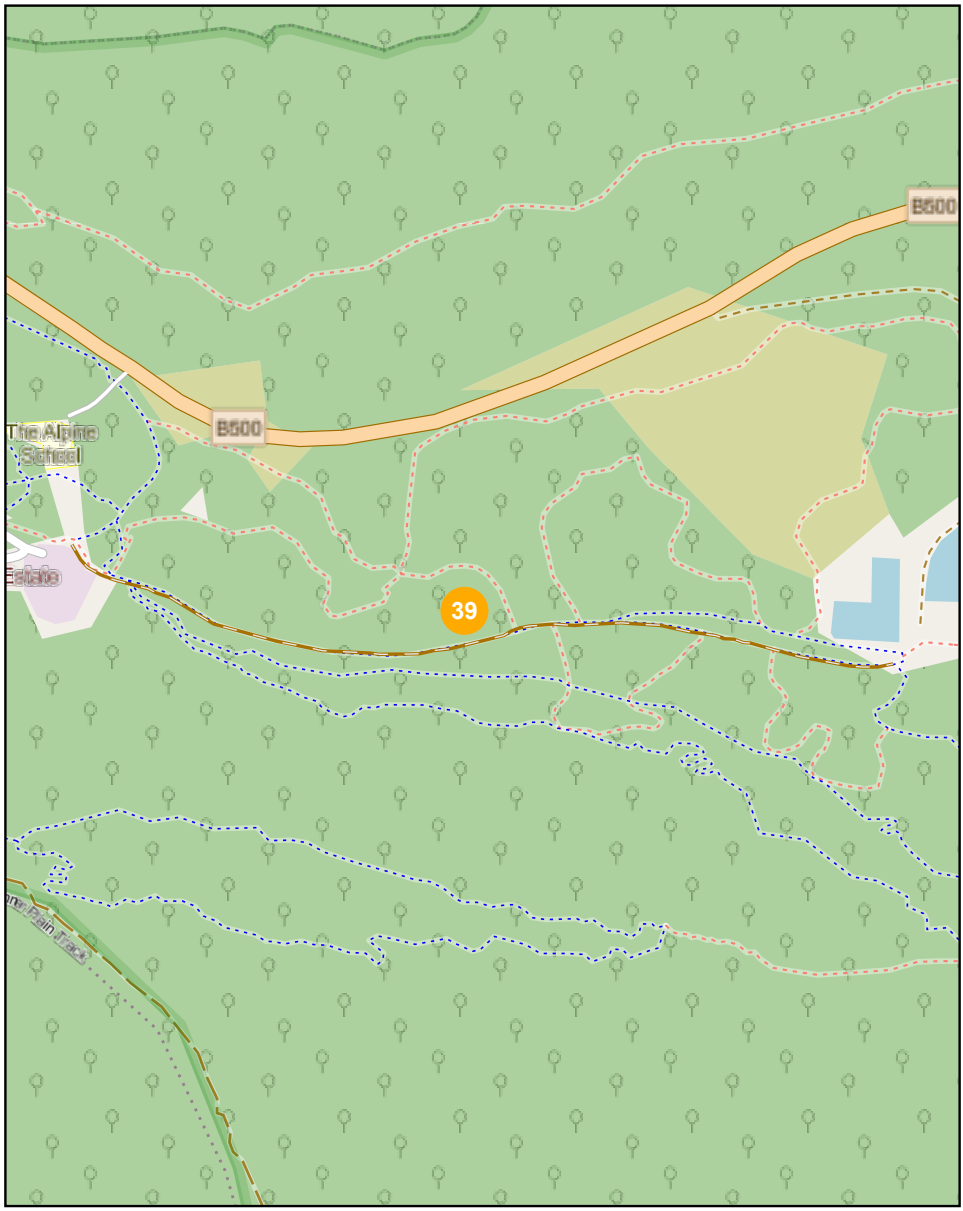




N

Cycle Routes
Gravel
Mountain Bike
Rail Trail
Road

0 0.82 1.65
Km



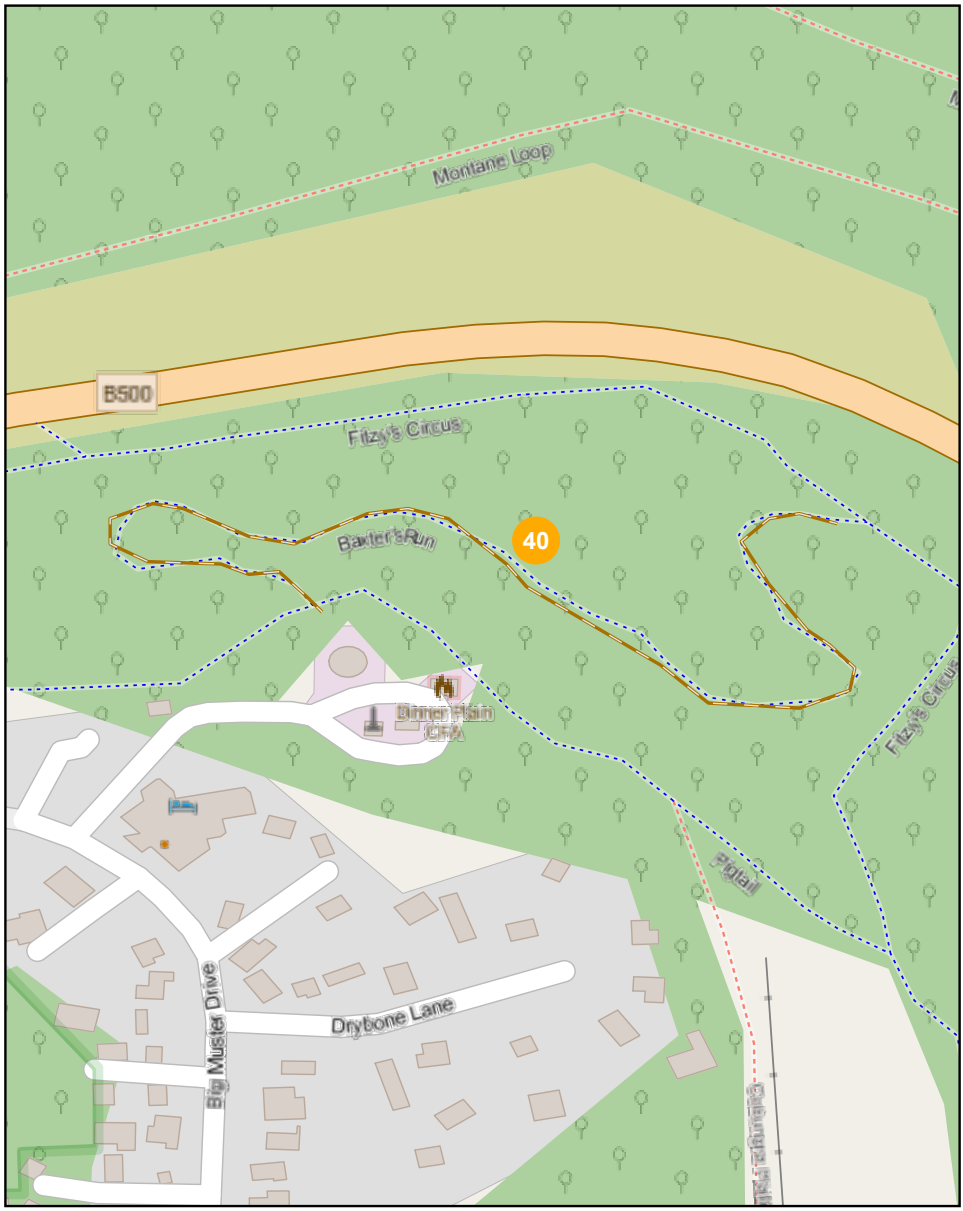
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Cycle Routes

Gravel
Rail Trail
Mountain Bike
Road

0 0.19 0.38
Km

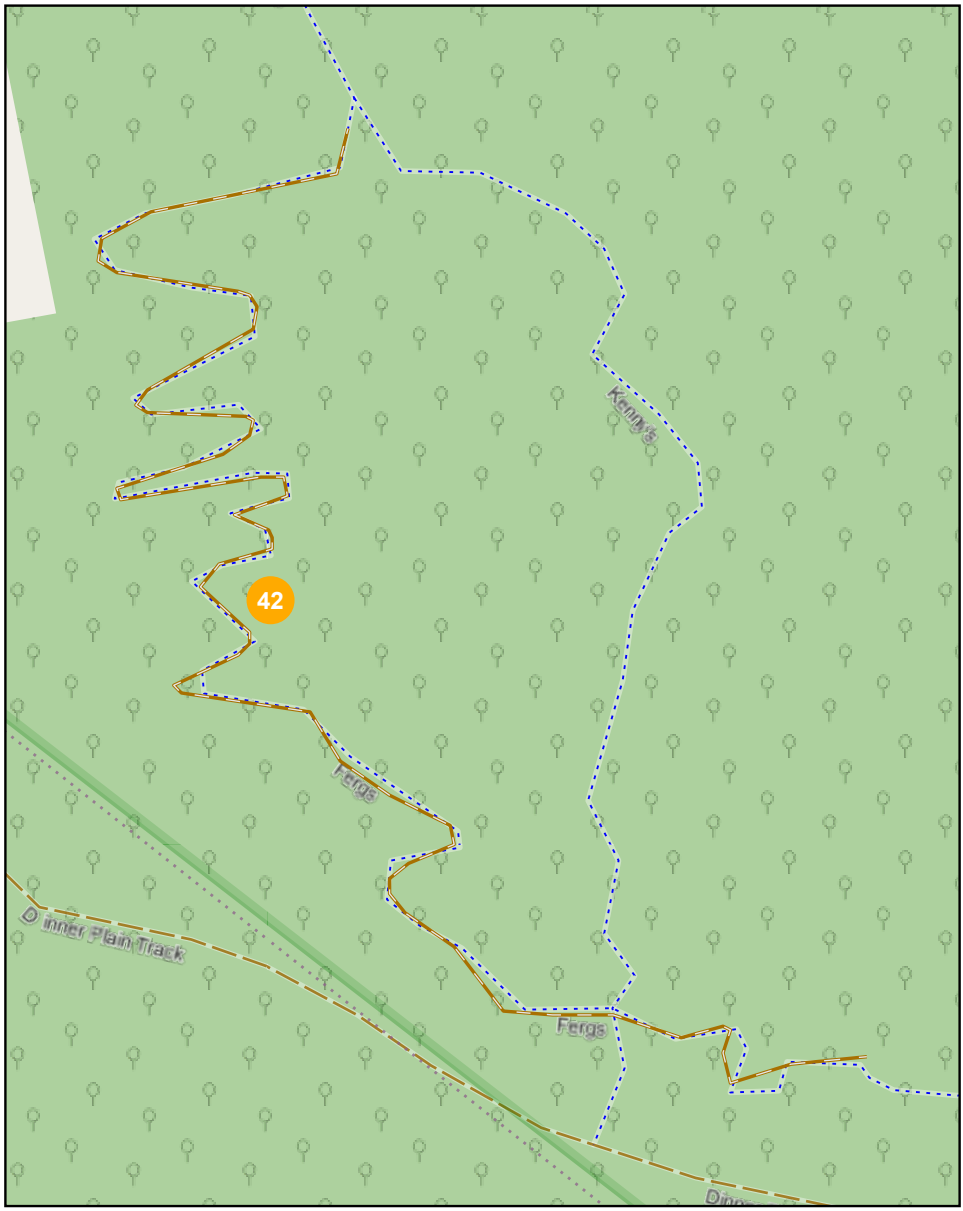
40 Baxters Run - Dinner Plain



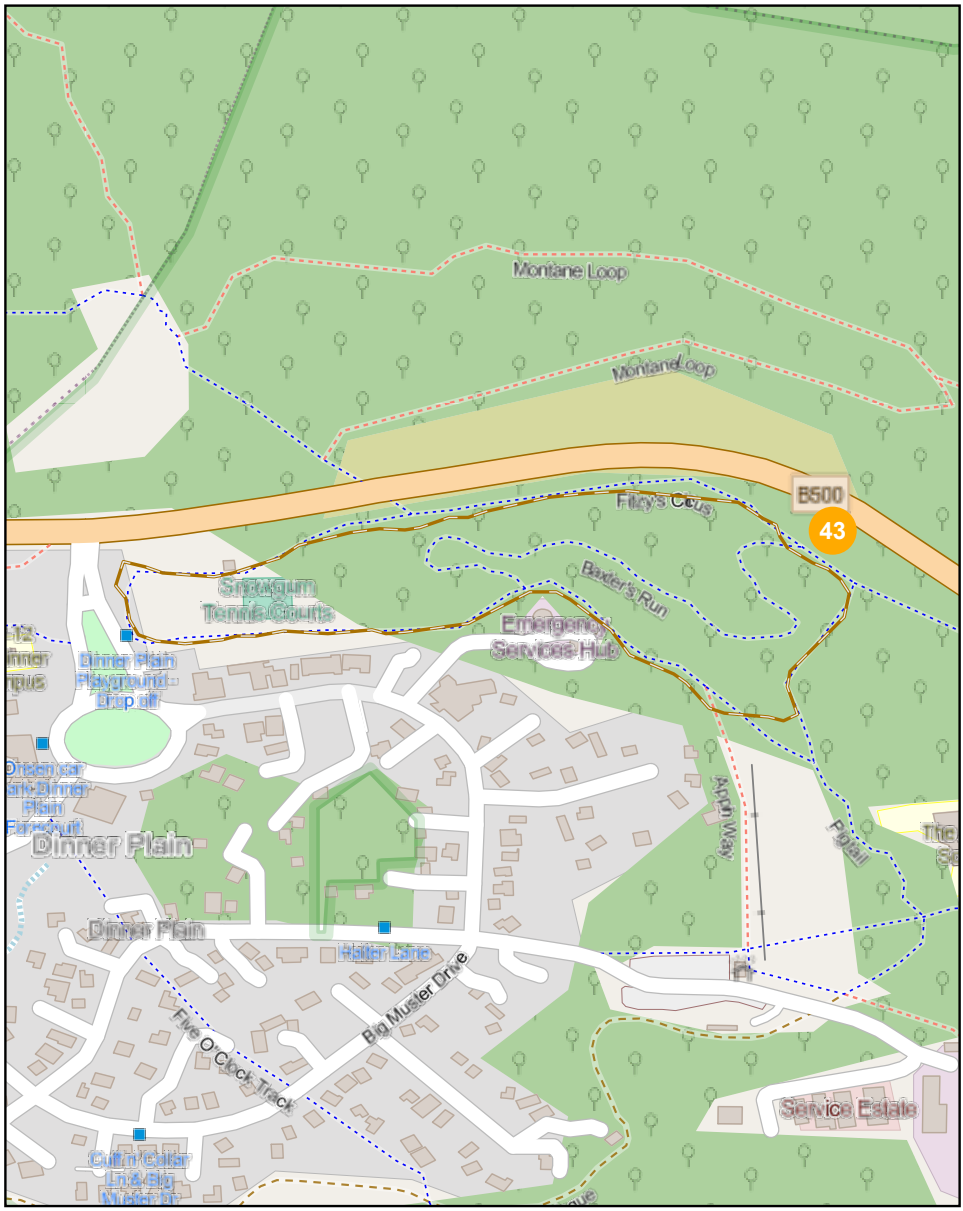
41 Collectors Cirque - Dinner Plain



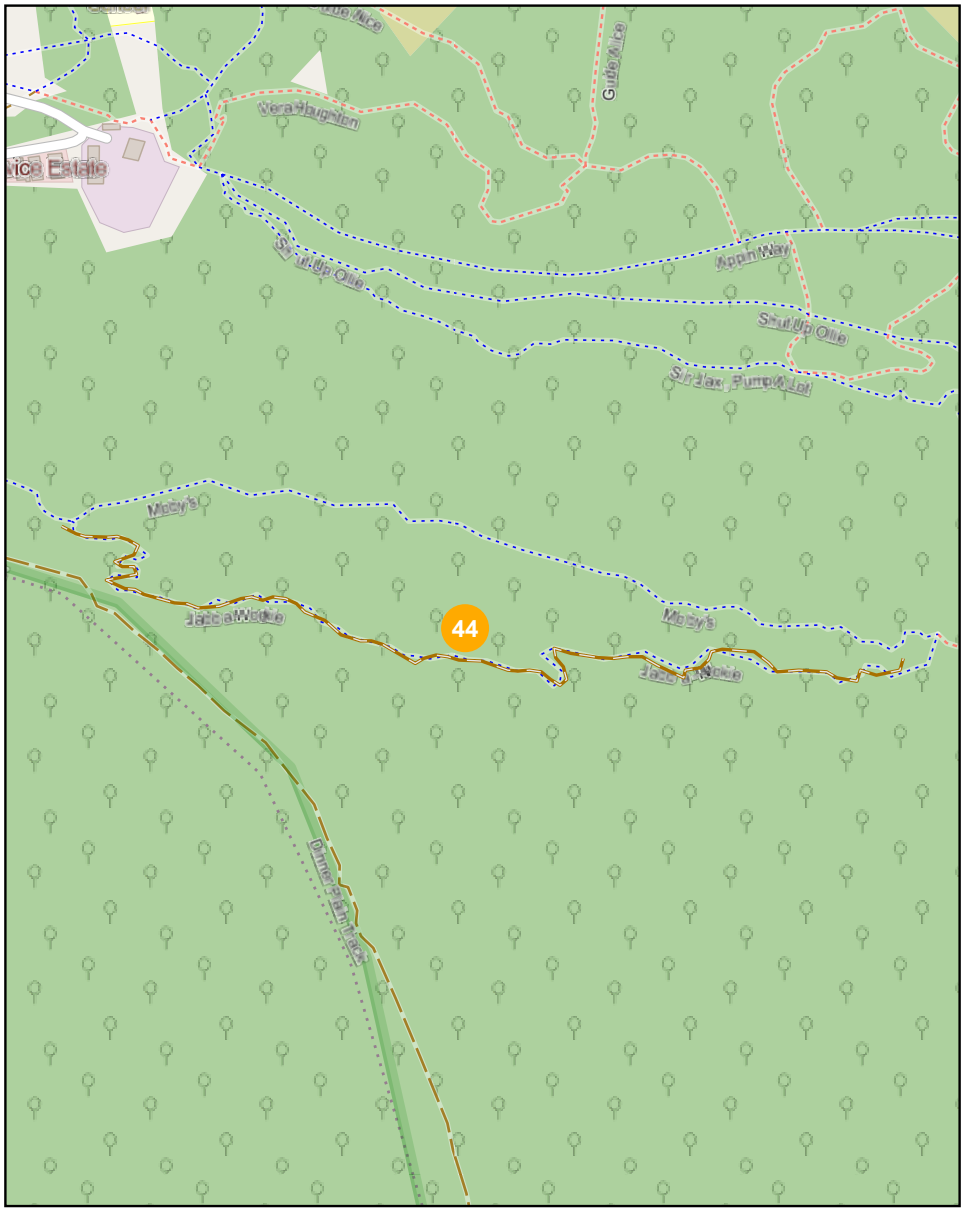
42 Fergs - Dinner Plain



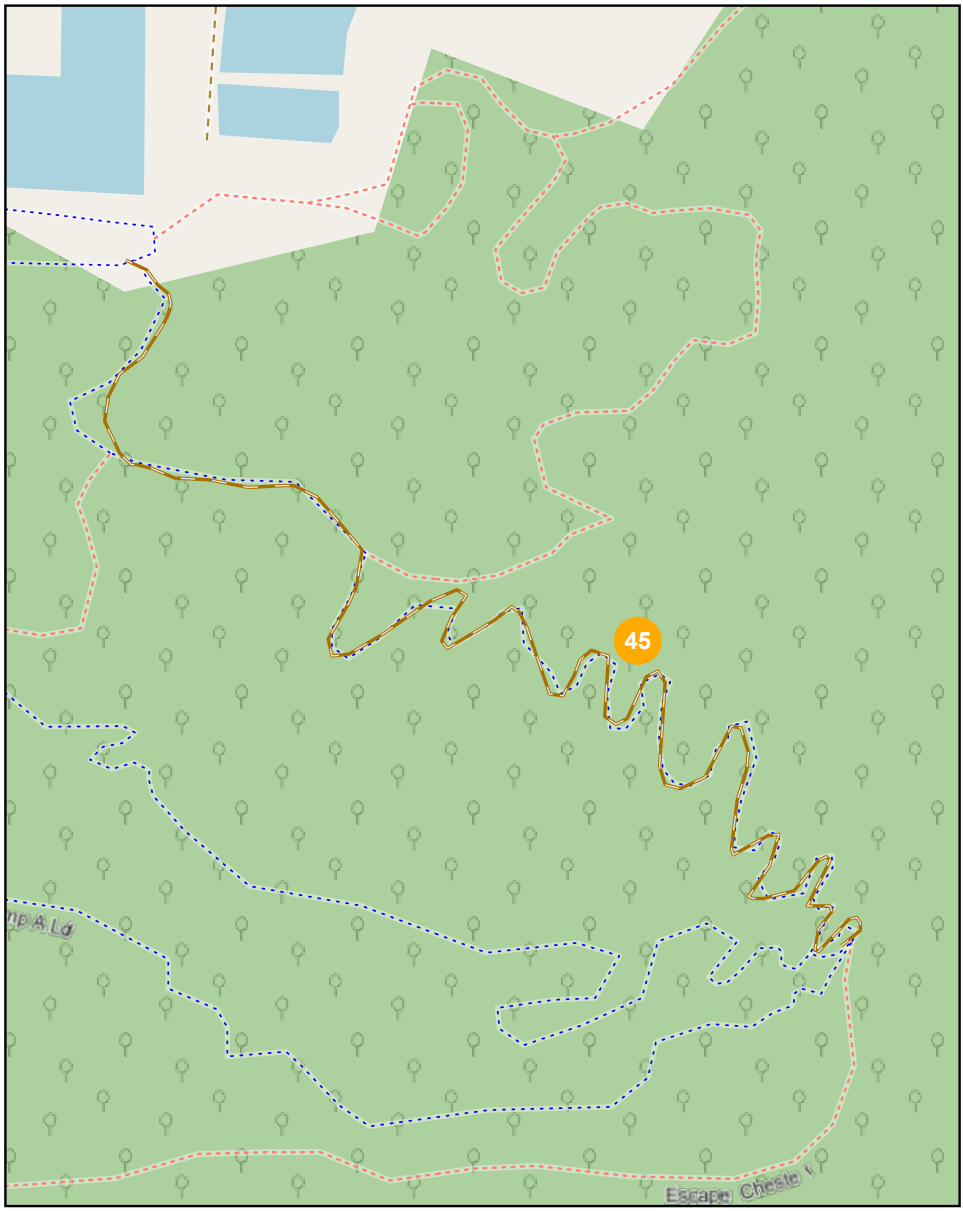
43 Fitzys Cirque - Dinner Plain



44 Jabba-Wookie - Dinner Plain



45 Kanga-Waala-Fox - Dinner Plain



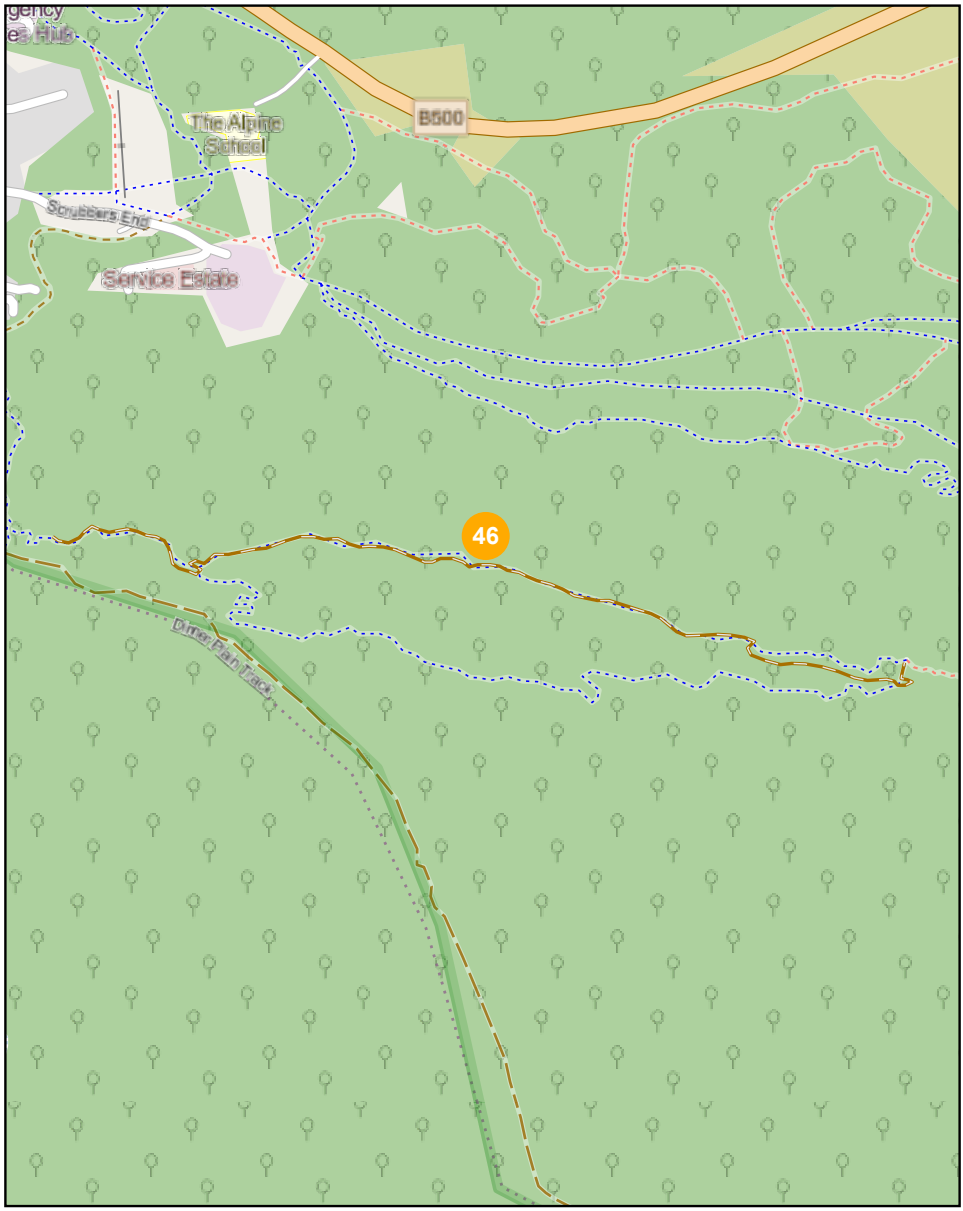
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Cycle Routes

Gravel
Rail Trail
Mountain Bike
Road

0 0.06 0.13
Km

46 Moby's Old Dog New Tricks - Dinner Plain



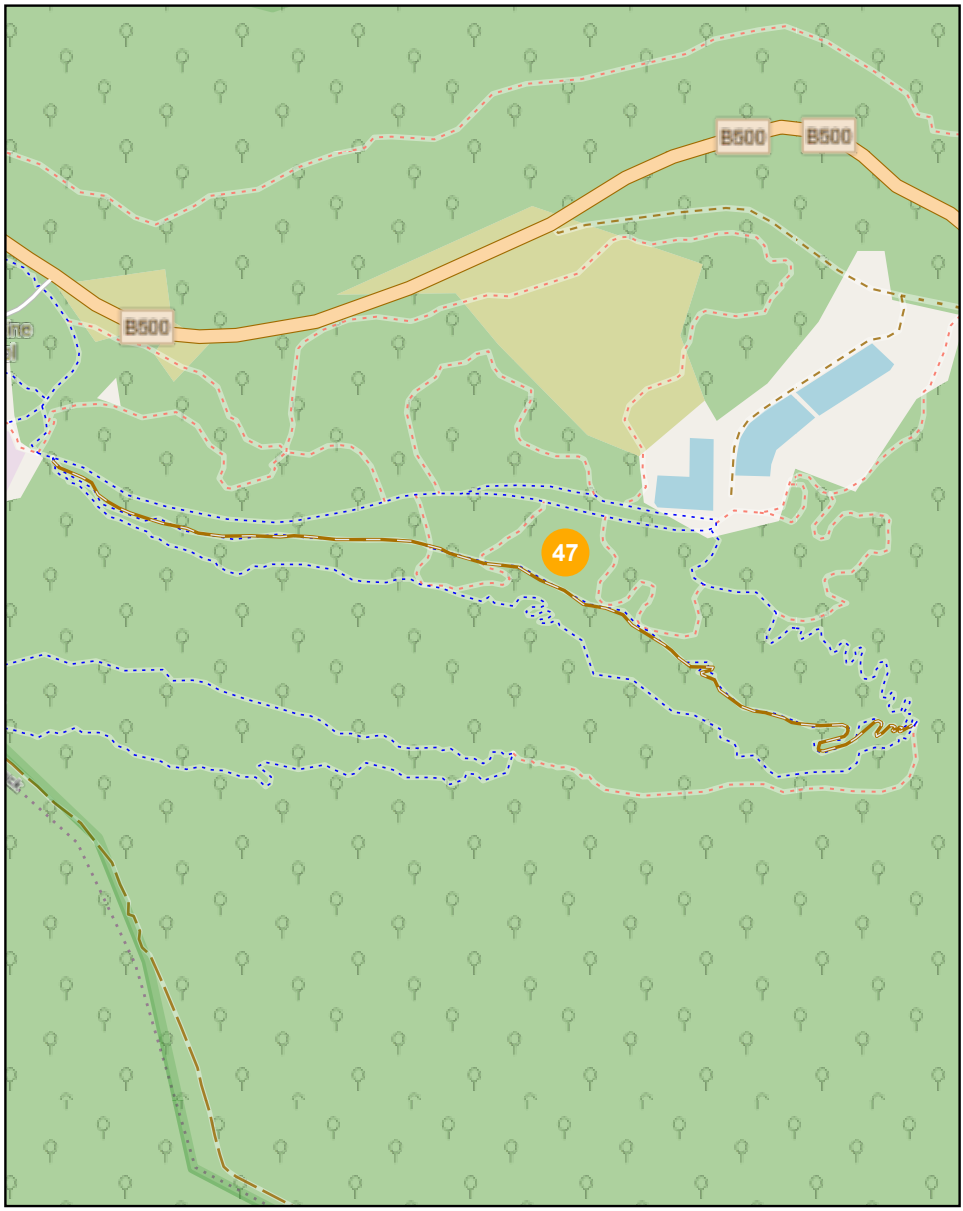
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Cycle Routes

Gravel
Rail Trail
Mountain Bike
Road

0 0.17 0.35
Km

47 Shut-up Ollie - Dinner Plain



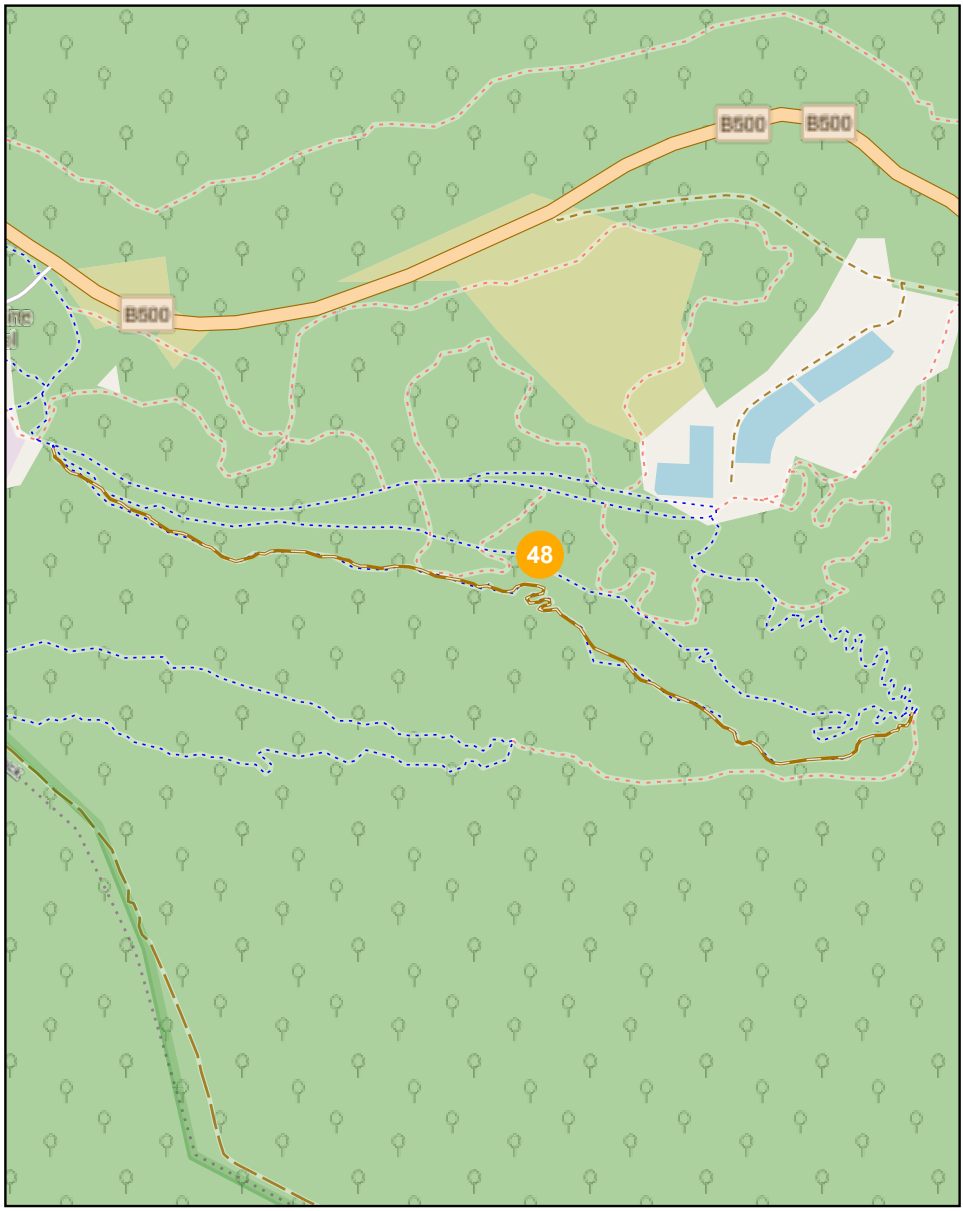
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Cycle Routes

Gravel
Mountain Bike
Rail Trail
Road

0 0.22 0.45
Km

48 Sir Jax, Pump-a-Lot - Dinner Plain



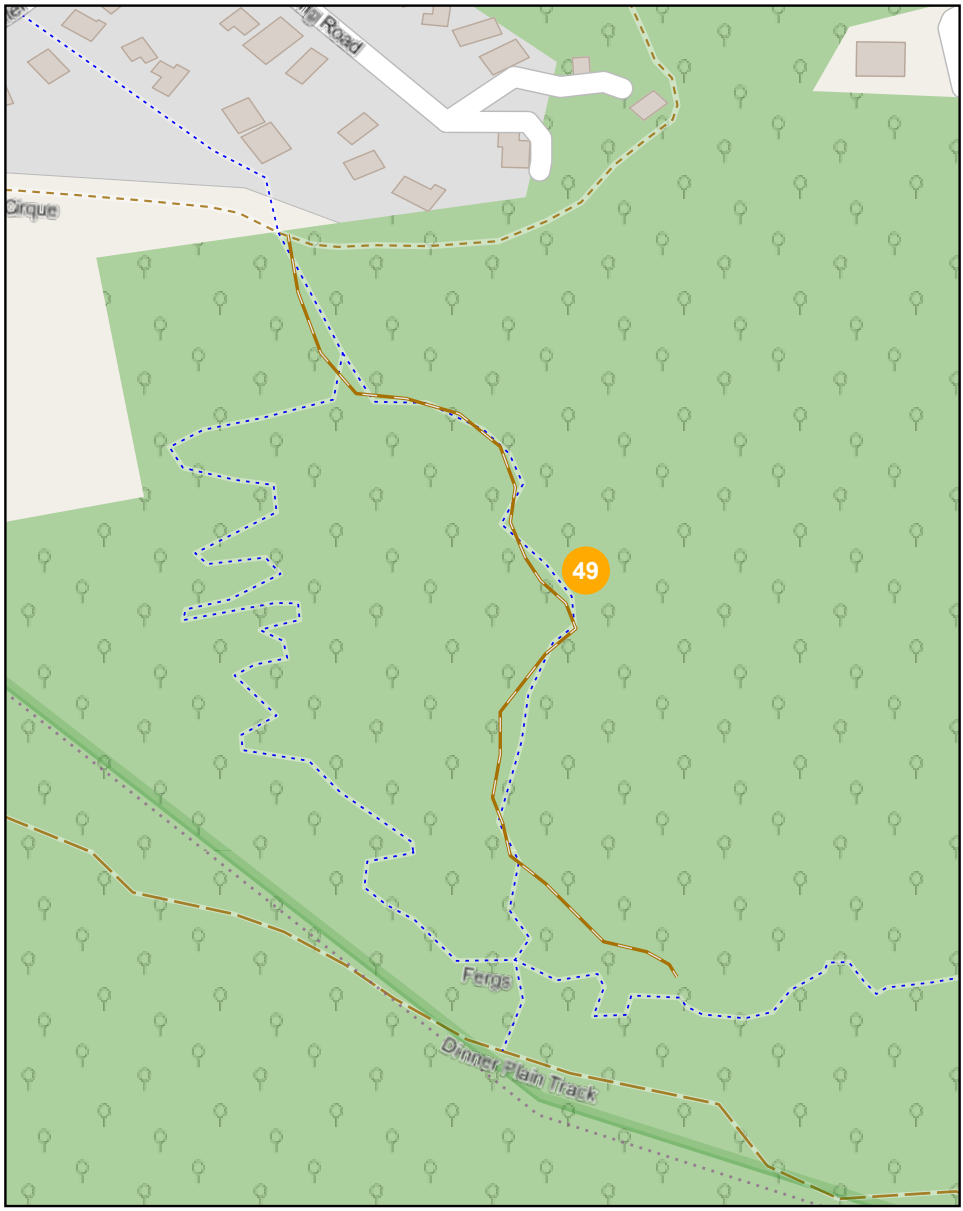
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Cycle Routes

Gravel
Rail Trail
Mountain Bike
Road

0 0.22 0.45
Km

49 Kenny's - Dinner Plain



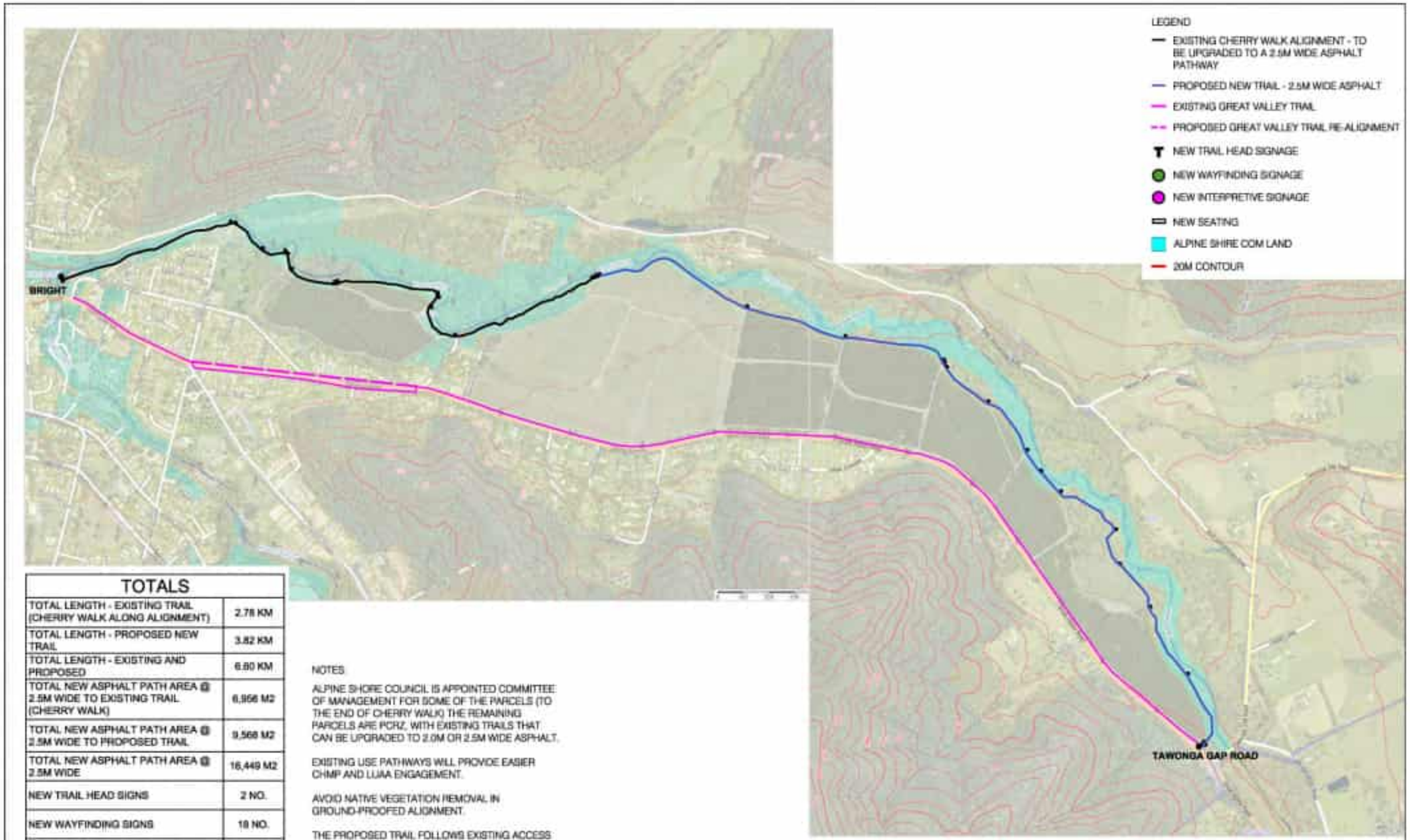
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Cycle Routes

Gravel
Mountain Bike
Rail Trail
Road

0 0.05 0.1
Km

Appendix E - Concept Designs



TOTALS	
TOTAL LENGTH - EXISTING TRAIL (CHERRY WALK ALONG ALIGNMENT)	2.78 KM
TOTAL LENGTH - PROPOSED NEW TRAIL	3.82 KM
TOTAL LENGTH - EXISTING AND PROPOSED	6.60 KM
TOTAL NEW ASPHALT PATH AREA @ 2.5M WIDE TO EXISTING TRAIL (CHERRY WALK)	6,956 M2
TOTAL NEW ASPHALT PATH AREA @ 2.5M WIDE TO PROPOSED TRAIL	9,568 M2
TOTAL NEW ASPHALT PATH AREA @ 2.5M WIDE	16,449 M2
NEW TRAIL HEAD SIGNS	2 NO.
NEW WAYFINDING SIGNS	18 NO.
NEW INTERPRETIVE SIGNS	6 NO.
NEW BENCH SEATING	8 NO.

NOTES

ALPINE SHORE COUNCIL IS APPOINTED COMMITTEE OF MANAGEMENT FOR SOME OF THE PARCELS (TO THE END OF CHERRY WALK) THE REMAINING PARCELS ARE PCRZ, WITH EXISTING TRAILS THAT CAN BE UPGRADED TO 2.0M OR 2.5M WIDE ASPHALT.

EXISTING USE PATHWAYS WILL PROVIDE EASIER CHMP AND LUAA ENGAGEMENT.

AVOID NATIVE VEGETATION REMOVAL IN GROUND-PROOFED ALIGNMENT.

THE PROPOSED TRAIL FOLLOWS EXISTING ACCESS ROADS USED BY HVP TO ACCESS THE REAR OF PLANTATIONS. TRAIL POTENTIALLY EXISTS IN THE CROWN PARCEL - SITE SURVEY REQUIRED TO CONFIRM.

TREDWELL

Tredwell Management Services
3/217 Henley Beach Road
Torrensville, SA 5031
Phone: 08 8234 6367

Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
BRIGHT TO TAWONGA GAP - OVERVIEW MAP

Drawn: AP
Checked: KT

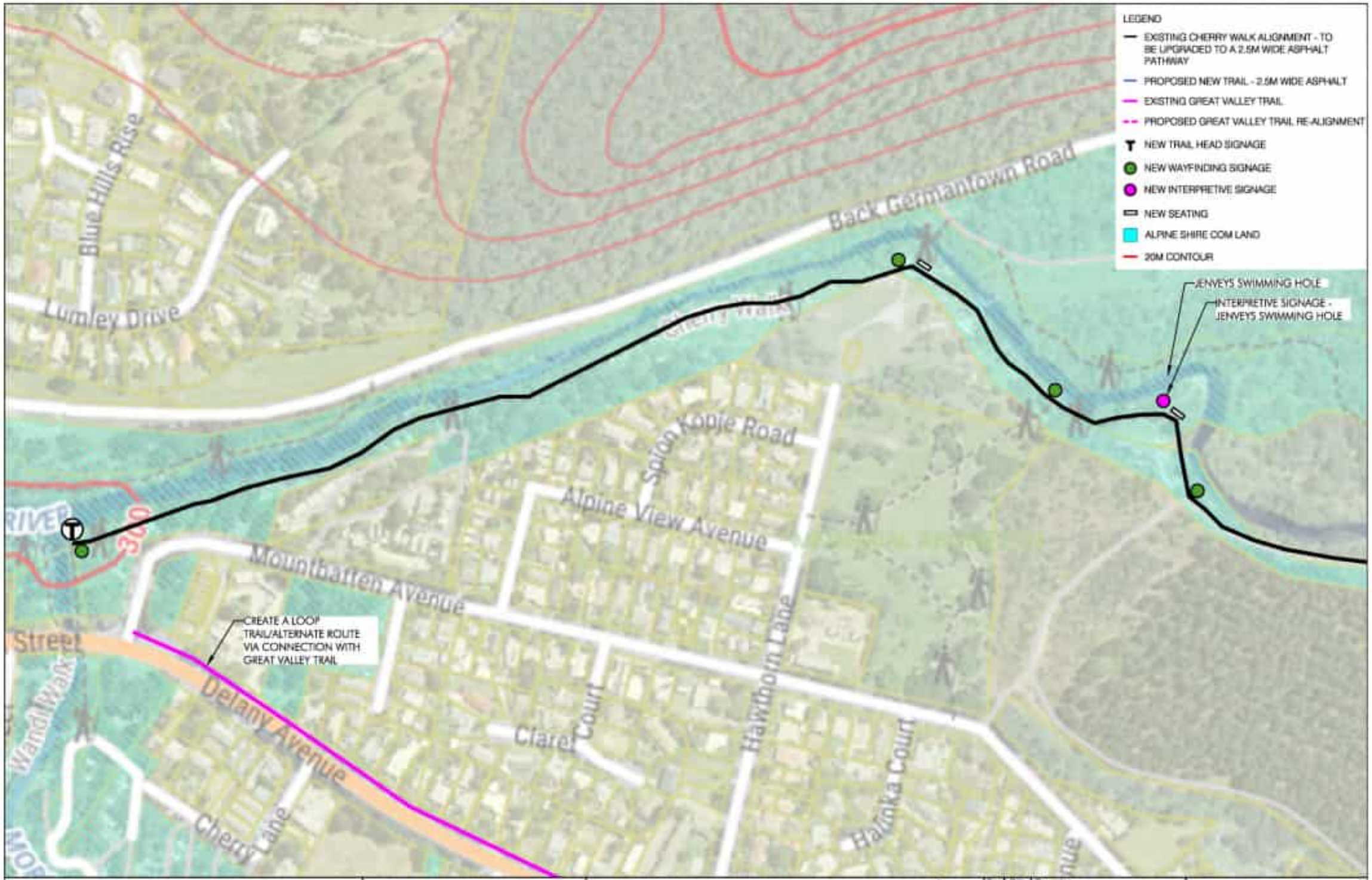
Scale 1:15000 @ A3
0 200 400m

Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BT_01

Revision -



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Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
BRIGHT TO TAWONGA GAP - SECTION 1

Scale 1:1000 @ A3
0 50 100m

Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BT_02

Revision -



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DRAWING TITLE
BRIGHT TO TAWONGA GAP - SECTION 2

Drawn: AP
Checked: NT

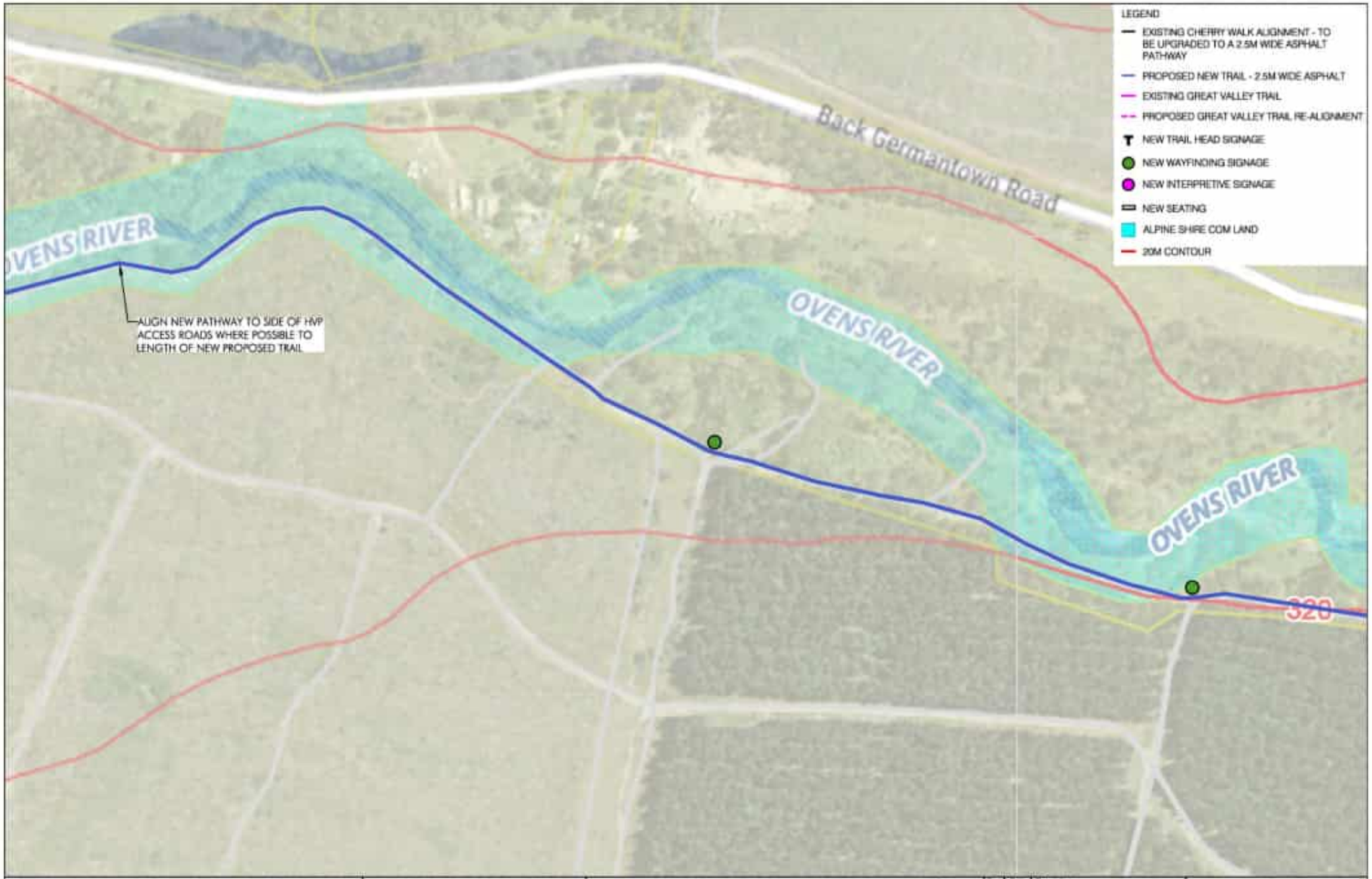
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BT_03

Revision -



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PROJECT
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DRAWING TITLE
BRIGHT TO TAWONGA GAP - SECTION 3

Drawn: AP
Checked: KT

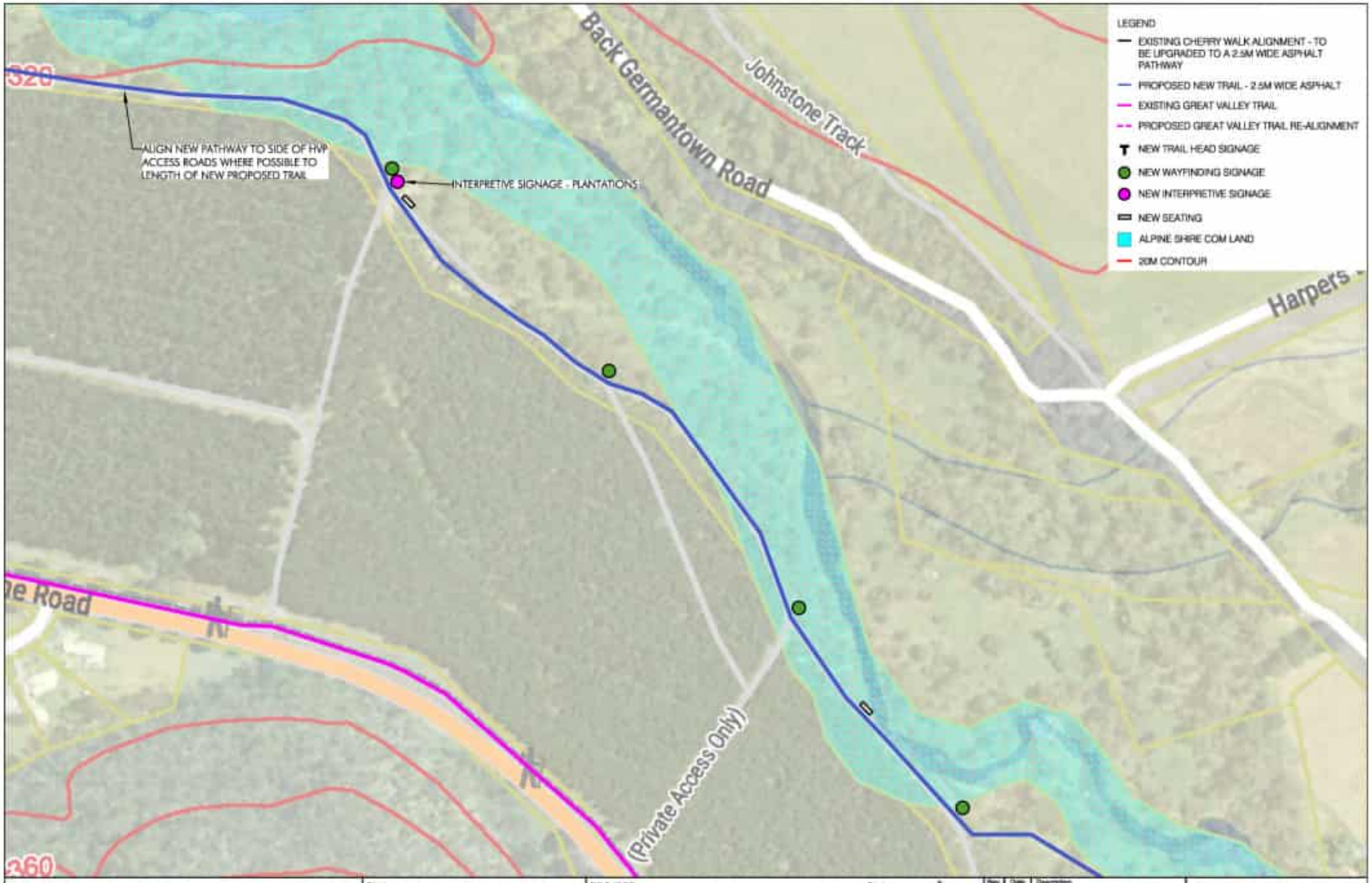
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BT_04

Revision -



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Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
BRIGHT TO TAWONGA GAP - SECTION 4

Drawn: AF
Checked: NT

Scale 1:13000 @ A3
0 50 100m

Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BT_05

Revision -



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Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
BRIGHT TO TAWONGA GAP - SECTION 5

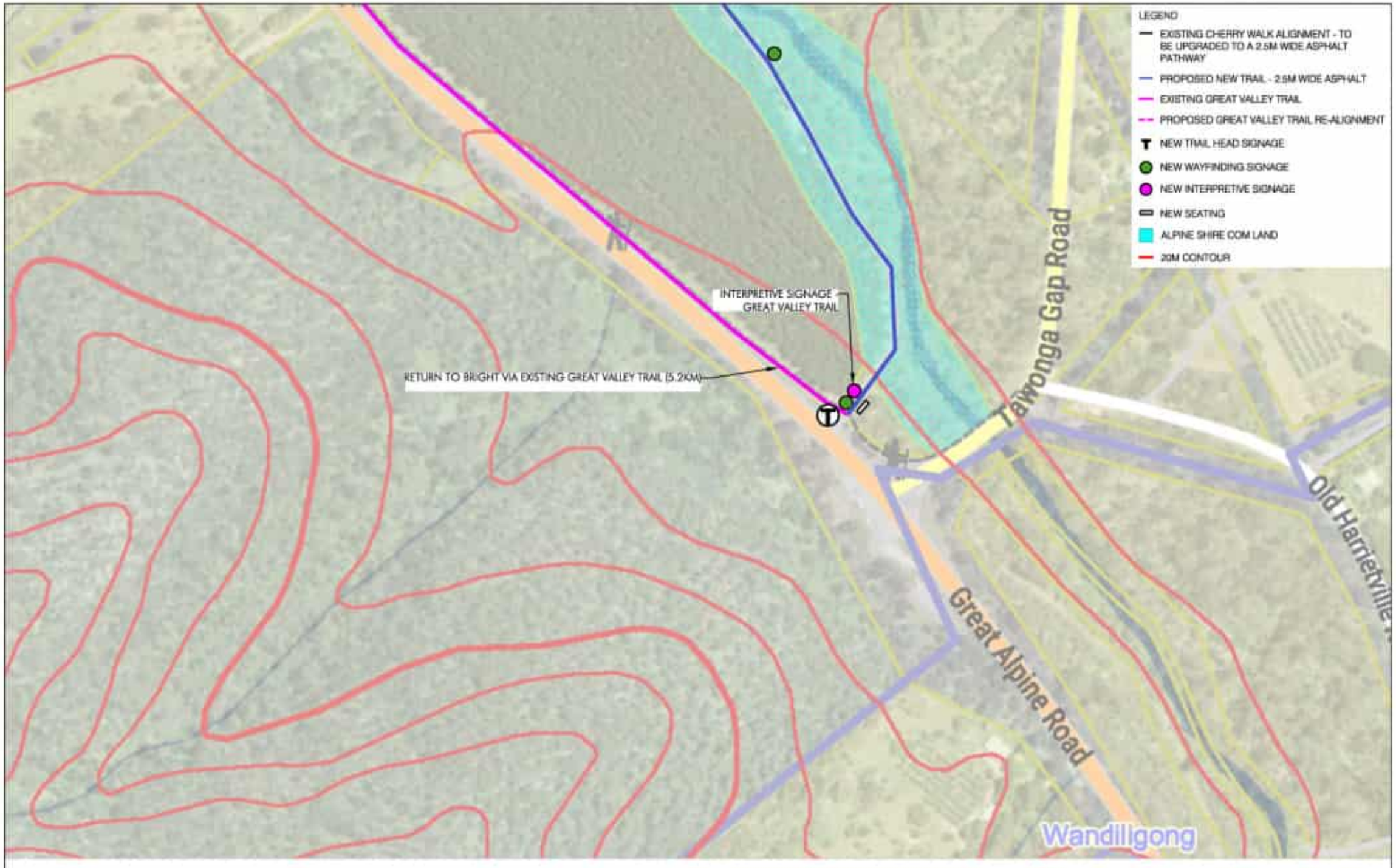
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BT_06

Revision -



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Tonnerville, SA 5031
Phone: 08 8234 6387

Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
BRIGHT TO TAWONGA GAP - SECTION 6

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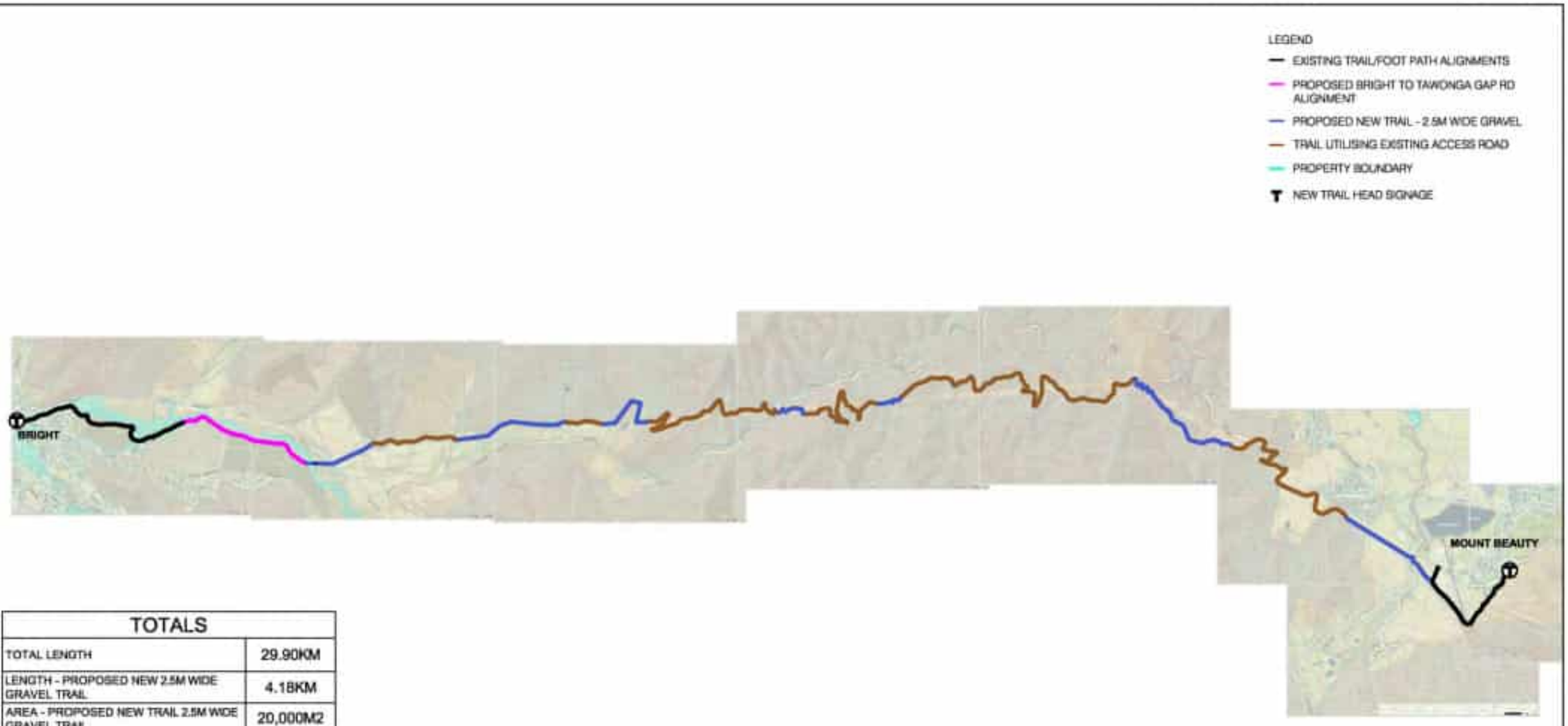
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BT_07

Revision -



TOTALS	
TOTAL LENGTH	29.90KM
LENGTH - PROPOSED NEW 2.5M WIDE GRAVEL TRAIL	4.18KM
AREA - PROPOSED NEW TRAIL 2.5M WIDE GRAVEL TRAIL	20,000M2
NEW TRAIL HEAD SIGNS	2
NEW WAYFINDING SIGNS	60
NEW ON ROAD SAFETY SIGNAGE	4
NEW PEDESTRIAN SAFETY SIGNAGE	4
NEW PEDESTRIAN AND CYCLING BRIDGE	55M
NEW BENCH SEAT	1
NEW INTERPRETIVE SIGN	1

NOTES:

ALPINE SHIRE COUNCIL IS APPOINTED COMMITTEE OF MANAGEMENT FOR SOME OF THE PARCELS.

AVOID NATIVE VEGETATION REMOVAL IN GROUND-PROOFED ALIGNMENT.

SITE SURVEY REQUIRED TO CONFIRM PROPOSED ALIGNMENT.

TREDWELL

Tredwell Management Services
3/217 Henley Beach Road
Torrensville, SA 5031
Phone: 08 8234 6367

Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
BRIGHT TO MOUNT BEAUTY ADVENTURE TRAIL - OVERVIEW MAP

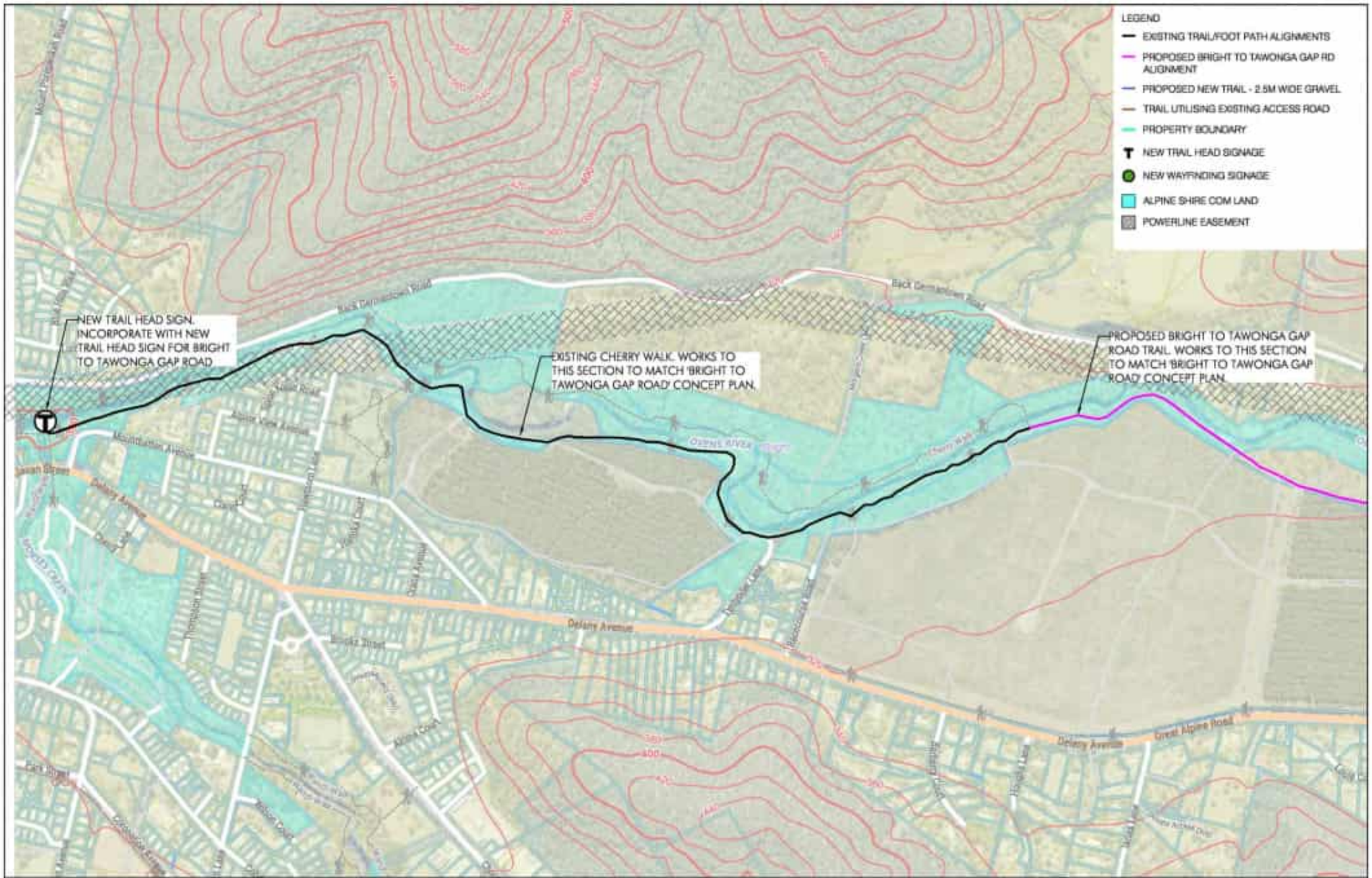
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Checked: NT
Scale 1:55000 @ A3
0 1 2Km

Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BMB_01

Revision -



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Tredwell Management Services
3/217 Henley Beach Road
Torrensville, SA 5031
Phone: 08 8234 6387

Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
BRIGHT TO MOUNT BEAUTY ADVENTURE TRAIL - SECTION 1

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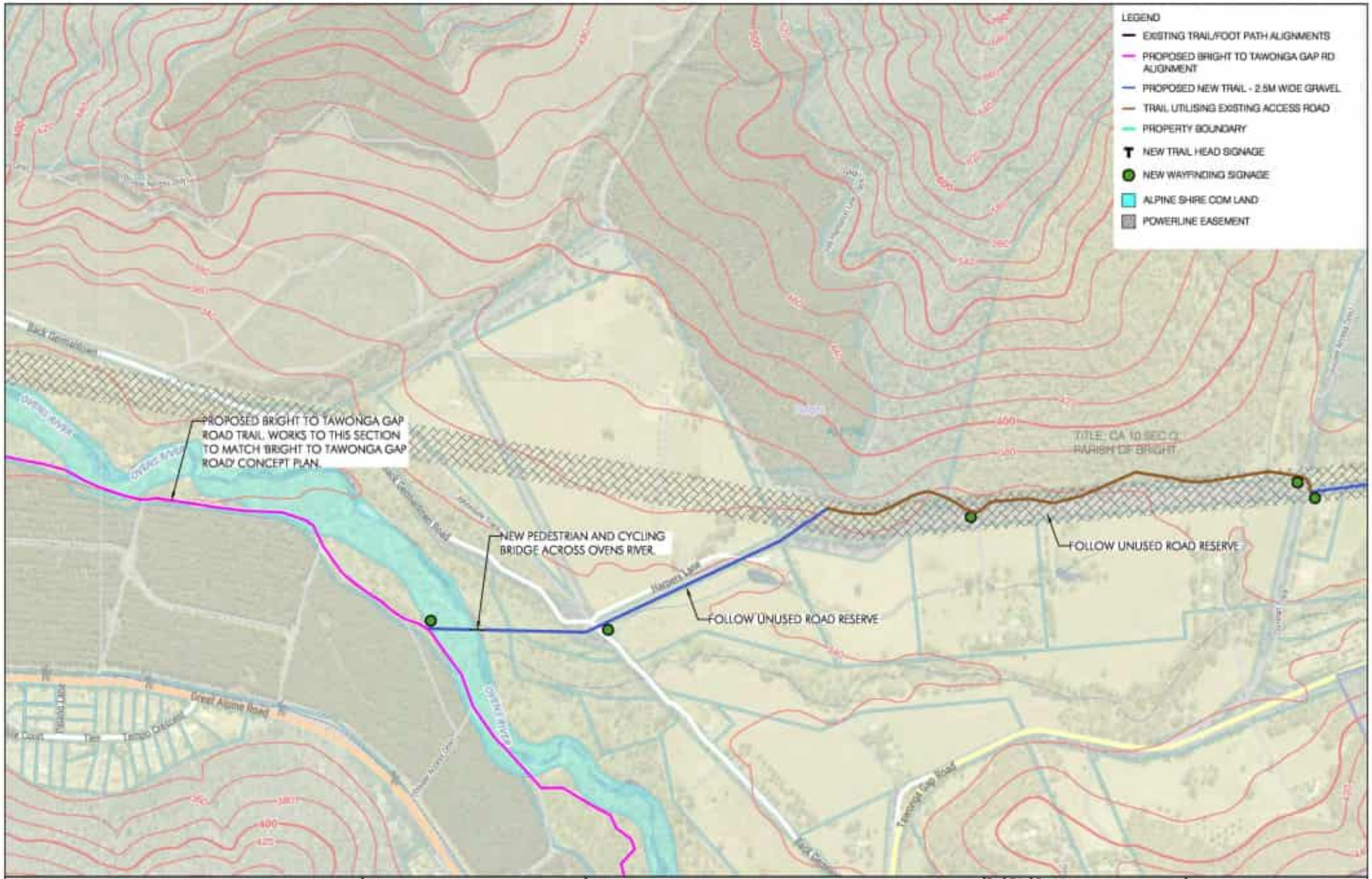
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BMB_02

Revision -



TREDWELL

Tredwell Management Services
3/217 Henley Beach Road
Torrensville, SA 5031
Phone: 08 8234 6387

Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
BRIGHT TO MOUNT BEAUTY ADVENTURE TRAIL - SECTION 2

Drawn: AP
Checked: AT

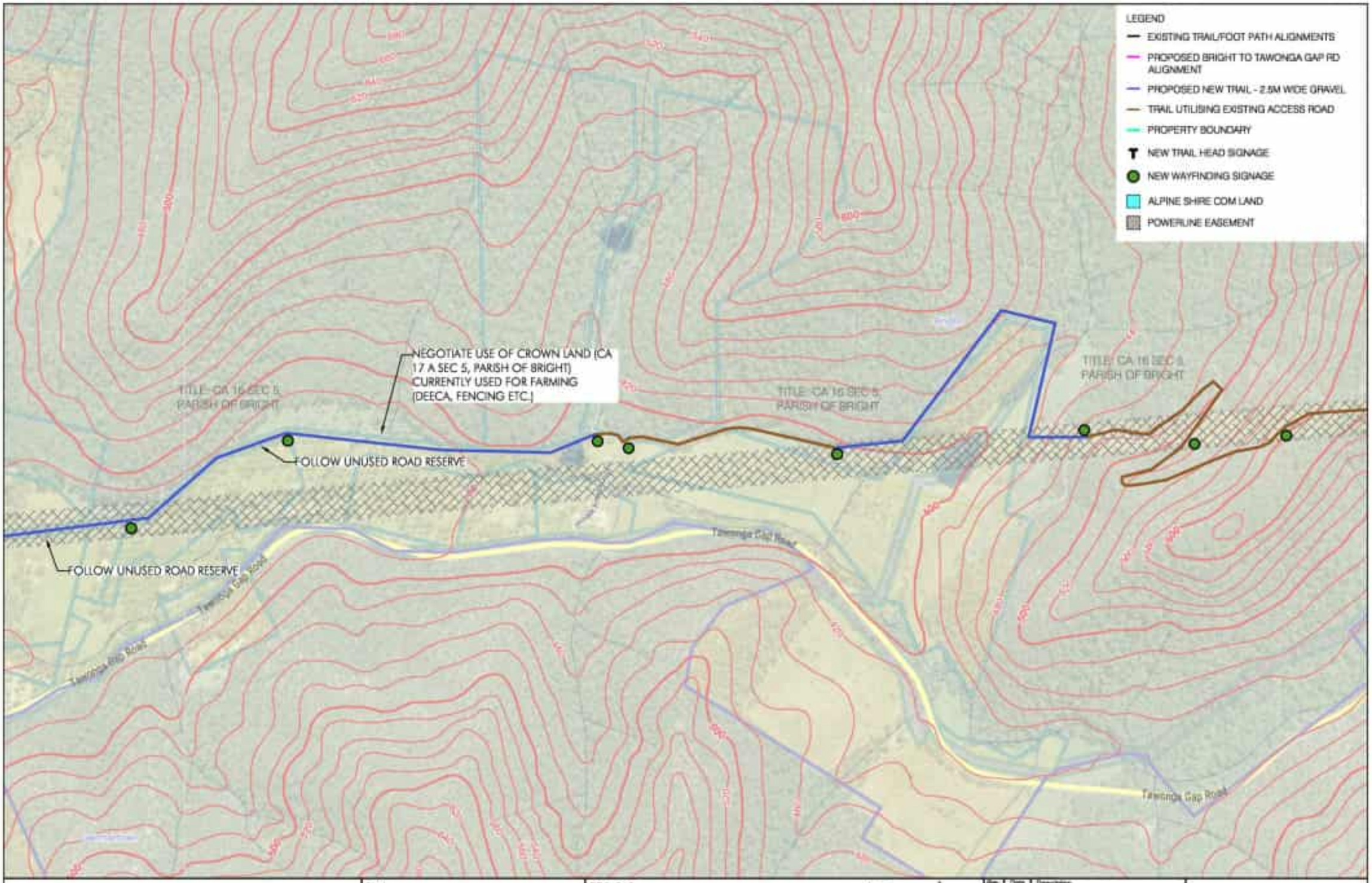
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BMB_03

Revision -



TREDWELL

Tredwell Management Services
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PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
BRIGHT TO MOUNT BEAUTY ADVENTURE TRAIL - SECTION 3

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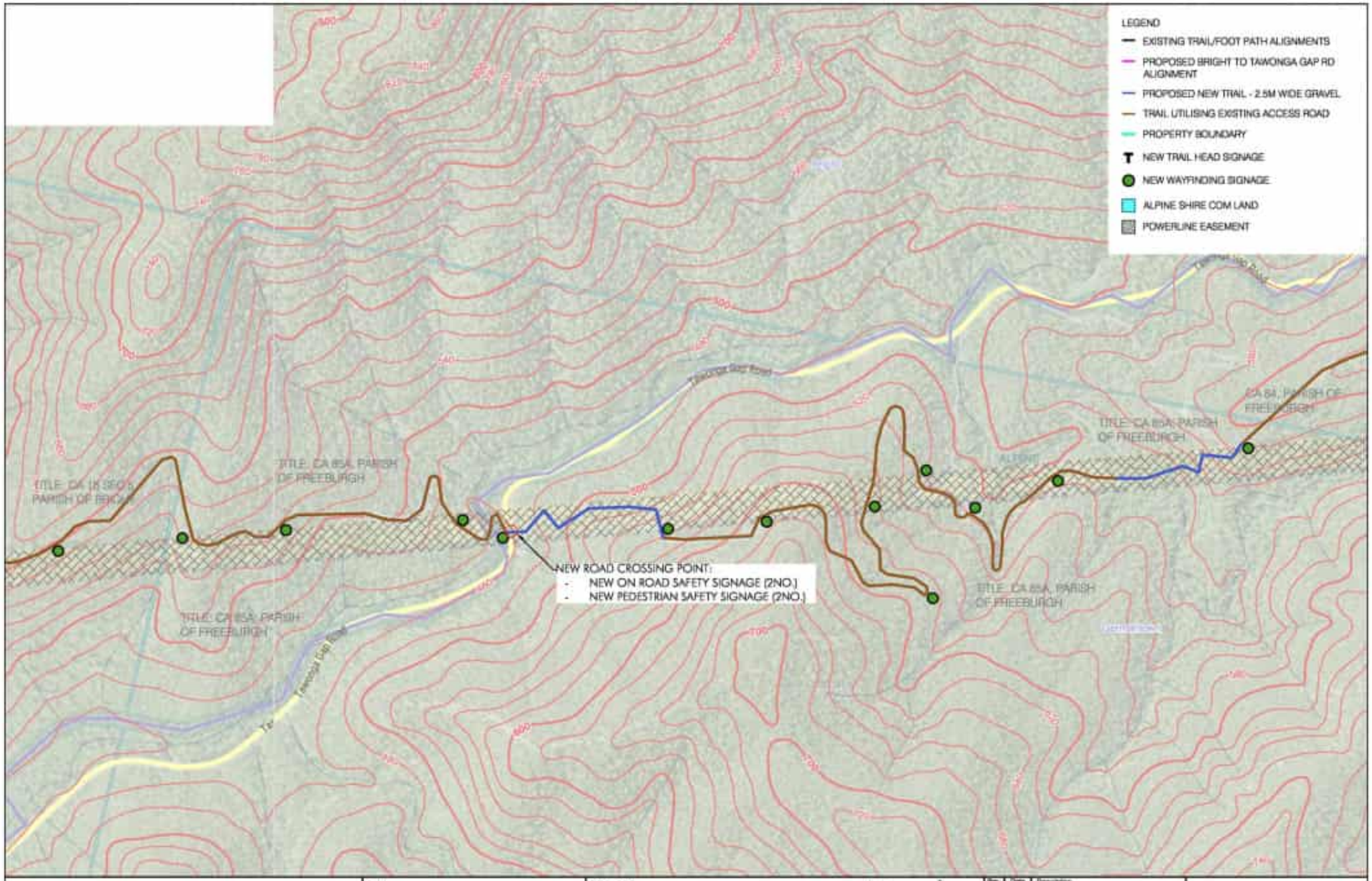
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BHO_04

Revision -



TREDWELL

Tredwell Management Services
3/217 Henley Beach Road
Torrensville, SA 5031
Phone: 08 8234 6387

Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
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Checked: AT

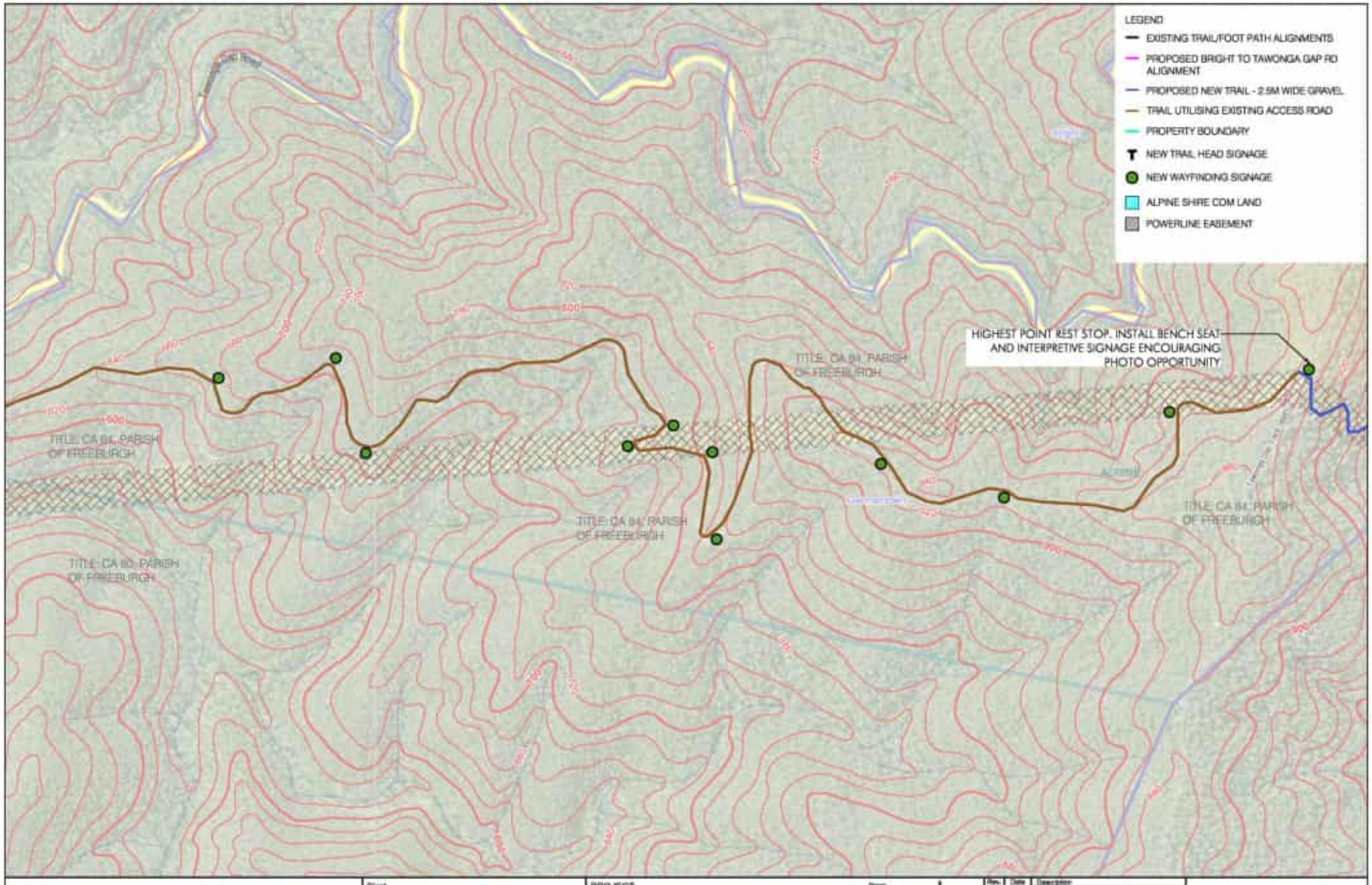
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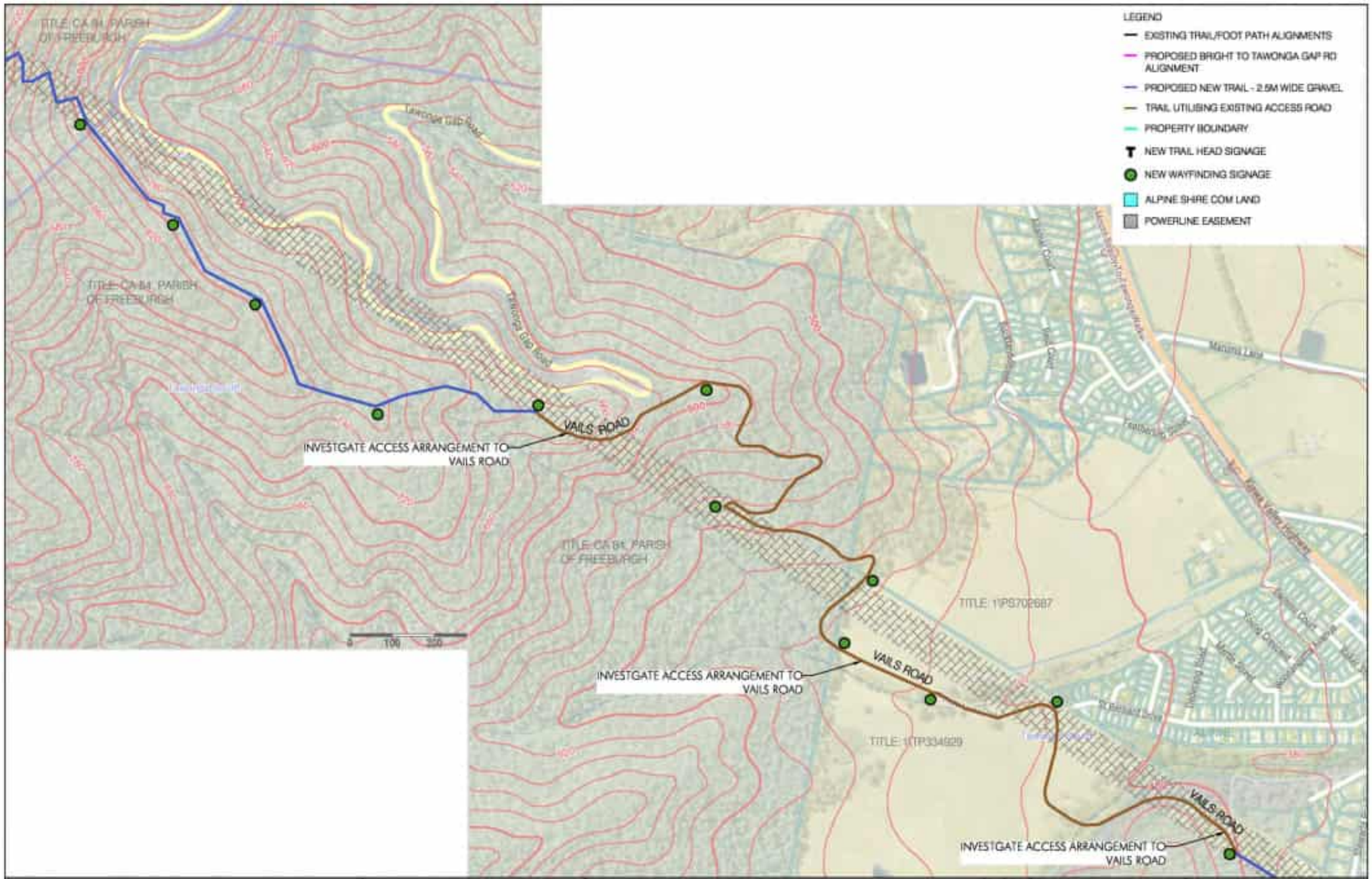
Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BMB_05

Revision -


LEGEND
EXISTING TRAIL/FOOT PATH ALIGNMENTS
PROPOSED BRIGHT TO TAWONGA GAP RD ALIGNMENT
PROPOSED NEW TRAIL - 2.5M WIDE GRAVEL
TRAIL UTILISING EXISTING ACCESS ROAD
PROPERTY BOUNDARY
NEW TRAIL HEAD SIGNAGE
NEW WAYFINDING SIGNAGE
ALPINE SHIRE CDM LAND
POWERLINE EASEMENT
HIGHEST POINT REST STOP. INSTALL BENCH SEAT AND INTERPRETIVE SIGNAGE ENCOURAGING PHOTO OPPORTUNITY
TITLE: CA 84, PARISH OF FREEBURGH
TITLE: CA 84, PARISH OF FREEBURGH
TITLE: CA 84, PARISH OF FREEBURGH
TITLE: CA 84, PARISH OF FREEBURGH
TREDWELL
Tredwell Management Services
3/217 Henley Beach Road
Torrensville, SA 5031
Phone: 08 8234 6367
Client
Alpine Shire Council
PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN
DRAWING TITLE
BRIGHT TO MOUNT BEAUTY ADVENTURE TRAIL - SECTION 5
Drawn: AP
Checked: NT
Scale 1:18000 @ A3
0 100 200m
Rev. Date Description
DRAFT CONCEPT
Drawing No. BMB_06
Revision -



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Client
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PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
BRIGHT TO MOUNT BEAUTY ADVENTURE TRAIL - SECTION 6

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Checked: AT

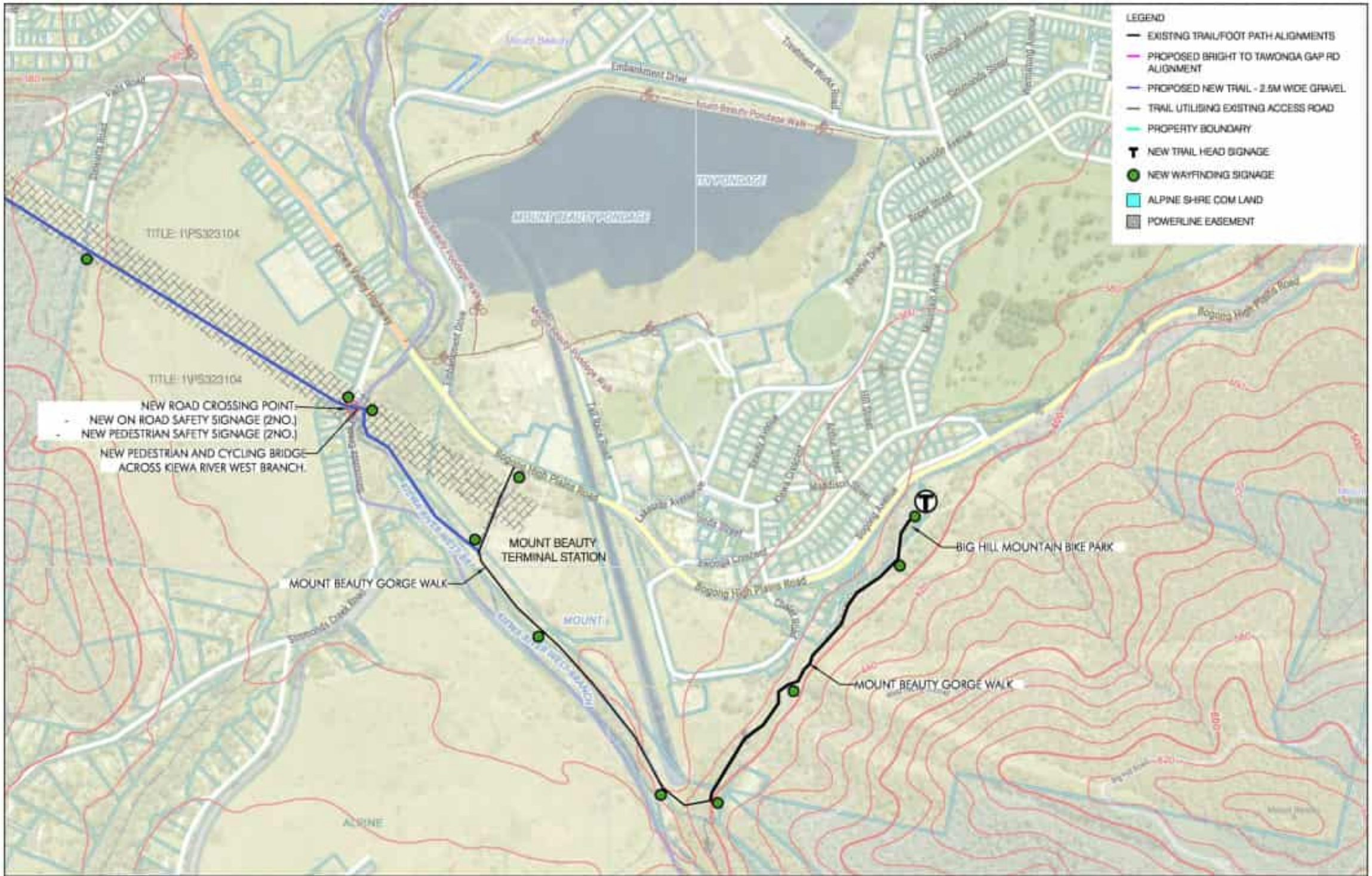
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BMB_07

Revision -



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Phone: 08 8234 6387

Client: Alpine Shire Council

PROJECT: ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE: BRIGHT TO MOUNT BEAUTY ADVENTURE TRAIL - SECTION 7

Drawn: AP
Checked: NT
Scale 1:18000 @ A3
0 100 200m

Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BT_08

Revision -



LEGEND
- EXISTING ACCESS ROAD
- PROPOSED NEW TRAIL - NATURAL FINISH
- NEW TRAIL HEAD SIGNAGE
- NEW WAYFINDING SIGNAGE
- 20M CONTOUR
- PROPERTY BOUNDARY

TOTALS	
LENGTH - PROPOSED TRAIL RUNNING TRAIL (NATURAL FINISH)	21.10KM
LENGTH - PROPOSED TRAIL EXTENSION TO MOUNT POREPUNKAH SUMMIT (TO TELEPHONE SPUR TRACK) (NATURAL FINISH)	669M
NEW TRAIL HEAD SIGNS	2
NEW WAYFINDING SIGNS	36
TOTAL ELEVATION GAIN - SPOTS TRACK TO MT POREPUNKAH SUMMIT	760M

NOTES:

ALIGNMENT INDICATIVE ONLY AND GROUND PROOFING REQUIRED TO CONFIRM PROPOSED ALIGNMENT.

AVOID NATIVE VEGETATION REMOVAL IN GROUND-PROOFED ALIGNMENT.

TREDWELL

Tredwell Management Services
3/217 Hanley Beach Road
Tarrenville, SA 5031
Phone: 08 8234 8387

Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
MT POREPUNKAH RUNNING TRAIL - OVERVIEW MAP

Drawn: AP
Checked: NF

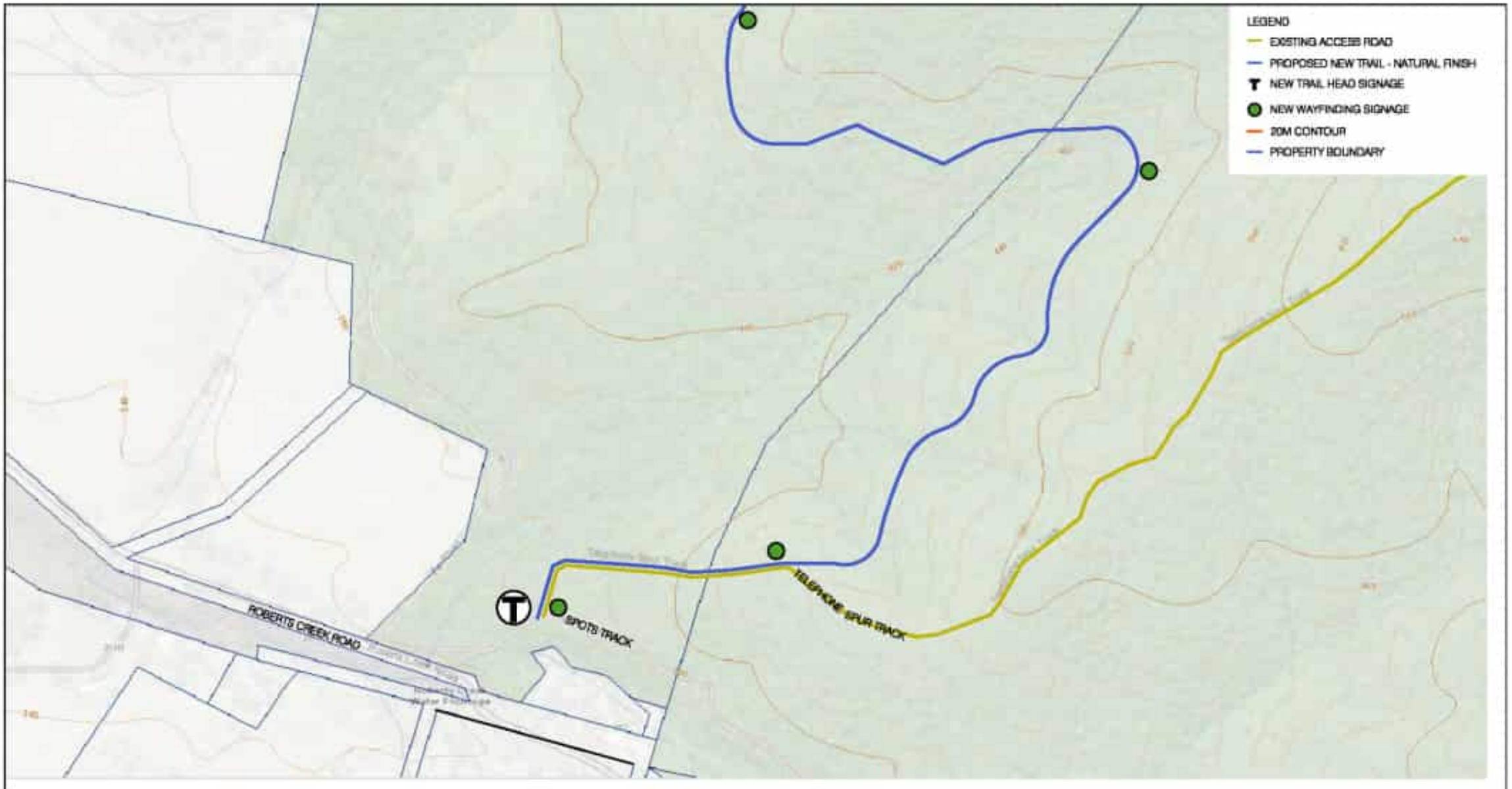
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. MPR_01

Revision -



TREDWELL

Tredwell Management Services
3/217 Hanley Beach Road
Tarrenoville, SA 5031
Phone: 08 8234 8387

Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
MT POREPUNKAH RUNNING TRAIL - SECTION 01

Drawn: AP
Checked: NF

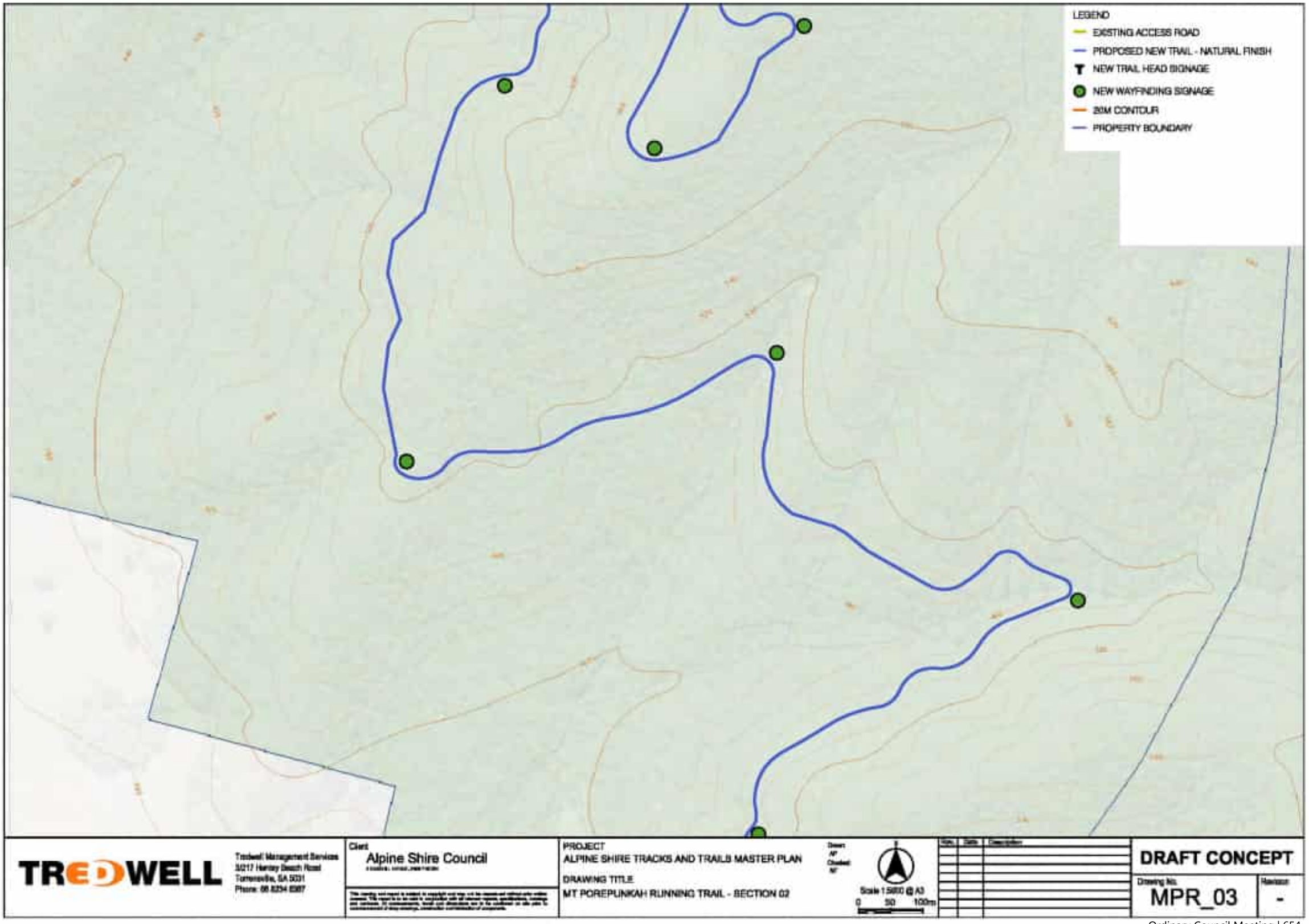
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. MPR_02

Revision -



TREDWELL

Tredwell Management Services
3217 Hanley Beach Road
Tumbarumba, SA 5031
Phone: 08 8354 8387

Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
MT POREPUNKAH RUNNING TRAIL - SECTION 02

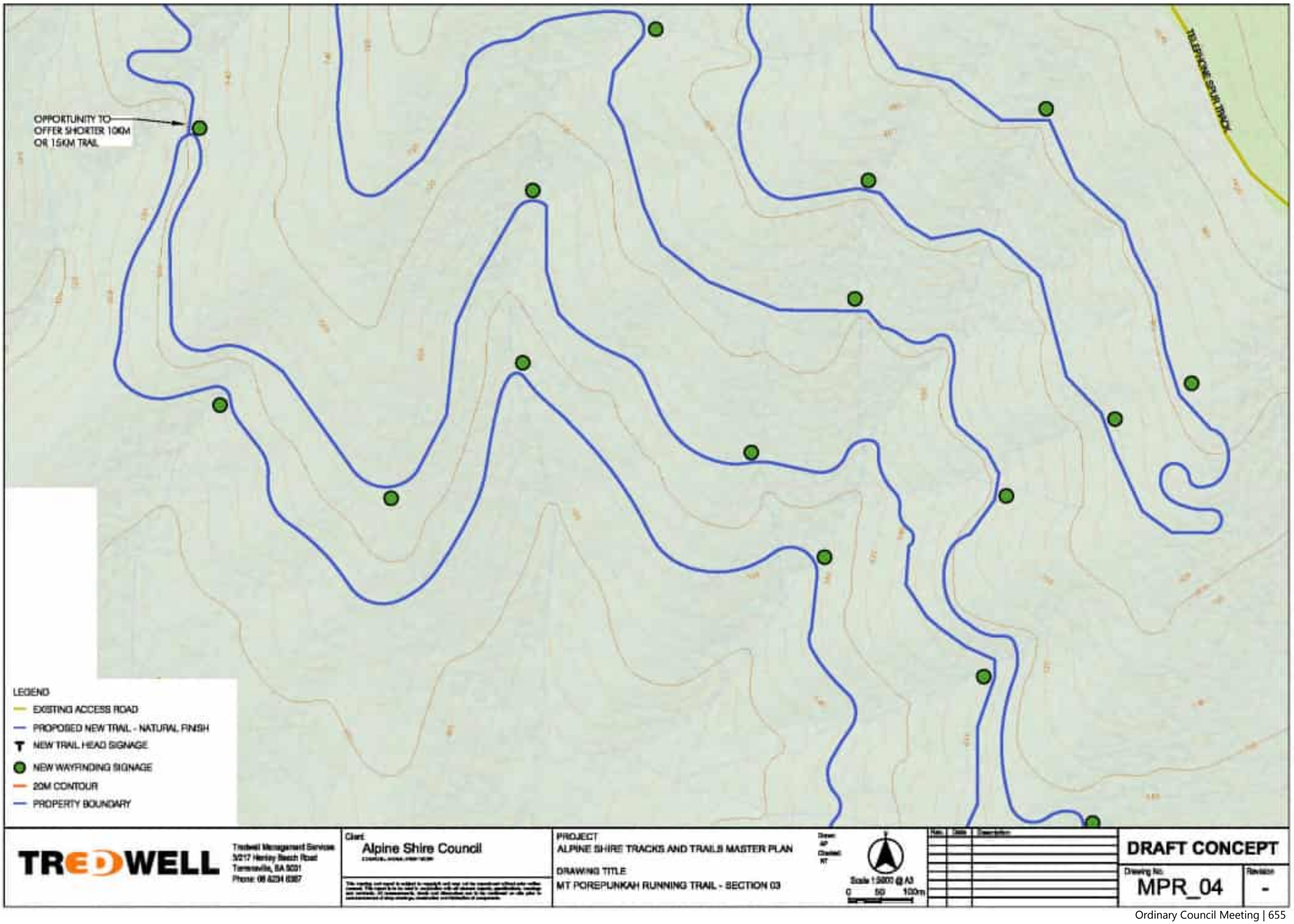
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Scale 1:5000 @ A3
0 50 100m

DRAFT CONCEPT

Drawing No. MPR_03

Revision -


OPPORTUNITY TO OFFER SHORTER 10KM OR 15KM TRAIL
TELEPHONE SEAM TRACK
LEGEND
EXISTING ACCESS ROAD
PROPOSED NEW TRAIL - NATURAL FINISH
NEW TRAIL HEAD SIGNAGE
NEW WAYFINDING SIGNAGE
20M CONTOUR
PROPERTY BOUNDARY
TREDWELL
Tredwell Management Services
3/217 Henley Beach Road
Torrensville, SA 5031
Phone: 08 8234 6387
Client:
Alpine Shire Council
PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN
DRAWING TITLE
MT POREPUNKAH RUNNING TRAIL - SECTION 03
Drawn: AP
Checked: NT
Scale 1:5000 @ A3
0 50 100m
Rev. Date Description
DRAFT CONCEPT
Drawing No.
MPR_04
Revision
-



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Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
MT POREPUNKAH RUNNING TRAIL - SECTION 04

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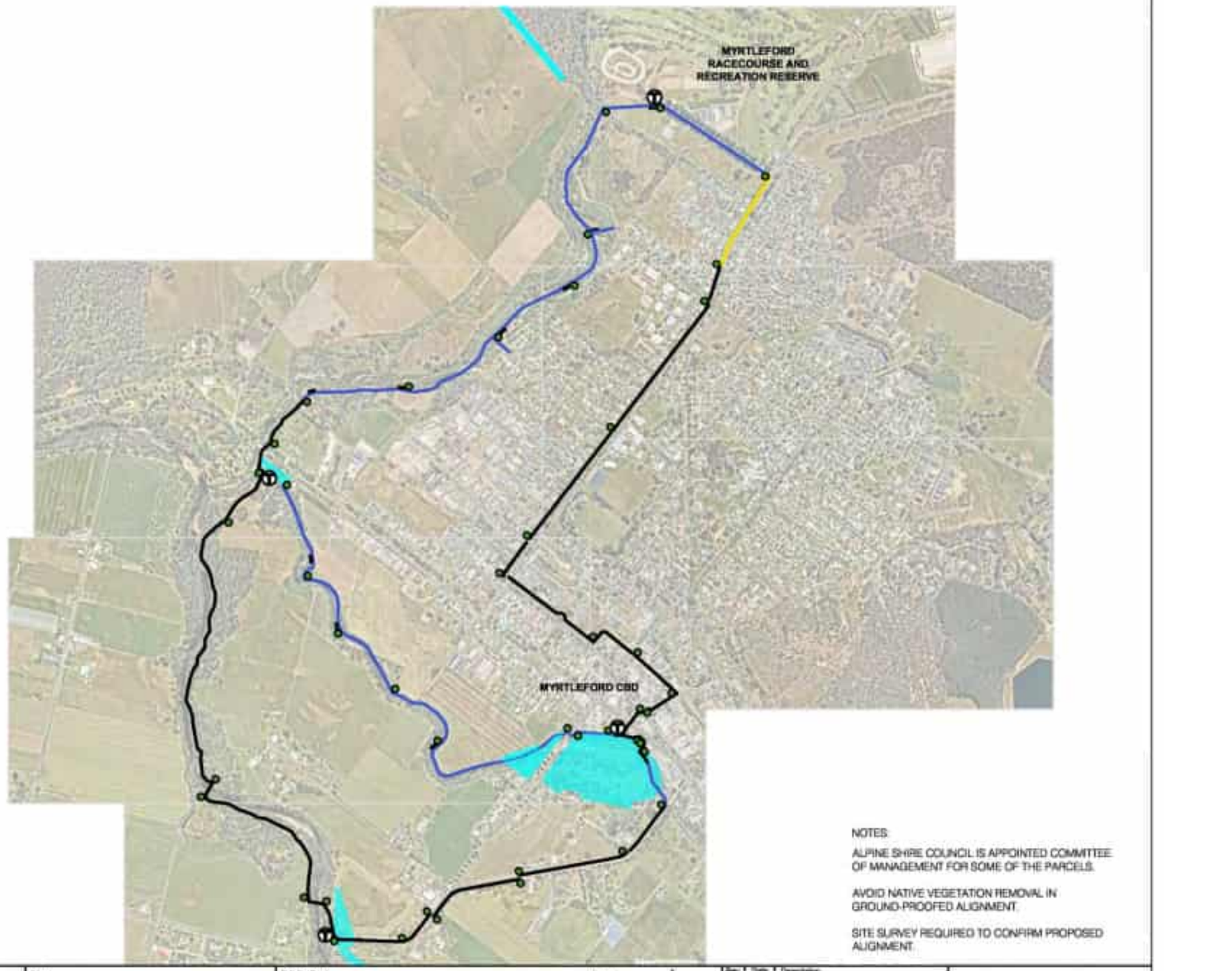
DRAFT CONCEPT

Drawing No. MPR_05

Revision -

LEGEND

- EXISTING TRAIL/FOOT PATH ALIGNMENTS
- PROPOSED NEW TRAIL - 2.0M WIDE ASPHALT
- PROPOSED NEW ON ROAD LINE MARKING
- NEW TRAIL HEAD SIGNAGE
- NEW WAYFINDING SIGNAGE
- NEW SEATING
- ALPINE SHIRE COM LAND



TOTALS	
LENGTH - EXISTING TRAIL (NO WORKS REQUIRED)	5.64KM
LENGTH - PROPOSED NEW ASPHALT PATH	4.18KM
LENGTH - EXISTING AND PROPOSED	9.82KM
TOTAL NEW ASPHALT PATH AREA @ 2.5M WIDE TO PROPOSED TRAIL	10,780.3M2
TOTAL NEW ON-ROAD LINEMARKING	322M
NEW TRAIL HEAD SIGNS	4
NEW WAYFINDING SIGNS	44
NEW ON ROAD SAFETY SIGNAGE	6
NEW PEDESTRIAN SAFETY SIGNAGE	6
NEW BENCH SEATING	9

NOTES

ALPINE SHIRE COUNCIL IS APPOINTED COMMITTEE OF MANAGEMENT FOR SOME OF THE PARCELS.

AVOID NATIVE VEGETATION REMOVAL IN GROUND-PROOFED ALIGNMENT.

SITE SURVEY REQUIRED TO CONFIRM PROPOSED ALIGNMENT.

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Client
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PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

Drawn AP
Checked NT

DRAWING TITLE
BARWIDGEE CREEK AND HAPPY VALLEY CREEK TRAIL TO OVENS RIVER TRAIL (MOSAIC TRAIL) - OVERVIEW MAP

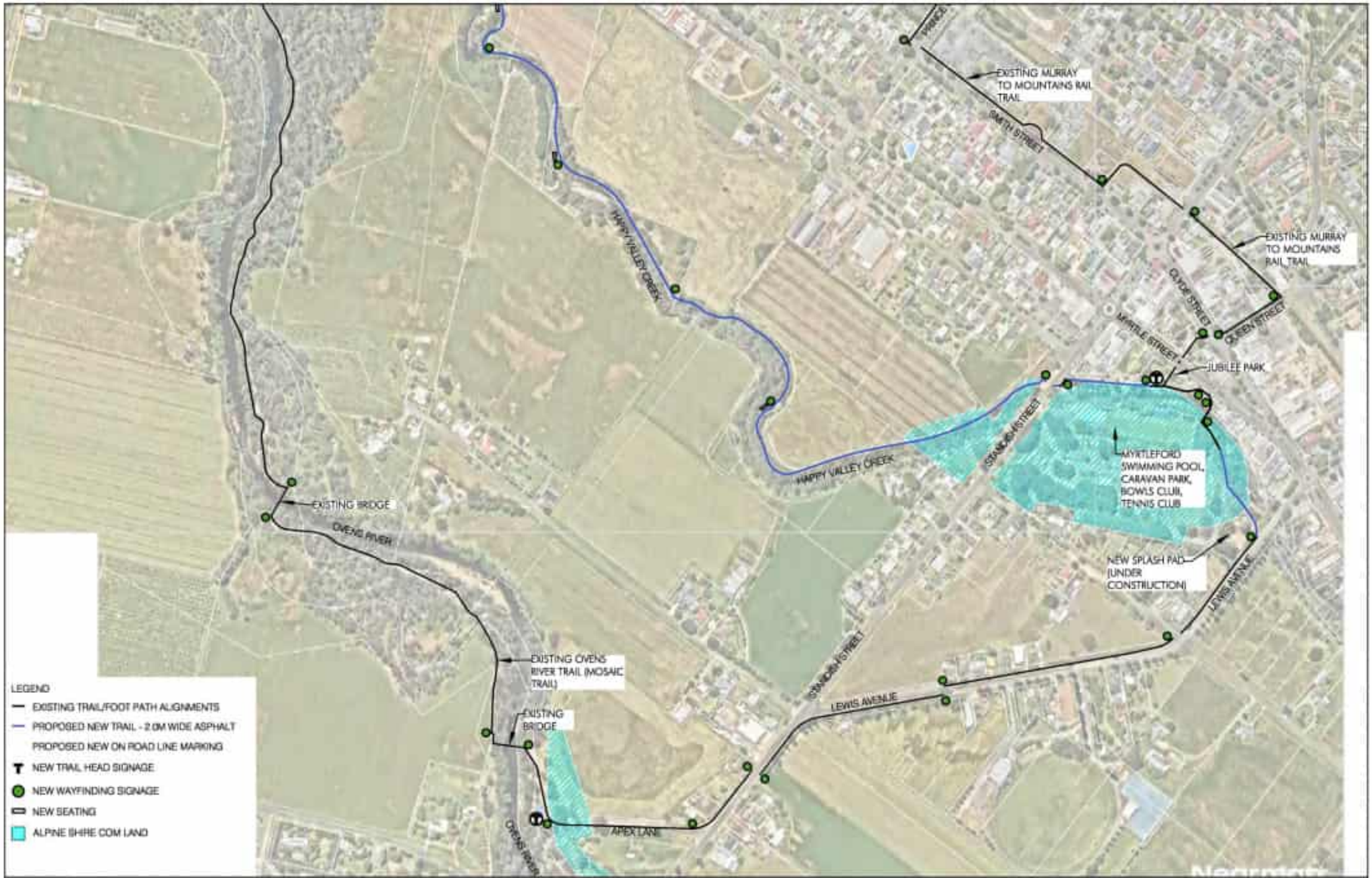
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BHO_01

Revision -



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3217 Henley Beach Road
Torrensville, SA 5031
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Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
BARWIDGEE CREEK AND HAPPY VALLEY CREEK TRAIL TO OVENS RIVER TRAIL (MOSAIC TRAIL) - OVERVIEW MAP

Drawn: AP
Checked: MT

Scale 1:5000 @ A3
0 50 100m

Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BHO_02

Revision -



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Torrensville, SA 5031
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Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
BARWIDGEE CREEK AND HAPPY VALLEY CREEK TRAIL TO OVENS RIVER TRAIL (MOSAIC TRAIL) - OVERVIEW MAP

Drawn: AP
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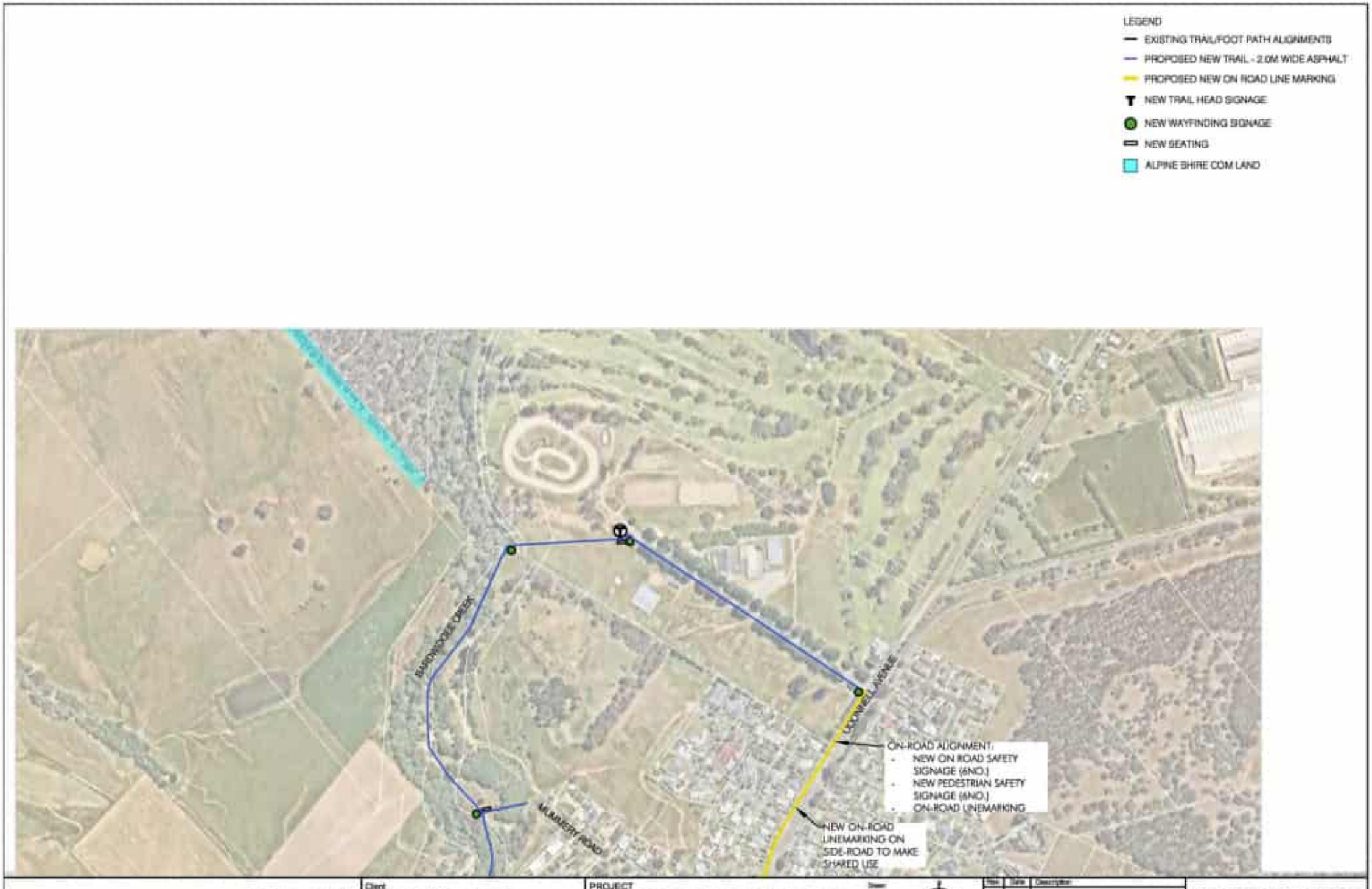
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BHO_03

Revision -



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3/217 Henley Beach Road
Torrensville, SA 5031
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Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
BARWIDGEE CREEK AND HAPPY VALLEY CREEK TRAIL TO OVENS RIVER TRAIL (MOSAIC TRAIL) - OVERVIEW MAP

Drawn: AP
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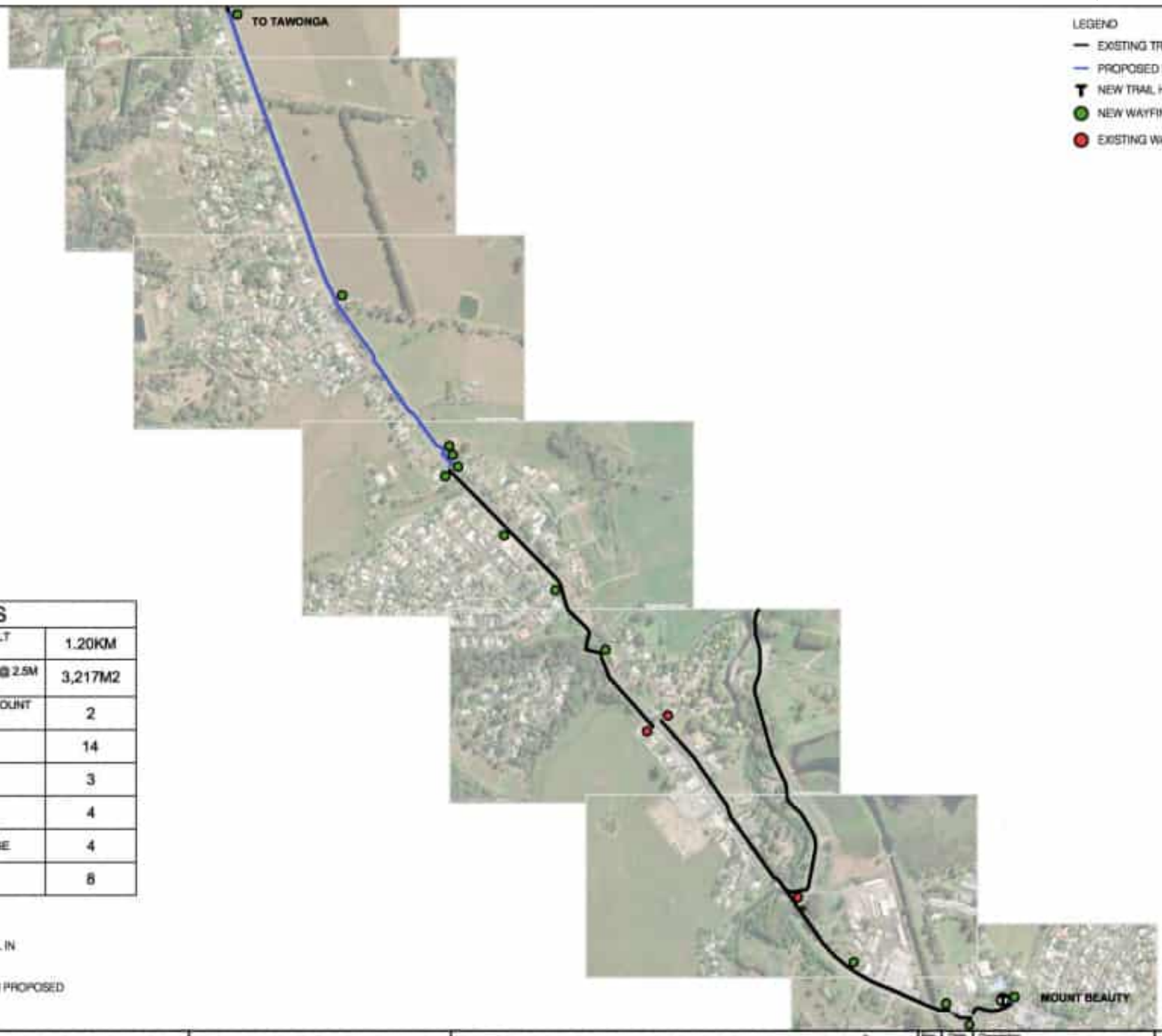
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. BHO_04

Revision -



LEGEND

- EXISTING TRAIL/FOOT PATH ALIGNMENTS
- PROPOSED NEW TRAIL - 2.5M WIDE ASPHALT
- NEW TRAIL HEAD SIGNAGE
- NEW WAYFINDING SIGNAGE
- EXISTING WAYFINDING SIGNAGE

TOTALS	
LENGTH - PROPOSED NEW ASPHALT PATH	1.20KM
TOTAL NEW ASPHALT PATH AREA @ 2.5M WIDE TO PROPOSED TRAIL	3,217M2
NEW TRAIL HEAD SIGNS (ONE IN MOUNT BEAUTY AND ONE IN TAWONGA)	2
NEW WAYFINDING SIGNS	14
EXISTING WAYFINDING SIGNS	3
NEW ON ROAD SAFETY SIGNAGE	4
NEW PEDESTRIAN SAFETY SIGNAGE	4
NEW CHICANE BARRIER	8

NOTES:

AVOID NATIVE VEGETATION REMOVAL IN GROUND-PROOFED ALIGNMENT.

SITE SURVEY REQUIRED TO CONFIRM PROPOSED ALIGNMENT.

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PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
TAWONGA TO MOUNT BEAUTY - OVERVIEW MAP

Drawn: AF
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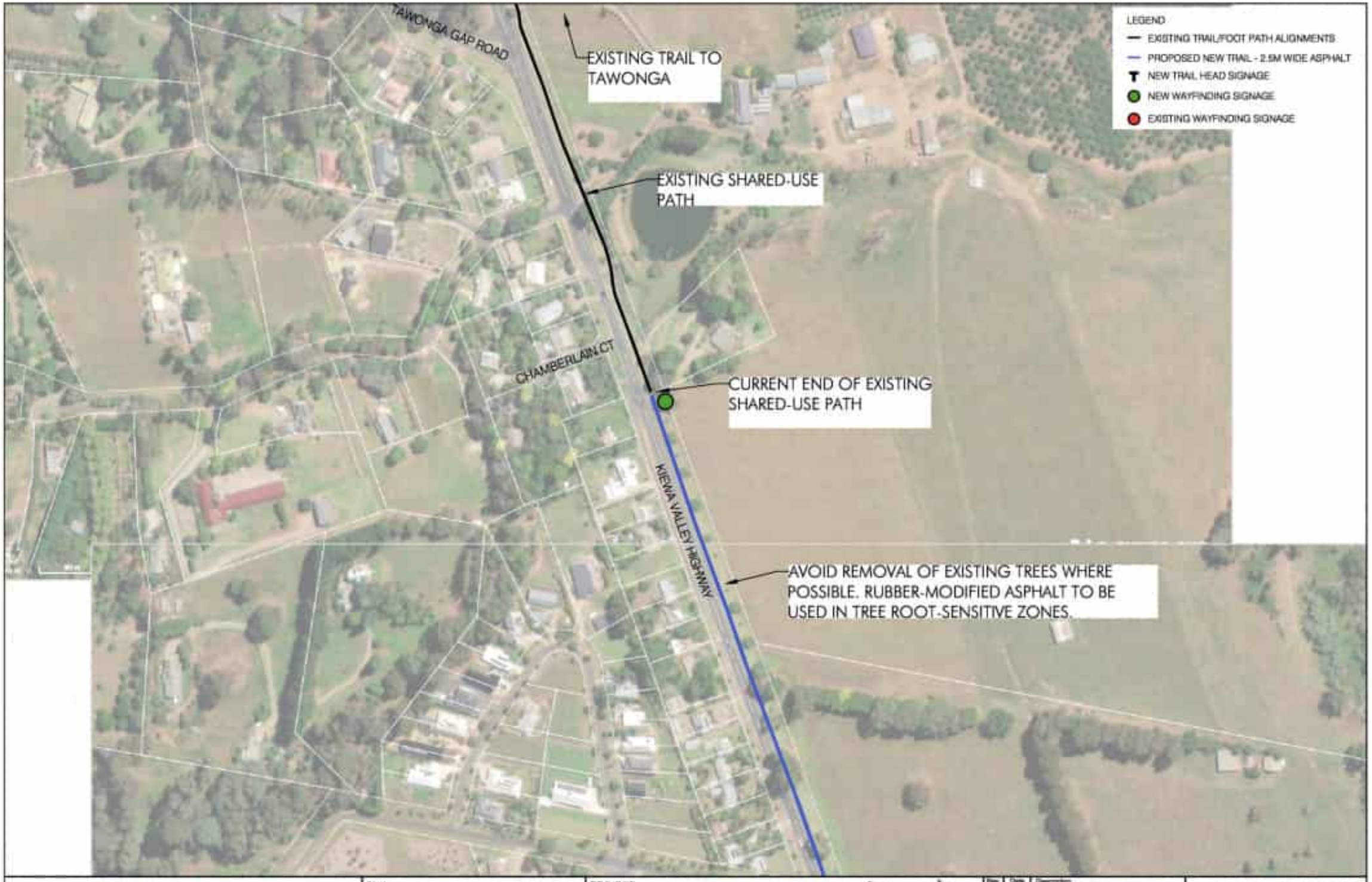
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. TMB_01

Revision -



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Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
TAWONGA TO MOUNT BEAUTY - SECTION 1

Drawn: AP
Checked: NT

Scale 1:12500 @ A3
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Rev	Date	Description

DRAFT CONCEPT

Drawing No: TMB_02

Revision: -



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PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
TAWONGA TO MOUNT BEAUTY - SECTION 2

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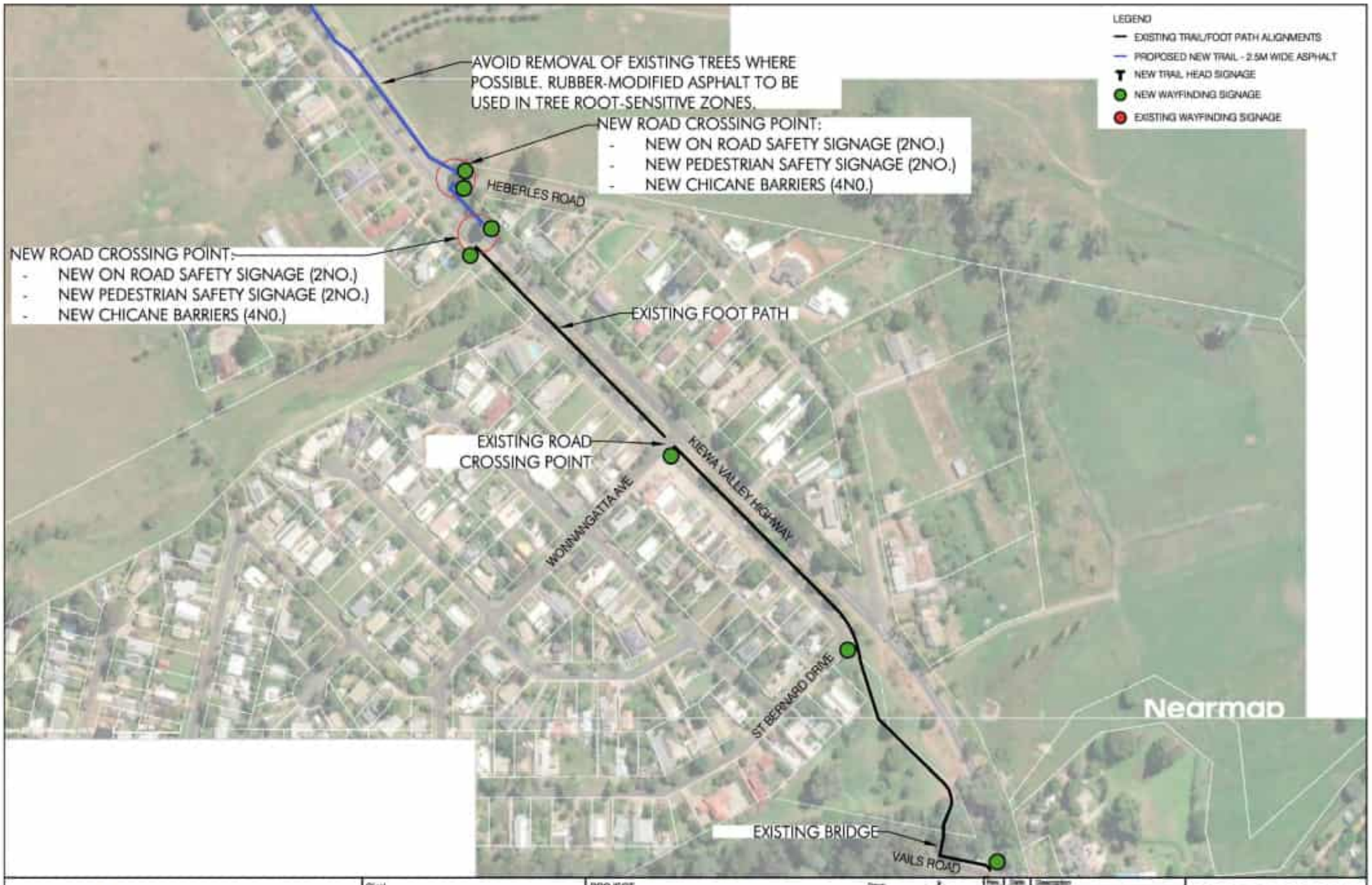
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Rev	Date	Description

DRAFT CONCEPT

Drawing No. TMB_03

Revision -



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Phone: 08 8234 6387

Client
Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
TAWONGA TO MOUNT BEAUTY - SECTION 3

Drawn: AF
Checked: NT
Scale 1:12500 @ A3
0 50 100m

DRAFT CONCEPT

Drawing No. TMB_04
Revision -



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Alpine Shire Council

PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
TAWONGA TO MOUNT BEAUTY - SECTION 4

Drawn: AP
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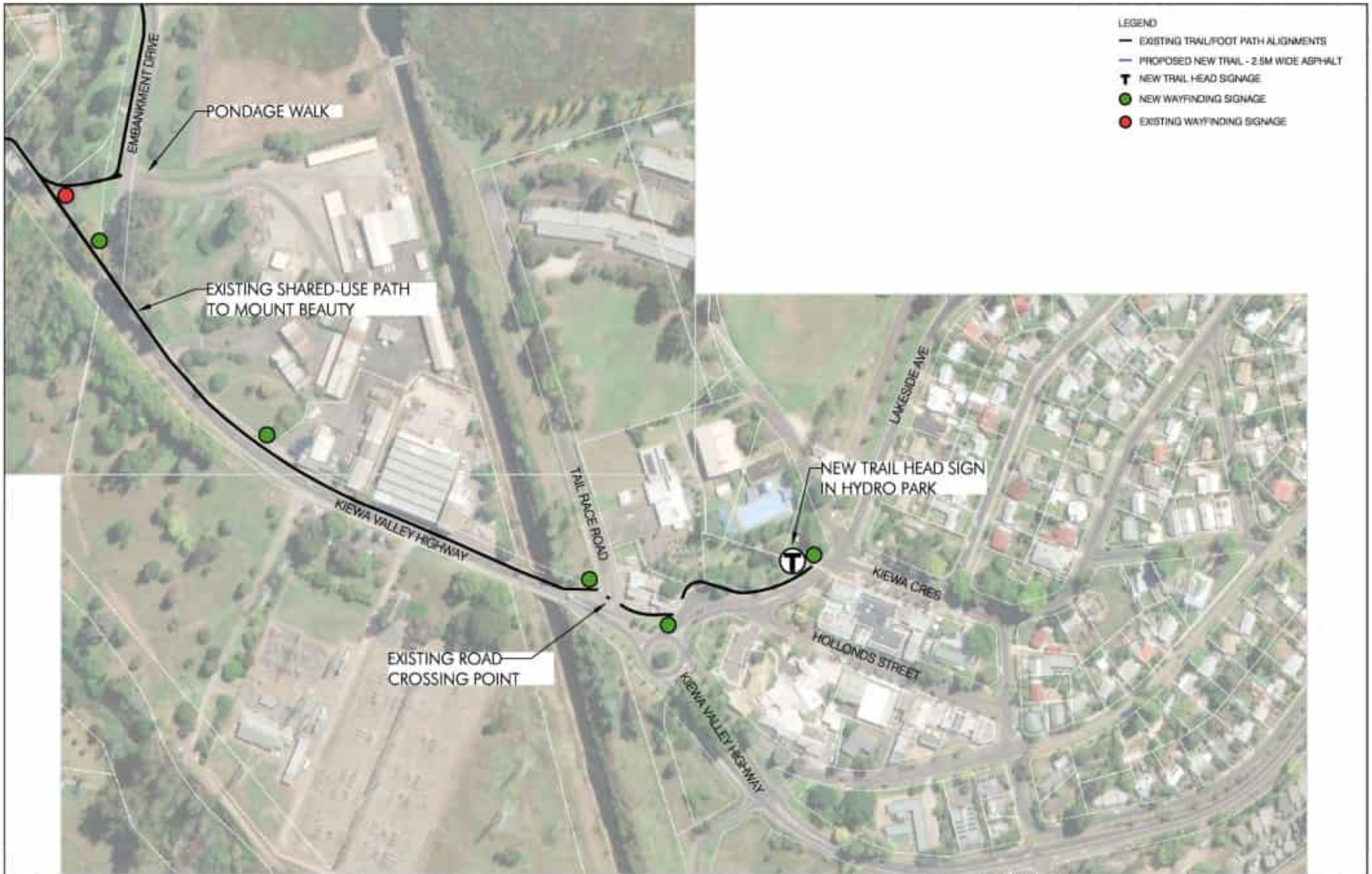
Scale 1:12500 @ A3
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Rev.	Date	Description

DRAFT CONCEPT

Drawing No. TMB_05

Revision -



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PROJECT
ALPINE SHIRE TRACKS AND TRAILS MASTER PLAN

DRAWING TITLE
TAWONGA TO MOUNT BEAUTY - SECTION 5

Drawn AP
Checked NT
Scale 1:1250 @ A3
0 50 100m

Rev.	Date	Description

DRAFT CONCEPT

Drawing No. TMB_06

Revision -

Tredwell Management Services

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E: admin@tredwell.com.au
W: www.tredwell.com.au

Solucio
Insightful, intuitive intelligence

Alpine Shire Aquatics and Indoor Stadium Feasibility Study

Executive Summary

Commercial-in-Confidence – August 2025



Acknowledgement of Country

We respectfully acknowledge the Traditional Custodians of the land on which we are located and recognise their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging, and extend this to all Aboriginal and Torres Strait Islander People.

Introduction

Project Overview

An Aquatics and Indoor Stadium Feasibility Study to inform future decision-making which will allow Council to provide high quality, accessible and well-planned facilities for the community.

Project Aim

To provide insights and recommendations needed to make informed decisions on improving the identified facilities to benefit the community for years to come.

Desired Outcomes

- Provide high-quality, accessible, affordable, inclusive, well-planned, managed and maintained facilities for the community.
- Develop a series of recommendations for the future of each facility.
- Addressing the existing issues to better cater for community needs.















Vision for Aquatics and Indoor Stadiums in Alpine

Long-Term Outcome

"To provide modern, high-quality and well-maintained aquatic and indoor stadium facilities that enhance the visitor experience and excite the community to actively participate in sport and recreation. We are committed to creating spaces that address the diverse needs of the community, ensuring they are inclusive and accessible for all."

Strategic Priorities for Aquatic and Indoor Stadium Facilities

The following priorities were identified throughout the research and consultation stage of the project as the core components to be addressed for aquatics and indoor stadiums.



More opportunities for year-round lap swimming and warm water programs



Greater community access to existing facilities



Continual maintenance and improvement of the pools and indoor stadiums



Multi-lining of stadiums to increase access to indoor sports



Integration of a 25-metre pool and stadium in Bright

Guiding Principles for Facility Planning

- Provide high-quality, accessible, affordable and inclusive facilities that encourage participation and better serve the community.
- Ensure facilities are financially sustainable and energy efficient.
- Deliver modern, high-quality facilities that engage local residents and attract visitors.
- Develop well-planned, managed and maintained facilities to encourage active and healthy lifestyles.
- Address the existing issues surrounding safety, inadequacy of amenities, and underutilisation, to ensure that facilities can cater to the demand of the community.

Background Research Summary

Existing Facilities

- The construction of each facility: Bright Sports Centre (BSC) – 1990, Mount Beauty Swimming Pool (MBSP) – 1987, Mount Beauty Stadium – 1990, Myrtleford Swimming Pool (MSP) – 1930, and Myrtleford Stadium – 2014 redevelopment.
- Belgravia operates the three aquatic facilities and Mount Beauty Stadium, whilst Myrtleford Stadium is managed by a Committee of Management.
- Independent facility audits determined $1.7 million of capital maintenance requirements over the next 10 years for the aquatic facilities.
- The remaining useful life of the aquatic facilities is at least 20 years, as there are no immediate concerns with the pool shells and existing facilities.
- Council spends approximately $600,000 per year on the operations of aquatic facilities (Belgravia).
- The current annual patronage across all aquatic facilities is 43,810 patron visits. Given there is no direct income to Council from these visits and there are total annual costs of ~$770,000 (assuming Council completes all of the recommended maintenance), the community is currently subsidising the facilities a total of $18 per each patron visit.

Market Analysis

- Industry benchmarks demonstrate there is capacity within the existing network to cater for future growth, however it may require a new approach to development and scheduling.
- All facilities are well-located to service the majority of the community.
- The highest priority gaps to consider for future planning include:
  - Access to aquatic facilities throughout winter, access to warm water for aqua aerobics and swimming lessons in Mount Beauty and Myrtleford.
  - Indoor sport opportunities within Bright Sports Centre.

Stakeholder Consultation

Engagement completed

- 232 completed community survey responses.
- 7x stakeholder interviews with use groups and relevant stakeholders.
- Three Council officer options workshops.
- 1x online project scoping meeting with the ASC project team.
- 1x site tour and debrief with the ASC project team.
- Ongoing fortnightly catch-up meetings.

Stakeholder Priorities

- Aquatics and indoor stadiums are heavily utilised by the community, having strong participation across all three townships.
- The pools themselves are generally well-maintained and well-run, however the plant rooms are deteriorating across all pools.
- A lack of availability of aquatic and indoor sport opportunities, where clubs are at capacity and other sports are struggling to gain access.
- The indoor stadiums have experienced general wear and tear creating a need for maintenance, including repair of loose floorboards, re-sanding and re-sealing of playing surface, and storage capacity.
- Lack of year-round lap swimming access.

Summary of Options

Township	Myrtleford		Bright		Mount Beauty
Option	A	B	A	B	A
Description	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court	Upgrade and expand the current facilities
Cost of the Option	$1.5 - $1.7 million	$30.2 - $33.2 million	$13.3 - $16.9 million	$34.4 - $38.9 million	$4.4 - $4.6 million
Visitation Today	19,022	23,383	36,577	36,577	24,960
Visitation in 2041	22,975	28,242	44,178	44,178	30,147
Recommendation	✓	Implement at end-of-life of the current facility (~ 2045)	✓		✓
Other opportunities to consider	• Addition of a cover over the existing 25-metre pool.				• Addition of a cover over the existing 25-metre pool.
Strengths for Each Option	• No demolition and/or site acquisition costs. • Larger changeroom facilities near the car park. • Improved DDA accessibility into the pool. • Maximising and improving use of the current site. • Increased car parking.		• No demolition and/or site acquisition costs. • Proximity to the town centre, Ovens Creek trails, and general passive traffic. • Ease of accessibility from the main road. • Co-location of aquatic and indoor stadium services. • Ability to build on the existing services.		• No demolition and/or site acquisition costs. • Proximity to the town centre, walkable. • Proximity to, and potential partnership opportunities. • Currently used by athletes to undergo altitude training. • Expansion and safety of storage capabilities in the stadium.

If Alpine Shire is able to secure external grants and funding sources to complete the recommended facility upgrades outlined in this report, it is estimated that annual patronage will increase from current levels (43,810) up to as much as 80,000 per year. If this result were to be achieved, and assuming that existing annual costs are comparable, the total community subsidy per aquatic patron visit would decrease from $18 per visit to $10 per visit.

Summary of Options – Aquatics

Township	Myrtleford		Bright		Mount Beauty
Option	**A**	**B**	**A**	**B**	**A**
Description	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court	Upgrade and expand the current facilities
Cost of the Option	$1.5 - $1.7 million	$30.2 - $33.2 million	$9.1 - $11.2 million	$30.2 - $33.2 million	$4.4 - $4.6 million
Visitation Today	19,022	23,383	20,977	20,977	24,960
Visitation in 2041	22,975	28,242	25,336	25,336	30,147
Recommendation	✓	Implement at end-of-life of the current facility (~ 2045)	✓		✓
Key facility components identified by project team	• Upgrade plant area and refurbish existing heritage building. • Upgrade changerooms. • Improve site access and increase car parking. • Incorporate Roejen report recommendations. • Café/meeting room. • Connection pathway to caravan park and splash park. • Retain heritage building and use for admin.	• Indoor lap swimming (25m). • Learn-to-swim/hydrotherapy (warm water). • Changerooms. • Gym/multipurpose area. • Plant room.	• Repurpose existing pool for learn-to-swim/hydrotherapy activities. • Expand the facility to incorporate a new pool. • Minor upgrades to the changerooms. • Reconfigure spaces to separate gym/ multipurpose areas. • Incorporate Roejen recommendations.	• Indoor lap swimming (25m). • Learn-to-swim/hydrotherapy (warm water). • Plant room. • Gym/multipurpose space.	• Upgrade of existing changerooms and amenities. • Expand storage capacity. • Incorporate Roejen recommendations. • Gym and recovery centre.
Other opportunities to consider	• Options for access to year-round lap swimming and warm water. • Upgrade pedestrian connectivity. • Flood risk mitigation.	• Integrated stadium and pool – co-located amenities and entry.			• Options for access to year-round lap swimming and warm water. • Enhancements to splash park.

Summary of Options – Indoor Stadiums

Township	Bright	
Option	**A**	**B**
Description	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court
Cost of the Option	$4.2 - $5.7 million	$4.2 - $5.7 million
Visitation Today	15,600	15,600
Visitation in 2041	18,842	18,842
Recommendation	✓	
Key facility components identified by project team	• Addition of a single stadium.	• Could include stadium – trees/space would be an issue.
Other opportunities to consider		

Summary of Options – Myrtleford

Option	Current Facility	A	B
Description	Continue with current operations and integrate the Roejen report recommendations	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds
Key facility components identified by project team	• Balance tank make-up solenoid not working. • Switchboard cooling fan not working. • Injector impeding operation of butterfly valve handle. • Chlorine dosing line hanging over the entrance. • Mixed stored dry chemicals. A detailed repairs and maintenance condition report of all equipment can be found in Roejen's detailed report.	• Upgrade plant area and refurbish existing heritage building. • Upgrade changerooms. • Improve site access and increase car parking. • Incorporate Roejen report recommendations. • Café/meeting room. • Connection pathway to caravan park and splash park. • Retain heritage building and use for admin.	• Indoor lap swimming (25m). • Learn-to-swim/hydrotherapy (warm water). • Changerooms. • Gym/multipurpose area. • Plant room.
Additional facility components identified through iterative workshops		• Adding a cover. • Upgrade pedestrian connectivity. • Flood risk mitigation.	• Integrated stadium and pool – co-located amenities and entry.
Indicative 2025 Cost Estimate	$244,200	$1.5 - $1.7 million	$30.2 - $33.2 million
Indicative Remaining Useful Life Estimate of Pool Shell and Plant Facility*	~ 20 years	No change to pool shell	Indicative life of 40-50 years

*From Council's aquatic engineers, Roejen.

Summary of Options – Bright

Option	Current Facility	A	B
Description	Continue with current operations and integrate the Roejen report recommendations	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court
Key facility components identified by project team	• Faulty solar pump. • Short hydrochloric acid injection hose. • Hanging overhead electrical cables. A detailed repairs and maintenance condition report of all equipment can be found in Roejen's detailed report.	• Repurpose existing pool for learn-to-swim/hydrotherapy activities. • Build a new lap swimming pool. • Minor upgrades to the changerooms. • Reconfigure spaces to separate gym/ multipurpose areas. • Incorporate Roejen recommendations.	• Indoor lap swimming (25m). • Learn-to-swim/hydrotherapy (warm water). • Plant room. • Gym/multipurpose space.
Additional facility components identified through iterative workshops		• Addition of a single stadium. *Should a stadium not fit on the site, we would seek an alternative location.	• Could include stadium – trees/space would be an issue. *Should a stadium not fit on the site, we would seek an alternative location.
Indicative 2025 Cost Estimate	$169,900	$13.3 - $16.9 million	$34.4 - $38.9 million
Indicative Remaining Useful Life Estimate of Pool Shell and Plant Facility*	~ 20 years	Existing pool - No change to pool shell New pool - Indicative life of 40-50 years	Indicative life of 40-50 years

*From Council's aquatic engineers, Roejen.

Summary of Options – Mount Beauty

Option	Current Facility	A
Description	Continue with current operations and integrate the Roejen report recommendations	Upgrade and expand the current facilities
Key facility components identified by project team	• Chemical injection above storage area. • No mechanical protection of chlorine dosing pump suction. • Detached chlorine dosing pump from fixings. • Non-compliant storage tank. • Mixed storage dry chemicals. A detailed repairs and maintenance condition report of all equipment can be found in Roejen's detailed report.	• Upgrade of existing changerooms and amenities. • Expand storage capacity. • Incorporate Roejen recommendations. • Gym and recovery centre.
Additional facility components identified through iterative workshops		• Adding a cover – would need to be costed (unsupported by population estimates). • Enhancements to splash park.
Indicative 2025 Cost Estimate	$243,800	$4.4 - $4.6 million
Indicative Remaining Useful Life Estimate of Pool Shell and Plant Facility*	~ 20 years	No change to pool shell

*From Council's aquatic engineers, Roejen.

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Alpine Shire Aquatics and Indoor Stadium Feasibility Study

Final Options and Feasibility Report

Commercial-in-Confidence – October 2025



Acknowledgement of Country

We respectfully acknowledge the Traditional Custodians of the land on which we are located and recognise their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging, and extend this to all Aboriginal and Torres Strait Islander People.

Introduction

Alpine Shire Council appointed Solucio to undertake an Aquatics and Indoor Stadium Feasibility Study to inform future decision-making which will allow Council to provide high quality, accessible and well-planned facilities for the community.

The aim of the project was to provide insights and recommendations needed to make informed decisions on improving the identified facilities to benefit the community for years to come.

The desired outcomes of the project were to develop a series of recommendations for the future of each facility and address the existing issues to better cater for community needs.

The following is a high-level overview of progress and timing for each of the designated project stages:

1. Project Scoping (Complete)
2. Research and Community Consultation (Complete)
3. Options Analysis (Complete)
4. Design, Feasibility and Business Case (Complete)

This Document

The purpose of this document is to present the final options and assessments of the feasibility and sustainability for each of the options for each township.

We have provided all background research completed for the project as an appendix, with a summary as part of this report.

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- Process/Stages of Work
- Executive Summary
- Strategic Priorities for the Townships
- Context and Community Priorities
- Existing Facilities
- Stakeholder Consultation
- Community Survey Results
- Market Analysis
- Options Analysis
- Facility Audits and Operations
- Document Reviews

Vision for Aquatics and Indoor Stadiums in Alpine

Long-Term Outcome

"To provide modern, high-quality and well-maintained aquatic and indoor stadium facilities that enhance the visitor experience and excite the community to actively participate in sport and recreation. We are committed to creating spaces that address the diverse needs of the community, ensuring they are inclusive and accessible for all."

Strategic Priorities for Aquatic and Indoor Stadium Facilities

The following priorities were identified throughout the research and consultation stage of the project as the core components to be addressed for aquatics and indoor stadiums.

- **More opportunities for year-round lap swimming and warm water programs**
- **Greater community access to existing facilities**
- **Continual maintenance and improvement of the pools and indoor stadiums**
- **Multi-lining of stadiums to increase access to indoor sports**
- **Integration of a 25-metre pool and stadium in Bright**

Guiding Principles for Facility Planning

- Provide high-quality, accessible, affordable and inclusive facilities that encourage participation and better serve the community.
- Ensure facilities are financially sustainable and energy efficient.
- Deliver modern, high-quality facilities that engage local residents and attract visitors.
- Develop well-planned, managed and maintained facilities to encourage active and healthy lifestyles.
- Address the existing issues surrounding safety, inadequacy of amenities, and underutilisation, to ensure that facilities can cater to the demand of the community.



Strategic Priorities for the Townships

Each township currently has access to aquatic and indoor stadium facilities, where these facilities are well-located to service the township that they reside in. The thorough research and consultation process involved a detailed assessment of each township to identify the current facility components, gaps in provision, and strategic priorities. This analysis has guided the planning and prioritisation of facility improvements to better meet the needs of the community, whilst adhering to industry standards.

Myrtleford

Current Population Catchment: 4,369

Expected 2041 Population: 5,277*

Facility Components: 25m outdoor pool, immediate pool, toddler pool, and an indoor stadium with two courts servicing various sports.

Provision Gaps: no winter access to aquatics facilities, and one indoor court that is run down.

Strategic Priorities:

- Maintenance and multi-lining of the secondary indoor court, including floor replacement.
- Access to year-round lap swimming and warm water.

Bright

Current Population Catchment: 4,169

Expected 2041 Population: 5,035*

Facility Components: 17m indoor heated pool, running learn-to-swim and aqua aerobics, commercial gym, squash courts, and one school indoor court servicing basketball.

Provision Gaps: heavily utilised indoor water space, and limited access (after school hours) to the school indoor stadium.

Strategic Priorities:

- Access to indoor courts.
- Currently exceeding the visitation benchmark for water space – opportunity to increase capacity of water space.



Mount Beauty

Current Population Catchment: 2,455

Expected 2041 Population: 2,965*

Facility Components: 33m outdoor pool, immediate pool, toddler pool, and one indoor stadium managed by ASC servicing basketball.

Provision Gaps: no winter access to aquatics facilities, and one indoor court primarily used by the school.

Strategic Priorities:

- Access to year-round swimming and warm water.

*Adjusted from the Alpine Shire Land Development Strategy.

Context and Community Priorities

Our Community – At a Glance

The ASC is in the North East of Victoria, spanning an area of 4,790 square kilometres of which 92% is public land. The area includes the Mount Buffalo National Park and components of the Alpine National Park.[1]

The Shire supports a range of industries including agriculture, forestry, fishing, construction, accommodation and food services, health care and social assistance, retail trade, and education and training.[1]

The formally recognised traditional owners for the area of Alpine are the Dhudhuroa, Gunai-Kurnai, Taungurung, Waywurru and Jaithmathang tribes.

Fast Facts

4,790 square km total area[1]

13,235 People[2] (compared to 6,503,491 for Victoria)

5,493 jobs[3] (compared to 3.164M for Victoria)

994 jobs supported by tourism (18.1% of total)[3] (compared to 5.3% for Victoria)

29% single person households[2] (compared to 26% for Victoria)

49 years median age[2] (compared to 38 for Victoria)

35% of residents are 60+ years old[3] (compared to 22% for Victoria)

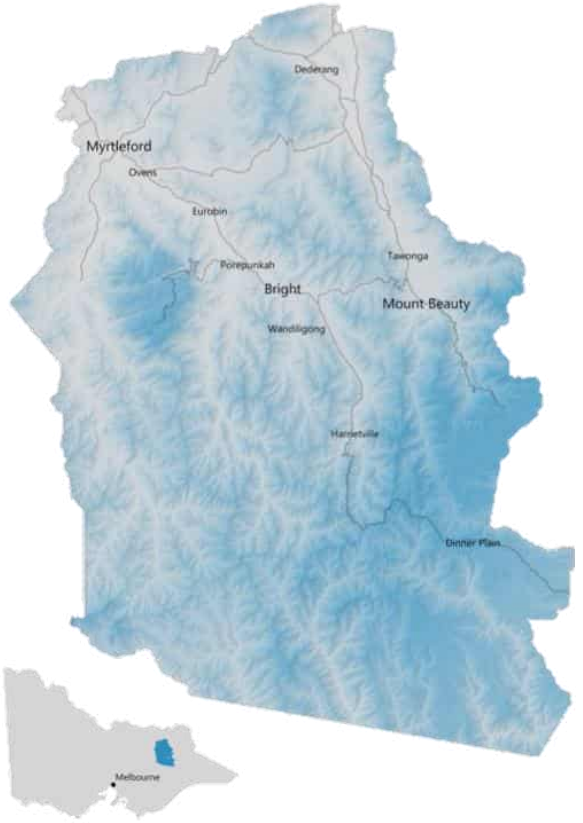
$58.978M total building approvals[3] (compared to $49.129B for Victoria)

7,211 Private dwellings[2]

$1,340 median weekly household income[2] (compared to $1,759 for Victoria)

$67,746 Gross Regional Product per Capita[3] (compared with $87,471 GSP per Capita for Victoria)

$1.80B economic output[3]



Map of Alpine Shire Council
Source: Annual Report 2022-23

Sources:
1. Alpine Shire Council, Annual Report 2022-23
2. ABS, Alpine Shire 2021 Census All persons QuickStats, 2021
3. REMPLAN, Alpine Shire Council Community and Economic Profile, 2023

Strategic Alignment

A review of key strategic documents has been undertaken to provide a deeper understanding of the Alpine Shire Council's principles, policies and practices, and how they will influence the Aquatic and Indoor Stadium Feasibility Study.

Community Vision 2040 and Council Plan 2021-2025*

The community vision is "our people, places and environment enrich our area's resilience, prosperity and sustainability". This project will align with the vision and the priorities of the Council Plan through:

- Promoting an active, connected and supported community through services that enrich the physical and mental wellbeing.
- Reducing the impact that climate change has on the community.
- Promoting effective planning and development that reflects the aspirations of the community.

Municipal Public Health and Wellbeing Plan*

The plan aims to maximise the health and wellbeing of the community, which this project will address through:

- Providing access to high quality, affordable facilities that promote opportunities to participate.
- Supporting programs that increase participation and activation of sports and facilities.

Fair Access Policy

The facility options will need to consider that new buildings will have a Gender Impact Assessment completed, as well as an audit of existing facilities for their suitability for women and girls.

Access and Inclusion Plan

This project will support Council's commitment to embedding access and inclusion practices within the community through:

- Addressing accessibility participation barriers in all buildings and public amenities.
- Increasing the access for people with disability to mainstream services.

Sport and Active Recreation Plan and Master Plans

This project will address the following areas from the sport and active recreation plan:

- An inability for growth due to a lack of access to stadium/facility spaces and times.
- Increased access to a variety of swimming opportunities, i.e. inflatable equipment, learn-to-swim programs, hydrotherapy and waterplay.

Based on the Sports and Active Recreation Master Plans, we will consider the following as part of this project:

- Impact of the splash park at Jubilee Park as it could increase visitation at the pool.
- Upgrades to the old Myrtleford stadium that will provide higher quality facilities.

Climate Action Plan 2021-2024

Council has developed a climate change mitigation pathway through a target for net zero GHG emissions. This project will address the following:

- Reduction of building electricity use.
- Development of an ESD standard for new and renovated Council buildings and facilities.
- Installation of solar PV and battery into Council owned and operated buildings.



*The 2025-2029 Council Plan and Municipal Public Health and Wellbeing Plan are currently in development.

Background Research Summary

Existing Facilities

- The construction of each facility: Bright Sports Centre (BSC) – 1990, Mount Beauty Swimming Pool (MBSP) – 1987, Mount Beauty Stadium – 1990, Myrtleford Swimming Pool (MSP) – 1930, and Myrtleford Stadium – 2014 redevelopment.
- Belgravia operates the three aquatic facilities and Mount Beauty Stadium, whilst the Myrtleford Stadium is managed by a Committee of Management.
- Independent facility audits determined $1.7 million of capital maintenance requirements over the next 10 years for the aquatic facilities.
- The remaining useful life of the aquatic facilities is at least 20 years, as there are no immediate concerns with the pool shells and existing facilities.
- Council spends approximately $600,000 per year on the operations of the aquatic facilities (Belgravia).
- The current annual patronage across all aquatic facilities is 43,810 patron visits. Given there is no direct income to Council from these visits and there are total annual costs of ~$770,000 (assuming Council completes all of the recommended maintenance), the community is currently subsidising the facilities a total of $18 per each patron visit.

Current Provision and Gaps – Aquatics

	Summer			Winter		
Facility	**BSC**	**MBSP**	**MSP**	**BSC**	**MBSP**	**MSP**
Learn-to-Swim programs	★			★	Closed from April to November	Closed from April to November
Aqua aerobics/ hydrotherapy	★	★		★		
Recreational water play	★	★	★	★		
Teen play (inflatables, slides, games, etc.)						
Lap swimming	★	★	★	★		
School carnivals		★	★			
VICSWIM program		★	★			

Market Analysis

- Industry benchmarks demonstrate there is capacity within the existing network to cater for future growth, however it may require a new approach to development and scheduling.
- All facilities are well-located to service the majority of the community.
- The highest priority gaps to consider for future planning include:
  - Access to aquatic facilities throughout winter, access to warm water for aqua aerobics and swimming lessons in Mount Beauty and Myrtleford.
  - Indoor sport opportunities within Bright Sports Centre.

Current Provision and Gaps – Indoor Stadiums

	All-Year Round		
Facility	**Mount Beauty Stadium**	**Myrtleford Stadium**	**Bright P-12 Stadium**
Number of Courts	1 court	2 courts	0.5 court*
Typical National Planning Benchmark	1 court per 10,000 population		
Current Provision (20-min drive-time catchment)	2,455 per 1 court	3,965 per 1 court	4,169 per 0.5 court
Current Sports	Basketball	Basketball, netball, badminton, volleyball, squash and life ball	Basketball, netball, gymnastics and squash**
Potential Sports	Netball, volleyball, futsal, badminton, gymnastics, calisthenics, handball, pickleball and table tennis	Futsal, gymnastics, calisthenics, handball, pickleball and table tennis	Futsal, calisthenics, badminton, volleyball, handball, pickleball and table tennis

*Based on the stadium only being used after school hours, we have estimated that access is limited to half of an indoor court in Bright.
**Squash is found at the Bright Sports Centre.

Design and Assessment of the Final Options

Overview of the Options

This initial phase of the project culminated in a discussion paper which was circulated to Council officers and outlined the key findings from all of the preliminary research completed. A series of collaborative workshop discussions enabled the project team to brainstorm, refine and confirm the final options, which are summarised here.

Over the following pages, we have provided a detailed assessment of each option with an overview of the strategic priorities addressed, forecasted usage with the proposed upgrades, the facility development plan, and a strengths, weaknesses, opportunities and challenges (SWOC) analysis. A detailed operational and financial assessment of each option is provided following these pages.

Township	Myrtleford		Bright		Mount Beauty
Option	A	B	A	B	A
Description	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court	Upgrade and expand the current facilities
Facility components identified by project team	• Upgrade plant area and refurbish existing heritage building. • Upgrade changerooms. • Improve site access and increase car parking. • Incorporate Roejen report recommendations. • Café/meeting room. • Connection pathway to caravan park and splash park. • Retain heritage building and use for admin.	• Indoor lap swimming (25m). • Learn-to-swim/hydrotherapy (warm water). • Changerooms. • Gym/multipurpose area. • Plant room.	• Repurpose existing pool for learn-to-swim and hydrotherapy activities. • Build a new lap swimming pool. • Minor upgrades to the changerooms. • Reconfigure spaces to separate gym/multipurpose areas. • Incorporate Roejen report recommendations.	• Indoor lap swimming (25m). • Learn-to-swim/hydrotherapy (warm water). • Plant room. • Gym/multipurpose space.	• Upgrade of existing changerooms and amenities. • Expand storage capacity. • Incorporate Roejen report recommendations. • Gym and recovery centre.
Additional facility components identified through iterative workshops	• Adding a cover. • Upgrade pedestrian connectivity. • Flood risk mitigation.	• Integrated stadium and pool – co-located amenities and entry.	• Addition of a single stadium. *Should a stadium not fit on the site, we would seek an alternative location.	• Could include stadium – trees/space would be an issue. *Should a stadium not fit on the site, we would seek an alternative location.	• Adding a cover – would need to be costed (unsupported by population estimates). • Enhancements to splash park.

Myrtleford



Option A: Upgrade the current facilities

As part of our analysis, we have provided a potential forecast usage of the upgraded facility compared with the current site. We have provided assumptions for each step in the process to arrive at the numbers provided in the table to the right.

The overall indicative cost of upgrading the current facilities would be $1.5 – $1.7 million**, with the following specific costs:

- Addition of a cover over the existing 25-metre pool - $1.2 – $1.4 million, adjusted to the cost in 2024.*
- Upgrade the changerooms and reception - $300,000.

The proposed upgrades for the redevelopment of the Myrtleford Swimming Pool facilities align with the overall vision for aquatics and indoor stadiums in Alpine. The following are the proposed upgrades and their alignment with the strategic priority areas:

- **Greater community access to existing facilities -** upgrade changerooms, improve site access and increase car parking, café/meeting room, connection pathway to caravan park and splash park, retain heritage building and use for admin, and upgrades to pedestrian connectivity.
- **Continual maintenance and improvement of the pools and indoor stadiums -** Upgrade plant area and refurbish heritage building, incorporate Roejen report recommendations, and flood risk mitigation.
- **More opportunities for year-round lap swimming and warm water programs -** Adding a cover.

Current and Potential Future Usage and Cost		
	Current Site	**Option A**
Total Annual Visitation	11,436	19,022
Indicative Visitation in 2041	13,813	22,975
Indicative Cost of Option	$1,500,000 - $1,700,000**	

Notes and assumptions

- The current visitation at the facility is 11,436 for six months from November until April, with, on average, 1,906 people visiting each month.
- We estimate that the integration of a cover over the 25-metre outdoor pool would provide an additional two extra months of opening each year.
- The addition of a cover would also enable the pool to stay open for more days when the temperature is below 20c and above 35c, estimated at approximately 33%. These days could include harsh wind conditions, cooler temperatures, rain, etc.
- To ensure that we provide an accurate representation of future visitation, the total visitation was adjusted to include the percentage increase in the population from 2021 to 2041, which is up to a 21% increase.
- The indicative cost of the option is based on the case study, Wellington Shire that was implemented in 2022, that can be found in the appendix.
- The case study provided an indicative costing benchmark for the addition of a cover of approximately $1 million in 2022, which we have adjusted for costings in 2024 of approximately $1.2 - $1.4 million.

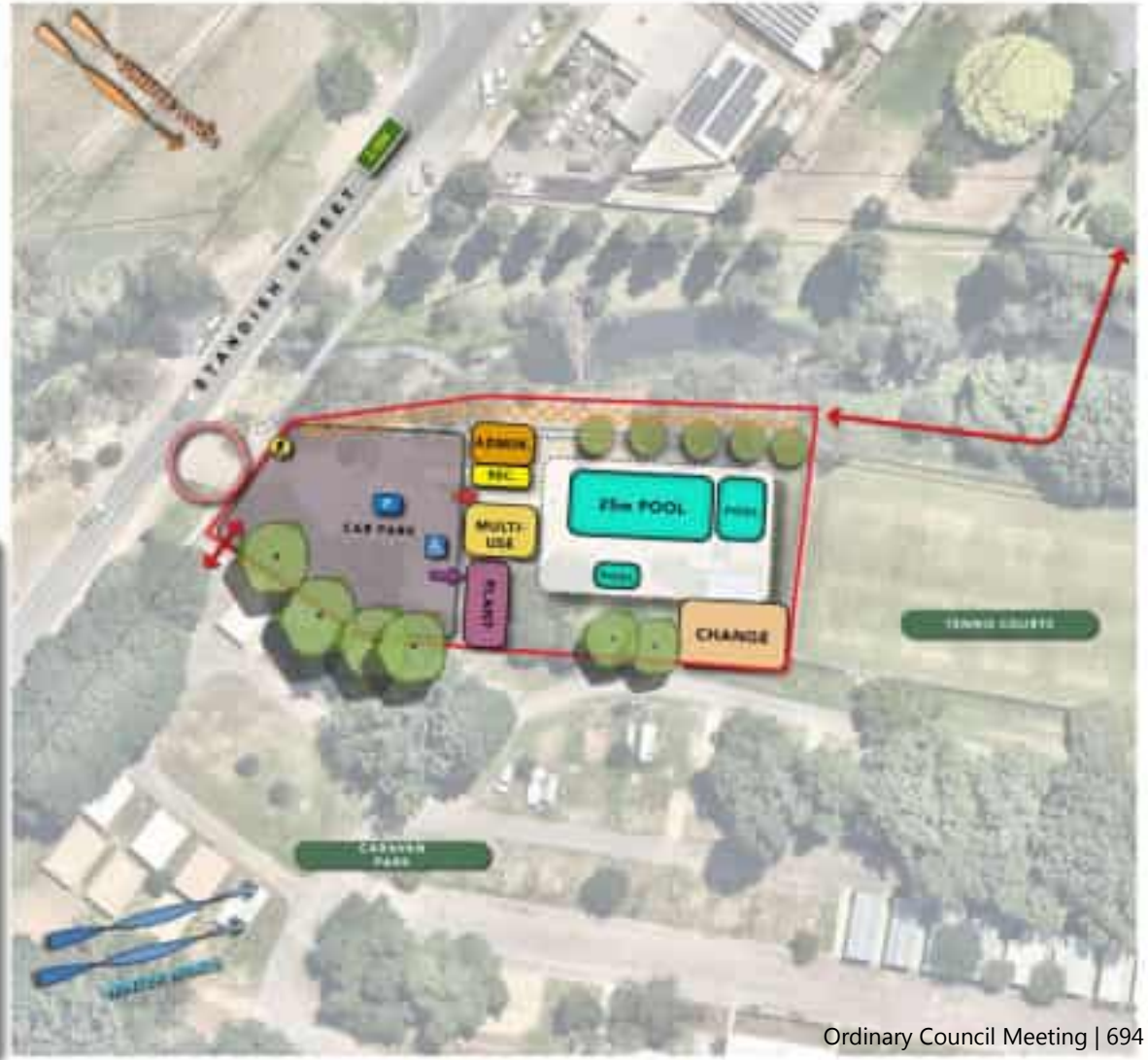
*Although we have identified the potential benefits of covering the pool, this would require further planning and community consultation to determine the overall viability.

**Source: Wellington Shire – Yarram Pool project gets funding
https://www.gippslandtimes.com.au/news/2020/07/16/yarram-pool-project-gets-funding/
Full case study found on page 31.

Facility Development Plan

Myrtleford Swimming Pool

Upgrade Existing Facilities	
Facility components identified by project team	• Upgrade pool area and refurbish existing heritage building • Upgrade changerooms • Improve site access and increase car parking • Incorporate Keeper report recommendations • Café/meeting room • Connection pathway to Lewis park and splash park • Retain heritage building and use for admin
Additional facility components identified through iterative workshops	• Adding a cover • Upgrade pedestrian connectivity • Flood risk mitigation



LEGEND

- SUBJECT AREA BOUNDARY
- SITE ENTRY
- KEY ACCESS
- PEDESTRIAN ACCESS
- CAR PARKING
- DDA CAR PARKING
- BUS DROP-OFF / PICK-UP
- BICYCLES
- VEHICLE DROP-OFF/ PICK-UP
- PEDESTRIAN ACCESS
- SERVICE LOADING IF REQUIRED
- PEDESTRIAN ACCESS
- STREET GRID CONNECTIONS
- NEW SHADE TREE PLANTING
- EXISTING TREES

Option B: Relocate the pool to Myrtleford Showgrounds

The overall indicative cost of the relocation the pool would be $30.2 – $33.2 million*, with the following specific costs:

- Demolition of the original Myrtleford Swimming Pool site based on its size and industry benchmark costings – approximately $2.7 million.
- Construction of a new indoor swimming centre, including a 25-metre lap swimming pool, 17-metre program pool and additional amenities - $27.5 – $30.5 million based on the case study.

This option would be considered once the current Myrtleford Swimming Pool site reaches its useful end-of-life. We predict that in the current state this would not be for another 20 years.

The proposed upgrades for the relocation of the Myrtleford Swimming Pool to the Myrtleford Showgrounds align with the overall vision for aquatics and indoor stadiums in Alpine. The following are the proposed upgrades and their alignment with the strategic priority areas:

- **More opportunities for year-round lap swimming and warm water programs –** Indoor 25-metre lap swimming pool and 17-metre program pool for learn-to-swim and hydrotherapy (warm water) activities.
- **Greater community access to existing facilities -** Integrated stadium and pool with co-located amenities and entry with the existing stadium.
- **Continual maintenance and improvement of the pools and indoor stadiums -** Upgraded changerooms, integration of a gym/multipurpose area, and compliant plant room.

*Source: Grafton Aquatic Centre
https://www.clarence.nsw.gov.au/Projects/Regional-Aquatic-Centre
Full case study found on page 32.

Current and Potential Future Usage and Cost		
	Current Site	**Option B**
Total Annual Visitation	11,436	23,383
Indicative Visitation in 2041	13,813	28,242
Indicative Cost of Option	$30,200,000 - $33,200,000*	

Notes and assumptions

- The current visitation at the facility is 11,436 for six months from November until April, with, on average, 1,906 people visiting each month.
- As the proposed upgrades are similar to the amenities at the Bright Sports Centre (BSC), we are using these values as a benchmark for visitation.
- Current visitation for memberships at BSC is 12,605 a year, and we have assumed that 80% of these memberships would be for the gym. With the addition of casual gym visits, the current visitation for the gym would be 11,353 visits per year.
- The relocation would provide two pools in this new centre, one 25-metre lap swimming pool and one 17-metre program pool.
- To forecast visitation for 2041, we have estimated that visitation for lessons would increase by up to 43% and lap swimming would increase by up to 50% provided the integration of two swimming pools at this location.
- To ensure that we provide an accurate representation of future visitation, the total visitation was adjusted to include the percentage increase in the population from 2021 to 2041, which was up to a 21% increase and is displayed as the indicative visitation above.
- The indicative cost of the option is based on the case study, Grafton Aquatic Centre in NSW, that can be found in the appendix. It provided an indicative costing benchmark for the relocation of the pool for approximately $29.5 million in 2022.
- The demolition costs of the existing pool would be estimated at $2.7 million.

Facility Development Plan

Myrtleford Showgrounds

Relocate the pool to Myrtleford Showgrounds	
Facility components identified by project team	• Indoor lap swimming (25m) • Learn to swim/hydrotherapy warm water • Change rooms • Community/purpose area • Plant room
Additional facility components identified through iterative workshops	• Integrated stadium and pool – co-located amenities and entry
Provision gaps identified in the report for each township	• Maintenance and multi-lining of the back stadium, including floor replacement • Access to year-round lap swimming and warm water



LEGEND

- SUBJECT AREA BOUNDARY
- SITE ENTRY
- KEY ACCESS
- PEDESTRIAN ACCESS
- CAR PARKING
- DDA CAR PARKING
- BUS DROP-OFF / PICK-UP
- BICYCLES
- VEHICLE DROP-OFF/ PICK-UP
- PEDESTRIAN ACCESS
- SERVICE LOADING IF REQUIRED
- PEDESTRIAN ACCESS
- STREET GRID CONNECTIONS
- NEW SHADE TREE PLANTING
- EXISTING TREES

Summary of Options

Option	Current Facility	A	B
Description	Continue with current operations and integrate the Roejen report recommendations	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds
Key facility components identified by project team	• Balance tank make-up solenoid not working. • Switchboard cooling fan not working. • Injector impeding operation of butterfly valve handle. • Chlorine dosing line hanging over the entrance. • Mixed stored dry chemicals. A detailed repairs and maintenance condition report of all equipment can be found in Roejen's detailed report.	• Upgrade plant area and refurbish existing heritage building. • Upgrade changerooms. • Improve site access and increase car parking. • Incorporate Roejen report recommendations. • Café/meeting room. • Connection pathway to caravan park and splash park. • Retain heritage building and use for admin.	• Indoor lap swimming (25m). • Learn-to-swim/hydrotherapy (warm water). • Changerooms. • Gym/multipurpose area. • Plant room.
Additional facility components identified through iterative workshops		• Adding a cover. • Upgrade pedestrian connectivity. • Flood risk mitigation.	• Integrated stadium and pool – co-located amenities and entry.
Indicative 2025 Cost Estimate	$244,200	$1.5 - $1.7 million	$30.2 - $33.2 million
Indicative Remaining Useful Life Estimate of Pool Shell and Plant Facility*	~ 20 years	No change to pool shell	Indicative life of 40-50 years

*From Council's aquatic engineers, Roejen.

Bright



Option A: Redevelop the existing sports centre

The overall indicative cost of redevelopment of the pool would be $13.3 - $16.9 million*, with the following specific costs:

- Redevelopment of the existing sports centre, including repurposing the existing pool for hydrotherapy/water warm activities, construction of a 25-metre lap swimming pool and additional amenities - $9.1 - $11.2 million based on a case study and adjustment to the cost in 2024.
- Construction of the new stadium - $4.2 - $5.7 million based on the Myrtleford Stadium Expansion cost and adjustment to the cost in 2024.

The current site has areas that are prone to flooding and subsidence, which could impact the longevity of this site into the future.

The proposed upgrades for the redevelopment of the Bright Sports Centre align with the overall vision for aquatics and indoor stadiums in Alpine. The following are the proposed upgrades and their alignment with the strategic priority areas:

- **More opportunities for year-round lap swimming and warm water programs -** Repurpose existing pool for learn-to-swim and hydrotherapy activities, and the construction of a new 25-metre lap swimming pool.
- **Greater community access to existing facilities -** Upgrading of the changerooms and reconfiguring spaces to separate gym/multipurpose areas to provide the community with higher quality amenities. Adding a 25-metre indoor pool increases the availability for lap swimming for residents.
- **Continual maintenance and improvement of the pools and indoor stadiums -** Incorporate Roejen report recommendations for the pool, whilst the new stadium would meet current indoor sporting regulations and standards.
- **Multi-lining of stadiums to increase access to indoor sports -** Ability to multi-line the new stadium for greater access to a variety of indoor sports.
- **Integration of a 25-metre pool and stadium in Bright -** A Council-owned and operated stadium that would utilise the amenities and reception area to create efficiencies for both the pool and stadium.

Current and Potential Future Usage and Cost		
	Current Site	**Option A**
Total Annual Visitation	17,368	36,577
Indicative Visitation in 2041	20,977	44,178
Indicative Cost of Option	$13,260,000 - $16,920,000*	

Notes and assumptions

- The current monthly visitation of the facility is 1,447 people.
- Current visitation for memberships is 12,605 a year, and we have assumed that 80% of these memberships would be for the gym. With the addition of casual gym visits, the current gym visitation would be 11,353 visits per year.
- The redevelopment would provide two pools in this new centre, one 25-metre lap swimming pool and the original 17-metre program pool.
- We have estimated that by 2041, visitation for lessons would increase by up to 43% and lap swimming would increase by up to 50% provided the integration of two swimming pools at this location.
- We have assumed that a new stadium would have approximately 300 visits per week (25 hours x 12 people per hour), providing 15,600 visits per year.
- The total visitation was adjusted to include the percentage increase in the population from 2021 to 2041, which was up to a 21% increase and is displayed as the indicative visitation above.
- The indicative cost of the option is based on the case study, Scottsdale Aquatic Centre in Tasmania that was implemented in 2019, can be found in the appendix. It provided an indicative costing benchmark for construction of the pool for approximately $7 million in 2021, which we have adjusted for costings in 2024.

*Source: Scottsdale Aquatic Centre https://hydrilla.com.au/wp-content/uploads/2023/06/HCS029_ScottsdaleAquaticCentre_Case_Study.pdf https://northeasternadvertiser.com/featured-articles/new-pool-popular
Full case study found on page 33.

Facility Development Plan

Existing Sports Centre, Bright

Redevelop the existing Sports Centre	
Facility components identified by project team	• Re-purpose existing pool for learn to swim and hydrotherapy activities • Build a new lap swimming pool • Upgrade changerooms • Reconfigure spaces to separate gym/multipurpose areas • Incorporate Ralgan report recommendations
Additional facility components identified through iterative workshops	• Addition of a single stadium *Should a stadium not fit on the site, we would seek an alternative location
Provision gaps identified in the report for each township	• Access to indoor courts • Currently exceeding the provision benchmark for water space – opportunity to increase capacity of water space



Option B: Relocate the sports centre to the old childcare on Elm Court

The overall indicative cost of the relocation the pool would be $34.4 – $38.9 million*, with the following specific costs:

- Demolition of the existing Bright Sports Centre site based on its size and industry benchmark costings – approximately $2.7 million.
- Construction of the new indoor swimming centre, including a 25-metre lap swimming pool, 17-metre program pool and additional amenities - $27.5 – $30.5 million based on the case study.
- Construction of the new stadium - $4.2 - $5.7 million based on the Myrtleford Stadium Expansion cost and adjustment to the cost in 2024.
- Removal of trees on the site - $10,000.

The proposed upgrades for the relocation of the Bright Sports Centre to the old childcare on Elm Court align with the overall vision for aquatics and indoor stadiums in Alpine. The following are the proposed upgrades and their alignment with the strategic priority areas:

- **More opportunities for year-round lap swimming and warm water programs –** Indoor lap swimming (25m) and 17-metre program pool for learn-to-swim and hydrotherapy (warm water) activities.
- **Continual maintenance and improvement of the pools and indoor stadiums -** Upgraded changerooms, integration of a gym/multipurpose area, and compliant plant room.
- **Integration of a 25-metre pool and stadium in Bright -** A Council-owned and operated stadium that would utilise the amenities and reception area to create efficiencies for both the pool and stadium.

*Source: Grafton Aquatic Centre
https://www.clarence.nsw.gov.au/Projects/Regional-Aquatic-Centre
Full case study found on page 32.

Current and Potential Future Usage and Cost		
	Current Site	**Option B**
Total Annual Visitation	17,368	36,577
Indicative Visitation in 2041	20,977	44,178
Indicative Cost of Option	$34,370,000 - $38,930,000*	

Notes and assumptions

- The current monthly visitation of the facility is 1,447 people.
- As the proposed upgrades are similar to the amenities at the Bright Sports Centre (BSC), we are using these values as a benchmark for visitation.
- Current visitation for memberships is 12,605 a year, and we have assumed that 80% of these memberships would be for the gym. With the addition of casual gym visits, the current gym visitation would be 11,353 visits per year.
- The relocation would provide two pools in this new centre, one 25-metre lap swimming pool and one 17-metre program pool.
- We have estimated that by 2041, visitation for lessons would increase by up to 43% and lap swimming would increase by up to 50% provided the integration of two swimming pools at this location.
- We have assumed that a new stadium would have approximately 300 visits per week (25 hours x 12 people per hour), providing 15,600 visits per year.
- The total visitation was adjusted to include the percentage increase in the population from 2021 to 2041, which was up to a 21% increase and is displayed as the indicative visitation above.
- The indicative cost of the option is based on the case study, Grafton Aquatic Centre in NSW, that can be found in the appendix. It provided an indicative costing benchmark for the relocation of the pool for approximately $29.5 million in 2022.
- The demolition costs of the existing pool would be estimated at $2.7 million.
- The removal of trees in the area would be estimated at $10,000.

Facility Development Plan

Elm Court, Bright

Relocate the Sports Centre to the old childcare on Elm Court	
Facility components identified by project team	• Indoor 5x swimming 25m2 • Learn to swim/hydrotherapy learn water) • Plant room • Gym/multipurpose space
Additional facility components identified through iterative workshops	• Could include stadium – meeting/event would be an issue. *Should a stadium not fit on the site, we would seek an alternative location
Precision gaps identified in the report for each township	• Access to indoor courts • Currently exceeding the outdoor benchmark for water space – opportunity to increase capacity of water space

LEGEND

- SUBJECT AREA BOUNDARY
- SITE ENTRY
- KEY ACCESS
- PEDESTRIAN ACCESS
- CAR PARKING
- DDA CAR PARKING
- BUS DROP OFF / PICK UP
- BICYCLES
- VEHICLE DROP OFF/ PICK UP
- PEDESTRIAN ACCESS
- SERVICE LOADING IF REQUIRED
- PEDESTRIAN ACCESS
- STREET GRID CONNECTIONS
- NEW SHADE TREE PLANTING
- EXISTING TREES

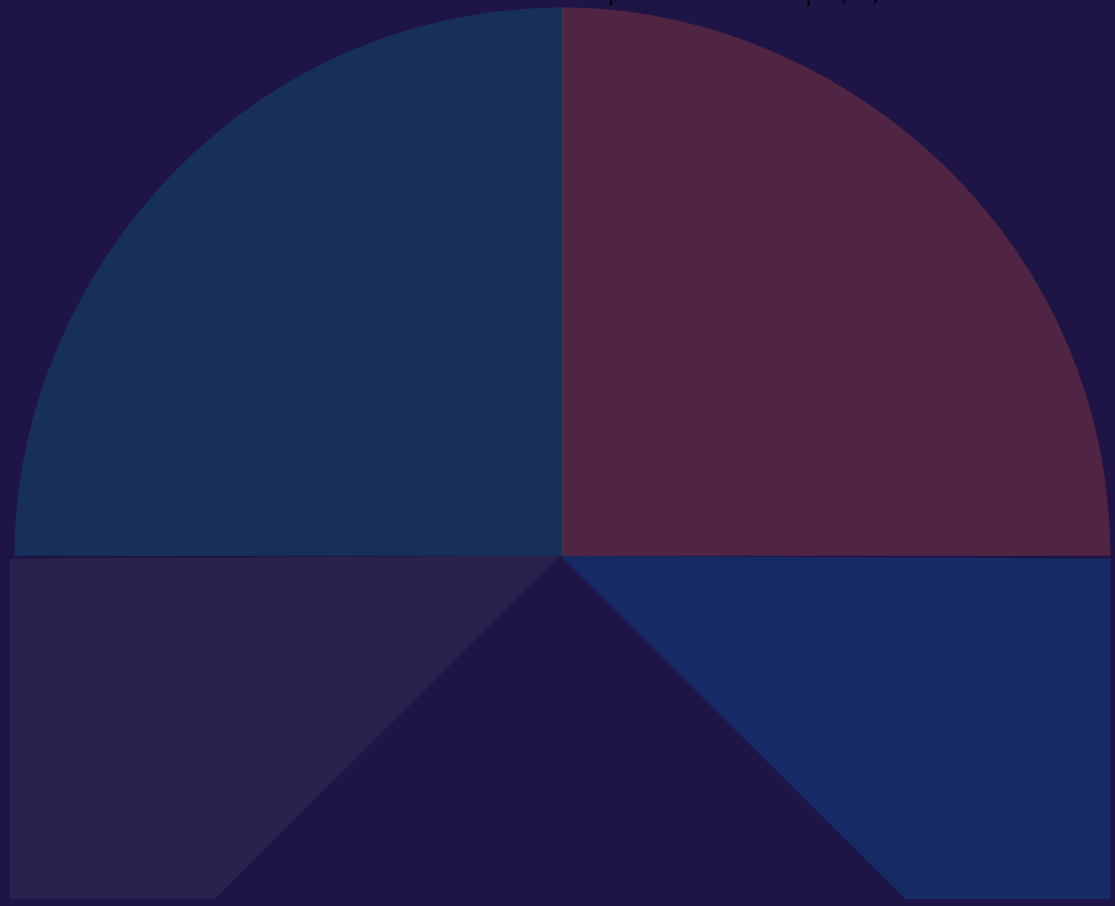


Summary of Options

Option	Current Facility	A	B
Description	Continue with current operations and integrate the Roejen report recommendations	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court
Key facility components identified by project team	• Faulty solar pump. • Short hydrochloric acid injection hose. • Hanging overhead electrical cables. A detailed repairs and maintenance condition report of all equipment can be found in Roejen's detailed report.	• Repurpose existing pool for learn-to-swim/hydrotherapy activities. • Build a new lap swimming pool. • Minor upgrades to the changerooms. • Reconfigure spaces to separate gym/ multipurpose areas. • Incorporate Roejen recommendations.	• Indoor lap swimming (25m). • Learn-to-swim/hydrotherapy (warm water). • Plant room. • Gym/multipurpose space.
Additional facility components identified through iterative workshops		• Addition of a single stadium. *Should a stadium not fit on the site, we would seek an alternative location.	• Could include stadium – trees/space would be an issue. *Should a stadium not fit on the site, we would seek an alternative location.
Indicative 2025 Cost Estimate	$169,900	$13.3 - $16.9 million	$34.4 - $38.9 million
Indicative Remaining Useful Life Estimate of Pool Shell and Plant Facility*	~ 20 years	Existing pool - No change to pool shell New pool - Indicative life of 40-50 years	Indicative life of 40-50 years

*From Council's aquatic engineers, Roejen.

Mount Beauty



Option A: Upgrade and expand the current facilities

The overall indicative cost of redevelopment of the pool would be $4.4 – $4.6 million**, with the following specific costs:

- Construction of the new gym and recovery centre - $2.4 million, that is based on an estimate of $6,000 for every m^2.
- Addition of a cover over the existing 25-metre pool - $1.2 – $1.4 million, adjusted to the cost in 2024.*
- Refurbishment of the existing changerooms and reception - $300,000.
- Upgrades to the splash park - $500,000, based on the Yarrawonga case study.

The proposed upgrades for the redevelopment of the current Mount Beauty Stadium and Swimming Pool aligns with the overall vision for aquatics and indoor stadiums in Alpine. The following are the proposed upgrades and their alignment with the strategic priority areas:

- **Greater community access to existing facilities -** Upgrade of existing changerooms and amenities, expansion of the current storage capacity, and a new gym/recovery centre for community and visitor access.
- **Continual maintenance and improvement of the pools and indoor stadiums -** Incorporation of the Roejen recommendations from the pool plant room assessments.
- **More opportunities for year-round lap swimming and warm water programs -** Adding a cover.

*Although we have identified the potential benefits of covering the pool, this would require further planning and community consultation to determine the overall viability.

Current and Potential Future Usage and Cost		
	Current Site	**Option A**
Total Annual Visitation	15,006	24,960
Indicative Visitation in 2041	18,124	30,147
Indicative Cost of Option	$4,400,000 - $4,600,000**	

Notes and assumptions

- The current visitation at the facility is 15,006 for six months from November until April, with, on average, 2,501 people visiting each month.
- We estimate that the integration of a cover over the 25-metre outdoor pool would provide an additional two extra months of opening each year.
- The addition of a cover would also enable the pool to stay open for more days when the temperature is below 20c and above 35c, estimated at approximately 33%. These days could include harsh wind conditions, cooler temperatures in a heated pool, etc.
- The total visitation was adjusted to include the percentage increase in the population from 2021 to 2041, which is up to a 21% increase.
- The indicative cost of the cover over the pool is based on the case study, Wellington Shire, that was implemented in 2022, that can be found in the appendix.
- The case study provided an indicative costing benchmark for the addition of a cover of approximately $1 million in 2022, which we have adjusted for costings in 2024 of approximately $1.2 - $1.4 million.
- We have also provided a case study for the upgrade to the splash park, shown in the appendix, to provide an estimate to the splash park upgrade***.

**Source: Wellington Shire – Yarram Pool project gets funding https://www.gippslandtimes.com.au/news/2020/07/16/yarram-pool-project-gets-funding/
Full case study found on page 31.
***Moira Shire – Yarrawonga Splash Park Expansion https://www.moira.vic.gov.au/Community/Works-and-Projects/Recreation-Leisure-and-Community-Facilities/Yarrawonga-Splash-Park-Expansion
Full case study found on page 34.

Facility Development Plan

Mount Beauty

Upgrade and Expand the Existing Facilities	
Facility components identified by project team	• Upgrade of existing changerooms and amenities • Expand storage capacity • Incorporate Ranger report recommendations • Gym and recovery centre
Additional facility components identified through iterative workshops	• Adding a cover – would need to be costed (unsupported by population estimates) • Enhancements to splash park
Precision gaps identified in the report for each township	• Access to year round swimming and warm water

LEGEND

- SUBJECT AREA BOUNDARY
- SITE ENTRY
- KEY ACCESS
- PEDESTRIAN ACCESS
- CAR PARKING
- DDA CAR PARKING
- BUS DROP-OFF / PICK-UP
- BICYCLES
- VEHICLE DROP-OFF/ PICK-UP
- PEDESTRIAN ACCESS
- SERVICE LOADING IF REQUIRED
- PEDESTRIAN ACCESS
- STREET GRID CONNECTIONS
- NEW SHADE TREE PLANTING
- EXISTING TREES



Summary of Options

Option	Current Facility	A
Description	Continue with current operations and integrate the Roejen report recommendations	Upgrade and expand the current facilities
Key facility components identified by project team	• Chemical injection above storage area. • No mechanical protection of chlorine dosing pump suction. • Detached chlorine dosing pump from fixings. • Non-compliant storage tank. • Mixed storage dry chemicals. A detailed repairs and maintenance condition report of all equipment can be found in Roejen's detailed report.	• Upgrade of existing changerooms and amenities. • Expand storage capacity. • Incorporate Roejen recommendations. • Gym and recovery centre.
Additional facility components identified through iterative workshops		• Adding a cover – would need to be costed (unsupported by population estimates). • Enhancements to splash park.
Indicative 2025 Cost Estimate	$243,800	$4.4 - $4.6 million
Indicative Remaining Useful Life Estimate of Pool Shell and Plant Facility*	~ 20 years	No change to pool shell

*From Council's aquatic engineers, Roejen.

Financial Analysis and Comparisons

Summary of Options

Township	Myrtleford		Bright		Mount Beauty
Option	A	B	A	B	A
Description	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court	Upgrade and expand the current facilities
Strengths	• No demolition and/or site acquisition costs. • Larger changeroom facilities near the car park. • Improved DDA accessibility into the pool. • Maximising and improving use of the current site. • Increased car parking.	• General proximity to schools. • Co-location with the stadium for integrated services, i.e. reception area. • Integration of indoor lap swimming and learn-to-swim/hydrotherapy sessions in Myrtleford.	• No demolition and/or site acquisition costs. • Proximity to the town centre, Ovens Creek trails, and general passive traffic. • Ease of accessibility from the main road. • Co-location of aquatic and indoor stadium services. • Ability to build on the existing services.	• Proximity to the town centre, splash park and river. • Highly visible for residents and visitors. • Ease of accessibility from the main road. • Council owns the land, and building is currently being leased by a dance school.	• No demolition and/or site acquisition costs. • Proximity to the town centre, walkable. • Proximity to, and potential partnership opportunities. • Currently used by athletes to undergo altitude training. • Expansion and safety of storage capabilities in the stadium.
Weaknesses	• Redevelopment would need to meet current compliance requirements, including parking, access, building footprint, and change facilities. • Unsure if additional requirements would fit on the site.	• Would need to use DEECA land, which limits the benefits of Council capital investment. • Potential tourism and revenue loss from caravan park. • Additional site activity may conflict with equestrian use. • Located on the outer areas of the community.	• Relatively high commercial site value. • Contamination and site history. • Limited expansion opportunities beyond the current footprint. • Net community loss whilst redevelopment occurs.	• Tree removal (approximately 25 trees) and limited open space. • Parking is currently an issue in that area.	• Poor site visibility, difficult to see. • Disconnect between Tawonga and Mount Beauty.

Summary of Options

Township	Myrtleford		Bright		Mount Beauty
Option	**A**	**B**	**A**	**B**	**A**
Description	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court	Upgrade and expand the current facilities
Opportunities	• Connected pathways with tennis and bowls. • Close proximity to the town centre, and caravan park, and walkability. • Café/meeting room for the swim club and community to use/hire. • Potential increase in visitation with the new splash park.	• Suitable location and availability of developable area near the current stadium. • Co-location of aquatics and stadium facilities. • Existing open space next to the stadium.	• High exposure for tourists due to location (landmark signage for centre). • Sufficient space to expand parking. • Sufficient space for an indoor stadium on Council-owned land. • Upgrade accessibility in existing changerooms.	• Integration of activities with the splash park, currently a five-minute walk. • Upgraded gym/multipurpose spaces. • Addition of an indoor stadium on Council-land.	• Upgrade accessibility and amenity in existing changeroom facilities. • Integration of a Council-owned gym/recovery centre to appeal to athletes and the community. • Adding a cover to the pool to integrate year-round use.
Challenges	• The site and surrounds are within a designated flood plain area. • Site is a designated historical landmark (Albert David Lowerson) in the community. • Proximity of infrastructure to the creek is suboptimal from an environmental perspective, i.e. erosion.	• Current Council land is not suitable for aquatic facilities. • Open space is used for major community events. • Potential loss of, or diminished amenity in the town centre. • Decommission and/or repurposing of the existing Myrtleford Swimming Pool.	• General site constraints, i.e. topography, neighbouring properties, and access. • Potential impact of flooding overlay work. • Financial risk of under-performance post redevelopment.	• Potential loss of, or diminished amenity in the town centre. • Decommission and/or repurposing of the existing Brights Sports Centre.	• Would require significant space and investment to integrate potential services, i.e. sauna, plunge pool, hydrotherapy.

Summary of Options

Township	Myrtleford		Bright		Mount Beauty
Option	**A**	**B**	**A**	**B**	**A**
Description	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court	Upgrade and expand the current facilities
Cost of the Option	$1.5 - $1.7 million	$30.2 - $33.2 million	$13.3 - $16.9 million	$34.4 - $38.9 million	$4.4 - $4.6 million
Visitation Today	19,022	23,383	36,577	36,577	24,960
Visitation in 2041	22,975	28,242	44,178	44,178	30,147
Recommendation	✓	Implement at end-of-life of the current facility (~ 2045)	✓		✓
Other opportunities to consider	• Addition of a cover over the existing 25-metre pool.				• Addition of a cover over the existing 25-metre pool.
Strengths for Each Option	• No demolition and/or site acquisition costs. • Larger changeroom facilities near the car park. • Improved DDA accessibility into the pool. • Maximising and improving use of the current site. • Increased car parking.		• No demolition and/or site acquisition costs. • Proximity to the town centre, Ovens Creek trails, and general passive traffic. • Ease of accessibility from the main road. • Co-location of aquatic and indoor stadium services. • Ability to build on the existing services.		• No demolition and/or site acquisition costs. • Proximity to the town centre, walkable. • Proximity to, and potential partnership opportunities. • Currently used by athletes to undergo altitude training. • Expansion and safety of storage capabilities in the stadium.

If Alpine Shire is able to secure external grants and funding sources to complete the recommended facility upgrades outlined in this report, it is estimated that annual patronage will increase from current levels (43,810) up to as much as 80,000 per year. If this result were to be achieved, and assuming that existing annual costs are comparable, the total community subsidy per aquatic patron visit would decrease from $18 per visit to $10 per visit.

Summary of Options – Aquatics

Township	Myrtleford		Bright		Mount Beauty
Option	**A**	**B**	**A**	**B**	**A**
Description	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court	Upgrade and expand the current facilities
Cost of the Option	$1.5 - $1.7 million	$30.2 - $33.2 million	$9.1 - $11.2 million	$30.2 - $33.2 million	$4.4 - $4.6 million
Visitation Today	19,022	23,383	20,977	20,977	24,960
Visitation in 2041	22,975	28,242	25,336	25,336	30,147
Recommendation	✓	Implement at end-of-life of the current facility (~ 2045)	✓		✓
Key facility components identified by project team	• Upgrade plant area and refurbish existing heritage building. • Upgrade changerooms. • Improve site access and increase car parking. • Incorporate Roejen report recommendations. • Café/meeting room. • Connection pathway to caravan park and splash park. • Retain heritage building and use for admin.	• Indoor lap swimming (25m). • Learn-to-swim/hydrotherapy (warm water). • Changerooms. • Gym/multipurpose area. • Plant room.	• Repurpose existing pool for learn-to-swim/hydrotherapy activities. • Expand the facility to incorporate a new pool. • Minor upgrades to the changerooms. • Reconfigure spaces to separate gym/ multipurpose areas. • Incorporate Roejen recommendations.	• Indoor lap swimming (25m). • Learn-to-swim/hydrotherapy (warm water). • Plant room. • Gym/multipurpose space.	• Upgrade of existing changerooms and amenities. • Expand storage capacity. • Incorporate Roejen recommendations. • Gym and recovery centre.
Other opportunities to consider	• Options for access to year-round lap swimming and warm water. • Upgrade pedestrian connectivity. • Flood risk mitigation.	• Integrated stadium and pool – co-located amenities and entry.			• Options for access to year-round lap swimming and warm water. • Enhancements to splash park.

Summary of Options – Indoor Stadiums

Township	Bright	
Option	**A**	**B**
Description	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court
Cost of the Option	$4.2 - $5.7 million	$4.2 - $5.7 million
Visitation Today	15,600	15,600
Visitation in 2041	18,842	18,842
Recommendation	✓	
Key facility components identified by project team	• Addition of a single stadium.	• Could include stadium – trees/space would be an issue.
Other opportunities to consider		

Case Studies



Myrtleford Option A & Mount Beauty Option A Case Study: Wellington Shire

Facility owner: Wellington Shire

Facility location: Regional Victoria (~3hours South East of Melbourne).

Cost: $1 million.

Project completion: March 2023.

Overview:

- Wellington Shire installed a new roof structure as part of the Warmer Pool for Yarram Project.
- An over-pool structure with blinds to offer protection from the weather, electric heat pumps keeping the water temperature to a warm 29 degrees Celsius, new lighting and increased power usage supplemented by photovoltaic (PV) solar cells.
- The project required a one-month closure of the pool and was completed in March 2023.

Benefits:

- The roof structure will enable the pool to be open for a longer summer season.
- Between March and 18th April, the pool will remain open for recreational swimming during each Monday, Wednesday and Friday from 4pm to 7.30pm, and Saturdays from 1pm to 6pm.







Myrtleford Option B & Bright Option B Case Study: Grafton Aquatic Centre

Facility owner: Clarence Valley Council

Facility location: Grafton, New South Wales

Cost and Funding Mix: $29.5 million (currently $1.5 million through Stronger Country Community Fund Grant, $2.1 million through Local Roads and Community Infrastructure Program, and $4.4 million through general contributions).

Project completion: 2023-2024

Overview:

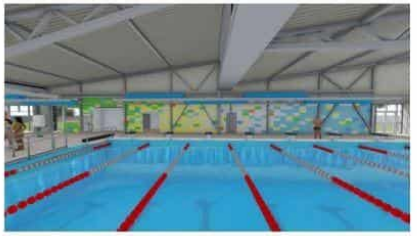
- Demolition of existing pools and facilities;
- Construction of an indoor centre including two pools (25m pool, combined program & leisure pool) and additional accessible amenities using myrtha system;
- Inclusive splash pad;
- Refurbishment of existing amenities;
- Outdoor 50m pool and grandstand.

Benefits:

- The deteriorating asset will be renewed, reducing on going maintenance costs.
- The facility will be able to host regional level competitions in the 50m pool.
- The 25m pool will be to FINA standards.
- Sections of the facilities will be open year-round.
- The facility will include all-ability access where possible.
- Additional storage will be available.
- Energy efficient options have been included in the design.











Bright Option A Case Study: Scottsdale Aquatic Centre

Facility owner: Dorset Council

Facility location: Scottsdale, Tasmania

Cost and Funding Mix: $7 million ($3 million funded from a State Government grant and $4 million contributed by the Dorset Council).

Project Completion: End of 2021

Overview:

- The original forecast time for completion was nine months, however delays would turn this timeline into 16 months – almost double the original anticipated time.
- When Dorset Council first made the pool free to public (prior to construction) – The visitors grew from 5,000 to 14,000 people in a single year.
- The upgraded aquatics facility features:
    - A refurbished eight-lane, 25m lap pool, complete with starting blocks, lane ropes, backstroke flags, grab rails and disability access.
    - Learn to swim pool with disability access ramp.
    - Leisure pool (designed for children under age 5).
    - A 280m^2 splash park.

Benefits:

- Free pools will lead to high levels of utilisation. The pool is not open year-round however is highly activated during seasonal months.
- The pool now serves as a 'home' for various user groups such as schools, the general public and social swimming clubs.





Mount Beauty Option A Case Study: Yarrawonga Splash Park

Facility owner: Moira Shire Council

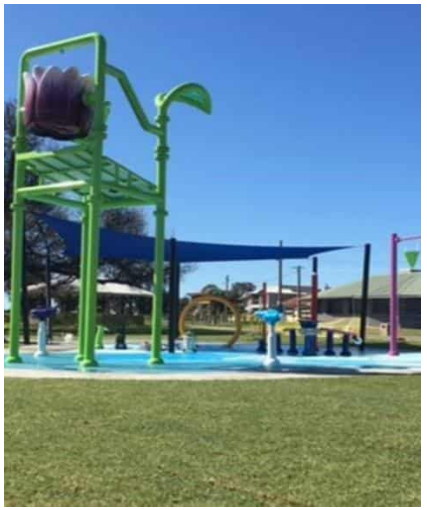
Facility location: Moira, Victoria

Cost and Funding Mix: $500,000, jointly funded by Australian Government's Local Roads and Community Infrastructure Projects Funding and Moira Shire Council.

Project Completion: Late 2024

Overview:

- It is an existing splash park and water slide on the Yarrawonga foreshore.
- The upgrades will include:
  - Expansion of the existing splash park.
  - Removal of the water slide and replace it with a new family friendly, themed splash park with lots of opportunities for play by all ages.
  - Install shelters and seating around the splash park and under the shelters.
  - New picnic tables in the rotunda.
  - Circular seating under the big tree, new rubbish bins, garden boxes, a water drinking fountain and bottle filler, and landscaping around the splash park.
- The splash park will be open for a much longer period, not just during the outdoor pool season, and will be free to use.







Potential Funding Sources: Surf Coast Aquatic and Health Centre

Facility owner: Surf Coast Shire Council

Cost: $46.3 million (Stage 1).

Funding Mix: Project has received the following funding commitments:

- $20 million from Federal Government.
- $16.68 million from State Government that includes a $3.5 million grant from the Victorian Government's 'Growing Suburbs Fund', and $180,000 from the Victorian Government's 'Changing Places' grant.

Overview:

- 25-metre indoor pool for lap/squad swimming.
- Warm water indoor pool for exercise, hydrotherapy and leisure.
- Gym and programs spaces.
- Allied health suites.
- Café and supporting amenities.









Source: Surf Coast Aquatic and Health Centre https://www.surfcoast.vic.gov.au/About-us/Works-and-projects/Torquay-and-Jan-Juc-projects/Surf-Coast-Aquatic-and-Health-Centre

Potential Funding Sources: Tamworth Regional Aquatics Centre

Facility owner: Tamworth Regional Council

Cost: $45 million.

Funding Mix:

- Council has secured $15 million through the NSW Government's Centre of Excellence Fund. This contribution expires if it is not spent by June 2026.
- The Council will co-contribute the other $30 million through two funding streams: $15 million in loan funding repaid through Special Rates Variation revenue relating to the renewal of Council's assets; and $15 million in loan funding repaid through decreased expenditure and increased revenue (one-off asset sales).
- The loan will be paid back over 20 years and Council foresees the funds coming from land sales at the Global Gateway Park, a rate rise and internal cost-cutting.
- To obtain loan funding, a Capital Expenditure Review is required, which entails a detailed capital expenditure estimate that will be 5% of the final cost.
- Council will need to incorporate the capital and operating expenditure into their Long-Term Financial Plan. The Capital Expenditure Review requires evidence of Council's commitment to the funding co-contribution.

Overview of Stage 1:

- Indoor 50m, 10 lane pool.
- Program pool.
- Spa and sauna.
- Gym - strength and cardio.
- Health and fitness rooms.
- Foyer, reception and café.
- Wet and dry lounge.
- Administration, offices, first aid.
- Plant and stores.
- Sports science testing lab.
- Allied health consulting rooms x 12.
- Program rehabilitation gym.
- Administration / sports house.
- Education and university teaching and meeting rooms.
- Reception and accessible amenities.











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COUNCIL DOCUMENT

Financial Plan

2025 – 2035

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Date	Version	Revision description
05/10/2021	1.0	Adopted by Council
27/08/2025	1.2	Draft for public consultation
28/10/2025	2.0	Presented for adoption by Council

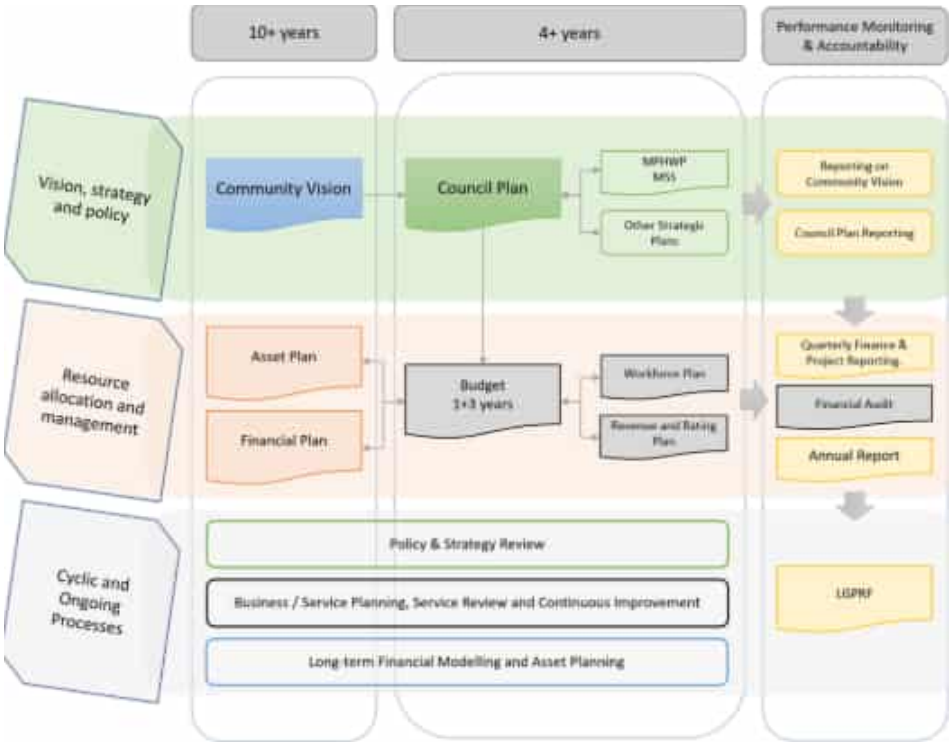
1. Legislative Requirements

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

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



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



1.1 STRATEGIC PLANNING PRINCIPLES

The Financial Plan provides a 10 year financial projection showing how the actions of the Council Plan may be funded to achieve the Community Vision. Council has developed the Financial Plan considering the following strategic planning principles:

1. Council has an integrated approach to planning, monitoring and performance reporting.
2. Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan Priorities, Objectives and Major Initiatives have been developed in the context of the Community Vision.
3. The Financial Plan statements articulate the 10-year financial resources necessary to implement the priorities of the Council Plan to work towards realising the Community Vision.
4. Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan.
5. The Financial Plan provides for the strategic planning principles of monitoring progress and conducting reviews to identify and adapt to changing circumstances.

1.2 ENGAGEMENT PRINCIPLES

Council has undertaken the following consultation processes, in line with the Community Engagement Policy, to inform development of the Financial Plan, and to ensure that feedback from relevant stakeholders has been sought and considered:

1. Draft Financial Plan informed by community engagement processes;

2. Draft Financial Plan placed on public exhibition in September 2025 calling for public submissions;
3. Community engagement conducted using Council's Engage Alpine online platform, local news outlets; social media and with hard copies available at Council facilities;
4. Financial Plan 2025 - 2035, including any changes informed by feedback, presented to the October 2025 Council Meeting for adoption.

1.3 SERVICE PERFORMANCE PRINCIPLES

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

1. Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the major initiatives to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
2. Services are accessible to relevant users within the community.
3. Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate Council's performance regarding the provision of quality and efficient services.
4. Council is focused on the continuous improvement of service delivery and in monitoring performance to inform the improvement of services.
5. Council considers and responds to community feedback and complaints regarding service delivery.

1.4 ASSET PLAN INTEGRATION

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

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

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

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their lifecycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together

the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

1.5 REVENUE AND RATING PLAN INTEGRATION

Integration with the Revenue and Rating Plan is a key principle of the Council's strategic financial principles. The purpose of this integration is to ensure that Council's revenue is raised from the community in a manner that supports Council's longer term financial plans and broader plans as set out in the Council Vision.

The revenue raised by Council is for the delivery of services and infrastructure to benefit the local community. The Revenue and Rating Plan is therefore linked to planned expenditure in the annual budget and strategic financial planning. Any increase in spending by Council must be matched by revenue increases. It is a key principle that Council generates sufficient revenue from rates plus fees and charges to ensure consistent funding to deliver projects and services.

The Revenue and Rating Plan provides the framework for the setting of fees and charges, and other Council income sources. It makes assumptions regarding the levels of revenue that Council expects to generate over the 4-year period, as well as defining the amounts of rates to be generated through the rating policy.

1.6 FINANCIAL POLICY STATEMENTS

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

			Actual										
Policy Statement	**Measure**	**Target**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
Consistent underlying surplus results	Adjusted underlying surplus (deficit)/Adjusted underlying revenue	> 0%	(10.33%)	(3.43%)	(3.60%)	(2.97%)	(3.03%)	(3.11%)	(3.17%)	(3.13%)	(2.97%)	(2.80%)	(2.63%)
Consistent underlying surplus results	Adjusted underlying surplus (deficit) ($'000)	> $0.00	(3,849)	(1,223)	(1,342)	(1,138)	(1,182)	(1,242)	(1,301)	(1,316)	(1,280)	(1,240)	(1,198)
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities	1.20 - 3.50	3.76	4.22	3.84	3.54	3.10	2.68	2.32	2.11	1.90	1.71	1.53
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset Renewal Costs / Depreciation Expense	100%	143.18%	120.60%	120.47%	115.57%	133.55%	131.47%	125.11%	109.61%	110.41%	109.61%	110.06%
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required	Unrestricted Cash / Current Liabilities	> 80%	135.02%	95.73%	90.33%	79.30%	65.58%	52.97%	45.10%	38.56%	20.78%	4.89%	(10.20%)

2. Strategic Actions

Following a series of community engagement activities, Council has identified the following objectives which drive the Council Plan and provide context and purpose for our operations and service delivery.

Customer Focused Alpine
We continue to build a customer-first culture, supported by robust systems and processes across the organisation. We will put communication as our highest priority. Even when we are delivering challenging news or making difficult decisions, we aim to be prompt, transparent, and meet the commitments of our customer-first culture.

Sustainable and Resilient Alpine
To progress towards a more sustainable and resilient Alpine Shire, we will make bold, future-focused, and evidence-based decisions that serve the long-term interests of our communities. We will be well prepared to capitalise on future opportunities, and to navigate challenges, risks and uncertainties.

Vibrant and Healthy Alpine
We recognise the unique qualities that make Alpine Shire a great place to live, play, visit, and do business. We are committed to balancing the needs of residents, visitors and businesses while maintaining and enriching our natural environment, public spaces, and community facilities.

The Financial Plan provides for delivery against these objectives and the aspirations of the Council Plan, and demonstrates the following financial management principles:

1. Revenue, expenses, assets, liabilities, investments, and financial transactions are managed in accordance with Council's financial policies and strategic plans and with appropriate risk management.
2. Strategies employed to leverage the rate burden across the community are designed to provide financial stability to the community and include an assessment of the community's capacity to pay.
3. Council maintains accounts and records that explain its financial operations and financial position and there is a focus on the accurate and timely disclosure of financial information.
4. Financial risks relating to debt, assets and liabilities are responsibly managed.
5. Investment in asset renewal and capital works is maintained to ensure infrastructure that meets the economic and social needs of the community.
6. Council focuses on its financial sustainability to enable Council to provide the services and projects the community relies on. The development of a Financial Sustainability Strategy will be a key initiative to ensure that Council can maintain assets, deliver effective community services, and remain financially viable, into the future and will be delivered in 2025/26.

3. Financial Plan Context

This Financial Plan reflects the financial resources required to achieve the strategic objectives included in the Council Plan. The Financial Plan is a long-term plan that is subject to annual review, for internal use in informing future year budget preparation. There are a number of dynamic variables that may influence the outcomes expressed in this Financial Plan. They include:

- Rating levels and supplementary rate income;
- Government grant revenue received (both recurrent and non-recurrent, including project (capital) grants);
- New and upgrade of assets;
- Renewal of assets to maintain infrastructure;
- Asset revaluations (major impact on fixed asset value, depreciation, and future renewal costs);
- Asset sale;
- Level of assumed growth experienced on expenditure items, as well as the budgeted expenditure.

The Financial Plan has been determined using the current budget as the starting point with long term assumptions applied as forecast or estimated indexation throughout the life of the plan. The Financial Plan aims, as much as is possible, to provide a realistic reflection of the future financial position of Council with the known variables at a point in time.

Changes to Council's operations, in the external environment, or the implementation of financial sustainability strategies, throughout the life of the Financial Plan, will impact the estimates used for long term planning and the forecast outcome.

When determining a cost index for financial planning, often the Consumer Price Index (CPI) is applied. This measures the change in prices associated with household expenditure, however the costs associated with the delivery of council services, which are directed toward providing infrastructure and social and community services, do not always align with CPI and other assumption mechanisms have been employed.

3.1 ASSUMPTIONS TO THE FINANCIAL PLAN

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2025/26 to 2034/35. The assumptions comprise context and annual escalations for each income and expenditure line item contained in the Comprehensive Income Statement.

The Comprehensive Income Statement for Year 1 of the Financial Plan (2025/26) is aligned to the Comprehensive Income Statement contained within the adopted 2025/26 Budget.

Description	Assumption
Rates and Charges	An annual increase of 2.75% is assumed for the 2026/27 year, and 2.5% per annum for the ensuing years of the financial plan, aligned to CPI. Waste charges are as budgeted in 2025/26 reflecting cost recovery of services. Future year waste charges are estimated to increase in line with CPI.
Growth	It is expected that each year there will be an increase in rates income received based on growth (for example through additional properties) as a result of supplementary rates. This has been assumed as an additional 0.25% from 2026/27.
Statutory Fees and Fines	Statutory fees are indexed, set by legislation, according to the estimated annual rate of CPI. Some fees are outside of the control of Council and therefore may be subject to increases less than CPI, or irregular increases or changes.
User Fees	Details of user fees for the 2025/26 budget year can be found in Council's schedule of Fees and Charges that was adopted in conjunction with the budget. Revenue increases for future years are based on an annual rate of increase aligned with CPI.
Operating Grants	Recurrent operating grants that Council expects to receive are included in the financial plan and indexed by CPI. Non-recurrent operating grant income is assumed at $500k in year 2, indexed at CPI each year thereafter. $500k is the lowest annual amount of non-recurrent grant income received in each of the last 10 financial year as reported in Council's audited financial statements.
Capital Grants	The known amount of the recurrent 'roads to recovery' capital grant income each year to 2028/29 financial year has been included, and is then indexed annually by CPI. Non-recurrent capital grant income of $1M is assumed in 2026/27, indexed by CPI each year thereafter.

Description	Assumption
Contributions	Council receives monetary and non-monetary contributions, typically from developers, in relation to development or redevelopment activities occurring within the Shire. Non-monetary contributions are received in the form of gifted assets, such as roads, footpaths, drainage and other community facilities. Forecast non-monetary contributions are included based on anticipated development activity with CPI increases assumed from 2028/29. Anticipated levels of development activity are high over the coming three financial years, due to a significant development in Bright. Monetary contributions are received from developers in lieu of public open space contributions. Increases in line with CPI are assumed.
Other Income	Revenue from other income mainly comprises interest income and rental income received from the leasing of Council properties, including holiday parks. Movements are assumed to be in line with CPI with consideration to level of financial assets held.
Employee Costs	Employee costs constitute a combination of direct wages and salaries, including on-costs such as superannuation, leave entitlements, and temporary staff arrangements. Employee costs for the 2025/26 reflect the adopted Budget, which is based on 95% occupancy rate Employee costs from 2026/27 onwards are based on 100% occupancy rate, and reflect annual increases in line with CPI. The Alpine Shire Council Enterprise Agreement 2023 sets out the terms and conditions of employment for Council employees and has a nominal expiry date of 30 June 2026. Changes to terms and conditions are subject to future negotiation.
Materials and Services	Materials and Services costs include items required for the maintenance and repairs of buildings, roads, drains and footpaths. Other associated costs included under this category are utilities, materials, and consumable items and the support of external expertise for a range of services. Increases have been assumed in line with CPI, however increases may be more governed by supply chain and market forces based on availability, rather than CPI.
Depreciation and Amortisation	The consumption of property, infrastructure, plant and equipment is measured through depreciation for physical assets and amortisation for non-physical assets. Depreciation estimates have been based on the useful life of the asset.
Borrowing	The Financial Plan assumes no borrowings.

Description	Assumption
Other Expenses	Other Expenses include administration costs such as Councillor allowances and internal and external audit fees. These are assumed to increase in line with CPI.

Escalation Factors	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
% Movement / $ '000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
CPI	3.00%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rates and Charges	$23,576	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth	0.00%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
Statutory Fees and Fines	$606	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User Fees	$1,151	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating - recurrent	$5,917	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating - non recurrent	$206	$500	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Capital - Recurrent	$1,136	$1,350	$1,421	$1,421	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Capital - Non-recurrent	$1,527	$1,000	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contributions - Monetary	$854	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contributions - Non-Monetary	$1,820	$3,210	$3,010	$500	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Income	$2,181	$2,241	$2,297	$2,166	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Costs	$13,736	$14,857	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and Services	$15,761	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation and Amortisation	$6,600	$6,732	$6,760	$6,783	$6,953	$7,126	$7,305	$7,487	$7,674	$7,866
Other Expenses	$775	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

3.2 FINANCIAL PLAN STATEMENTS

This section presents information regarding the Financial Plan Statements for the 10 years from 2025/26 to 2034/35.

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

3.2.1 Comprehensive Income Statement

	Actual 2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Income / Revenue											
Rates and charges	22,810	**23,576**	24,283	24,951	25,637	26,342	27,067	27,811	28,576	29,362	30,169
Statutory fees and fines	710	**606**	623	639	655	671	688	705	723	741	759
User fees	1,258	**1,151**	1,183	1,212	1,242	1,273	1,305	1,338	1,371	1,406	1,441
Grants - operating (recurrent)	8,119	**5,917**	6,080	6,232	6,388	6,547	6,711	6,879	7,051	7,227	7,408
Grants - operating (non-recurrent)	964	**206**	500	513	525	538	552	566	580	594	609
Grants - capital (recurrent)	2,269	**1,136**	1,350	1,421	1,421	1,456	1,493	1,530	1,568	1,607	1,647
Grants - capital (non-recurrent)	11,504	**1,527**	1,000	1,025	1,051	1,077	1,104	1,131	1,160	1,189	1,218
Contributions - monetary	997	**854**	878	900	922	945	969	993	1,018	1,044	1,070
Contributions - non-monetary	168	**1,820**	3,210	3,010	500	513	525	538	552	566	580
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	(2,897)	**25**	100	103	105	108	110	113	116	119	122
Other income	3,028	**2,181**	2,241	2,297	2,165	2,124	2,084	2,086	2,138	2,191	2,246
Total income / revenue	48,930	**39,000**	41,447	42,301	40,611	41,595	42,608	43,690	44,852	46,045	47,269
Expenses											
Employee costs	13,525	**13,736**	14,857	15,228	15,609	15,999	16,399	16,809	17,229	17,660	18,101
Materials and services	18,265	**15,761**	16,195	16,599	17,014	17,440	17,876	18,323	18,781	19,250	19,732
Depreciation	7,293	**6,605**	6,732	6,760	6,783	6,953	7,126	7,305	7,487	7,674	7,866
Other expenses	2,024	**775**	796	816	836	857	878	900	923	946	970
Total expenses	41,107	**36,877**	38,579	39,403	40,242	41,248	42,280	43,337	44,420	45,530	46,669
Surplus/(deficit) for the year	7,823	**2,124**	2,868	2,897	369	347	329	353	432	514	600
Adjusted Underlying Result	(3,849)	**(1,223)**	(1,342)	(1,138)	(1,182)	(1,242)	(1,301)	(1,316)	(1,280)	(1,240)	(1,198)

	Actual 2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Other comprehensive income Net asset revaluation gain /(loss	18,473	**4,521**	4,645	4,761	4,880	5,002	5,127	5,255	5,387	5,522	5,660
Total other comprehensive income	18,473	**4,521**	4,645	4,761	4,880	5,002	5,127	5,255	5,387	5,522	5,660
Total comprehensive result	26,296	**6,644**	7,513	7,659	5,249	5,349	5,456	5,609	5,819	6,036	6,260

3.2.2 Balance Sheet

	Actual 2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Assets											
Current assets											
Cash and cash equivalents	17,225	**8,526**	8,306	7,629	6,696	5,805	5,267	4,814	3,334	1,950	571
Trade and other receivables	4,142	**2,360**	2,425	2,485	2,547	2,611	2,676	2,743	2,812	2,882	2,954
Other financial assets	13,002	**20,000**	18,000	17,000	15,000	13,000	11,000	10,000	10,000	10,000	10,000
Inventories	115	**106**	109	112	115	118	121	124	127	130	133
Prepayments	22	**22**	23	24	24	25	25	26	27	27	28
Contract assets	2,227	**626**	626	626	626	626	626	626	626	626	626
Other assets	2	**6**	6	6	6	6	6	6	6	6	6
Total current assets	36,735	**31,647**	29,495	27,882	25,015	22,190	19,721	18,339	16,932	15,622	14,318
Non-current assets											
Property, infrastructure, plant & equipment	370,932	**376,461**	390,800	399,864	407,997	416,202	424,172	431,221	438,518	445,947	453,606
Investment property	10,000	**10,000**	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Intangible assets	-	**-**	-	-	-	-	-	-	-	-	-
Total non-current assets	380,932	**386,461**	400,800	409,864	417,997	426,202	434,172	441,221	448,518	455,947	463,606
Total assets	417,667	**418,108**	430,295	437,746	443,012	448,392	453,893	459,560	465,449	471,568	477,924
Liabilities											
Current liabilities											
Trade and other payables	3,454	**2,741**	2,816	2,887	2,959	3,033	3,109	3,187	3,266	3,348	3,432
Trust funds and deposits	1,095	**721**	741	759	778	798	818	838	859	881	903
Contract and other liabilities	670	**880**	880	902	925	948	971	996	1,021	1,046	1,072
Provisions	4,542	**3,161**	3,248	3,329	3,412	3,497	3,585	3,674	3,766	3,860	3,957
Total current liabilities	9,761	**7,503**	7,685	7,877	8,074	8,276	8,483	8,695	8,912	9,135	9,363
Non-current liabilities											
Provisions	3,495	**3,846**	3,996	3,596	3,417	3,246	3,083	2,929	2,783	2,644	2,512
Lease liabilities	276	**322**	322	322	322	322	322	322	322	322	322
Total non-current liabilities	3,771	**4,168**	4,318	3,918	3,739	3,568	3,405	3,251	3,105	2,966	2,834
Total liabilities	13,532	**7,329**	12,003	11,795	11,812	11,843	11,888	11,946	12,017	12,101	12,197

	Actual 2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Net assets	404,135	**410,779**	418,292	425,951	431,200	436,549	442,005	447,614	453,432	459,468	465,728
Equity											
Accumulated surplus	189,907	**192,531**	195,867	198,764	199,133	199,480	199,808	200,162	200,594	201,108	201,708
Reserves	214,228	**218,249**	222,426	227,187	232,067	237,069	242,196	247,452	252,839	258,360	264,020
Total equity	404,135	**410,779**	418,292	425,951	431,200	436,549	442,005	447,614	453,432	459,468	465,728

3.2.3 Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2025 Forecast Actual				
Balance at beginning of the financial year	377,839	181,419	190,378	6,043
Surplus/(deficit) for the year	7,823	7,823	-	-
Net asset revaluation gain/(loss)	18,473	-	18,473	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	665	-	(665)
Balance at end of the financial year	**404,135**	**189,907**	**208,851**	**5,378**
2026 Budget				
Balance at beginning of the financial year	404,135	189,907	208,851	5,378
Surplus/(deficit) for the year	2,124	2,124	-	-
Net asset revaluation gain/(loss)	4,521	-	4,521	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	500	-	(500)
Balance at end of the financial year	**410,779**	**192,531**	**213,371**	**4,878**
2027				
Balance at beginning of the financial year	410,779	192,531	213,371	4,878
Surplus/(deficit) for the year	2,868	2,868	-	-
Net asset revaluation gain/(loss)	4,645	-	4,645	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	468	-	(468)
Balance at end of the financial year	**418,292**	**195,867**	**218,016**	**4,410**
2028				
Balance at beginning of the financial year	418,292	195,867	218,016	4,410
Surplus/(deficit) for the year	2,897	2,897	-	-
Net asset revaluation gain/(loss)	4,761	-	4,761	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**425,951**	**198,764**	**222,777**	**4,410**
2029				
Balance at beginning of the financial year	425,951	198,764	222,777	4,410
Surplus/(deficit) for the year	369	369	-	-
Net asset revaluation gain/(loss)	4,880	-	4,880	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**431,200**	**199,133**	**227,657**	**4,410**

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2030				
Balance at beginning of the financial year	431,200	199,133	227,657	4,410
Surplus/(deficit) for the year	347	347	-	-
Net asset revaluation gain/(loss)	5,002	-	5,002	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**436,549**	**199,480**	**232,659**	**4,410**
2031				
Balance at beginning of the financial year	436,549	199,480	232,659	4,410
Surplus/(deficit) for the year	329	329	-	-
Net asset revaluation gain/(loss)	5,127	-	5,127	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**442,005**	**199,808**	**237,787**	**4,410**
2032				
Balance at beginning of the financial year	442,005	199,808	237,787	4,410
Surplus/(deficit) for the year	353	353	-	-
Net asset revaluation gain/(loss)	5,255	-	5,255	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**447,614**	**200,162**	**243,042**	**4,410**
2033				
Balance at beginning of the financial year	447,614	200,162	243,042	4,410
Surplus/(deficit) for the year	432	432	-	-
Net asset revaluation gain/(loss)	5,387	-	5,387	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**453,432**	**200,594**	**248,429**	**4,410**
2034				
Balance at beginning of the financial year	453,432	200,594	248,429	4,410
Surplus/(deficit) for the year	514	514	-	-
Net asset revaluation gain/(loss)	5,522	-	5,522	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**459,468**	**201,108**	**253,951**	**4,410**
2035				
Balance at beginning of the financial year	459,468	201,108	253,951	4,410
Surplus/(deficit) for the year	600	600	-	-
Net asset revaluation gain/(loss)	5,660	-	5,660	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**465,728**	**201,708**	**259,610**	**4,410**

3.2.4 Statement of Cash Flows

	Actual 2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
	Inflows (Outflows)	**Inflows (Outflows)**	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	22,139	**23,576**	24,283	24,951	25,637	26,342	27,067	27,811	28,576	29,362	30,169
Statutory fees and fines	853	**606**	623	639	655	671	688	705	723	741	759
User fees	1,218	**1,151**	1,183	1,212	1,242	1,273	1,305	1,338	1,371	1,406	1,441
Grants - operating	8,898	**6,123**	6,580	6,744	6,913	7,086	7,263	7,444	7,631	7,821	8,017
Grants - capital	2,912	**2,663**	2,350	2,446	2,471	2,533	2,596	2,661	2,728	2,796	2,866
Contributions - monetary	997	**854**	878	900	922	945	969	993	1,018	1,044	1,070
Other receipts	6,324	**2,181**	1,386	1,527	1,565	1,604	1,644	1,686	1,728	1,771	1,815
Employee costs	(13,271)	**(13,736)**	(14,857)	(15,228)	(15,609)	(15,999)	(16,399)	(16,809)	(17,229)	(17,660)	(18,101)
Materials and services	(20,037)	**(15,761)**	(16,195)	(16,599)	(17,014)	(17,440)	(17,876)	(18,323)	(18,781)	(19,250)	(19,732)
Other payments	(1,085)	**(775)**	(796)	(816)	(836)	(857)	(878)	(900)	(923)	(946)	(970)
Net cash provided by/(used in) operating activities	8,948	**6,883**	5,435	5,775	5,947	6,159	6,379	6,606	6,841	7,084	7,334
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(16,775)	**(9,557)**	(8,610)	(8,325)	(9,584)	(9,679)	(9,468)	(8,572)	(8,847)	(9,007)	(9,267)
Payments for Financial Assets	-	**(7,000)**	-	-	-	-	-	-	-	-	-
Proceeds from Financial Assets	13,998	**950**	2,855	1,770	2,600	2,520	2,440	1,400	410	420	431
Proceeds from sale of property, plant and equipment	-	**25**	100	103	105	108	110	113	116	119	122

Net cash provided by/ (used in) investing activities	(2,777)	**(15,582)**	(5,655)	(6,453)	(6,879)	(7,051)	(6,917)	(7,059)	(8,321)	(8,467)	(8,714)
Net cash provided by/(used in) financing activities	-	**-**	-	-	-	-	-	-	-	-	-
Net increase/(decrease) in cash & cash equivalents	6,171	**(8,699)**	(220)	(677)	(932)	(892)	(538)	(453)	(1,480)	(1,384)	(1,380)
Cash and cash equivalents at the beginning of the financial year	11,054	**17,225**	8,526	8,306	7,629	6,696	5,805	5,267	4,814	3,334	1,950
Cash and cash equivalents at the end of the financial year	17,225	**8,526**	8,306	7,629	6,696	5,805	5,267	4,814	3,334	1,950	571

3.2.5 Statement of Capital Works

	Actual 2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Property											
Land	541	**22**	-	-	-	-	-	-	-	-	-
Total land	541	**22**	-	-	-	-	-	-	-	-	-
Buildings	3,416	**2,492**	1,738	1,722	69	4,155	5,330	2,204	-	-	1,443
Total buildings	3,416	**2,492**	1,738	1,722	69	4,155	5,330	2,204	-	-	1,443
Total property	3,957	**2,514**	1,738	1,722	69	4,155	5,330	2,204	-	-	1,443
Plant and equipment											
Plant, machinery and equipment	1,695	**525**	639	655	671	688	705	723	741	760	779
Fixtures, fittings and furniture	102	**-**	-	-	-	-	-	-	-	-	-
Computers and telecommunications	13	**-**	-	-	-	-	-	-	-	-	-
Library books	79	**80**	82	84	86	89	91	93	95	98	100
Total plant and equipment	1,889	**605**	721	739	758	777	796	816	836	857	879
Infrastructure											
Roads	1,339	**2,485**	1,956	2,005	2,055	2,106	2,159	2,213	2,268	2,325	2,383
Bridges	585	**805**	262	269	275	282	289	296	304	311	319
Footpaths and cycleways	2,475	**500**	229	235	241	247	253	259	266	272	279
Drainage	315	**200**	142	146	149	153	157	161	165	169	173
Recreational, leisure and community facilities	324	**250**	215	221	226	232	238	244	250	256	262
Parks, open spaces and streetscapes	4,329	**280**	169	173	178	182	187	191	196	201	206
Waste management	67	**1,918**	1,341	874	1,947	1,851	1,444	348	417	366	410
Other infrastructure	-	**-**	-	-	-	-	-	-	-	-	-
Total infrastructure	9,434	**6,438**	4,315	3,922	5,071	5,053	4,726	3,712	3,865	3,901	4,033
	-	**-**	500	513	525	538	552	566	580	594	609

	Actual 2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Unspecified New											
Unspecified Upgrade	-	**-**	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437
Total capital works expenditure	16,755	**9,557**	8,610	8,325	9,584	9,679	9,468	8,572	8,847	9,007	9,267
Represented by:											
New asset expenditure	6,313	**1,591**	500	513	525	538	552	566	580	594	609
Asset renewal expenditure	4,531	**5,692**	6,110	5,762	6,957	6,987	6,708	5,744	5,948	6,035	6,221
Asset upgrade expenditure	5,911	**2,274**	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437
Total capital works expenditure	16,755	**9,557**	8,610	8,325	9,584	9,679	9,468	8,572	8,847	9,007	9,267
Funding sources represented by:											
Grants	2,912	**2,663**	2,350	2,446	2,471	2,533	2,596	2,661	2,728	2,796	2,866
Contributions	-	**150**	-	-	-	-	-	-	-	-	-
Council cash	13,843	**6,744**	6,260	5,879	7,113	7,146	6,871	5,911	6,119	6,211	6,401
Total capital works expenditure	16,755	**9,557**	8,610	8,325	9,584	9,679	9,468	8,572	8,847	9,007	9,267

3.2.6 Statement of Human Resources

	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Staff expenditure										
Employee costs - operating	**13,736**	14,738	15,106	15,484	15,871	16,268	16,675	17,092	17,519	17,957
Employee costs - capital	**642**	659	675	692	709	727	745	764	783	802
Total staff expenditure	**14,379**	15,397	15,781	16,176	16,580	16,995	17,420	17,855	18,302	18,759
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Staff numbers										
Employees	**136.8**	136.7	135.3	135.3	135.3	135.3	135.3	135.3	135.3	135.3
Total staff numbers	**136.8**	136.7	135.3	135.3	135.3	135.3	135.3	135.3	135.3	135.3

Department	Budget 2025/26 $'000	Comprises			
		Permanent		Casual	Temporary
		Full Time $'000	Part time $'000	$'000	$'000
Community Development	**979**	267	489	65	158
Corporate	**1,865**	1,203	328	-	335
Customer Experience	**1,831**	824	696	276	35
Engineering and Assets	**821**	604	-	-	218
Executive	**983**	983	-	-	-
Growth and Future	**2,150**	1,410	375	250	115
Operations	**2,927**	2,756	171	-	-
Regulatory Services	**2,179**	1,747	382	-	50
Total permanent staff expenditure	**13,736**	9,793	2,442	591	909
Capitalised labour costs	**642**				
Total expenditure	**14,379**				

3.2.7 Planned Human Resource Expenditure

	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Executive										
Permanent - Full time	983	1,063	1,090	1,117	1,145	1,173	1,203	1,233	1,264	1,295
Women	538	552	566	580	594	609	624	640	656	672
Men	444	481	493	505	518	531	544	557	571	586
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	-	-	-	-	-	-	-	-	-	-
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Executive	983	1,063	1,090	1,117	1,145	1,173	1,203	1,233	1,264	1,295
Customer and Community										
Permanent - Full time	4,041	4,371	4,480	4,592	4,707	4,825	4,945	5,069	5,196	5,326
Women	2,456	2,656	2,723	2,791	2,861	2,932	3,005	3,080	3,157	3,236
Men	1,585	1,715	1,758	1,802	1,847	1,893	1,940	1,989	2,038	2,089
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	1,896	2,051	2,102	2,155	2,208	2,264	2,320	2,378	2,438	2,499
Women	1,693	1,831	1,877	1,924	1,972	2,021	2,071	2,123	2,176	2,231
Men	203	220	225	231	237	243	249	255	261	268
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Customer and Community	5,937	6,422	6,582	6,747	6,916	7,089	7,266	7,447	7,634	7,824

	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Assets										
Permanent - Full time	4,769	5,158	5,287	5,419	5,555	5,694	5,836	5,982	6,132	6,285
Women	1,269	1,372	1,407	1,442	1,478	1,515	1,553	1,591	1,631	1,672
Men	3,500	3,786	3,881	3,978	4,077	4,179	4,283	4,390	4,500	4,613
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	546	591	606	621	636	652	669	685	702	720
Women	208	226	231	237	243	249	255	262	268	275
Men	338	365	375	384	394	403	413	424	434	445
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Assets	5,316	5,749	5,893	6,040	6,191	6,346	6,505	6,667	6,834	7,005
Casuals, temporary and other expenditure	1,500	1,623	1,663	1,705	1,747	1,791	1,836	1,882	1,929	1,977
Capitalised labour costs	642	695	712	730	748	767	786	806	826	847
Total staff expenditure	**14,379**	**15,552**	**15,940**	**16,339**	**16,747**	**17,166**	**17,595**	**18,035**	**18,486**	**18,948**

	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/32 FTE	2032/33 FTE	2033/34 FTE	2034/35 FTE
Executive										
Permanent - Full time	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Women	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Men	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Women	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Men	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Executive	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Customer and Community										
Permanent - Full time	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6
Women	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0
Men	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	19.9	19.9	19.9	19.9	19.9	19.9	19.9	19.9	19.9	19.9
Women	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7
Men	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Customer and Community	56.5	56.5	56.5	56.5	56.5	56.5	56.5	56.5	56.5	56.5
Assets										
Permanent - Full time	53.8	53.8	53.8	53.8	53.8	53.8	53.8	53.8	53.8	53.8
Women	12.8	12.8	12.8	12.8	12.8	12.8	12.8	12.8	12.8	12.8
Men	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/32 FTE	2032/33 FTE	2033/34 FTE	2034/35 FTE
Permanent - Part time	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8
Women	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
Men	3.9	3.9	3.9	3.9	3.9	3.9	3.9	3.9	3.9	3.9
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Assets	59.6	59.6	59.6	59.6	59.6	59.6	59.6	59.6	59.6	59.6
Casuals and temporary staff	14.7	14.6	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2
Capitalised labour	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3
Total staff numbers	**136.8**	**136.7**	**135.3**	**135.3**	**135.3**	**135.3**	**135.3**	**135.3**	**135.3**	**135.3**

4. Financial Performance Indicators

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

		Actual											
Indicator	Measure	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Trend
Operating position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	(10.33%)	(3.43%)	(3.60%)	(2.97%)	(3.03%)	(3.11%)	(3.17%)	(3.13%)	(2.97%)	(2.80%)	(2.63%)	O
Liquidity													
Working Capital	Current assets / current liabilities	3.76	4.22	3.84	3.54	3.10	2.68	2.32	2.11	1.90	1.71	1.53	-
Unrestricted cash	Unrestricted cash / current liabilities	135.02%	95.73%	90.33%	79.30%	65.58%	52.97%	45.10%	38.56%	20.78%	4.89%	(10.20%)	-
Obligations													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	O
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	O
Indebtedness	Non-current liabilities / own source revenue	13.56%	15.15%	15.24%	13.47%	12.59%	11.73%	10.93%	10.18%	9.46%	8.80%	8.19%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	143.18%	120.60%	120.47%	115.57%	133.55%	131.47%	125.11%	109.61%	110.41%	109.61%	110.06%	O

Indicator	Measure	Actual 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Trend
Stability													
Rates effort	Rate revenue / CIV of rateable properties in the municipal district	0.30%	0.29%	0.31%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	O
Rates concentration	Rate revenue / adjusted underlying revenue	61.22%	66.13%	65.21%	65.20%	65.63%	65.85%	66.05%	66.18%	66.24%	66.29%	66.35%	O
Efficiency													
Revenue level	General rates and municipal charges / no. of property assessments	$1,886	$1,883	$1,946	$1,994	$2,044	$2,095	$2,148	$2,201	$2,256	$2,313	$2,371	+
Expenditure level	Total expenses / no. of property assessments	$3,818	$4,111	$4,037	$4,134	$4,222	$4,312	$4,420	$4,530	$4,643	$4,759	$4,878	-

Key to Forecast Trend:

+ Forecasts improvement in Council's financial performance/financial position indicator;

o Forecasts that Council's financial performance/financial position indicator will be steady;

- Forecasts deterioration in Council's financial performance/financial position indicator.

5. Strategy and Plans

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

5.1 BORROWING STRATEGY

Council repaid all its borrowings in July 2015 and does not forecast future borrowings. Council is open to entering into new loans should a strategic assessment and decision be undertaken to do so in line with Council's Borrowing Policy.

5.2 INVESTMENT POLICY

Council manages investments in line with the Financial Investments Policy which applies to any investment of Council funds. Reporting on Council's investment portfolio is undertaken regularly to the Audit and Risk Committee.

5.3 RESERVE STRATEGY

5.3.1 Public Open Space Reserve

Holds funds contributed by developers for works associated with developing and improving public open space and recreational facilities within Council. Funds are contributed in accordance with Section 18 of the *Subdivision Act* and transfers are restricted to the purpose of creating open space such as parks, playgrounds, pavilions and other such items where it is deemed that these works should occur at a later point than the initial development.

5.3.2 Dinner Plain Reserve

From 1 July 2025 the Dinner Plain village has been included in the definition and scope of the commercial/industrial differential rate in the Revenue and Rating Plan 2025.

The Dinner Plain Reserve ceased to receive income from 30 June 2025, with general income forming a part of Council's general revenue, and waste revenue and expenses continuing to be managed through Council's Waste Reserve.

Funds in the Dinner Plain Reserve will be expended to support approved projects and services within Dinner Plain until such time as the Reserve is exhausted and subsequently closed.

5.3.3 Waste Reserve

All waste charges received are collated in the Waste Reserve. The Waste Reserve is used to account for any over or underspends of annual kerbside collection and waste charges that are not spent in the year of recognition.

The funds are utilised to assist with the cost of strategic projects, compliance and long-term planning for Council's historic landfills, transfer stations and waste management responsibilities and are carried as a liability in the Balance Sheet.

5.3.4 Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan.

Reserves	Restricted / Discretionary	2024/25 $000's	2025/26 $000's	2026/27 $000's	2027/28 $000's	2028/29 $000's	2029/30 $000's	2030/31 $000's	2031/32 $000's	2032/33 $000's	2033/34 $000's	2034/35 $000's
Public Open Space Reserve	**Restricted**											
Opening balance		694	623	623	623	623	623	623	623	623	623	623
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		-71	0	0	0	0	0	0	0	0	0	0
Closing balance		**623**	**623**	**623**	**623**	**623**	**623**	**623**	**623**	**623**	**623**	**623**
Waste Reserve	**Discretionary**											
Opening balance		4,009	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		-222	0	0	0	0	0	0	0	0	0	0
Closing balance		**3,787**	**3,787**	**3,787**	**3,787**	**3,787**	**3,787**	**3,787**	**3,787**	**3,787**	**3,787**	**3,787**
Dinner Plain Reserve	**Discretionary**											
Opening balance		1,340	968	468	0	0	0	0	0	0	0	0
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		-372	-500	-468	0	0	0	0	0	0	0	0
Closing balance		**968**	**468**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Reserves Summary	**Total Discretionary**											
Opening balance		5,349	4,755	4,255	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		-594	-500	-468	0	0	0	0	0	0	0	0
Closing balance		**4,755**	**4,255**	**3,787**	**3,787**	**3,787**	**3,787**	**3,787**	**3,787**	**3,787**	**3,787**	**3,787**

Reserves Summary	Restricted & Discretionary

Reserves	Restricted / Discretionary	2024/25 $000's	2025/26 $000's	2026/27 $000's	2027/28 $000's	2028/29 $000's	2029/30 $000's	2030/31 $000's	2031/32 $000's	2032/33 $000's	2033/34 $000's	2034/35 $000's
Opening balance		6,043	5,378	4,878	4,410	4,410	4,410	4,410	4,410	4,410	4,410	4,410
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		-665	-500	-468	0	0	0	0	0	0	0	0
Closing balance		**5,378**	**4,878**	**4,410**	**4,410**	**4,410**	**4,410**	**4,410**	**4,410**	**4,410**	**4,410**	**4,410**

6. Approval

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this 28 day of October
2025
in the presence of:

.....

COUNCILLOR

.....

COUNCILLOR

.....

CHIEF EXECUTIVE OFFICER

COUNCIL DOCUMENT

Financial Sustainability Strategy

2025 – 2029

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Date	Version	Revision description
28/10/2025	1.0	Presented to Council for adoption.

1. Executive Summary

Our Community Vision is for: a strong and adaptable Alpine Shire that embraces change, supports new ideas, and leads with confidence. Through community connection, sustainable choices, and bold leadership, we create a thriving future for our people, places, and environment.

This Financial Sustainability Strategy (the Strategy) has been developed to reflect the Alpine Shire Council's commitment to long-term planning and sound financial stewardship. It builds on our Community Vision and aims to equip Council to meet future challenges and opportunities.

A core responsibility of Council is to remain financially sustainable, ensuring public funds are managed responsibly and that our assets are maintained for current and future generations. By doing so, we aim to minimise undue financial pressure on future ratepayers and support the ongoing wellbeing of our community.

Achieving long-term financial sustainability is critical to maintaining the essential services and infrastructure our community depends on. This requires proactive, strategic thinking and decisions that take into account the changing needs of our growing population and evolving external pressures.

In an environment of increasing fiscal constraints and rising demand for services, Council recognises the need for a strong, forward-looking financial framework that goes beyond annual budgeting and short-term planning.

The Strategy presents an overview of the broader economic landscape, outlines key financial risks and challenges, and sets out the long-term goals necessary to achieve sustainability, providing a pathway for ensuring Council is financially resilient into the future.

Importantly, the Strategy focuses on the systems and practices needed to strengthen financial governance, improve cost efficiency, and optimise resource allocation. It establishes the foundation for reform to ensure financial sustainability into the future.

Through the Strategy, Council aims to guide decisions with greater transparency and accountability, ensuring we remain financially responsible, deliver value for money, and continue to meet the needs of our community now and into the future.

2. Strategic Framework

Council has an integrated approach to planning, monitoring and performance reporting. The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes. The Financial Sustainability Strategy underpins all elements within the framework.



2.1 LOCAL GOVERNMENT ACT 2020

The *Local Government Act 2020* (the Act) sets out clear objectives for councils to uphold sound financial management, long-term planning, and effective risk oversight to ensure sustainable outcomes for current and future communities.

Council has an integrated approach to planning, monitoring and performance reporting with a number of core legislated elements of an integrated strategic planning and reporting framework and outcomes. The Financial Sustainability Strategy will underpin all elements within this framework

The Strategy outlines actions proposed to strengthen Council's financial position and support the priorities of plans such as the Financial Plan, Asset Plan, and Workforce Plan. It aligns with best practice, and supports the financial management principles in Section 101 of the Act, including:

- Managing finances in line with policies and strategic plans;
- Monitoring and managing financial risk;
- Ensuring predictable financial impacts on the community;
- Maintaining accurate financial records.

2.2 BACKGROUND AND CONTEXT

Understanding contextual factors is essential when assessing the financial sustainability of Council. While State Government uses common financial indicators, interpreting these for future performance requires insight into the natural environment, built infrastructure, and socio-demographics of the Shire.

Alpine Shire is located in northeast Victoria, with a unique geographic and demographic profile that impacts service delivery, financial planning, and sustainability. It has a

population of around 13,200, which is concentrated in the townships of Myrtleford, Bright–Porepunkah, and Mount Beauty–Tawonga South.

A key feature is that about 92% of Council land is public owned. This includes Mount Buffalo and Alpine National Parks and extensive state forests. This restricts land available for development, limiting the rate base and investment potential. However, these public lands also support a strong tourism industry, especially nature-based and adventure tourism like hiking, cycling, and snow sports.

Tourism significantly increases pressure on Council's infrastructure and services during peak seasons, when visitation often far exceeds the permanent population. This demands scalable service delivery solutions, and highlights the importance of asset maintenance, road networks, and emergency services. The regions mountainous, dispersed layout also complicates transport, communication, and equitable access, especially for remote or vulnerable residents.

Council's financial and strategic planning must address the needs of both residents and visitors, while accounting for environmental obligations, infrastructure limits, and land tenure. Additionally, climate change and natural disaster risks pose ongoing threats to long-term financial sustainability.

2.3 SOCIO-ECONOMIC ASSESSMENT

Understanding the socio-economic profile of Council is vital for assessing financial sustainability, infrastructure priorities, and community capacity to pay. Alpine Shire's profile reflects both strengths and challenges that impact on potential revenue generation and service demand.

With a small, ageing, and dispersed population of around 13,200 and low projected annual growth of 0.2% (13,658) by 2041, which is well below Victoria's projected growth of 1.5%, there are long-term implications for rate revenue and service needs.

Despite its size, Alpine Shire has a relatively robust economy, with a Gross Regional Product of $859 million (2022/23) which has been growing on average 1.8% annually over the past decade. The local economy showed resilience during the COVID-19 pandemic, outperforming the state indicators in 2020/21 and 2021/22.

Socio-economic indicators show strengths such as low unemployment and strong domestic tourism recovery. However, household incomes are below the state average, with higher reliance on aged pensions and social support. Housing affordability has worsened in recent years, with property prices among the highest in regional Victoria.

Alpine has a larger proportion of vulnerable groups, including retirees, social service recipients, and those needing assistance, compared to the state average, though actual numbers remain low and are declining. This highlights the need for Council policies sensitive to income limits, ageing demographics, and rising living costs.

The residential rate base is constrained by low density and 92% public land. While property values are strong and financial stress is contained, capacity to absorb rate increases is considered moderate.

Council faces a dual challenge: delivering services in a tourism-driven, ageing, and moderately disadvantaged region, while maintaining financial sustainability with limited revenue. This profile underscores the need for targeted strategies that align infrastructure investment, economic growth, and affordability.

3. FINANCIAL SUSTAINABILITY

3.1 DEFINING FINANCIAL SUSTAINABILITY

Financial sustainability is defined as Council's ability to manage its financial resources in a responsible and efficient manner over the long term to ensure that revenue sources are sufficient to cover operating expenses, fund essential services, and to have adequate surplus to effectively manage and invest in assets.

Being financial sustainable also includes planning and budgeting for future requirements, such as new, upgrade and maintenance of infrastructure to respond to community needs and growth, while considering the potential impacts of economic fluctuations and changing demographics.

3.2 EXTERNAL INFLUENCES

The following external influences are identified as key impacts to Council's financial sustainability.

- Cost-shifting, where responsibilities are passed on to local government from other levels of government without adequate or additional funding provided.
- Declining grants from higher levels of government as these governments address their own budget deficits.
- The compounding effect of a rate cap that has been consistently set below the level of cost increase experienced by local government.
- Increasing costs to Council to deliver services and capital projects.

3.3 CURRENT FINANCIAL POSITION

An assessment of Alpine Shire Council's historical financial performance and Council's Financial Plan 2025 -2035 highlight several underlying trends and emerging risks that have implications for Council's long-term financial sustainability. This analysis provides essential context for interpreting the drivers of the current financial position and informs scenario modelling and future strategies.

Council is managing an increasing number of depreciating assets while demonstrating deteriorating underlying financial results and a deteriorating unrestricted cash position.

To be in a financially sustainable position Council needs to:

1. Address the gap between operational revenue and operational expenditure to achieve as a minimum a neutral underlying position; and
2. Generate additional cashflow through its operational activities to support continued capital investment in new and upgraded infrastructure to meet community needs and aspirations.

This Strategy seeks to address these challenges through a series of strategic and operational actions taken over the current Council cycle.

A simplified summary of Council's current financial position is detailed in the table below, however more granular financial data can be found in Council's audited financial and performance statements in the *Annual Report 2024/25,* and the forward financial projections in the *Financial Plan 2025-2035.*

Financial Input	General Description	Current Financial Position
Operating surplus and adjusted underlying result.	Generating an operating surplus is considered broadly within the local government sector as an essential component for financial sustainability. An important consideration however is whether Council is generating sufficient cash from operations to fund necessary investment in assets and to meet any financing obligations (payments of borrowings). The adjusted underlying result, with capital items removed, may be a better indicator of whether Council is generating sufficient revenue from normal business activities to fund annual expenses incurred in providing services and infrastructure.	Council recorded underlying operating surpluses from 2016/17 to 2022/23, however adjusted deficits emerged in 2023/24 and are forecast to continue for the ten-year period encompassed by the Financial Plan 2025-2035. These deficits average $1.3 million per year. Council currently has no borrowings.
Income	A council's revenue profile reflects varied trends across key income categories, influenced by policy settings, external events such as COVID-19, and changes in asset management and service delivery arrangements. Councils are also dependent on government grants which creates exposure to potential funding uncertainties as government policies or priorities change.	Council's income is relatively stable, with rates income constrained by the Rate Cap and a modest amount of forecast development growth. In general, there has been variability in the receipt of user fees, statutory fees and fines, with a general drop in revenue from these sources post-pandemic recovery. Income due to interest paid on cash investments is forecast to decrease as Council's cash reserves reduce over time.

Financial Input	General Description	Current Financial Position
		In Council's Financial Plan 2025-2035 assumptions reflect an expectation of a tightening of the external grants environment.
Expenses	Key components of this expenditure category are: • Employee costs; • Material and services; • Depreciation, and • Other expenses (comprising mainly Councillor allowances and community grants).	Generally, core expenses are growing faster than income. This has been driven by above CPI increases in core expenditure types.
Availability of Cash	A council may report a balanced or even surplus operating position but still face underlying sustainability risks if: • Cash balances are declining over time • Infrastructure renewal and maintenance are deferred • Capital works are underfunded relative to asset lifecycle needs When considering the balance of cash and cash equivalents at the end of a reporting period, it is important to consider how much of the cash is restricted for committed purposes and what is the unrestricted cash available to Council to fund ongoing activities.	Council's financial projections show a declining cash position over time as forecast underlying deficits reduce cash balances. Cash, cash equivalents and other financial investments collectively drop by $20 million over the 10 years of the Financial Plan. This reflects a net decrease of approximately $2m per annum for each year, encompassing the underlying deficit position and projected capital expenditure.

Financial Input	General Description	Current Financial Position
Investment in Assets	To achieve long-term sustainability, Council must effectively manage both its financial capital and infrastructure capital. Infrastructure capital focuses on the ability to maintain, renew, and invest in physical assets that support service delivery over time. Sustainable infrastructure investment ensures that assets are maintained in a condition that meet current and future community needs, supports reliable service levels, and avoids the build-up of renewal backlogs. This investment must also reflect Council's capacity to adapt to growth, demographic change, and emerging demands, without placing undue pressure on future budgets.	Annual renewals expenditure has been planned using a detailed assessment across each asset class, based on updated condition assessment data and analysis to ensure appropriate renewal expenditure.
Liquidity	The Working Capital Ratio is a key measure of solvency, measuring the ability to pay debts when they become due. A ratio of 1 or more means that an entity has more cash and liquid assets than short-term liabilities.	Council's forecast Working Capital Ratio is declining however remains within an acceptable range throughout the 10 years of the Financial Plan 2025-2035.

3.4 OUR TARGETS FOR FINANCIAL SUSTAINABILITY

- 0-2 years: Reduce Council's forecast underlying deficit to zero.
- 3–4 years: Start to build unrestricted cash reserves for specified purposes and deliver a new long term financial plan that reflects future financial requirements.

Table 2: Measures and Targets

Measure	General Description	As at June 2025	Target	Comment
Adjusted underlying result ratio	Ability to generate surplus in the ordinary course of business, excluding non-recurrent capital grants, non-monetary asset contributions and other contributions, to fund capital expenditure from its net result.	-10.5%	>0%	A positive result indicates a surplus. The larger the percentage, the stronger the result.
Availability of Cash	Forecast future 5-year annual average change in the sum of cash and funds held in term deposits.	-$2M	>$0M	A positive result indicates a stable cash position, considering underlying result ratio and capital investment requirements.
Working capital ratio	Ability to pay existing liabilities in the next 12 months.	3.76	>1.2	A ratio higher than 1:1 means there is more cash and liquid assets than short-term liabilities.

4. Strategic Levers and Financial Sustainability Strategy -Action Plan

4.1 STRATEGIC LEVER 1: SUSTAINABLE CASH RESERVES

To remain financially sustainable, Council must generate sufficient cash from operating activities to fund its planned capital works program and maintain adequate balances in cash reserves. Council must maintain a reasonable amount of cash to meet the requirements of Council business and ensure timely payment of all liabilities.

Maintaining a healthy cash balance is important for financial sustainability. It can provide Council 'a financial cushion' to meet unforeseen or emergency expenses or to strategically fund priority projects and/or invest in infrastructure improvements without the need to borrow funds or disrupt essential services.

The following actions have been identified to set policy parameters that support sustainable cash management:

Reference	Strategic Lever 1 Actions	Year	Responsibility	Governance
1.1	Develop a Restricted Cash and Reserves Policy that sets unrestricted cash balance targets.	Year 1	Corporate	Council Decision
1.2	Review Borrowing Policy, and align with Restricted Cash and Reserves Policy.	Year 1	Corporate	Council Decision
1.3	Review Investment Policy to ensure compliance in a changing cash environment.	Year 2	Corporate	Council Decision
1.4	Improve project cashflow management through review and update of the Project Management Procedure.	Year 2	Assets & Waste	Executive Approval

4.2 STRATEGIC LEVER 2: OPTIMISE REVENUE

Generating new revenue or increasing current fees and charges to properly reflect the cost of service beyond statutory limits and the affordability of our community is challenging.

In addition, Council is heavily reliant on both operating and capital grants to support delivery of services and projects that benefit the community. Applying for and being successful in achieving grant opportunities as they become available is a key factor in Council's ongoing financial sustainability.

The user pays principle, in the context of local government, is a concept that advocates for individuals or entities benefiting directly from specific services or facilities to bear the associated costs. Under this principle, users are charged fees corresponding to the level of services they use or the extent of benefits they receive. The user pays principle promotes fairness by ensuring that those who directly benefit from particular amenities, such as recreational facilities or waste collection services, contribute proportionately to the cost of maintaining and providing these services, relieving the financial burden on the broader community. However, this needs to be balanced against the community benefit of the service and the community's capacity to pay.

The following actions have been identified to provide strategic direction on setting revenue policies, and to ensure that Council is ready to maximise external funding opportunities:

Reference	Strategic Lever 2 Actions	Year	Responsibility	Governance
2.1	Benchmark fees and charges against other councils, to inform pricing strategy and potential opportunities.	Year 1	All	Council decision
2.2	Develop a pricing strategy for fees and charges, including applying user pays principles where it is appropriate to do so.	Year 2	Corporate	Council decision
2.3	Ensure Capital Works Project Pipeline is active, and projects are agreed and prioritised ready to apply for future funding opportunities.	Year 2	Assets & Waste	Council Decision
2.4	Strategically target grants applications to agreed priority pipeline and develop Grants Application Procedure.	Year 2	Growth & Future	Executive Approval

Reference	Strategic Lever 2 Actions	Year	Responsibility	Governance
2.5	Develop a new Leasing and Licencing Policy, which includes review of existing revenue generated by each property, current financial performance, potential for growth for each property, and underperforming properties.	Year 2	Growth & Future	Council decision
2.6	Consider an above Rate Cap application to the Essential Services Commission.	Year 3	Corporate	Council Decision

4.3 STRATEGIC LEVER 3: WELL MANAGED ASSETS

Well managed assets are fundamental to maintaining Council's long-term service delivery capacity. As the custodian of significant community infrastructure, Council must ensure assets are planned, maintained, renewed, and replaced in a way that aligns with service needs and available funding. This requires an integrated approach across the Asset Plan, Asset Management Plans and Financial Plan to ensure investments are targeted, risks are managed, and underperforming assets are addressed through rationalisation or optimisation.

The following actions have been identified to provide strategic direction on asset management, and integration of asset and finance processes:

Reference	Strategic Lever 3 Actions	Year	Responsibility	Governance
3.1	Finalise individual asset management plans to guide investment of responsible asset renewals, upgrades and new. Progress improvement actions identified in each of these plans.	Year 1	Assets & Waste	Executive Approval
3.2	Prepare and deliver the Alpine Shire Facilities Policy.	Year 1	Growth & Future	Council Decision
3.3	Prepare the Alpine Shire Community Infrastructure Needs Assessment.	Year 1	Growth & Future	Council Decision
3.4	Review asset management policies to document processes around capitalisation, disposal, revaluations.	Year 2	Corporate, Assets & Waste	Operational
3.5	Independently assess Council's unit rates and 'useful lives' for all asset classes to ensure appropriate asset value and depreciation calculations.	Year 2	Assets & Waste	Operational
3.6	Update the asset management framework to ensure whole of lifecycle asset management, with an aim of maintenance levels optimising lifecycle outcomes.	Year 3	Assets & Waste	Executive Approval

4.4 STRATEGIC LEVER 4: STRATEGIC SERVICE DELIVERY

Defining the service mix, service level and service delivery options through a service planning and review program will be central to Council's future financial sustainability.

Council will need to establish a robust service review framework to ensure all services are relevant, financially sustainable and can meet future community needs. Planning for services will help Council identify and understand:

- the value of the service to the community;
- the cost of services;
- what level of service Council can afford;
- the revenue needed to generate to make services financially sustainable (where appropriate);
- adjusting service levels to manage costs;
- managing and maintaining key infrastructure assets that support service delivery;
- the level of resources needed to deliver services;
- the role of alternative service providers; and
- compliance with National Competition Policy.

The following actions have been identified to ensure Council makes service delivery decisions based on community need with a full understanding of the role of Council and the full cost of each service:

Reference	Strategic Lever 4 Actions	Year	Responsibility	Governance
4.1	Develop a Service Review Catalogue to provide a service inventory, financial analysis, strategic alignment to Council's overall plans and community aspirations.	Year 2	Corporate	Executive Approval
4.2	Develop a Service Review Framework to ensure that Council resources are allocated to services that deliver demonstrable public benefit.	Year 1 and Year 2	Corporate	Executive Approval

Reference	Strategic Lever 4 Actions	Year	Responsibility	Governance
4.3	Analyse finance data by service category to underpin decision making for Service Reviews and Fees and Charges reviews.	Year 1 and Year 2	Corporate	Executive Approval
4.4	Implement a targeted Service Review program.	Year 2 - Ongoing	Corporate	Executive Approval
4.5	Develop a new Workforce Plan.	Year 1	Human Resources	CEO Approval

4.5 STRATEGIC LEVER 5: IMPROVE FINANCE SYSTEMS

In order to provide more granular finance data and reporting for decision making the focus is on a program of works to assess the current suite of finance systems and reporting mechanisms with the aim of uplifting our technology capability and to drive a data driven approach. Potential benefits however need to be carefully balanced against the cost of new technology delivery and transition management.

The following actions have been identified to increase financial visibility and reporting using a step change approach, and to assess future technology opportunities:

Reference	Strategic Lever 5 Actions	Year	Responsibility	Governance
5.1	Review current suite of finance systems, analyse future requirements and consider change business case.	Years 1 and 2	Technology and Innovation	Executive Approval
5.2	Implement new financial Chart of Accounts to provide more granular finance data, and greater financial control.	Year 1	Technology and Innovation & Corporate	Executive Approval
5.3	Implement improved budgeting and financial reporting tools.	Year 1 and Year 2	Technology and Innovation & Corporate	Operational
5.4	Implement internal monthly finance dashboard reporting.	Year 2	Corporate	Operational
5.5	Establish a new procedure capturing the annual budgeting process, including interfaces with external engagement and with Councillors. Develop as an attachment to this procedure a standardised timeframe for the annual budgeting cycle. Carry out annual review and improvement of this procedure and associated schedule.	Year 2	Corporate	Operational

4.6 STRATEGIC LEVER 6: STRENGTHENING GOVERNANCE AND FINANCIAL CONTROL

Good governance and sound decision-making are essential pillars of financial sustainability. Council must ensure that financial decisions are informed, strategic, and aligned with long-term priorities. Mitigating financial risks, effective financial planning and responsible budgeting are essential for long term sustainability.

A robust budget process is undertaken each year and performance is monitored closely throughout the year with reporting to Council quarterly. In addition, by integrating financial, asset, service, and project planning frameworks Council is able to optimise resource allocation, manage risks proactively, and ensure alignment of strategic commitments made and operational outcomes.

The following actions have been identified to strengthen governance processes and transparency, as well as to provide data to inform future financial plan projections:

Reference	Strategic Lever 6 Actions	Year	Responsibility	Governance
6.1	Consider formally rebudgeting mid-way through 2025, in order to address learnings from the 2024/25 end of year financial audit, and to document material changes to the 2025/26 Budget which have potential to impact on the underlying deficit.	Year 1	Corporate	Council Decision
6.2	When presenting all new and updated strategies for Council decision, articulate the implementation and total lifecycle cost(s) to enable informed decision making.	Year 1 - ongoing	Growth & Future	Council Decision
6.3	Present recommendations to Council for Capital Works Projects (new and upgrade) that are informed by robust analysis of the implications on operational budgets.	Year 1 - Ongoing	Assets & Waste	Council Decision
6.4	Implement unbudgeted spend approval processes and contract variation process. Implement registers to record approvals.	Year 1	Corporate	Operational

Reference	Strategic Lever 6 Actions	Year	Responsibility	Governance
6.5	Ensure all capital works contracts are appropriately captured and managed in the Contracts Register.	Year 1	Growth & Future	Operational
6.6	Reconcile differences in accumulated depreciation data migrated between Authority and Univerus through investigation and correction to ensure the asset management system and general ledger reconcile.	Year 1	Corporate, Assets & Waste	Operational
6.7	Provide quarterly financial monitoring, briefing on performance no later than one month following the quarterly cut-off (Q1, Q2, Q3 & Q4).	Year 1 and ongoing	Corporate	Operational
6.8	Review Council decisions to identify unbudgeted commitments to future works and include in future Financial Plan projections	Year 2	Corporate	Operational
6.9	Review Council's contracts to identify future capital expenditure commitments and include in future Financial Plan projections.	Year 2	Growth & Future	Operational
6.10	Review all Council's contract commitments to identify where increases in expenditure contractually will exceed CPI, and include in future Financial Plan projections.	Year 2	All	Operational
6.11	Review all adopted strategies and plans and establish the status of each. Capture agreed actions in project pipeline and Financial Plan.	Year 2	Growth & Future	Council Decision
6.12	Introduce clear decision gates for capital project initiation to improve financial discipline and risk management.	Year 2	Assets & Waste	Operational

4.7 STRATEGIC LEVER 7: STAKEHOLDER ENGAGEMENT, ADVOCACY & PARTNERSHIPS

Like many councils we have a reliance on funding provided by State and Federal Governments. Council relies on rates income to subsidise funding gaps, meet growing service needs, respond to new government requirements, and manage rising costs.

Building strong partnerships with our government counterparts, including other councils, and advocating for investment and policy changes that benefit our community and support service delivery is a key aspiration. In addition, it is important to strategically focus on seeking grants that align closely with our Council Plan and strategic priorities.

The following actions have been identified to clarify responsibilities, and target funding that supports our key priorities to deliver the greatest benefit to our community:

Reference	Strategic Lever 7 Actions	Year	Responsibility	Governance
7.1	Deliver Council's Advocacy Strategy priority to fund important community services and projects.	Year 1 – Ongoing	Customer Experience	Council Decision
7.2	Seek funding for a greater State Government contribution towards the upgrade, renewal and maintenance of community assets and programs.	Year 1 - Ongoing	All	Operational
7.3	Invite suggestions from key stakeholders for improving Council's financial position. Categorise and then rank these suggestions.	Year 1 - Ongoing	Customer Experience	Operational
7.4	Investigate opportunities to "hand back" responsibilities to the State and Federal Government (i.e. land management, insurances of DEECA buildings)	Year 2	Growth & Future	Operational

5. Implementation

Developing and executing a financial strategy brings with it a set of strategic risks that must be managed.

- A shift in Council's priorities or direction could impact the ongoing commitment to financial sustainability;
- Resistance to change within the organisation may impede the successful delivery of the Strategy;
- Without strong accountability and governance structures, it may be difficult to effectively track progress and evaluate outcomes;
- Changes in economic conditions or unexpected shifts in local priorities could result in the Strategy becoming misaligned with actual needs, potentially leading to inaccurate revenue forecasts, budget shortfalls, overspending, or inefficient allocation of resources.

The Strategy will be reviewed in response to a material change in the internal or external environment to ensure it remains fit for purpose and aligned with meeting organisational objectives.

5.1 GOVERNANCE

The Executive Leadership Team provides strategic oversight, champions a culture of change, and sets priorities for actions and resource allocation.

The Financial Sustainability Strategy Action Plan has assigned responsible departments for delivery of actions. Where needed, cross-functional working groups will be established to support delivery. These teams collaborate across departments, leveraging their expertise to implement key actions effectively.

The Manager Corporate is accountable for the day-to-day implementation of the strategy, including coordination, project management, reporting, and communication, reporting directly to the Executive Leadership Team and to Council.

5.2 MONITORING AND REVIEW

The success of the Strategy will be measured by Council's progress toward meeting financial sustainability indicators and this progress will be reported using the following mechanisms:

- Each year as part of the annual budget development process, consideration will be given to the impact of actions undertaken, and assumptions made in the formation of the Strategy and the assumptions underpinning the financial modelling to provide updated modelling that reflects the cumulative impact on actions undertaken.
- Reserve amounts will be reviewed each time the budget is developed.

- Council's Annual Report will report on Council's financial and service performance.
- Progress against the Financial Sustainability Strategy Action Plan will be reported in the quarterly financial reporting.

6. Key Financial Terms

Term	Calculation	Definition
Adjusted underlying result	Adjusted underlying surplus (or deficit)/ adjusted underlying revenue	This measures Council's ability to generate surplus in the ordinary course of business, excluding non-recurrent capital grants, non-monetary asset contributions and other contributions, to fund capital expenditure from its net result. A surplus or increasing surplus suggests an improvement in the operating position.
Annual Report		Details Council's financial and operational performance for each year including audited financial and performance statements, progress updates for Council Plan strategies, indicators and major initiatives, and performance indicator results.
Asset		Council assets include roads, bridges, footpaths, drains, libraries, town halls, parks, recreational centres, and other community facilities.
Annual Budget		A rolling 4-year budget is prepared annually to outline how resources will be allocated across services, initiatives and capital works projects and the income that will be generated.
Renewal gap (ratio)		The rate of spending on renewing, restoring and replacing existing assets with depreciation.
Surplus		Net surplus is Council's revenue and income from transactions minus expenses from transactions. Council surplus is be used to fund the capital works program each year.
Unrestricted Cash		Cash that is free of restrictions and is available to pay bills for any purpose as and when they fall due.
Working Capital Ratio	Current assets/current liabilities	This measures Council's ability to pay existing liabilities in the next 12 months. A ratio of 1 or more means that an entity has more cash and liquid assets than short-term liabilities.

7. Approval

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this 28 day of October
2025
in the presence of:

.....

COUNCILLOR

.....

COUNCILLOR

.....

CHIEF EXECUTIVE OFFICER

COUNCIL DOCUMENT

Municipal Bushfire Place of Last Resort Plan

2025 - 2029

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Date	Version	Revision description
28/10/2025	1.0	New Plan Adopted

1. Introduction and Background

In its Interim Report, the 2009 Victorian Bushfires Royal Commission recommended that 'Neighbourhood Safer Places' (NSP) be identified and established to provide persons in bushfire affected areas with a place of last resort during a bushfire.

In 2015, Emergency Management Victoria added the use of 'Bushfire Place of Last Resort' (BPLR). Alpine Shire Council has chosen to use the term BPLR throughout this document and hence forth, as the term better reflects how these sites are to be used.

A BPLR is not a community fire refuge or emergency relief centre. A BPLR is a place of last resort during the passage of a bushfire and is for people whose bushfire plans have failed. A BPLR is a place of relative safety only and does not guarantee the survival of those who assemble there. Furthermore, there may be serious risks to safety encountered in travelling, and seeking access, to a BPLR during bushfire events.

The *Country Fire Authority Act 1958 [Vic]* (CFA Act) requires the Country Fire Authority (CFA) to certify BPLRs against the CFA's *Neighbourhood Safer Place - Bushfire Place of Last Resort Assessment Guidelines July 2020*, and Victorian councils to identify, designate, establish and maintain suitable sites as NSP-BPLR in their municipal districts.

BPLRs will be assessed by the CFA as providing some protection from immediate risk of direct fire attack, but not necessarily from other risks, such as flying embers.

This Plan is a "Municipal Council Bushfire Place of Last Resort Plan" for the purposes of section 50F(1) of the CFA Act and contains guidelines which have been developed by the Municipal Association of Victoria (MAV) to assist Council in identifying, designating, establishing, maintaining; and decommissioning sites as BPLRs within its municipal district.

This Plan is published on Council's website and is available at Council's municipal offices for public inspection by arrangement during normal office hours free of charge under section 50F(4) of the CFA Act.

2. Steps for Establishing a Bushfire Place of Last Resort

2.1 RESPONSIBILITY

Council is responsible for identifying potential BPLRs within its municipal district under Section 50G(1) of the CFA Act.

The CFA is responsible, under section 50G(5) of the CFA Act, for assessing the identified potential BPLR to ensure it meets the criteria set out in the *Neighbourhood Safer Place – Bushfire Place of Last Resort Assessment Guideline (July 2020).*

2.2 PROCESS

Council will aim to identify any new potential BPLR's by 30 June each year to allow sufficient time for:

- **Identification and Risk Assessment** – Council identification of potential BPLR and risk assessment;
- **CFA Assessment and Certification** - Assessment and certification of the potential BPLR by the CFA;
- **Council Designation** – Council review of assessment and designation of the potential BPLR location and endorse designation;
- **Establishment** – Establishment of the BPLR, including engagement with the local community, publication of the new site and the erection of signage.

2.3 DESIGNATION CONSIDERATIONS

The community may be the 'driver' of a BPLR in their area, however the CFA assessment and other factors may preclude the community's preferred site.

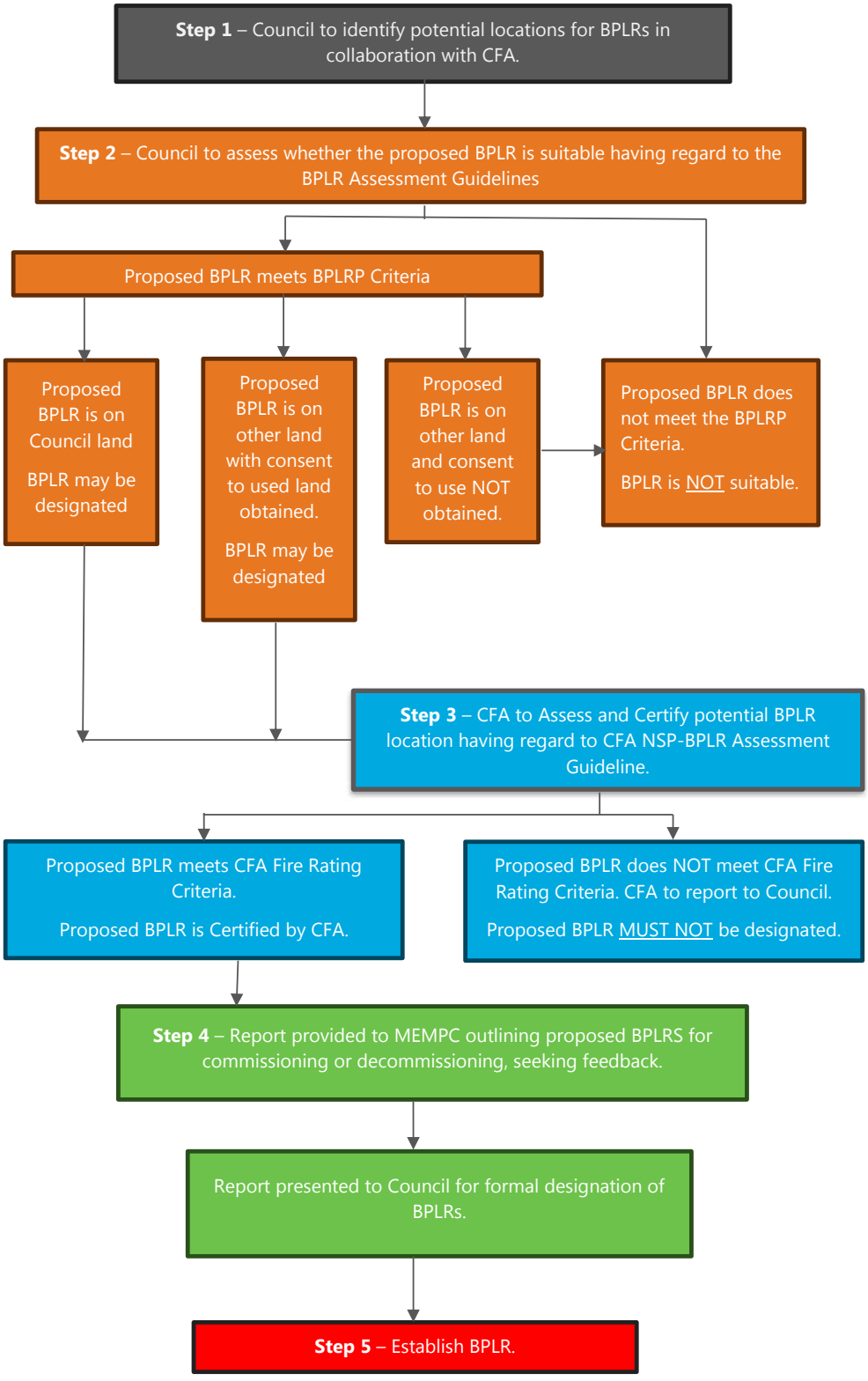
The criteria, by which CFA assesses a BPLR, provides a framework to assist Council to identify locations within the municipality as places of last resort for people to shelter from the immediate life-threatening effects of a bushfire.

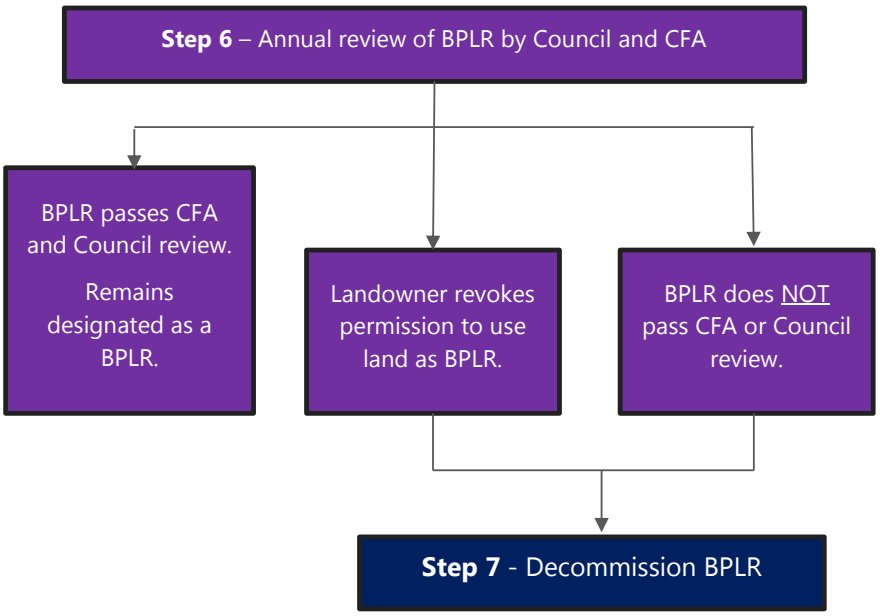
When identifying potential BPLR locations, Council should consider:

- Whether the land on which the potential BPLR is located is Council-owned or non-Council owned land. Where the land is not Council owned a Deed of Consent will be required.
- Use of open space as a BPLR in the first instance before the consideration of the use of buildings.
- Whether there are clear means of access and egress to and from the potential BPLR.
- The environment surrounding the potential BPLR.
- What other uses the potential BPLR has and whether or not those uses could be inconsistent with its designation as a BPLR.

- If there is a determined need for a BPLR identified by the community.
- Whether it will be possible or practicable to open the potential BPLR or otherwise make it available for use on a 24-hour basis during the declared fire danger period.
- The potential for damage to the site during times that it is open and available for use but is not being used as a BPLR.
- The potential costs to Council associated with the previous two points.
- The possibility that a potential BPLR could be used for unintended purposes, such as an Emergency Relief Centre (ERC).

2.4 BPLR PROCESS MAP





3. Identification and Risk Assessment

3.1 IDENTIFICATION

The identification of potential BPLR location must be undertaken by the Municipal Fire Prevention Officer (MFPO) in conjunction with the Emergency Management Coordinator (EMC), Municipal Emergency Management Officer (MEMO) and other relevant Council officers as appropriate.

3.2 RISK ASSESSMENT

The MFPO must assess a potential BPLR in accordance with the factors outlined below to determine whether it is suitable to be designated as a BPLR. Unless a potential BPLR satisfies each of the criteria outlined below, it must not be designated by Council as a BPLR.

A risk assessment is undertaken by the MFPO and EMC using guidance detailed in this section and the Report form in **Appendix 1** to ensure Council has adequately addressed the risk and other considerations.

The risk assessment will require consultation with the Northern Alpine Fire Management Planning Committee (NAFMPC) and Municipal Emergency Management Planning Committee (MEMPC) who can inform the process by providing additional input using available information such as Integrated Fire Management Planning data and/or Victorian Fire Risk Register (VFRR) data.

3.3 CONSENTS AND RIGHTS OF ACCESS

Council Land - If the potential BPLR is on land owned or controlled by Council, appropriate rights of land access and tenure are unlikely to be an issue. However, Council will need to ensure that where Council land is leased or licensed to a third party, that appropriate arrangements are established on reasonable terms with the tenant or licensee permitting Council to use the land as a potential BPLR. In taking these matters into account, Council should consider what alternative uses or arrangements may be made, whether temporarily or semi-permanently, of land under Council control or management.

Crown Land - If the potential BPLR is on Crown land not owned or controlled by Council, the consent of the Crown land manager is required. If the land has been leased or licensed to a third party, the consent of the tenant or licensee to use the site as a potential BPLR will also be required. In obtaining the consent of the relevant Crown land manager, it will be necessary to consider whether or not the Crown Grant or reservation authorises the site to be used as a potential BPLR.

Private Land - Where it is proposed that a potential BPLR is on privately-owned land, the consent of the relevant landowner and/or occupier is required. If the landowner or occupier does not consent to the site being designated and used as a BPLR on terms which are reasonable to the Council, it must not be designated and used.

Deed of Consent

Where a potential BPLR is located on non-Council land, consent, and rights of access need to be negotiated with the owner and, where necessary, the occupier and Council will provide a form of consent to the owner/occupier for their consideration. The Deed of Consent will be required to be approved either by Council through a formal resolution, or by the CEO acting under delegation.

The Deed of Consent may require a contractual licence. This licence may need to address issues such as responsibility for damage, and maintenance of the BPLR.

If agreement cannot be reached for a Deed of Consent, the proposed BPLR should not be designated by Council.

Any Deed of Consent should be reviewed annually.

3.4 ACCESS AND EGRESS

Council must assess whether there is sufficient access to the potential BPLR which will allow:

- Anticipated potential numbers of people to move to and from the site; and

- The CFA and other emergency services to attend the site for asset and personnel protection activities and operations.

In considering whether access and egress routes are adequate, consideration should be given to:

- The condition of the road surface.
- The proximity of the BPLR to major roadways and population centres.
- The type and amount of vegetation along any access routes, and whether that vegetation could be affected by fire, block access to, and pose a risk of harm to those seeking access to the potential BPLR.
- The capacity of access routes to accommodate potentially large numbers of vehicles, and to accommodate potential vehicle breakdowns.
- Parking at the site, considering that a separate area or adequate space may need to be available to ensure pedestrians can move away from areas where vehicles may enter or park.
- Any hazards that may exist for persons accessing the site by foot, including in the buffer zone.
- Any relevant matter contained in Council's Road Management Plan prepared pursuant to the *Road Management Act 2004 [Vic].*

If appropriate and satisfactory access and egress routes are not available, then the proposed BPLR should not be designated by Council.

When establishing a BPLR, Council will give preference to nominating an open area (ovals, sporting grounds etc) rather than a building for use as an BPLR. The preference of open spaces over buildings is predicated upon potential access and egress issues associated with entry to buildings during a fire. Inability to access a BPLR building may place the community at a higher level of risk if they are dependent on that building in their fire plan.

Where a building is identified as a BPLR, Council will need to be certain that the arrangements established to facilitate access will not be compromised as a result of a failure of process or communication.

Disability Access

Council must consider whether or not there are clear means of access for disabled and mobility impaired persons to the potential BPLR. In considering this issue, regard should be had to such matters as whether or not it would be necessary for cars or other vehicles to enter the BPLR area to allow persons with disabilities to be dropped off within the place.

3.5 MAINTENANCE OF BUSHFIRE PLACES OF LAST RESORT

Council must ensure that the potential BPLR can be maintained in accordance with the criteria considered by the CFA in arriving at its fire rating assessment.

Council should consider whether it has the resources to adequately maintain the total number of proposed BPLRs within the municipal district.

If it is not possible for Council to maintain a potential BPLR, then it must not be designated as such.

When assessing the maintainability of the potential BPLR, consideration should be given to both the BPLR and the surrounding areas that may require maintenance activities to be undertaken on a periodic basis.

3.6 DEFENDABLE SPACE AND FIRE SUPPRESSION

Individuals who use BPLRs do so at their own risk. There should be no expectation that emergency services or Council representatives will attend a BPLR during a bushfire.

Despite this, the potential BPLR should be surrounded by sufficient open space to enable the CFA and other fire services to conduct asset protection and fire suppression operations around the site should resources be available. Any open space should be reasonably free of obstacles which could hinder fire suppression activities. Obstacles may include:

- fences;
- buildings and sheds;
- infrastructure obstacles i.e. railway lines;
- steep inclines in close proximity to the potential BPLR;
- vegetation, particularly large trees; and
- other land formations, including rocks, boulders or knolls which could substantially hinder fire suppression operations.

When assessing the defendable space factor, Council must consider whether or not any additional approvals to clear or lop vegetation are required, under legislation such as the Planning and Environment Act 1987, Flora and Fauna Guarantee Act 1988, *Environment Protection and Biodiversity Conservation Act 1999 [Cth]*. If such approval is required, it must be obtained before the potential BPLR location is designated.

If the proposed BPLR site does not have adequate defendable space around it, and any necessary approvals cannot be obtained, it should not be designated as an BPLR by Council.

3.7 DEFENDABILITY OF BUSHFIRE PLACES OF LAST RESORT

If the potential BPLR is a building, Council must consider if it is likely to be subject to risk from ember attack. As the CFA is not required to assess the risk of ember attack to a building in undertaking the CFA fire rating assessment when certifying BPLR, Council should consider this issue. In considering this issue, Council may need to seek expert advice from appropriately qualified CFA personnel. If there is an appreciable risk of the proposed BPLR being compromised by ember attack which cannot be satisfactorily defended, the building is unlikely to be suitable as a BPLR and should not be designated by Council.

3.8 LIABILITY AND RISK MANAGEMENT

As a matter of prudent risk management, Council should have regard to:

- any additional factors which are relevant to Council's maintenance of insurance coverage for legal claims relating to the identification, designation, establishment, maintenance and decommissioning of a place as an BPLR, as well as travel to a BPLR; and
- any statutory defences to claims.

4. CFA Assessment and Certification

Under section 50G(5) of the CFA Act, the CFA is responsible for assessing potential BPLR locations against the *Neighbourhood Safer Places - Bushfire Place of Last Resort Assessment Guidelines July 2020* ('the Guidelines'). This will be done by appropriately qualified and experienced CFA personnel.

The MFPO is responsible for requesting assessment through the CFA portal. Details can be found in the CFA BPLR Council Portal User Guide.

4.1 CRITERIA

The site assessment provides information on the bushfire hazard - the vegetation type identified according to the Australian Standard AS3959-2018 (AS3959), vegetation height and distance from the boundary of the BPLR, fuel loads and site (effective) slope.

A BPLR should provide protection to people from lethal levels of radiant heat through an appropriate separation distance between the bushfire hazard (vegetation) and the outer edge of the BPLR. The determination of acceptable distances from the hazardous vegetation producing the radiant heat is based on a specific fire design.

Considering the primary purpose of a BPLR is to provide for the protection of human life from a bushfire event, the assessment methodology applied is based on a worst-case scenario of a fire occurring under Code Red (Fire Danger Rating) conditions, without active fire fighter protection.

The key matters to be considered by the CFA under the current CFA Guidelines are:

Open Spaces

- the appropriate separation distance between the outer edge of the potential BPLR and the nearest fire hazard ('Buffer Zone') should be at least 310 metres; or
- an alternative Buffer Zone distance may be prescribed by the CFA, which will ensure that the maximum potential radiant heat impacting on the site is no more than 2 kw/m2.

Buildings

- the Buffer Zone between the outer edge of the building and the nearest fire hazard should be at least 140 metres; or
- an alternative Buffer Zone distance may be prescribed by the CFA, which will ensure that the maximum potential radiant heat impacting on the building is no more than 10 kw/m2 radiant heat criteria

4.2 ASSESSMENT EXCLUSIONS

The Guideline's criteria do not consider other potential bushfire attack mechanisms (e.g. ember attack), non-vegetation hazards or structural aspects of a building. These matters may, where applicable, be considered within Council's further risk assessment which may be initiated through the MEMPC or sub-committee of the NAFMPC.

5. Council Designation

Following certification of a site by the CFA, receipt of the CFA assessment and any criteria and assumptions which underpin the CFA assessment, Council must determine whether or not to designate a site as a BPLR. Council should not designate a place as a BPLR unless it is satisfied that the place is suitable having regard to the Risk Assessment and MEMPC report.

A BPLR may only be designated by a resolution of the Council, ideally by 31 July each year. This will enable any necessary establishment works to be undertaken.

Council should only decide to accept BPLR assessment and designation when Council is satisfied that:

- the risk assessment undertaken by the MFPO and EMC has adequately addressed the criteria in Section 2.2 of this BPLRP;
- the MEMPC report has been properly reviewed and considered; and
- any necessary approvals have been obtained.

5.1 MEMPC REPORT

To assist in informing Council's decision, the MEMPC must review and consider the results of the risk assessment, as summarised in the MFPO and EMC's report and report from NAFMPC. The MEMPC will provide feedback to Council as to whether CFA assessment and Council designation of the potential BPLR is warranted and supported in the area under consideration.

5.2 DESIGNATION

Once the Council has designated a place as a BPLR, the MFPO must provide an updated list of all designated BPLRs within the municipality to the CFA under section 50K of the CFA Act. This updated list should be provided, by 30 September each year.

5.3 CHECKS

Following designation, Council will inform CFA of their decision for CFA final checks prior to establishment of the BPLR.

MAV will review designation documents and landholder consents (if applicable) and notify CFA when check is complete. CFA GIS will confirm and/or update location details and align special data to inform the CFA website and other spatial data stakeholders.

Once MAV and CFA GIS checks are complete, the location details of the BPLR will be published on the CFA website and Council (and other relevant stakeholders) will be notified.

6. Establishment

BPLRs should be established no later than 30 October OR the beginning of the Fire Danger Period (FDP) each year whichever is earlier.

6.1 PUBLICATION

Upon receipt of a BPLR designated / published notification from CFA, Council will:

- publish the location of the BPLR on the Council website;
- add the BPLR to Council's MEMP;
- include the location of the new BPLR in the NAFMP; and
- add the BPLR to AlpineMap layer.

6.2 SIGNAGE

Council must assess whether it is possible to have signage at the entry to, and in the vicinity of, the potential BPLR. Such signage must generally be in accordance with *Neighbourhood Safer Places - Bushfire Place of Last Resort Signage Manual*. Council may provide further signage and information at the location to inform and support potential users of the BPLR. If signage must be placed on private land, the consent of the landowner will be required.

6.3 COMMUNITY ENGAGEMENT

Once a BPLR has been designated Council will engage the community to ensure the community understands the outcome of the assessment process to identify, designate, establish and maintain an BPLR and explain limitations and risks associated with using a BPLR.

6.4 LIMITATIONS AND RISKS

BPLRs have limitations and do not guarantee safety:

- Sheltering at an BPLR may result in physical injury, psychological trauma or loss of life.
- There are risks to people travelling through a fire affected environment on foot or in a vehicle to a BPLR.
- There are risks to people accessing, sheltering and leaving an BPLR during the passage of the fire front.
- They may have limited capacity to accommodate vehicles and people seeking to access the BPLR.
- They may not adequately cater for animals.
- Emergency services will not necessarily be present.
- They do not provide amenities or services (e.g. food, drink, toilets, medical services).
- They may not cater for special needs (e.g. infants, elderly, ill or disabled).
- They are not an appropriate destination when leaving the area early.
- They are not assessed as a place of shelter from other types of emergencies (e.g. to escape rising floodwaters or as a shelter from severe weather events).
- They may be in the open and therefore provide no protection from the elements, such as high temperatures exposure to sun, high wind, or smoke, ash and embers from the fire.

6.5 COMMUNITY EXPECTATIONS

BPLRs are intended to be accessible during bushfire emergencies without reliance on Council staff or emergency services to facilitate entry or provide support. The community should understand that BPLRs:

- are not staffed;
- do not offer amenities; and
- are not guaranteed to be 'safe'.

Individuals are responsible for their own decisions to access a BPLR and must consider the risks associated with travel during a bushfire. Council must ensure that public messaging reinforces these limitations to avoid unrealistic expectations and reduce risk exposure.

7. Annual Review

The process of BPLR identification is ongoing.

The MFPO must, by 31 August each year, conduct a review of each designated BPLR in its municipal district to determine if it is still suitable to be designated as a BPLR under Section 50J of the CFA Act.

The MFPO must request CFA to undertake an assessment through the CFA portal. Details can be found in the CFA BPLR Council Portal User Guide.

The MFPO must identify any potential new BPLR locations identified as suitable within the municipal district.

8. Decommissioning a Bushfire Place of Last Resort

Section 50J of the CFA Act outlines the circumstances under which a BPLR must be decommissioned:

- **Sub-section 4** – If the CFA's assessment determines that a designated BPLR is no longer suitable, it must be decommissioned.
- **Sub-section 5** – The Municipal Council may also decommission a designated BPLR if:
  - CFA has certified it, but Council deems it inappropriate on reasonable grounds; or
  - The landowner or occupier withdraws consent for its use as a BPLR (if on non-Council land).

8.1 RESPONSIBILITY

Council is responsible for undertaking the decommissioning process. CFA will determine whether the BPLR meets current standards and notifies Council if it does not. Council then decides whether to upgrade the BPLR to meet requirements or proceed with decommissioning.

8.2 CONDITIONS FOR DECOMMISSIONING

A BPLR must be decommissioned if any of the following apply:

- Council assesses the site as no longer suitable.
- It no longer meets the CFA Rating Guidelines.
- It is on non-Council land and the owner revokes permission.

Before decommissioning, Council should assess as appropriate:

- Whether remedial works can bring the BPLR back to standard, and associated costs.
- Whether an alternative location within the catchment can meet requirements.

If neither option is feasible, decommissioning proceeds.

8.3 COUNCIL RESOLUTION

When any of the conditions in section 8.2 are met, a report is presented to Council recommending and resolving to decommission the BPLR.

8.4 STAKEHOLDER NOTIFICATION

After Council resolves to decommission the BPLR, the MFPO should provide written notice to:

- NAFMPC.
- MEMPC.
- Landowner (if applicable).
- Council's Operations team (to remove signage).

The notice must include:

- The BPLR location.
- The reason(s) for decommissioning.
- A contact for further information.

8.5 COMMUNITY ENGAGEMENT

Council will inform the community about the decommissioning of any BPLRs, explain the reasons, advise on updating personal emergency plans, and provide information about alternative locations and bushfire resources.

8.6 PUBLICATION

Following decommissioning, Council must update:

- Alpine Shire MEMP (remove BPLR listing).
- NAFMP (remove listing).
- Council website.
- AlpineMap (remove decommissioned BPLR).

9. Definitions

BPLR	Bushfire Place of Last Resort
BPLR Plan	Bushfire Place of Last Resort Plan
CEO	Chief Executive Officer
CFA	Country Fire Authority
CFA Act	*Country Fire Authority Act 1958 [Vic]*
DEECA	Department of Emergency, Environment and Climate Action
EM Act	*Emergency Management Act 1986 [Vic]*
EPBC Act	*Environment Protection and Biodiversity Conservation Act 1999 [Cth]*
ESLA Act	*Emergency Services Legislation Amendment Act 2009 [Vic]*
FDP	Fire Danger Period

FFG Act	*Flora and Fauna Guarantee Act 1988 [Vic]*
MAV	Municipal Association of Victoria
MEMP	Municipal Emergency Management Plan
MEMPC	Municipal Emergency Management Planning Committee
MEMO	Municipal Emergency Management Officer
MRM	Municipal Recovery Manager
NAFMPC	Northern Alpine Fire Management Planning Committee
PE Act	*Planning and Environment Act 1897 [Vic]*

10. Human Rights Charter Compatibility

This policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006 [Vic].*

11. Gender Impact Assessment

The implications of this Plan were assessed in accordance with the *Gender Equality Act 2020 [Vic]*. The Gender Impact Assessment identified that the Plan does have implications when viewed through a gender lens. However, given the Plan's primary purpose is to address emergency situations, these gendered impacts may not be directly relevant or significant in this specific context.

12. Authorisation

This Bushfire Place of Last Resort Plan has been produced by and with the authority of the Alpine Shire Council to support the general requirements of the *Country Fire Authority Act 1958 [Vic]*.

This Bushfire Place of Last Resort Plan is an operational plan of the Alpine Shire Council, it is a complementary plan to the Alpine Shire Municipal Emergency Management Plan (MEMP) 2024-2027 and the Northern Alpine Fire Management Plan (NAFMPC).

13. Approval

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this 28th day of October
2025
in the presence of:

.....
COUNCILLOR

.....
COUNCILLOR

.....
CHIEF EXECUTIVE OFFICER

Appendix 1: Bushfire Place of Last Resort Risk Assessment Form

BPLR Name		**BPLR Location**	
Assessment completed		**Approval**	
Date		**Date**	
This assessment is to accompany the recommendation report to Council from Alpine Shire Council Municipal Emergency Management Planning Committee (MEMPC), Northern Alpine Fire Management Planning Committee (NAFMPC) and CFA Assessment.			

ISSUES TO CONSIDER	MEETS CRITERIA Y/N	COMMENTS
Consents and rights of access		
If the potential BPLR is located on Council-owned land, can Council use the land as an BPLR if required? Consider whether or not Council allows the land to be used for potentially inconsistent purposes, such as for farmers' markets, fetes, circuses etc.		
If the potential BPLR is on private land, or public land under the control of a Crown Land Manager (other than Council), can Council enter into arrangements which allow it to use the land as a potential BPLR on reasonably satisfactory terms? Also consider whether Council has the right to: • access the site and surrounding areas for maintenance; and • erect appropriate signage at the BPLR.		
Access and egress		

Do access routes to the potential BPLR allow for: • the anticipated potential number of people to move to and from the place; and • the CFA and other emergency services to attend the place for asset and personnel protection activities?		
Are access routes easily navigable, bearing in mind they could be affected by smoke? Consider: • the condition of the road surface, • proximity to population centres and major roads, • capacity of access routes to accommodate large numbers of vehicles, • the availability of car parking at the place and • any other relevant matters.		
Maintenance in accordance with CFA Assessment criteria		
Can Council maintain the potential BPLR in accordance with the criteria taken into account by the CFA in arriving at its fire rating assessment? If the CFA have not provided sufficient information in relation to the criteria it has taken into account in arriving at its fire rating assessment, it may be necessary for Council to seek further information from the CFA.		

Opening of BPLR		
Will it be possible and practicable to make the potential BPLR available for use on a 24-hour basis during the declared fire danger period? This is a particular issue where the potential BPLR is a building. Consider the potential for damage to the BPLR which could result during times that it is open and available for use but is not being used as a BPLR.		
What costs could be incurred by Council in making the potential BPLR available on a 24-hour basis during the declared fire danger period? Are these costs reasonable, and capable of being borne by Council?		
Could the potential BPLR be used for an unintended purpose which could impact upon its use as an BPLR (such as an Emergency Relief Centre)?		
Defendable space and fire suppression activities		
Is the potential BPLR surrounded by sufficient open space to enable the CFA to conduct asset protection and fire suppression operations? Is that open space reasonably free of obstacles (such as fences, buildings, steep gradients, vegetation and other land formations)? Council should seek CFA advice concerning the defendability of the potential BPLR and the Buffer Zone, including in relation to fire vehicle access requirements.		

Will approval be required under legislation such as the *Environment Protection and Biodiversity Conservation Act 1999 [Cth]*, *Flora and Fauna Guarantee Act 1988 [Vic]* and the *Planning and Environment Act 1987 [Vic]*? Can such approval be obtained before the BPLR is established?		
Defendability of buildings		
If the potential BPLR is a building, has Council has sought expert advice from the CFA to determine whether the BPLR is likely to be subject to risk from ember attack? If it is subject to such a risk, can that risk be safely managed?		
Signage		
Can appropriate signage be erected at the entry to the potential BPLR, and in its vicinity?		
If signage needs to be placed on private land, can Council obtain the consent of the relevant landowner to the erection of the signage?		
Maintenance and maintainability		
Is the potential BPLR capable of being maintained to ensure continuing compliance with the CFA Fire Rating Criteria and the Council BPLRP Criteria? Where relevant, consider whether adjoining landowners and occupiers will provide Council with an assurance that both the potential BPLR and the Buffer Zone can be maintained to a satisfactory level.		

Disabled access		
Is there a means of access for disabled and mobility-impaired persons to the potential BPLR, including vehicle access to drop off people with disabilities?		
Alternative uses of BPLR		
Can Council manage alternative uses which may be made of the potential BPLR so as to ensure that those uses will not compromise the function of the place as a potential BPLR?		
Community communication		
Will it be possible to ensure that there will be good community awareness of the location of the potential BPLR, and the risks associated with using the potential BPLR?		

Satellite photo

Location photos

Appendix 2: Bushfire Place of Last Resort Record of Maintenance

BPLR Site	Date of Inspection	Time of Inspection	Maintenance Works Required	Scheduled Works Date
MFPO/MEMO Name:				
MFPO/MEMO Signature:				
BPLR Site	Date Maintenance Works	Time of Maintenance Works	Maintenance Works Completed	
Works Completed by: (Officer/contractor name)				
Signature:				

NO.2025/26-02 – 24 SEPTEMBER 2025

Audit and Risk Committee Meeting

Minutes

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In Attendance

COMMITTEE MEMBERS

Craig Covich, Acting Chair

Jason Young

Cr Peter Smith, Deputy Mayor

Cr Dave Byrne

OFFICERS

Will Jeremy, Chief Executive Officer

Nathalie Cooke, Director Corporate and Community

Sarah Buckley, Director Assets

Tony Cooper, Manager Corporate

Kim Lawson, Accountant

Kirsten McDonald, Risk Management Officer

EXTERNAL AUDITORS

Johnsons MME

Stephen Clarke, Director Audit and Assurance Services

COUNCILLORS

Cr Jean-Pierre Ronco

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1. Acknowledgement of traditional custodians, and recognition of all people

2. Apologies

Julie Guest

Gerard Moore

3. Declarations by Committee members of conflict of interest

Nil

4. Report by External Auditor

Introduction

External Auditor, Stephen Clarke, Director Audit and Assurance Services, Johnsons MME, attended the meeting via video conferencing to discuss the VAGO Audit year ended 30 June 2025.

The External Auditor spoke to the Draft Closing Report and Management Letter sent to Council on 23 September 2025, highlighting the program of work undertaken and areas that required additional work by Council.

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5. Reports by officers

5.1 2024/25 FINANCIAL STATEMENTS AND PERFORMANCE STATEMENT

INTRODUCTION

The purpose of this report is to present the draft Financial Statements and Performance Statement for the year ended 30 June 2025 for review and approval in principle.

RECOMMENDATION

That the Audit and Risk Committee endorse Council's draft Financial Statements and Performance Statement for the year ended 30 June 2025 for Council approval in principle, subject to non-material amendments identified by the external auditors.

C Covich
J Young

That the Audit and Risk Committee endorse in principle Council's draft Financial Statements and Performance Statement for the year ended 30 June 2025 for Council approval, noting the minor amendments outlined verbally by the External Auditor in the meeting and subject to:

- ***The Committee being consulted on any significant changes (other than those raised and discussed with the External Auditors in the meeting) to the draft Financial Statements or Performance Statement.***
- ***Any changes required by VAGO.***
- ***A copy of the updated Financial Statements and Performance Statement being circulated to the Committee.***

BACKGROUND

Section 98 of the *Local Government Act 2020* requires Council to prepare an Annual Report for each financial year that contains:

- a report on the operations of the Council
- an audited performance statement and
- audited financial statements.

Section 99 of the *Local Government Act 2020* requires Council to pass a resolution giving its approval in principle to the draft Financial Statements and draft Performance Statement prior to submitting the statements to the Victorian Auditor General's Office (VAGO) so that it may prepare the Independent Auditors Report.

This report provides an overview of the results in Council's draft Financial Statements and draft Performance Statement which are provided in full in the attachments.

Once approval in principle has been provided and Council has incorporated any changes recommended or agreed by VAGO, the Financial Statements and Performance Statement must be certified by two Councillors authorised by Council prior to submission to VAGO for its final approval prior to providing the Independent Auditors Report.

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Financial Statement Process

Preparation of the 2024/25 Financial Statements commenced towards the end of the 2024/25 Financial Year. Due to delays caused during the preparation of the 2023/24 Financial Statements, Council officers introduced a new process to ensure that the work was undertaken in a timely manner.

External auditors attended the Council offices for the week commencing 25 August 2025.

FINANCIAL STATEMENTS

The Financial Statements show Council's financial performance, financial position, and cash flow against the previous year.

In summary, Council ended the 2024/25 financial year with an operating surplus of $5.88m, which was $0.49m lower than the $6.39m surplus in the 2024/25 financial year. The 2024/25 Annual Budget (the Budget) projected a surplus of $8.59m, $2.71m higher than the actual result.

The lower than budgeted result was impacted by:

- Higher expenditure related to losses associated with disposal of assets ($2.93m) largely due to the write-off of $1.71m as works on a childcare centre which had previously been recorded as a Council asset, and the write-off of over $0.32m of intangible assets.
- Higher Landfill rehabilitation expenses of $0.79m, after the discovery of an uncontrolled landfill site at Myrtleford Transfer Station.
- Higher material and services expenses associated with projects previously identified as capital, such as information technology improvements

The impact of these increased expenses was offset by higher operating grants revenue primarily driven by receipt of 50% of the 2025/26 Financial Assistance Grant received in the last week of the 2024/25 financial year.

The total comprehensive result for the 2024/25 financial year is $24.42m and includes an asset revaluation increment of $18.54m. During the 2024/25 financial year, Council formally revalued bridges, playgrounds and sporting infrastructure

1. Income

Council received $49.96m in income which was $3.05m favourable to the Budget projection of $46.91m. Key variances to budget were as follows:

1.1 Grants - operating

Council received 50% of the 2025/26 Financial Assistance grant in the last week of 2024/25 (25 June 2025), which equated to $2.54m.

1.2 Grants - capital

Council recorded total capital grant income of $11.46m being $0.64m less than the budget of $12.11m. This was due to delays in the delivery of two capital projects, Nimmo Bridge and Myrtleford Memorial Hall.

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1.3 Contribution - non-monetary

Council budgeted for non-monetary contributions of $1.07m. Council has received non-monetary contributions of $0.18m. The difference was caused by delays in the delivery of a development by a third party, relative to our expectations, and resulting delays in the transfer of non-monetary assets to Council. This is only a delay in the transfer and not a loss.

2. Expenses

Overall expenses were $44.08m which was $5.76m higher than Budget of $38.32m. Significant expense variances were as follows:

2.1 Employee costs

Employee costs have increased due to a better alignment with Workcover insurance premium (previously accounted for in materials and services), and an increase in roles funded through non recurrent grant funding.

2.2 Materials and services

Materials and Services were $18.34m being a $1.63m unfavourable variance to Budget of $16.71m, and a $2.71m increase on 2023/24 expenses. Materials and services have increased due to items previously categorised as capital being expensed.

2.3 Depreciation

Depreciation was $7.29m which was $0.14m favourable to Budget of $7.43m, but $1.96m increase on 2023/24 expense, resulting from a review of asset classes and useful life assessment.

2.4 Net loss on disposal of property, infrastructure, plant and equipment

Net loss on disposal was $2.90m against a Budget of $0.03 m, creating a $2.93m variance. Compared to 2023/24 of $0.22m this was an increase in loss on disposal of $2.71m. Net losses on disposals was significantly higher due to previously recorded assets being expensed (as they were identified as not being Council assets, funding was received by Council to manage the work) and the expensing of software in accordance with accounting principles, previously being capitalised (intangible assets).

PERFORMANCE STATEMENT

The Performance Statement provides an overview of Council progress against key performance indicators. The Local Government Performance Reporting Framework (LGPRF) provides the basis for these indicators to enable a uniform Performance Statement across all Victorian councils.

An overview of movement in results is provided below:

- Utilisation of aquatic facilities increased in 2024/25, continuing a trend from the previous year, and surpassing Council's target result. Visitation at outdoor pools increased slightly due to a hotter summer season and a streamlined marketing program. The greatest driver of change was a 30% increase in visitation at the Bright Sports Centre following the installation of new gymnasium equipment.

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- Community satisfaction with Council's community consultation and engagement remained constant compared to the previous year, however performance remains significantly lower than the Small Rural Council average and is lower than Council's target result. Work will continue in 2025/26 to improve community perceptions of Council's performance.
- Statutory planning applications decided within timeframes improved slightly compared to the previous year but remains below the target set for this measure. Almost half of all planning applications were made in the four months March – June 2025, which aligned with Council rebuilding the Statutory Planning team after a period of resourcing challenges and the implementation of a suite of process improvements.
- The proportion of kerbside waste diverted from landfill continued to improve after the introduction of Food Organics Garden Organics (FOGO) collection in the previous year. Council's participation in the soft plastics recycling trial has also contributed to the improvement in waste diverted from landfill.
- Percentage of permanent staff turnover has fallen below 15% for the first time since before COVID-19 impacted on the way people work. This reflects a stabilising of the workforce, including fewer vacant positions at the end of the year.

Generally, services are being delivered within expected parameters across Council. The key financial indicator of adjusted underlying position shows that Council is unsustainable. Council is fully cognisant of this and is addressing this position through the development of a Financial Sustainability Strategy. The impacts of this strategy are scheduled to start impacting positively in 2026/27.

ISSUES

The Financial and Performance Statement are still being audited by Johnsons MME. Once the statements are agreed, Johnsons will forward to the Victorian Auditor General's Office for its review. Whilst VAGO can make changes, any changes are expected to be minor in nature.

RISK MANAGEMENT

Risk	Likelihood	Impact	Level / Rating	Mitigation Action / Control
Inaccurate financial data – impacts ability to accurately plan and manage finances	Unlikely	Moderate	C4	• Financial Plan • Annual Budget • Regular reporting • Year-end controls and reconciliations • Audit processes

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Risk	Likelihood	Impact	Level / Rating	Mitigation Action / Control
Operating outside legislative obligations – not meeting LGA 2020 deadlines for preparation of financial and performance statements	Rare	Moderate	C5	• Develop AFS workplan by March each year • Ensure resources are available to undertake work • Develop resource contingency plan
Operating outside regulatory obligations - not addressing changes in accounting standards	Rare	Minor	D5	• Liaison with auditors • Industry updates • Staff CPD

POLICY IMPLICATIONS

Council has prepared draft Financial Statements and a draft Performance Statement for Council approval in principle, in line with the requirements Sections 98 and 99 of the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The authorised Councillors are required to certify the final Financial Statements and Performance Statement after any amendments or changes requested by the Victorian Auditor General's Office have been made, and prior to adoption by Council.

Section 100 of the *Local Government Act 2020* requires the Mayor to report on the implementation of the Council Plan by presenting the Annual Report at a Council meeting open to the public, no later than 31 October 2025. Council intends to present the Annual Report to the October Ordinary Council Meeting on 28 October 2025.

The report recommendation is in accordance with the following Strategic Priority of the Council Plan 2025-29:

- 2.8 We achieve long-term financial resilience to meet community needs now and into the future

FINANCIAL AND RESOURCE IMPLICATIONS

The draft Financial Statements and Performance Statement for the year ended 30 June 2025 show that Council has delivered an operating surplus and that Council services are being delivered within expected parameters.

CONCLUSION

Council ended the 2024/25 year with an operating surplus of $5.88m, which is lower than indicated in the 2024/25 annual Budget. The operating surplus result is largely attributed to recognition of operating and capital grants, and higher interest income from term deposits, offset by a write-off of capital works in prior years.

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DECLARATION OF CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, and Chapter 7 section A6 of Council's Governance Rules, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate and Community
- Manager Corporate
- Accountant
- Governance Officer

6. General business

Nil

7. Next meeting

The next ordinary meeting of the Audit and Risk Committee is scheduled to be held on Friday 21 November 2025 at 9.00am.

There being no further business, the chair declared the meeting closed at 9.38am

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INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(*PLANNING AND ENVIRONMENT ACT 1987*)

Senior Statutory Planning Officer

Daryl Baker – October 2025

Instrument of Appointment and Authorisation

In this Instrument 'officer' means –

OFFICER	TITLE	NAME
POS	Senior Statutory Planning Officer	Daryl BAKER

By this Instrument of Appointment and Authorisation, Alpine Shire Council –

1. Under s147(4) of the *Planning and Environment Act 1987* – appoints the **POS** to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and

It is declared that this Instrument -

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This Instrument is authorised by a resolution of the Alpine Shire Council made on **28 October 2025**.

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed 28th day of
October 2025 in the presence of:

COUNCILLOR NAME SIGNATURE

COUNCILLOR NAME SIGNATURE

CHIEF EXECUTIVE OFFICER NAME SIGNATURE

INSTRUMENT OF DELEGATION

Council to Members of Council Staff

October 2025

S6 – Instrument of Delegation to Members of Council Staff

Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;

2. record that references in the Schedule are as follows:

DELEGATE	TITLE
ACC	Accountant
AMC	Asset Management Coordinator
AOBEH	Administration Officer (Building and Environmental Health)
AOP	Administration Officer (Planning)
AOSLL	Administration Officer (Subdivision and Local Laws)
BC	Building Coordinator
BI	Building Inspector
BSL	Building Surveyor Limited
BSM	Municipal Building Surveyor
BSU	Building Surveyor Unlimited
CEO	Chief Executive Officer
CPC	Compliance Coordinator
CWC	Civil Works Coordinator
CWTL	Team Leader Capital Works
DA	Director Assets
DCC	Director Corporate and Community
EACEO	Executive Assistant (CEO)
EC	Engineering Coordinator
ED	Civil Development Engineer
EO	Operations Engineer
EHC	Environmental Health Coordinator
EHO	Environmental Health Officer
EMC	Emergency Management Coordinator
FAO	Facilities Officer
FO	Finance Officer
FOS	Senior Finance Officer
GISAO	GIS and Assets Officer
GO	Governance Officer
GSO	Governance Support Officer
LLO	Local Laws Officer

DELEGATE	TITLE
LLO2	Local Laws Officer
MAW	Manager Assets and Waste
MC	Manager Corporate
MCD	Manager Community Development
MCE	Manager Customer Experience
MEM	Manager Engineering and Maintenance
MGF	Manager Growth and Future
MRS	Manager Regulatory Services
PA	Statutory Planning Assistant
PC	Statutory Planning Coordinator
PO	Statutory Planning Officer
POD	Project Officer (Delivery)
POS	Senior Statutory Planning Officer
PMD	Project Manager (Delivery)
PRCC	Property and Contracts Coordinator
PRO	Prosecutor
PRO2	Prosecutor
RC	Rates Coordinator
SP	Strategic Planner
SPC	Strategic Planning Coordinator
SPG	Graduate Strategic Planner
SPS	Senior Strategic Planner
TOA	Technical Officer (Assets)

3. declares that:

3.1 this Instrument of Delegation is authorised by a resolution of Council passed on **28 October 2025** and

3.2 the delegation:

3.2.1 comes into force immediately when the common seal of Council is affixed to this Instrument of Delegation;

3.2.2 remains in force until varied or revoked;

3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and

3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

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

3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;

3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a

(a) policy; or

(b) strategy

adopted by Council; or

3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or

3.3.4 if the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.

THE COMMON SEAL OF THE ALPINE SHIRE COUNCIL was hereunto affixed this 28th day of October 2025 in the presence of:

COUNCILLOR NAME	SIGNATURE
COUNCILLOR NAME	SIGNATURE
CHIEF EXECUTIVE OFFICER NAME	SIGNATURE

SCHEDULE

	Page
CEMETERIES AND CREMATORIA ACT 2003	*2*
CEMETERIES AND CREMATORIA REGULATIONS 2025	*13*
DOMESTIC ANIMALS ACT 1994	*16*
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ROAD MANAGEMENT ACT 2004	*64*
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CEMETERIES AND CREMATORIA ACT 2003

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The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)

Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 8(1)(a)(ii)	Power to manage one or more public cemeteries	DA, MGF, PRCC	*Note: Alpine Shire Council is defined as a Class B cemetery trust - only those clauses that apply to this class is delegated in this document.*
s 12(1)	Function to properly and efficiently manage and maintain each public cemetery for which responsible and carry out any other function conferred under this Act	DA, MGF, PRCC	Where Council is a Class B cemetery trust
s 12(2)	Duty to have regard to the matters set out in paragraphs (a) – (c) in exercising its functions	DA, MGF, PRCC	Where Council is a Class B cemetery trust
s 12A(1)	Function to do the activities set out in paragraphs (a) – (n)	not delegated	Where Council is a Class A cemetery trust
s 12A(2)	Duty to have regard to matters set out in paragraphs (a) – (e) in exercising its functions	not delegated	Where Council is a Class A cemetery trust
s 13	Duty to do anything necessary or convenient to enable it to carry out its functions	DA, MGF, PRCC	
s 14	Power to manage multiple public cemeteries as if they are one cemetery	not delegated	
s 15(4)	Duty to keep records of delegations	DA, MGF, PRCC	
s 17(1)	Power to employ any persons necessary	CEO	
s 17(2)	Power to engage any professional, technical or other assistance considered necessary	CEO, DA, MGF, PRCC	
s 17(3)	Power to determine the terms and conditions of employment or engagement	CEO	Subject to any guidelines or directions of the Secretary

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Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 18(3)	Duty to comply with a direction from the Secretary	DA, MGF, PRCC	
s 18B(1) & (2)	Duty to establish governance committees within 12 months of becoming a Class A cemetery trust and power to establish other governance committees from time to time	not delegated	Where Council is a Class A cemetery trust
s 18C	Power to determine the membership of the governance committee	not delegated	Where Council is a Class A cemetery trust
s 18D	Power to determine procedure of governance committee	not delegated	Where Council is a Class A cemetery trust
s 18D(1)(a)	Duty to appoint community advisory committee for the purpose of liaising with communities	not delegated	Where Council is a Class A cemetery trust
s 18D(1)(b)	Power to appoint any additional community advisory committees	not delegated	Where Council is a Class A cemetery trust
s 18D(2)	Duty to establish a community advisory committee under s 18D(1)(a) within 12 months of becoming a Class A cemetery trust.	not delegated	Where Council is a Class A cemetery trust
s 18D(3)	Duty to include a report on the activities of the community advisory committees in its report of operations under Part 7 of the *Financial Management Act 1994*	not delegated	Where Council is a Class A cemetery trust
s 18F(2)	Duty to give preference to a person who is not a funeral director of a stonemason (or a similar position) when appointing a person to a community advisory committee	not delegated	Where Council is a Class A cemetery trust
s 18H(1)	Duty to hold an annual meeting before 30 December in each calendar year	not delegated	Where Council is a Class A cemetery trust
s 18I	Duty to publish a public notice of annual meeting in a newspaper, a reasonable time before the date of the annual meeting	not delegated	Where Council is a Class A cemetery trust

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Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 18J	Duty to provide leadership, assistance and advice in relation to operational and governance matters relating to cemeteries (including the matters set out in s 18J(2)	not delegated	Where Council is a Class A cemetery trust
s 18L(1)	Duty to employ a person as the chief executive officer (by whatever title called) of the Class A cemetery trust	not delegated	Where Council is a Class A cemetery trust
s 18N(1)	Duty to prepare an annual plan for each financial year that specifies the items set out in paragraphs (a)-(d)	not delegated	Where Council is a Class A cemetery trust
s 18N(3)	Duty to give a copy of the proposed annual plan to the Secretary on or before 30 September each year for the Secretary's approval	not delegated	Where Council is a Class A cemetery trust
s 18N(5)	Duty to make amendments as required by the Secretary and deliver the completed plan to the Secretary within 3 months	not delegated	Where Council is a Class A cemetery trust
s 18N(7)	Duty to ensure that an approved annual plan is available to members of the public on request	not delegated	Where Council is a Class A cemetery trust
s 18O(1)	Duty to prepare a strategic plan and submit the plan to the Secretary for approval	not delegated	Where Council is a Class A cemetery trust
s 18O(4)	Duty to advise the Secretary if the trust wishes to exercise its functions in a manner inconsistent with its approved strategic plan	not delegated	Where Council is a Class A cemetery trust
s 18O(5)	Duty to ensure that an approved strategic plan is available to members of the public on request	not delegated	Where Council is a Class A cemetery trust
s 18Q(1)	Duty to pay an annual levy on gross earnings as reported in the annual financial statements for the previous financial year	not delegated	Where Council is a Class A cemetery trust
s 19	Power to carry out or permit the carrying out of works	CEO, DA, MGF, PRCC	
s 20(1)	Duty to set aside areas for the interment of human remains	DA, MGF, PRCC	

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Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 20(2)	Power to set aside areas for the purposes of managing a public cemetery	CEO, DA, MGF, PRCC	
s 20(3)	Power to set aside areas for those things in paragraphs (a) – (e)	CEO, DA, MGF, PRCC	
s 24(2)	Power to apply to the Secretary for approval to alter the existing distribution of land	CEO	
s 36	Power to grant licences to enter and use part of the land or building in a public cemetery in accordance with s 36	not delegated	Subject to the approval of the Minister
s 37	Power to grant leases over land in a public cemetery in accordance with s 37	not delegated	Subject to the Minister approving the purpose
s 40	Duty to notify Secretary of fees and charges fixed under s 39	DA, MGF, PRCC	
s 47	Power to pay a contribution toward the cost of the construction and maintenance of any private street adjoining or abutting a cemetery	not delegated	Provided the street was constructed pursuant to the *Local Government Act 2020*
s 52	Duty to submit a report to the Secretary in relation to any public cemetery for which the cemetery trust is responsible for each financial year in respect of which it manages that cemetery	DA, MGF, PRCC	
s 57(1)	Duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act	DA, MGF, PRCC	Report must contain the particulars listed in s 57(2)
s 59	Duty to keep records for each public cemetery	DA, MGF, PRCC	
s 60(1)	Duty to make information in records available to the public for historical or research purposes	DA, MGF, PRCC	

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Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 60(2)	Power to charge fees for providing information	CEO, DA, MGF, PRCC	
s 64(4)	Duty to comply with a direction from the Secretary under s 64(3)	DA, MGF, PRCC	
s 64B(d)	Power to permit interments at a reopened cemetery	CEO, DA, MGF, PRCC	
s 66(1)	Power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park	not delegated	The application must include the requirements listed in s 66(2)(a)–(d)
s 69	Duty to take reasonable steps to notify of conversion to historic cemetery park	DA, MGF, PRCC	
s 70(1)	Duty to prepare plan of existing places of interment and make a record of any inscriptions on memorials which are to be removed	DA, MGF, PRCC	
s 70(2)	Duty to make plans of existing place of interment available to the public	DA, MGF, PRCC	
s 71(1)	Power to remove any memorials or other structures in an area to which an approval to convert applies	CEO, DA, MGF, PRCC	
s 71(2)	Power to dispose of any memorial or other structure removed	CEO, DA, MGF, PRCC	
s 72(2)	Duty to comply with request received under s 72	DA, MGF, PRCC	
s 73(1)	Power to grant a right of interment	CEO, DA, MGF, PRCC	
s 73(2)	Power to impose conditions on the right of interment	CEO, DA, MGF, PRCC	

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Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 74(3)	Duty to offer a perpetual right of interment	DA, MGF, PRCC	
s 75	Power to grant the rights of interment set out in s 75(a) and (b)	CEO, DA, MGF, PRCC	
s 76(3)	Duty to allocate a piece of interment if an unallocated right is granted	DA, MGF, PRCC	
s 77(4)	Power to authorise and impose terms and conditions on the removal of cremated human remains or body parts from the place of interment on application	CEO, DA, MGF, PRCC	
s 80(1)	Function of receiving notification and payment of transfer of right of interment	DA, MGF, PRCC	
s 80(2)	Function of recording transfer of right of interment	DA, MGF, PRCC	
s 82(2)	Duty to pay refund on the surrender of an unexercised right of interment	DA, MGF, PRCC	
s 83(2)	Duty to pay refund on the surrender of an unexercised right of interment	DA, MGF, PRCC	
s 83(3)	Power to remove any memorial and grant another right of interment for a surrendered right of interment	CEO, DA, MGF, PRCC	
s 84(1)	Function of receiving notice of surrendering an entitlement to a right of interment	DA, MGF, PRCC	
s 84F(2)(d)	Function of receiving notice of decision to vary or force the surrender of a right of interment under s 84C(2), (3) or (5)	DA, MGF, PRCC	
s 84H(4)	Power to exercise the rights of a holder of a right of interment	CEO, DA, MGF, PRCC	

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Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 84I(4)	Power to exercise the rights of a holder of a right of interment	CEO, DA, MGF, PRCC	
s 84I(5)	Duty to pay refund to the previous holder or holders of the right of interment	DA, MGF, PRCC	
84I(6)(a)	Power to remove any memorial on the place of interment	CEO, DA, MGF, PRCC	
s 84I(6)(b)	Power to grant right of interment under s 73	CEO, DA, MGF, PRCC	
s 85(1)	Duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry	DA, MGF, PRCC	The notice must be in writing and contain the requirements listed in s 85(2)
s 85(2)(b)	Duty to notify holder of 25 year right of interment of expiration of right at least 12 months before expiry	DA, MGF, PRCC	Does not apply where right of interment relates to remains of a deceased veteran.
85(2)(c)	Power to leave interred cremated remains undistributed in perpetuity and convert right of interment to perpetual right of internment or; remove interred remains and re-inter at another location within cemetery grounds and remove any memorial at that place and re-establish at new or equivalent location	CEO, DA, MGF, PRCC	May only be exercised where right of interment relates to cremated human remains of a deceased identified veteran, if right of interment is not extended or converted to a perpetual right of interment
s 86	Power to remove and dispose of cremated human remains and remove any memorial if no action taken by right holder within time specified	CEO, DA, MGF, PRCC	
s 86(2)	Power to leave interred cremated human remains undisturbed or convert the right of internment to a perpetual right of interment	CEO, DA, MGF, PRCC	
s 86(3)(a)	Power to leave interred cremated human remains undisturbed in perpetuity and convert the right of interment to a perpetual right of interment	CEO, DA, MGF, PRCC	
s 86(3)(b)	Power to remove interred cremated human remains and take further action in accordance with s 86(3)(b)	CEO, DA, MGF, PRCC	

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Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 86(4)	Power to take action under s 86(4) relating to removing and re-interring cremated human remains	CEO, DA, MGF, PRCC	
s 86(5)	Duty to provide notification before taking action under s 86(4)	DA, MGF, PRCC	
s 86A	Duty to maintain place of interment and any memorial at place of interment, if action taken under s 86(3)	DA, MGF, PRCC	
s 87(3)	Duty, if requested, to extend the right for a further 25 years or convert the right to a perpetual right of interment	DA, MGF, PRCC	
s 88	Function to receive applications to carry out a lift and re-position procedure at a place of interment	DA, MGF, PRCC	
s 91(1)	Power to cancel a right of interment in accordance with s 91	CEO, DA, MGF, PRCC	
s 91(3)	Duty to publish notice of intention to cancel right of interment	DA, MGF, PRCC	
s 92	Power to pay refund or grant a right of interment in respect of another place of interment to the previous holder of the cancelled right of interment	CEO, DA, MGF, PRCC	
s 98(1)	Function of receiving application to establish or alter a memorial or a place of interment	DA, MGF, PRCC	
s 99	Power to approve or refuse an application made under s 98, or to cancel an approval	CEO, DA, MGF, PRCC	
s 99(4)	Duty to make a decision on an application under s 98 within 45 days after receipt of the application or within 45 days of receiving further information where requested	DA, MGF, PRCC	
s 100(1)	Power to require a person to remove memorials or places of interment	CEO, DA, MGF, PRCC	

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Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 100(2)	Power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with s 100(1)	CEO, DA, MGF, PRCC	
s 100(3)	Power to recover costs of taking action under s 100(2)	CEO, DA, MGF, PRCC	
s 101	Function of receiving applications to establish or alter a building for ceremonies in the cemetery	DA, MGF, PRCC	
s 102(1)	Power to approve or refuse an application under s 101, if satisfied of the matters in (b) and (c)	CEO, DA, MGF, PRCC	
s 102(2) & (3)	Power to set terms and conditions in respect of, or to cancel, an approval granted under s 102(1)	CEO, DA, MGF, PRCC	
s 103(1)	Power to require a person to remove a building for ceremonies	CEO, DA, MGF, PRCC	
s 103(2)	Power to remove and dispose of a building for ceremonies or remedy the failure to comply with s 103(1)	CEO, DA, MGF, PRCC	
s 103(3)	Power to recover costs of taking action under s 103(2)	CEO, DA, MGF, PRCC	
s 106(1)	Power to require the holder of the right of interment of the requirement to make the memorial or place of interment safe and proper or carry out specified repairs	CEO, DA, MGF, PRCC	
s 106(2)	Power to require the holder of the right of interment to provide for an examination	CEO, DA, MGF, PRCC	
s 106(3)	Power to open and examine the place of interment if s 106(2) not complied with	CEO, DA, MGF, PRCC	
s 106(4)	Power to repair or – with the approval of the Secretary - take down, remove and dispose any memorial or place of interment if notice under s 106(1) is not complied with	CEO, DA, MGF, PRCC	

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Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 107(1)	Power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs	CEO, DA, MGF, PRCC	
s 107(2)	Power to repair or take down, remove and dispose any building for ceremonies if notice under s 107(1) is not complied with	CEO, DA, MGF, PRCC	
s 108	Power to recover costs and expenses	CEO, DA, MGF, PRCC	
s 109(1)(a)	Power to open, examine and repair a place of interment	CEO, DA, MGF, PRCC	Where the holder of right of interment or responsible person cannot be found
s 109(1)(b)	Power to repaid a memorial or, with the Secretary's consent, take down, remove and dispose of a memorial	CEO, DA, MGF, PRCC	Where the holder of right of interment or responsible person cannot be found
s 109(2)	Power to repair the building for ceremonies or, with the consent of the Secretary, take down, remove and dispose of a building for ceremonies	CEO, DA, MGF, PRCC	Where the holder of right of interment or responsible person cannot be found
s 110(1)	Power to maintain, repair or restore a memorial or place of interment from other funds if unable to find right of interment holder with consent of the Secretary	CEO, DA, MGF, PRCC	
s 110(1A)	Power to maintain, repair or restore the place of interment if unable to find any of the other holders after diligent	CEO, DA, MGF, PRCC	
s 110(2)	Power to maintain, repair or restore any building for ceremonies from other funds if unable to find responsible person and with consent of the Secretary	CEO, DA, MGF, PRCC	
s 110A	Power to use cemetery trust funds or other funds for the purposes of establishing, maintaining, repairing or restoring any memorial or place of interment of any deceased identified veteran	CEO, DA, MGF, PRCC	
s 111	Power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment	CEO, DA, MGF, PRCC	
s 112	Power to sell and supply memorials	CEO, DA, MGF, PRCC	

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Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 116(4)	Duty to notify the Secretary of an interment authorisation granted	DA, MGF, PRCC	
s 116(5)	Power to require an applicant to produce evidence of the right of interment holder's consent to application	CEO, DA, MGF, PRCC	
s 118	Power to grant an interment authorisation if satisfied that the requirements of Division 2 of Part 8 have been met	CEO, DA, MGF, PRCC	
s 119	Power to set terms and conditions for interment authorisations	CEO, DA, MGF, PRCC	
s 131	Function of receiving an application for cremation authorisation	DA, MGF, PRCC	
s 133(1)	Duty not to grant a cremation authorisation unless satisfied that requirements of s 133 have been complied with	DA, MGF, PRCC	Subject to s 133(2)
s 145	Duty to comply with an order made by the Magistrates' Court or a coroner	DA, MGF, PRCC	
s 146	Power to dispose of bodily remains by a method other than interment or cremation	CEO, DA, MGF, PRCC	Subject to the approval of the Secretary
s 147	Power to apply to the Secretary for approval to dispose of bodily remains by a method other than interment or cremation	CEO, DA, MGF, PRCC	
s 149	Duty to cease using method of disposal if approval revoked by the Secretary	DA, MGF, PRCC	
s 150 & 152(1)	Power to authorise the interment or cremation of body parts if the requirements of Division 1 of Part 11 are met	CEO, DA, MGF, PRCC	
s 151	Function of receiving applications to inter or cremate body parts	DA, MGF, PRCC	
s 152(2)	Power to impose terms and conditions on authorisation granted under s 150	CEO, DA, MGF, PRCC	

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Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
SCHEDULE 1 cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	CEO, DA, MGF, PRCC	
SCHEDULE 1 cl 8(8)	Power to regulate own proceedings	CEO, DA, MGF, PRCC	Subject to cl 8
SCHEDULE 1A cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	not delegated	Where Council is a Class A cemetery trust
SCHEDULE 1A cl 8(8)	Power to regulate own proceedings	not delegated	Where Council is a Class A cemetery trust. Subject to cl 8.

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Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
r 36	Duty to ensure that cemetery complies with depth of burial requirements	DCC, MGF, PRCC	
r 37	Duty to ensure that the cemetery complies with the requirements for interment in concrete-lined graves	DCC, MGF, PRCC	
r 38	Duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d)	DCC, MGF, PRCC	
r 39(1)	Duty to ensure that remains are interred in a coffin, container or receptacle in accordance with paragraphs (a)-(c)	DCC, MGF, PRCC	
r 39(2)	Duty to ensure that coffin, container or receptacle is labelled	DCC, MGF, PRCC	
r 39(3)	Duty to ensure that remains are interred in accordance with paragraphs (a)-(b)	DCC, MGF, PRCC	
r 40	Duty to ensure that a crypt space in a mausoleum is sealed in accordance with paragraphs (a)-(b)	DCC, MGF, PRCC	
r 43(2)	Power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)	not delegated	Relates to crematoriums only
r 44(2)	Power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator	not delegated	Relates to crematoriums only
r 44(3)	Duty to ensure any fittings removed of are disposed in an appropriate manner	not delegated	Relates to crematoriums only
r 45(1)	Power to dispose of any metal substance or non-human substance recovered from a cremator	not delegated	Relates to crematoriums only

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Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
r 46(2)	Power to release cremated human remains to certain persons	not delegated	Subject to any order of a court Relates to crematoriums only
r 47(1)	Duty to make cremated human remains available for collection within 2 working days after the cremation	not delegated	Relates to crematoriums only
r 47(2)	Duty to hold cremated human remains for at least 12 months from the date of cremation	not delegated	Relates to crematoriums only
r 47(3)	Power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation	not delegated	Relates to crematoriums only
r 47(4)	Duty to take reasonable steps notify relevant people of intention to dispose of remains at expiry of 12 month period	not delegated	Relates to crematoriums only
r 48	Power to approve certain activities under r 57 or 58(2) if satisfied of regulation (1)(a)-(c)	CEO, DA, MGF, PRCC	
r 50	Duty to provide statement that alternative vendors or supplier of memorials exist	DCC, MGF, PRCC	
r 51	Power to inspect any work that is being carried out on memorials, places or interments and buildings for ceremonies	CEO, DA, MGF, PRCC	
r 52	Power to approve the arrangement or conduct of a funeral	CEO, DA, MGF, PRCC	
r 53(1)	Power to give written direction regarding the manner in which a funeral is to be conducted	CEO, DA, MGF, PRCC	
r 56(1)	Power to give directions regarding the objects, things or items affixed to, or placed on or around, the places of interment and memorials	CEO, DA, MGF, PRCC	
r 56(3)	Power to remove objects, things or items specified in (a)-(d) from place of interment or memorial	CEO, DA, MGF, PRCC	

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Column 1	Column 2	DELEGATE	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
r 56(4)	Duty to dispose items under r 56(3) in a manner considered appropriate	DCC, MGF, PRCC	
r 57(1)	Power to approve the use of fire in a public cemetery	CEO, DA, MGF, PRCC	
r 58(2)	Power to approve a person to drive, ride or use a vehicle on any surface other than a road, track or parking area	CEO, DA, MGF, PRCC	
r 59	Duty to display the hours during which the public can access the cemetery	DCC, MGF, PRCC	
Note: SCHEDULE 2 contains Model Rules – only applicable if the cemetery trust has not made its own cemetery trust rules			
sch 2 cl 4	Power to approve the carrying out of an activity referred to in rules 5, 7, 8, 9, 10, 11, 12, 13, 15, 16, 17 and 18 of sch 2	CEO, DA, MGF, PRCC	See note above regarding model rules

DOMESTIC ANIMALS ACT 1994			Return to Table of Contents
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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS AND LIMITATIONS**
s 41A(1)	Power to declare a dog to be a menacing dog	DCC, MRS, LLO, LLO2, CPC	Council may delegate this power to a Council authorised officer

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Column 1	Column 2	Column 3	Column 4
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	DCC, MRS, EHC, EHO	If s 19(1) applies
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	DCC, MRS, EHC, EHO	If s 19(1) applies
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	DCC, MRS, EHC, EHO	If s 19(1) applies. Only in relation to temporary food premises or mobile food premises
s 19(4)(a)	Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, (ia) displayed at any point of sale, (ib) be published on the food business's internet site and and (ii) inform the public by notice in a published newspaper, on the internet site, or otherwise	DCC, MRS, EHC, EHO	If s 19(1) applies
s 19(6)(a)	Duty to revoke any order under s 19 if satisfied that an order has been complied with	DCC, MRS, EHC, EHO	If s 19(1) applies
s 19(6)(b)	Duty to give written notice of revocation under s 19(6)(a) if satisfied that an order has been complied with	DCC, MRS, EHC, EHO	If s 19(1) applies
s 19AA(2)	Power to direct, by written order, that a person must take any of the actions described in (a)-(c).	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 19AA(4)(c)	Power to direct, in an order made under s 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	DCC, MRS, EHC, EHO	Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution. Only in relation to temporary food premises or mobile food premises.

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 19AA(7)	Duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 19CB(4)(b)	Power to request copy of records	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 19E(1)(d)	Power to request a copy of the food safety program	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 19EA(3)	Function of receiving copy of revised food safety program	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 19FA(1)	Power to direct a proprietor of a food premises to revise the food safety program for the premises or comply with any requirements specified in the food safety program	DCC, MRS, EHC, EHO	Where Council is the registration authority Subject to s 19FA(2), which requires a time limit for compliance to be specified
s 19FA(3)(a)	Power to refuse to approve an application for registration or renewal of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	DCC, MRS, EHC, EHO	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 19FA(3)(b)	Power to revoke a registration granted in respect of premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 19FA(3)(c)	Power to suspend the registration of food premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	DCC, MRS, EHC, EHO	Where Council is the registration authority
s19IA(1)	Power to form opinion that the food safety requirements or program are non-compliant.	DCC, MRS, EHC, EHO	Where Council is the registration authority

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 19IA(2)	Duty to give written notice to the proprietor of the premises	DCC, MRS, EHC, EHO	Where Council is the registration authority Note: Not required if Council has taken other appropriate action in relation to deficiencies (see s 19IA(3))
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 19N(2)	Function of receiving notice from the auditor	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 19NA(1)	Power to request food safety audit reports	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances	DCC, MRS, EHC, EHO	
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	DCC, MRS, EHC, EHO	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39.
s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 19W(3)(a)	Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	DCC, MRS, EHC, EHO	Where Council is the registration authority

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
---	Power to register, or renew or transfer the registration of a food premises	DCC, MRS, EHC, EHO	Where Council is the registration authority Refusal to grant/ or renew/transfer the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 36A	Power to accept an application for registration or notification using online portal	DCC, MRS, EHC, EHO	Where Council is the registration authority.
s36B	Duty to pay the charge for use of online portal	DCC, MRS, EHC, EHO	Where Council is the registration authority.
s 38AA(5)	Power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 38A(4)	Power to request a copy of a completed food safety program template	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	DCC, MRS, EHC, EHO	Where Council is the registration authority

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 38D(3)	Power to request copies of any audit reports	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 38E(2)	Power to register the food premises on a conditional basis	DCC, MRS, EHC, EHO	Where Council is the registration authority. Not exceeding the prescribed time limit defined under s 38E(5)
s 38E(4)	Duty to register the food premises when conditions are satisfied	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 38G(1)	Power to require notification of change of the food safety program type used for the food premises	DCC, MRS, EHC, EHO	Where Council is the registration authority.
s 38G(2)	Function of receiving notice from proprietor if there is a change of the food safety program type used for the food premises	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 38G(4)	Power to require the proprietor of the food premises to comply with any requirement of the Act	DCC, MRS, EHC, EHO	Where Council is the registration authority.
39(2)	Duty to carry out an inspection of the premises during the period of registration before the registration of the food premises is renewed	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 39A	Power to register, or renew the registration of a or transfer food premises despite minor defects	DCC, MRS, EHC, EHO	Where Council is the registration authority. Only if satisfied of matters in s 39A(2)(a)-(c)
s 39A (6)	Duty to comply with a direction of the Secretary	DCC, MRS, EHC, EHO	
s 40(1)	Duty to give the person in whose name the premises is to be registered a certificate of registration	DCC, MRS, EHC, EHO	Where Council is the registration authority

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the *Public Health and Wellbeing Act 2008*	DCC, MRS, EHC, EHO	
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 40D(1)	Power to suspend or revoke the registration of food premises	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 40E	Duty to comply with direction of the Secretary	DCC, MRS, EHC, EHO	
s 40F	Power to cancel registration of food premises	DCC, MRS, EHC, EHO	Where Council is the registration authority.
s 43	Duty to maintain records of registration	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering, transferring or renewing registration of a component of a food business	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering, transferring or renewing registration of a component of a food business	DCC, MRS, EHC, EHO	Where Council is the registration authority
s 43F(7)	Power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	DCC, MRS, EHC, EHO	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 45AC	Power to bring proceedings	DCC, MRS, EHC	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	DCC, MRS, EHC, EHO, PRO	Where Council is the registration authority

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 116	Power to sub-delegate Executive Director's functions, duties or powers	CEO	Must first obtain Executive Director's written consent. Council can only sub-delegate if the Instrument of Delegation from the Executive Director authorises sub-delegation

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 185L(4)	Power to declare and levy a cladding rectification charge	CEO[1]	

[1] The only member of staff who can be a delegate in Column 3 is the CEO.

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 48	Power to prepare an amendment to the Victoria Planning Provisions	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	If authorised by the Minister
s 4G	Function of receiving prescribed documents and a copy of the Victoria Planning Provisions from the Minister	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, AOSLL, AOP, PA	
s 4H	Duty to make amendment to Victoria Planning Provisions available in accordance with public availability requirements	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, AOSLL, AOP, PA	
s 4I(2)	Duty to make a copy of the Victoria Planning Provisions and other documents available in accordance with public availability requirements	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, AOSLL, AOP, PA	
s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 8A(5)	Function of receiving notice of the Minister's decision	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 8A(7)	Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 12(3)	nsult with other persons to ensure co-ordination of planning scheme with these persons	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 12B(1)	Duty to review planning scheme	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 12B(2)	Duty to review planning scheme at direction of Minister	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 12B(5)	Duty to report findings of review of planning scheme to Minister without delay	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 14	Duties of a Responsible Authority as set out in s 14(a) to (d)	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 17(1)	Duty of giving copy amendment to the planning scheme	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 17(2)	Duty of giving copy s 173 agreement	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 18	Duty to make amendment etc. available in accordance with public availability requirements	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	Until the proposed amendment is approved or lapsed
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	Where Council is a planning authority
s 21(2)	Duty to make submissions available in accordance with public availability requirements	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	Until the end of 2 months after the amendment comes into operation or lapses
s 21A(4)	Duty to publish notice	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 22(1)	Duty to consider all submissions received before the date specified in the notice	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	Except submissions which request a change to the items in s 22(5)(a) and (b)

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 22(2)	Power to consider a late submission. Duty to consider a late submission if directed to do so by the Minister	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 26(1)	Power to make report available for inspection in accordance with the requirements set out in s197B of the Act	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 26(2)	Duty to keep report of panel available in accordance with public availability requirements	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	During the inspection period
s 27(2)	Power to apply for exemption if panel's report not received	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 28(1)	Duty to notify the Minister if abandoning an amendment	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	Note: the power to make a decision to abandon an amendment cannot be delegated
s 28(2)	Duty to publish notice of the decision on Internet site	DA, DCC, MGF, MRS, PC	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 28(4)	Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months	DA, DCC, MGF, MRS, PC	
s 30(4)(a)	Duty to say if amendment has lapsed	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 30(4)(b)	Duty to provide information in writing upon request	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 32(2)	Duty to give more notice if required	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 33(1)	Duty to give more notice of changes to an amendment	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 36(2)	Duty to give notice of approval of amendment	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, AOSLL, AOP, PA	
s 38(5)	Duty to give notice of revocation of an amendment	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 40(1)	Function of lodging copy of approved amendment	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 41(1)	Duty to make a copy of an approved amendment available in accordance with the public availability requirements during inspection period	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, AOSLL, AOP, PA	
s 41(2)	Duty to make a copy of an approved amendment and any documents lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 42(2)	Duty to make copy of planning scheme available in accordance with the public availability requirements	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, AOSLL, AOP, PA	
s 46AAA	Duty to prepare an amendment to a planning scheme that relates to Yarra River land that is not inconsistent with anything in a Yarra Strategic Plan which is expressed to be binding on the responsible public entity	not delegated	Where Council is a responsible public entity and is a planning authority. *Note: this provision does not affect Alpine Shire Council.*
s 46AW	Function of being consulted by the Minister	DA, DCC, MGF, MRS, SPC, PC	Where Council is a responsible public entity
s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy. Power to endorse the draft Statement of Planning Policy	DA, DCC, MGF, MRS, SPC, PC	Where Council is a responsible public entity

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	DA, DCC, MGF, MRS, SPC, PC	Where Council is a responsible public entity
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	DA, DCC, MGF, MRS, SPC, PC	Where Council is a responsible public entity
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	not delegated	Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency. *There are no Development Contribution Plans incorporated in the Alpine Planning Scheme. Currently, Infrastructure Contribution Plans only apply to the Metropolitan Greenfield Growth Area surrounding Melbourne. Therefore, no delegations are made regarding these provisions for Alpine Shire Council.*
s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	not delegated	
s 46GK	Duty to comply with a Minister's direction that applies to Council as the planning authority	not delegated	
s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land	not delegated	
s 46GO(1)	Duty to give notice to owners of certain inner public purpose land	not delegated	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 46GP	Function of receiving a notice under s 46GO	not delegated	Where Council is the collecting agency
s 46GQ	Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	not delegated	
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	not delegated	
s 46GR(2)	Power to consider a late submission. Duty to consider a late submission if directed to do so by the Minister	not delegated	
s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	not delegated	
s 46GS(2)	Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general	not delegated	
s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	not delegated	
s 46GT(4)	Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	not delegated	
s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)	not delegated	
s 46GU	Duty not to adopt an amendment under s 29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met	not delegated	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 46GV(3)	Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution. Power to specify the manner in which the payment is to be made	not delegated	Where Council is the collecting agency
s 46GV(3)(b)	Power to enter into an agreement with the applicant	not delegated	Where Council is the collecting agency
s 46GV(4)(a)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	not delegated	Where Council is the development agency
s 46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	not delegated	Where Council is the collecting agency
s 46GV(7)	Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area	not delegated	
s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	not delegated	Where Council is the collecting agency
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	not delegated	Where Council is the collecting agency
s 46GX(2)	Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	not delegated	Where Council is the collecting agency
s 46GY(1)	Duty to keep proper and separate accounts and records	not delegated	Where Council is the collecting agency
s 46GY(2)	Duty to keep the accounts and records in accordance with the *Local Government Act 2020*	not delegated	Where Council is the collecting agency

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s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan. This duty does not apply where Council is that planning authority
s 46GZ(2)(a)	Function of receiving the monetary component	not delegated	Where the Council is the planning authority. This duty does not apply where Council is also the collecting agency
s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan as responsible for those works, services or facilities	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan. This provision does not apply where Council is also the relevant development agency
s 46GZ(2)(b)	Function of receiving the monetary component	not delegated	Where Council is the development agency under an approved infrastructure contributions plan. This provision does not apply where Council is also the collecting agency
s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan. This provision does not apply where Council is also the relevant development agency

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s 46GZ(5)	Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	not delegated	Where Council is the development agency specified in the approved infrastructure contributions plan. This provision does not apply where Council is also the collecting agency
s 46GZ(7)	Duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan.
s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	not delegated	If any inner public purpose land is vested in Council under the *Subdivision Act 1988* or acquired by Council before the time it is required to be provided to Council under s 46GV(4). Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency
s 46GZ(9)	Function of receiving the fee simple in the land	not delegated	Where Council is the development agency under an approved infrastructure contributions plan. This duty does not apply where Council is also the collecting agency
s 46GZA(1)	Duty to keep proper and separate accounts and records	not delegated	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZA(2)	Duty to keep the accounts and records in accordance with the *Local Government Act 2020*	not delegated	Where Council is a development agency under an approved infrastructure contributions plan

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s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	not delegated	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(4)	Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	not delegated	If the VPA is the collecting agency under an approved infrastructure contributions plan. Where Council is a development agency under an approved infrastructure contributions plan
s 46GZD(2)	Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b)	not delegated	Where Council is the development agency under an approved infrastructure contributions plan.
s 46GZD(3)	Duty to follow the steps set out in s 46GZD(3)(a) and (b)	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan.
s 46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	not delegated	Where Council is the development agency under an approved infrastructure contributions plan. This duty does not apply where Council is also the collecting agency
s 46GZE(2)	Function of receiving the unexpended land equalisation amount	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan. This duty does not apply where Council is also the development agency

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s 46GZE(3)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3)(a) and (b)	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(2)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	not delegated	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	Duty, if land is sold under s 46GZF(2)(b), to follow the steps in s 46GZF(3)(a) and (b)	not delegated	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	Function of receiving proceeds of sale	not delegated	Where Council is the collection agency under an approved infrastructure contributions plan. This provision does not apply where Council is also the development agency
s 46GZF(4)	Duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	not delegated	Where Council is a collecting agency or development agency

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s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	not delegated	Where Council is a collecting agency or development agency
s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB (2)	not delegated	
s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	not delegated	
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	not delegated	
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	not delegated	
s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	not delegated	
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	not delegated	
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	not delegated	
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	not delegated	
s 46Q(1)	Duty to keep proper accounts of levies paid	not delegated	
s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency	not delegated	
s 46Q(2)	Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc	not delegated	

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s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	not delegated	Only applies when levy is paid to Council as a 'development agency'
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal Council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	not delegated	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister.
s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	not delegated	Must be done in accordance with Part 3
s 46Q(4)(e)	Duty to expend that amount on other works etc.	not delegated	With the consent of, and in the manner approved by, the Minister
s 46QC	Power to recover any amount of levy payable under Part 3B	not delegated	
s 46QD	Duty to prepare report and give a report to the Minister	not delegated	Where Council is a collecting agency or development agency.
s 46V(3)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with the public availability requirements, during the inspection period	not delegated	*Does not apply to Alpine Shire Council*
s 46V(4)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with s 197B of the Act and on payment of the presribed fee, after the inspection period	not delegated	*Does not apply to Alpine Shire Council*
s 46V(5)	Duty to keep a copy of the approved strategy plan incorporating all amendments to it	not delegated	*Does not apply to Alpine Shire Council*
s 46V(6)	Duty to make a copy of the approved strategy plan incorporating all amendments to it available in accordance with the public availability requirements	not delegated	*Does not apply to Alpine Shire Council*

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s 46Y	Duty to carry out works in conformity with the approved strategy plan	not delegated	*Does not apply to Alpine Shire Council*
s 47	Power to decide that an application for a planning permit does not comply with that Act	CEO, DCC, MRS, PC, POS, PO	
s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits	DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, AOSLL, AOP, PA	MGF, SPC, SPS, SPG delegation limited to an application for permit under s96A when an amendment is also requested
s 49(2)	Duty to make register available for inspection in accordance with the public availability requirements	DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, AOSLL, AOP, PA	MGF, SPC, SPS, SPG delegation limited to an application for permit under s96A when an amendment is also requested
s 50(4)	Duty to amend application	DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, AOSLL, AOP, PA	MGF, SPC, SPS, SPG delegation limited to an application for permit under s96A when an amendment is also requested
s 50(5)	Power to refuse to amend application	CEO, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	MGF, SPC, SPS, SPG delegation limited to an application for permit under s96A when an amendment is also requested
s 50(6)	Duty to make note of amendment to application in register	DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, AOSLL, AOP, PA	MGF, SPC, SPS, SPG delegation limited to an application for permit under s96A when an amendment is also requested

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s 50A(1)	Power to make amendment to application	CEO, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO	MGF, SPC, SPS, SPG delegation limited to an application for permit under s96A when an amendment is also requested
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	CEO, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO	MGF, SPC, SPS, SPG delegation limited to an application for permit under s96A when an amendment is also requested
s 50A(4)	Duty to note amendment to application in register	DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, AOSLL, AOP, PA	MGF, SPC, SPS, SPG delegation limited to an application for permit under s96A when an amendment is also requested
s 51	Duty to make copy of application available for inspection in accordance with the public availability requirements	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 52(1)(a)	Duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any	DCC, MRS, PC, POS, PO	
s 52(1)(b)	Duty to give notice of the application to other municipal Council where appropriate	DCC, MRS, PC, POS, PO	
s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme	DCC, MRS, PC, POS, PO	
s 52(1)(ca)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant	DCC, MRS, PC, POS, PO	
s 52(1)(cb)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant	DCC, MRS, PC, POS, PO	

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s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally effected	DCC, MRS, PC, POS, PO	
s 52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant	DCC, MRS, PC, POS, PO	
s 52(3)	Power to give any further notice of an application where appropriate	CEO, DCC, MRS, PC, POS, PO	
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	CEO, DCC, MRS, PC, POS, PO	
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	CEO, DCC, MRS, PC, POS, PO	
s 54(1)	Power to require the applicant to provide more information	CEO, DCC, MRS, PC, POS, PO	
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	DCC, MRS, PC, POS, PO	
s 54(1B)	Duty to specify the lapse date for an application	DCC, MRS, PC, POS, PO	
s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	CEO, DCC, MRS, PC, POS, PO	
s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time und s 54A(3)	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	CEO, DCC, MRS	

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s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 57(5)	Duty to make a copy of all objections available in accordance with the public availaiblity requirements	DCC, MRS,PC, POS, PO, AOSLL, AOP, PA	
s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 57A(5)	Power to refuse to amend application	CEO, DCC, MRS, PC	
64	Duty to note amendments to application in register	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 57B(1)	Duty to determine whether and to whom notice should be given	DCC, MRS, PC, POS, PO	
s 57B(2)	Duty to consider certain matters in determining whether notice should be given	DCC, MRS, PC, POS, PO	
s 57C(1)	Duty to give copy of amended application to referral authority	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 58	Duty to consider every application for a permit	DCC, MRS, PC, POS, PO	
s 58A	Power to request advice from the Planning Application Committee	CEO, DCC, MRS, PC	
s 60	Duty to consider certain matters	DCC, MRS, PC, POS, PO	

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s 60(1A)	Duty to consider certain matters	DCC, MRS, PC, POS, PO	
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	DCC, MRS, PC, POS, PO	
s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	CEO, DCC, MRS, PC	1. The permit must not be inconsistent with a cultural heritage management plan under the *Aboriginal Heritage Act 2006* 2. Exercise of delegation must align with any approved operational guidelines in operation at time of decision
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	DCC, MRS, PC, POS, PO	
s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	CEO, DCC, MRS, PC	
s 61(3)(a)	Duty not to decide to grant a permit to use coastal Crown land without Minister's consent	not delegated	
s 61(3)(b)	Duty to refuse to grant the permit without the Minister's consent	not delegated	
s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	DCC, MRS, PC, POS, PO	
s 62(1)	Duty to include certain conditions in deciding to grant a permit	DCC, MRS, PC, POS, PO	
s 62(2)	Power to include other conditions	CEO, DCC, MRS, PC, POS	
s 62(4)	Duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	DCC, MRS, PC, POS, PO	

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s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	CEO, DCC, MRS, PC	
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	CEO, DCC, MRS, PC	
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	CEO, DCC, MRS, PC	
s 62(6)(a)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)	DCC, MRS, PC, POS, PO	
s 62(6)(b)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a)	DCC, MRS, PC, POS, PO	
s 63	Duty to issue the permit where made a decision in favour of the application (if no one has objected)	DCC, MRS, PC, POS, PO	
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	DCC, MRS, PC, POS, PO	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64(3)	Duty not to issue a permit until after the specified period	DCC, MRS, PC, POS, PO	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64(5)	Duty to give each objector a copy of an exempt decision	DCC, MRS, PC, POS, PO	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64A	Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	DCC, MRS, PC, POS, PO	This provision applies also to a decision to grant an amendment to a permit - see s 75A

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s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	If the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority
s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	If the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit
s 66(6)	Duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s 64 or 65	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit
s 69(1)	Function of receiving application for extension of time of permit	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 69(1A)	Function of receiving application for extension of time to complete development	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	

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s 69(2)	Power to extend time	CEO, DCC, MRS, PC, POS	
s 70	Duty to make copy permit available in accordance with public availaibility requirements	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 71(1)	Power to correct certain mistakes	CEO, DCC, MRS, PC, POS	
s 71(2)	Duty to note corrections in register	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 73	Power to decide to grant amendment subject to conditions	CEO, DCC, MRS, PC, POS	
s 74	Duty to issue amended permit to applicant if no objectors	DCC, MRS, PC, POS, PO	
s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority

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s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit
s 76A(6)	Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit
s 76D	Duty to comply with direction of Minister to issue amended permit	DCC, MRS, PC, POS, PO	
s 83	Function of being respondent to an appeal	DCC, MRS, PC, POS, PO	
s 83B	Duty to give or publish notice of application for review	DCC, MRS, PC, POS, PO	
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	CEO, DCC, MRS, PC	
s 84(2)	Duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit	DCC, MRS, PC, POS, PO	
s 84(3)	Duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit	DCC, MRS, PC, POS, PO	
s 84(6)	Duty to issue permit on receipt of advice within 3 business days	DCC, MRS, PC, POS, PO	
s 84AB	Power to agree to confining a review by the Tribunal	CEO, DCC, MRS, PC	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 86	Duty to issue a permit at order of Tribunal within 3 business days	DCC, MRS, PC, POS, PO	
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	CEO, DCC, MRS, PC	
s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	DCC, MRS, PC, POS, PO	
s 91(2)	Duty to comply with the directions of VCAT	DCC, MRS, PC, POS, PO	
s 91(2A)	Duty to issue amended permit to owner if Tribunal so directs	DCC, MRS, PC, POS, PO	
s 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90	DCC, MRS, PC, POS, PO	
s 93(2)	Duty to give notice of VCAT order to stop development	DCC, MRS, PC, POS, PO, CPC	
s 95(3)	Function of referring certain applications to the Minister	DCC, MRS, PC, POS, PO	
s 95(4)	Duty to comply with an order or direction	DCC, MRS, PC, POS, PO	
s 96(1)	Duty to obtain a permit from the Minister to use and develop its land	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO	
s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	CEO, DA, DCC	
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG,	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO	
s 96F	Duty to consider the panel's report under s 96E	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 96G(1)	Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the *Planning and Environment (Planning Schemes) Act 1996)*)	CEO, DA, DCC, MGF, MRS, SPC PC	
s 96H(3)	Power to give notice in compliance with Minister's direction	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 96J	Duty to issue permit as directed by the Minister	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 96K	Duty to comply with direction of the Minister to give notice of refusal	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 96Z	Duty to keep levy certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate	not delegated	
s 97C	Power to request Minister to decide the application	CEO, DCC, MRS	
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 97G(3)	Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 97G(6)	Duty to make a copy of permits issued under s 97F available in accordance with public availability requirements	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 97L	Duty to include Ministerial decisions in a register kept under s 49	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 97MH	Duty to provide information or assistance to the Planning Application Committee	DCC, MRS, PC, POS, PO	
s 97MI	Duty to contribute to the costs of the Planning Application Committee or subcommittee	CEO, DCC, MRS, PC	Within Financial Delgations
s 97O	Duty to consider application and issue or refuse to issue certificate of compliance	DCC, MRS, PC	
s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	DCC, MRS, PC, POS, PO	
s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	DCC, MRS, PC, POS, PO	
s 97Q(4)	Duty to comply with directions of VCAT	DCC, MRS, PC, POS, PO	
s 97R	Duty to keep register of all applications for certificate of compliance and related decisions	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 101	Function of receiving claim for expenses in conjunction with claim	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 103	Power to reject a claim for compensation in certain circumstances	CEO, DA, DCC, MGF, MRS	
s 107(1)	Function of receiving claim for compensation	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC	
s 107(3)	Power to agree to extend time for making claim	CEO, DA, DCC, MGF, MRS	
s 113(2)	Power to request a declaration for land to be proposed to be reserved for public purposes	CEO, DA, DCC, MGF, MRS	
s 114(1)	Power to apply to the VCAT for an enforcement order	CEO, DCC, MRS, PC, POS, PO, CPC	
s 117(1)(a)	Function of making a submission to the VCAT where objections are received	DCC, MRS, PC, POS, PO, CPC	
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	CEO, DCC, MRS, PC, POS, PO, CPC	
s 123(1)	Power to carry out work required by enforcement order and recover costs	CEO, DCC, MRS, PC, POS, PO, CPC	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	CEO, DA, DCC, MGF, MRS	Except Crown Land
s 125(1)	Power to apply to any court of competent jurisdiction or to the tribunal for an injunction restraining any person from contravening an enforcement order or an interim enforcement order	CEO, DCC, MRS, PC, POS, PO, CPC	Section 123 of the *Victorian Civil and Administrative Tribunal Act 1998* applies on an application to the Tribunal.
s 129	Function of recovering penalties	DCC, MRS, PC, POS, PO, CPC	
s 130(5)	Power to allow person served with an infringement notice further time	CEO, DCC, MRS, PC, CPC	
s 149A(1)	Power to refer a matter to the VCAT for determination	CEO, DCC, MRS, PC, POS, PO, CPC	
s 149A(1A)	Power to apply to VCAT for the determination of a matter relating to the interpretation of a s 173 agreement	CEO, DCC, MRS, PC, POS, PO, CPC	
s 149B	Power to apply to the Tribunal for a declaration	CEO, DCC, MRS, PC, POS, PO, CPC	
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B) power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4)	DA, DCC, MGF, SPC, SPS, SP, SPG	Where Council is the relevant planning authority
s 171(2)(f)	Power to carry out studies and commission reports	CEO, DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, CPC	
s 171(2)(g)	Power to grant and reserve easements	CEO, DA, DCC, MGF, MRS	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	not delegated	Where Council is a development agency specified in an approved infrastructure contributions plan *As previously stated, ICPs do not apply to Alpine Shire Council.*
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	not delegated	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	not delegated	Where Council is the development agency specified in an approved infrastructure contributions plan
s 173(1)	Power to enter into agreement covering matters set out in s 174	CEO, DCC	
s 173(1A)	Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	not delegated	Where Council is the relevant responsible authority
---	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the *Planning and Environment Act 1987* requires something to be to the satisfaction of Council or Responsible Authority	CEO, DA, DCC, MGF, MRS, SPC, SPS, PC, POS, CPC	
---	Power to give consent on behalf of Council, where an agreement made under s 173 of the *Planning and Environment Act 1987* requires that something may not be done without the consent of Council or Responsible Authority	CEO, DA, DCC, MGF, MRS, SPC PC	
s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	CEO, DCC, MRS, PC	
s 178	Power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	CEO, DCC, MRS, PC	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 178A(1)	Function of receiving application to amend or end an agreement	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	DCC, MRS, PC	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	DCC, MRS, PC	
s 178A(5)	Power to propose to amend or end an agreement	CEO, DCC, MRS, PC	
s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement	DCC, MRS, PC	
s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	DCC, MRS, PC	
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	DCC, MRS, POS, PO, AOSLL, AOP, PA	
s 178C(4)	Function of determining how to give notice under s 178C(2)	DCC, MRS, POS, PO	
s 178E(1)	Duty not to make decision until after 14 days after notice has been given	DCC, MRS, POS, PO	
s 178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	CEO, DCC, MRS, PC	If no objections are made under s 178D. Must consider matters in s 178B
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CEO, DCC, MRS, PC	If no objections are made under s 178D. Must consider matters in s 178B
s 178E(2)(c)	Power to refuse to amend or end the agreement	CEO, DCC, MRS, PC	If no objections are made under s 178D. Must consider matters in s 178B

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	CEO, DCC, MRS, PC	After considering objections, submissions and matters in s 178B.
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CEO, DCC, MRS, PC	After considering objections, submissions and matters in s 178B
s 178E(3)(c)	Power to amend or end the agreement in a manner that is substantively different from the proposal	CEO, DCC, MRS, PC	After considering objections, submissions and matters in s 178B
s 178E(3)(d)	Power to refuse to amend or end the agreement	CEO, DCC, MRS, PC	After considering objections, submissions and matters in s 178B
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	DCC, MRS, POS, PO, AOSLL, AOP, PA	
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	DCC, MRS, POS, PO, AOSLL, AOP, PA	
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	DCC, MRS, PC	
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	DCC, MRS, PC	
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	CEO, DCC, MRS, PC, POS, PO	
s 178I(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	DCC, MRS, POS, PO, AOSLL, AOP, PA	
s 179(2)	Duty to make a copy of each agreement available in accordance with the public availability requirements	DCC, MRS, POS, PO, AOSLL, AOP, PA	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 181	Duty to apply to the Registrar of Titles to record the agreement	DCC, MRS, POS, PO	
s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement	CEO, DCC, MRS, POS, PO	
s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement	DCC, MRS, POS, PO	
s 182	Power to enforce an agreement	CEO, DCC, MRS, PC, POS, PO, CPC	
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	DCC, MRS, POS, PO	
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	CEO, DCC, MRS, PC	
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	DCC, MRS, PC	
s 184F(3)	Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement	DCC, MRS, POS, PO	
s 184F(5)	Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	DCC, MRS, POS, PO, AOSLL, AOP, PA	
s 184G(2)	Duty to comply with a direction of the Tribunal	DCC, MRS, POS, PO, AOSLL, AOP, PA	

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s 184G(3)	Duty to give notice as directed by the Tribunal	DCC, MRS, POS, PO, AOSLL, AOP, PA	
s 185B(1)	Duty to comply with a request from the Minister to provide the name, address, email address or telephone number of any person to whom the Minister is required to give notice	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, CPC, AOSLL, AOP, PA	
s 198(1)	Function to receive application for planning certificate	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 199(1)	Duty to give planning certificate to applicant	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	
s 201(1)	Function of receiving application for declaration of underlying zoning	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, AOSLL, AOP, PA	
s 201(3)	Duty to make declaration	DA, DCC, MGF, MRS, SPC, SPS, PC, POS	
-	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	CEO, DCC, MRS, PC, POS	
-	Power to decide, in relation to any planning scheme or permit, that a specified thing may be altered or modified with Council's consent	CEO, DCC, MRS, PC, POS	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
-	Power to decide, in relation to any planning scheme or permit, that a specified thing may be done subject to Council's prior consent or must not be done without Council's prior consent	CEO, DCC, MRS, PC, POS	
-	Power to decide, in relation to any planning scheme or permit, that a specified thing is required to be approved and or endorsed by Council	CEO, DCC, MRS, PC, POS	
-	Power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	CEO, DCC, MRS, PC, POS	
-	Power to approve and or endorse any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit	CEO, DCC, MRS, PC, POS	
-	Power to give written authorisation in accordance with a provision of a planning scheme	CEO, DCC, MRS, PC, POS	
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	not delegated	GAIC does not apply to Alpine Shire Council.
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	not delegated	GAIC does not apply to Alpine Shire Council.

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS AND LIMITATIONS**
r 6	Function of receiving notice, under s 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, AOSLL, AOP, PA	Where Council is not the planning authority and the amendment affects land within its municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
r 21	Power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under s 54 of the Act	CEO, DCC, MRS, PC, POS, PO	
r 25(a)	Duty to make copy of matter considered under s 60(1A)(g) available in accordance with the public availability requirements	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	Where Council is the responsible authority
r 25(b)	Function of receiving a copy of any document considered under s 60(1A)(g) by the responsible authority and duty to make the document available in accordance with the public availability requirements	DCC, MRS, PC, POS, PO, AOSLL, AOP, PA	Where Council is not the responsible authority but the relevant land is within Council's municipal district
r 42	Function of receiving notice under s 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	DA, DCC, MGF, MRS, SPC, SPS, SP, SPG, PC, POS, PO, AOSLL, AOP, PA	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.

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PROVISION	**THING DELEGATED**		**CONDITIONS AND LIMITATIONS**
r 19	Power to waive or rebate a fee relating to an amendment of a planning scheme	CEO, DA, DCC, MGF, MRS	
r20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	CEO, DA, DCC, MGF, MRS	
r 21	Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r19 or 20	CEO, DA, DCC, MGF, MRS	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	CEO, DCC, DA, MCD, EMC, MRS, BSM, EHC, EHO, CPC, MEM, PRCC	
s 522(1)	Power to give a compliance notice to a person	CEO, DCC, MRS, MCE, EHC, EHO, PRCC, FAO, EC	
s 525(2)	Power to authorise an officer to exercise powers in s 526 (either generally or in a particular case)	CEO	
s 525(4)	Duty to issue identity card to authorised officers	GO, GSO	
s 526(5)	Duty to keep record of entry by authorised officer under s 526	MRS, MGF, EHC, EHO, AOBEH, PRCC, FAO	
s 526A(3)	Function of receiving report of inspection	CEO	
s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	CEO	

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r 7	Power to enter into a written agreement with a caravan park owner	CEO, DCC, MRS, CPC, EHC, EHO	
r 10	Function of receiving application for registration	MRS, EHC, EHO, AOBEH	
r 11	Function of receiving application for renewal of registration	MRS, EHC, EHO, AOBEH	
r 12(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	CEO, DCC, MRS, EHC, EHO	
r 12(1)	Power to refuse to grant the registration if not satisfied that the caravan park complies with these regulations	CEO, DCC, MRS, EHC, EHO	
r 12(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	CEO, DCC, MRS, EHC, EHO	
r 12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	CEO, DCC, MRS, EHC, EHO	
r 12(3)	Duty to have regard to matters in determining an application for registration or an application for renewal of registration	CEO, DCC, MRS, EHC, EHO	
r 12(4) & (5)	Duty to issue certificate of registration	CEO, DCC, MRS, EHC, EHO	

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r 14(1)	Function of receiving notice of transfer of ownership	MRS, BSM, BSMD, BSL, BSU, EHC, EHO, AOBEH	
r 14(3)	Power to determine where notice of transfer is displayed	MRS, EHC, EHO	
r 15(1)	Duty to transfer registration to new caravan park owner	MRS, EHC, EHO	
r 15(2)	Duty to issue a certificate of transfer of registration	MRS, EHC, EHO	
r 15(3)	Power to determine where certificate of transfer of registration is displayed	MRS, EHC, EHO	
r 16(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	MRS, EHC, EHO	
r 17	Duty to keep register of caravan parks	MRS, BSM, BSMD. BSL, BSU, EHC, EHO, AOBEH	
r 21(1)	Duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	MRS, EHC, EHO, AOBEH	
r 21(2)	Duty to consult with relevant emergency services agencies	DCC, MRS, CPC, EHC, EHO	
r 22	Power to determine places in which caravan park owner must display a copy of emergency procedures	MRS, EHC, EHO	

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r 23	Power to determine places in which caravan park owner must display copy of public emergency warnings	MRS, EHC, EHO, BSM, BSMD, BSL, BSU	
r 24(2)	Power to consult with relevant floodplain management authority	MRS, EHC, EHO, BSM, BSMD, BSL, BSU	
r 26(b)(i)	Power to approve system for the discharge of sewage and wastewater from a movable dwelling	MRS, EHC, EHO	
r 38	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	MRS, BSM, BSMD, BSL, BSU EHC, EHO, AOBEH	
r 38(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	DCC, MRS, CPC, EHC, EHO	
r 39(3)	Function of receiving installation certificate	MRS, BSM, BSMD, BSL, BSU, EHC, EHO, AOBEH	
r 45(3)	Power to determine places in which caravan park owner must display name and telephone number of an emergency contact person	MRS, BSM, BSMD, BSL, BSU, EHC, EHO	
r 45(5)	Power to determine places in which caravan park owner must display the certificate of registration or certificate of renewal of registration, the plan of the caravan park and a copy of the caravan park rules	MRS, BSM, BSMD, BSL, BSU, EHC, EHO	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	CEO	Obtain consent in circumstances specified in s 11(2)
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	CEO	
s 11(9)(b)	Duty to advise Registrar	DA, DCC, MAW, MEM, MRS	
s 11(10)	Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	DA, DCC, MAW, MEM, MRS	Subject to s 11(10A)
s 11(10A)	Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	DA, DCC, MAW, MEM, MRS	Where Council is the coordinating road authority
s 12(2)(b)	Function of providing consent to the Head, Transport for Victoria for the discontinuance of a road or part of a road	DA, DCC, MAW, MEM, MRS	
s 12(10)	Duty to notify of decision made	DA, MAW	Duty of coordinating road authority where it is the discontinuing body. Does not apply where an exemption is specified by the regulations or given by the Minister
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	CEO, DA, MAW	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate

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Column 1	**Column 2**	**Column 3**	**Column 4**
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 14(4)	Function of receiving notice from the Head, Transport for Victoria	CEO, DA	
s 14(7)	Power to appeal against decision of the Head, Transport for Victoria	CEO, DA	
s 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	CEO, DA	
s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	CEO, DA	
s 15(2)	Duty to include details of arrangement in public roads register	DA, MAW, MEM, GISAO, EC, ED, EO, AMC	
s 16(7)	Power to enter into an arrangement under s 15	CEO, DA, DCC	
s 16(8)	Duty to enter details of determination in public roads register	DA, MAW, MEM, GISAO, EC, ED, EO, AMC	
s 17(2)	Duty to register public road in public roads register	DA, MAW, MEM, GISAO, EC, ED, EO, AMC	Where Council is the coordinating road authority
s 17(3)	Power to decide that a road is reasonably required for general public use	CEO, DA	Where Council is the coordinating road authority
s 17(3)	Duty to register a road reasonably required for general public use in public roads register	DA, MAW, MEM, GISAO, EC, ED, EO, AMC	Where Council is the coordinating road authority

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Column 1	**Column 2**	**Column 3**	**Column 4**
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 17(4)	Power to decide that a road is no longer reasonably required for general public use	CEO, DA, DCC	Where Council is the coordinating road authority
s 17(4)	Duty to remove road no longer reasonably required for general public use from public roads register	DA, MAW, MEM, GISAO, EC, ED, EO, AMC	Where Council is the coordinating road authority
s 18(1)	Power to designate ancillary area	CEO, DA	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2)
s 18(3)	Duty to record designation in public roads register	DA, MAW, MEM, GISAO, EC, ED, EO, AMC	Where Council is the coordinating road authority
s 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority	DA, MAW, MEM, GISAO, EC, ED, EO, AMC	
s 19(4)	Duty to specify details of discontinuance in public roads register	DA, MAW, MEM, GISAO, EC, ED, EO, AMC	
s 19(5)	Duty to ensure public roads register is available for public inspection	DA, MAW, MEM, GISAO, EC, ED, EO, AMC	
s 21	Function of replying to request for information or advice	CEO, DA, MAW, MEM	Obtain consent in circumstances specified in s 11(2)
s 22(2)	Function of commenting on proposed direction	CEO, DA, MAW, MEM	
s 22(4)	Duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report	CEO, DA, MAW, MEM, GO, GSO	

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Column 1	**Column 2**	**Column 3**	**Column 4**
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 22(5)	Duty to give effect to a direction under s 22	CEO, DA MAW, MEM	
s 40(1)	Duty to inspect, maintain and repair a public road	DA, MEM, MAW, MEM, CWC, EC, DE, TOA	
s 40(5)	Power to inspect, maintain and repair a road which is not a public road	DA, MEM, MAW, MEM, CWC, EC, DE, TOA	
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	DA, MAW, MEM, EC, ED, EO, AMC	
s 42(1)	Power to declare a public road as a controlled access road	CEO, DA	Power of coordinating road authority and sch 2 also applies
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	CEO, DA	Power of coordinating road authority and sch 2 also applies
s 42A(3)	Duty to consult with Head, Transport for Victoria and Minister for Local Government before road is specified	DA, MO	Where Council is the coordinating road authority. If road is a municipal road or part thereof
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	CEO, DA	Where Council is the coordinating road authority. If road is a municipal road or part thereof and where road is to be specified a freight road
s 48EA	Duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	DA, MAW, MEM	Where Council is the responsible road authority, infrastructure manager or works manager
s 48M(3)	Function of consulting with the relevant authority for purposes of developing guidelines under s 48M	DA, DCC, MAW, MEM, MRS, MGF	

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Column 1	**Column 2**	**Column 3**	**Column 4**
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 49	Power to develop and publish a road management plan	CEO, DA, MAW, MEM, AMC	
s 51	Power to determine standards by incorporating the standards in a road management plan	CEO, DA, MAW, MEM, AMC	
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	CEO, DA	
s 54(2)	Duty to give notice of proposal to make a road management plan	CEO, DA, MAW, MEM, AMC	
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	CEO, DA, MAW, MEM, AMC	
s 54(6)	Power to amend road management plan	CEO, DA, MAW, MEM, AMC	
s 54(7)	Duty to incorporate the amendments into the road management plan	CEO, DA, MAW, MEM, AMC	
s 55(1)	Duty to cause notice of road management plan to be published in Government Gazette and newspaper	CEO, DA, MAW, MEM, AMC	
s 63(1)	Power to consent to conduct of works on road	CEO, DA, MAW, MEM, AMC, EC, TOA	Where Council is the coordinating road authority
s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	CEO, DA, MAW, MEM, CWC, EC, ED, EO, TOA	Where Council is the infrastructure manager
s 64(1)	Duty to comply with cl 13 of sch 7	DA, MAW, MEM	Where Council is the infrastructure manager or works manager
s 66(1)	Power to consent to structure etc	DA, DCC, MAW, MEM, MRS, LLO, CPC	Where Council is the coordinating road authority

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 67(2)	Function of receiving the name & address of the person responsible for distributing the sign or bill	DA, DCC, MAW, MEM, MRS, LLO, CPC	Where Council is the coordinating road authority
s 67(3)	Power to request information	DA, DCC, MAW, MEM, MRS, LLO, CPC	Where Council is the coordinating road authority
s 68(2)	Power to request information	DA, DCC, MAW, MEM, MRS, LLO, CPC	Where Council is the coordinating road authority
s 71(3)	Power to appoint an authorised officer	CEO	
s 72	Duty to issue an identity card to each authorised officer	MC, GO, GSO	
s 85	Function of receiving report from authorised officer	DA, DCC, MAW, MEM, MRS, GO	
s 86	Duty to keep register re s 85 matters	DA, DCC, MAW, MEM, MRS, GO, GSO	
s 87(1)	Function of receiving complaints	CEO, DA, MAW, MEM	
s 87(2)	Duty to investigate complaint and provide report	CEO, DA, DCC, MEM, MAW	
s 96	Power to authorise a person for the purpose of instituting legal proceedings	CEO	
s 112(2)	Power to recover damages in court	CEO, DA	

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
s 116	Power to cause or carry out inspection	DA, MAW, MEM	
s 119(2)	Function of consulting with the Head, Transport for Victoria	DA, MAW, MEM	
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria)	DA, MAW, MEM	
s 120(2)	Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)	DA, MAW, MEM	
s 121(1)	Power to enter into an agreement in respect of works	DA, MAW, MEM	
s 122(1)	Power to charge and recover fees	DA, DCC, MAW, MEM, MRS, MC	
s 123(1)	Power to charge for any service	DA, DCC, MAW, MEM, MRS, MC	
SCHEDULE 2 cl 2(1)	Power to make a decision in respect of controlled access roads	CEO, DA	
SCHEDULE 2 cl 3(1)	Duty to make policy about controlled access roads	CEO, DA	
SCHEDULE 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	CEO, DA	
SCHEDULE 2 cl 4	Function of receiving details of proposal from the Head, Transport for Victoria	CEO, DA	
SCHEDULE 2 cl 5	Duty to publish notice of declaration	CEO, DA	

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Column 1	**Column 2**	**Column 3**	**Column 4**
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
SCHEDULE 7 cl 7(1)	Duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	DA, MAW, MEM	Where Council is the infrastructure manager or works manager
SCHEDULE 7 cl 8(1)	Duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	DA, MAW, MEM	Where Council is the infrastructure manager or works manager
SCHEDULE 7 cl 9(1)	Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	DA, MAW, MEM, EC, ED, EO	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure
SCHEDULE 7 cl 9(2)	Duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO, GISAO, AMC	Where Council is the infrastructure manager or works manager
SCHEDULE 7 cl 10(2)	Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO, GISAO, AMC	Where Council is the infrastructure manager or works manager
SCHEDULE 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority
SCHEDULE 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority
SCHEDULE 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority

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Column 1	**Column 2**	**Column 3**	**Column 4**
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
SCHEDULE 7 cl 12(5)	Power to recover costs	DA, DCC, MAW, MEM, MC, ACC	Where Council is the coordinating road authority
SCHEDULE 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2)	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the works manager
SCHEDULE 7 cl 13(2)	Power to vary notice period	CEO, DA	Where Council is the coordinating road authority
SCHEDULE 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the infrastructure manager
SCHEDULE 7 cl 16(1)	Power to consent to proposed works	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority
SCHEDULE 7 cl 16(4)	Duty to consult	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority, responsible authority or infrastructure manager
SCHEDULE 7 cl 16(5)	Power to consent to proposed works	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority
SCHEDULE 7 cl 16(6)	Power to set reasonable conditions on consent	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority
SCHEDULE 7 cl 16(8)	Power to include consents and conditions	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority

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Column 1	**Column 2**	**Column 3**	**Column 4**
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
SCHEDULE 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority
SCHEDULE 7 cl 18(1)	Power to enter into an agreement	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority
SCHEDULE 7 cl 19(1)	Power to give notice requiring rectification of works	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority
SCHEDULE 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority
SCHEDULE 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority
SCHEDULE 7A cl 2	Power to cause street lights to be installed on roads	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
SCHEDULE 7A cl 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	DA, MAW, MEM. MC, ACC	Where Council is the responsible road authority
SCHEDULE 7A cl 3(1)(e)	Duty to pay installation and operation costs of street lighting – where road is a service road on an arterial road and adjacent areas	DA, MAW, MEM, MC, ACC	Where Council is the responsible road authority

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Column 1	**Column 2**	**Column 3**	**Column 4**
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
SCHEDULE 7A cl (3)(1)(f)	Duty to pay installation and percentage of operation costs of street lighting – for arterial roads in accordance with cls 3(2) and 4	DA, MAW, MEM, MC, ACC	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating costs)

ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			Return to Table of Contents
Column 1	**Column 2**	**Column 3**	**Column 4**
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
r 8(1)	Duty to conduct reviews of road management plan	CEO, DA, MAW, MEM, AMC	
r 9(2)	Duty to produce written report of review of road management plan and make report available	DA, MAW	
r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	DA, MAW	Where Council is the coordinating road authority
r 10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	DA, MAW	
r 13(1)	Duty to publish notice of amendments to road management plan	DA, MAW	Where Council is the coordinating road authority
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	DA, MAW	
r 16(3)	Power to issue permit	DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO, TOA	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	CEO, DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority
r 23(2)	Power to make submission to Tribunal	CEO, DA, DCC, MAW, MEM, MRS	Where Council is the coordinating road authority

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PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
r 23(4)	Power to charge a fee for application under s 66(1) *Road Management Act*	CEO, DA, DCC, MC	Where Council is the coordinating road authority
r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	CEO, DA, MAW, MEM, MRS, TOA, CWC, BC, LLO, LLO2, CPC, EC, ED, EO, CWTL, PMD, POD	Where Council is the responsible road authority
r 25(2)	Power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3)	CEO, DA, DCC, MAW, MEM, MC, MRS	Where Council is the responsible road authority
r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	CEO, DA, DCC, MAW, MEM, MC, MRS	

ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2015			Return to Table of Contents
Column 1	**Column 2**	**Column 3**	**Column 4**
PROVISION	**THING DELEGATED**	**DELEGATE**	**CONDITIONS & LIMITATIONS**
r 15	Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works	CEO, DA, MAW, MEM, CWTL, PMD, POD, EC, ED, EO	Where Council is the coordinating road authority and where consent given under s 63(1) of the Act
r 22(2)	Power to waive whole or part of fee in certain circumstances	CEO, DA, DCC, MAW, MEM, MC	Where Council is the coordinating road authority

Informal Meeting of Councillors

In accordance with Chapter 8, section A1 of Council's Governance Rules, the Chief Executive Officer must ensure that a summary of the matters discussed at an Informal meeting of Councillors is tabled at the next convenient Council meeting, and recorded in the minutes of that Council meeting.

Meeting Title: Briefing Session

Date: Tuesday 30 September 2025

Location: Bright Committee Room

Start Time: 12:30pm

Finish Time: 3:45pm

Chairperson: Will Jeremy, Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr Sarah Nicholas	Mayor	Will Jeremy	Chief Executive Officer
Cr Peter Smith	Deputy Mayor	Nathalie Cooke	Director Corporate & Community
Cr John Andersen	Councillor	Sarah Buckley	Director Assets
Cr Dave Byrne	Councillor		
Cr Gareth Graham	Councillor		
Cr Jean-Pierre Ronco	Councillor		
Cr Noah Tanzen	Councillor		

Councillor and staff apologies:

Name	Position

1. Conflict of interest disclosures

Disclosures of Conflicts of Interests must be made in accordance with Chapter 7, sections A3-A5 of Council's Governance Rules, and recorded here.

2. Record of Councillors that have disclosed a conflict of interest leaving the meeting

3. Items

Item
Ordinary Council Meeting Agenda Review
Mystic Park Management Operations and Maintenance Contract (CT26055) Update
Bright Rod Run Update
4:00pm – Citizenship Ceremony

Informal Meeting of Councillors

In accordance with Chapter 8, section A1 of Council's Governance Rules, the Chief Executive Officer must ensure that a summary of the matters discussed at an Informal meeting of Councillors is tabled at the next convenient Council meeting, and recorded in the minutes of that Council meeting.

Meeting Title: Briefing Session

Date: Tuesday 7 October 2025

Location: Bright Committee Room

Start Time: 12:30pm

Finish Time: 5:30pm

Chairperson: Will Jeremy, Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr Sarah Nicholas	Mayor	Will Jeremy	Chief Executive Officer
Cr John Andersen	Councillor	Nathalie Cooke	Director Corporate & Community
Cr Dave Byrne	Councillor	Sarah Buckley	Director Assets
Cr Gareth Graham	Councillor		

Councillor and staff apologies:

Name	Position
Cr Peter Smith	Deputy Mayor
Cr Jean-Pierre Ronco	Councillor
Cr Noah Tanzen	Councillor

1. Conflict of interest disclosures

Disclosures of Conflicts of Interests must be made in accordance with Chapter 7, sections A3-A5 of Council's Governance Rules, and recorded here.

2. Record of Councillors that have disclosed a conflict of interest leaving the meeting

3. Items

Item
Street Tree Master Plan and Replacement Strategy 2025
Alpine Shire Rural Directions Strategy – Consultation Report
Dinner Plain Future Directions and Adaptation Strategy - Engagement
Draft Aquatics and Indoor Stadium Feasibility Study
Stackey Gully Update
Myrtleford Mountain View Children's Centre Update
Scope for Delivery of Recovery Support

Informal Meeting of Councillors

In accordance with Chapter 8, section A1 of Council's Governance Rules, the Chief Executive Officer must ensure that a summary of the matters discussed at an Informal meeting of Councillors is tabled at the next convenient Council meeting, and recorded in the minutes of that Council meeting.

Meeting Title: Briefing Session

Date: Tuesday 14 October 2025

Location: Myrtleford

Start Time: 9:00pm

Finish Time: 5:30pm

Chairperson: Will Jeremy, Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr Sarah Nicholas	Mayor	Will Jeremy	Chief Executive Officer
Cr Peter Smith	Deputy Mayor	Nathalie Cooke	Director Corporate & Community
Cr John Andersen	Councillor	Sarah Buckley	Director Assets
Cr Dave Byrne	Councillor		
Cr Gareth Graham	Councillor		
Cr Jean-Pierre Ronco	Councillor		

Councillor and staff apologies:

Name	Position
Cr Noah Tanzen	Councillor

1. Conflict of interest disclosures

Disclosures of Conflicts of Interests must be made in accordance with Chapter 7, sections A3-A5 of Council's Governance Rules, and recorded here.

2. Record of Councillors that have disclosed a conflict of interest leaving the meeting

3. Items

Item
Leadership Development Session
Nimmo Bridge
Whalleys Lane / McGeehan Crescent / Mummery Road / Rangeview Drive / Halls Road
Myrtleford Splash Park
Myrtleford Chamber of Commerce – Executive Team
Myrtleford Memorial Hall Refurbishment
Myrtleford Depot
Mountain View Children's Centre

Informal Meeting of Councillors

In accordance with Chapter 8, section A1 of Council's Governance Rules, the Chief Executive Officer must ensure that a summary of the matters discussed at an Informal meeting of Councillors is tabled at the next convenient Council meeting, and recorded in the minutes of that Council meeting.

Meeting Title: Briefing Session

Date: Tuesday 21 October 2025

Location: Bright Committee Room

Start Time: 12:30pm

Finish Time: 5:30pm

Chairperson: Will Jeremy, Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr Sarah Nicholas	Mayor	Will Jeremy	Chief Executive Officer
Cr Peter Smith	Deputy Mayor	Nathalie Cooke	Director Corporate & Community
Cr John Andersen	Councillor	Sarah Buckley	Director Assets
Cr Dave Byrne	Councillor		
Cr Gareth Graham	Councillor		
Cr Jean-Pierre Ronco	Councillor		

Councillor and staff apologies:

Name	Position
Cr Noah Tanzen	Councillor

1. Conflict of interest disclosures

Disclosures of Conflicts of Interests must be made in accordance with Chapter 7, sections A3-A5 of Council's Governance Rules, and recorded here.

2. Record of Councillors that have disclosed a conflict of interest leaving the meeting

3. Items

Item
October OCM Draft Agenda Review
Bushfire Places of Last Resort – Neighbourhood Safer Places Plan
Statutory Planning October Report
Asset Plan
Financial Plan and Financial Sustainability Strategy
Alpine Resilience Partnership
Regulatory Services September Activity Report