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M(11) – 25 NOVEMBER 2025

# Ordinary Council Meeting

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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 **25 November 2025** commencing at **5:00 pm**.

## **PRESENT**

### **COUNCILLORS**

Cr John Andersen

Cr Dave Byrne

Cr Gareth Graham

Cr Sarah Nicholas

Cr Jean-Pierre Ronco

Cr Peter Smith

Cr Noah Tanzen

### **OFFICERS**

Will Jeremy - Chief Executive Officer

Sarah Buckly - Director Assets

Nathalie Cooke - Director Corporate and Community

## Minutes

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# 1 Interim Chairperson

## 1.1 INTERIM CHAIRPERSON

Section 25(3) of the *Local Government Act 2020* (LGA 2020) states that the election of Mayor must be chaired by the Chief Executive Officer (CEO), and be conducted in accordance with the Governance Rules.

Chapter 2 of Council's Governance Rules further steps out the process for the Election of Mayor and Deputy Mayor, including the requirement for the CEO to preside at the election of a Councillor to the office of Mayor. The elected Mayor will then preside over the election of Deputy Mayor.

The Chief Executive Officer will assume the role of Interim Chairperson to deal with Items 2 to 9.1.2 of this Agenda.

## 2 Recording and livestreaming of Council meetings

*The CEO will 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.

## 3 Acknowledgement of Traditional Custodians and recognition of all people

*All to stand, the CEO will 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.

## 4 Confirmation of minutes

### 4.1 ORDINARY COUNCIL MEETING M(10) HELD ON 28 OCTOBER 2025

*Cr Byrne*

*Cr Andersen*

*That the minutes of M(10) 28 October 2025 as circulated be confirmed.*

*Carried Unanimously*

## 5 Apologies

## 6 Obituaries / Congratulations

Refer to Alpine Shire Council's website [www.alpineshire.vic.gov.au](http://www.alpineshire.vic.gov.au); for its YouTube live-streaming recording for responses to obituaries and congratulations.

## 7 Declarations by Councillors of Conflict of Interest

Regulation 7 of the Local Government (Governance and Integrity) Regulations 2020 provides the following exemptions from conflict of interest requirements for matters being considered at this meeting:

- (1) For the purposes of section 129(g) of the LGA 2020, the following matters are prescribed to be exempt -
  - a) the nomination or appointment by the Council of a Councillor to a position for which the Councillor will not be remunerated;
  - b) the nomination or appointment by the Council of a Councillor to a position in the Municipal Association of Victoria or in another body that has the purpose of representing the interests of Councils;
  - d) the nomination of a Councillor for election to the office of Mayor or Deputy Mayor;
  - e) the election of a Councillor to the office of Mayor or Deputy Mayor under section 25 or 27 of the LGA 2020;
  - f) the appointment of a Councillor to the office of Acting Mayor under section 20B of the LGA 2020.
  - k) the appointment of a Councillor as a member or chairperson of a delegated committee
- (2) For the purposes of section 129(g) of the LGA 2020, the circumstances in which a Councillor carries out a function in any of the following positions are prescribed to be exempt -
  - e) as a representative of the Council, or Councils, to the Municipal Association of Victoria or in another body that has a purpose of representing the interests of a Council or Councils;
  - g) as a representative of the Council (with the Council's approval) to an organisation if the Councillor receives no remuneration as that representative.

## 8 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](http://www.alpineshire.vic.gov.au); for its YouTube live-streaming recording for responses to questions.

## 9 Presentation of reports by officers

### 9.1 CHIEF EXECUTIVE OFFICER - WILL JEREMY

#### 9.1.1 Mayoral Term

##### INTRODUCTION

The *Local Government Act 2020* (LGA 2020) sets out several requirements for the election of Mayor including the timing of the election of Mayor and the length of the term.

Section 26(1) of the LGA 2020 requires the Mayor to be elected no later than one month after the date of a general election.

Section 26(3) further requires Council to resolve to elect a Mayor for a term of either one year or two years before electing the Mayor. Whether a Mayor is elected for a one year or two year term, the next election of the Mayor must be held on a day that is as close to the end of that term as is practicable. It is likely that the election of the Mayor will be considered at the relevant November Ordinary Council Meeting.

Chapter 2 of Council's Governance Rules further support the requirement to set the term of office prior to electing the Mayor.

The Chief Executive Officer will call for a motion to set the term of the Office of the Mayor (one year or two years).

*Cr Nicholas*

*Cr Andersen*

*That the term of office of the Mayor be set for a one year term.*

*Carried Unanimously*

## 9.1.2 Election of Mayor

### INTRODUCTION

The Local Government Act 2020 (LGA 2020) sets out the requirements for the election of Mayor.

Section 25(1) of the LGA 2020 requires the meeting to elect the Mayor to be open to the public.

Any Councillor is eligible for election or re-election to the office of Mayor.

### *Role of the Mayor*

Section 18 of the LGA 2020 sets out the role of the Mayor:

1. The role of the Mayor is to -
  - a. chair Council meetings; and
  - b. be the principal spokesperson for the Council; and
  - c. lead engagement with the municipal community on the development of the Council Plan; and
  - d. report to the municipal community, at least once each year, on the implementation of the Council Plan; and
  - e. promote behaviour among Councillors that is consistent with the Model Councillor Code of Conduct; and
  - f. assist Councillors to understand their role; and
  - g. take a leadership role in ensuring the regular review of the performance of the Chief Executive Officer; and
  - h. provide advice to the Chief Executive Officer when the Chief Executive Officer is setting the agenda for Council meetings; and
  - i. perform civic and ceremonial duties on behalf of the Council.
2. The Mayor is not eligible to be elected to the office of Deputy Mayor.

### *Specific powers of the Mayor*

Section 19 of the LGA 2020 sets out the specific powers of the Mayor:

1. The Mayor has the following specific powers -
  - a. to appoint a Councillor to be the chair of a delegated committee;
  - b. to direct a Councillor, subject to any procedures or limitations specified in the Governance Rules, to leave a Council meeting if the behaviour of the Councillor is preventing the Council from conducting its business;
  - c. to require the Chief Executive Officer to report to the Council on the implementation of a Council decision.
2. An appointment under subsection (1)(a) prevails over any appointment of a chair of a delegated committee by the Council.

*The Chief Executive Officer will call for nominations and a seconder for the Office of Mayor in accordance with Chapter 2 of Council's Governance Rules.*

*Cllr Tanzen*

*Cllr Byrne*

*Nominate Cllr Graham*

*Accepted*

*Cllr Andersen*

*Cllr Tanzen*

*Nominate Cllr Nicholaas*

*Accepted*

*Carried, majority vote. Cllr Graham elected to Mayor.*

*The Chief Executive Officer will invite the newly elected Mayor to address the meeting.*

Chief Executive Officer to vacate the role as Interim Chair and the Mayor to assume role as Chairperson.

### 9.1.3 Office and term of Deputy Mayor

#### INTRODUCTION

Section 20A of the Local Government Act 2020 (LGA 2020) provides that Council may establish an office of Deputy Mayor.

The LGA 2020 requires Council to establish the term of office of Deputy Mayor for either one year or two years prior to electing the Deputy Mayor.

As for the Mayor, the next election of Deputy Mayor must be held on a day that is as close to the end of that term as possible.

The election of the Deputy Mayor will be considered at the relevant November Ordinary Council meeting.

Where Council chooses not to appoint a Deputy Mayor, it must follow the provisions of 20B of the LGA 2020, and appoint an Acting Mayor where:

- a. The Mayor is unable for any reason to attend a Council meeting or part of a Council meeting; or
- b. The Mayor is incapable of performing the duties of the office of Mayor for any reason, including illness; or
- c. The office of Mayor is vacant.

Where Council appoints a Deputy Mayor under s20A of the LGA 2020, the Deputy Mayor must perform the role of the Mayor, and may exercise any of the powers of the Mayor in the situations a-c above.

Council has historically set the term of Deputy Mayor to match the term of the Mayor.

The Chief Executive Officer will call for a motion to create an office of Deputy Mayor, and set the term of the Office of the Deputy Mayor (one year or two years).

The purpose of the report should be stated, along with the reasons it is being put to Council.

***Cr Ronco***

***Cr Smith***

***That Council:***

- 1. Establishes an office of Deputy Mayor; and***
- 2. The term of office of the Deputy Mayor be aligned to the term of office of the Mayor.***

***Carried Unanimously***

## 9.1.4 Election of Deputy Mayor

### INTRODUCTION

The *Local Government Act 2020* (LGA 2020) requires that the steps for election of Deputy Mayor must follow the same process as for the election of Mayor.

Any Councillor is eligible for election or re-election to the office of Deputy Mayor.

### *Role of the Deputy Mayor*

Section 21 of the LGA 2020 sets out the role and powers of the Deputy Mayor:

The Deputy Mayor must perform the role of the Mayor and may exercise any of the powers of the Mayor if—

- a. the Mayor is unable for any reason to attend a Council meeting or part of a Council meeting; or
- b. the Mayor is incapable of performing the duties of the office of Mayor for any reason, including illness; or
- c. the office of Mayor is vacant.

The role of Mayor is set out in item 9.1.2 of this meeting.

***The Mayor will call for nominations and a seconder for the Office of Deputy Mayor in accordance with Chapter 2 of Council's Governance Rules.***

***Nominate Cllr Ronco***

***Moved: Cllr Byrne***

***Seconded: Cllr Andersen***

***Accepted***

***Nominate Cllr Nicholas***

***Moved: Cllr Smith***

***Seconded: Cllr Andersen***

***Accepted***

***Carried, majority vote. Cllr Nicholas elected to Deputy Mayor.***

### 9.1.5 Contracts approved under delegation by the CEO

*Cr Nicholas*

*Cr Smith*

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

*Carried Unanimously*

Quotation Recommendation		Process: RFQ
Title:	Riverside Park Upgrade	
Tenderer:	McPhersons Earthmoving, Myrtleford	
Budget (\$ excl GST):	\$100,000.00	
Contract (\$ excl GST):	\$90,256.50	

Quotation Recommendation		Process: RFQ
Title:	Dinner Plain Tennis Court Resurface	
Tenderer:	Total Sports and Floor, Albury	
Budget (\$ excl GST):	\$60,000.00	
Contract (\$ excl GST):	\$80,072.12	

Quotation Recommendation		Process: RFQ
Title:	Asphalt Overlay 25-26	
Tenderer:	Pavecon, Albury/Wodonga	
Budget (\$ excl GST):	\$133,000.00	
Contract (\$ excl GST):	\$120,942.65	

## 9.1.6 Schedule of Ordinary Council Meetings for 2026

### INTRODUCTION

This report seeks Council's endorsement of the proposed ordinary meeting schedule for the 2026 calendar year.

*Cr Tanzen*

*Cr Andersen*

*That Council:*

1. *Endorses the schedule of Ordinary Council Meetings to be held in 2026 as follows:*

<i>DATE</i>	<i>TIME</i>	<i>LOCATION</i>
<i>27 January 2026</i>	<i>5pm</i>	<i>Bright</i>
<i>24 February 2026</i>	<i>5pm</i>	<i>Bright</i>
<i>31 March 2026</i>	<i>5pm</i>	<i>Mount Beauty</i>
<i>28 April 2026</i>	<i>5pm</i>	<i>Bright</i>
<i>26 May 2026</i>	<i>5pm</i>	<i>Myrtleford</i>
<i>30 June 2026</i>	<i>5pm</i>	<i>Bright</i>
<i>28 July 2026</i>	<i>5pm</i>	<i>Bright</i>
<i>25 August 2026</i>	<i>5pm</i>	<i>Bright</i>
<i>29 September 2026</i>	<i>5pm</i>	<i>Bright</i>
<i>27 October 2026</i>	<i>5pm</i>	<i>Bright</i>
<i>24 November 2026</i>	<i>5pm</i>	<i>Bright</i>
<i>15 December 2026</i>	<i>5pm</i>	<i>Bright</i>

2. *Publishes the notice of Council's 2026 ordinary meeting schedule on its website;*
3. *Notes that notice of any change required to the 2026 ordinary meeting schedule (date or location) be given at least six (6) days prior to the earlier of the originally scheduled or revised date; and*
4. *Notes that meetings held outside of the Council Chambers in Bright may be recorded and not livestreamed and the recordings will be made available on its website the day after the meeting.*

*Carried Unanimously*

### BACKGROUND

In accordance with Council's Governance Rules Chapter 3 section C1, Council must set the date, time, and locations of Ordinary Council Meetings.



## ISSUES

### *Scheduling of meetings for 2026 Ordinary Council Meetings*

In 2023 Council moved its regular ordinary meeting cycle from the first Tuesday of the month to the last Tuesday of the month to better align the timings with administrative deadlines, many of which fall at the end of the month. Council will continue to hold its Ordinary Council Meetings on the last Tuesday of the month except for December when it will be held on the third Tuesday of the month.

### *Timing of December meeting*

The December ordinary meeting be held on the third Tuesday of the month prior to the office closure for 2026.

### *Start time for Ordinary Council meetings*

Council will continue to commence meetings at 5pm.

### *Alternative locations*

Council will host one meeting in Myrtleford and one meeting in Mount Beauty during 2026.

### *Special meetings of Council*

In accordance with Council's Governance Rule C2 a Special Council Meeting may be called in the following manner:

- By resolution of the Council; or
- By written notice from the Mayor; or
- By written notice from at least three Councillors; or
- By the Chief Executive Officer immediately following a general election to allow:
  - i. Councillors to take their oath or affirmation of office, or
  - ii. An election of Mayor or Deputy Mayor.

When calling for a Special Council Meeting, the date and time of the meeting and the business to be transacted at the meeting must be specified. On this basis a schedule for Special Council Meetings cannot be prepared.

## POLICY IMPLICATIONS

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

- 1.1 Our highest priority is improving our communication – both listening and providing information and feedback
- 2.11 We prioritise effective governance to ensure transparent oversight of our operations

## FINANCIAL AND RESOURCE IMPLICATIONS

The cost to host and livestream / record Council meetings is funded from Council's operational budget.

## RISK MANAGEMENT

The key risks and mitigation actions/controls are:

Risk	Likelihood	Impact	Mitigation Action / Control
Inability to achieve or maintain a quorum	Unlikely	Moderate	<ul style="list-style-type: none"> <li>Chief Executive Officer to adjourn the meeting to another date and time in accordance with Council's Governance Rule E2.</li> </ul>
Connectivity issues	Possible	Moderate	<ul style="list-style-type: none"> <li>All meetings are recorded and will be made available on Council's YouTube Channel as soon as practically possible.</li> </ul>

## CONCLUSION

That the schedule of proposed meeting dates, locations, and times for 2026 be endorsed by Council.

## 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 Executive
- Manager Executive
- Executive Assistant (CEO)

## ATTACHMENT(S)

Nil

## 9.1.7 Appointment of Councillors to represent Council on Committees and Boards

### INTRODUCTION

Council operates and participates in a range of special, advisory and external committees and groups. Appointment of Councillors to the various committees and groups will enable good governance and decision making for the 2025-26 year.

*Cr Tanzen*

*Cr Smith*

*That Councillors be appointed as Council's delegate on the following groups and committees:*

<i>Committee</i>	<i>Councillor representative(s) to November 2026</i>
<i>Municipal Association of Victoria</i>	<i>Mayor – Cr Gareth Graham Deputy Mayor – Cr Sarah Nicholas</i>
<i>Hume Region Local Government Network</i>	<i>Mayor - Cr Gareth Graham</i>
<i>CEO Employment and Remuneration Committee</i>	<i>Mayor – Cr Gareth Graham Deputy Mayor - Cr Sarah Nicholas Cr John Andersen</i>
<i>Rural Councils Victoria (RCV)</i>	<i>Mayor – Cr Gareth Graham</i>
<i>Taungurung - Local Government Forum</i>	<i>Mayor – Cr Gareth Graham</i>
<i>Alpine Shire Council – Audit and Risk Committee</i>	<i>Cr Dave Byrne Cr Peter Smith</i>
<i>Alpine Children's Services Inc.</i>	<i>Cr John Andersen</i>
<i>Goulburn Murray Climate Alliance</i>	<i>Cr Gareth Graham Cr John Andersen</i>
<i>Alpine Resilience Partnership</i>	<i>Cr Jean-Pierre Ronco Cr Noah Tanzen</i>
<i>North-East Local Government Waste and Recovery Forum</i>	<i>Mayor - Cr Gareth Graham</i>

*Carried Unanimously*

## BACKGROUND

### *Council Representation*

Councillor representation on committees is required for Council's own committees / groups, as well as other external committees.

### *Appointments*

Delegate and committee appointments are focussed on councillors' experience and areas of interest, and in some cases, appointments may be made on the basis of maintaining consistency.

### *Roles and Responsibilities*

The roles and responsibilities of councillors will vary depending on the position they are appointed to.

### *External Legal Entities*

Where a councillor is nominated to the board or executive of a separate legal entity, the nominee may take on fiduciary responsibilities in accordance with the *Corporations (Victoria) Act 1990*, and they are required to act in the best interests of that company or entity.

### *Council Advisory Committees*

There is no formal decision making that can be made in an advisory capacity on behalf of Council, but rather, recommendations arising from the deliberations of the committee may be presented to Council for consideration, deliberation and final adoption.

### *Responsibilities*

Regardless of the type of appointment, councillors are bound by the Model Councillor Code of Conduct and must comply with requirements relating to:

- Declaring conflicts of interest.
- Maintaining confidentiality of information.
- Recognising and abiding by their extent of authority i.e., not making decisions on behalf of Council.

Council appointed delegates to groups and committees	
Committee	Overview
Municipal Association of Victoria (MAV)	Each member council of the MAV must appoint a representative to attend State Council meetings, exercise their council's vote and provide regular reports to their council on MAV activities. Appointments for MAV representatives are made annually by each council. MAV is represented by the Mayor, and by the Deputy Mayor if the Mayor is unavailable.

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Hume Region Local Government Network (HRLGN)	HRLGN is comprised of 12 member councils in the Hume Region. It represents a shared regional perspective on local government issues and can provide advocacy and submissions on issues of joint interest. The CEO and Mayor from each council participate in the HRLGN.
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Council appointed delegates to groups and committees	
Committee	Overview
CEO Employment and Remuneration Committee	The purpose of the CEO Employment and Remuneration Committee is to consider and make recommendations to Council with respect to performance monitoring of the CEO's key performance indicators, CEO remuneration, and if required, appointment of an Acting CEO or recruitment / appointment of a CEO. The Committee consists of an Independent Chairperson, and at least three Councillors, one of whom must be the Mayor.
Taungurung - Local Government Forum	The Taungurung Land and Waters Council Aboriginal Corporation (TLaWC) is the recognised Traditional Owner group for an area of land within the Alpine Shire municipal boundaries. The purpose of this Forum is to foster and govern a constructive and meaningful operational partnership between TLaWC and local government authorities on Taungurung County. Mayor and CEO to attend a minimum of two meetings per year.
Rural Councils Victoria (RCV)	Rural Councils Victoria represents Victoria's 37 rural councils, supporting and promoting sustainable, liveable, prosperous rural communities.
Alpine Shire Council – Audit and Risk Committee	An advisory committee of Council responsible for: Monitoring compliance of Council policies and procedures with the LGA 2020, regulations, governance principles and Ministerial directions. Monitoring Council's financial and performance reporting. Monitoring and providing advice on risk management and fraud prevention systems and controls. Overseeing internal and external audit functions.
Alpine Children's Services Inc.	A not-for-profit organisation that provides early childhood services to families throughout the Alpine Shire.

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Goulburn Murray Climate Alliance	The Goulburn Murray Climate Alliance was established in 2007 to promote regional action on climate change and consists of representatives from regional Catchment Management Authorities, DEECA and thirteen local government municipalities and Alpine Resorts Victoria.
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Council appointed delegates to groups and committees	
Committee	Overview
Alpine Resilience Partnership	<p>The Alpine Resilience Partnership (ARP) is a partnership of emergency management agencies, health and social welfare agencies plus community representatives that is hosted by Alpine Shire Council with a focus on planning to increase community resilience and preparedness for response and recovery.</p> <p>ARP is the forum for government and non-government agencies and community representatives to develop strategies and frameworks to support coordinated resilience planning for Alpine Shire communities and the adjoining alpine resorts.</p>
North-East Local Government Waste and Recovery Forum	<p>The North-East Local Government Waste and Recovery Forum (NELGWRF) was established to continue collaboration between councils and peak bodies within the North-East Region, providing joint advocacy to State Government when needed on common issues and challenges for the industry and region. NELGWRF is a collaboration between the seven local councils and Alpine Resorts Victoria who make up the municipal districts constituting the previous NEWRRG Region in section (4)1 of the <i>Environment Protection Act 1970</i>.</p> <p>The aim of this NELGWRF is to enhance local governments' and Alpine Resorts Victoria's ability to deliver sustainable waste and resource recovery across the North-East Region, collaborating with industry, government, and communities to improve planning and management.</p> <p>Each member council and Alpine Resort shall nominate one staff member, or one staff member and one elected member to be a representative on the NELGWRF.</p>

## POLICY IMPLICATIONS

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

- 1.4 Our continued engagement will promote community understanding and contribution to decisions that bring positive change across Alpine Shire
- 2.11 We prioritise effective governance to ensure transparent oversight of our operations

## FINANCIAL AND RESOURCE IMPLICATIONS

Councillors receive an annual allowance and do not receive additional payment for their involvement on Council-appointed committees. Resourcing of councillors attending meetings and participating in the activities of these committees is supported by Council's annual budget.

## RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Councillor circumstances change and they become unable to commit sufficient time to appropriately represent Council's interests as a delegate on a Committee or Board.	Possible	Minor	<ul style="list-style-type: none"> <li>Where a councillor becomes unable to appropriately represent Council, Council will appoint a new delegate based on experience and areas of interest to maintain continuity.</li> </ul>

## CONSULTATION

Once Council has appointed its representatives, appropriate communication actions will be undertaken.

## CONCLUSION

Appointment of councillors as Council's representative on its own advisory committees and project / working groups as well as external entities, associations, advisory and advocacy groups committees must now be made.

#### **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.

- Chief Executive Officer
- Executive Assistant (CEO)

#### **ATTACHMENT(S)**

Nil

*Councillors Ronco and Councillors Byrne left the room at 6:29pm.*



## 9.2 DIRECTOR ASSETS - SARAH BUCKLEY

### 9.2.1 Supporting the Porepunkah Community and Alpine Region

#### INTRODUCTION

This report provides background information relating to the Alpine Shire Council's allocation of funding through the Supporting the Porepunkah Community and Alpine Region package from the Victorian government.

*Cr Nicholas*

*Cr Tanzen*

*That Council notes the following recommendations for allocation of the Supporting the Porepunkah Community and Alpine Region support package from the Victorian Government to support community activities and events across the Alpine Shire, broadly as follows:*

- 1. Increasing economic resilience \$60,000*
- 2. Increasing local tourism \$20,000*
- 3. Supporting local business economy \$20,000*

*Carried Unanimously*

#### BACKGROUND

On the morning of Tuesday, 26 August 2025, at a rural property in Porepunkah, two Victoria Police officers were fatally shot, and a third officer was seriously injured while executing a search warrant.

The incident prompted a lockdown of local schools, kindergartens and childcare centres; the shutdown of Council facilities; a public safety alert advising residents to remain indoors; and the closure of Mount Buffalo National Park.

Despite an extensive manhunt involving over 450 Victoria Police officers, the alleged perpetrator remains at large. A \$1 million reward has been offered for information leading to his arrest.

The shooting deeply shocked the communities of Porepunkah and surrounding towns, disrupting daily life, and creating a sense of fear and grief, with many residents expressing concern that the town could be permanently associated with the tragedy.

Following the shooting, travel advisories led to a dramatic drop in tourism numbers, with some businesses in Porepunkah, Bright, Harrietville, Myrtleford and Mount Beauty reporting revenue losses of up to 70–80%.

To mitigate the economic fallout, the Victorian government announced a \$2.5 million support package, including:

- Grants of \$5,000 for eligible businesses that have experienced significant disruptions and revenue losses following the incident;
- A grant of \$100,000 to Alpine Shire Council to support community activities and

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events;

- A grant of \$50,000 to the Bright and District Chamber of Commerce Inc. to support community activities and events;
- A grant of \$50,000 to Tourism North East as an investment in tourism marketing to restore visitor confidence; and
- A \$1.5 million grant to Tourism North East to support long-term tourism development initiatives.

Council officers have considered the intent of the funding allocation provided to Council and have nominated the following initiatives to be considered by the Victorian Government for funding:

- **Increasing Economic Resilience initiatives \$60,000**
  - Including business photography and promotion support
  - Australian Tourism Data Warehouse (ATDW) subscription subsidy
  - Small Business Counselling Support
  - Voucher campaign to promote local businesses
- **Increasing local tourism \$20,000**
  - Cinema and radio advertising in Wangaratta and Albury
- **Supporting local business economy \$20,000**
  - Financial contribution to the Mount Beauty Chamber of Commerce Inc. and the Myrtleford Chamber of Commerce and Industry Inc. to facilitate a local approach to recovery and resilience.

## ISSUES

Alpine Shire has a high number of tourism-dependent businesses and supporting their resilience will help to protect the region's reputation as a safe and reliable destination.

Whilst the Bright and District Chamber of Commerce Inc. was awarded a grant of \$50,000 to aid recovery, other chambers of commerce in the shire did not receive a similar financial support package. Council officers recognise that businesses across the shire have been impacted by this event and recommend sharing the available support across the entire shire.

This support plan will help businesses build resilience for future emergencies and disasters, and also support the broader community wellbeing.

## POLICY IMPLICATIONS

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

- 1.3 We use our resources responsibly to deliver efficient, evidence-based services, facilities, and projects that benefit our communities and meet our customer commitments

- 2.7 Our communities will be resilient and well prepared to withstand natural disasters and economic changes
- 2.9 We support a strong and sustainable economy across Alpine Shire

### FINANCIAL AND RESOURCE IMPLICATIONS

This report refers to unbudgeted income and expenditure of the \$100,000 allocated to Alpine Shire Council. The Victorian Government, through Small Business Victoria and Regional Development Victoria within the Department of Jobs, Skills, Industry and Regions, has awarded Alpine Shire Council a grant of \$100,000 to support community activities and events following the Porepunkah Police Shooting Incident.

This funding must be acquitted in the 2025/26 financial year.

### RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Council is unable to allocate part of all of the support funding.	Unlikely	Minor	Council officers will engage with the Department of Jobs, Skills, Industry and Regions to ensure all activities, events and programs allocated funding can be realised before 30 June 2026.

### CONSULTATION

Council officers have undertaken engagement with businesses across the shire and the three chambers of commerce to better understand the impact of the incident on the local business economy.

Small Business Victoria deployed its mobile unit to Bright and Porepunkah to offer business counselling support to businesses shortly after the incident and identified that businesses would benefit from additional support.

Alpine Shire Council, with the support of Emergency Recovery Victoria, leads Relief and Recovery meetings, which have further identified impacts on the community from the incident.

The Victorian Government has identified a need to support community and business recovery following the incident.

## CONCLUSION

This report outlines that Council's grant allocation of \$100,000 is best utilised to support the resilience of businesses across the Alpine Shire.

## 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 Community Development
- Manager Growth and Future

## ATTACHMENT(S)

Nil

*Cllr Ronco and Cllr Byrne reentered the room at 6:35pm.*

## 9.2.2 Lease of Crown Allotments 2011 and 2019 (Township of Bright) at the Bright Riverside Holiday Park

### INTRODUCTION

This report relates to two (2) new leases for the land known as Crown Allotment 2011 and Crown Allotment 2019, Township of Bright. This lease seeks to document the terms and conditions under which the property is used, ensuring clarity on obligations and legal compliance for Council and the proposed lessee, Sachton Mist Pty Ltd.

#### *That Council:*

- 1. Approves and executes a lease for Crown Allotment 2011, Township of Bright;*
- 2. Approves and executes a lease for Crown Allotment 2019, Township of Bright; and*
- 3. Signs and seals the leases for Crown Allotment 2011, Township of Bright and Crown Allotment 2019, Township of Bright at the appropriate stage of the meeting.*

*Deferred. Not voted on.*

### BACKGROUND

The land is Crown Land reserved under Section 4 of the *Crown Land (Reserves) Act 1978*. Alpine Shire Council, as committee of management, is the appointed land manager for Crown Allotment 2011 (CA2011) and Crown Allotment 2019 (CA2019), Township of Bright.

Refer to figure one as shown in the image below.

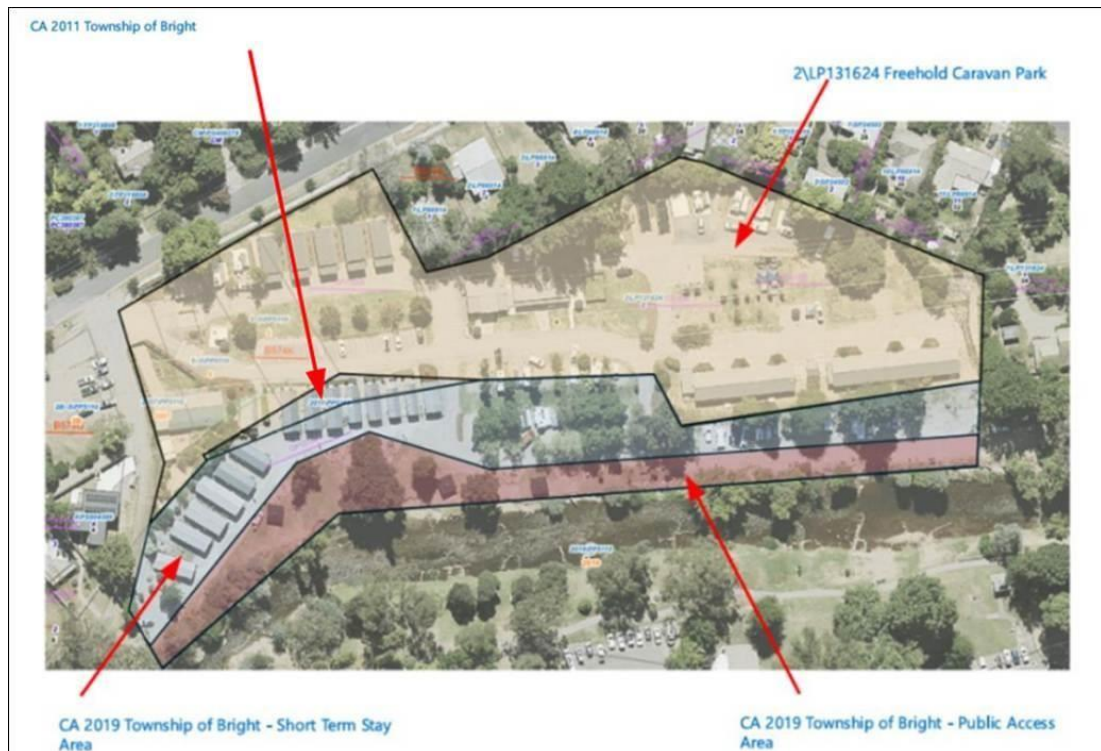


Figure One: Crown Allotment 2011 (CA2011), Township of Bright and Crown Allotment 2019 (CA2019), Township of Bright (this includes both the Short Term Stay Area and the Public Access Area).

Direct negotiations were undertaken with the current tenant, Sachton Mist Pty Ltd to establish a new lease agreement in accordance with the provisions of the *Crown Land (Reserves) Act 1978*.

## ISSUES

CA2011 is landlocked by freehold land owned by Sachton Mist Pty Ltd. There are no other viable tenants that could have been considered for this parcel. At the request of Sachton Mist Pty Ltd, Council officers investigated the sale of this land; however, the Department of Energy, Environment and Climate Action (DEECA) did not support this outcome.

CA2019 is situated between the Ovens River and the freehold land owned by Sachton Mist Pty Ltd. Limited access and no infrastructure restrict the ways in which this parcel can be utilised; as such, Council negotiated directly with Sachton Mist Pty Ltd to maintain the existing arrangement. Part of this agreement ensures that Sachton Mist Pty Ltd is responsible for maintaining the public walking track that traverses the parcel.

## POLICY IMPLICATIONS

The process adopted by Council for the awarding of a lease was in accordance with obligations under the Local Government Act 2020 and Alpine Shire Council's Community Engagement Policy 2024.

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

2.9 We support a strong and sustainable economy across Alpine Shire

## FINANCIAL AND RESOURCE IMPLICATIONS

The annual lease fee for CA2011 is \$665 and for CA2019 is \$3,142.

The proposed lessee has managed the site successfully to date with minimal impact to Council's resources. The proposed lease term is 10-years, with a further 10-year option to extend.

Both lease agreements are subject to annual CPI increase. There is no known financial commitment by Council.

## RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Lessee is unable to fulfill their obligations	Rare	Minor	Council follows EOI process for new tenant or takes on management of the land.

## CONSULTATION

Section 115 of the *Local Government Act 2020* states:

- (1) A Council's power to lease any land to any person is limited to leases for a term of 50 years or less
- (2) Subject to any other Act, and except where Section 116 applies, if a Council leases any land to any person subject to any exceptions, reservations, covenants and conditions, it must comply with this section.
- (3) A Council must include any proposal to lease land in a financial year in the budget, where the lease is—
  - (a) for one year or more and
    - (i) the rent for any period of the lease is \$100,000 or more a year; or
    - (ii) the current market rental value of the land is \$100,000 or more a year; or
  - (b) for 10 years or
  - (c) more.
- (4) If a Council proposes to lease land that is subject to subsection (3) and that was not

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included as a proposal in the budget, the Council must undertake a community engagement process in accordance with the Council's community engagement policy in respect of the proposal before entering the lease.'

In May 2025, in accordance with Council's Community Engagement Policy 2024, notice was given to inform the public that Council intended to enter into direct negotiation with the current lessee for the purpose of securing a Crown lease over a part of permanently reserved land, abutting the Bright Riverside Holiday Park being part of Allotment 13A Section 5, situated in Bright and that there were no changes to public access.

The intent of the notice was to inform the community and provide an opportunity to comment prior to the lease being executed. No formal submissions were received.

DEECA was consulted and is supportive of issuing the two leases.

## CONCLUSION

Council has met its obligations under Section 115 of the *Local Government Act 2020* and further community engagement is not required. This lease can now be considered by Council.

## 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



## 9.3 DIRECTOR CORPORATE AND COMMUNITY - NATHALIE COOKE

### 9.3.1 Bushfire Place of Last Resort Commissioning

#### INTRODUCTION

This report relates to the finalisation of the review and assessment of a potential site for a Bushfire Place of Last Resort in Harrietville and a recommendation to commission the site.

*Cr Ronco*

*Cr Nicholas*

*That Council:*

**1. Endorses the commissioning of one Bushfire Place of Last Resort;**

**a. Tavare Park, Harrietville**

*Carried Unanimously*

#### 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 the terminology 'Bushfire Place of Last Resort' (BPLR). Alpine Shire Council has chosen to use the term BPLR as the term better reflects how these sites are to be used.

The responsibility for identifying and maintaining BPLRs is established under the *Country Fire Authority Act 1958*, which states that councils are responsible for designating, establishing, and maintaining BPLRs within their municipal area.

At the October 2025 Ordinary Council Meeting Council adopted the Municipal Bushfire Place of Last Resort Plan ('BPLR Plan'). The is an operational plan of Council complementary to the Alpine Shire Municipal Emergency Management Plan (MEMP) and the Northern Alpine Fire Management Plan (NAFMP).

The BPLR Plan provides clear guidance for designation, maintenance and de-commissioning of BPLRs and gives clarity on the obligations and risk management requirements of Council.

Following consultation and engagement with the Harrietville community and CFA, Tavare Park has been assessed as compliant with CFAs Neighbourhood Safer Place - Bushfire Place of Last Resort Assessment Guideline (2020).

## ISSUES

BPLRs may provide last resort shelter during the passage of a bushfire when all other survival plans have failed. A BPLR is a location that may provide some protection from direct flame and heat from a fire, but they do not guarantee safety.

A BPLR may 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.

BPLRs are often simply a clearing that provides separation distance from a bushfire hazard and should not be confused with a Community Fire Refuge, Relief Centre, Recovery Centre or Assembly Area, each of which has a different and specific purpose.

Council officers identify potential sites and undertake initial assessments of potential BPLRs within the Alpine Shire to determine their suitability based on location, accessibility, and safety considerations. Proposed sites are then referred to the CFA for assessment against the Neighbourhood Safer Place – Bushfire Place of Last Resort Assessment Guideline (2020).

Location of BPLRs can be found on Country Fire Authority (CFA) and Council websites.

## POLICY IMPLICATIONS

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

- 2.7 Our communities will be resilient and well prepared to withstand natural disasters and economic changes

## FINANCIAL AND RESOURCE IMPLICATIONS

It is essential for community safety and resilience during bushfire events that Council incorporates BPLR responsibilities into its emergency management planning.

As all BPLRs are on established sites, general maintenance is undertaken as part of a regular schedule.

**RISK MANAGEMENT**

Risk	Likelihood	Impact	Mitigation Action / Control
Operating outside legislative /regulatory / statutory / policy obligations - BPLR not accessible to community when it is required	Possible	Major	<ul style="list-style-type: none"> <li>Do not designate a BPLR which cannot have guaranteed access during times of need</li> <li>Support provision of education to community about preparing for bushfires including having a bushfire plan</li> </ul>
BPLRs are not fit for purpose	Unlikely	Major	<ul style="list-style-type: none"> <li>Council undertakes an annual program of maintenance and assessments as stated in BPLR Plan</li> <li>BPLRs are assessed by CFA against Neighbourhood Safer Place-Bushfire Place of Last Resort Assessment Guideline (2020)</li> <li>Council adopts BPLR Plan to guide operational requirements of BPLRs</li> </ul>

**CONSULTATION**

All BPLR sites undertake a risk assessment by Council officers, have been endorsed by MEMPC and assessed by CFA for compliance with relevant guidelines.

This recommendation is made following consultation and engagement with the Harrietville community.

## CONCLUSION

Council holds the responsibility for designating and maintaining appropriate BPLRs to support community safety during bushfire emergencies. It is important to note that a BPLR is intended to be a last resort option when all other plans have failed or are no longer safe. Not all towns or localities will be suitable for a BPLR due to site limitations or risk factors. Community members should be actively encouraged to develop comprehensive bushfire survival plans that do not rely on the presence of a BPLR, ensuring preparedness and resilience in the absence of such facilities.

An assessment has been finalised for the Tavare Park site in Harrietville in line with legislative requirements and obligations under the Bushfire Place of Last Resort Plan.

## 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 Regulatory Services

## ATTACHMENT(S)

Nil

## 9.3.2 Dinner Plain Event Funding Round 2

### INTRODUCTION

This report relates to the recommended allocation of funding through Round Two of Alpine Shire Council's 2025/26 Dinner Plain Event Funding Program. This funding aims to support the delivery of events in Dinner Plain for the 2025/26 financial year.

*Cr Nicholas*

*Cr Ronco*

*That Council:*

1. *Allocates financial sponsorship to the successful applicant as follows:*

<i>Event Description</i>	<i>Applicant</i>	<i>Requested</i>	<i>Recommended Funding</i>
<i>Dinner Plain Sled Dog Sprint</i>	<i>Dinner Plain Sled Dog Sprint</i>	<i>\$10,000</i>	<i>\$5,000</i>

*Noting that due to the timing of the event the \$5,000 funding will be provided in two payments made over the end of financial year; and*

2. *Delegates authority to the CEO to distribute residual, or unspent funds.*

*Carried Unanimously*

### BACKGROUND

Events are a key driver of visitation to Dinner Plain and investment in event activities is essential to support the Dinner Plain economy. Council provides annual financial support to events across the Alpine Shire through its Event Funding Program.

Round One of the Dinner Plain Event Funding Program opens in May each year. Considering the program's proximity to the start of the snow season, a second round of Dinner Plain Event Funding is opened post-snow season to ensure businesses, event operators and community members can apply for support for their event.

Funding eligibility criteria, including consideration of the anticipated social, environmental, and economic impact of each event have been applied to the assessment of these events, and underpin the recommendation for funding amounts.

It's a Long Way to the Top was supported in Round One of the Dinner Plain Event Funding. This recommendation, adopted in the July OCM, also agreed to continue support for two existing cornerstone events that celebrate Easter and the annual opening of the ski season.

This year, Round Two was open from October 8 to November 4, 2025. Two applications were received during Round Two. These were the Dinner Plain Sled Dog Sprint and Dinner Plain Polo.

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The applications were assessed by a panel comprising:

- Director Corporate and Community
- Manager Customer Experience
- Development Officer (Tourism)
- Events Coordinator

The panel recommended that the Dinner Plain Sled Dog Sprint receives support through the Dinner Plain Event Funding Program, totalling \$5,000 in sponsorship.

Dinner Plain Polo was not recommended for funding, due to not meeting eligibility criteria as the event is held outside of the Alpine Shire.

## ISSUES

Dinner Plain Event Funding Program for the 2025/26 financial year was open for applications:

- Between May 5 to June 16, 2025
- Between October 28 to November 24, 2025.

A total of \$30,000 in funding is available through this program, including funding for events allocated in Round One, and those delivered in-house.

## POLICY IMPLICATIONS

Funding recommendations in this report are aligned with the Event Permitting and Funding Framework in the Alpine Shire Events Strategy.

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

- 1.4 Our continued engagement will promote community understanding and contribution to decisions that bring positive change across Alpine Shire
- 2.9 We support a strong and sustainable economy across Alpine Shire

## FINANCIAL AND RESOURCE IMPLICATIONS

A total budget of \$30,000 has been approved for Dinner Plain events in 2025/26.

Of this total, \$25,140 has been spent or committed:

- \$21,000 committed to Easter, Opening Weekend Snow Dance and Fireworks and funding for It's a Long Way to the Top.
- \$4,140 spent on outstanding invoices for the 2025 Opening Weekend, which was rescheduled from June to July due to inclement weather. This rescheduling resulted in invoices being processed in the 2025/26 financial year.

Budget of \$4,860 remains. The recommended allocation for Dinner Plain Sled Dog Sprint will be paid in two payments, with \$2,500 paid in the 2025/26 financial year and the remaining \$2,500 to be paid in 2026/27 financial year. This will mean the total committed spend for 2025/26 is \$27,640, leaving \$2,360 for contingencies.

## RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Events unsupported by funding may not operate.	Unlikely	Minor	<ul style="list-style-type: none"> <li>Fund local and community events</li> </ul>

## CONSULTATION

The Dinner Plain Event Funding Program was promoted through local media, on Council's website and social media. Details were emailed directly to existing event organisers, Dinner Plain businesses, and community groups.

## CONCLUSION

Events are a key driver of visitation to Dinner Plain and investment in event activities is essential to support the Dinner Plain economy. The recommendations for funding contained in this report will support key cornerstone events continuing in Dinner Plain and support local community members and businesses to bring new events and visitors to the village.

## 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 Customer Experience
- Events Coordinator

## ATTACHMENT(S)

Nil

# 10 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 Nicholas*  
*Cr Andersen*

*That the summary of informal meetings of Councillors for October / November 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
28 October	Briefing Session
11 November	Briefing Session
18 November	Briefing Session

## ATTACHMENT(S)

1. **10.1.1** Informal Meeting of Councillors 20251028
2. **10.1.2** Informal Meeting of Councillors 20251111
3. **10.1.3** Informal Meeting of Councillors 20251118



## 11 General business

## 12 Motions for which notice has previously been given

## 13 Presentation of reports by delegates

## 14 Documents for signing and sealing

### *Deferred*

*That the following documents be signed and sealed.*

- 1. Leases for Crown Allotment 2011, Township of Bright; and*
- 2. Crown Allotment 2019, Township of Bright.*

## 15 Reception and reading of petitions

## 16 Confidential reports

*Cr Nicholas*

*Cr Andersen*

*That in accordance with the provisions of s66(2)(a) of the Local Government Act 2020, to consider a confidential report defined by s3 of the Local Government Act 2020, as:*

- (a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released*
- (g) (ii) Private commercial information, being information provided by a business, commercial or financial undertaking that, if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage*

*Carried Unanimously*

## 17 Closure of meeting

There being no further business the Chairperson declared the meeting closed at 6.51 pm.



COUNCIL POLICY

# CEO Employment and Remuneration

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DOCUMENT UNCONTROLLED WHEN PRINTED

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Policy number 124	Status Presented for approval	Approved by Council
Date approved 16 December 2025	Next review date December 2029	
Directorate Corporate and Community	Department Corporate	External

REVISION RECORD

Date	Version	Revision description
November 2021	0.1	Draft new Policy for internal review
December 2022	1.0	Policy adopted
December 2025	2.0	Reviewed Policy presented for adoption

## 1. Purpose

Alpine Shire Council is committed to, and will ensure the application of good governance, transparency and fairness in all matters relating to the employment, management, and remuneration of the Chief Executive Officer (CEO).

This is the CEO Employment and Remuneration Policy (Policy) of the Alpine Shire Council (Council), made in accordance with section 45 of the *Local Government Act 2020*.

This Policy provides for the following matters which Council is responsible for under the Act, or as a requirement of this Policy:

- a. the recruitment and appointment of the CEO ensuring that:
  - i. the recruitment decision is based on merit;
  - ii. the recruitment processes support transparency in the recruitment process and the public advertising of the position; and
  - iii. regard is given to gender equality, diversity and inclusiveness
- b. approving the Contract of Employment entered into between Council and the CEO;
- c. the appointment of an Acting CEO;
- d. the provision of independent professional advice in relation to the matters dealt with in this Policy;
- e. the monitoring of the CEO's performance;
- f. an annual review of the CEO's performance; and
- g. determining the CEO's remuneration.

## 2. Scope

This Policy outlines the mechanisms which support Council in fulfilling its obligations regarding the CEO's employment and complying with the Act.

The objectives of Council in relation to this Policy are to:

- establish a CEO Employment and Remuneration Committee (the Committee);
- provide processes for the recruitment of a natural person, and their appointment, to the position of CEO;
- draft and approve the Contract of Employment entered into between Council and the CEO;
- seek and be guided by independent professional advice in relation to the matters dealt with in this Policy;
- provide processes for determining and reviewing the CEO's Remuneration Package;
- provide processes for the monitoring of the CEO's performance including setting the Performance Plan and conducting an annual review;
- determine, as required, whether any variations to the Remuneration Package and terms and conditions of employment of the CEO; and
- provide processes for the appointment of an Acting CEO.

The expectations of the CEO in relation to this Policy are to:

- work collaboratively with the Committee in determining the CEO's performance metrics on an annual basis;
- actively participate in the performance appraisal process as required by the Committee;
- make use of constructive feedback from Councillors and Committee Members in relation to performance appraisals;
- undertake professional development on an as needs basis, or as part of the Performance Plan; and
- promptly draw the Committee's attention to any situation where any variation of the Performance Plan may be required considering the current circumstances.

### 3. CEO Employment and Remuneration Committee

Council will establish a CEO Employment and Remuneration Committee (Committee).

The Committee will be an advisory committee to Council.

The purpose of the Committee is to consider and make recommendations to Council with respect to the:

- performance monitoring of the CEO, including with respect to achievement of the Key Performance Indicators;
- annual review of the CEO's performance, including against the Key Performance Indicators (KPIs);
- CEO's remuneration;
- recruitment and appointment of a CEO, if required;
- provisions to be included in the Contract of Employment from time to time;
- appointment of an Acting CEO; and
- implementation of this Policy.

The Committee is to hold meetings as often as is necessary to:

- prepare documentation relevant to the CEO's employment and remuneration, including Council reports and contractual documents, for the approval of Council;
- conduct and maintain appropriate records regarding performance reviews of the CEO; and
- review the remuneration package and conditions of employment of the CEO.

Committee procedures are documented in Appendix 1.

For the avoidance of doubt, nothing in this Policy requires Council to accept any or all of the Committee's recommendations.

## 4. Recruitment of CEO

The Committee will establish and manage the process to recruit the CEO, designed to ensure that Council can select the best available candidate from a shortlist of preferred candidates.

The Committee will determine, and make a recommendation to Council, as to:

- whether there is a need to engage an executive search consultant to run the recruitment process; and, if so
- an executive search consultant will be appointed to run the recruitment process.

If an executive search consultant is engaged, the Committee, the Independent Member or a member of Council staff nominated by the Committee, will liaise with the executive search consultant in connection with the recruitment process.

When considering the recruitment of the position of CEO, the Committee must:

- ensure that the recruitment decision is based on merit;
- undertake a transparent recruitment process and the public advertising of the position; and
- ensure that regard is given to gender equality, diversity and inclusiveness.

The Committee must direct the executive search consultant to prepare, and provide to Council, a schedule of dates for key decisions to be made by resolution of Council throughout the recruitment process.

The Committee must provide a report and recommendation to Council so that each key decision identified in the schedule prepared under this section can, if necessary, be made by resolution of Council.

### 4.1 APPOINTMENT OF THE CEO

Council will receive a report from the Committee on the completion of its role in the recruitment process, and Council will proceed to decide on a preferred candidate with the support of the Committee to negotiate and finalise a Contract of Employment.

The Committee will provide a recommendation to Council on the provisions to be contained in the proposed Contract of Employment.

The appointment of the CEO must be made by a resolution of Council.

### 4.2 REAPPOINTMENT OF THE CEO

Within 6 months prior to the expiry of the current CEO's Contract of Employment, the Committee will provide a recommendation to Council on:

- whether the CEO should be reappointed under a new Contract of Employment; and
- if the recommendation is to reappoint the CEO, the proposed provisions of the further Contract of Employment.

Any reappointment of the current CEO must be made by a resolution of Council.

## 4.3 CONTRACT OF EMPLOYMENT

The Contract of Employment is to be read in conjunction with this Policy (but the terms of the Policy are not incorporated into the Contract of Employment).

The Contract of Employment will, at a minimum, outline the following:

- the employment term, which must not exceed 5 years in accordance with section 44(2) of the Act;
- the responsibilities and duties of the position, including compliance with the Act and the Employee Code of Conduct;
- the conflict of interest management requirements;
- the CEO's remuneration package and other entitlements;
- any legislative and contractual obligations, including those during and continuing after appointment;
- the CEO's leave entitlements;
- dispute resolution procedures;
- processes for managing unsatisfactory performance;
- processes for early termination, including notice of termination provisions with notice of termination by Council being restricted to a maximum of six months; and
- any other matters required to be contained in the Contract of Employment by the Regulations.

The Contract of Employment may only be varied by a resolution of Council and accepted by the CEO, recorded in a deed of variation.

## 4.4 REMUNERATION AND EXPENSES

The remuneration package provided to the CEO will form part of the Committee's annual review, having regard to (in accordance with section 45(3) of the Act):

- any statement of policy issued by the Government of Victoria which is in force with respect to its wages policy (or equivalent);<sup>1</sup> and
- any Public Sector Wages Determination.<sup>2</sup>

Remuneration will be reviewed on an annual basis, in accordance with the CEO's Performance Plan and contractual requirements.

Council will meet expenses incurred by the CEO in relation to:

- membership and subscription fees payable to professional associations which are reasonably necessary in order to carry out required duties;

---

<sup>1</sup> Section 45(3)(a) of the Act requires Council to have regard to any statement of policy issued by Government of Victoria which is in force with respect to its wages policy (or equivalent). The current Victorian Government Wages Policy applies in the public sector until 31 December 2021. See: <https://www.vic.gov.au/wages-policy-and-enterprise-bargaining-framework>

<sup>2</sup> Section 45(3)(b) of the Act requires Council to have regard to the published remuneration bands for executives employed in public service bodies. See: <https://www.vic.gov.au/tribunals-determination-vps-executive-remuneration-bands>



- reasonable costs incurred when attending conferences, seminars or other networking functions; and
- reasonable costs incurred in performance of required duties.

## 4.5 PERFORMANCE MONITORING

Council will adopt an annual Performance Plan for the CEO, which will include KPIs. The Performance Plan must be developed collaboratively between the CEO and the Committee.

The CEO is to provide progress reports against the Performance Plan to the Committee biannually.

The Committee may meet with the CEO following each progress report to discuss the matters contained in the progress report.

Following the initial three months of the CEO's term, a workshop with Councillors and the CEO should be coordinated so that:

- the CEO can prepare and present an overview of their findings during the initial period, and highlight any projections or forecasts of relevance to Council during their tenure;
- Councillors can provide feedback to the CEO on their perspective of the CEO's performance during the initial period; and
- Council and CEO can agree to projects and priorities for inclusion in the CEO's Performance Plan and KPIs.

Nothing in this Policy prevents the Committee and/or Council from monitoring the CEO's performance on an ongoing basis.

## 4.6 ANNUAL REVIEW

In preparation for Council's review, the Committee is required to submit an Annual Review Report to Council which includes recommendations on the following:

- whether, and to what extent, the CEO has met the KPIs under the Performance Plan;
- whether, and to what extent or in what respect, any KPIs or other criteria ought to be varied under the Performance Plan;
- whether, and to what extent, the remuneration package ought to be varied; and
- any other necessary matters.

The Committee will submit the Annual Review Report to Council only after meeting with the CEO to discuss the Committee's proposed recommendations.

Council shall, after receipt of the Annual Review Report, review the recommendations in the Annual Review Report, resolve upon the matters described above and advise the CEO of the terms or effect of the resolution.

## 4.7 ACTING CEO

Council must appoint an Acting CEO when there is a vacancy in the office of the CEO or the CEO is unable to perform their duties of the office of CEO.

The appointment of the Acting CEO must be made by a resolution of Council unless the Acting CEO is appointed for a period not exceeding 28 days, in which case the CEO may appoint an Acting CEO under delegation from Council pursuant to section 11(3) of the Act.

The Committee may advise Council on the selection and appointment of an Acting CEO.

## 4.8 INDEPENDENT MEMBER

The Independent Member is responsible for providing independent professional advice in relation to the matters dealt with under this Policy in accordance with section 45(2)(a) of the Act.

The Independent Member will be appointed by Council following a process to seek experienced and suitably qualified persons but must not be the executive search consultant appointed by Council to assist in the CEO recruitment process.

The Independent Member should have experience in executive recruitment and oversight of employment contracts as well as experience in developing and facilitating executive performance reviews. Experience and knowledge of the Local Government sector is desirable.

Council will determine the:

- term of appointment of the Independent Member; and
- remuneration of the Independent Member,

and ensure that it is a term of the Independent Member's engagement that the Independent Member keep confidential all information which the Independent Member acquires by virtue of the engagement.

Council, or the Committee with the approval of Council by resolution, can, on an as needed basis, obtain additional independent professional advice in relation to the matters dealt with under this Policy.

## 4.9 ADMINISTRATIVE SUPPORT

Council acknowledges that, in implementing this Policy, it, the Committee and/or the Independent Chairperson will from time to time require the assistance of members of staff, including assistance in relation to governance and human resources matters.

Council, the Committee and/or the Independent Member may from time to time request the support of the Director Corporate & Community to assistance in implementing this Policy, recognising that the position of a member of staff is made difficult because he or she is accountable to the CEO (or a person acting as CEO) and therefore acknowledging

that requests for assistance need to be limited to no more than those which are reasonably necessary.

5. Interaction with Act and Regulations

Where there is any inconsistency between this Policy and the requirements of the relevant Act and/or Regulations, then the requirement of the Act/Regulations shall take precedence over this Policy.

6. Confidentiality

Council is not required to disclose any personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

7. Delegations

Council must not delegate the power to appoint the CEO, whether on a permanent or acting basis, however, it may delegate to the CEO the power to appoint an Acting CEO for a period not exceeding 28 days (sections 11(2)(d) and 11(3) of the Act).

Council must not delegate the power to make any decision in relation to the employment, dismissal or removal of the CEO (section 11(2)(e) of the Act).

8. Review of Policy

This Policy will thereafter be reviewed at least every four years by the Committee, and the Committee will make a recommendation to Council.

9. Roles and responsibilities

The following positions are responsible for

Responsibility	Role / Position
Adhere to CEO Employment and Remuneration Policy and associated requirements as appropriate to role and function	Councillors Committee members CEO
Monitor implementation and adherence to this policy	Director Corporate & Community Governance Officer Human Resources Coordinator

10. Breaches

Failure to comply with Council policy, supporting procedures or guidelines, will be subject to investigation which may lead to disciplinary action.

## 11. Human Rights Charter compatibility

This policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006 [Vic]*.

## 12. Gender Impact Assessment

This policy has been assessed in accordance with the requirements of the *Gender Equality Act 2020*. In this instance no Gender Impact Assessment was required, as the policy does not have a direct or significant impact on the public.

## 13. 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]*
- *Gender Equality Act 2020 [Vic]*

### Related Guidelines, Operational Directives or Policies

- Recruitment, Selection and Appointment Policy No. 114
- Equal Opportunity, Discrimination and Harassment Policy No.112
- Child Safe Policy No.108
- Employee Code of Conduct
- Councillor Code of Conduct
- Alpine Shire Council Enterprise Agreement

### Related Procedures

- Appendix 1 Committee Procedures

This policy should be read in conjunction with all other relevant, Council policies and procedures, as well as relevant legislative requirements.

## 14. Definitions and abbreviations

Term	Meaning
<b>Act</b>	Act means the <i>Local Government Act 2020</i> .
<b>Annual Review Report</b>	Annual Review Report has the meaning given under clause 4.6.
<b>Chief Executive Officer or CEO</b>	means the Chief Executive Officer of Council ("CEO").

Term	Meaning
<b>Committee</b>	means the CEO Employment and Remuneration Committee established under this Policy.
<b>Contract of Employment</b>	means the contract of employment between Council and the CEO, including any schedules.
<b>Council</b>	means Alpine Shire Council.
<b>Councillors</b>	means the individuals holding the office of a member of Alpine Shire Council.
<b>Council Meeting</b>	has the same meaning as in the Act.
<b>Executive Search Consultant</b>	means a consultant with specialist expertise in sourcing and evaluating candidates for senior executive roles.
<b>Independent Member</b>	means the consultant appointed by Council from time to time to provide independent advice in accordance with section 45(2)(a) of the Act.
<b>KPIs</b>	means Key Performance Indicators or performance criteria however described.
<b>Mayor</b>	means the Mayor of Council.
<b>Performance Plan</b>	means the annual performance plan setting out KPIs for the CEO.
<b>Policy</b>	means this CEO Employment and Remuneration Policy adopted in accordance with section 45 of the Act.
<b>Public Sector Wage Determination</b>	means any Determination that is currently in effect under section 21 of the <i>Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019</i> in relation to remuneration bands for executives employed in public service bodies.
<b>Regulations</b>	means the Regulations made under Division 7 of Part 2 of the Act.
<b>Remuneration Package</b>	means the total gross remuneration package paid to the CEO pursuant to the Contract of Employment.
<b>Resolution</b>	means a resolution of Council made at a properly constituted Council meeting.

15. Approval

THE COMMON SEAL OF THE  
ALPINE SHIRE COUNCIL was  
hereunto affixed this 16 day of  
December 2025  
in the presence of:

_____	_____
COUNCILLOR	SIGNATURE

_____	_____
COUNCILLOR	SIGNATURE

_____	_____
CHIEF EXECUTIVE OFFICER	SIGNATURE

**Appendix 1: Committee Procedures****Meeting Schedule**

1. The Committee will meet at least every twelve (12) months with a six-monthly informal check-in as required.
2. The Committee will provide a report to Council as required following meetings, or at least once per year.
3. Special Meetings may be called by the Committee Chair providing two (2) weeks' notice where possible and the reasons for the Special Meeting.

**Chair**

1. The Mayor shall Chair the meetings.
2. If the Mayor is unavailable, the Deputy Mayor shall chair the meeting.

**Meeting procedures**

1. Meetings will follow standard meeting procedures.
2. All Committee meetings and records are confidential as the matters relate to personnel and contractual matters.
3. All members have equal voting rights in Committee meetings.
4. Majority and minority opinions will be reflected in Committee notes and provided to Council.

**Conflicts of Interest**

If a Committee Member has a conflict of interest relating to any item on the Agenda, the Member must disclose to the Chair, the type and nature of the interest immediately before consideration of the matter in question.

**Quorum and Attendance**

1. A majority of members of the Committee constitute a quorum, providing that the Mayor or Deputy Mayor and one (1) Independent Member are present.
2. If, at any scheduled Committee meeting, a quorum is not present within 30 minutes after the time appointed for the meeting, the meeting will be adjourned and re-convened within two (2) weeks wherever possible.
3. The CEO will attend meetings, as required.
4. Virtual attendance is acceptable where required.
5. A Member who misses two (2) consecutive meetings without a formal apology may, at the discretion of Council, have their term revoked.
6. Any Councillor, who is not a member of the Committee, may attend a meeting of the Committee as an observer.

**Meeting Protocols**

1. The Director Corporate & Community will provide executive support to the Committee.
2. Where the meeting is also an Assembly of Councillors, an Assembly of Councillors record must also be submitted in accordance with those requirements.

3. The agenda shall be distributed at least five (5) working days in advance of the meeting to all Committee members wherever possible.
4. A report to Council will be tabled as required following meetings of the Committee.
5. Reports to Council should reflect a consensus view. Where consensus cannot be reached, the report should clearly outline the differing points of view i.e. the majority and minority opinions.

**Advice to the Committee**

1. The Committee may obtain legal or other specific expert advice, as required and necessary.
2. Any formal advice requested by the Committee will be made available to all Committee members and, where relevant and appropriate, may be circulated to all Councillors.
3. Any advice required by the Committee will be arranged through the Director Corporate and Community to ensure compliance with Council's Procurement Policy.





NO.2025/26-3 – 21 NOVEMBER 2025

# Audit and Risk Committee Meeting

Minutes

## In Attendance

### COMMITTEE MEMBERS

Julie Guest - Chair

Craig Covich

Gerard Moore

Cr Peter Smith, Deputy Mayor

Cr Dave Byrne

### OFFICERS

Will Jeremy, Chief Executive Officer

Nathalie Cooke, Director Corporate and Community

Sarah Buckley, Director Assets

Kim Lawson, Accountant

Kirsten McDonald, Risk Management Officer

### COUNCILLORS

Cr Sarah Nicholas, Mayor

Cr Gareth Graham

Cr Jean Pierrie Ronco

### INTERNAL AUDITORS

Amir Mousa, Senior Manager Internal Audit, Crowe

## AUDIT AND RISK COMMITTEE MEETING | NO.2025/26-3 – 21 NOVEMBER 2025

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## 1. Acknowledgement of Country

## 2. Apologies

Jason Young, Independent Member

Stephen Clarke, Director Audit and Assurance Services, Johnsons MME

## 3. Declarations by Committee members of conflict of interest

Nil

## 4. Confirmation of minutes

### 4.1 AUDIT AND RISK COMMITTEE MEETING NO. 2025/26-1 – 15 AUGUST 2025

*C Covich*

*Cr Byrne*

*That the minutes of the Audit and Risk Committee Meeting No. 2025/26-1, held on 15 August 2025 as circulated be confirmed.*

### 4.2 AUDIT AND RISK COMMITTEE MEETING NO. 2025/26-2 – 24 SEPTEMBER 2025

#### RECOMMENDATION

*That the minutes of the Audit and Risk Committee Meeting No. 2025/26-2 held on 24 September 2025 as circulated be confirmed.*

*Cr Byrne*

*C Covich*

*That the minutes of the Audit and Risk Committee Meeting No. 2025/26-2 held on 24 September 2025 as circulated be confirmed noting that the updated Financial and Performance Statements for the year ended 30 June 2025 were circulated to the Committee in accordance with recommendation 5.1 of the Minutes.*

### 4.3 BUSINESS ARISING FROM PREVIOUS MEETING MINUTES

Nil

## 5. Auditors

### 5.1 EXTERNAL AUDITOR

#### Introduction

Johnsons MME is appointed as the External Auditor for Alpine Shire Council by the Victorian Auditor General's Office.

Council has received the VAGO Final Management Letter Audit, year ended 30 June 2025, outlining a summary of audit findings from the final phase of the audit. It also includes recommendations from the Results of 2023-24 Audits: Local Government report which was tabled in Parliament on 3 April 2025 and those open issues from the Results of 2022-2023 Audits: Local Government report.

Actions from the Interim and Final Management Letters have been captured in the Progress / Response to Integrity Organisations Recommendations / Actions report (item 7.2) for tracking purposes.

*The Executive confirmed that it is comfortable with the findings and recommendations in the VAGO Final Management Letter year ended 30 June 2025.*

*The Committee extended its congratulations to Kim Lawson, Accountant on completing her first external audit for Council.*

### 5.2 INTERNAL AUDITOR

#### Introduction

Crowe Albury is Council's appointed Internal Auditor.

Crowe has recently completed a Procurement Review, the first internal audit for 2025/26, in accordance with the 3 Year Internal Audit Plan. This audit is the subject of item 7.1 on this agenda.

*Amir Mousa, Senior Manager Internal Audit, Crowe, presented Item 7.1 on the agenda.*

## 6. Standing items

### 6.1 PROGRESS OF AUDIT AND RISK COMMITTEE ACTIONS

#### Introduction

The Audit and Risk Committee action register collates Committee resolutions and requests that require a subsequent action to be implemented. Each meeting an update on the progress and status of the actions is provided to the Committee.

*C Covich*

*Cr Byrne*

*That the Audit and Risk Committee note the progress of outstanding Committee meeting actions.*

*The Committee noted the value of the attached reports and the insights they can provide for Council. The committee discussed the value of undertaking service level review of assets and challenging asset intervention levels.*

### 6.2 PROGRESS / RESPONSE TO INTEGRITY ORGANISATION RECOMMENDATIONS / ACTIONS

#### Introduction

The Integrity Organisation Recommendations / Actions register is compiled by taking recommendations / actions from reports from various Integrity Organisations, such as Victorian Auditor General's Office and the Victorian Ombudsman.

This register contains recommendations / actions from these reports and whether they require action from Council or are for noting. Each meeting an update on the progress and status of the recommendations / actions will be presented to the Committee.

#### RECOMMENDATION

*G Moore*

*C Covich*

*That the Audit and Risk Committee note the progress of Integrity Organisation recommendations / actions.*

### 6.3 AUDIT AND RISK COMMITTEE ANNUAL WORK PROGRAM STATUS

#### INTRODUCTION

Section 54(3) of the *Local Government Act 2020* requires the Audit and Risk Committee to adopt an annual work program. In accordance with section 6.7 of the Committee's Charter, the program is established in collaboration with the Chief Executive Officer and includes the timing of reporting of relevant responsibilities of the Committee as detailed in its Charter.

*Cr Byrne*

*G Moore*

*That the Audit and Risk Committee note the compliance status of items scheduled for its November 2026 meeting in its 2025/26 Annual Work Program.*

*The Committee discussed the timeframe for reporting on business continuity planning noting that if Council wasn't going to be able to report to the Committee in November 2026 to advise the Committee at its meeting in August 2026.*

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## 7. Reports by officers

### 7.1 INTERNAL AUDIT – PROCUREMENT REVIEW

#### Introduction

This report provides an overview of the findings of the 2025 internal audit on Council's procurement process and controls undertaken by Council's internal audit provider, Crowe.

*C Covich*

*Cr Smith*

*That the Audit and Risk Committee note:*

- 1. The findings and recommendations of the Procurement Review, Crowe Albury, October 2025.*
- 2. Council's response and intended actions to address the recommendations of the Procurement Review, Crowe Albury, October 2025.*

*The Committee noted that the outcome of the procurement review identified control improvement but were not concerned by the findings and advised that the findings and recommendations were not uncommon for this type of audit.*

#### Background

##### *Audit Program*

Council's Internal Audit Program was developed using a risk-based and business priority approach, in conjunction with consideration of risks covered by other assurance providers and areas where management is seeking to improve internal controls.

The procurement review is the first audit for 2025/26.

##### *Scope*

The scope of the procurement review included consideration of the adequacy of:

- the overall control environment including segregation of duties;
- the processes for the establishment and authentication of vendors (suppliers, contractors);
- the processes related to quotes for goods and service thresholds;
- invoices and payment authorisation processes;
- the controls in place surrounding the IT purchasing system;
- credit card purchases; and
- accounts payable processes.

The review did not include major project or construction contracts.

##### *Approach*

The review was conducted primarily by applying discussion, observation and review techniques with sample testing undertaken, concentrating on:

## AUDIT AND RISK COMMITTEE MEETING | NO.2025/26-3 – 21 NOVEMBER 2025

- understanding through discussion and observation the management processes in place;
- documenting and evaluating the methods associated with control and management; and
- assessing the areas of risk in Council's procurement processes.

A representative from Crowe met with key Council officers in late September and early October 2025 to discuss Council's processes and controls.

## Report

### Findings

The findings are summarised in the table below with detailed observations, root cause, risk rating, and recommendations detailed in the attached report: Procurement Review, Crowe Albury, October 2025.

Review Ref #	Description	Risk Rating
<b>3.1</b>	<b>The Overall Control Environment Including Segregation of Duties</b>	
1	Procurement procedure is in draft and requires finalisation	⚠ Medium
2	Lack of formal training on procurement policy and procedures	✅ Low
<b>3.2</b>	<b>The Processes for the Establishment and Authentication of Vendors (Suppliers, Contractors)</b>	
3	Lack of vendor masterfile changes review	❗ High
4	Perform regular data analytics review	⚠ Medium
<b>3.3</b>	<b>The Processes for the Establishment and Authentication of Vendors (Suppliers, Contractors)</b>	
-	No recommendation identified	N/A
<b>3.4</b>	<b>Invoices and Payment Authorisation Processes</b>	
5	Manual procurement processes due to system and integration limitations	✅ Low
<b>3.5</b>	<b>The Controls in Place Surrounding the IT Purchasing System</b>	
6	Inadequate controls over contract variations and delegations	⚠ Medium
<b>3.6</b>	<b>Credit Card Purchases</b>	
-	No recommendation identified	N/A
<b>3.7</b>	<b>Accounts Payable Processes</b>	
7	Contract register requires completion	✅ Low

Positive observations

The review noted two positive controls:

1. Onboarding of new vendors is completed through Eftsure, a dedicated security software to validate suppliers as part of the onboarding process to verify and manage supplier information such as ABN and GST information.
2. Users cannot approve purchase orders (POs) outside their assigned account codes, and it is not possible to raise a PO in the system unless the vendor has been approved through Eftsure.

**Financial and resource implications**

All recommendations will be implemented using internal resourcing and through prioritisation of existing workplans. Additional temporary support has been sourced for the finance team through a temporary contract allowing for project support to be provided by the senior finance officer.

**Risk management**

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
Operating outside legislative / regulatory / statutory / policy obligations	Possible	Moderate	C3	<ul style="list-style-type: none"> <li>• Continue review and improvement of quarterly purchasing audit</li> <li>• Implementing recommendations of Procurement Audit</li> </ul>
Fraudulent/corrupt behaviour by an employee	Unlikely	Moderate	C4	<ul style="list-style-type: none"> <li>• Policy and procedures in place and audited</li> <li>• Staff training</li> <li>• System controls</li> </ul>

**Policy implication**

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.

**Conclusion**

Overall, the review found that Council's current controls over procurement processes require some improvement and would benefit from additional strengthening. A range of

controls were recommended to be implemented and/or improved to reduce the identified weaknesses and exposures.

**Declaration of conflict of interest**

Under Section 130 of the *Local Government Act 2020*, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate and Community
- Risk Management Officer

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## 7.2 RATE CAP NON-COMPLIANCE

### Introduction

The Essential Services Commission has identified through their annual rate cap reconciliation that Council is non-compliant to the rate cap for 2025/26, this paper outlines the reason the breach occurred and the rectification to be undertaken.

*Cr Smith*

*C Covich*

*That the Audit and Risk Committee note Council's:*

- 1. unintentional non-compliance to the rate cap for 2025/26; and*
- 2. intention to rectify this error in the 2026 rating year.*

### Background

The Fair Go Rates system limits the maximum amount a council can increase its average rates in a year without seeking approval for a higher cap.

'Average rates' refers to the rates paid by the notional average ratepayer. It is calculated as total revenue from general rates divided by the number of rateable properties.

Each year the Minister for Local Government sets the average rate cap for the following rating year by general order. For 2025/26 the rate cap was set at 3.00%.

To comply with the rate cap, the percentage change in a council's average rates must not exceed the rate cap specified in a general order or special order that applies to it.

Historically Council has established a rating structure comprised of three key elements. These being:

1. General Rates - Based on property values (using the Capital Improved Valuation methodology), which are indicative of capacity to pay and form the central basis of the rating structure.
2. Special Rate - Based on property values (using the Capital Improved Valuation methodology) and charged in addition to the general rates for commercial/industrial properties located within the Dinner Plain Village, to defray expenses of special benefit to these ratepayers.
3. Service Charges - A 'user pays' component of council services to reflect benefits provided by Council to ratepayers who benefit from a service, such as waste and recycling charges.

Council makes a further distinction when applying general rates by applying rating differentials based on the purpose for which the property is used. That is, whether the property is used for residential, commercial/industrial, or farming purposes.

For 2025/26 Council determined to not raise a special rate for Dinner Plain Village for the 2025/26 financial year.

Those properties which are commercial/industrial in Dinner Plain were included in the definition and scope of the commercial/industrial differential rate in the Revenue and Rating Plan 2025 for the first time, reducing Council's income by approx. \$167,000. The

reason income would reduce as an outcome of this change is that special rate funding is not considered a part of the Essential Services Commission calculated rate cap and bringing commercial properties in Dinner Plain under the rate cap structure would result in a small reduction in the rates payable over rate base overall.

## Report

In undertaking the annual rate cap reconciliation, the Essential Services Commission (ESC) has identified that Council is non-compliance to the rate cap for 2025/26.

As a part of the pre-work undertaken to cease the Dinner Plain Special Rate for the 2025/26 year, 245 properties which were paying the special rate due to their commercial use, were moved from being classified as general to commercial/industrial in the rating system aligning rating definitions across the Shire.

Council's rating system vendor advised that the classification change would remain in draft in a test environment until activated for 2025/26. This did not occur, and the change was enacted in the system prior to the end of the financial year. As the commercial/industrial differential is rated higher than the residential differential, the practical implication was that Council's overall base average rate was increased prior to the date it was intended to go live. The 2025/26 rate cap calculations were then applied to this increased rate base in error.

Council relied on corporate system reports at 30 June 2025 and 1 July 2025 (as required) to ensure compliance was monitored. However, as the changes were made in 2024/25, the reports did not alert Council that the rate cap may be exceeded. There was no intent to exceed the rate cap.

This resulted in a 3.96% average rate increase being applied for the 2025/26 financial year as opposed to the 3.00% capped increase. This difference equates to \$168,000 in total (on average \$18 per rateable property), being the amount known to have been forgone through the determined rating strategy change.

The ESC has requested a 'statement of explanation', to explain the reason for non-compliance to the rate cap, how council may rectify it, and any actions council may take to prevent non-compliance in the future. The response provided will be published in the ESC compliance report.

Council may choose to rectify in the current financial year which will entail significant administration; rectify for the 2026/27 financial year by adjusting the rating assessment calculation to reduce income within that year to the commensurate amount; or may choose to not rectify. There is no statutory requirement to rectify the error, and no associated penalty.

Council has determined to rectify the error in the 2026/27 financial year by adjusting the rating assessment calculation at that time.

## Financial and resource implications

Rectification in the 2026/27 financial year will reduce income by \$168,000. The administration to rectify the error will be resourced from within Council's internal resourcing with no additional financial implications.

**Risk management**

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
A reduction in Council's income for 2026/27 impacts Council's ongoing financial sustainability.	Unlikely	Minor	D4	<ul style="list-style-type: none"> <li>Council manages its financial sustainability through responsible budgeting and transparent reporting.</li> <li>Council's 10-year financial plan will include the key assumptions on income and expenditure and inform decision making to ensure ongoing financial sustainability.</li> </ul>
Future year non-compliance	Unlikely	Moderate	C4	<ul style="list-style-type: none"> <li>This is a singular rating differential system change, made for the first time on a relatively new software rating system. Council officers sought technical advice on making system changes and relied on the advice provided</li> <li>Procedural documentation will be updated for future reference. We do not regard future non-compliance to be a material risk.</li> </ul>

**Policy implication**

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

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

**Conclusion**

Council's Revenue and Rating Strategy 2025 provided for a change to the differential rating strategy for a small proportion of properties. This change was accepted to have an overall negative financial impact on Council. In preparing for this change, Council sought assistance from our software vendor who advised that the system changes could be made well in advance and would not affect the rate modelling figures. System changes were made based on this advice. This unfortunately resulted in the rating category change of 245 properties being enacted prior to the 2025/26 financial year, resulting in a net neutral financial impact to Council, but causing the rate cap to be exceeded.

The Essential Services Commission has identified through their annual rate cap reconciliation that Council is non-compliant to the rate cap for 2025/26. Council will rectify the error in the 2026/27 financial year by adjusting the rating assessment calculation at that time.

**Declaration of conflict of interest**

Under Section 130 of the *Local Government Act 2020*, the following officers declare that they have no interests to disclose in providing this report.

- Chief Executive Officer
- Director Corporate and Community

UNCONFIRMED



## 7.3 COMMUNITY SATISFACTION SURVEY 2025

### Introduction

This report shares the results of the 2025 Community Satisfaction Survey for Alpine Shire Council.

*C Covich*

*Cr Byrne*

***That the Audit and Risk Committee note Alpine Shire Council's results for the 2025 Community Satisfaction Survey.***

*The results and trends were discussed in detail with the Committee including the fact that the survey doesn't deliver data or information on why the community rate its satisfaction the way it does. The Committee were informed that the survey providers will change for 2025/26 at increased cost to Council but effectively the same survey approach. The CEO explained that due to a downward trend in community satisfaction over several years Council has identified customer satisfaction as a key priority in the Council Plan 2025-2029.*

### Background

Alpine Shire Council participates in the annual Community Satisfaction Survey coordinated by Local Government Victoria. The survey is optional for councils across Victoria, noting that three (3) of the measures in the survey are required under the Local Government Performance Reporting Framework (LGPRF).

The survey consisted of phone interviews with 400 residents selected to match the demographic profile of the Alpine Shire according to the most recently available Australian Bureau of Statistics estimates. Up to 60% of the survey calls were made to mobile phone numbers. Surveying was carried out quarterly, with 100 surveys conducted in each of June 2024, September 2024, November 2024 and February 2025, totalling 400 surveys by the end of the year.

Results are summarised through an 'Index Score' which is a weighted average of how many respondents responded against each possible survey response to each question, including 'very good', 'good', 'average', 'poor' and 'very poor'. Survey responses of 'can't say' were excluded from the Index Score. A higher index score indicates a more positive weighted response.

### Report

#### ***State-wide results***

The State-wide [Local Government Community Satisfaction Survey 2025](#) compiles results across all participating councils. The report states that in 2025 around half of the councils that participated received lower overall performance index scores than in 2024. This continues a trend seen in previous years, however performance of the Small Rural group (which Alpine forms part of) has improved compared to 2024. The report suggests that external factors affecting individual councils or the local government sector more

broadly may be driving some of this downward trend, including: rate increases, changes to delivery of council services, negatively viewed decisions and actions on infrastructure and development, or perceived poor value for money for council services in the context of high and worsening cost of living pressures.

### ***Alpine Shire Council results***

#### **Customer Service**

Satisfaction with customer service decreased from 59 in 2024 to 55 in 2025 and was significantly lower than the State-wide and Small Rural Council averages. Two-thirds of residents have had contact with Council in the past 12 months, relatively steady on the previous year. 47% of residents considered customer service to be 'very good' or 'good' in 2025, which was a decrease compared to 49% in 2024.

#### **Other results**

Two areas where Council's results improved were waste management (up from 56 in 2024 to 60 in 2025) and sealed local roads (up from 41 in 2024 to 45 in 2025).

Consultation and engagement, and community decisions remained static, while all other indicators were lower than in 2025.

#### **Areas for focus**

The report notes that Council's overall performance is now the lowest overall rating in 10 years, with more than four times as many residents feeling that the direction of Council's overall performance has deteriorated than improved in the last 12 months.

While perceptions of consultation and engagement, and community decisions, have stabilised in 2025, performance remains significantly lower than the Small Rural Council average. Residents of the Upper Ovens (Porepunkah to Dinner Plain) rate Council significantly lower than average in both areas, which is consistent with previous year results.

Council elected to continue a process of quarterly surveying (undertaken for the first time in 2023/24), rather than the single period of January-March. This aimed to reduce seasonal / single issue impacts on the results. This practice will be reviewed before the 2026 survey commences.

Council's full report and more in-depth analysis of results can be found in the attachments to this report.

### **Financial and resource implications**

The annual cost to Council for the Community Satisfaction Survey was \$9,000 excluding GST.

### Risk management

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
Failure to report on three LGPRF measures in Council's annual report.	Unlikely	Minor	D4	<ul style="list-style-type: none"> <li>Council undertakes the Community Satisfaction Survey at least annually.</li> </ul>
Failure to respond to results.	Possible	Moderate	C3	<ul style="list-style-type: none"> <li>Council considers the results of the annual Community Satisfaction Survey and updates performance metrics as appropriate.</li> </ul>

### Policy implication

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

- 1.2 Our systems and processes are designed, implemented, and reviewed to support a customer focused culture.
- 1.3 We use our resources responsibly to deliver efficient, evidence-based services, facilities, and projects that benefit our communities and meet our customer commitments.

### Conclusion

Perceptions of Council's overall performance continued to decline in 2025. The report suggests that Council will need to focus on decisions made in the interest of the community, community consultation and engagement, and customer service in 2025/26 to address the decline in performance this year.

### Declaration of conflict of interest

Under Section 130 of the *Local Government Act 2020*, the following officers declare that they have no interests to disclose in providing this report.

- Chief Executive Officer
- Governance Officer

## 7.4 FINANCIAL PLAN 2025-2035

### Introduction

This report provides an overview of the Financial Plan that Council is legislatively required to adopt by 31 October in the year after a general election.

### **RECOMMENDATION**

***Cr Byrne***

***G Moore***

***That the Audit and Risk Committee note the Alpine Shire Council Financial Plan 2025-2035.***

*The Committee commended Council on the Financial Plan and the improvement in the plan itself and the integration of the Asset Plan, noting that Council needs to focus on its key strategies.*

### Background

The *Local Government Act 2020*, (LGA 2020) s91(4) states that a:

*"A Council must develop or review the Financial Plan in accordance with its deliberative engagement practices and adopt the Financial Plan by 31 October in the year following a general election."*

LGA 2020 s91(2) states that the *"scope of a Financial Plan is a period of at least the next 10 financial years."*

Council developed a draft Financial Plan 2025-2035 and released the plan for community consultation at a Council meeting held on 9 September 2025. One written submission was made to the draft Financial Plan 2025 - 2035. The submitter questioned the financial sustainability of Council given the published draft plan and financial indicators. The Plan was updated post consultation, and it is noted that several strategic actions are being proposed under a new Financial Sustainability Strategy and Action Plan which set out a series of actions which will be undertaken to address Council's long term financial sustainability.

### Report

#### **Financial Plan**

The [Financial Plan 2025-2035](#) (the Financial Plan) provides a financial projection to effectively support implementation of the 2025-2029 Council Plan, and to achieve the Community Vision. It outlines the assumptions, policy and decisions of Council used to determine the allocation and management of Council resources over the next 10 years.

There are several dynamic variables that may influence the outcomes expressed in the 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; and
- level of assumed growth experienced on expenditure items, as well as the budgeted expenditure.

The Financial Plan shows an ongoing adjusted underlying deficit for Council over the term of the Plan; however, this has been significantly reduced between the draft Financial Plan 2025 - 2035 exhibition and the finalisation of the Plan, with the projected cash deficit position moving from the 2027/28 financial year to the 2031/32 financial year.

Changes made between the draft and adopted Financial Plan include:

- updating the forecast end of year financial position for 2024/25 to the audited end of year financial result for 2024/25. For further information on changes between forecast actual 2024/25 and actual 2024/25 please refer to the September Ordinary Council Meeting Report titled Approval in Principle 2025/26 Financial Statements and Performance Statement;
- increase in expenditure in capital works upgrades to match historical spend and assessed requirements of asset users;
- decrease to the asset renewal investment profile based on updated condition assessments and data refining;
- amendment to the net gain (or loss) on disposal of property, infrastructure, plant and equipment to reflect a higher anticipated income due to increased disposal;
- amendment to the Statement of Capital Works to better reflect capital expenditure against asset class; and
- human resource expenditure increase to reflect 100% occupancy across all teams, and to correct an error identified in the capitalisation of wages for 2026/27.

#### Integration with the Asset Plan

Integration with 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 and the effective management of Council's assets into the future.

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

#### Integration with the Revenue and Rating Plan

Integration with the Revenue and Rating Plan is a key principle of 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 strategic goals as set out in the Council Vision.

### Financial and resource implications

The Financial Plan will support Council in meeting its obligations in accordance with Section 91 of *Local Government Act 2020*. The Plan will be used to guide the development of future budgets of Council, in conjunction with a Financial Sustainability Strategy and Asset Plans with a view to ensure Council's sustainability and ongoing financial viability.

### Risk management

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
Council operates outside its legislative obligation to deliver a Financial Plan.	Rare	Moderate	C5	<ul style="list-style-type: none"> <li>Plan delivery of project against legislative requirements, considering Council meeting cycles and planning community engagement.</li> </ul>
Significant adverse impact on Council's financial sustainability.	Rare	Major	B5	<ul style="list-style-type: none"> <li>Develop a Financial Sustainability Strategy (FSS) and Action Plan to address underlying deficit.</li> <li>Regular budget reporting to monitor actual expenditure against budget.</li> <li>Regular reporting on impact of the implementation of the FSS - Action Plan.</li> <li>Annual review of Financial Plan assumptions and assessment of impact to assumption, or external environment, changes.</li> </ul>

### Policy implication

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.

### Conclusion

The Financial Plan 2025-2035 provides a financial projection to effectively support implementation of the Council Plan, and to achieve the Community Vision.

The Financial Plan outlines the assumptions, policy and decisions of Council used to determine the allocation and management of Council resources over the next 10 years.

The Financial Plan shows an ongoing adjusted underlying deficit for Council for the term of the plan; however strategic work is being undertaken to recommend actions to ensure an ongoing financially sustainable position.

### Declaration of conflict of interest

Under Section 130 of the *Local Government Act 2020*, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate and Community

## 7.5 FINANCIAL SUSTAINABILITY STRATEGY 2025-2029

### Introduction

This report provides an overview of Council's recently adopted Financial Sustainability Strategy 2025-2029.

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.

The Financial Sustainability Strategy (the Strategy) was developed to reflect Alpine Shire Council's commitment to long-term planning and sound financial stewardship. It builds on the Community Vision and aims to equip Council to meet future challenges and opportunities.

*C Covich*

*Cr Smith*

***That the Audit and Risk Committee note the Alpine Shire Council Financial Sustainability Strategy 2025-2029.***

### Background

The *Local Government Act 2020* (LGA 2020) 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.

In addition, Council has an integrated approach to planning, monitoring and performance reporting with several core legislated elements of an integrated strategic planning and reporting framework and outcomes. The [Financial Sustainability Strategy 2025-2029](#) underpins all elements within this framework.

The Strategy outlines actions 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 LGA 2020, including:

- managing finances in line with policies and strategic plans;
- monitoring and managing financial risk;
- ensuring predictable financial impacts on the community; and
- maintaining accurate financial records.

### Report

Council's Financial Plan 2025-2035 (Financial Plan) provides a financial projection to effectively support implementation of the Council Plan, and to achieve the Community Vision and outlines the assumptions, policy and decisions of Council used to determine the allocation and management of Council resources over the next 10 years.



The Financial Plan shows an ongoing adjusted underlying deficit for Council for the term of the plan, and this strategic work has been undertaken to ensure an ongoing financially sustainable position.

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.

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.

An assessment of Alpine Shire Council's historical financial performance, and the Financial Plan, 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.

The Strategy seeks to address these challenges through a series of strategic and operational actions taken over the current Council cycle and outlines seven strategic levers and a suite of associated actions to deliver Council to a sustainable long-term position.

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 organisations quarterly financial reporting.

### Financial and resource implications

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*.

The Financial Sustainability Strategy details a series of strategic and operational actions to be taken over the current Council cycle. These actions are largely reliant on internal resourcing and would form a part of the organisation's work planning processes.

Where budget allocation is required to deliver an action, this allocation is subject to Council's annual budgeting approvals.

### Risk management

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
A shift in Council's priorities or direction could impact the ongoing commitment to financial sustainability.	Possible	Major	B3	<ul style="list-style-type: none"> <li>The success of the Strategy will be measured by Council's progress toward meeting financial sustainability indicators and this progress will be reported publicly.</li> </ul>
Resistance to change within the organisation may impede the successful delivery of the Strategy.	Unlikely	Moderate	C4	<ul style="list-style-type: none"> <li>The Executive Leadership Team provides strategic oversight, champions a culture of change, and sets priorities for actions and resource allocation.</li> </ul>
Without strong accountability and governance structures, it may be difficult to effectively track progress and evaluate Strategy outcomes.	Possible	Moderate	C3	<ul style="list-style-type: none"> <li>Responsibilities have been assigned to departments or teams for delivery of actions.</li> <li>Clear monitoring and review processes have been determined and documented within the Strategy.</li> </ul>

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
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.	Possible	Major	B3	<ul style="list-style-type: none"> <li>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.</li> </ul>

### Policy implication

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.

### Conclusion

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.

The Financial Sustainability Strategy was developed to reflect the Alpine Shire Council's commitment to long-term planning and sound financial stewardship. It seeks to address Council's financial sustainability challenge through a series of strategic and operational actions taken over the current Council cycle and outlines seven strategic levers and a suite of associated actions to deliver Council to a sustainable long-term position.

The success of the Strategy will be measured by Council's progress toward meeting financial sustainability indicators and regularly reported on using established mechanisms.

### Declaration of conflict of interest

Under Section 130 of the *Local Government Act 2020*, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate and Community

## 7.6 VAGO REPORT ON FINANCIAL MANAGEMENT OF LOCAL COUNCILS

### Introduction

This report provides an overview of the Victorian Auditor-General's Office (VAGO) Report on Financial Management of Local Councils, tabled in August 2025, and Council's response to and level of compliance with the recommendations.

*Cr Byrne*

*C Covich*

*That the Audit and Risk Committee note the VAGO Report on Financial Management of Local Councils, and Council's responses to the recommendations.*

### Background

The Victorian Auditor General's Office (VAGO) has conducted a recent audit on the [Financial Management of Local Councils](#) August 2025.

Strong financial management is essential to councils' long-term financial sustainability, service delivery and asset maintenance assisting decision-makers allocate resources, set fees and charges, build and maintain infrastructure, and deliver services to the community now and into the future.

VAGO undertook the audit to assess whether councils manage their financial resources in line with their strategic plans, to inform councillors' decision-making about meeting community needs. Councils' financial performance indicators and their results over time were also reviewed.

VAGO followed two lines of inquiry:

1. Are council plans and budgets evidence-based and support financial sustainability?
2. Do council executives provide quality financial advice to councillors that supports their decision-making?

It examined Greater Shepparton City Council, Maribyrnong City Council, Northern Grampians Shire Council, Wyndham City Council and Yarra City Council. It assessed the audited council's sustainability using the following key financial indicators:

- net result;
- net operating cash flow;
- working capital;
- loans and borrowings; and
- asset renewal ratios.

## Report

VAGO concluded that most councils have operated sustainably since 2015–16 when rate capping was introduced and continue to be able to meet their current spending obligations, meaning they can provide essential services, fund the maintenance of existing assets and invest in new assets to meet their communities' needs. However, there are increasing risks that particularly small rural councils may not be able to meet their future obligations to their communities without making significant changes to their financial policies.

### *Findings*

VAGO made two key findings:

1. Most councils can meet their current financial obligations, but key sustainability indicators are declining.
2. Audited councils can strengthen their financial management practices and improve how they plan services and manage infrastructure.

All council can strengthen how they:

- plan and prioritise services
- maintain and build infrastructure
- allocate resources in their annual budgets.

### *Recommendations*

VAGO made a total of six recommendations, one recommendation for Local Government Victoria and five recommendations for councils.

#### Recommendation for Local Government Victoria

1. Establish and lead a review with councils and relevant stakeholders to:
  - define financial sustainability for the local government sector (see Section 4);
  - review and refine councils' financial performance indicators and related guidance to ensure they are relevant, fit-for-purpose, cohort-specific and allow councils to accurately assess their financial sustainability (see Section 4 and Section 5); and
  - clearly establish and document the reporting and maintenance requirements for councils' 10-year financial and asset plans (see Section 5).

#### Recommendations for councils

2. Develop formal service review processes. These review processes should include:
  - developing a service catalogue;
  - setting a timetable for ongoing service reviews;
  - setting internal service effectiveness metrics and indicators; and
  - regularly reporting service effectiveness results to executive leadership (see Section 5).
3. Establish a service prioritisation process to guide executive and councillor decision-making (see Section 5).

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4. Develop business cases for all new capital works project proposals, with lifecycle costs or total ownership cost considerations included as a mandatory part of assessing new proposals (see Section 5).
5. Set defined service and renewal intervention levels for the different asset categories (see Section 5).
6. Align project and program costs in strategic plans to the 10-year financial and asset plans (see Section 5).

Council's acceptance of and response to VAGO's recommendations for all councils is outlined below:

VAGO Recommendation	Council's Position
<p>2. Develop formal service review processes. These review processes should include:</p> <ul style="list-style-type: none"> <li>• developing a service catalogue</li> <li>• setting a timetable for ongoing service reviews</li> <li>• setting internal service effectiveness metrics and indicators</li> <li>• regularly reporting service effectiveness results to executive leadership.</li> </ul>	<p>Partially accepted Timeline: June 2027 – ongoing Comment:</p> <ul style="list-style-type: none"> <li>• Council's Financial Sustainability Strategy 2025 – 2029 was adopted by Council on 28<sup>th</sup> October 2025. The strategy contains several actions aligned with this recommendation: <ul style="list-style-type: none"> <li>– Ref 4.1: Develop a Service Review Catalogue to provide a service inventory, financial analysis, strategic alignment to Council's overall plans and community aspirations. Delivery in 2026/27.</li> <li>– Ref 4.2: Develop a Service Review Framework to ensure that Council resources are allocated to services that deliver demonstrable public benefit. Delivery 2025/26 – 2026/27</li> <li>– Ref 4.3: Analyse finance data by service category to underpin decision making for Service Reviews and Fees and Charges reviews. Delivery 2025/26 – 2026/27</li> <li>– Ref 4.4: Implement a targeted Service Review program. Delivery 2026/27 ongoing.</li> </ul> </li> <li>• Progress against the Financial Sustainability Strategy Action Plan will be reported in the quarterly financial reporting.</li> </ul>
<p>3. Establish a service prioritisation process to guide executive and councillor decision-making.</p>	<p>Accepted Timeline: June 2027 Comment:</p> <ul style="list-style-type: none"> <li>• Note action Ref 4.1 above. Service prioritisation will be included in the development of a Service Review Catalogue.</li> </ul>

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VAGO Recommendation	Council's Position
4. Develop business cases for all new capital works project proposals, with lifecycle costs or total ownership cost considerations included as a mandatory part of assessing new proposals.	Partially accepted Timeline: 2025/26 – ongoing Comment: <ul style="list-style-type: none"> <li>Council Plan 2025 – 2029 Priority 2.8 – Action: Present recommendations to Council for capital works projects (new and upgrade) that are informed by robust analysis of the implications on operational budgets.</li> </ul>
5. Set defined service and renewal intervention levels for the different asset categories.	Accepted Timeline: 2026/27 to finalise Comment: <ul style="list-style-type: none"> <li>As per Council's Asset Plan the refinement and monitoring of actual service levels will be one of the foundations of future improvement to Council's asset management planning processes.</li> </ul>
6. Align project and program costs in strategic plans to the 10-year financial and asset plans.	Accepted Timeline: ongoing Comment: <ul style="list-style-type: none"> <li>Finance / Capital – the current Financial Plan 2025 - 2035 and Asset Plans are aligned to ensure their affordability. This alignment requires annual review as part of the Budget cycle.</li> </ul>

### Financial and resource implications

Council has included Service Reviews in its 2025-2029 Council Plan, and this program will be resourced accordingly in the relevant annual budget. Council's Asset Plans are aligned with the current Financial Plan 2025 - 2035 to ensure affordability and decisions on capital works projects (new and upgrade) are informed by robust analysis. Asset and capital works expenditure is reviewed as part of the Council's annual Budget cycle.

**Risk management**

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
A shift in Council's priorities or direction could impact the ongoing commitment to financial sustainability.	Possible	Major	B3	<ul style="list-style-type: none"> <li>The success of the Strategy will be measured by Council's progress toward meeting financial sustainability indicators and this progress will be reported publicly.</li> </ul>
Resistance to change within the organisation may impede the successful delivery of the Strategy.	Unlikely	Moderate	C4	<ul style="list-style-type: none"> <li>The Executive Leadership Team provides strategic oversight, champions a culture of change, and sets priorities for actions and resource allocation.</li> </ul>
Without strong accountability and governance structures, it may be difficult to effectively track progress and evaluate Strategy outcomes.	Possible	Moderate	C3	<ul style="list-style-type: none"> <li>Responsibilities have been assigned to departments or teams for delivery of actions.</li> <li>Clear monitoring and review processes have been determined and documented within the Strategy.</li> </ul>
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.	Possible	Major	B3	<ul style="list-style-type: none"> <li>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.</li> </ul>



### Policy implication

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

- 1.3 We use our resources responsibly to deliver efficient, evidence-based services, facilities, and projects that benefit our communities and meet our customer commitments.
- 2.1 New capital projects and works will be strategically aligned and planned to support long-term sustainability.
- 2.8 We achieve long-term financial resilience to meet community needs now and into the future.

### Conclusion

Council has reviewed the findings and recommendations of the VAGO Report on Financial Management of Local Councils. Council either accepts in full or partially the recommendations and is advancing implementation with the alignment of the current Financial Plan 2025 - 2035 and Asset Plans, requiring capital works projects (new and upgrade) to be informed by robust analysis of the implications and recognition of the need to develop service plans in the Council Plan 2025-29. Council is committed to improving its performance in financial management activities within its resource capabilities.

### Declaration of conflict of interest

Under Section 130 of the *Local Government Act 2020*, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate and Community
- Director Assets

7.7 CAPITAL WORKS PERFORMANCE REPORT

Introduction

The purpose of this report is to provide an update to the Committee on the status of the 2025/26 Capital Works Program

*C Covich*  
*Cr Byrne*

*That the Audit and Risk Committee note the update on the status of the 2025/26 Capital Works Program.*

*The Director Assets provided an overview of the capital works program and some of the challenges to the delivery of the program including internal resourcing of project managers with an extended absence and vacancies currently being recruited to.*

Background

As part of continual risk management, the status of the Capital Works Program will be summarised in a report to Council and the Committee twice each financial year to ensure any risks are identified early and solutions for mitigation discussed and implemented. The 2025/2026 capital works program presently comprises of 41 key projects including (12) new builds, (25) renewals and (4) upgrades.

Report

As opposed to the previous financial year (FY) where over \$18M in capital works projects was delivered including seven projects with budgets exceeding \$1M, there is only one project with such a budget in this FY and the majority are smaller projects that still require similar amounts of resourcing to successfully deliver. This has been the main driver for the slower start to the 2025-26 program and due to ongoing recruitment of a project manager position.

Budget Status

TABLE 1: Budget Status

Budget	Committed / Awarding	Expended
\$8,835,000	\$3,238,010	\$1,019,083

\* The figures above do not include office equipment and furniture which for the purposes of this report are not capital works projects

As at mid-October 2025 almost 37% of Council's Capital Works Project budget has been committed through purchase orders to contractors. The program is running slightly behind forecast on both planning and procurement with the objective of getting all tenders published by the end of December 2025. Besides this objective the team will be fully staffed by the start of November with a two-year temporary project manager in the final stages of recruitment.

A total of 12% of the Capital Works Project budget has been expended which is lower than the forecast of 23% that was profiled at the beginning of the 2025/26 FY. These

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figures are tracked monthly both at Manager and Executive level through monthly briefings and is currently of low concern as it is still reflective of an S-curve expenditure that is expected across a capital works project delivery. Typically, the level of capital expenditure in a project's beginning stages is low, as mobilisation commences. Expenditure gradually increases over time and then tails off as the project nears completion.

### Monthly Status Analysis

The most recent monthly analysis highlights the lower-than-forecast expenditure as well as the status of project delivery highlighting any project at risk of not being delivered by June 2025 (Table 2).

#### Delivery Risk Key:

	Delivery by June 2026 at high risk
	Delivery by June 2026 behind schedule
	Delivery by June 2026 on schedule

TABLE 2:

Land				
Project Description	Adopted Annual Budget	Committed	Actual Expenditure	Delivery Risk
Mount Beauty Airfield Government Land	22,000	19,426	19,426	
Actual Land Total	22,000	19,426	19,426	
Buildings				
Project Description	Adopted Annual Budget	Committed	Actual Expenditure	Delivery Risk
Public Amenities Upgrades - Annual Program (Tawonga Pioneer Park)	100,000	0	0	
Disability Action Plan Annual Program	50,000	0	0	
Pebble Beach Amenity Block	140,000	123,041	85,760	
Building Renewal Program	250,000	151,893	57,606	
Bright Outdoor Fitness Equipment	180,000	0	0	
Bright Pioneer Park Timekeepers Box	50,000	0	0	
Mount Beauty Transfer Station Office	240,000	0	0	
Council Office Solar Upgrade	50,000	0	0	
Tawonga South Municipal Precinct Design	150,000	16,620	13,090	
Climate Action Initiatives - Annual Program	100,000	0	0	
Bright United Football and Netball Club Storage Upgrade	23,000	0	0	
Myrtleford Memorial Hall Renewal	960,000	776,831	756,946	
Actual Buildings Total	2,293,000	1,068,385	913,402	
Roads				
Project Description	Adopted Annual Budget	Committed	Actual Expenditure	Delivery Risk
Road Stabilisation and Patching	235,000	153,612	0	
Resealing	555,000	0	3,018	
Asphalt Overlays	150,000	0	0	
Kerb and Channel Renewal	150,000	0	0	
Line Marking	50,000	0	0	
Gravel Road Reconstruction and Resheeting Program	425,000	0	0	
Road Upgrade Program	300,000	0	0	
State Road Grading	205,000	196,290	0	
Council Office Carpark Upgrade	120,000	0	0	
Actual Roads Total	2,190,000	349,902	3,018	

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Bridges				
Project Description	Adopted Annual Budget	Committed	Actual Expenditure	Delivery Risk
Bridge Renewal	255,000	0	0	
Nimmo Pedestrian Bridge	550,000	524,426	0	
Level 2 Bridge Repairs	0	111,250	0	
Actual Bridge Total	805,000	635,676	0	
Footpaths				
Project Description	Adopted Annual Budget	Committed	Actual Expenditure	Delivery Risk
Footpaths/Trails/Cycleways New Program	250,000	0	0	
Footpaths/Trails/Cycleways Renewal Program	250,000	4,600	4,600	
Actual Footpath Total	500,000	4,600	4,600	
Drainage				
Project Description	Adopted Annual Budget	Committed	Actual Expenditure	Delivery Risk
Drainage Renewal Program	200,000	0	0	
Actual Drainage Total	200,000	0	0	
Recreational, Leisure and Community Facilities				
Project Description	Adopted Annual Budget	Committed	Actual Expenditure	Delivery Risk
Recreation and Open Space Renewal Program	280,000	165,095	0	
Oaks Lawn Detailed Electrical Design	30,000	0	0	
Tawonga Pioneer Park Multi-Purpose Court Resurfacing	60,000	0	0	
Tawonga Pioneer Park Fence Renewal	50,000	0	0	
Tawonga Pioneer Park Picnic Table Area Upgrade	50,000	0	0	
Dinner Plain Tennis Court Resurfacing	60,000	53,910	0	
Bright Skate Park Upgrade	0	128,981	0	
Jumping Platform Fencing	0	0	0	
Mount Beauty Rec Reserve Cricket Nets	0	0	0	
Actual Rec, Leisure & Comm Total	530,000	347,986	0	
Waste				
Project Description	Adopted Annual Budget	Committed	Actual Expenditure	Delivery Risk
Kerbside Bins Renewal And Upgrade	80,000	9,845	9,845	
Public Bins Renewal	60,000	0	0	
Old Landfill Rehabilitation Investigation	170,000	0	0	
Landfill Capping Stage 3 Design	100,000	75,458	32,378	
Borehole Renewal Program	60,000	0	0	
Myrtleford Landfill Rehabilitation Cell 1 & 2	1,300,000	725,466	60,148	
Actual Waste Total	1,770,000	810,769	102,371	
Plant and Fleet				
Project Description	Adopted Annual Budget	Committed	Actual Expenditure	Delivery Risk
Large Plant Renewal	495,000	0	0	
Small Plant and Equipment Renewal	30,000	1,266	1,266	
Actual Plant and Fleet Total	525,000	1,266	1,266	

***Delivery Status Analysis***

The Capital Works analysis also includes a summary of all projects within each delivery status and the reasons for any that are behind or at high risk (Table 3).

**TABLE 3: Delivery Status Summary**

Status	Number of Projects	Notes
On track	40	Four projects are already finished with a 5th the Myrtleford Memorial Hall scheduled for opening by end of October. A large proportion of the remaining projects are still in planning or design phase (18) whilst the remainder have progressed through procurement such that the project officers have either already awarded contracts and building works have commenced (7) or, RFQs and tenders are being published and will be open for submission prior to the end of the 2025 calendar year (9).
Behind	1	Nimmo Bridge – location of the bridge was required to be moved again due to Department of Transport and Planning feedback and it will now require a Land Use Activity Agreement to be negotiated.
High risk	0	

**Financial and resource implications**

A total budget of \$8.83m was adopted for Capital Works Projects 2025/2026 FY made up of \$5.59m in renewals, \$1.87m in upgrades and \$1.37m in new. Since the adoption of the 2025/2026 Budget, Council is also delivering another \$466,230 of capital projects made up of the following:

- Bridge Renewal Defects - \$111,250 carry forward from the 2024/25 FY of identified works that were unable to be completed by end June 2025.
- Bright Skate Park - \$164,522 fully funded by the Victorian Governments Regional Community Sports Infrastructure Fund awarded to Council after the adoption of the budget.
- Mount Beauty Cricket Nets - \$194,980, consisting of \$175,000 funded by the Victorian Government's Community Sport and Recreation Projects, \$15,000 funded by Albury Wodonga Cricket and \$5,000 funded by Mount Beauty Cricket Club. Funding was awarded to Council after the adoption of the budget.

The number of projects required to be delivered (41) provides an ambitious target for the Capital Works team with 6.8 projects per project officer. This may present a challenge for the delivery of 100% of the Capital Works Program however this will be monitored closely over the coming months.

### Risk management

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
Capital Works Program Delayed Delivery	Possible	Major	B3	<ul style="list-style-type: none"> <li>Council has an effective project governance process utilised by Assets and Waste for the delivery of capital works. This is utilised across the planning, designing, procurement, delivery phases of the project.</li> <li>Process exists to develop a detailed Capital Works Plan that aligns with the Financial Plan and existing resources.</li> <li>Grant variations requested to funding bodies and milestone reports providing clear information on project delays</li> </ul>
Grant Funding Withheld Due to Delayed Delivery	Unlikely	Major	B4	<ul style="list-style-type: none"> <li>Grant variations requested to funding bodies and milestone reports providing clear information on project delays</li> </ul>

### Policy implication

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

- 2.1 New capital projects and works will be strategically aligned and planned to support long-term sustainability

### Conclusion

Council is the custodian of significant public funds, and it is important that the public has assurance that this expenditure is effectively planned, budgeted and managed so that it meets community needs both now and into the future. This report provides an update on the status of the 2025/26 Capital Works Program for noting by the Committee.

### Declaration of conflict of interest

Under Section 130 of the *Local Government Act 2020*, the following officers declare that they have no interests to disclose in providing this report.

- Director Assets
- Manager Assets and Waste

## 7.8 ASSET MANAGEMENT STEERING GROUP REPORT

### Introduction

This report provides an overview of the work in progress of the Asset Management Steering Group for the information of the Audit and Risk Committee.

### **RECOMMENDATION**

***G Moore***

***Cr Byrne***

***That the Audit and Risk Committee note the Asset Management Steering Group report.***

*The Committee discussed the value of this report with the consensus that the Committee still receive a report in some form from the Asset management Steering Group.*

### Background

The Asset Management Steering Group are currently providing oversight on the following major tasks associated with assets:

1. Asset Plan, Individual Asset Management Plans and Financial Sustainability Review.
2. Asset Management & Policy Document Tracker.
3. Asset Valuation Process and Review.
4. VLGGC Data changes to Road data to match Vic Maps.

### Report

#### ***1. Asset Plan, the Individual Asset Management Plans and Financial Sustainability Review***

The Asset Plan was adopted by Council at its Ordinary Council Meeting on 28 October 2025. The Asset Plan was developed in conjunction with the draft Financial Plan 2025 - 2035. The review of the Asset Plan ensures the continued sustainable management of Council's assets and informs investment decisions that balance cost, risk and performance across the asset lifecycle. As a result of the review an Asset Plan has been completed with updates to reflect the most accurate asset data and retain consistency with Council's strategic goals and objectives. With the review of the Asset Plan, Council invited the community to review the Plan and provide submissions.

The following is a brief outline of the submissions received and Council's responses:

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Submitter #	Submission Summary	Council Response
1	How will you spend more than \$120m over 10 years to fix poor assets whilst your financial plan says you don't have the money to do this? It is understood that work is clearly needed, because many assets are already in average or poor condition and will only get worse without investment, but the financial plan says this is not possible.	Council has undertaken to develop a financial sustainability strategy to address the adjusted underlying deficit and build a financially sustainable Council. Further to this, the asset plan was built on available asset condition data that is continuously being updated as a result of annual maintenance and renewal projects, which is expected to result in downward pressure on future funding requirements.
2	I would like to discuss flood mitigation channel and Standish Street bridge in Myrtleford area. I also wish to discuss the rezoning of land corner of Valley Avenue and Damms Road Mt Beauty.	The customer will be contacted to further understand the feedback and have a discussion around the Standish Street bridge and flood mitigation. Rezoning land is a complicated process and sufficient strategic justification and supporting reports are required to commence a process to rezone any land.
3	Consideration should be given to linking the Kiewa River Trail through to Damms Rd., especially as the Shire has already completed a grant application to put an offroad track along Damms Rd.	Council has commenced a tracks and trails assessment that will identify priority gaps in the trail network across Alpine Shire. The Kiewa River Trail to Damms Road has been identified as an early output of this gap analysis
4	I wish to respond to the section under Pathways. I have been involved in helping with creating most of the trails in the upper Kiewa Valley, some on Shire land and some in the Park and on DEECA land. I am really keen to see those assets in the Shire maintained and if possible expanded.	Council has commenced a tracks and trails assessment that will identify priority gaps in the trails network across Alpine Shire. Council will consult with the local community regarding the findings of this draft assessment towards the end of 2025 or early in 2026.



Submitter #	Submission Summary	Council Response
5	I was looking at the Shire's Draft Asset plan. Could you help me understand where the two airfields - Mount Beauty and Porepunkah - fit within the plan? More predominantly Mount Beauty, which has a lot more ongoing infrastructure and maintenance requirements.	The assets which collectively constitute the airfields in Porepunkah and Mount Beauty are individually captured within their relevant asset categories. For example, runways are captured in Council's road asset category, Council owned facilities are captured in the building asset category, and drainage is captured in drainage asset category
6	Can Council look at the building condition report for the Myrtleford Council leases this building to Myrtleford SES. Updated condition data for this building has recently been prepared and these costings Submitter # Summary Comments SES shed and make recommendations on the suggested renewals?	Council leases this building to Myrtleford SES. Updated condition data for this building has recently been prepared and these costings have been included in the 10-year asset plan for this building, subject to approval through Council's annual budget process.

The seven individual Asset Plans are currently in draft form and will be finalised for approval by the CEO by the end of December 2025.

## **2. Asset Management and Policy Document Tracker**

The Steering Group continues to monitor the Asset Management and Policy Document Tracker which is reviewed and maintained by the Asset Management Coordinator.

Of note is the incorporation of the Asset Management Strategy into the Asset Plan in 2025. An Asset Maturity Assessment was completed as part of the Asset Plan review with these recommendations outlined in the Asset Plan.

The Growth and Future Department have advised that the Facility Maintenance Policy has been split into the Building Maintenance Policy and the Sporting Reserve Maintenance Policy with drafts developed.

The Tree Management Plan is currently being reviewed by the Engineering and Maintenance Department.

## **3. Valuation Report**

In preparation for the 2025 – 2026 Valuation Report the Asset Management Coordinator and Financial Accountant are working on the review and development of the following policy and procedures:

- project handover data processes and documentation in preparation for Asset Valuation Report;
- Asset Classifications and Capitalisation Thresholds Policy; and
- Asset Valuation Policy / Procedure.

#### ***4. VLGGC Data changes to Road data to match Vic Maps***

The Asset Management Coordinator completed the VLGGC report for 2024-2025 based on current road and bridge data. A draft analysis was completed as a trial on the 2024-2025 dataset against the new VicMap reporting requirements. Further work is required to be completed with the incorporation of the new Road Management Plan dataset for the 2025-2026 VLGGC. The following table outlines the actions programmed for this project:

Date	Event	Completed
August 2025 – June 2026	ASC officers to program one day a month to work on datasets and align with Vic Map data. Officer to consider if contractor is required to complete this work or if it can be completed in house.	Meetings scheduled
2026 - 2027	ASC Dataset to be aligned with Vic map dataset and following developed process established by Vic Map.	
2028 - 2029	Project completed	

### **Financial and resource implications**

#### ***1. Asset Plan***

The Asset Plan provides a long-term view of the resources that are planned to be available, and how these will be allocated and prioritised, over the next ten years. Council's position on asset management will remain sustainable in the short to medium term and Council will continue to monitor and react to longer term issues in advance of any change requirements. Continued focus on lifecycle costs of infrastructure and alignment to services will assist in understanding the long-term implications of investment decisions.

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**Risk management**

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
<b>Asset Plan</b> Aging assets: increasingly prone to failure, require more frequent and costly maintenance, and may no longer meet contemporary standards for safety, accessibility, or functionality.	Possible	Moderate	C3	<ul style="list-style-type: none"> <li>Requires optimised asset spending and proactive renewal programs to prevent service disruption and asset failure.</li> </ul>
<b>Asset Plan</b> Community expectations continue to evolve, with greater emphasis on quality of life, inclusion, and accessible public services.	Possible	Moderate	C3	<ul style="list-style-type: none"> <li>Investment in technology, modern amenities, and sustainability features. Agile and responsive service models. Development of strategic alliances with service delivery partners.</li> </ul>
<b>Asset Plan</b> Compliance and Regulatory changes at state and federal levels can influence funding allocations and asset compliance requirements	Possible	Moderate	C3	<ul style="list-style-type: none"> <li>Asset planning remains flexible and responsive to government priorities. Review of asset strategies, service delivery models and funding frameworks to align with current policy settings and maintain funding eligibility.</li> </ul>

**Policy implication**

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

- 1.3 We use our resources responsibly to deliver efficient, evidence-based services, facilities, and projects that benefit our communities and meet our customer commitments.

- 2.1 New capital projects and works will be strategically aligned and planned to support long-term sustainability.

### Conclusion

The Asset Management Steering Group Committee have discussed and reviewed the above items and continue to improve the strategic management of all assets under the care of Alpine Shire Council. Council is continually refining documentation and reviewing data. Council will continue to mitigate risks, improve its maturity with the management, operations and long-term financial planning of Council assets.

### Declaration of conflict of interest

Under Section 130 of the *Local Government Act 2020*, the following officers declare that they have no interests to disclose in providing this report.

- Chief Executive Officer
- Director Assets
- Chair Asset Management Steering Group
- Asset Management Coordinator

## 7.9 POLICY REVIEW PROGRESS UPDATE

### Introduction

The purpose of this report is to provide the Audit and Risk Committee with a detailed update on the status of the reviews of policies that have exceeded the nominated review due date.

*C Covich*

*G Moore*

*That the Audit and Risk Committee note the progress on overdue policies.*

### Background

The Victorian Auditor General's Office in prior Management Letters has recommended that Council review the appropriateness and currency of all policies. Council has developed and maintains a Policy and Critical Documents Register to maintain oversight of the review status of its policies and documents and provides a status report to the Audit and Risk Committee quarterly to provide continuing assurance that Council is monitoring and maintaining the currency of its policies and critical documents. The Committee has noted at its previous meetings that the currency of some policies is slipping with review dates overdue or about to become due. The Committee is seeking assurance from Council that it has a plan to address this.

### Report

Council and the organisation are committed to ensuring the currency of policies and critical documents. Council recognised the importance of maintaining current and up to date policies and critical documents in the CEO's key performance indicators for 2025/26 as follows:

*Policy Register shows no overdue policies by 30 June 2026. Policy Register is updated and reported to each Audit and Risk Committee meeting.*

The table below identifies the policies that are overdue for review and identifies whether:

- a Gender Impact Assessment (GIA) is likely required;
- internal consultation with the Health and Safety Committee, Staff Consultative Committee or ICT Steering Committee is required;
- external engagement is required; and
- in some cases, a proposed new due date.

A high-level assessment of the risk associated with the policy not being reviewed has been made and a new target date for approval / adoption of the reviewed policy identified.

The table also identifies overdue policy reviews that have been completed since the last report to the Committee.

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#	Policy / Document	Original and/or Agreed Review Due Date	GIA	Engagement		Risk	Status	Proposed Review Due Date
				Internal HSC / SCC / ICTSC	External			
Assets and Waste								
83	Driveway Crossover	Feb-25 Oct-25	Y			L	Complete	
Corporate								
2	Finance Committee Charter	Jul-25	N	✓		L	Complete	
65	Employee Gift	Jun-25	N	✓		M	Complete	
77	Entering into Legal Agreements	Jun-25 Oct-25	Y	✓		H	Overdue	Jun-26
93	CCTV	Nov-25	Y	✓	✓	L	Overdue	Jun-26
107	Employee Expense Reimbursement	Jun-25	N	✓		L	Complete	
Customer Experience								
90	Media and Marketing	Jun-25 Sept-25	Y	✓		L	Complete	
117	Complaints	Nov-25	Y			L	Overdue	Dec-25
Regulatory Services								
123	Planning Compliance	Nov-25	Y		✓	L	Overdue	Jun-26

**ASSETS AND WASTE****Policy No.083 Driveway Crossover**Status: **Complete**

Review of this policy is complete, and an updated policy was approved by the CEO in November 2025.

***CORPORATE*****Policy No.002 Finance Committee Charter**Status: **Complete**

Council resolved at its ordinary Council meeting in September 2025 to revoke the Finance Committee Charter, effectively dissolving the Committee, noting that appropriate governance and control is in place to address the functions and responsibilities through other mechanisms.

**Policy No.065 Employee Gift**Status: **Complete**

Review of this policy is complete, and an updated policy was approved by the CEO in November 2025.

**Policy No.077 Entering into Legal Agreements**Status: **Overdue**

Review of this policy was originally due by 30 June 2025 and extended to October 2025. The policy review had commenced including internal consultation and completion of the Human Rights Charter assessment and GIA.

A further assessment is to be undertaken alongside a review of 'miscellaneous and administrative powers' as contained in the S07 delegations to ensure alignment and clarity of responsibilities.

Additional resourcing support has been contracted, commencing the week of 17 November 2025. This policy finalisation forms a part of that resourced scope of work.

**Policy No.093 CCTV**Status: **Overdue**

Review of this policy was due by 9 November 2025. External resourcing support has been contracted, commencing the week of 17 November 2025 to project manage this review including rewrite and internal engagement.

**Policy No.107 Employee Expense Reimbursement**Status: **Complete**

Review of this policy is complete, and an updated policy was approved by the CEO in August 2025.

***CUSTOMER EXPERIENCE*****Policy No.90 Media and Marketing**Status: **Complete**

Review of this policy is complete, and an updated policy was approved by the CEO in November 2025.

**Policy No.117 Complaints**Status: **Overdue**

Review of this policy was due by 9 November 2025. This review is well advanced and scheduled for consideration for public consultation at the December 2025 Council meeting for finalisation in Q3 2025/26.

**REGULATORY SERVICES****Policy No.123 Planning Compliance**Status: **Overdue**

Review of this policy was originally due on 9 November 2025.

Initial review of the policy did not indicate significant changes would be required however the Victorian Government has introduced a *Planning Amendment (Better Decisions Made Faster) Bill* to Parliament in October 2025. The Bill's primary aim is to reduce red tape and speed up development approvals by establishing approval pathways that are proportionate to the risks and complexities of applications. The Bill does however aim to:

- establish compliance, monitoring and enforcement provisions, penalties and sanctions, to align with regulatory best practices;
- provide additional powers of enforcement to provide for the effective investigation of offences.

It is prudent to delay review of this policy to enable Council to understand the implications of any new compliance and enforcement provisions that may be introduced if the Bill is approved.

The policy review will require:

- a GIA
- internal consultation with officers authorised to implement the policy
- external consultation.

The new target date for completion of the review is June 2026.

**Financial and resource implications**

Policy reviews are generally undertaken in house with no additional budget allocation. On occasion specialist reference or advice is required and budget is sought for this purpose. ICT policy and document reviews may be supported by specialist technical advice or by Council's cyber security partner, 3Columns. In addition, in November 2025 part-time resource support has been contracted to project manage and support the review and finalisation of a suite of policies due by 30 June 2026.



### Risk management

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
Operating outside legislative / regulatory / statutory / policy obligations – out of date policies and documents	Possible	Moderate	C3	<ul style="list-style-type: none"> <li>Maintain Policy and Critical Documents Register and report to Audit and Risk Committee</li> <li>Allocate responsible policy / document owner and schedule review into officer's work plan</li> </ul>

### Policy implication

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.

### Conclusion

Council monitors policy and critical document review dates. Currency and changes made to policies are reported to the Audit and Risk Committee.

Work is continuing with Managers to ensure that document reviews are either being allocated to the most appropriate Council officer in 2025/26 workplans or appropriately skilled external resources are engaged to ensure that all policies due for review in 2025/26 are complete by 30 June 2026 in accordance with the CEO's KPI's.

### Declaration of conflict of interest

Under Section 130 of the *Local Government Act 2020*, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate and Community
- Risk Management Officer

## 7.10 INVESTMENT PORTFOLIO HOLDINGS REPORT – SEPTEMBER 2025

### INTRODUCTION

This report provides an overview of the alignment of Council's investments against Council Policy No.073 Financial Investments.

*C Covich*

*Cr Byrne*

*That the Audit and Risk Committee note:*

1. *The Holdings Report as at 30 September 2025.*
2. *That Council's investments are compliant with Council Policy No.073 Financial Investments as at 30 September 2025 for Credit Rating and Term of Maturity and Individual Institution Credit Framework.*

### BACKGROUND

Policy No.073 Financial Investments was developed to ensure that Council's investments were in accordance with the Council risk profile.

### REPORT

Council, as at 30 September 2025, has an investment portfolio value of \$25m.

The Financial Investments Policy contains three measures of compliance:

#### *Sec 3.5.1.- Portfolio Credit Framework - Credit Rating*

Long-Term S&P Credit Ratings	Short-Term S&P Credit Ratings	Maximum
A Category or Higher	A-2	100% max
BBB Category	A-3	60% max

#### *Sec 3.5.2. – Individual Institution Credit Framework*

Long-Term S&P Credit Ratings	Short-Term S&P Credit Ratings	Maximum
A Category or Higher	A-2	50% max
BBB Category	A-3	20% max

#### *Sec 3.5.3. Term of Maturity*

Investment Term	Maximum
12 months or less	100%

Investment Term	Maximum
12 months – 36 months	20%

The Yield hub Holdings Report generated on 30 September 2025 shows that Council is:

- Compliant with Portfolio Credit Framework - Credit Rating:
  - Council has 64% of investments in A category or higher investment, where a maximum of 100% is permitted.
  - Council has 36% of investments in BBB category investment, where a maximum of 60% is permitted.
- Compliant with Individual Institution Credit Framework:
  - Investment with financial institutions is within allowable limits.
- Compliant with Term of Maturity:
  - All investments mature at 365 days or less.

## FINANCIAL AND RESOURCE IMPLICATIONS

There are no costs associated with this report.

## RISK MANAGEMENT

Risk	Likelihood	Impact	Rating	Mitigation Action/Control
Council Investments fall outside the policy increasing Council risk for its investment	Unlikely	Minor	D4	<ul style="list-style-type: none"> <li>• Segregation of duties – investments processed by Accountant and overseen by Manager to ensure compliance.</li> </ul>

## 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.

## CONCLUSION

Council is compliant with its Policy No.073 Financial Investments as at 30 September 2025 for Credit Rating, Term of Maturity and Individual Institution Credit Framework.

## DECLARATION OF CONFLICT OF INTEREST

In accordance with Section 130 of the *Local Government Act 2020*, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate and Community
- Accountant

## 7.11 2026 COMMITTEE MEETING SCHEDULE

### Introduction

The purpose of this report is to provide a suggested meeting schedule for the Audit and Risk Committee meetings in 2026 for consideration and approval by the Committee.

**G Moore**

**Cr Smith**

***That the Audit and Risk Committee approve the following dates for Audit and Risk Committee meetings in 2026:***

- ***Friday 20 February 2026***
- ***Friday 15 May 2026***
- ***Friday 21 August 2026***
- ***Friday 18 September 2026\****
- ***Friday 20 November 2026***

***noting that the date of the September 2026 meeting may be subject to change subject to completion of the annual financial and performance statements.***

### Background

Audit and Risk Committee meetings have been held on a Friday morning since 2017 and generally run from 9am to 11:30am.

Item 48 of the Committee's Annual Work Program requires the Committee to consider and agree to the frequency and timing of Committee meetings at its last meeting of the calendar year (November 2025).

### Report

In line with previous years, it is proposed that Committee meetings continue to be held on the third Friday in every third month commencing with a February meeting with an additional meeting in September to consider the annual financial and performance statements.

The following dates are proposed for 2026:

Date	Time	Notes
Friday 20 February 2026	9.00am – 11.30am	
Friday 15 May 2026	9.00am – 11.30am	
Friday 21 August 2026	9.00am – 11.30am	
Friday 18 September 2026*	9.00am – 11.30am	Annual Financial and Performance Statements only
Friday 20 November 2026	9.00am – 11.30am	

\* September meeting may be subject to change subject to completion of the annual financial and performance statements

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All meetings will be hosted from the Committee Room at the Council Offices, 2 Churchill Avenue, Bright and members may attend in person or via Teams.

### Financial and resource implications

In line with the Audit and Risk Charter, Audit and Risk Committee members are remunerated for their attendance at Committee meetings, and this is accounted for in Council's Annual Budget.

### Risk management

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
Operating outside legislative / regulatory / statutory / policy obligations – establishment and operation of an Audit and Risk committee	Rare	Minor	D5	<ul style="list-style-type: none"> <li>Approve an annual meeting schedule to ensure the Audit and Risk Committee is meeting on a regular basis</li> </ul>

### Policy implication

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

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

### Conclusion

Consideration and approval of the frequency and timing of the Committee meetings in 2026 ensures compliance with Item 48 of the Committee's Annual Work Program and sections 53 and 54 of the *Local Government Act 2020*.

### Declaration of conflict of interest

Under Section 130 of the *Local Government Act 2020*, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate and Community
- Risk Management Officer

## 7.12 CENTERLINK CONFIRMATION ESERVICES REVIEW

### Introduction

The purpose of this report is to provide an overview of the recent review of Council's Centrelink Confirmation eServices (CCeS) Agreement.

### RECOMMENDATION

*That the Audit and Risk Committee note the outcome of the Centrelink Confirmation eServices Review undertaken in October 2025.*

*Cr Byrne*

*C Covich*

*That the Audit and Risk Committee note the outcome of the Centrelink Confirmation eServices Review undertaken in October 2025 and the actions that council is taking to address the findings.*

### ACTION/S

- *Review employee onboarding and offboarding processes to ensure that external parties are notified of changes to Council employees with access to information held by or systems of those external parties.*

### Background

Council has a Centrelink Confirmation eServices (CCeS) Agreement with Services Australia that enables Council to access information held by Centrelink to confirm a customer's eligibility for a concession or rebate.

Under the agreement, audits or reviews are conducted by Services Australia from time to time to ensure that Council remains suitable to access CCeS by continuing to:

- satisfy the criteria for approval; and
- comply with the CCeS policy and terms and any additional conditions.

Council was selected for a review in October 2025.

As part of the agreement, Council must nominate an officer (known as the authorised officer) as having the legal authorisation to act on behalf of and legally bind Council to the agreement. Council's Rates Coordinator is the authorised officer nominated and recorded with Services Australia and completed the review on Council's behalf.

### Report

#### *Findings and Corrective Actions*

The review identified three findings that required corrective actions:

## AUDIT AND RISK COMMITTEE MEETING | NO.2025/26-3 – 21 NOVEMBER 2025

Finding	Corrective Action
1. Failed to demonstrate an established means to verify a customer's eligibility for a concession or rebate if unable to use CCeS, or if a customer requests not to use CCeS.	<ul style="list-style-type: none"> <li>Council has established a process that would require the customer to produce a current letter from Centrelink confirming that they are eligible for a rebate.</li> </ul>
2. Failed to notify the agency that a staff member no longer requires access to CCeS.	<ul style="list-style-type: none"> <li>An offboarding process for staff with access to CCeS has now been established (only rates and customer service staff currently have access to CCeS)</li> <li>The Customer Service Coordinator notifies the Rates Coordinator (the current authorised officer) of the impending departure of a staff member.</li> <li>The Rates Coordinator notifies Services Australia, via email, to remove the departing staff members access to the CCeS.</li> </ul>
3. Provide training for all staff members who use CCeS, regarding the requirements of the CCeS policy and terms.	<ul style="list-style-type: none"> <li>An induction/training program has now been established.</li> <li>Existing customer service staff with access to CCeS have now received refresher training on the CCeS policy and access terms and Councils processes.</li> <li>New customer service staff who will have access to CCeS will receive training on the CCeS policy and access terms and Councils processes as part of their induction.</li> </ul>

Council was recently notified by Services Australia that it is satisfied that Council has appropriately addressed the findings of the review and is suitable to retain access to the CCeS.

### Financial and resource implications

The review was undertaken in house by the rates Coordinator with no impact on daily operations or additional budget allocation required.

**Risk management**

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
Operating outside legislative / regulatory / statutory / policy obligations	Unlikely	Minor	D4	<ul style="list-style-type: none"> <li>Establish and maintain processes for operating under the CCeS policy and terms and induct and train staff accordingly</li> </ul>

**Policy implication**

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

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

**Conclusion**

Council reviewed the findings of the CCeS Review and implemented corrective actions immediately to maintain access to the CCeS system. The establishment and documentation of processes and induction and ongoing training of staff will ensure that Council remains compliant with the CCeS agreement it has with Services Australia.

**Declaration of conflict of interest**

Under Section 130 of the *Local Government Act 2020*, the following officers declare that they have no interests to disclose in providing this report.

- Director Corporate and Community
- Rates Coordinator



## 7.13 OCCUPATIONAL HEALTH AND SAFETY REPORT - **CONFIDENTIAL**

The Chief Executive Officer has declared this report to be confidential information defined by Part 1 Section 3 of the *Local Government Act 2020*, as:

- (d) law enforcement information, being information which if released would be reasonably likely to prejudice the investigation into an alleged breach of the law.

UNCONFIRMED

## 7.14 PRIVACY BREACH - **CONFIDENTIAL**

The Chief Executive Officer has declared this report to be confidential information defined by Part 1 Section 3 of the *Local Government Act 2020*, as:

- (f) personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

UNCONFIRMED

## 7.15 2025/26 QUARTER 1 INSURANCE CLAIMS UPDATE - **CONFIDENTIAL**

The Chief Executive Officer has declared this report to be confidential information defined by section 3 of the Local Government Act 2020, as:

- (e) legal privileged information, being information to which legal professional privilege or client legal privilege applies.
- (f) personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

UNCONFIRMED

## 8. For information only

### 8.1 2025/26 QUARTER 1 BUDGET REPORT

Section 97 of the *Local Government Act 2020* requires Council to receive a quarterly budget report. The quarterly budget report must include:

- a comparison of the actual and budgeted results to date
- an explanation of any material variations and
- any other matters prescribed by the regulations.

The second quarterly report of a financial year must include a statement by the Chief Executive Officer as to whether a revised budget is, or may be, required.

The 2025/26 Quarter 1 Budget Report is attached.

### 8.2 2025/26 QUARTER 1 PERFORMANCE REPORT – PERIOD ENDING 30 SEPTEMBER 2025

A Quarter 1 Performance Report is not prepared due to the preparation of the prior year's Annual Report.

A half year report will be tabled at the February 2026 Audit and Risk Committee meeting.

### 8.3 2025/26 QUARTER 1 PURCHASING AUDIT - **CONFIDENTIAL**

The Chief Executive Officer has declared this report to be confidential information as defined by Part 1 Section 3 of the *Local Government Act 2020*.

### 8.4 2025/26 QUARTER 1 CEO CREDIT CARD REPORT

VAGO, in its fraud and corruption control review (June 2019) and 2019 Interim Management Letter, recommended that credit card expenditure be reviewed and reported to the Audit and Risk Committee for periodic review.

### 8.5 2025/26 JULY TO OCTOBER 2025 COUNCIL AND COMMITTEE EXPENSES

Section 40 of the *Local Government Act 2020* requires Council to reimburse Councillors for out-of-pocket expenses which the Council is satisfied:

1. are bona fide expenses; and
2. have been reasonably incurred in the performance of the role of Councillor; and
3. are reasonably necessary for the Councillor to perform their role.

Council is required to provide details of all reimbursements made under s40 of the Act to the Audit and Risk Committee.

Councillor Allowances are set by the Victorian Independent Remuneration Tribunal.

The updated allowances as at 1 July 2025 are:

Category 1 *	1 Jul 24 (\$)	18 Dec 24 (\$)	1 Jul 25 (\$)
Mayor	84,498	86,722	89,323
Deputy Mayor	42,248	43,360	44,661
Councillors	27,291	27,291	28,110

NOTES:

\* Category 1 is small Rural Council's and includes Alpine Shire Council. Categories 2,3 and 4 are excluded from the above table.

## 8.6 2025/26 JULY TO OCTOBER 2025 HEALTH AND SAFETY REPORT - **CONFIDENTIAL**

The Chief Executive Officer has declared this report to be confidential information as defined by Part 1 Section 3 of the *Local Government Act 2020*.

## 8.7 POLICY AND CRITICAL DOCUMENTS REGISTER – STATUS UPDATE

VAGO in its 2015 Interim Management Letter recommended that Council review the appropriateness and currency of all policies.

The Policy and Critical Documents Register is reported to the Audit and Risk Committee to provide continuing assurance that Council is monitoring and maintaining the currency of its policies and critical documents.

## 8.8 MINISTER FOR LOCAL GOVERNMENT – GOVERNANCE AND INTEGRITY MATTERS

### 8.8.1 Municipal Monitors

The Victorian Government passed reforms to the *Local Government Act 2020* to improve culture, governance and integrity standards in Victoria's councils in response to reports and recommendations from IBAC, the Chief Municipal Inspector and other interventions which highlighted the need for stronger processes and powers to resolve conduct issues, and better training so councillors can perform their roles effectively.

The reforms introduced mandatory training for elected representatives, a uniform councillor code of conduct, strengthened powers for the Minister to address councillor conduct including conduct that creates a serious risk to health and safety or prevents a council from performing its functions, stronger sanctions for councillor misconduct and improved processes to resolve conduct matters earlier.

Municipal monitors can be appointed by the Minister for Local Government to councils that have experienced governance issues. The role of a monitor is to:

- observe governance processes
- provide advice to councils on necessary governance improvements and
- make recommendations to the Minister for further action.

The monitor must report back to the Minister, under section 179 of the *Local Government Act 2020*.

Further information on municipal monitors can be found here: [Local Government - Council Governance - Independent Reports](#)

### **New monitor appointments**

#### ***Kingston City Council***

Two municipal monitors have been appointed to Kingston City Council from 25 August 2025 until 31 December 2025.

The monitors will advise, assist, and support the council to improve its governance processes and practices.

The [terms of reference](#) require the monitors to work with the council to support good governance including in relation to:

- service delivery
- health and wellbeing of councillors and staff, and
- council meeting procedures and decision making.

The monitors are required to report to the Minister for Local Government on the matters in the terms of reference.

#### ***Whittlesea City Council***

In response to recommendations made by the Commission of Inquiry into the Whittlesea City Council (refer section 8.8.3), a monitor was appointed from 15 October 2025 until 31 December 2026.

The [terms of reference](#) require the monitors to advise and provide guidance on governance processes and practices with specific regard to the matters identified by the Commission of Inquiry.

### **Final reports by monitors**

#### ***Brimbank City Council***

Two monitors were appointed in February 2024 until 31 December 2024 in response to ongoing concerns about governance and the health and safety of councillors and staff at Brimbank City Council. The monitors provided interim advice to the Minister for Local Government noting ongoing concerns about councillor understanding and performance of their statutory roles and responsibilities, confidentiality requirements, relationships between councillors and council staff and the impact of councillor conduct on the council's ability to deliver key commitments such as the Council Plan, budget and councillor induction. In response to the advice, the Minister determined to extend the monitor's appointments from 1 January until 30 June 2025.

The monitors have delivered their [final report](#) to the Minister noting that they are confident that "the current council can turn the page in the reputational history of

Brimbank City Council” and “firm leadership by both the Mayor of the day and the CEO” is required. The monitors made the following recommendations:

For the council:

1. Include amendments to its Governance Rules that deal with notices of motion in an updated Good Governance Action Plan Framework.
2. Reports regularly to its community and the Minister on its performance against a revised Good Governance Action Plan Framework.

For the Minister:

1. Mandate valid reasons for notices of motion in the Model Governance Rules.
2. Consider any reviews of induction delivery by councils when commencing a Local Government Victoria review.
3. Explore with peak bodies and the sector generally the potential for improving community understanding of the role of councillors and the responsibilities of councils.
4. Consider mandating the duty of CEOs to report breaches of the *Occupational Health and Safety Act 2004* and the *Local Government Act 2020*.

## 8.8.2 Commissions of Inquiry

The [final report from the Commission of Inquiry into Whittlesea City Council](#) was tabled in the Victorian Parliament by the Minister for Local Government on 14 October 2025.

The Commission of Inquiry was appointed under section 200 of the *Local Government Act 2020* in May this year to address potentially serious and systemic governance issues within the council and identify necessary improvements to ensure it could function effectively.

A range of reforms to improve governance at the council and across the local government sector were recommended across 4 key areas:

- the performance of the mayor and deputy mayor
- the performance of the councillors
- the performance of the CEO and administration
- the legislative framework.

The Government appointed a municipal monitor (refer section 8.8.1) in response to a recommendation of the Commission of Inquiry and will consider the other recommendations and respond in due course.

## 8.9 IBAC - VICTORIAN PERCEPTIONS OF CORRUPTION 2025 SURVEY

The Victorian Independent Broad-based Anti-corruption Commission released the results of its regular [Perceptions of Corruption](#) survey on 29 September 2025. This year's key stakeholder group was Members of Parliament and local government councillors – 192 councillors responded to the survey.

The [key findings for local government councillors](#) include:

- acknowledgement that corruption occurs in Victoria (82%), and recognition that corruption is a problem among elected officials (57%)
- conflict of interest and lobbying / third party influence are the most significant ways councillors might be vulnerable to corruption (50%) with the highest risks of corruption and misconduct being favouritism / nepotism (85%), inaction (83%), and breach of professional boundaries (81%);
- strong ethical culture (50%) and low vulnerability to corruption (43%) have improved since the last survey in 2023 (42% and 39% respectively), with a lower proportion of councillors rating their organisation as having a weak ethical culture (2025 = 10%, 2023 = 21%) or being highly vulnerable to corruption (2025 = 5%, 2023 = 15%);
- a notable decline in the percentage of councillors indicating they'd personally observed or suspected some behaviours associated with corruption and misconduct, specifically breaches of professional boundaries (2025 = 51%, 2023 = 67%), favouritism or nepotism (2025 = 49%, 2023 = 63%), collusion (2025 = 42%, 2023 = 63%), and misuse of resources (2025 = 42%, 2023 = 53%) (NB. 43% of councillors who responded where in their role for < 1 year);
- a strong intention among councillors to report corruption or misconduct if they suspect it (95%) with council's CEO, IBAC and the Local Government Inspectorate the most commonly identified pathways to report and reporting being contingent on anonymity.

## 8.10 VAGO STRATEGIC PLAN 2025-2029

The Victorian Auditor General's Office has released its [Strategic Plan 2025-2029](#).

## 9. General business

Nil

## 10. In camera report - **CONFIDENTIAL**

The Chief Executive Officer declared the report to be heard in camera as confidential information defined by Part 1 Section 3 of the *Local Government Act 2020*.



## 11. Audit and Risk Committee - general information

### 11.1 MEMBERSHIP TERMS

Member	Date 1st Appointed	1 <sup>st</sup> Term Expiry	Date Reappointed	2 <sup>nd</sup> Term Expiry	Date Reappointed	3 <sup>rd</sup> Term Expiry
MOORE, Gerard	1-May-18	30-Apr-21	4-May-21	30-Apr-24	1-May-24	30-Apr-27
COVICH, Craig	2-Jul-19	30-Jun-22	6-Sep-22	6-Sep-25	26-Jun-25	6-Sep-28
YOUNG, Jason	4-May-21	30-Apr-24	1-May-24	30-Apr-27		
GUEST, Julie	6-Jul-21	5-Jul-23	5-Jul-23	27-Jun-26		

### 11.2 MEMBER REMUNERATION

Remuneration rates for 2025/26 for Independent Audit and Risk Committee members were adjusted by the Essential Services Rate Cap of 3% on 1 July 2025 and rounded to the nearest \$5 increment in accordance with the Committee's Charter. The adjusted rates for 2025/26 are:

- Chair \$610.00 per meeting
- Member \$495.00 per meeting

### 11.3 MEMBERSHIP ATTENDANCE

Name	Member Type	Total meetings eligible to attend in 2025/26 to date	Total meetings attended in 2025/26 to date	Notes
Gerard Moore	Independent	2	1	
Craig Covich	Independent	2	2	
Jason Young	Independent	2	2	
Julie Guest	Independent	2	1	
Cr Peter Smith	Councillor	2	2	Appointed 2024
Cr Dave Byrne	Councillor	2	1	Appointed 2024

11.4 COUNCIL RISK MATRIX

		LIKELIHOOD				
		1	2	3	4	5
IMPACT		Almost certain	Likely	Possible	Unlikely	Rare
A	Severe	A1	A2	A3	A4	A5
B	Major	B1	B2	B3	B4	B5
C	Moderate	C1	C2	C3	C4	C5
D	Minor	D1	D2	D3	D4	D5
E	Insignificant	E1	E2	E3	E4	E5

RISK LEVELS	Extreme	High	Medium	Low
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12. Next meeting

The next meeting of the Audit and Risk Committee will be held 20 February 2026 at 9.00am.



# Quarterly Budget Report

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Quarter One 2025/26

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## 1. Introduction

The purpose of this report is to provide Council with an overview of the quarter one (Q1) 2025/26 results (for the period ending 30 September 2025) and an update on the forecast financial position for the year against budget, it includes:

- Income Statement
- Departmental Summary
- Capital Works Summary
- Balance Sheet
- Dinner Plain Reserve
- Cash and Investments

Explanations are provided for variances greater than \$100,000.

The report has been prepared as required under section 97 of the *Local Government Act 2020* and has not been audited.

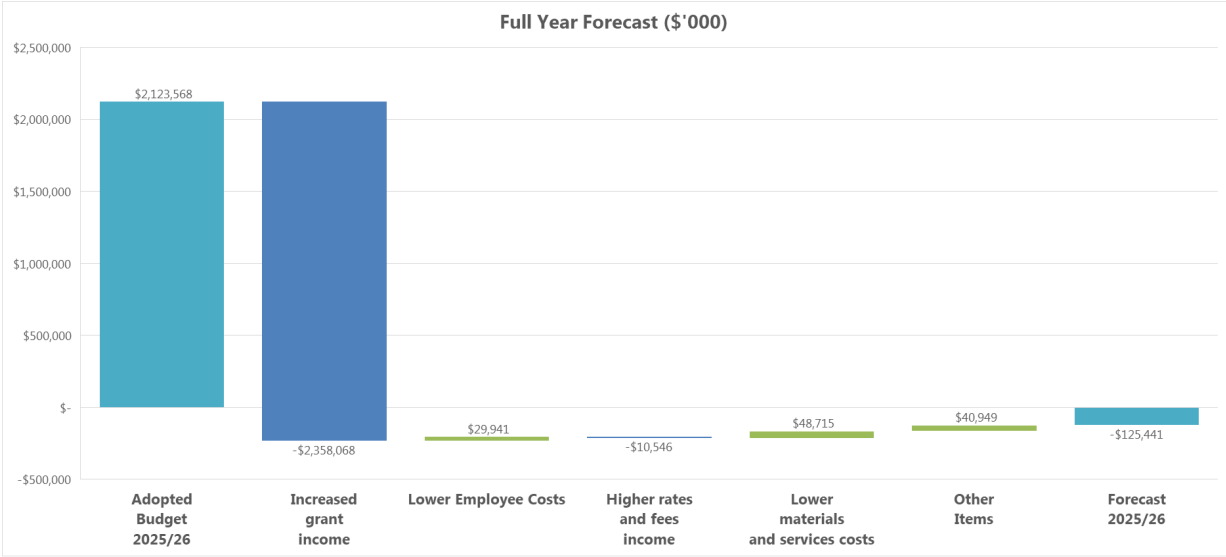
Explanations for budgets and variances have been provided by each department and reviewed by the Finance department.

It has been determined that Council is not required to complete a revised budget.

The report will be presented to the Audit and Risk Committee and Council for noting.

## 2. Full Year Summary

At the end of Quarter 1 (Q1), Council is forecasting a full year deficit of \$125k. This is \$2,249k lower than the budgeted surplus of \$2,124k.

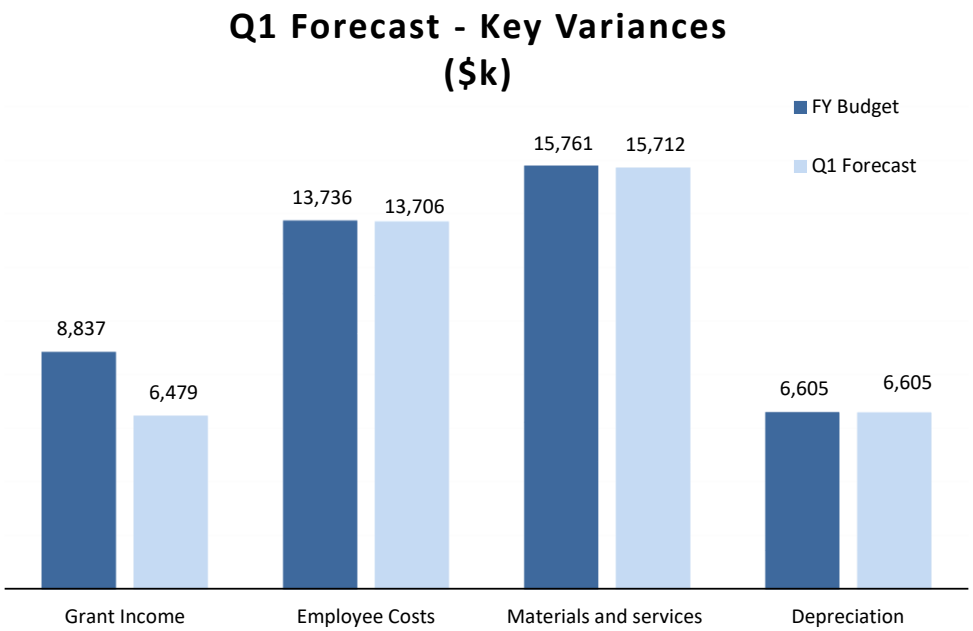


The forecasted variance to budget is mostly due to a forecast decrease in recurrent operating grant income (\$2,541k) caused by the early receipt of Financial Assistance Grants into the 2024/25 financial year.

A restructure of the Corporate department creating a new Technology and Innovation Department has resulted in a \$1,059k budget movement, which is cost neutral.

### 3. Comparison to adopted budget 2025/26

The Q1 forecast is lower than budgeted by \$2,124k mostly due to a decrease in recurrent operating grant income. Other movements include a slightly lower projected materials and services cost (\$49k) and lower employee costs (\$30k).



## ALPINE SHIRE COUNCIL

## 4. Income Statement

Year-end forecast against budget is as follows:

	Actual YTD September	Budget YTD September	Variance	Budget Full Year	Forecast Full Year	Variance	Ref
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000 %	
<b>Income</b>							
Rates and charges	23,213	23,225	(12)	23,576	23,652	76 0%	
Statutory fees and fines	106	125	(19)	606	586	(20) -3%	
User fees	207	266	(59)	1,101	1,034	(67) -6%	
Contributions – monetary	625	642	(17)	704	688	(16) -2%	
Contributions - non-monetary	-	455	(455)	1,970	1,970	- 0%	
Grants - Operating (recurrent)	1,095	3,672	(2,577)	5,917	3,376	(2,541) -43%	<b>1</b>
Grants - Operating (non-recurrent)	122	33	89	206	241	35 17%	
Grants - Capital (recurrent)	560	-	560	1,136	1,136	0 0%	
Grants - Capital (non-recurrent)	(4)	1,010	(1,014)	1,577	1,725	148 9%	<b>2</b>
Other income	273	643	(370)	2,181	2,251	71 3%	
<b>Total income</b>	<b>26,198</b>	<b>30,071</b>	<b>(3,874)</b>	<b>38,975</b>	<b>36,661</b>	<b>(2,314) -6%</b>	
<b>Expenses</b>							
Employee costs	3,554	3,491	63	13,736	13,706	(30) 0%	
Materials and services	3,303	5,037	(1,734)	15,761	15,712	(49) 0%	
Depreciation	-	-	-	6,605	6,605	0 0%	
Amortisation	-	-	-	-	-	- 0%	
Other expenses	132	132	(0)	774	788	13 2%	
Net gain on disposal of property, infrastructure, plant and equipment	-	-	-	(25)	(25)	- 0%	
<b>Total expenses</b>	<b>6,989</b>	<b>8,660</b>	<b>(1,671)</b>	<b>36,852</b>	<b>36,786</b>	<b>(65) 0%</b>	
<b>Surplus (deficit) for the year</b>	<b>19,209</b>	<b>21,411</b>	<b>(2,202)</b>	<b>2,124</b>	<b>(125)</b>	<b>(2,249) -106%</b>	



ALPINE SHIRE COUNCIL

**Income Statement – Explanations of Full Year Variances**

Ref	Item	Explanation
<b>1</b>	Grants – Operating (recurrent)	Reduced Financial Assistance Grant income from the state government as it was recognised on receipt in June 2025 (\$2,488k). We are forecasting to not receive an early payment of the 2026/27 grant in the current year.
<b>2</b>	Grants - Capital (non-recurrent)	Unbudgeted grant funding received for Bright Skate Park Upgrade project expected to be finished this year (\$148k).

## 5. Departmental Summary

	Actual YTD September \$'000	Budget YTD September \$'000	Variance \$'000	Budget Full Year \$'000	Forecast Full Year \$'000	Variance \$'000	Ref
<b>Income</b>							
Regulatory Services	131	173	(42)	780	738	(42)	
Community Development	254	235	19	742	748	6	
Corporate	19,821	22,980	(3,158)	25,775	23,365	(2,410)	<b>1</b>
Customer Experience	223	213	10	400	396	(4)	
Waste and Assets	5,406	6,122	(716)	9,966	10,087	121	<b>2</b>
Executive	3		3		3	3	
Growth and Future Technology and Innovation	341	308	33	1,163	1,197	33	
Engineering and Maintenance	-	-	-	-	-	-	
	19	41	(22)	149	127	(22)	
<b>Grand Total</b>	<b>26,198</b>	<b>30,071</b>	<b>(3,874)</b>	<b>38,975</b>	<b>36,661</b>	<b>(2,314)</b>	
<b>Expenditure</b>							
Regulatory Services	488	628	(140)	2,542	2,443	(99)	
Community Development	391	324	67	1,361	1,510	149	<b>3</b>
Corporate	1,719	2,059	(340)	10,592	10,396	(196)	<b>4</b>
Customer Experience	727	722	5	2,563	2,559	(3)	
Waste and Assets	573	1,226	(654)	5,006	5,010	3	
Executive	449	462	(13)	1,836	1,819	(17)	
Growth and Future Technology and Innovation	1,174	1,512	(338)	5,628	5,611	(17)	
Engineering and Maintenance	213	217	(4)	1,059	1,223	164	<b>5</b>
	1,255	1,508	(253)	6,265	6,216	(49)	
<b>Expenditure Total</b>	<b>6,989</b>	<b>8,660</b>	<b>(1,671)</b>	<b>36,852</b>	<b>36,786</b>	<b>(65)</b>	
<b>Surplus (deficit) for the year</b>	<b>19,209</b>	<b>21,411</b>	<b>(2,202)</b>	<b>2,124</b>	<b>(125)</b>	<b>(2,249)</b>	

## ALPINE SHIRE COUNCIL

**Department Summary – Explanations of Full Year Variances**

Ref	Item	Explanation
<b>1</b>	Corporate Income	Reduced Financial Assistance Grant income from the state government as it was recognised on receipt in June 2025 (\$2,488k). Offset by increased rates supplementary income (70k).
<b>2</b>	Waste and Assets Income	Unbudgeted grant funding received for Bright Skate Park Upgrade project expected to be finished this year (\$148k).
<b>3</b>	Community Development Expenses	Projected spend of \$100k for the Community Hubs Recovery program which was not budgeted, as the funding delivery was extended to a 2025/26 due date after the budget was developed.
<b>4</b>	Corporate Expenses	Lower than budgeted expenses including: <ul style="list-style-type: none"> <li>Insurance premiums actuals were lower than budgeted by \$104k.</li> <li>Wages lower than budgeted by \$55k due to a restructure where ICT personnel were separated into a new department (see below). Overall cost neutral.</li> </ul>
<b>5</b>	Technology and Innovation Expenses	Higher than budgeted expenses including: <ul style="list-style-type: none"> <li>Wage expenses higher than budgeted by \$55k due to a restructure where ICT personnel were separated into a new department. Overall cost neutral.</li> <li>Software subscriptions higher by \$109k due to technology price increases, and a budget review.</li> </ul>

## ALPINE SHIRE COUNCIL

## 6. Capital Works Summary

The following table summarises all capital works projects with commentary where the forecast full year income or expenditure varies from the budgeted amount by \$100,000 or more.

	Actual YTD September \$'000	Budget Full Year \$'000	Forecast Full Year \$'000	Variance \$'000	%	Ref
<b>Income</b>						
Bright Football Netball Club	17	17	17	0	1%	
Nimmo Pedestrian Bridge	-	550	550	-	0%	
Bright Skate Park Upgrade	148	-	148	148	100%	1
Myrtleford Splash Park	(5)	-	0	0	100%	
Tronoh Dredgehole Precinct	(0)	-	0	0	100%	
Dinner Plain Snowmaking	-	50	50	-	0%	
LRCI Program	(350)	-	0	0	100%	
Roads to Recovery	911	1,136	1,136	-	0%	
Myrtleford Memorial Hall Renewal	(164)	960	960	-	0%	
<b>Expenses</b>						
<b>Land</b>						
Mount Beauty Airfield Government Land	19	22	22	-	0%	
<b>Buildings</b>						
Public Amenities Upgrades - Annual Program	-	100	100	-	0%	
Disability Action Plan Annual Program	-	50	50	-	0%	
Pebble Beach Amenity Block	86	140	140	-	0%	
Building Renewal Program	33	250	250	-	0%	
Bright Outdoor Fitness Equipment	-	180	80	(100)	-56%	2
Bright Pioneer Park Timekeepers Box	-	50	50	-	0%	
Mount Beauty Transfer Station Office	-	240	240	-	0%	
Council Office Solar Upgrade	-	50	50	-	0%	
Tawonga South Municipal Precinct Design	7	150	150	-	0%	
Climate Action Initiatives - Annual Program	-	100	100	-	0%	
Bright United Football and Netball Club Storage	-	23	23	-	0%	
Myrtleford Memorial Hall	757	960	960	-	0%	
<b>Plant, machinery, and equipment</b>						
Large Plant Renewal	-	495	495	-	0%	
Small Plant And Equipment Renewal	1	30	31	1	4%	
<b>Office furniture and equipment</b>						
Library Books	-	80	80	-	0%	
<b>Roads</b>						
Road Stabilisation And Patching	-	235	235	-	0%	
Resealing	3	555	555	-	0%	
Asphalt Overlays	-	150	150	-	0%	
Kerb And Channel Renewal	-	150	150	-	0%	
Line Marking	-	50	50	-	0%	
Gravel Road Reconstruction & Resheeting Program	-	425	425	-	0%	
Road Upgrade Program	-	300	300	-	0%	
State Road Grading	-	205	205	-	0%	
Council Office Carpark Upgrade	-	120	120	-	0%	
<b>Bridges</b>						
Nimmo Pedestrian Bridge	-	550	550	-	0%	
Bridge Renewal	-	255	255	-	0%	
<b>Footpaths and cycleways</b>						
Footpaths/Trails/Cycleways New Program	-	250	250	-	0%	
Footpaths/Trails/Cycleways Renewal Program	5	250	250	-	0%	
<b>Drainage</b>						
Drainage Renewal	-	200	200	-	0%	
<b>Recreational, leisure and community facilities</b>						
Recreation and Open Space Renewal Program	-	280	280	-	0%	
Oaks Lawn Detailed Electrical Design	-	30	30	-	0%	
Tawonga Pioneer Park Multi-Purpose Court	-	60	60	-	0%	
Tawonga Pioneer Park Fence Renewal	-	50	50	-	0%	
Tawonga Pioneer Park Picnic Table Area Upgrade	-	50	50	-	0%	
Dinner Plain Tennis Court Resurfacing	-	60	60	-	0%	
<b>Waste</b>						
Kerbside Bins Renewal And Upgrade	10	80	80	-	0%	
Public Bins Renewal	-	60	60	-	0%	
Old Landfill Rehabilitation Investigation	-	170	170	-	0%	
Landfill Capping Stage 3 Design	32	100	100	-	0%	
Borehole Renewal Program	-	60	60	-	0%	
Myrtleford Landfill Cell 1 and 2	60	1,300	1,300	-	0%	

ALPINE SHIRE COUNCIL

**Capital Works Summary – Explanation of Full Year Variances**

Ref	Item	Explanation
1.	Bright Skate Park Upgrade	Received unbudgeted grant funding from Sports and Recreation Victoria to upgrade the Bright Skate Park.
2.	Bright Outdoor Fitness Equipment	Works delayed due to delays in site selection. Project not expected to be completed this year.

## 7. Balance Sheet

	Actual YTD September	Budget Full Year	Forecast Full Year	Variance		Ref
	\$'000	\$'000	\$'000	\$'000	%	
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents	4,986	7,410	7,410	-	0%	
Trade and other receivables	24,776	2,360	2,360	-	0%	
Financial assets	26,002	20,000	20,000	-	0%	
Inventories	115	106	106	-	0%	
Prepayments	-	22	22	-	0%	
Contract Assets	-	626	626	-	0%	
Other assets	2	6	6	-	0%	
<b>Total current assets</b>	<b>55,881</b>	<b>30,530</b>	<b>30,530</b>	<b>-</b>	<b>0%</b>	
<b>Non-current assets</b>						
Investment properties	10,000	10,000	10,000	-	0%	
Property, infrastructure, plant & equipment	371,959	370,153	379,710	9,557	3%	<b>1</b>
Intangible assets	-	115	-	(115)	-100%	<b>2</b>
<b>Total non-current assets</b>	<b>381,959</b>	<b>380,268</b>	<b>389,710</b>	<b>9,442</b>	<b>2%</b>	
<b>Total assets</b>	<b>437,840</b>	<b>410,799</b>	<b>420,241</b>	<b>9,442</b>	<b>2%</b>	
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables	4,781	2,741	2,741	-	0%	
Trust funds and deposits	128	721	721	-	0%	
Provisions	4,684	3,161	3,161	-	0%	
Contract and other liabilities	1,118	2,394	2,394	-	0%	
<b>Total current liabilities</b>	<b>10,710</b>	<b>9,017</b>	<b>9,017</b>	<b>-</b>	<b>0%</b>	
<b>Non-current liabilities</b>						
Provisions	3,495	3,846	3,846	-	0%	
Income received in advance	276	322	322	-	0%	
<b>Total non-current liabilities</b>	<b>3,771</b>	<b>4,168</b>	<b>4,168</b>	<b>-</b>	<b>0%</b>	
<b>Total liabilities</b>	<b>14,481</b>	<b>13,186</b>	<b>13,186</b>	<b>-</b>	<b>0%</b>	
<b>Net assets</b>	<b>423,359</b>	<b>397,613</b>	<b>407,055</b>	<b>9,442</b>	<b>2%</b>	
<b>Equity</b>						
Accumulated surplus	209,692	193,644	203,086	9,442	5%	
Reserves	213,668	203,969	203,969	-	0%	
<b>Total equity</b>	<b>423,359</b>	<b>397,613</b>	<b>407,055</b>	<b>9,442</b>	<b>2%</b>	

Balance Sheet – Explanation of Key Full Year Variances

Ref	Item	Explanation
1.	Property, infrastructure, plant and equipment	Significant revaluation undertaken during 2024/25, due to assets found during year-end process (\$10m).
2.	Intangible Assets	All Software as a Service assets written off after a review against accounting standards as part of the 2024/25 year end process.

## 8. Dinner Plain Reserve

	Actual YTD September \$'000	Budget Full Year \$'000	Forecast Full Year \$'000	Variance \$'000	%
<b>Balance as at 1 July 2024</b>	<b>968,324</b>	<b>968,324</b>	<b>968,324</b>		
Income	36,010	100,500	98,288	(2,212)	-2%
Expenditure	16,315	523,169	535,542	(12,373)	-2%
<b>Net Movement</b>	<b>19,696</b>	<b>(422,669)</b>	<b>(437,254)</b>	<b>(14,585)</b>	<b>3%</b>
<b>Balance</b>	<b>988,020</b>	<b>545,655</b>	<b>531,070</b>	<b>(14,585)</b>	<b>-3%</b>

The Dinner Plain Reserve is maintained to fund approved service delivery and capital projects to be delivered specific to Dinner Plain. Expenditure of \$431k was approved to be accounted from the Reserve 2025/26 by Council resolution in June 2025.

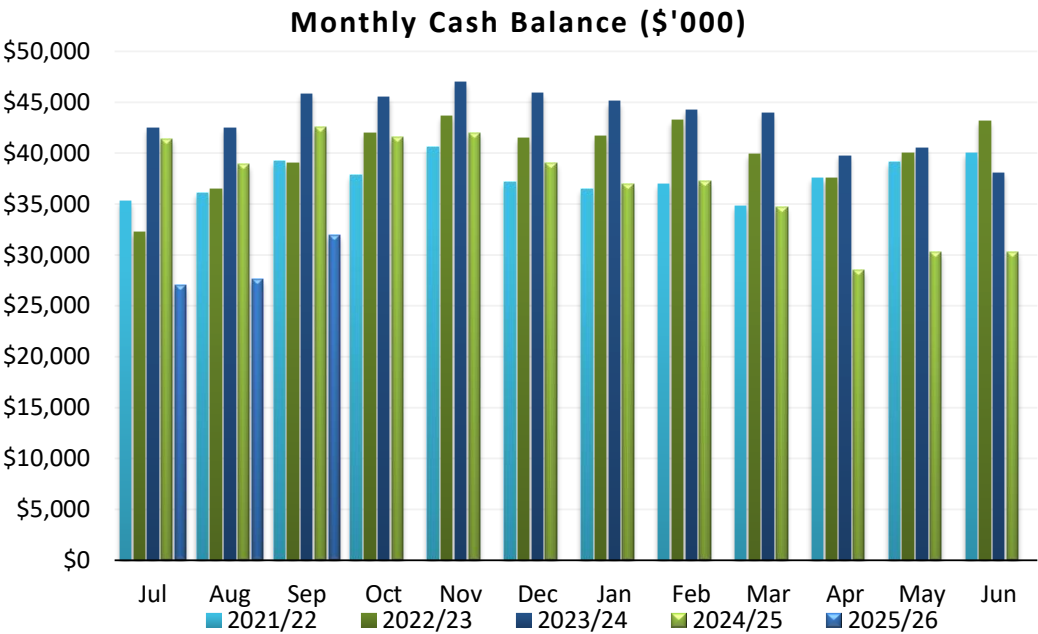
Transfer of funds are restricted by the internal purpose of the Reserve. All transfers from the Reserve must be authorised by Council in the following manner:

- Identified in the budgeting process as funds committed to be transferred from the reserve account; or
- By Council resolution to approve a transfer of funds which was not identified in the budgeting process.

Current forecasts indicate an expected increase in snow play slope management and trail grooming costs.



9. Cash and Investments



The cash balance was \$32.9m at 30 September 2025, of which \$26m was invested in term deposits. This was \$1.7m higher than the 2024/25 end of year cash balance of \$30.2m mostly due to the timing of receipt of quarterly and annually invoiced rates notices, which were due at the end of September.

## 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 25 November 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		
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
Grant Opportunity Updates
Regulatory Services Activity Report October 2025
November Ordinary Council Meeting Agenda Review

# 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 2 December 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 Gareth Graham	Mayor	Will Jeremy	Chief Executive Officer
Cr Sarah Nicholas	Deputy Mayor	Nathalie Cooke	Director Corporate & Community
Cr Dave Byrne	Councillor	Sarah Buckley	Director Assets
Cr Jean-Pierre Ronco	Councillor		
Cr Peter Smith	Councillor		
Cr Noah Tanzen	Councillor		

**Councillor and staff apologies:**

Name	Position
Cr John Andersen	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
Bright Rod Run
Carbon Accounting and Offset Education
EOI – Public EV Chargers on Council Land
Draft Back Porepunkah Road Strategy 2025
Community Recovery Hub and Funding Update
Councillor Professional Development

# 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 9 December 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	Deputy 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		
Cr Jean-Pierre Ronco	Councillor		
Cr Peter Smith	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
Draft December Ordinary Council Meeting Agenda Review
Statutory Planning (Better Decisions Made Faster) Bill 2025 and Complex Applications
Childcare Services - MOU and Lease agreements
Tourism Update
Regulatory Services Report November
Dinner Plain Community Garden - Tiny Towns Grant
Harrietville Levee - Bon Accord Track
Refresher - Maddocks Inductions and Meeting Procedures