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M(2) – 24 FEBRUARY 2026

Ordinary Council Meeting

Minutes

Notice is hereby given that the next **Ordinary Council Meeting** of the **Alpine Shire Council** was held in the Bright Council Chambers, 2 Churchill Avenue, Bright on **24 February 2026** commencing at **5:00 pm**.

PRESENT

COUNCILLORS

Cr Sarah Nicholas - Mayor
Cr Gareth Graham - Deputy Mayor
Cr John Andersen
Cr Dave Byrne
Cr Jean-Pierre Ronco
Cr Peter Smith

OFFICERS

Will Jeremy - Chief Executive Officer
Sarah Buckley - Director Assets
Nathalie Cooke - Director Corporate and Community

APOLOGIES

Cr Noah Tanzen

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1 Recording and livestreaming of Council meetings

The CEO read the following statement:

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

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

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

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

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

2 Acknowledgement of Traditional Custodians and recognition of all people

All to stand, the Mayor read the following statement:

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

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

3 Confirmation of minutes

3.1 ORDINARY COUNCIL MEETING M(1) HELD ON 27 JANUARY 2026

Cr Byrne

Cr Andersen

That the minutes of M(1) 27 January 2026 as circulated be confirmed.

Carried Unanimously

4 Apologies

Cr Tanzen

5 Obituaries / Congratulations

6 Declarations by Councillors of Conflict of Interest

Nil

7 Public Questions

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

G5 Public Question Time

GS3. Questions submitted to Council may be:

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

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

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

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

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

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

8 Presentation of reports by officers

8.1 CHIEF EXECUTIVE OFFICER - WILL JEREMY

8.1.1 Contracts approved under delegation by the CEO

Cr Byrne

Cr Ronco

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

Carried Unanimously

<i>Contract No: 26176</i>		<i>Process: RFQ</i>
<i>Title:</i>	<i>Myrtleford Multi-Purpose Courts Repair</i>	
<i>Tenderer:</i>	<i>Tuff Group Holdings Pty Ltd - Heatherton, Victoria</i>	
<i>Budget (\$ excl GST):</i>	<i>\$170,000.00</i>	
<i>Contract (\$ excl GST):</i>	<i>\$146,404.62</i>	

<i>Contract No: 26192</i>		<i>Process: RFQ</i>
<i>Title:</i>	<i>Footpaths, Trails, Cycleways new program - Mummery Road new pedestrian path</i>	
<i>Tenderer:</i>	<i>Roche Excavations - Whorouly East, Victoria</i>	
<i>Budget (\$ excl GST):</i>	<i>\$200,000.00</i>	
<i>Contract (\$ excl GST):</i>	<i>\$197,624.00</i>	

8.2 DIRECTOR ASSETS - SARAH BUCKLEY

8.2.1 Draft Alpine Shire Rural Directions Strategy 2026

INTRODUCTION

The draft Alpine Shire Rural Directions Strategy 2026 (draft Strategy) shows how Council can guide land use and development outcomes in Alpine Shire's rural areas in the future. The draft Strategy identifies and provides clarity on resources that require stronger protection, preferred locations and outcomes for future rural residential development, and identifies areas well suited to support more diverse economic activity.

The draft Strategy was informed by extensive pre-draft community consultation in the latter half of 2025.

This report recommends that Council receives and notes the Alpine Shire Rural Directions Strategy Engagement Summary Report October 2025 summarising this pre-draft engagement, and resolves, amongst other things, to endorse and commence an engagement process to seek community feedback on the Draft Alpine Shire Rural Directions Strategy 2026.

Cr Ronco

Cr Byrne

That Council:

- 1. Receives and notes the Alpine Shire Rural Directions Strategy Engagement Summary Report October 2025 (Attachment 1);***
- 2. Endorses the Draft Alpine Shire Rural Directions Strategy 2026 (Attachment 2);***
- 3. Endorses an engagement process to seek community feedback on the Draft Alpine Shire Rural Directions Strategy 2026 (Attachment 2) for a period of six weeks; and***
- 4. Notes that Council officers will consider community feedback and report back to Council at a future Council meeting.***

Carried Unanimously

BACKGROUND

The draft Alpine Shire Rural Directions Strategy 2026 (draft Strategy) will provide direction on the future use and development of rurally zoned land in Alpine Shire, including small settlements and rural localities.

It will help to guide the Shire's rural land uses over the coming decades to balance opportunities for economic growth while protecting, caring for, and enhancing the area's unique landscapes.

The draft Strategy will aim to clarify:

- where strategically significant agricultural land is located in Alpine Shire;

- preferred location/s for competing land uses in the rural zones to ensure they do not compete with strategically significant agricultural land;
- the actual and preferred settlement boundaries for all settlements not addressed in the Alpine Shire Land Development Strategy 2024;
- the preferred location for renewable technology to ensure it does not impact or compete with strategically significant agricultural land;
- where valued significant landscapes are located;
- preferred future locations of freight, manufacturing, energy or logistics locations based on assessment of strategically significant agricultural land; and
- preferred location for agri-tourism and related uses.

Council appointed a consortium consisting of SGS Economic & Planning Pty Ltd, CoFutures Pty Ltd and RMCG Consulting Group Pty Ltd to assist in the development of the draft Strategy.

ISSUES

Agriculture (food and fibre production) is an important contributor to the economy of Alpine Shire providing a gross value of \$72 million in 2021 and employing more than 10% of the Shire's workers. Alpine Shire is home to regionally important commodities such as hops, due to prevailing climatic conditions, fertile soil and water supply. Alpine Shire is home to significant timber production in the Ovens Valley on land with steep slopes. Visitor expenditure was estimated at \$379 million in 2019 driven by domestic overnight visitors, with agritourism being a key element to the Shire's tourism offering.

Issues and Opportunities

A Background Report was prepared that includes a review of previous strategies and reports, and an analysis of existing planning controls, rural land use patterns, agricultural capability and versatility, and natural landscapes and hazards.

The findings of the comprehensive Alpine Shire Rural Directions Strategy: Background Report 2025 were summarised into the Alpine Rural Directions Strategy Issues and Opportunities Paper 2025 (Issues and Opportunities Paper). This assisted the community during the pre-engagement community consultation to better understand the key rural land issues across Alpine Shire including:

- loss of productive agricultural land;
- tourist uses locating in rural areas;
- natural hazards including bushfire, flooding and erosion;
- climate change and economic diversification;
- supporting agricultural production through an improved supply chain;
- managing forestry interface conflicts; and
- better planning guidance.

The Issues and Opportunities Paper identified several areas that are facing acute challenges relating to rural land, including, the Buckland Valley, Buffalo River, Dederang, Freeburgh, Harrierville, Mudgegonga, Tawonga and Wandiligong.

Initial Pre-Draft Community Engagement

Council officers undertook community engagement on the Issues and Opportunities Paper between 19 May 2025 and 3 August 2025. Pre-draft engagement activities included:

- a survey and community pinpoint-map on Engage Alpine;
- an online community workshop;
- six in-person information sessions/community workshops held at Dederang, Harrietville, Myrtleford, Porepunkah, Tawonga and Wandiligong;
- flyers distributed to rural townships, including letterbox drops in Tawonga, Harrietville and Wandiligong; and
- a media release.

Council received 189 pieces of feedback across all engagement activities during this period. Key themes from the community feedback phase included:

- the need to protect agricultural land from rezoning and concerns over the viability of farming land due to increasing costs and rising land prices given by development pressure and impacts from small lots;
- rezoning of non-productive or unviable farmland to enable better flexibility or alignment with existing uses;
- addressing housing shortages for key farm workers and families;
- supporting agritourism and economic diversification for farmers to supplement incomes;
- improving infrastructure such as road connections and irrigation;
- responding to environmental risks including flood events, bushfire, erosion, climate change and pest control; and
- maintaining existing rural character and landscape values whilst carefully managing growth within the townships.

A summary of the engagement process and community feedback can be found in Alpine Shire Rural Directions Strategy Engagement Summary Report October 2025 (Attachment 1).

Draft Alpine Shire Rural Directions Strategy 2026

Based on the analysis from the Background Study and insights from community and stakeholder feedback, Council officers and SGS Economic & Planning Pty Ltd have prepared the draft Strategy.

The draft Strategy provides policy direction at the Shire-wide level as well as place-specific guidance for the eight rural settlements and localities to guide rural land use and development in the long term. Key outcomes of the draft Strategy include:

- mapping of, and improved protection for, high-value agricultural land; and clearer direction about preferred locations for non-agricultural land uses;
- clarity about the preferred land use on the edges of rural settlements where conflict between land uses and proliferation of small lots in farming areas has undermined agricultural productivity and created uncertainty for residents and businesses;

- identification of rural economic clusters that are well-suited to supporting more diverse agricultural enterprises such as market gardens, wineries, and on-site processing of farm produce, while carefully considering environmental and amenity impacts. This will utilise updated planning policy to guide development in these areas;
- establishment of criteria where consideration of rezoning for rural residential development may be appropriate; and
- identification of potential locations for infrastructure such as a future freight hub and battery storage near existing energy assets.

The draft Strategy includes a Rural Framework Plan that provides an overview of Alpine Shire and introduces locations of proposed Rural Economic Clusters (RECs).

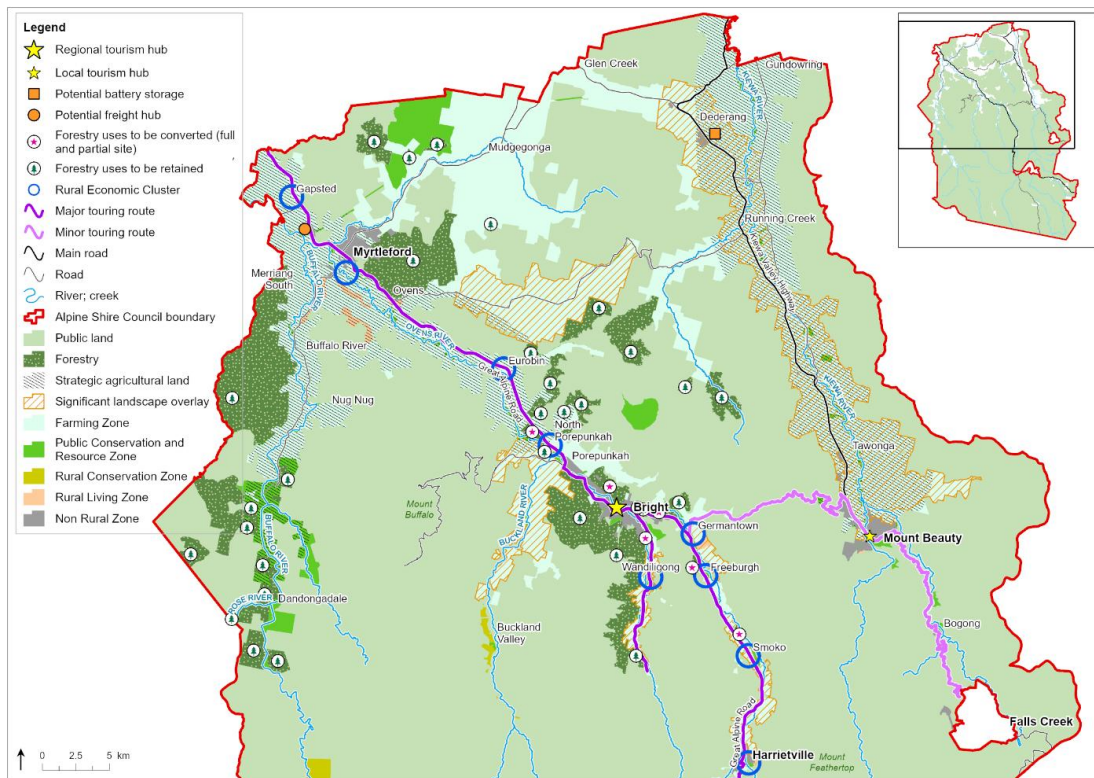


Figure 1: Rural Framework Plan for Alpine Shire

The draft Strategy notes that the priority in farming zoned areas should be the protection of productive agricultural land, given the economic importance of the land; however, where factors such as soil capability, land fragmentation, existing uses, or surrounding uses have significantly decreased productivity and caused the land use to shift away from traditional farming uses, the draft Strategy can seek to apply greater flexibility to consider other compatible land uses in these areas.

Much of the Shire faces high levels of natural risk from bushfire, flooding, and erosion, creating significant challenges for planners and the community. Council officers will

continue to work with, and seek feedback from referral agencies and authorities, including through the consultation process.

The draft Strategy also sets boundaries for rural townships to direct and contain the extent of settlements, and to ensure that settlements do not creep into, or impact surrounding agricultural land. By applying appropriate policy and zoning, officers can focus on the legacy issues that have created uncertainty for planners and the community in the past.

The Great Alpine Road contains a number of smaller townships that have not been identified as settlements, but should be acknowledged, and often contain legacy planning issues such as fragmented land and a variety of land uses. These have been designated as RECs so that their contribution can be acknowledged (e.g., tourism) and potentially expanded upon with uses that are complementary, but not necessarily traditional agricultural uses.

Through the application of policy or zoning that acknowledges settlement boundaries and the land contained within, as well as RECs along the Great Alpine Road, greater certainty can be provided with regard to future land uses in the Shire. Land not within these designated areas is generally located within the Farming Zone, and decision makers can be confident that they should be protected from non-agricultural uses.

These concepts are explored further in the draft Strategy (Attachment 2).

POLICY IMPLICATIONS

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

- 2.2 We plan for future risks like bushfire, flooding, landslip, and erosion, while improving planning certainty and sensitively managing township growth to protect local character, amenity, and identity.
- 2.3 We protect our rural industries and balance other priorities, such as tourism, in our rural areas.
- 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.

The draft Strategy is a major initiative of the Alpine Shire Council Council Plan 2025-29, and was listed as a key recommendation from the Alpine Planning Scheme Review 2023.

The draft Strategy complements the Alpine Shire Land Development Strategy 2024, which addresses land use and development in urban zoned areas of the Shire. It also considers relevant directions from Council's other strategic works including the Alpine Shire Economic Development Strategy 2022 and the Alpine Shire Bushfire Planning Study 2024. It also reviews earlier work completed under the Alpine Shire Rural Land Strategy 2015.

FINANCIAL AND RESOURCE IMPLICATIONS

The decision to undertake community engagement will result in minor administrative costs such as venue hire, mail outs, and social media posts.

The undertaking of the draft Strategy and additional spend for community engagement can be accommodated within Council's existing Strategic Planning budget.

RISK MANAGEMENT

There are no inherent risks with the recommendation of this report. There is a minor risk of community opposition to some aspects of the draft Strategy, and the community engagement process will provide an opportunity to identify and discuss these issues as they arise, and report back to Council prior to finalising the Alpine Shire Rural Directions Strategy 2026 for adoption by Council.

The below table outlines the key risks that the adoption of a final Alpine Shire Rural Directions Strategy may mitigate.

Risk	Likelihood	Impact	Mitigation Action / Control
Out-of-date planning controls and policy, and continued land use conflicts in rural areas.	Almost certain	Major	<ul style="list-style-type: none"> Once adopted, high level strategic directions, objectives and strategies for the development of rural land will be inserted into the planning scheme to bring it up-to-date. The Rural Economic Clusters policy will guide development in certain areas without the need for rezoning through discretionary assessments of planning applications. The final Alpine Shire Rural Directions Strategy will provide strategic justification for some landowners to begin the rezoning process.

Risk	Likelihood	Impact	Mitigation Action / Control
<p>Rural areas continue to be subject to natural risk including bushfire, flooding, and erosion.</p>	<p>Almost certain</p>	<p>Major</p>	<ul style="list-style-type: none"> • The draft strategy includes strategies to help mitigate the risk of natural hazards through changes in planning policy. • Council should continue to advocate to the Victorian government to assess the erosion risk of public and private land and apply appropriate planning controls. • Council should continue to work with floodplain managers and Victorian government to implement the flood studies.

Risk	Likelihood	Impact	Mitigation Action / Control
Alpine Shire does not meet its housing targets.	Possible	Medium	<ul style="list-style-type: none"> • The draft Strategy includes strategic directions to direct rural residential development to locations with low agricultural productivity, low bushfire risk or flooding risk, and close to existing settlements. • It is likely that Alpine Shire is approaching a natural limit to its population given bushfire risk and the practical constraints of servicing lower risk locations such as Dederang and Mudgegonga.

CONSULTATION

Extensive community consultation was conducted during the Issues and Opportunities stage of the project, the extent of which has been outlined earlier in this report.

The draft Strategy has also been informed by stakeholder engagement with agencies including Agriculture Victoria, the Country Fire Authority, the Department of Transport and Planning, Goulburn-Murray Water, North East Water, and the North East Catchment Management Authority.

To check back in with the community on the draft Strategy, Council officers are proposing to undertake an extensive community engagement process for six weeks. Methods of engagement will include (but not limited to) a survey and pinpoint map on Engage Alpine, social media, community workshops/engagement sessions and a media release.

Council officers will consider feedback and update the draft Strategy where appropriate. Community feedback and the final Alpine Shire Rural Directions Strategy will be considered by Council at a future council meeting.

CONCLUSION

The Alpine Shire Rural Directions Strategy 2026 is an important strategy that will guide the long term development of rural land. It addresses key risks and legacy planning issues to improve certainty and decision making for rural areas into the future.

It is recommended that Council endorses the draft Alpine Shire Rural Directions Strategy 2026 for community engagement for a period of six weeks.

DECLARATION OF CONFLICT OF INTEREST

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

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

ATTACHMENT(S)

1. **8.2.1.1** Alpine Rural Directions Strategy - Engagement Summary Report 2025
2. **8.2.1.2** Draft Alpine Shire Rural Directions Strategy 2026

8.2.2 Gravel Road Reconstruction and Re-sheeting 25-26

INTRODUCTION

This report relates to the award of a contract for the Gravel Road Reconstruction and Re-sheeting 2025/26 program.

Cr Byrne

Cr Smith

That Council:

- 1. Awards Contract No. 2615901 for 'Gravel Road Reconstruction and Re-sheeting 2025/26' to McPhersons Earthmoving Contractors Pty Ltd for the maximum agreed cost of \$400,832 (GST Exclusive); and***
- 2. Delegates authority to the Chief Executive Officer to sign and seal the contract at the appropriate time.***

Carried Unanimously

BACKGROUND

Council's road renewal program is part of the annual capital works program that restores, rehabilitates and renews an existing road asset to its original service potential.

The Gravel Road Reconstruction and Re-sheeting program is part of Council's annual road renewal program. Council undertakes works each year on road segments identified and prioritised through its routine condition inspection program. The 2025/26 program is scheduled for the completion of 6km of unsealed road and works will include road and drainage shape reforming, culvert renewal, and the renewal of the gravel pavement surface.

The roads included in the 2025/26 program are a combination of roads that were previously on Council's Register of Public Roads, and roads added to the register following the recent review of Council's Road Management Plan.

Roads previously on Council's Register of Public Roads

- Mount Porepunkah Road, Bright
- Browne's Lane, Rosewhite
- Stoney Creek Road, Gapsted

New roads added to Council's Register of Public Roads

- Branch Creek West Track, Wandiligong
- Long Gully Road, Wandiligong
- Elmer Lane, Gapsted
- Unnamed Road40, Gapsted

EVALUATION

The 2025/26 Gravel Road Reconstruction and Re-sheeting program was placed on public tender and advertised on Tenders.net on 9 January 2026 as well as on Council's website.

The tender documents were downloaded by 18 prospective tenderers, and six responses were received by the closing date.

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

1. Price
2. Qualifications and previous performance
3. Delivery
4. Social
5. Environmental Sustainability

Following the assessment of the tenders it was determined that the tender from McPhersons Earthmoving Contractors Pty Ltd best met the requirements of the selection criteria.

ISSUES

Council is not aware of any issues outside of the minor impact that the works will have on traffic movements and the public.

POLICY IMPLICATIONS

The recommendation is in accordance with the 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

FINANCIAL AND RESOURCE IMPLICATIONS

A total budget of \$425,000 has been allocated for the 2025/26 Gravel Road Reconstruction and Re-sheeting program. The total contract value of the 2025/26 program is \$400,832 (GST Exclusive) and is inclusive of all works specified within the tender.

RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Disruption to traffic	Almost certain	Minor	<ul style="list-style-type: none"> Traffic management will be in place during works to minimise the impact on public use of these roads.

CONSULTATION

Notification of the works will be advertised on Council's Facebook page and website. The contractor will inform impacted residents and businesses prior to works commencing.

CONCLUSION

Following a comprehensive assessment, the tender from McPhersons Earthmoving Contractors Pty Ltd is considered to present the best value option for 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 Assets and Waste
- Project Officer
- Project Officer

ATTACHMENT(S)

Nil

8.2.3 Alpine Shire Neighbourhood Character Strategy 2025

INTRODUCTION

The Alpine Shire Neighbourhood Character Strategy 2025 seeks to guide future residential development while preserving and enhancing the distinct identity and liveability of Alpine Shire's townships.

This report recommends that Council adopts the Alpine Shire Neighbourhood Character Strategy 2025 and implements it via a planning scheme amendment/s.

Cr Byrne

Cr Andersen

That Council:

- 1. Adopts the Alpine Shire Neighbourhood Character Strategy 2025 included in attachment 1 to this report; and***
- 2. Prepares and exhibits a planning scheme amendment/s to implement the Alpine Shire Neighbourhood Character Strategy 2025.***

Carried Unanimously

BACKGROUND

The Alpine Planning Scheme Review 2023 (the Review) recommended that Council prepares a neighbourhood character strategy for the municipality with the desired outcome to assist with achieving sustainability and neighbourhood character objectives, while identifying preferred character for future development.

Council engaged Mesh Liveable Urban Communities Pty Ltd in 2024 to assist in the development of the Alpine Shire Neighbourhood Character Strategy 2025 (the Strategy). The Strategy comprises a neighbourhood character assessment, implementation plan, and design guidelines to support the protection and enhancement of the Alpine Shire's neighbourhood character, as well as guide future residential development.

The purpose of the Alpine Shire Neighbourhood Character Strategy 2025 is to:

1. Identify the existing neighbourhood character of residential areas of the four service towns.
2. Identify the valuable landscape and streetscape elements that attract residents and visitors to Alpine Shire.
3. Define a preferred future character for residential areas that have commonalities, identified as neighbourhood character typology areas.
4. Set design guidelines to provide certainty to the community and development industry of intended built form and landscape outcomes for residential development.
5. Set an implementation plan for neighbourhood character and support Council decision-making for future residential development.

The strategy provides an opportunity to shape and support residential development by acknowledging the existing character of Alpine Shire's service towns, identifying preferred character outcomes and how they can be interpreted through the process of redevelopment.

ISSUES

The Alpine Planning Scheme Review 2023 identified that guidance regarding neighbourhood character was absent from the Alpine Planning Scheme. The Review recommended that future strategic work should be undertaken to identify and realise the preferred neighbourhood character and valued landscape characteristics of the Alpine Shire.

Recent state planning reforms have impacted how protection and enhancement of neighbourhood character is achieved through the Alpine Planning Scheme.

These reforms are aimed at achieving housing numbers and circumvent the traditional subjective assessment of neighbourhood character based on local context. To comply with the neighbourhood character component of the state planning reforms, it is now only necessary to meet siting requirements that apply statewide, and do not consider local context, or the fabric of surrounding development, which councils have achieved through collaboration with local communities over the last 20 years.

Despite this, Council has documented the preferred values in the Strategy with significant input from the community. At a minimum, Council should adopt a position, as outlined in the Strategy, that allows for future advocacy, and inclusion in the Alpine Planning Scheme in the most effective way possible via a planning scheme amendment/s.

Given the uncertainty around how preferred neighbourhood character is included in a planning scheme, Council officers will continue to work with the Department of Transport and Planning, and advocate for the meaningful inclusion of local neighbourhood character policy in the Alpine Planning Scheme.

POLICY IMPLICATIONS

Further to recommendations of the Alpine Planning Scheme Review 2023, the recommendation is a major initiative under Objective 2 Sustainable and Resilient Alpine, in the 2025-2029 Council Plan:

- Update the Alpine Planning Scheme to address key risks to future development, and improve planning certainty and decision making across Alpine Shire including:
 - Neighbourhood Character Study.

FINANCIAL AND RESOURCE IMPLICATIONS

The Alpine Shire Neighbourhood Character Strategy 2025 has been fully funded by Council. Mesh Liveable Urban Communities Pty Ltd (Mesh) completed a Draft Bright Neighbourhood Character Assessment in 2022/23 for \$46,470 excl. GST.

Council subsequently undertook a public procurement exercise to engage a consultant to prepare a neighbourhood character study for the remaining townships of Mount Beauty–Tawonga South, Myrtleford, and Porepunkah. Mesh was successfully awarded the contract for \$86,166 excl. GST.

A planning scheme amendment/s would be required to implement the findings of the Strategy into the Alpine Planning Scheme. This would have financial implications in the future that would include preparation and exhibition costs, and, potentially, any planning panel fees should one be required.

RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Inability to implement some or all of the Strategy in the Alpine Planning Scheme.	Possible	Major	<ul style="list-style-type: none"> Continue to work closely with Department of Transport and Planning to ensure best community outcomes are achieved. Utilise internal implementation mechanisms.
Community opposition to the Alpine Shire Neighbourhood Character Strategy 2025.	Unlikely	Minor	<ul style="list-style-type: none"> Council officers will consider any/all feedback received during an amendment and seek to resolve issues raised. The project was developed with community input and feedback over two public consultations.

CONSULTATION

Pre-draft Consultation

Council officers undertook pre-draft engagement for the draft Alpine Shire Neighbourhood Character Strategy 2025 in August 2024. Across the 28-day engagement period, pop-ups were conducted in the key service towns of Bright, Mount Beauty–

Tawonga South, Myrtleford, and Porepunkah. An online survey was made available via Engage Alpine, which utilised interactive mapping for the first time on this platform.

Engagement was designed to directly inform the draft strategy, specifically whether defined neighbourhood characteristics had been described and mapped correctly. Online survey results via Engage Alpine showed that Council had 530 page views, 470 visits, 331 visitors and 30 submissions.

The majority of feedback, both online and in-person, supported the preliminary findings. Feedback with opposing suggestions informed description and mapping changes seen in the draft Alpine Shire Neighbourhood Character Strategy 2025.

Draft Consultation

Council officers undertook draft engagement for the draft Alpine Shire Neighbourhood Character Strategy 2025 in October 2025. Across the 28-day engagement period, residents were invited to provide written feedback responses via an online survey available through Engage Alpine. Engagement was designed for the community to provide general open feedback on the document. Online survey results via Engage Alpine showed that Council had 240 page views, 224 visits, 176 visitors and 10 submissions. All submissions were considered prior to final draft document review.

CONCLUSION

It is recommended that Council adopts the Alpine Shire Neighbourhood Character Strategy 2025, and prepares and exhibits a planning scheme amendment/s to implement the findings and recommendations of the Strategy into the Alpine Planning Scheme.

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
- Graduate Strategic Planner

ATTACHMENT(S)

1. **8.2.3.1** Alpine Shire Neighbourhood Character Strategy 2025

8.3 DIRECTOR CORPORATE AND COMMUNITY - NATHALIE COOKE

8.3.1 Draft Access and Inclusion Plan

INTRODUCTION

The purpose of this report is to present the draft Access and Inclusion Plan 2026-2029 to be placed on public exhibition to obtain community feedback for review and consideration for final Plan development.

Cr Andersen

Cr Byrne

That Council:

- 1. Endorses the draft Access and Inclusion Plan 2026-2029 be placed on public exhibition in accordance with Council's Community Engagement Policy;***
- 2. Invites public submissions regarding the draft Access and Inclusion Plan; and***
- 3. Notes that submissions received as part of the exhibition of the draft Access and Inclusion Plan will be considered and the final Plan will be presented to be adopted at a future meeting of Council.***

Carried Unanimously

BACKGROUND

Local Government has a legislative and social obligation to ensure all community members can participate fully and equitably in their day-to-day lives.

Under Section 38 of the *Victorian Disability Act 2006*, councils are required to prepare a Disability Action Plan identifying actions to remove barriers and increase inclusion for, and change attitudes and practices which discriminate against, people with disability.

Council has developed an Access and Inclusion Plan, noting that members of the public who may have difficulty using services, including elderly citizens, parents with prams and people with short term injuries or health conditions would also benefit from the actions identified in an Access and Inclusion Plan.

Implementation of an Access and Inclusion Plan contributes to Council's obligations under the *Disability Discrimination Act 1992* and the *Charter of Human Rights and Responsibilities Act 2006*. It also supports the principles of the *United Nations Convention on the Rights of Persons with Disabilities*.

Council adopted a Disability Action Plan in 2011 which was revised in 2014. Subsequently an Access and Inclusion Plan was adopted in 2021. The draft Access and Inclusion Plan 2026-29 (the Plan) aims to be both aspirational and achievable within the resources and budget of Council.

The Plan has been developed in consultation with key internal and external stakeholders alongside the development of the Council Plan and Municipal Public Health and

Wellbeing Plan 2025 - 2029 and recommends that access and inclusion be considered in all aspects of Council's work.

The Plan is an overarching strategic document which will be supported by an Access and Inclusion Action Plan.

ISSUES

The 2021-2024 Plan was overly ambitious for the available resources resulting in slower progress across priority areas.

To improve delivery, a more achievable and staged Plan is proposed, supported by realistic timeframes and clearer workload alignment. Quarterly reporting will strengthen oversight, enable early identification of risks, and ensure actions remain achievable within available resources, leading to better outcomes for the community.

POLICY IMPLICATIONS

Under Section 38 of the *Victorian Disability Act 2006* Council is required to adopt a Disability Action Plan.

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

- 2.5 We support our communities' mental health and wellbeing
- 3.2 We support healthy lifestyles, including movement and access to healthy food
- 3.3 We support our communities to access our services and facilities regardless of age, ability, sexuality, gender, ethnicity, or background
- 3.7 We support people of all ages and stages to thrive

FINANCIAL AND RESOURCE IMPLICATIONS

The 2025/26 Budget contains an allocation of \$50,000 for access and inclusion actions.

Capital works projects which address outcomes of the Plan will be added to Council's Project Pipeline as appropriate and subject to future budget approval.

Minor works may be accommodated from within existing operational budgets.

RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Council does not comply with legislative requirement to adopt a Disability Action Plan	Unlikely	Moderate	<ul style="list-style-type: none"> • Adopt Access and Inclusion Plan 2026-2029 • Develop Action Plan to support the implementation of Access and Inclusion Plan
Council is unable to deliver outcomes of the Access and Inclusion Plan	Possible	Moderate	<ul style="list-style-type: none"> • Internal stakeholder engagement to ensure Plan is achievable within current resourcing and budgetary constraints • Develop Action Plan for clarity of responsibility for delivery of outcomes • Monitor Action Plan delivery

CONSULTATION

Development of the draft Access and Inclusion Plan has been undertaken through engagement with residents, community organisations and services. This engagement has included:

- Community pop-up sessions;
- Community online survey;
- Staff online survey; and
- Engagement with internal stakeholders.

The draft Plan will be placed on public exhibition and further feedback considered in the finalisation of the Plan.

CONCLUSION

It is recommended that Council endorses the draft Access and Inclusion Plan for public exhibition. Feedback from the public exhibition period will be reviewed and considered prior to the final Plan being presented to Council for adoption at a future Council meeting.

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
- Coordinator Community Development

ATTACHMENT(S)

1. **8.3.1.1** Draft Access and Inclusion Plan 2026 2029

8.3.2 Quarterly Budget Report - Quarter Two 2025/26

INTRODUCTION

The purpose of the 'Quarterly Budget Report - Quarter Two 2025-26' (the 'Report') is to provide Council with an overview of the financial position of Council for the period ending 31 December 2025.

Cr Ronco

Cr Byrne

That Council receives and notes the 'Quarterly Budget Report - Quarter Two 2025-26' for the period ending 31 December 2025.

Carried Unanimously

BACKGROUND

The Report provides Council with an overview of the results for the quarter and an update on the forecast financial position against the full year budget. Explanations are provided for variances to budget greater than \$100,000. This Report is prepared quarterly.

ISSUES

Council is forecasting a full year surplus of \$460k, which is \$1,663k lower than budgeted.

The published projected position is lower than budgeted due to several contributing factors, chiefly decreased grant income received and recognised. This has been offset this year by higher levels of other incomes and reduced expenditure.

Full details can be reviewed in the attachment 'Quarterly Budget Report - Quarter Two 2025-26' for the period ending 31 December 2025.

Forecast reduced income (\$1,883k) is primarily due to a decrease in recurrent operating grant income.

- There is a projected decrease in recurrent operating grants due to an early receipt of 2025-26 Financial Assistance Grant from the State Government, which was recognised in June 2025 (\$2,416k).
- This has been offset by several income items, including a higher level of statutory fees and fines received (\$100k), and increased non-recurrent capital grant income (\$317k).

Forecast reduced expenses incurred (\$127k) is mainly due to conducting planned works and projects in-house instead of procuring contractors.

Revised Budget

The *Local Government Act 2020 (LGA 2020)* requires that an assessment be made as to whether a revised budget is required after the half yearly finance report is completed. A revised budget is required under the *LGA 2020* before any of the following can occur:

- A variation to the declared rates or charges;
- Undertaking any borrowings that have not been approved in the budget;
- A change to the budget that the Council considers should be the subject of community engagement.

At the end of the quarter two financial period, none of these three items is forecast to occur, and Council is not required to complete a revised budget for 2025/26.

POLICY IMPLICATIONS

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

- 2.8 We achieve long-term financial resilience to meet community needs now and into the future.
- 2.11 We prioritise effective governance to ensure transparent oversight of our operations.

FINANCIAL AND RESOURCE IMPLICATIONS

Council is forecasting a full year surplus of \$460k, which is \$1,663k lower than budgeted.

RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Poor decision-making impacts on financial sustainability.	Rare	Major	<ul style="list-style-type: none"> • Quarterly reporting provides a snapshot of performance for Council. Maintaining rigour in financial reporting supports Council to make financially sustainable decisions.

CONSULTATION

Consultation has been carried out with Council officers across the organisation in order to compile this report. The quarterly financial performance has been briefed to Council no later than one month following the quarterly cut-off, and the Report was presented to the February Audit and Risk Committee.

CONCLUSION

The Quarterly Budget Report for the period ending 31 December 2025 is presented for noting.

DECLARATION OF CONFLICT OF INTEREST

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

- Director Corporate and Community
- Manager Corporate
- Accountant

ATTACHMENT(S)

1. **8.3.2.1** Quarterly Budget Report Q 2 2025-26

8.3.3 Financial Sustainability Report - Quarter Two 2025/26

INTRODUCTION

The Financial Sustainability Strategy has been developed to reflect Alpine Shire Council's commitment to long-term planning and sound financial stewardship.

It seeks to address our financial sustainability challenge through a series of strategic and operational actions taken over the current Council cycle. It outlines seven Strategic Levers and a suite of associated actions to deliver Council to a sustainable long-term position.

As part of monitoring and performance, progress against the Financial Sustainability Strategy Action Plan is reported quarterly aligned to Council's financial reporting.

Cr Andersen

Cr Smith

That Council receives and notes the 'Financial Sustainability Report Quarter 2 2025/26'.

Carried Unanimously

BACKGROUND

The *Local Government Act 2020* (the Act) sets out clear objectives for councils to uphold sound financial management, long-term planning, and effective risk oversight to ensure sustainable outcomes for current and future communities.

In addition, Council has an integrated approach to planning, monitoring and performance reporting with a number of core legislated elements of an integrated strategic planning and reporting framework and outcomes. The Financial Sustainability Strategy and associated Action Plan was adopted in October 2025 to underpin all elements within this framework.

ISSUES

As of December 2025, all year one actions are on track to be completed as they are due.

One item has been closed relating to the consideration of undertaking a revised budget in 2025/26 as the focus is on the drafting the 2026/27 budget incorporating our financial sustainability targets.

Summary of Action Status as at December 2025

Strategic Lever	Status – Closed	Status – Open on Track	Status – Open in Danger	Total
Sustainable Cash Reserves		2		2
Optimise Revenue		1		1
Well Managed Assets		3		3
Strategic Service Delivery		1		1
Improve Finance Systems		1		1
Strengthen Governance and Financial Control	1	6		7
Stakeholder Engagement, Advocacy and Partnerships		3		3
Total	1	17	0	18

Details of progress against each action is included in the attachment.

Our targets for financial sustainability

- 0-2 years: Reduce Council's forecast underlying deficit to zero.
- 3-4 years: Start to build unrestricted cash reserves for specified purposes and deliver a new long term financial plan that reflects future financial requirements.

2025/26 Quarter Two Result (Year 1)

Measure	General Description	Target	June 2025	December 2025 (Q2) Forecast	Notes
Adjusted underlying result ratio	Ability to generate surplus in the ordinary course of business, excluding non-recurrent capital grants, non-monetary asset contributions and other contributions, to fund capital expenditure from its net result.	>0%	-10.5%	-8.63%	Adjusted underlying result ratio is skewed by the timing of Financial Assistance Grant. Operationally Council have reduced expenditure to result in a more favourable forecasted underlying deficit than the budgeted result of -3.43%.
Availability of Cash	Forecast future 5-year annual average change in the sum of cash and funds held in term deposits.	>\$0M	-\$2M	-\$2.1M	A reforecast of the Cash Flow Statement for the next 4 years is expected in Q3 as part of the budget process.
Working capital ratio	Ability to pay existing liabilities in the next 12 months.	>1.2	3.76	3.39	

POLICY IMPLICATIONS

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

- 2.8 We achieve long-term financial resilience to meet community needs now and into the future.
- 2.10 We systematically identify and manage risks to support informed decision-making and organisational resilience.
- 2.11 We prioritise effective governance to ensure transparent oversight of our operations.

FINANCIAL AND RESOURCE IMPLICATIONS

The Financial Sustainability Strategy details a series of strategic and operational actions that 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	Mitigation Action / Control
Adverse impact on Council's financial sustainability.	Possible	Major	<ul style="list-style-type: none"> All items listed in the Financial Sustainability Action Plan have been assigned to a responsible officer. Clear monitoring and review processes have been determined within the Strategy.

CONSULTATION

Progress against actions identified in the Financial Sustainability Strategy have been determined through discussion with Council officers.

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 has been developed to reflect Council's commitment to long-term planning and sound financial stewardship. It seeks to address our financial sustainability challenge through a series of strategic and operational actions taken over the current Council cycle and outlines seven (7) Strategic Levers and a suite of associated actions to deliver Council to a sustainable long-term position.

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

DECLARATION OF CONFLICT OF INTEREST

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

- Director Corporate and Community
- Manager Corporate
- Accountant

ATTACHMENT(S)

1. **8.3.3.1** Financial Sustainability Action Plan Status Q2 2025-26

8.3.4 P.2023.020 - 60 Prince Street Myrtleford

Application number:	P.2023.020
Proposal:	Two (2) lot subdivision; creation/alteration of access to a road in TRZ2
Applicant's name:	Fischer Development Solutions
Owner's name:	Matt Carlassare
Address:	60 Prince Street Myrtleford (Lot 14 PS608682G)
Land size:	1102sqm
Current use and development:	Existing dwelling with a garage
Site features:	Flat, well-maintained residential property
Why is a permit required?	GRZ1: 32.08-3: To subdivide land Clause 52.29-2: To subdivide land adjacent to a road in TRZ2; To create or alter access to a road in TRZ2
Zoning:	General Residential Zone, Schedule 1 (GRZ1)
Overlays:	N/A
Restrictive covenants on the title?	Nil
Date received:	20 February 2023 Section 57A Amendment: 6 May 2025
Statutory days:	225
Planner:	Matt Novacevski, Statutory Planning Coordinator

Cr Andersen

Cr Byrne

That a Notice of Decision to grant a planning permit be issued for two-lot subdivision and creation or alteration of access in a road in TRZ2 in accordance with the conditions outlined in the Attachment - Conditions, and for the following reasons:

- 1. The proposal demonstrates broad compliance with the relevant provisions of the Alpine Planning Scheme, including***
 - a. Clause 02.03-1 and 02.03-6 of the Municipal Planning Strategy.***

- b. Clause 11.01-1L-01, 11.01-1L-03, 15.01-3S, 15.01-3L and 16.01-1S of the Planning Policy Framework.***
 - c. The purpose and decisions guidelines of the General Residential Zone 1, Transport 2 Zone and Clause 52.29 (Land Adjacent to the Principal Road Network).***
- 2. The proposal provides additional housing opportunity in a location with convenient access to existing infrastructure and a range of community facilities.***
 - 3. The proposed subdivision has been appropriately designed with regard to the existing neighbourhood character and reflects the prevailing pattern in the surrounding context, as assessed against Clause 56 of the Alpine Planning Scheme.***

Carried Unanimously

PROPOSAL

The application seeks approval for a two-lot subdivision, including the creation of a shared accessway (common property) and alterations of the existing crossover. The proposal is summarised as follows:

	Area	Street frontage	Vehicle access
Lot 1	421sqm	15.22 to Price Street	Shared driveway and crossover from Prince Street providing access to both lots
Lot 2	543sqm	N/A - 5m to shared accessway	
Common Property	139sqm	5m to Prince Street	

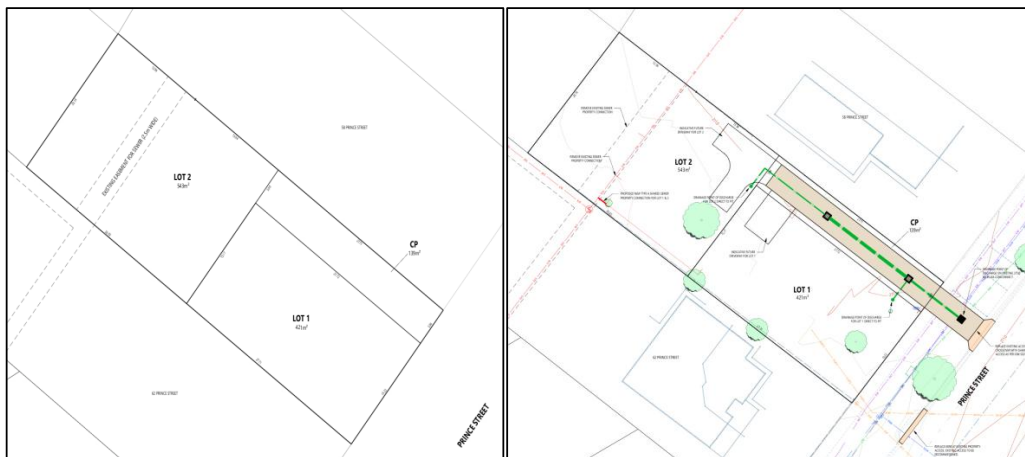


Figure 1: Shows the proposed subdivision plan (Left) and the development concept, with altered crossover (Right)

SUBJECT LAND AND SURROUNDS

The subject site is located at 60 Prince Street, Myrtleford, which is formally described as Lot 14 on Plan of Subdivision 608682.

Rectangular in shape, the site has a total area of approximately 1,102sqm, with a frontage of 20.22m to Prince Street. Vehicle access is currently provided via an existing crossover located toward the northern end of the frontage, leading to a driveway that extends along the northern boundary.

The subject site contains a single storey detached dwelling of brick construction, positioned toward the front of the lot. The remainder of the land consists of open space, including a small garden bed at both the front and rear, along with a garage. The land is generally flat and well maintained.

Surrounding development is predominantly residential, featuring single dwellings on variously sized lots. A mix of older weatherboard and brick homes contributes to the established residential character of this section of Prince Street.



Figure 2: Aerial image of the subject site and surrounding properties.

PUBLIC NOTIFICATION

The application was advertised in accordance with Section 52 of the *Planning and Environment Act 1987*. Notice of the application was sent to owners and occupiers of nine surrounding properties, while a sign was also displayed on the subject land.

Four objections were received, and this is the reason the application is required to go before Council for decision. The key issues raised in the objections are summarised as follows:

- Concerns regarding the location of the proposed driveway.
- Potential construction of two-storey dwellings on the new lots and associated amenity impacts, including overshadowing, overlooking and loss of privacy.
- Potential parking and noise issues.
- Concern that the developer may obtain building approval from another municipality, whose understanding of the site context may be limited.

REFERRALS

Referrals / Notice	Advice / Response / Conditions
Section 55 referrals:	Department of Transport and Planning (DTP): Consent with conditions Goulbourn-Murray Water (GMW): Consent with no conditions North East Water Authority (NEW): Consent with no conditions
Internal / external referrals:	Engineering: Consent with conditions

PLANNING ASSESSMENT AND RESPONSE TO GROUNDS OF OBJECTION

All applicable policy and decision guidelines can be found below.

STATE AND LOCAL PLANNING POLICY FRAMEWORK

The State Planning Policy Framework (SPPF) and Local Planning Policy Framework (LPPF) give support to the proposal with the following objectives and policy listed:

- Clause 02.03-1 (Settlement)
- Clause 02.03-6 (Housing)
- Clause 11.01-1L-01 (Settlement)
- Clause 11.01-1L-03 (Myrtleford)
- Clause 15.01-3S (Subdivision design)
- Clause 15.01-3L (Battle-axe development)
- Clause 16.01-1S (Housing supply)

The above policy gives clear support to the proposal. The following response can be provided:

- The proposal supports the role of a key township within the Shire in accommodating local growth and encourages consolidation and infill development in a well-established residential area.
- The subdivision provides additional housing opportunities in a fully serviced location, making efficient use of the existing infrastructure, and avoids dispersed residential growth in rural or underserved areas.
- The layout adopts a subdivision pattern that is consistent with the surrounding neighbourhood, ensuring the new lots are functional, accessible and integrated with the existing street network.

- The lot sizes and proportions appropriately reflect the established residential character of the area, and the width of the access handle (shared driveway) complies with the relevant design requirement for battle-axe development.

ZONING AND LAND USE

The subject land is within General Residential Zone 1. The proposed subdivision is consistent with the purpose and decision guidelines of the zone for the following reasons:

- The subdivision supports the implementation of the MPS and PPF by facilitating appropriate residential development within an established township.
- The proposal respects the neighbourhood character through a lot layout that is compatible with surrounding residential patterns, while also contributing to housing supply and growth in a location with excellent access to services and infrastructure.
- The proposal has been designed to meet the relevant objectives and standards of Clause 56, ensuring each lot is functional, well connected, and capable of supporting future residential use. A full and detailed assessment is provided in the Attachment - Clause 56 Assessment.

PARTICULAR PROVISIONS

- Clause 52.29 (Land Adjacent to the Principal Road Network)

The purpose of this clause is to ensure appropriate subdivision and access to the Principal Road Network. Pursuant to Clause 52.29-4 the application was referred to the Department of Transport and Planning (DTP).

- Clause 56 (Residential Subdivision)

Key purposes of this provision are to create liveable and sustainable neighbourhoods and urban places with character and identity and to achieve residential subdivision outcomes that appropriately respond to the site and its context.

The provision applies to this application as the land is in the General Residential Zone that provides for residential development. A detailed Clause 56 assessment is included as an attachment to this report.

RESPONSE TO GROUNDS OF OBJECTIONS

The application has been assessed against the relevant provisions of the Alpine Planning Scheme as discussed above. The following provides a response to the concerns raised by objectors:

- There is no change to the location of the existing crossover, and the alteration to the crossover and driveway is in line with the requirements and advice of the determining referral authority (DTP).
- The proposal relates to subdivision only and does not include construction of dwelling(s).
- Car parking provisions under Clause 52.06 do not apply to this application.

- Building approval is a separate process from planning and will be assessed independently under the relevant legislation and requirements.

TRAFFIC MANAGEMENT

The Department of Transport and Planning (DTP) has reviewed the proposal and granted consent subject to conditions.

Council's Engineering Department also reviewed the proposal and granted consent subject to conditions. Conditions from both DTP and Council's Engineering Department have been incorporated on the recommended Notice of Decision.

NOISE POLLUTION

It is not expected that the proposal would result in any unreasonable noise impacts.

WASTE POLLUTION

The existing reticulated services is available at the site and can be connected to new lots.

CONCLUSION

The application is considered to be consistent with the Alpine Planning Scheme and should be approved for the following reasons:

- The proposal is consistent with the provisions of the relevant MPS and PPF of the Alpine Planning Scheme.
- The proposal is consistent with the purpose and decisions guidelines of the General Residential Zone and Clause 52.29.
- The subdivision will provide additional housing opportunities in a location with convenient access to reticulated services and community facilities.
- The subdivision has been designed to respond appropriately to the existing subdivision pattern and character of the area, and complies with the standards and objective of Clause 56.

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
- Statutory Planning Coordinator

APPENDICIES

Conditions

Clause 56 Assessments

9 Informal Meetings of Councillors

INTRODUCTION

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

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

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

Cr Ronco

Cr Andersen

That the summary of informal meetings of Councillors for January and February 2026 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
27 January	Briefing Session
3 February	Briefing Session
10 February	Briefing Session
17 February	Briefing Session

ATTACHMENT(S)

1. **9.1.1** Informal Meeting of Councillors 20260127
2. **9.1.2** Informal Meeting of Councillors 20260203
3. **9.1.3** Informal Meeting of Councillors 20260210
4. **9.1.4** Informal Meeting of Councillors 20260217

10 Presentation of reports by delegates

11 General business

12 Motions for which notice has previously been given

Nil

13 Reception and reading of petitions

Nil

14 Documents for signing and sealing

Nil

15 Confidential reports

Nil

16 Closure of meeting

There being no further business the Chairperson declared the meeting closed at 6.12pm



AUDIT AND RISK COMMITTEE

Bi-Annual Report 2025/2026

1 July 2025 – 31 December 2025

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1. Background

1.1 AUDIT AND RISK COMMITTEE ESTABLISHMENT AND GOVERNANCE

The current Alpine Shire Council Audit and Risk Committee (the Committee) is established under section 53(1) of the *Local Government Act 2020* (the Act) as an Advisory Committee to Council.

The Committee's primary purpose is to assist Council in the effective discharge of its responsibilities under the Act by providing oversight, advice and guidance on Council's frameworks, systems and controls relating to:

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

These functions and responsibilities are set out in the Audit and Risk Committee Charter (the Charter), prepared and approved by Council under section 54 of the Act. The current Charter was reviewed during 2024/25 and approved by Council in March 2025 and is available on Council's website: [Audit and Risk Committee Charter](#)

1.2 BI-ANNUAL REPORT

Section 54(5) of the Act stipulates that:

'An Audit and Risk Committee must:

- a. prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations; and*
- b. provide a copy of the biannual audit and risk report to the Chief Executive Officer for tabling at the next Council meeting.'*

This report addresses the requirements of sections 54(5) of the Act.

2. Membership and Meeting Attendance

2.1 MEMBERSHIP

Section 3.1 of the Charter requires that the Committee comprise of a minimum of five members as follows:

- no more than two councillors nominated and appointed by Council; and
- at least three or more independent persons.

This membership composition is in accordance with sections 53(3)(b) and 53(3)(c) of the Act, which requires the majority of Committee members to be independent members and precludes employees of Council from being a member of the Committee.

The Committee during 2025/26 consists of six members: two councillors and four independent members.

Independent member terms are detailed in the following table:

ALPINE SHIRE COUNCIL | AUDIT AND RISK COMMITTEE

Member	Date 1st Appointed	1 st Term Expiry	Date Re-appointed	2 nd Term Expiry	Date Re-appointed	3 rd Term Expiry
Gerard Moore	1-May-18	30-Apr-21	4-May-21	30-Apr-24	1-May-24	30-Apr-27
Craig Covich	2-Jul-19	30-Jun-22	6-Sep-22	6-Sep-25	26-Jun-26	6-Sep-28
Jason Young	4-May-21	30-Apr-24	1-May-24	30-Apr-27		
Julie Guest	6-Jul-21	5-Jul-23	5-Jul-23	27-Jun-26		

Table 1: Independent Member Terms

2.2 MEETING ATTENDANCE

Meeting attendance by Committee Members from 1 July to 31 December 2025 is summarised in the table below:

Member	Member Type	Eligible to Attend	Attended
Gerard Moore	Independent	3	2
Craig Covich	Independent	3	3
Jason Young	Independent	3	2
Julie Guest	Independent	3	2
Cr Peter Smith	Councillor	3	3
Cr Dave Byrne	Councillor	3	2

Table 2: Committee Meeting Attendance

In addition to the appointed members of the Committee, section 5.3 of the Charter provides for the Mayor or any other Councillor to attend a meeting of the Committee as an observer. Between 1 July and 31 December 2025, Cr Sarah Nicholas, Mayor and Cr Gareth Graham attended one meeting and Cr Jean-Pierre Ronco attended three meetings.

3. Key activities of the Committee

3.1 ANNUAL WORK PROGRAM

Section 54(3) of the Act requires the Committee to adopt an Annual Work Program. The Work Program summarises the responsibilities of the Audit and Risk Committee as detailed in the Audit and Risk Charter.

The Committee adopted its 2025/26 Annual Work Program at its meeting no. 2025/26-1 held on 5 August 2025.

The table below shows the level of achievement of the Committee's Annual Work Program between 1 July and 31 December 2025:

ALPINE SHIRE COUNCIL | AUDIT AND RISK COMMITTEE

No.	Charter Requirement	Charter Ref	LGA 2020 Ref	Timing	Month of Meeting		
					Aug	Sep	Nov
Compliance							
1	Review Council's governance processes and procedures	6.1(a)		As required			
2	Review effectiveness of the system for monitoring compliance with legislation and regulations	6.1(b)		Annually	✓		
3	Monitor the process for communicating the employee code of conduct and key policies	6.1(c)		Annually			✓
4	Monitor Council's policy review program	6.1(d)	s54(2)(a)	Quarterly	✓		✓
5	Review key policies required by legislation	6.1(e)	s54(2)(a)	As required			
6	Assess Council's procurement framework for probity and transparency	6.1(f)		Quarterly	✓		✓
7	Receive briefings on any significant compliance matters			As required			
8	Receive Report on Councillor expenses	6.1(g)		Quarterly	✓		✓
Financial and Performance Reporting							
9	Review annual financial and performance reports/statements	6.2(a)		Bi-annually		✓	
10	Review results/process of the annual financial and performance audit	6.2(b)		Annually			
11	Review matters required to be communicated to the Committee under Australian Auditing Standards	6.2(c)		As required			
12	Review significant accounting and reporting issues and effect on financial report	6.2(d)		Bi-annually		✓	
13	Receive briefing on assumptions and estimates in preparation of financial statements, budget and investment plans	6.2(e)		As required			
14	Monitor and review appropriateness of accounting policies and procedures and any changes including method of application	6.2(f)		As required			
Risk Management							
		6.3	s54(2)(c)				

ALPINE SHIRE COUNCIL | AUDIT AND RISK COMMITTEE

No.	Charter Requirement	Charter Ref	LGA 2020 Ref	Timing	Month of Meeting		
					Aug	Sep	Nov
15	Review effectiveness of Council's risk management policy and framework	6.3(a)		Next review - 2026			
16	Receive report on Council's monitoring of strategic and material risks and identification of new risks	6.3(b,c)		Various	✓		✓
17	Review Council's internal controls for significant governance, operational and ICT risks	6.3(d)		As required			
18	Assess whether Council has controls for unusual types of transactions that have more than an acceptable risk	6.3(e)		As required			
19	Receive briefing on any significant changes to Council's control environment	6.3(f)		As required			
20	Review BCP / DR plans and testing regime	6.3(g)		Annually			✓
21	Review Council's cyber security processes and systems including protection, testing and recovery	6.3(h)		Bi-annually			
22	Monitor Councils involvement in commercial interests	6.3(i)	s110 & s111	Annually		✓	
Fraud and Corruption		6.4	54(2)(c)				
23	Receive briefing on fraud risk identification and control implementation	6.4(a)		As required			
24	Monitor fraud and corruption risks, controls and training programs	6.4(b)		Annually			✓
25	Receive reports on any potential, suspected and actual fraud and corruption or unethical behaviour, and monitor implementation of investigation recommendations	6.4(c,d,e)		As required			
Internal Audit			54(2)(d)				
26	Review method of provision of Internal Audit function	6.5(a)		2028			
27	Review internal audit plan for Council approval	6.5(b)		Annually			
28	Meet with Internal Auditor to discuss matters - at either request of Committee or Internal Auditor	6.5(d)		As Required			

ALPINE SHIRE COUNCIL | AUDIT AND RISK COMMITTEE

No.	Charter Requirement	Charter Ref	LGA 2020 Ref	Timing	Month of Meeting		
					Aug	Sep	Nov
29	Review internal audit reports findings and Council's responses	6.5(e)		As Required			
30	Monitor implementation of internal audit findings and recommendations	6.5(f)		Quarterly	✓		✓
31	Review and monitor process and performance of the internal audit function relative to the internal audit plan and to ensure independence is maintained	6.5(c, g)		Annually			
External Audit				54(2)(d)			
32	Receive External Auditor's audit strategy including scope, audit focus and planned approach	6.6(a)		Annually			
33	Receive all audit management letters	6.6(b)		As Received			
34	Receive briefing from External Auditor on external audit plan	6.6(c)		Annually			
35	Meet with External Auditor to discuss audited financial and performance statements	6.6(d)		Annually		✓	
36	Meet with External Auditor to discuss matters - at either request of Committee or External Auditor	6.6(e)		As required			
37	Consider external audit findings and recommendations and review management's response to same	6.6(f, g)		As Received			
38	Monitor implementation of external audit findings and recommendations	6.6(h)		Quarterly	✓		✓
39	Maintain awareness of audits and reviews by VAGO and other regulatory agencies that may require action by Council	6.6(i)		Quarterly	✓		✓
Work Program							
40	Establish an annual work program	6.7	54(3)	Annually			
Performance Assessment							
41	Assess Committee's performance against its Charter	6.8	54(4)	Annually	✓		
Reports to Council							
42	Report on assessment of Committee's performance	6.8 & 6.9	54(4)	Annually	✓		

ALPINE SHIRE COUNCIL | AUDIT AND RISK COMMITTEE

No.	Charter Requirement	Charter Ref	LGA 2020 Ref	Timing	Month of Meeting		
					Aug	Sep	Nov
43	Report on Committee's activities, findings and recommendations	6.9	54(5)	Bi-annually	✓		
44	Report minutes of Committee meetings	5.2 & 6.9	54(6)	After each meeting	✓	✓	✓
Charter							
45	Review Committee Charter		54	4 Years - 2029			
Administrative Matters							
46	Nominate Audit and Risk Committee Chair	3.8	53(4)	Annually			
47	Disclose conflicts of interest	4.2 & 5.1	53(5)	Each meeting	✓	✓	✓
48	Agree frequency and timing of Committee meetings	5.1		Annually			✓
Other Matters							
49	Committee member induction	3.6		Annually			
50	Consider other matters referred by Council			Annually			
51	Receive briefing on asset valuations		VAGO				
52	Receive copy of gift register		Policy		✓		
✓	Report required						
	Achieved						
	Partially Achieved						
	Not Achieved						
	New item added 1 st report 2026/27						

Table 3: Annual Work Program

Two items were not presented to the Committee in accordance with the Work Program:

1. Item 20 - Review BCP / DR plans and testing regime, and
2. Item 24 - Monitor fraud and corruption risks, controls and training programs.

Item 20 - Review BCP / DR plans and testing regime

The Committee discussed the timeframe for reporting on business continuity planning noting the capacity requirements of the Risk Management Officer and competing priorities to deliver a review of Council's Risk Management Framework including the policy and register. The Committee accepted that a report would not be received in November 2025/26 but requested that Council report back to the Committee prior to its meeting in August 2026.

Item 24 - Monitor fraud and corruption risks, controls and training programs

The report on fraud and corruption was deferred on the basis that the third internal audit for 2025/26 is on Council's fraud and corruption controls which will address this Work Program item.

3.2 EXTERNAL AUDIT

Section 98 of the *Local Government Act 2020* requires Council to prepare an Annual Report for each financial year that contains:

- a report on the operations of the Council
- an audited performance statement and
- audited financial statements.

Johnson's MME were appointed the External Auditor for Council by the Victorian Auditor General's Office in 2024 for the purpose of auditing Council's performance and financial statements.

2024/25 Audit

The final audit for 2024/25 occurred the week commencing 25 August 2025 however due to several unresolved issues, the external auditors required additional information and time to complete the audit.

The Committee received draft financial and performance statements at its meeting no.2025/26-2 on 24 September 2025 meeting and was briefed by the External Auditor on the draft statements and minor amendments required. The Committee sought clarification of a few items in the reports which were addressed to the Committee's satisfaction enabling the Committee to endorse the draft financial and performance statements for Council approval 'in principle' subject to:

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

The External Auditor issued its Final Management Letter on 18 October 2025 which was tabled at the Committee's meeting no.2025/26-3 on 21 November 2025.

3.3 INTERNAL AUDIT

Crowe Albury (part of Findex (Aust) Pty Ltd) was appointed on 23 April 2025 to provide internal auditing services to Council.

Assurance Map and Internal Audit Plan

The Internal Auditor undertook an assurance mapping exercise with management and key staff during July 2025. The Assurance Map provides an evidence-based view of the current assurance coverage across key strategic risks in alignment with the principles of AS/NZ ISO 31000:2018 (Risk Management – Principles and Guidelines), the *Local Government Act 1989 and 2020*, and relevant Australian Accounting Standards. The

Assurance Map supported the development of the risk-based Strategic Internal Audit Plan for 2025/26 to 2027/28.

The development and endorsement of the Internal Audit Plan directly address concerns from Committee members as part of the Committee's 2024/25 performance assessment that without an effective internal audit program, deficiencies may exist that are currently unknown and therefore not being addressed.

The Internal Auditor briefed the Committee on the Assurance Map and Internal Audit Plan at the Committee's meeting no.2025/26-1 on 15 August 2025. The internal audits scheduled for 2025/26 are:

1. Procurement
2. Contract management
3. Fraud controls

Internal Audit - Procurement

The Procurement Audit was completed during the period 1 July to 31 December 2025, and the Committee received the findings of the audit at its meeting no.2025/26-3 on 21 November 2025.

The Internal Auditor made seven recommendations for control improvements which the Committee noted but assured Council it was not concerned by the findings and advised that the findings and recommendations were not uncommon for this type of audit.

3.4 FINANCIAL AND PERFORMANCE REPORTING

The Committee received the 2025/26 Quarter 1 Budget Report that is required by section 97 of the Act.

The quarterly Budget Report includes:

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

3.5 OTHER ACTIVITIES

The Committee received and considered the following reports at its meetings in August and November 2025:

Quarterly Standing Reports:

In addition to the quarterly Budget Report, the Committee received the following quarterly reports as standing items on its agenda:

- Councillor and committee expenses,
- CEO credit card expenses,
- Health and safety,
- Purchasing compliance audits,
- Investment portfolio, and
- Insurance claims.

Policy Reviews

The Committee was briefed and considered and provided feedback, on the following policy reviews during the period 1 July to 31 December 2025:

- Employee Gift, and
- Assets Held for Sale.

In addition to specific policy reviews and development of new policies, the Committee monitors Council's Policy and Critical Documents Register to provide continuing assurance that Council is monitoring and maintaining the currency of its policies and critical documents. On 31 December 2025, there were six policies that, due to resourcing constraints, were overdue for review, but are planned and on track from review by 30 June 2026. This reporting is in response to a recommendation of VAGO in its 2015 Interim Management Letter.

Governance Matters

The Committee received reports and updates on the Victorian Auditor General's reports that have a direct impact on local government.

The Committee is kept informed of the Minister for Local Government's appointment of municipal monitors and administrators whose reports provide excellent guidance on improvements to governance processes, culture, and integrity matters.

Specific Reports

The Committee received reports on a broad range of matters to monitor Councils adherence to legislation, mitigation of risk and delivery of projects and services, including:

- compliance with legislative documents required post the 2024 local government elections,
- progress on ICT cyber security recommendations,
- asbestos risk management,
- rate cap non-compliance,
- community satisfaction survey results,
- Financial Plan 2025-2035,
- Financial Sustainability Strategy 2025-2029,
- Centrelink confirmation eServices review,
- privacy legislation compliance,
- capital projects status, and
- Asset Management Steering Group activities.

Professional Title Searchers

ESTABLISHED 1968

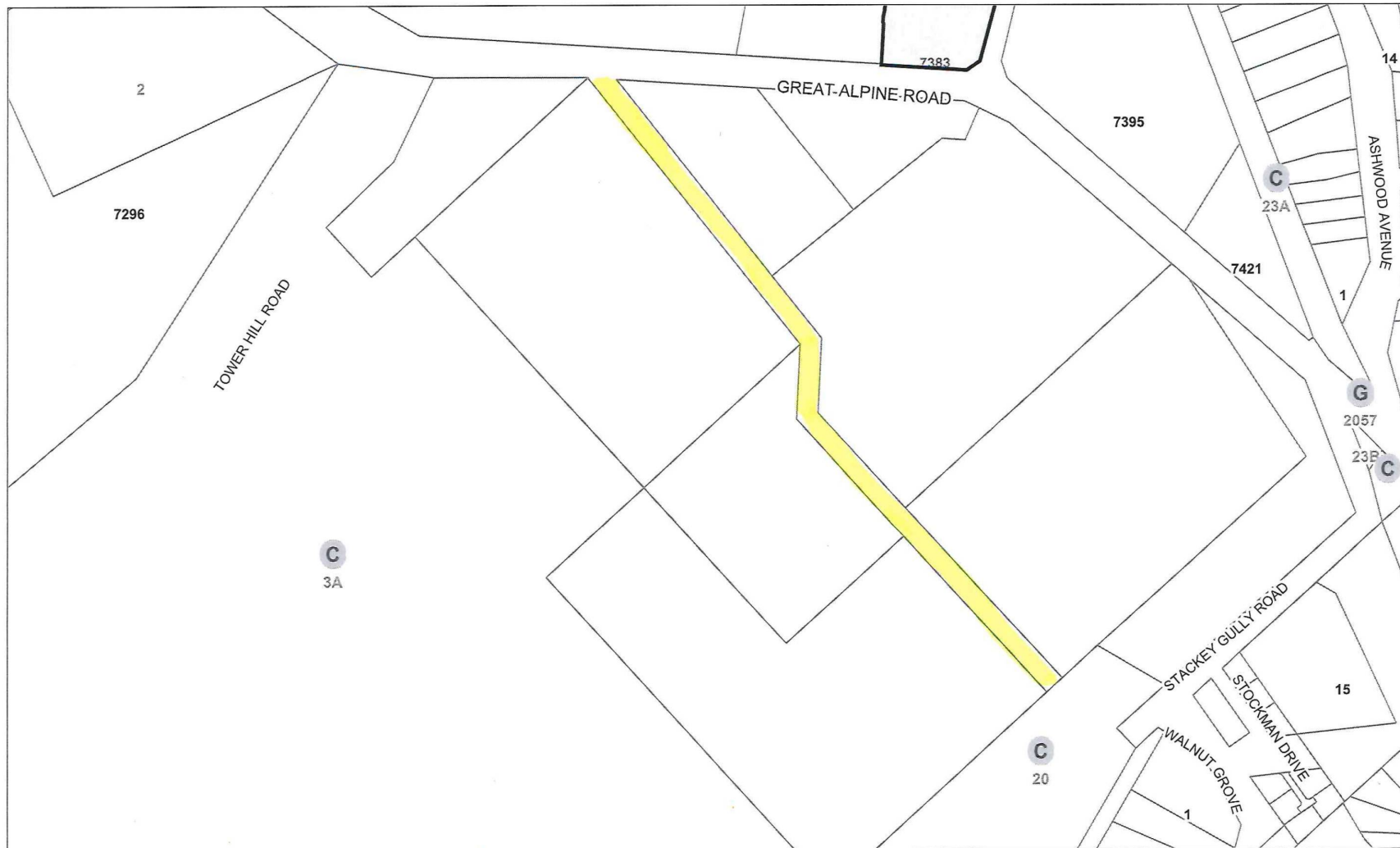
Consultant for
SEMI & LOCAL GOVERNMENT
SURVEYORS
PLANNERS
VALUERS
SOLICITORS
ENVIROSCIENTISTS

Searchers of;
T.L.A. TITLES
GENERAL LAW
CROWN LANDS
SURVEY INFORMATION
CORPORATE AFFAIRS
COVENANT BENEFICIARIES

Date:30/06/2025

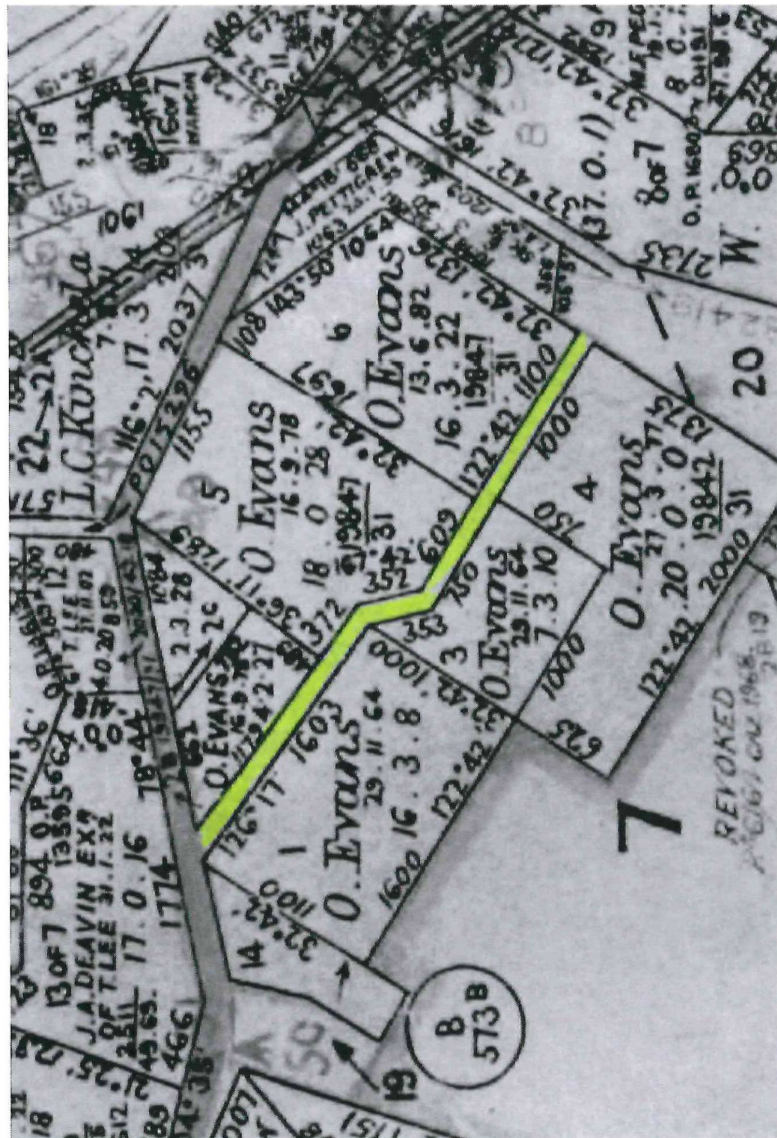
YOUR REF: UNNAMED ROAD, BRIGHT

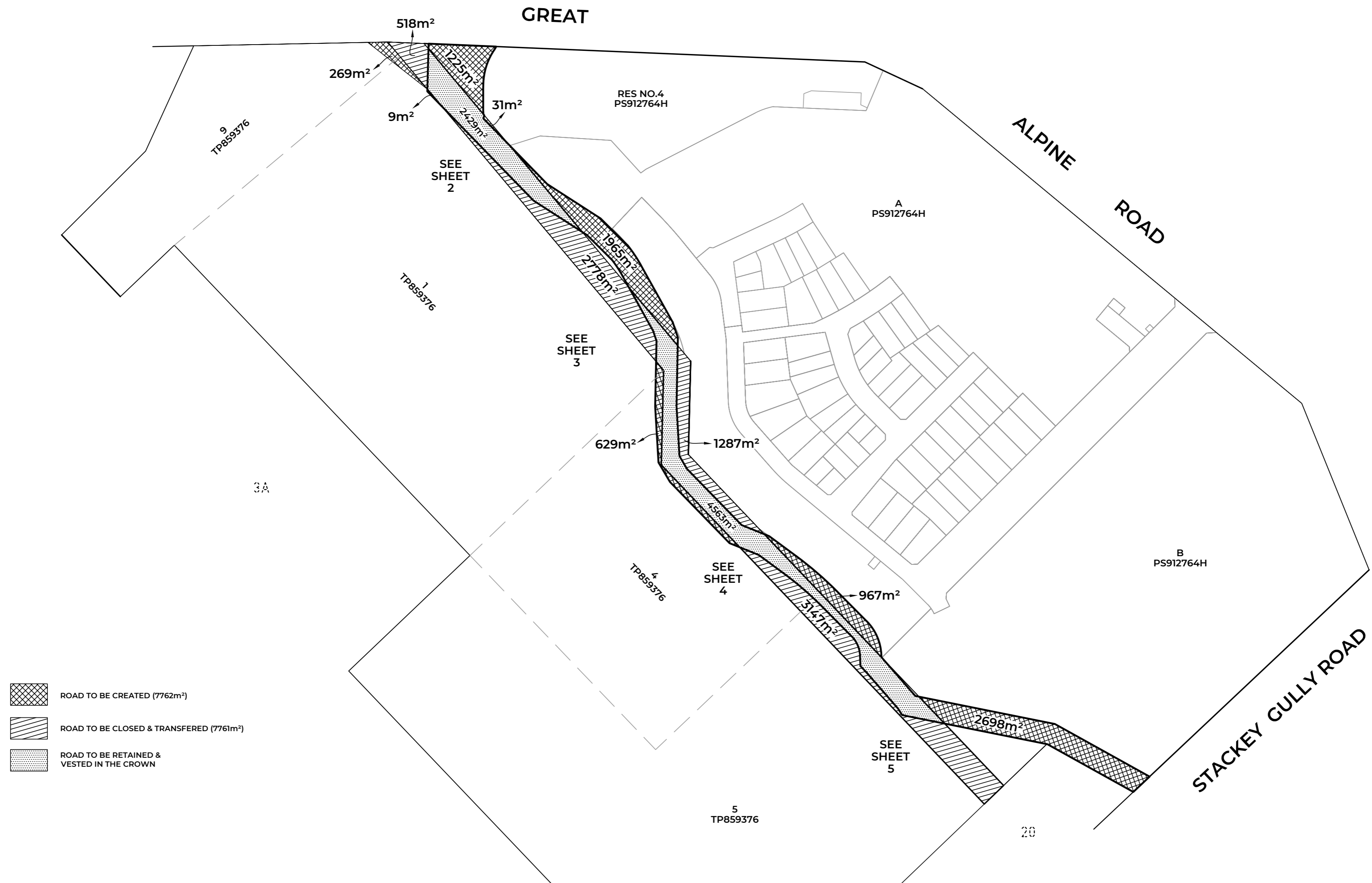
The land highlighted on the attached plans is a Government road.



<p>Co-ordinates of Plot Corners</p> <p>NW 493942,5936139</p> <p>SW 493959,5935340</p> <p>MGA Zone 55</p>	<p>Data Source: Vicmap Property</p> <p>0 50 100 150 200 250 300 350 400 450 500m</p> <p>Scale of Metres (1:5,000)</p> <p>MGA Zone 55</p> <p>Vicroads- 661 L2 (ed.8)</p> <p>Created 11:30 AM on Jun 30, 2025</p>	<p>Co-ordinates of Plot Corners</p> <p>NE 495266,5936167</p> <p>SE 495283,5935368</p> <p>MGA Zone 55</p>
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WARNING: No warranty is given as to the accuracy or completeness of this map. Dimensions are approximate. For property dimensions, undertake a Title search.



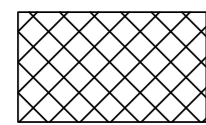
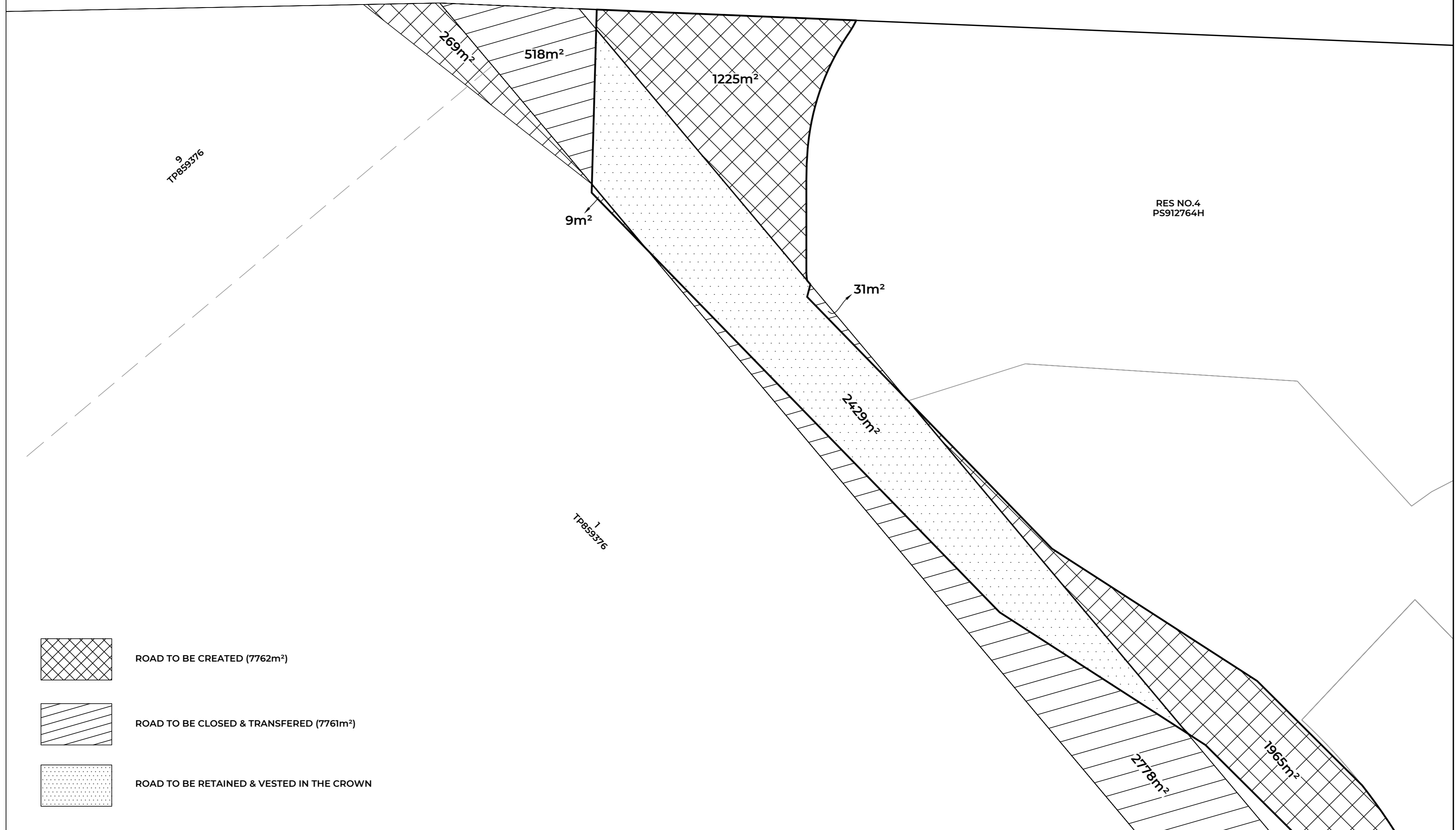


NOTE
 This plan is prepared for partial title compilation for the purpose of determining approximate road exchange areas and is subject to final survey. This note forms an integral part of this plan.

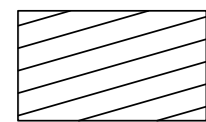


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Survey		
Date	10/07/2025	Scale 1:2000
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		SHEET 1 OF 5
		Original Sheet A2

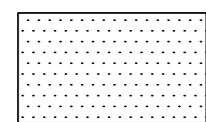
GREAT ALPINE ROAD



ROAD TO BE CREATED (7762m²)



ROAD TO BE CLOSED & TRANSFERED (7761m²)



ROAD TO BE RETAINED & VESTED IN THE CROWN

NOTE
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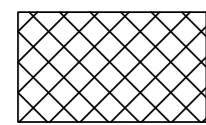


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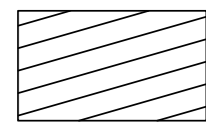
ROAD DEVIATION PLAN
GREAT ALPINE ROAD
BRIGHT VIC 3741

Scale 1:500

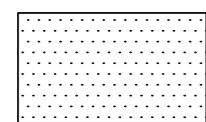
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SHEET 2 OF 5 **A2**



ROAD TO BE CREATED (7762m²)



ROAD TO BE CLOSED & TRANSFERED (7761m²)

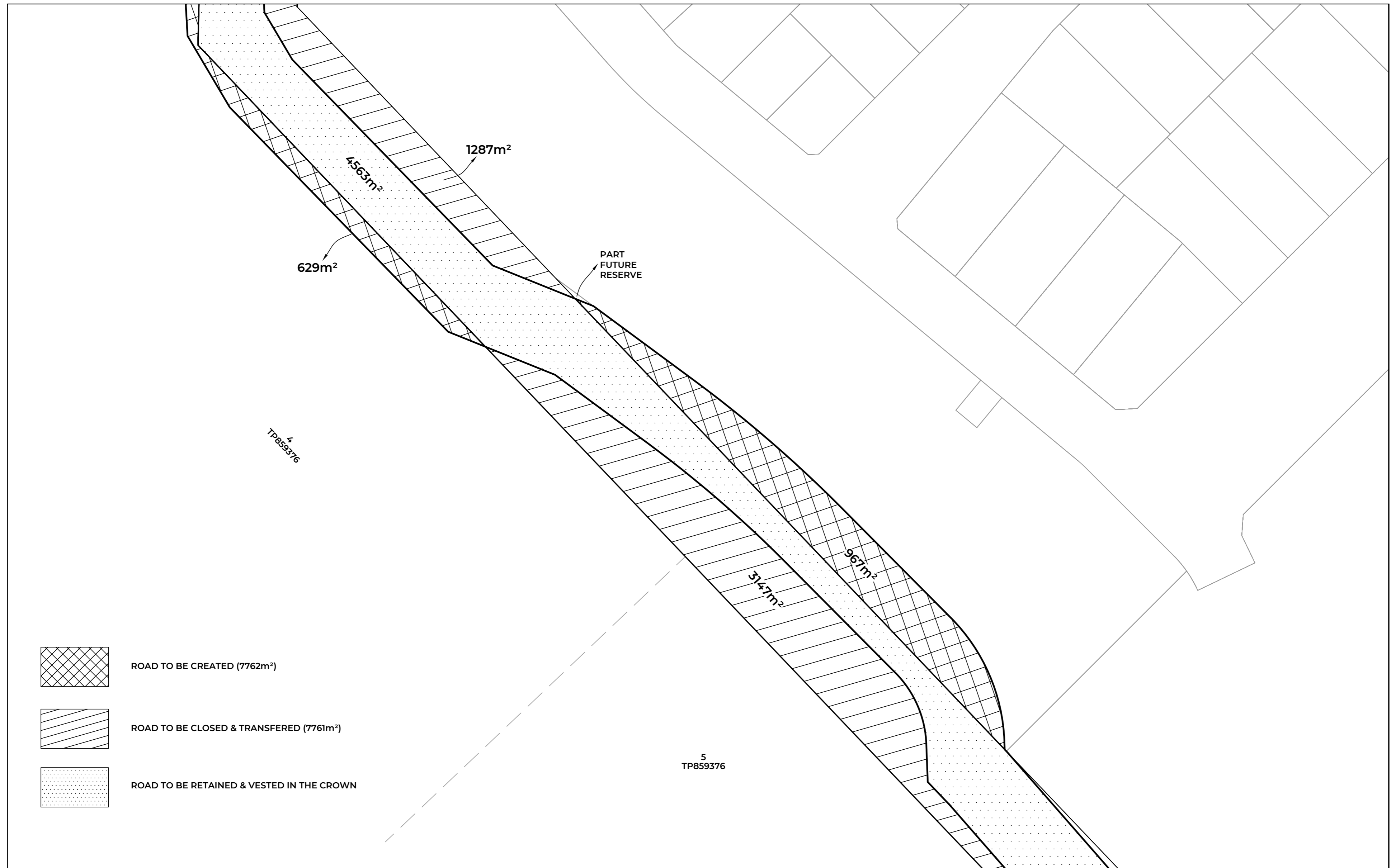


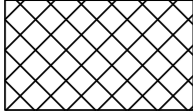

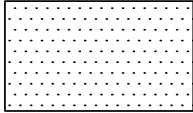
ROAD TO BE RETAINED & VESTED IN THE CROWN

NOTE
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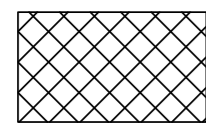
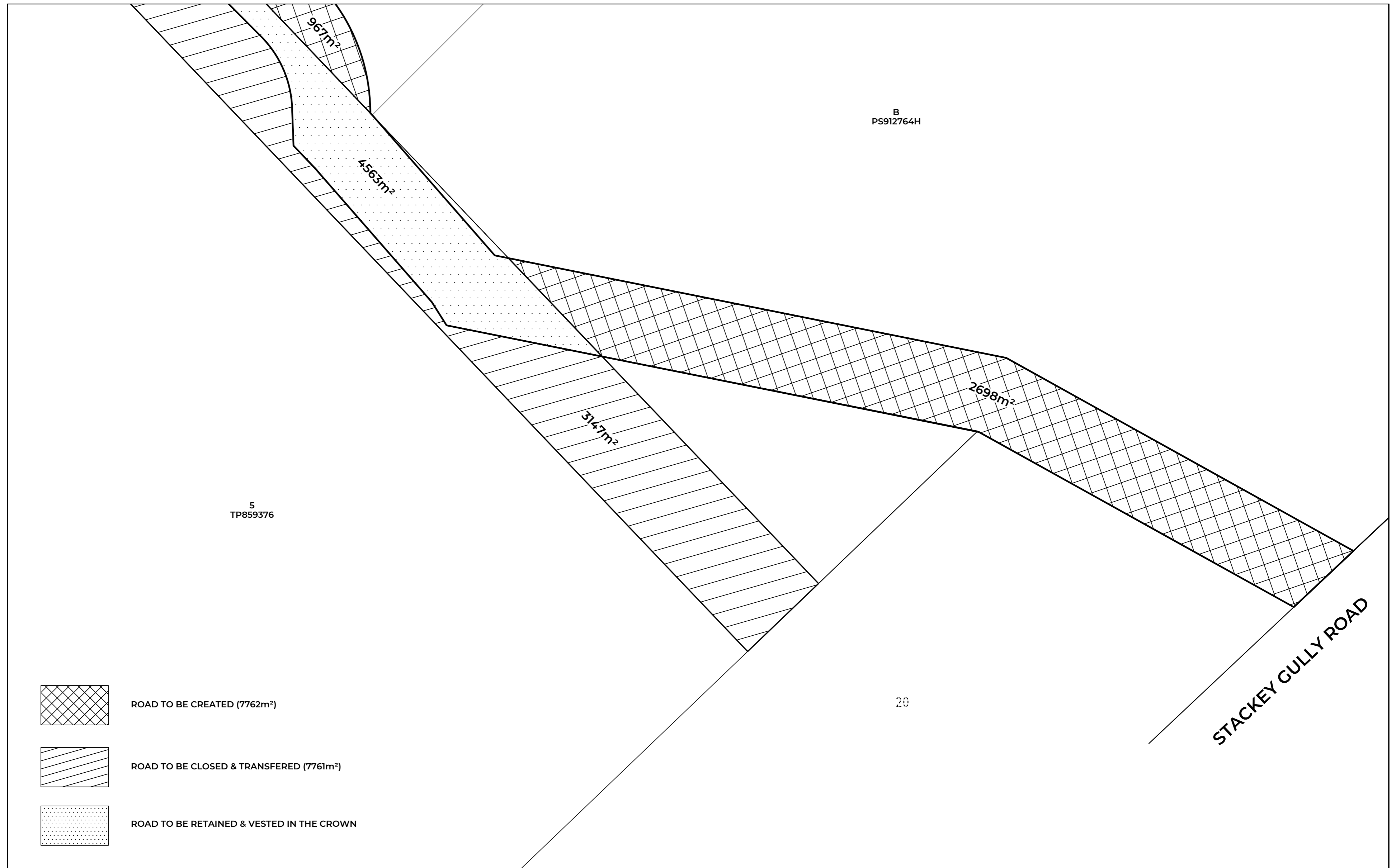


-  ROAD TO BE CREATED (7762m²)
-  ROAD TO BE CLOSED & TRANSFERED (7761m²)
-  ROAD TO BE RETAINED & VESTED IN THE CROWN

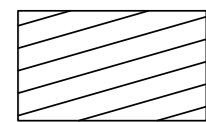
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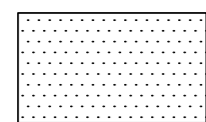
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ROAD TO BE CREATED (7762m²)



ROAD TO BE CLOSED & TRANSFERED (7761m²)



ROAD TO BE RETAINED & VESTED IN THE CROWN

NOTE
This plan is prepared for partial title compilation for the purpose of determining approximate road exchange areas and is subject to final survey. This note forms an integral part of this plan.



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Survey			
Date	10/07/2025	Scale 1:500	SHEET 5 OF 5
Datum			



Department of Energy, Environment
and Climate Action

CONSENT FOR ROAD DEVIATION LOCAL GOVERNMENT ACT 1989

Under Clause 2 (2) of Schedule 10 of the *Local Government Act 1989*, I, [REDACTED], Program Manager Land and Built Environment Hume, as delegate of the Minister for Environment, hereby consent to the deviation of a government road on Crown land in the Parish of Porepunkah, shown hatched on the attached plan (J21018 V07), which is government road, to the land shown cross hatched on the plan, which is not Crown land.

Department reference: 1101898

Date : 17/7/2025

Privacy Statement

Any personal information about you or a third party in your correspondence will be protected under the provisions of the Privacy and Data Protection Act 2014. It will only be used or disclosed to appropriate Ministerial, Statutory Authority, or departmental staff in regard to the purpose for which it was provided, unless required or authorised by law. Enquiries about access to information about you held by the Department should be directed to the Privacy Coordinator, Department of Energy, Environment, and Climate Action, PO Box 500, East Melbourne, Victoria 8002

OFFICIAL





Department of Energy, Environment and Climate Action

PO Box 879
15 Hume and Hovell Road
Seymour Vic 3660
Telephone: 03 8624 3004
www.deeca.vic.gov.au

Our Ref: 1101898

26 August 2025

Dear Sir/Madam

RE: CANCELLATION OF LICENCE NO. 1101898

I refer to previous correspondence regarding the above licence, and advise this Licence has been cancelled following receipt of a signed surrender form declaring you no longer require the above licence.

Please note that you are required to erect fencing on the boundary of your freehold land /remove fencing from across the government road within 30 days from the date of this letter, if you have not already done so. You are also required to remove all stock from this area.

Should you have any queries regarding this cancellation please email landadmin.hume@deeca.vic.gov.au

Yours sincerely

**Project Manager
Land and Built Environment**

cc: Municipality of Alpine

OFFICIAL

LICENCE SCHEDULE

1. Licence No.	1101898
2. Licensor	Minister for Environment
3. Licensee	
4. Address	
5. Commencement Date	01 October 1994
6. Term	99 Years
7. Licensee Fee	\$302.40
8. Payable	99 Year

CANCELLED

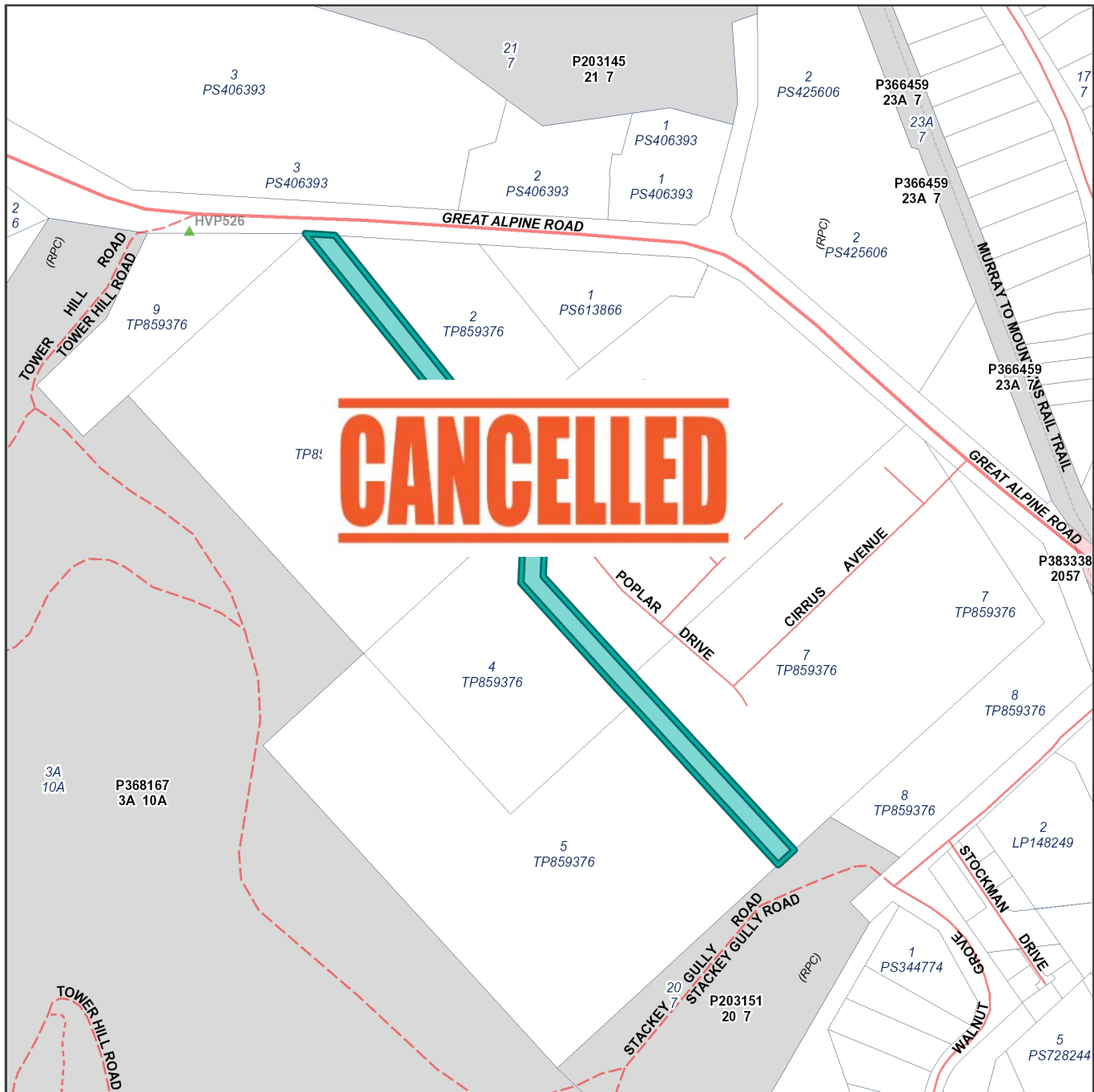
9. Licensed Land All that land being:

MUNICIPALITY OF ALPINE
 UNUSED ROAD SOUTH WEST OF LOT2 OF TP859376, LOT 2 OF PS613866 AND LOT 7 OF TP859376
 PARISH OF POREPUNKAH

AS INDICATED ON ATTACHED PLAN/S.

10. Area (Ha)	1.45
11. Powers under which land is granted	Land Act 1958, Sec 130/133
12. Specified Purpose	GRAZING
13. Department Address	
14. Statutory and other Conditions	THE LICENSEE MUST IF DIRECTED TO DO SO IN WRITING BY THE LICENSOR MAINTAIN SUITABLE UNLOCKED SWING GATES, CATTLE PITS, RAMPS OR OTHER SUITABLE MEANS OF PASSAGE IN ANY FENCE ACROSS THE LICENSED LAND.
15. Special Conditions	

Tenure 1101898



Legend

<ul style="list-style-type: none"> Township Parish Parcel Crown Parcel Crown Land Government Road Plan Noting Apiary ● Temporary Apiary Rights ● Beefarm and Range licences 	<ul style="list-style-type: none"> Linear Tenure Other Pipelines Industrial Commercial licences Recreation Amusement licences Occupancy licences Radio TV Telecom site licences Emergency Services Use licences Water Supply licences Miscellaneous General licences Easements Pipe Consents 	<ul style="list-style-type: none"> Lease General Licence Delegated Lease Delegated License Grazing Licence Riparian Management Licence Water Frontage Licence Unused Road Licence Delegated Management Reserve Direct Management Reserve 	<ul style="list-style-type: none"> Government Road Government Road Dual Status Government Road
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1:5,000



Land and Built Environment
Hume
Dept of Energy, Environment & Climate Action

Overview Map

Disclaimer: This map is a snapshot generated from Victorian Government data. This material may be of assistance to you but the State of Victoria does not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for error, loss or damage which may arise from reliance upon it. All persons accessing this information should make appropriate enquiries to assess the currency of the data.

OFFICIAL

No	Submitter	Summary of Submission	Officers' Response
1	Individual 1	<ol style="list-style-type: none"> 1. Queried the land subject to the land swap. 2. Queried the number of intersections onto the Great Alpine Road. 3. Queried the layout of the proposed intersection to Stackey Gully Road. 	<p>The concerns outlined in this submission are noted. The following responses are provided:</p> <ol style="list-style-type: none"> 1. The land subject to the land swap is wholly within either the existing unused government road traversing through the site or freehold land. You can find a copy of the existing unused government road reserve and the areas subject to this land swap here. It does not include the land identified in this submission. 2. Council officers are unaware of the document referred to as it was not appended to the submission. <p>Regardless, Council previously resolved to approve a Development Plan (DP) for the subject site at the Ordinary Council Meeting held on 5 July 2022. The approved DP is entitled 'Bright Western Gateway Development Plan (V06 June 2022)' and can be found here. As part of the assessment of this DP, the proponent submitted a traffic impact assessment, which was assessed by Council and the former Department of Transport in the consideration of the DP. This assessment provides for three intersections onto the Great Alpine Road.</p> <p>Council subsequently resolved to grant a planning permit for the first two of nine stages in the DP at the Ordinary Council Meeting held on 28 November 2023. The application provided for the residential subdivision of part of the land into 78 lots and access to the Great Alpine Road through the middle of the three intersections. This</p>

			<p>intersection is currently being constructed.</p> <p>This process simply seeks to align the government road with the layout of the local access streets approved in the DP.</p> <p>3. The layout of the other two intersections will be considered as part of a future planning permit/s for the subdivision of future stages of the land. Unfortunately, it is not possible to comment further about this at this stage.</p>
2	Individual 2	Requested more information regarding the proposed intersection to Stackey Gully Road.	<p>The concerns outlined in this submission are noted.</p> <p>As outlined above, the layout of the other two intersections will be considered as part of a future planning permit/s for the subdivision of future stages of the land. Unfortunately, it is not possible to comment further about this at this stage.</p>
3	Individual 3	Requested more information regarding the proposed intersection to Stackey Gully Road.	<p>The concerns outlined in this submission are noted.</p> <p>As outlined above, the layout of the other two intersections will be considered as part of a future planning permit/s for the subdivision of future stages of the land. Updated traffic modelling has informed the consideration of the layout of the middle of the three intersections, which is currently being constructed. It is expected that this and any additional traffic modelling needed to understand the role and function of the local road network will be commissioned as part of the consideration of any future assessment of an upgrade to the intersection between the Great Alpine Road and Stackey Gully. Unfortunately, it is not possible to comment further about this at this stage.</p>
4	Individual 4	Supported the proposed land swap.	The comments outlined in this submission are noted.

Draft Alpine Shire Aquatics and Indoor Stadium Feasibility Study Engagement Report 2026

No	Submitter	Area	Your submission	Summary	Officer response - summary
1	User Group (Bright Basketball Association)	Bright	<p>Hi, its great to see a strategy being considered for these very important community assets. We would just like to raise some key concerns with the proposed site A & B for the indoor stadium on behalf of the basketball committee. Site A has some constraints that we think make it an unwise location for a stadium; size of usable land, when using the interactive mapping tool the piece of land allocated for the stadium isn't big enough for a single court stadium. We also have concerns about the limited amount of parking on this site and then there is the issue with the flood overlay where the proposed stadium is situated. Site B appears to have enough land, with parking being a challenge here, especially when there are events on in town or hot days that see this area very full. The last point is that both sites would be constrained to only one court. We think that looking forward we should be allowing for indoor sport to expand in the future and by selecting a site that has room to expand would be the best option for this. We would really appreciate the opportunity to discuss this further prior to the draft being adopted by councillors.</p>	<ol style="list-style-type: none"> 1. Expressed support for the strategy overall. 2. Raised concerns about the suitability of Site A for an indoor stadium, citing insufficient usable land, lack of parking, and flood overlay issues. 3. Noted similar parking issues at Site B, especially during peak periods or events. 4. Emphasised that both proposed sites only support a single court, limiting the potential for future expansion. 5. Requested further engagement before the draft strategy is adopted. 	<p>The submission is noted.</p> <p>While both Sites A and B were deemed viable for a single court facility, the Study highlights the importance of master planning and staged delivery, and notes that any preferred site should allow for long-term adaptability and potential expansion. Council officers acknowledge the importance of scalability for indoor sports, particularly in a growing township such as Bright where participation demand is high and venue access limited.</p> <p>These site limitations are among the reasons the Study recommends further design development, cost refinement, and business case preparation before progressing any capital investment. Council officers will ensure that user groups, including the Bright Basketball Association, are further engaged during these next phases to validate assumptions, resolve technical constraints, and align facility design with long-term sport needs.</p> <p>Your request to discuss this further prior to adoption of the draft is noted. Council officers welcome further dialogue and will ensure relevant user groups are informed of any upcoming opportunities for review or input.</p>

2	User Group (Mount Beauty Amateur Swimming Club)	Mount Beauty	<p>Thank you for the opportunity to review and comment on this draft feasibility study.</p> <p>As a long-serving President and Committee member of the Mount Beauty Amateur Swimming Club I was keenly interested in the recommendations made in this draft study, and as a Senior Project Manager living and working in Mount Beauty for the last 14 years, I can appreciate the challenges this study is trying to address.</p> <p>Some general comments regarding the report:</p> <ul style="list-style-type: none"> - On page 11 (and elsewhere in the report) there is a comment regarding the additional facility components ("adding a cover") for Mount Beauty that reads "unsupported by population estimates". Based on the market analysis included in the report the same comment could be made of the Bright and Myrtleford pools, so to single-out the Mount Beauty pool, I believe, is unfairly leading the reader. I think the comment should be omitted from the report in the context of presenting the outcomes of the preliminary research and discussion paper, and if included at all, should be presented in the conclusions at the end of the report along with similar conclusions for the other pools. - I am interested in ensuring that potential improvements made to Mount Beauty are considered equally against the proposals for Myrtleford and Bright. In the Mount Beauty Development Plan, the entirety of proposed improvements have been rolled into Option A, with no Option B provided. This has the effect of driving up the cost of works for Mount Beauty, making it less likely that they will ever be adopted. Instead, the works could be prioritised (and reduced) in Option A, and a bulk-works option presented as 	<ol style="list-style-type: none"> 1. Raised concern about wording in the report stating that adding a cover to the Mount Beauty pool is "unsupported by population estimates", noting similar conditions apply to Bright and Myrtleford and that this may unfairly single out Mount Beauty. 2. Requested that Mount Beauty upgrade options be structured similarly to other townships, with staged or prioritised options rather than all works bundled into a single high-cost Option A. 3. Noted that a new storage shed has recently been constructed with Council approval and external funding, and raised concern that the proposed gym/recovery centre location conflicts with this facility and an existing 25-year licence agreement. 4. Suggested the inclusion of a 	<p>The submission is noted.</p> <p>Regarding the reference in the report to additional facility components at Mount Beauty being "unsupported by population estimates", this statement reflects the demand modelling and benchmarking undertaken as part of the market analysis, which assessed catchment population, participation rates, and seasonal utilisation across all three townships. The intent was to highlight the relative scale of demand rather than to diminish the importance of the Mount Beauty facility. Council officers acknowledge the concern that this wording may be perceived as singling out Mount Beauty and will consider whether this can be clarified or more consistently contextualised across all locations in the final version of the Study.</p> <p>In relation to the structuring of options for Mount Beauty, the Feasibility Study grouped proposed upgrades into a single development scenario to present a complete picture of the long-term investment required to modernise the facility. This approach was applied to provide transparency around total capital cost exposure rather than to indicate that all elements must or should be delivered simultaneously. Council officers acknowledge that staged delivery and prioritisation of works is both realistic and appropriate, and this principle is reflected more broadly in the Study's recommendations for incremental investment and business case development. The suggestion to separate core functional upgrades (such as a pool cover and change room refurbishment) from optional enhancements is noted and will be considered in future refinement of project staging should Council progress this option.</p> <p>The matter of the recently constructed storage shed is also noted. The Feasibility Study utilised high-level concept layouts to test spatial feasibility and service relationships and did not include detailed verification of all recent site works or licence arrangements. Council officers acknowledge the importance of the existing facility, the safety rationale for its location, and the</p>
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		<p>Option B. I would suggest the addition of a cover (\$1.2m-1.4m) and the refurbishment of the changerooms (\$300k) should be presented as Option A (total ~\$1.5m), with the splash park upgrade and recovery centre added to Option A for consideration as Option B.</p> <p>- I have recently completed a project at the Mount Beauty pool in a volunteer capacity for the Mount Beauty Swimming Club, to install storage facilities (a shed) at the site. This project was approved by ASC, and was included in their Sport & Active Recreation Plan 2022-23. The project was funded by the Tiny Towns Fund (plus additional funds from the Swim Club) with a total cost of \$60k (including my in-kind volunteer hours). I note though, that the proposed Gym & Recovery Centre for the Mount Beauty Facility Development Plan is at that location, between the Pump shed and the reception building? Perhaps an oversight on Solucio's part, but as a key driver for the storage shed was to have easily accessible storage available poolside (to avoid slips, trips and child safety issues of accessing storage that is out of site of parents/lifeguards), the Gym & Recovery centre (if built) would either need to be built in a different location, or a 7m x 7m storage facility for the Swim Club would need to be integrated into the design. Note also that the Swim Club and ASC have a 25 year license agreement in place that includes a requirement to provide alternative facilities in the event that the shed site needed to be repurposed.</p> <p>- I believe that the draft report needs to include some cost-benefit analysis of the options presented, based on investment per additional pool user. To me this seems a fairer way to compare the projects (and considers all residents of Alpine Shire more equally) and on a very quick calculation I think that the updated Option A for Mount Beauty would</p>	<p>cost-benefit comparison (investment per additional user) to support fair assessment between locations.</p> <p>5. Emphasised the importance of equitable consideration across all townships, given the study will inform long-term budget decisions.</p>	<p>obligations under the current licence agreement. Should any future development at Mount Beauty be pursued, detailed site planning would be undertaken in consultation with the Swimming Club to ensure compliance with existing agreements and to integrate or relocate storage facilities as required.</p>
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			<p>be extremely competitive.</p> <p>I understand that your report does not aim to prioritise one development plan over another necessarily, but I do know that it will be used by ASC as a guide to budgetary decisions over the next 5 to 10 years. On that basis, it is inevitable that one pool will miss out over another, so I would just like to ensure that you are making a fair case for all projects.</p> <p>Many thanks for your consideration.</p>		
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3	Individual	Bright	<p>I am a regular attendee to the gym and enjoy the facilities. Much work has been done in the last year around machines and weight lifting equipment. If any further modifications to the gym are done, I would like to see emphasis given to attendees who use floor mats, equipment other than weights (boards, bands, body weight) and hand weights and need to ensure they are correctly positioned. There is no area currently to use a mat and see yourself in the mirror. There are few places to stand and see yourself in total in the mirror. This is vital and missing. People also like to super-set and have a mat close to weight equipment, in the current configuration there is no way to do that easily. Instead of stuffing all of the equipment in one place and have mats/mobility/focused strength equipment in a room far away I would request that we consider all aspects of resistance training for all ages and ensure there are many places people can see themselves in the mirror. I'd also request more non weight equipment such as slant boards, large foam rollers, better resistance bands, small balls, mobility devices. This will place emphasis on longevity as well as fitness. Thank you.</p>	<ol style="list-style-type: none"> 1. Supported recent improvements in gym equipment and facilities. 2. Requested greater consideration for non-traditional resistance training users (e.g., use of mats, bodyweight, bands, slant boards, mobility tools). 3. Identified a lack of mirror visibility when using mats or performing functional training exercises. 4. Suggested more floor space near weight equipment to enable supersetting, along with more mobility and recovery-focused tools to support long-term health across ages. 	<p>The submission is noted.</p> <p>The Aquatics and Indoor Stadium Feasibility Study recognises the need for community fitness spaces to cater to a broad demographic, including not only traditional strength training users but also those engaging in mat work, mobility exercises, bodyweight and functional resistance training.</p> <p>While the study does not propose a detailed layout for the Bright Sports Centre gym, it identifies a need for minor internal reconfiguration and amenity upgrades to optimise the existing space. The feedback regarding mirror placement, space allocation for mat work, and provision of mobility and recovery tools aligns with the study's emphasis on accessibility, inclusivity, and lifespan-based fitness design.</p> <p>The suggestion to integrate non-weight equipment and improve layout visibility will be referred to Council's Contracts and Property team to inform future reconfiguration plans or minor capital works.</p> <p>It is acknowledged that functional training spaces, mirror lines of sight, and adaptable zones for supersets or mobility work are important for modern gym use and contribute to positive user experience and safety and this feedback will be considered.</p>
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4	Individual	Mount Beauty	<p>It would be incredibly valuable for our community to have access to swimming lessons throughout summer at both the Myrtleford and Mount Beauty pools. I am unsure why this currently isn't offered and would appreciate clarification on the reasons behind this, as well as information about the process required to make it possible in future seasons.</p> <p>Given where we live, swimming is an essential life skill. Many children and adults regularly swim in rivers and waterways, and consistent, structured lessons are vital for building safety, confidence, and strong swimming ability. While the weekly AUSWIM program offered over summer is appreciated, it is not enough on its own for children to develop competent swimming skills.</p> <p>If pool size, staffing, or scheduling constraints are contributing factors, perhaps solutions such as expanding facilities (bigger pools), extending opening hours, or allocating more dedicated time for lessons or local swimming clubs could be explored. Improving access to swimming lessons would greatly benefit our community and support the long-term wellbeing and safety of our children.</p> <p>With many new residents moving to our region from diverse cultural backgrounds, some of whom may have limited swimming experience, accessible lessons would be an important and inclusive service. At present, many families are travelling from Myrtleford to towns such as Wangaratta, Bright, and Albury to access swim lessons, despite having local pools that could potentially meet this need.</p>	<p>1. Raised concerns about the lack of swimming lessons offered at the Myrtleford and Mount Beauty outdoor pools.</p> <p>2. Suggested improvements to scheduling, staffing, facilities, and lesson accessibility, particularly for new residents from culturally diverse backgrounds.</p>	<p>The submission is noted.</p> <p>Council officers recognise the critical role of swimming lessons in promoting water safety, confidence and long-term health, particularly in regions like Alpine where recreational river use is common. The Feasibility Study outlines current programming limitations and operational constraints.</p> <p>The study also identifies broader infrastructure and operational constraints at Mount Beauty and Myrtleford pools (e.g., changerooms, pool size, weather exposure) which contribute to the challenges of delivering structured learn-to-swim programs. These challenges are distinct from those at the indoor Bright Sports Centre, which operates year-round and can offer a broader lesson program.</p> <p>Council officers continue to work with partners to explore opportunities to increase lesson availability across the Shire. This includes investigating options such as pool covers (to extend season), partnerships with schools and clubs, and recruitment initiatives to address swim teacher shortages.</p> <p>Improved access to lessons—particularly for culturally and linguistically diverse families—will be considered in future operational planning and advocacy, and has been noted as a priority in feedback for the final report.</p>
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5	Individual	Mount Beauty	<p>My comments relate to the Mt Beauty pool and indoor stadium.</p> <p>1. There is the suggestion that a gym could be included at the stadium. Given that there are two private sector gyms in Mt Beauty I suggest that it is not the role of the Shire to compete with local businesses. Especially given the very significant investment over the last year by Mountain Gym with new equipment and a purpose built facility in Mount Beauty.</p> <p>2. It seems that every few years another study raises the subject of an indoor heated pool in Mt Beauty. And every few years it is obvious that the cost of establishment, together with the cost of year round staffing and heating for over half the year, means that it is a crazy idea. There are far more pressing needs for expenditure on community recreational and sporting infrastructure in the Upper Kiewa Valley.</p>	<p>1. Raised concern about the inclusion of a gym within the proposed Mount Beauty indoor stadium, noting the presence of two private gyms in town and significant recent private investment.</p> <p>2. Questioned the viability of establishing an indoor heated pool in Mount Beauty due to high capital, staffing and heating costs, and suggested that there are more pressing recreational infrastructure priorities in the Upper Kiewa Valley.</p>	<p>The submission is noted.</p> <p>With respect to the inclusion of a gym within the Mount Beauty stadium concept, the Feasibility Study explored a range of potential facility components to test how the site could function as a broader community sport and recreation hub. The identification of a gym space was intended to assess opportunities to improve access to fitness facilities, particularly for residents who may face cost or transport barriers. Council officers acknowledge the presence of established private gyms in Mount Beauty and the importance of avoiding unnecessary duplication or adverse impacts on existing local businesses. Should any future stadium redevelopment be considered, this matter would require further detailed assessment and consultation with local operators and stakeholders prior to any decision being made.</p> <p>In relation to an indoor heated pool at Mount Beauty, the Feasibility Study specifically examined this option and found that it is not supported by projected population demand or usage modelling, and would involve significant capital and ongoing operational costs, particularly associated with heating and staffing. For these reasons, the Study does not recommend development of a new indoor aquatic facility at Mount Beauty at this time. Instead, it identifies the existing outdoor pool as structurally sound with remaining useful life, and recommends focusing on asset renewal and targeted upgrades rather than full replacement.</p> <p>Comments regarding the need to prioritise other community recreation and sporting infrastructure in the Upper Kiewa Valley are understood. The purpose of the Feasibility Study is to provide Council with an evidence base to inform long-term planning and funding advocacy rather than to commit to specific projects or expenditure. Any future investment decisions will be subject to Council consideration, broader community priorities, funding availability and further business case development.</p>
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6	Individual	Bright	<p>Reflecting on the appendix I am left unclear if the Bright development would include an indoor or outdoor pool as the 25 m option. The consideration of either is positive for the growth of the community, however indoor obviously supports year round access. Currently, if weather is not favourable events such as school sports have to be postponed. The indoor facility supports programs continuing regardless of weather. It also supports enhanced skills for our students, as well as employment as we draw qualified swim teachers into the community. Currently, many families travel to Wangaratta to achieve this for their children, in turn shopping out of town as well.</p> <p>What is the proposed population figure based on please? Taking into consideration the Bright Valley development as just one area of growth, 1000 seems quite a reserved estimate.</p> <p>Looking at the two options there are definitely positive aspects to each option. Having recently taken up a membership for the sports centre I have been informed that there is steady growth in the use of the overall facility.</p> <p>The current location is restricted by only one class space and the smaller pool.</p> <p>The new location would provide continued use of the facilities while construction is undertaken.</p>	<ol style="list-style-type: none"> 1. Sought clarification on whether the proposed Bright development includes an indoor or outdoor 25m pool. 2. Noted the benefits of an indoor facility for year-round use, including for school sports and swim programs. 3. Highlighted the community need for enhanced swim education and local employment. 4. Expressed concern that current estimates of 1,000 additional residents may underestimate local growth, particularly with developments like Bright Valley. 5. Noted both options have merit but highlighted constraints at the existing site and advantages of uninterrupted service during construction at a new site. 	<p>The comments outlined in this submission are noted.</p> <p>The draft Aquatics and Indoor Stadium Feasibility Study considers two development options for Bright. Option A proposes the redevelopment of the existing Bright Sports Centre site, with upgrades including an outdoor 25m pool and staged redevelopment of stadium and fitness spaces. Option B proposes a new indoor aquatic and indoor sports facility on Elm Court (Site A), including a new 25m indoor pool.</p> <p>Council officers acknowledge the community benefit associated with an indoor aquatic facility, particularly for school programming, weather resilience, and community access throughout the year. As the submitter notes, the ability to maintain programs regardless of weather is a key factor in ensuring skill development, participation consistency, and community safety. The report also notes the broader role that indoor aquatic infrastructure can play in attracting qualified swim instructors and supporting local economic activity.</p> <p>The report's population projections are drawn from both the adopted Alpine Shire Land Development Strategy and population .id forecasting. The study is intended as a flexible long-term strategy, and population assumptions will continue to be monitored as part of Council's strategic planning processes.</p> <p>All feedback received during any further consultation will inform the refinement of the preferred development pathway. The study does not predetermine outcomes but provides a framework to guide future investment decisions. No final decisions have been made regarding site selection, staging, or facility configuration.</p>
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7	Individual	Bright and surrounds.	Bright should have a larger pool that is under cover and heated for use all year round. This facility should be affordable for use by local community members. A cheaper locals pass would be beneficial and an area that is pleasant and practical for grandparents to sit while children swim.	<p>1. Expressed support for a larger, undercover and heated pool in Bright to allow for year-round use.</p> <p>2. Advocating for affordability measures, such as a discounted locals pass, and requested that the design include comfortable, practical seating for grandparents or other spectators supervising children.</p>	<p>The comments outlined in this submission are noted.</p> <p>The Aquatics and Indoor Stadium Feasibility Study recognises that improved aquatic infrastructure in Bright could provide increased benefits for both the local community and visitors. The two development options outlined for Bright in the report include a 25m indoor pool (Option A) and a 25m outdoor pool with enhanced change rooms and splash park (Option B). The indoor pool option has been included specifically to support year-round access, as identified in the submission, and to allow for more reliable programming, such as swimming lessons and aquatic fitness, without being impacted by seasonal weather conditions.</p> <p>Affordability is a key theme throughout the report. It identifies price sensitivity and seasonal participation fluctuations as important factors to consider in service delivery and pricing models. Future business case development would explore initiatives such as concessional pricing, multi-visit passes and community access programs to ensure affordability and equity in access, particularly for local users.</p> <p>Design considerations such as seating, supervision zones, accessibility, and user comfort would be developed during the next stage of detailed design planning, if and when a project proceeds. This feedback regarding comfortable seating for grandparents and other non-swimming attendees is useful and will be recorded for future design briefing and consultation.</p> <p>No decisions regarding final designs or locations have been made at this stage. Community input will continue to be a critical part of shaping future aquatic and recreation infrastructure to ensure it reflects the needs and aspirations of local users.</p>
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9	Individual	Bright	<p>Response in relation to Bright proposal</p> <ul style="list-style-type: none"> - I wish to emphasise the current state of the Bright pool is problematic, with frequent heating failures and commonly a milky colour to the water. This may be covered in the engineering report (which I have not viewed) but there are immediate issues to be addressed which may impact prioritisation of various works - that is the Bright pool is quite often not fit for purpose right now (rather than there being a generous runway for improvement) - We wonder if there is an opportunity for indoor toddler play pool - there is a lack of indoor activities for under 5s at Bright during winter - ie an extremely shallow pool with fountains and climbable objects through to even slides. - All pools should be indoor - that is the additional 25m pool to be added in Bright plan A should be indoor to provide for winter climate - Sauna and spa/bubble pool for training recovery and relaxation take little space - if this is to be an indoor exercise community hub - We drive to Wangaratta for our children's swimming classes and for our own swimming, 1-2 times per week - our greatest hope in your project is that we do not need to do this anymore. Ultimately, this would be solved by a 25m indoor pool in any Bright location. Cheers. 	<ol style="list-style-type: none"> 1. Highlighted the current condition of the Bright pool, including heating failures and water quality issues. 2. Suggested the inclusion of an indoor toddler play pool to address the lack of indoor activities for under 5s in Bright. 3. Requested that any new 25m pool (as part of Option A) be fully enclosed to support year-round use. 4. Recommended inclusion of a sauna and spa/bubble pool to support recovery and relaxation, enhancing the vision of a community exercise hub. 5. Expressed that a 25m indoor pool in Bright would prevent regular travel to Wangaratta for swimming lessons and lap swimming. 	<p>The concerns outlined in this submission are noted.</p> <p>The existing condition of the Bright pool is acknowledged and was assessed as part of the Feasibility Study process. The technical assessment completed by industry specialists confirmed that while the structure of the current facility remains sound, there are several ageing components (including heating and filtration systems) requiring upgrade. This feedback provides further justification for a staged renewal and upgrade pathway, which was a core component of both Option A and Option B in the Study.</p> <p>In terms of pool configuration, both Options A and B for Bright propose the inclusion of a new 25m pool. While Option A includes a seasonal (outdoor) 25m pool, Option B includes a fully enclosed, year-round 25m pool. Officers acknowledge the strong community interest in an indoor solution that better supports year-round learn-to-swim programming, school use, and adult lap swimming – particularly during Bright's colder months. This desire is reflected in the Study and will continue to inform future funding applications and prioritisation.</p> <p>The suggestion of an indoor toddler play pool aligns well with broader community feedback requesting more inclusive family-friendly aquatic experiences. The Feasibility Study does include splash pad and water play components within the design framework for Myrtleford and Mount Beauty, and officers agree this could also be explored further for Bright. While not specifically modelled in the current options, the inclusion of a shallow indoor toddler area or splash zone could be integrated into future design stages, subject to available funding and site constraints.</p> <p>The suggestion of a spa, sauna or bubble pool to support active recovery and wellbeing aligns with the evolving role of aquatic facilities in community health promotion. The Study notes this as a potential facility component across sites, particularly where projects aim to position themselves as holistic wellness and rehabilitation hubs.</p>
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					<p>Should further funding opportunities arise, these features could be incorporated into expanded concept planning for the Bright site.</p> <p>Council officers acknowledge the travel requirements of local families accessing swimming lessons and aquatic programming in neighbouring towns. This reinforces the importance of developing high-quality, accessible aquatic infrastructure that serves both recreational and developmental purposes within the Shire. The long-term vision for Bright seeks to address this directly.</p>
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10	Individual	Bright and surrounds.	<p>A decent pool in our area including Porepunkah, Bright, Wandiligong, Freebush & Harrietville is well overdue. Driving all around Australia most of the smallest towns have at least a 25m pool with 8 lanes.</p> <p>A similar idea was put forward many years ago but never went ahead as I think the project got way too big. Personally I feel we need to keep it basic with room to expand if needed. Basically the town needs a pool, if that pool doesn't get built because a 20 million dollar aquatic centre and stadium doesn't get approved it's quite silly.</p>	<ol style="list-style-type: none"> 1. Expressed the long-standing community need for a proper aquatic facility serving Bright and surrounding areas, including Porepunkah, Wandiligong, Freebush, and Harrietville. 2. Noted that many small towns across Australia have 25m, 8-lane pools. 3. Suggested a more modest and scalable approach — build a basic pool first with the ability to expand later. 4. Raised concern that pursuing a large, complex facility (e.g. \$20 million aquatic centre and stadium) could jeopardise delivery if not fully funded or approved. 	<p>The submission is noted.</p> <p>Council officers acknowledge the desire from the community for improved aquatic infrastructure in Bright and the surrounding townships. This theme was consistent across all consultation phases, with many residents identifying both the functional limitations of the current pool and the broader population catchment that it serves, including the Upper Ovens communities.</p> <p>The Study recognises this demand and proposes two staged development options for Bright. Option A offers a more modest facility upgrade focused on a new seasonal 25m pool, splash pad, and amenities. Option B presents a more comprehensive solution, including an indoor 25m pool, wellness area, and multipurpose stadium. Both options provide a foundation for phased delivery, should funding constraints necessitate a scalable approach.</p> <p>The Feasibility Study does not assume that all components of Option B must be delivered simultaneously. Rather, the project can be staged, prioritising core community infrastructure first (such as the pool itself), with additional facilities added as funding and demand grow. This aligns directly with the submitter's suggestion to "keep it basic with room to expand."</p> <p>The cost of delivery remains a significant consideration; however, the Study has been structured to support funding applications at multiple levels — including federal and state sources — while enabling Council to advocate for investment that reflects community need and financial sustainability. Council officers are committed to ensuring the scale and scope of any future project in Bright is achievable, fit-for-purpose, and well-supported by evidence of use and demand.</p>
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11	Individual	Bright	<p>I am a frustrated swimmer in that I have to drive over 45 mins to get to a decent pool. My grandchild to do competition swimming, no such thing in Bright. This is a no brainer project.</p>	<p>1. Frustrated at lack of local aquatic facilities in Bright for training and competition purposes.</p> <p>2. Notes the inconvenience of having to travel long distances to access adequate swimming pools.</p> <p>3. Strongly supports development of a local pool, particularly for grandchildren who wish to participate in competition swimming.</p>	<p>The submission is noted.</p> <p>The Aquatics and Indoor Stadium Feasibility Study recognises that access to local, fit-for-purpose aquatic infrastructure is a high priority for the Bright and surrounding communities. The report notes that the existing Bright Sports Centre Pool is limited in its ability to meet the needs for year-round aquatic participation, swim training, and higher-level instruction, due to its small size and seasonal access. Community sentiment captured through engagement shows strong desire for a larger, more modern facility to support general swimming, aquatic education, and competitive pathways.</p> <p>Option B in the feasibility study proposes development of a new aquatic facility at Elm Court, including a 25m indoor pool, expanded gym, and flexible community spaces. This option would address many of the issues raised in the submission, including the need for competitive swimming opportunities and reduced travel burdens for families.</p> <p>The study also highlights that development of such a facility in Bright would meet growing demand due to projected population increases, significant tourism visitation, and lack of year-round aquatic access. Community feedback will inform future refinement of design options, funding pathways, and Council advocacy to State and Federal Government.</p> <p>Council officers thank the submitter for their support of the project and acknowledges the significant community benefits that would arise from a new aquatic facility in Bright.</p>
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12	Individual	Mount Beauty	I would love all year swimming in mt beauty, would be great for the kids aswell	1. Request for all year swimming in Mount Beauty.	<p>The support outlined in this submission is noted.</p> <p>The Aquatics and Indoor Stadium Feasibility Study identifies the Mount Beauty pool as a much-loved community facility with strong local usage during summer months. Community sentiment during consultation reflected clear demand for extended access to aquatic facilities, including interest in year-round swimming for health, safety, and recreational reasons.</p> <p>The study acknowledges that Mount Beauty is currently limited by its seasonal outdoor pool, which restricts the ability for residents—especially children and families—to build swimming skills and confidence consistently throughout the year.</p> <p>While the report does not recommend a fully enclosed heated pool due to capital and operating costs, it highlights the value of strategic upgrades that improve accessibility and extend the swimming season. This would support improved outcomes for children and families.</p> <p>Council officers acknowledge the community’s aspirations for improved year-round access and will continue to explore funding and design options that can respond to this feedback within the context of budgetary and operational feasibility.</p>
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Alpine Shire Aquatics and Indoor Stadium Feasibility Study

Final Options and Feasibility Report

Commercial-in-Confidence – March 2026



Acknowledgement of Country



We respectfully acknowledge the Traditional Custodians of the land on which we are located and recognise their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging, and extend this to all Aboriginal and Torres Strait Islander People.



Introduction

Alpine Shire Council appointed Solucio to undertake an Aquatics and Indoor Stadium Feasibility Study to inform future decision-making which will allow Council to provide high quality, accessible and well-planned facilities for the community.

The aim of the project was to provide insights and recommendations needed to make informed decisions on improving the identified facilities to benefit the community for years to come.

The desired outcomes of the project were to develop a series of recommendations for the future of each facility and address the existing issues to better cater for community needs.

The following is a high-level overview of progress and timing for each of the designated project stages:

1. Project Scoping (Complete)
2. Research and Community Consultation (Complete)
3. Options Analysis (Complete)
4. Design, Feasibility and Business Case (Complete)

This Document

The purpose of this document is to present the final options and assessments of the feasibility and sustainability for each of the options for each township.

We have provided all background research completed for the project as an appendix, with a summary as part of this report.

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Vision for Aquatics and Indoor Stadiums in Alpine

Long-Term Outcome

“To provide modern, high-quality and well-maintained aquatic and indoor stadium facilities that enhance the visitor experience and excite the community to actively participate in sport and recreation. We are committed to creating spaces that address the diverse needs of the community, ensuring they are inclusive and accessible for all.”

Strategic Priorities for Aquatic and Indoor Stadium Facilities

The following priorities were identified throughout the research and consultation stage of the project as the core components to be addressed for aquatics and indoor stadiums.



More opportunities for year-round lap swimming and warm water programs



Greater community access to existing facilities



Continual maintenance and improvement of the pools and indoor stadiums



Multi-lining of stadiums to increase access to indoor sports



Integration of a 25-metre pool and stadium in Bright

Guiding Principles for Facility Planning

- Provide high-quality, accessible, affordable and inclusive facilities that encourage participation and better serve the community.
- Ensure facilities are financially sustainable and energy efficient.
- Deliver modern, high-quality facilities that engage local residents and attract visitors.
- Develop well-planned, managed and maintained facilities to encourage active and healthy lifestyles.
- Address the existing issues surrounding safety, inadequacy of amenities, and underutilisation, to ensure that facilities can cater to the demand of the community.



Strategic Priorities for the Townships

Each township currently has access to aquatic and indoor stadium facilities, where these facilities are well-located to service the township that they reside in. The thorough research and consultation process involved a detailed assessment of each township to identify the current facility components, gaps in provision, and strategic priorities. This analysis has guided the planning and prioritisation of facility improvements to better meet the needs of the community, whilst adhering to industry standards.

Myrtleford

Current Population Catchment: 4,369

Expected 2041 Population: 5,277*

Facility Components: 25m outdoor pool, immediate pool, toddler pool, and an indoor stadium with two courts servicing various sports.

Provision Gaps: no winter access to aquatics facilities, and one indoor court that is run down.

Strategic Priorities:

- Maintenance and multi-lining of the secondary indoor court, including floor replacement.
- Access to year-round lap swimming and warm water.

Bright

Current Population Catchment: 4,169

Expected 2041 Population: 5,035*

Facility Components: 17m indoor heated pool, running learn-to-swim and aqua aerobics, commercial gym, squash courts, and one school indoor court servicing basketball.

Provision Gaps: heavily utilised indoor water space, and limited access (after school hours) to the school indoor stadium.

Strategic Priorities:

- Access to indoor courts.
- Currently exceeding the visitation benchmark for water space – opportunity to increase capacity of water space.



Mount Beauty

Current Population Catchment: 2,455

Expected 2041 Population: 2,965*

Facility Components: 33m outdoor pool, immediate pool, toddler pool, and one indoor stadium managed by ASC servicing basketball.

Provision Gaps: no winter access to aquatics facilities, and one indoor court primarily used by the school.

Strategic Priorities:

- Access to year-round swimming and warm water.

*Adjusted from the Alpine Shire Land Development Strategy.

Context and Community Priorities

Our Community – At a Glance

The ASC is in the North East of Victoria, spanning an area of 4,790 square kilometres of which 92% is public land. The area includes the Mount Buffalo National Park and components of the Alpine National Park.¹

The Shire supports a range of industries including agriculture, forestry, fishing, construction, accommodation and food services, health care and social assistance, retail trade, and education and training.¹

The formally recognised traditional owners for the area of Alpine are the Dhudhuroa, Gunai-Kurnai, Taungurung, Waywuru and Jaithmathang tribes.

Fast Facts



4,790 square km total area¹



13,235 People²
(compared to 6,503,491 for Victoria)



5,493 jobs³
(compared to 3.164M for Victoria)



994 jobs supported by tourism (18.1% of total)³
(compared to 5.3% for Victoria)



29% single person households²
(compared to 26% for Victoria)



49 years median age²
(compared to 38 for Victoria)



35% of residents are 60+ years old³
(compared to 22% for Victoria)



\$58.978M total building approvals³
(compared to \$49.129B for Victoria)



7,211 Private dwellings²



\$1,340 median weekly household income²
(compared to \$1,759 for Victoria)



\$67,746 Gross Regional Product per Capita³
(compared with \$87,471 GSP per Capita for Victoria)



\$1.80B economic output³



Map of Alpine Shire Council
Source: Annual Report 2022-23

Sources:

1. Alpine Shire Council, Annual Report 2022-23
2. ABS, Alpine Shire 2021 Census All persons QuickStats, 2021
3. REMPLAN, Alpine Shire Council Community and Economic Profile, 2023

Strategic Alignment

A review of key strategic documents has been undertaken to provide a deeper understanding of the Alpine Shire Council's principles, policies and practices, and how they will influence the Aquatic and Indoor Stadium Feasibility Study.

Community Vision 2040 and Council Plan 2021-2025*

The community vision is "our people, places and environment enrich our area's resilience, prosperity and sustainability". This project will align with the vision and the priorities of the Council Plan through:

- Promoting an active, connected and supported community through services that enrich the physical and mental wellbeing.
- Reducing the impact that climate change has on the community.
- Promoting effective planning and development that reflects the aspirations of the community.

Municipal Public Health and Wellbeing Plan*

The plan aims to maximise the health and wellbeing of the community, which this project will address through:

- Providing access to high quality, affordable facilities that promote opportunities to participate.
- Supporting programs that increase participation and activation of sports and facilities.

Fair Access Policy

The facility options will need to consider that new buildings will have a Gender Impact Assessment completed, as well as an audit of existing facilities for their suitability for women and girls.

Access and Inclusion Plan

This project will support Council's commitment to embedding access and inclusion practices within the community through:

- Addressing accessibility participation barriers in all buildings and public amenities.
- Increasing the access for people with disability to mainstream services.

Sport and Active Recreation Plan and Master Plans

This project will address the following areas from the sport and active recreation plan:

- An inability for growth due to a lack of access to stadium/facility spaces and times.
- Increased access to a variety of swimming opportunities, i.e. inflatable equipment, learn-to-swim programs, hydrotherapy and waterplay.

Based on the Sports and Active Recreation Master Plans, we will consider the following as part of this project:

- Impact of the splash park at Jubilee Park as it could increase visitation at the pool.
- Upgrades to the old Myrtleford stadium that will provide higher quality facilities.

Climate Action Plan 2021-2024

Council has developed a climate change mitigation pathway through a target for net zero GHG emissions. This project will address the following:

- Reduction of building electricity use.
- Development of an ESD standard for new and renovated Council buildings and facilities.
- Installation of solar PV and battery into Council owned and operated buildings.



*The 2025-2029 Council Plan and Municipal Public Health and Wellbeing Plan are currently in development.

Background Research Summary

Existing Facilities

- The construction of each facility: Bright Sports Centre (BSC) – 1990, Mount Beauty Swimming Pool (MBSP) – 1987, Mount Beauty Stadium – 1990, Myrtleford Swimming Pool (MSP) – 1930, and Myrtleford Stadium – 2014 redevelopment.
- Belgravia operates the three aquatic facilities and Mount Beauty Stadium, whilst the Myrtleford Stadium is managed by a Committee of Management.
- Independent facility audits determined \$1.7 million of capital maintenance requirements over the next 10 years for the aquatic facilities.
- The remaining useful life of the aquatic facilities is at least 20 years, as there are no immediate concerns with the pool shells and existing facilities.
- Council spends approximately \$600,000 per year on the operations of the aquatic facilities (Belgravia).
- The current annual patronage across all aquatic facilities is 43,810 patron visits. Given there is no direct income to Council from these visits and there are total annual costs of ~\$770,000 (assuming Council completes all of the recommended maintenance), the community is currently subsidising the facilities a total of \$18 per each patron visit.

Current Provision and Gaps – Aquatics

Facility	Summer			Winter		
	BSC	MBSP	MSP	BSC	MBSP	MSP
Learn-to-Swim programs	★			★		
Aqua aerobics/hydrotherapy	★	★		★		
Recreational water play	★	★	★	★		
Teen play (inflatables, slides, games, etc.)					Closed from April to November	Closed from April to November
Lap swimming	★	★	★	★		
School carnivals		★	★			
VICSWIM program		★	★			

Market Analysis

- Industry benchmarks demonstrate there is capacity within the existing network to cater for future growth, however it may require a new approach to development and scheduling.
- All facilities are well-located to service the majority of the community.
- The highest priority gaps to consider for future planning include:
 - Access to aquatic facilities throughout winter, access to warm water for aqua aerobics and swimming lessons in Mount Beauty and Myrtleford.
 - Indoor sport opportunities within Bright Sports Centre.

Current Provision and Gaps – Indoor Stadiums

Facility	All-Year Round		
	Mount Beauty Stadium	Myrtleford Stadium	Bright P-12 Stadium
Number of Courts	1 court	2 courts	0.5 court*
Typical National Planning Benchmark	1 court per 10,000 population		
Current Provision (20-min drive-time catchment)	2,455 per 1 court	3,965 per 1 court	4,169 per 0.5 court
Current Sports	Basketball	Basketball, netball, badminton, volleyball, squash and life ball	Basketball, netball, gymnastics and squash**
Potential Sports	Netball, volleyball, futsal, badminton, gymnastics, calisthenics, handball, pickleball and table tennis	Futsal, gymnastics, calisthenics, handball, pickleball and table tennis	Futsal, calisthenics, badminton, volleyball, handball, pickleball and table tennis

*Based on the stadium only being used after school hours, we have estimated that access is limited to half of an indoor court in Bright.

**Squash is found at the Bright Sports Centre.

Design and Assessment of the Final Options

Overview of the Options

This initial phase of the project culminated in a discussion paper which was circulated to Council officers and outlined the key findings from all of the preliminary research completed. A series of collaborative workshop discussions enabled the project team to brainstorm, refine and confirm the final options, which are summarised here.

Over the following pages, we have provided a detailed assessment of each option with an overview of the strategic priorities addressed, forecasted usage with the proposed upgrades, the facility development plan, and a strengths, weaknesses, opportunities and challenges (SWOC) analysis. A detailed operational and financial assessment of each option is provided following these pages.

Township Option Description	Myrtleford		Bright		Mount Beauty
	A	B	A	B	A
	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court	Upgrade and expand the current facilities
Facility components identified by project team	<ul style="list-style-type: none"> Upgrade plant area and refurbish existing heritage building. Upgrade changerooms. Improve site access and increase car parking. Incorporate Roejen report recommendations. Café/meeting room. Connection pathway to caravan park and splash park. Retain heritage building and use for admin. 	<ul style="list-style-type: none"> Indoor lap swimming (25m). Learn-to-swim/hydrotherapy (warm water). Changerooms. Gym/multipurpose area. Plant room. 	<ul style="list-style-type: none"> Repurpose existing pool for learn-to-swim and hydrotherapy activities. Build a new lap swimming pool. Minor upgrades to the changerooms. Reconfigure spaces to separate gym/multipurpose areas. Incorporate Roejen report recommendations. 	<ul style="list-style-type: none"> Indoor lap swimming (25m). Learn-to-swim/hydrotherapy (warm water). Plant room. Gym/multipurpose space. 	<ul style="list-style-type: none"> Upgrade of existing changerooms and amenities. Expand storage capacity. Gym and recovery centre (already been implemented). Incorporate Roejen report recommendations.
Additional facility components identified through iterative workshops	<ul style="list-style-type: none"> Adding a cover. Upgrade pedestrian connectivity. Flood risk mitigation. 	<ul style="list-style-type: none"> Integrated stadium and pool – co-located amenities and entry. 	<ul style="list-style-type: none"> Addition of a single stadium. <p>*Should a stadium not fit on the site, we would seek an alternative location.</p>	<ul style="list-style-type: none"> Could include stadium – trees/space would be an issue. <p>*Should a stadium not fit on the site, we would seek an alternative location.</p>	<ul style="list-style-type: none"> Adding a cover – would need to be costed (unsupported by population estimates). Enhancements to splash park.

Myrtleford



Option A: Upgrade the current facilities

As part of our analysis, we have provided a potential forecast usage of the upgraded facility compared with the current site. We have provided assumptions for each step in the process to arrive at the numbers provided in the table to the right.

The overall indicative cost of upgrading the current facilities would be \$1.5 – \$1.7 million**, with the following specific costs:

- Addition of a cover over the existing 25-metre pool - \$1.2 – \$1.4 million, adjusted to the cost in 2024.*
- Upgrade the changerooms and reception - \$300,000.

The proposed upgrades for the redevelopment of the Myrtleford Swimming Pool facilities align with the overall vision for aquatics and indoor stadiums in Alpine. The following are the proposed upgrades and their alignment with the strategic priority areas:

- **Greater community access to existing facilities** - upgrade changerooms, improve site access and increase car parking, café/meeting room, connection pathway to caravan park and splash park, retain heritage building and use for admin, and upgrades to pedestrian connectivity.
- **Continual maintenance and improvement of the pools and indoor stadiums** - Upgrade plant area and refurbish heritage building, incorporate Roejen report recommendations, and flood risk mitigation.
- **More opportunities for year-round lap swimming and warm water programs** - Adding a cover.

*Although we have identified the potential benefits of covering the pool, this would require further planning and community consultation to determine the overall viability.

**Source: Wellington Shire – Yarram Pool project gets funding
<https://www.gippslandtimes.com.au/news/2020/07/16/yarram-pool-project-gets-funding/>
 Full case study found on page 31.

Current and Potential Future Usage and Cost		
	Current Site	Option A
Total Annual Visitation	11,436	19,022
Indicative Visitation in 2041	13,813	22,975
Indicative Cost of Option	\$1,500,000 - \$1,700,000**	
<u>Notes and assumptions</u>		
<ul style="list-style-type: none"> • The current visitation at the facility is 11,436 for six months from November until April, with, on average, 1,906 people visiting each month. • We estimate that the integration of a cover over the 25-metre outdoor pool would provide an additional two extra months of opening each year. • The addition of a cover would also enable the pool to stay open for more days when the temperature is below 20c and above 35c, estimated at approximately 33%. These days could include harsh wind conditions, cooler temperatures, rain, etc. • To ensure that we provide an accurate representation of future visitation, the total visitation was adjusted to include the percentage increase in the population from 2021 to 2041, which is up to a 21% increase. • The indicative cost of the option is based on the case study, Wellington Shire that was implemented in 2022, that can be found in the appendix. • The case study provided an indicative costing benchmark for the addition of a cover of approximately \$1 million in 2022, which we have adjusted for costings in 2024 of approximately \$1.2 - \$1.4 million. 		

Facility Development Plan

Myrtleford Swimming Pool



Upgrade Existing Facilities	<ul style="list-style-type: none"> Upgrade plant area and refurbish existing heritage building. Upgrade changerooms. Improve site access and increase car parking.
Facility components identified by project team	<ul style="list-style-type: none"> Incorporate Roejen report recommendations. Café/meeting room. Connection pathway to caravan park and splash park. Retain heritage building and use for admin.
Additional facility components identified through iterative workshops	<ul style="list-style-type: none"> Adding a cover. Upgrade pedestrian connectivity. Flood risk mitigation.

LEGEND

- SUBJECT AREA BOUNDARY
- SITE ENTRY
- KEY ACCESS
- PEDESTRIAN ACCESS
- CAR PARKING
- DDA CAR PARKING
- BUS DROP-OFF / PICK-UP
- BICYCLES
- VEHICLE DROP-OFF / PICK-UP
- PEDESTRIAN ACCESS
- SERVICE LOADING IF REQUIRED
- PEDESTRIAN ACCESS
- STREET GRID CONNECTIONS
- NEW SHADE TREE PLANTING
- EXISTING TREES



Option B: Relocate the pool to Myrtleford Showgrounds

The overall indicative cost of the relocation the pool would be \$30.2 – \$33.2 million*, with the following specific costs:

- Demolition of the original Myrtleford Swimming Pool site based on its size and industry benchmark costings – approximately \$2.7 million.
- Construction of a new indoor swimming centre, including a 25-metre lap swimming pool, 17-metre program pool and additional amenities - \$27.5 – \$30.5 million based on the case study.

This option would be considered once the current Myrtleford Swimming Pool site reaches its useful end-of-life. We predict that in the current state this would not be for another 20 years.

The proposed upgrades for the relocation of the Myrtleford Swimming Pool to the Myrtleford Showgrounds align with the overall vision for aquatics and indoor stadiums in Alpine. The following are the proposed upgrades and their alignment with the strategic priority areas:

- **More opportunities for year-round lap swimming and warm water programs** – Indoor 25-metre lap swimming pool and 17-metre program pool for learn-to-swim and hydrotherapy (warm water) activities.
- **Greater community access to existing facilities** - Integrated stadium and pool with co-located amenities and entry with the existing stadium.
- **Continual maintenance and improvement of the pools and indoor stadiums** - Upgraded changerooms, integration of a gym/multipurpose area, and compliant plant room.

*Source: Grafton Aquatic Centre
<https://www.clarence.nsw.gov.au/Projects/Regional-Aquatic-Centre>
 Full case study found on page 32.

Current and Potential Future Usage and Cost		
	Current Site	Option B
Total Annual Visitation	11,436	23,383
Indicative Visitation in 2041	13,813	28,242
Indicative Cost of Option	\$30,200,000 - \$33,200,000*	
<u>Notes and assumptions</u>		
<ul style="list-style-type: none"> • The current visitation at the facility is 11,436 for six months from November until April, with, on average, 1,906 people visiting each month. • As the proposed upgrades are similar to the amenities at the Bright Sports Centre (BSC), we are using these values as a benchmark for visitation. • Current visitation for memberships at BSC is 12,605 a year, and we have assumed that 80% of these memberships would be for the gym. With the addition of casual gym visits, the current visitation for the gym would be 11,353 visits per year. • The relocation would provide two pools in this new centre, one 25-metre lap swimming pool and one 17-metre program pool. • To forecast visitation for 2041, we have estimated that visitation for lessons would increase by up to 43% and lap swimming would increase by up to 50% provided the integration of two swimming pools at this location. • To ensure that we provide an accurate representation of future visitation, the total visitation was adjusted to include the percentage increase in the population from 2021 to 2041, which was up to a 21% increase and is displayed as the indicative visitation above. • The indicative cost of the option is based on the case study, Grafton Aquatic Centre in NSW, that can be found in the appendix. It provided an indicative costing benchmark for the relocation of the pool for approximately \$29.5 million in 2022. • The demolition costs of the existing pool would be estimated at \$2.7 million. 		

Facility Development Plan

Myrtleford Showgrounds



Relocate the pool to Myrtleford Showgrounds	
Facility components identified by project team	<ul style="list-style-type: none"> Indoor lap swimming (25m). Learn-to-swim/hydrotherapy (warm water). Changerooms. Gym/multipurpose area. Plant room.
Additional facility components identified through iterative workshops	<ul style="list-style-type: none"> Integrated stadium and pool – co-located amenities and entry.
Provision gaps identified in the report for each township	<ul style="list-style-type: none"> Maintenance and multi-lining of the back stadium, including floor replacement Access to year-round lap swimming and warm water.

LEGEND

- SUBJECT AREA BOUNDARY
- SITE ENTRY
- KEY ACCESS
- PEDESTRIAN ACCESS
- CAR PARKING
- DDA CAR PARKING
- BUS DROP-OFF / PICK-UP
- BICYCLES
- VEHICLE DROP-OFF / PICK-UP
- PEDESTRIAN ACCESS
- SERVICE LOADING IF REQUIRED
- PEDESTRIAN ACCESS
- STREET GRID CONNECTIONS
- NEW SHADE TREE PLANTING
- EXISTING TREES



Summary of Options

Option	Current Facility	A	B
Description	Continue with current operations and integrate the Roejen report recommendations	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds
Key facility components identified by project team	<ul style="list-style-type: none"> Balance tank make-up solenoid not working – complete. Switchboard cooling fan not working – complete. Injector impeding operation of butterfly valve handle – complete. Chlorine dosing line hanging over the entrance – complete. Mixed stored dry chemicals – complete. <p>A detailed repairs and maintenance condition report of all equipment can be found in Roejen's detailed report.</p>	<ul style="list-style-type: none"> Upgrade plant area and refurbish existing heritage building – upgraded the chemical dosing equipment, serviced the pool pump, integrated a new solar pump, replaced the filter pressure valves, and painted the pool lines. Upgrade changerooms – upgraded the shower walls. Improve site access and increase car parking – added car parking bay markings. Café/meeting room. Connection pathway to caravan park and splash park. Retain heritage building and use for admin. Incorporate Roejen report recommendations. 	<ul style="list-style-type: none"> Indoor lap swimming (25m). Learn-to-swim/hydrotherapy (warm water). Changerooms. Gym/multipurpose area. Plant room.
Additional facility components identified through iterative workshops		<ul style="list-style-type: none"> Adding a cover. Upgrade pedestrian connectivity. Flood risk mitigation. 	<ul style="list-style-type: none"> Integrated stadium and pool – co-located amenities and entry.
Indicative 2025 Cost Estimate	\$244,200	\$1.5 - \$1.7 million	\$30.2 - \$33.2 million
Indicative Remaining Useful Life Estimate of Pool Shell and Plant Facility*	~ 20 years	No change to pool shell	Indicative life of 40-50 years

*From Council's aquatic engineers, Roejen.

Bright



Option A: Redevelop the existing sports centre

The overall indicative cost of redevelopment of the pool would be \$13.3 - \$16.9 million*, with the following specific costs:

- Redevelopment of the existing sports centre, including repurposing the existing pool for hydrotherapy/water warm activities, construction of a 25-metre lap swimming pool and additional amenities - \$9.1 - \$11.2 million based on a case study and adjustment to the cost in 2024.
- Construction of the new stadium - \$4.2 - \$5.7 million based on the Myrtleford Stadium Expansion cost and adjustment to the cost in 2024.

The current site has areas that are prone to flooding and subsidence, which could impact the longevity of this site into the future.

The proposed upgrades for the redevelopment of the Bright Sports Centre align with the overall vision for aquatics and indoor stadiums in Alpine. The following are the proposed upgrades and their alignment with the strategic priority areas:

- **More opportunities for year-round lap swimming and warm water programs** - Repurpose existing pool for learn-to-swim and hydrotherapy activities, and the construction of a new 25-metre lap swimming pool.
- **Greater community access to existing facilities** - Upgrading of the changerooms and reconfiguring spaces to separate gym/multipurpose areas to provide the community with higher quality amenities. Adding a 25-metre indoor pool increases the availability for lap swimming for residents.
- **Continual maintenance and improvement of the pools and indoor stadiums** - Incorporate Roejen report recommendations for the pool, whilst the new stadium would meet current indoor sporting regulations and standards.
- **Multi-lining of stadiums to increase access to indoor sports** - Ability to multi-line the new stadium for greater access to a variety of indoor sports.
- **Integration of a 25-metre pool and stadium in Bright** - A Council-owned and operated stadium that would utilise the amenities and reception area to create efficiencies for both the pool and stadium.

Current and Potential Future Usage and Cost

	Current Site	Option A
Total Annual Visitation	17,368	36,577
Indicative Visitation in 2041	20,977	44,178
Indicative Cost of Option	\$13,260,000 - \$16,920,000*	

Notes and assumptions

- The current monthly visitation of the facility is 1,447 people.
- Current visitation for memberships is 12,605 a year, and we have assumed that 80% of these memberships would be for the gym. With the addition of casual gym visits, the current gym visitation would be 11,353 visits per year.
- The redevelopment would provide two pools in this new centre, one 25-metre lap swimming pool and the original 17-metre program pool.
- We have estimated that by 2041, visitation for lessons would increase by up to 43% and lap swimming would increase by up to 50% provided the integration of two swimming pools at this location.
- We have assumed that a new stadium would have approximately 300 visits per week (25 hours x 12 people per hour), providing 15,600 visits per year.
- The total visitation was adjusted to include the percentage increase in the population from 2021 to 2041, which was up to a 21% increase and is displayed as the indicative visitation above.
- The indicative cost of the option is based on the case study, Scottsdale Aquatic Centre in Tasmania that was implemented in 2019, can be found in the appendix. It provided an indicative costing benchmark for construction of the pool for approximately \$7 million in 2021, which we have adjusted for costings in 2024.

*Source: Scottsdale Aquatic Centre https://hydrilla.com.au/wp-content/uploads/2023/06/HCS029_ScottsdaleAquaticCentre_Case_Study.pdf
<https://northeasternadvertiser.com/featured-articles/new-pool-popular>
 Full case study found on page 33.

Facility Development Plan

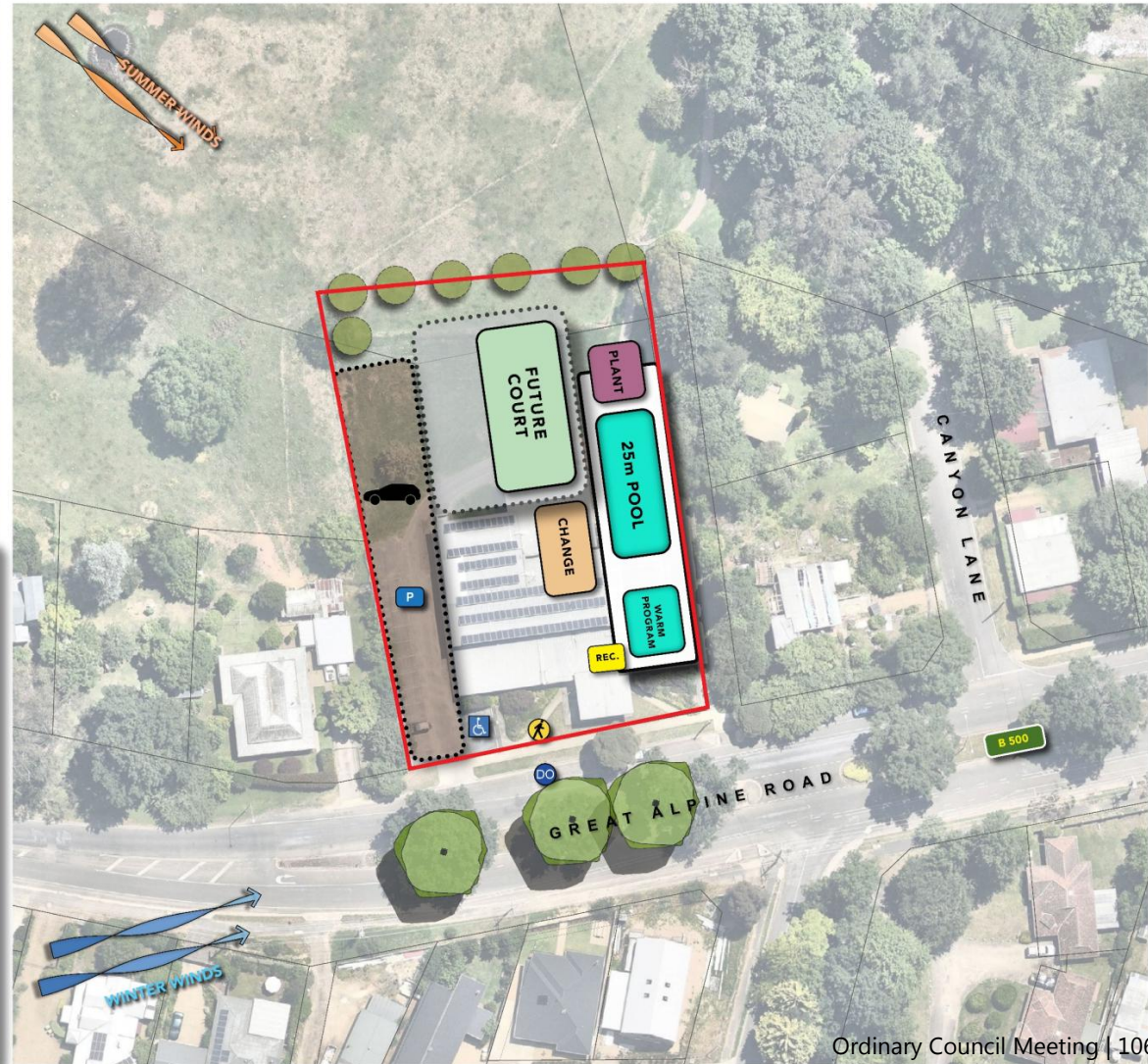
Existing Sports Centre, Bright



Redevelop the existing Sports Centre	
Facility components identified by project team	<ul style="list-style-type: none"> Re-purpose existing pool for learn-to-swim and hydrotherapy activities. Build a new lap swimming pool. Upgrade changerooms. Reconfigure spaces to separate gym/multipurpose areas. Incorporate Roejen report recommendations.
Additional facility components identified through iterative workshops	<ul style="list-style-type: none"> Addition of a single stadium. <p>*Should a stadium not fit on the site, we would seek an alternative location.</p>
Provision gaps identified in the report for each township	<ul style="list-style-type: none"> Access to indoor courts. Currently exceeding the visitation benchmark for water space – opportunity to increase capacity of water space.

LEGEND

- SUBJECT AREA BOUNDARY
- SITE ENTRY
- KEY ACCESS
- PEDESTRIAN ACCESS
- CAR PARKING
- DDA CAR PARKING
- BUS DROP-OFF / PICK-UP
- BICYCLES
- VEHICLE DROP-OFF / PICK-UP
- PEDESTRIAN ACCESS
- SERVICE LOADING IF REQUIRED
- PEDESTRIAN ACCESS
- STREET GRID CONNECTIONS
- NEW SHADE TREE PLANTING
- EXISTING TREES



Option B: Relocate the sports centre to the old childcare on Elm Court

The overall indicative cost of the relocation the pool would be \$34.4 – \$38.9 million*, with the following specific costs:

- Demolition of the existing Bright Sports Centre site based on its size and industry benchmark costings – approximately \$2.7 million.
- Construction of the new indoor swimming centre, including a 25-metre lap swimming pool, 17-metre program pool and additional amenities - \$27.5 – \$30.5 million based on the case study.
- Construction of the new stadium - \$4.2 - \$5.7 million based on the Myrtleford Stadium Expansion cost and adjustment to the cost in 2024.
- Removal of trees on the site - \$10,000.

The proposed upgrades for the relocation of the Bright Sports Centre to the old childcare on Elm Court align with the overall vision for aquatics and indoor stadiums in Alpine. The following are the proposed upgrades and their alignment with the strategic priority areas:

- **More opportunities for year-round lap swimming and warm water programs** – Indoor lap swimming (25m) and 17-metre program pool for learn-to-swim and hydrotherapy (warm water) activities.
- **Continual maintenance and improvement of the pools and indoor stadiums** - Upgraded changerooms, integration of a gym/multipurpose area, and compliant plant room.
- **Integration of a 25-metre pool and stadium in Bright** - A Council-owned and operated stadium that would utilise the amenities and reception area to create efficiencies for both the pool and stadium.

*Source: Grafton Aquatic Centre <https://www.clarence.nsw.gov.au/Projects/Regional-Aquatic-Centre>
Full case study found on page 32.

Current and Potential Future Usage and Cost		
	Current Site	Option B
Total Annual Visitation	17,368	36,577
Indicative Visitation in 2041	20,977	44,178
Indicative Cost of Option	\$34,370,000 - \$38,930,000*	
<u>Notes and assumptions</u>		
<ul style="list-style-type: none"> • The current monthly visitation of the facility is 1,447 people. • As the proposed upgrades are similar to the amenities at the Bright Sports Centre (BSC), we are using these values as a benchmark for visitation. • Current visitation for memberships is 12,605 a year, and we have assumed that 80% of these memberships would be for the gym. With the addition of casual gym visits, the current gym visitation would be 11,353 visits per year. • The relocation would provide two pools in this new centre, one 25-metre lap swimming pool and one 17-metre program pool. • We have estimated that by 2041, visitation for lessons would increase by up to 43% and lap swimming would increase by up to 50% provided the integration of two swimming pools at this location. • We have assumed that a new stadium would have approximately 300 visits per week (25 hours x 12 people per hour), providing 15,600 visits per year. • The total visitation was adjusted to include the percentage increase in the population from 2021 to 2041, which was up to a 21% increase and is displayed as the indicative visitation above. • The indicative cost of the option is based on the case study, Grafton Aquatic Centre in NSW, that can be found in the appendix. It provided an indicative costing benchmark for the relocation of the pool for approximately \$29.5 million in 2022. • The demolition costs of the existing pool would be estimated at \$2.7 million. • The removal of trees in the area would be estimated at \$10,000. 		

Facility Development Plan

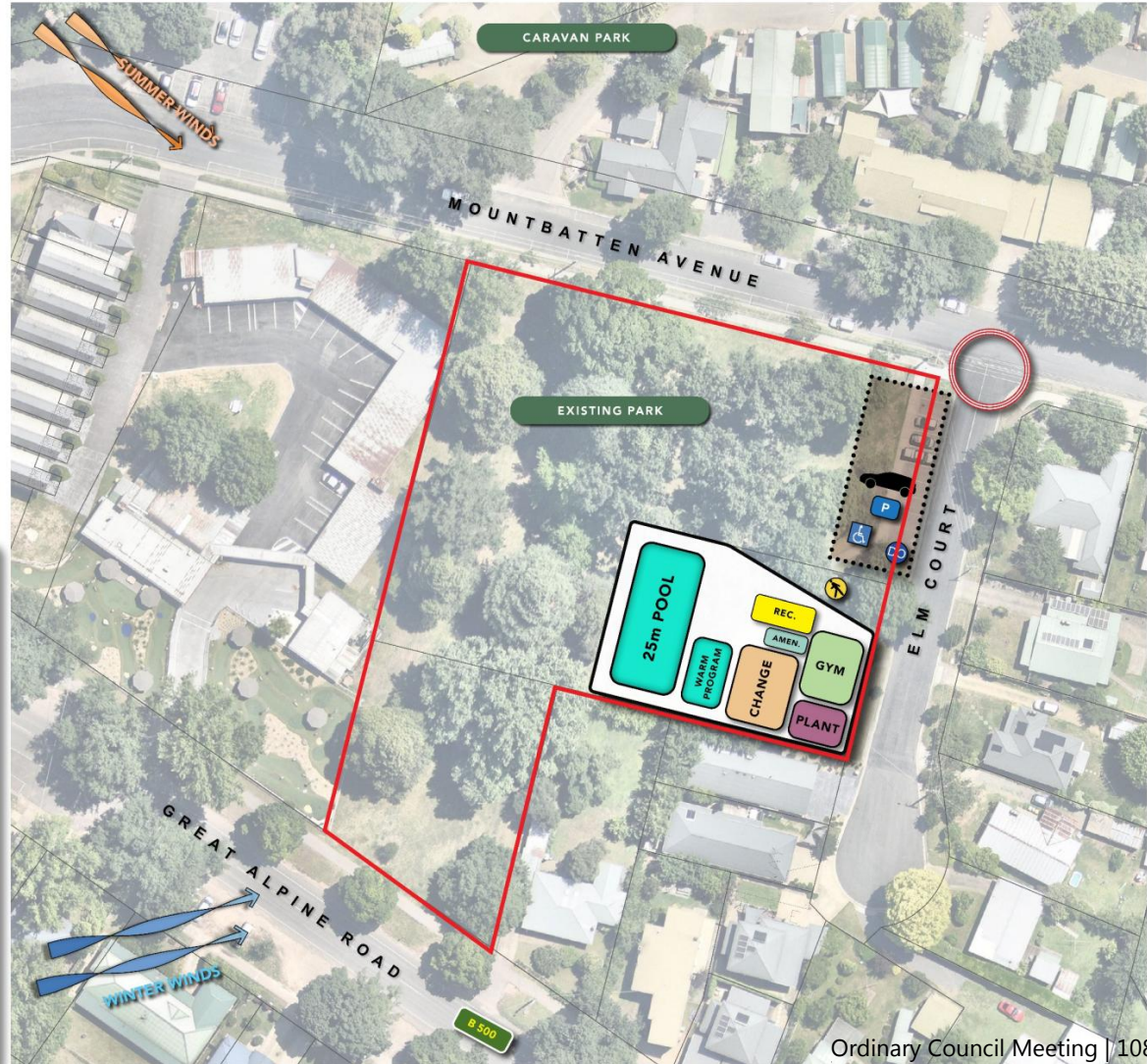
Elm Court, Bright



Relocate the Sports Centre to the old childcare on Elm Court	
Facility components identified by project team	<ul style="list-style-type: none"> Indoor lap swimming (25m). Learn-to-swim/hydrotherapy (warm water). Plant room. Gym/multipurpose space.
Additional facility components identified through iterative workshops	<ul style="list-style-type: none"> Could include stadium – trees/space would be an issue. *Should a stadium not fit on the site, we would seek an alternative location.
Provision gaps identified in the report for each township	<ul style="list-style-type: none"> Access to indoor courts. Currently exceeding the visitation benchmark for water space – opportunity to increase capacity of water space.

LEGEND

- SUBJECT AREA BOUNDARY
- SITE ENTRY
- KEY ACCESS
- PEDESTRIAN ACCESS
- CAR PARKING
- DDA CAR PARKING
- BUS DROP-OFF / PICK-UP
- BICYCLES
- VEHICLE DROP-OFF/ PICK-UP
- PEDESTRIAN ACCESS
- SERVICE LOADING IF REQUIRED
- PEDESTRIAN ACCESS
- STREET GRID CONNECTIONS
- NEW SHADE TREE PLANTING
- EXISTING TREES



Summary of Options

Option	Current Facility	A	B
Description	Continue with current operations and integrate the Roejen report recommendations	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court
Key facility components identified by project team	<ul style="list-style-type: none"> Faulty solar pump – complete. Short hydrochloric acid injection hose – upgraded the chemical dosing equipment. Hanging overhead electrical cables – completed. <p>A detailed repairs and maintenance condition report of all equipment can be found in Roejen’s detailed report.</p>	<ul style="list-style-type: none"> Repurpose existing pool for learn-to-swim/hydrotherapy activities. Build a new lap swimming pool. Minor upgrades to the changerooms. Reconfigure spaces to separate gym/multipurpose areas – upgraded the gym flooring. Incorporate Roejen recommendations. 	<ul style="list-style-type: none"> Indoor lap swimming (25m). Learn-to-swim/hydrotherapy (warm water). Plant room. Gym/multipurpose space.
Additional facility components identified through iterative workshops		<ul style="list-style-type: none"> Addition of a single stadium. <p>*Should a stadium not fit on the site, we would seek an alternative location.</p>	<ul style="list-style-type: none"> Could include stadium – trees/space would be an issue. <p>*Should a stadium not fit on the site, we would seek an alternative location.</p>
Indicative 2025 Cost Estimate	\$169,900	\$13.3 - \$16.9 million	\$34.4 - \$38.9 million
Indicative Remaining Useful Life Estimate of Pool Shell and Plant Facility*	~ 20 years	Existing pool - No change to pool shell New pool - Indicative life of 40-50 years	Indicative life of 40-50 years

*From Council’s aquatic engineers, Roejen.

Mount Beauty



Option A: Upgrade and expand the current facilities

The overall indicative cost of redevelopment of the pool would be \$4.4 – \$4.6 million**, with the following specific costs:

- Construction of the new gym and recovery centre - \$2.4 million, that is based on an estimate of \$6,000 for every m².
- Addition of a cover over the existing 25-metre pool - \$1.2 – \$1.4 million, adjusted to the cost in 2024.*
- Refurbishment of the existing changerooms and reception - \$300,000.
- Upgrades to the splash park - \$500,000, based on the Yarrowonga case study.

The proposed upgrades for the redevelopment of the current Mount Beauty Stadium and Swimming Pool aligns with the overall vision for aquatics and indoor stadiums in Alpine. The following are the proposed upgrades and their alignment with the strategic priority areas:

- **Greater community access to existing facilities** - Upgrade of existing changerooms and amenities, expansion of the current storage capacity, and a new gym/recovery centre for community and visitor access.
- **Continual maintenance and improvement of the pools and indoor stadiums** - Incorporation of the Roejen recommendations from the pool plant room assessments.
- **More opportunities for year-round lap swimming and warm water programs** - Adding a cover.

*Although we have identified the potential benefits of covering the pool, this would require further planning and community consultation to determine the overall viability.

**Source: Wellington Shire – Yarram Pool project gets funding <https://www.gippslandtimes.com.au/news/2020/07/16/yarram-pool-project-gets-funding/>
Full case study found on page 31.

***Moira Shire – Yarrowonga Splash Park Expansion <https://www.moira.vic.gov.au/Community/Works-and-Projects/Recreation-Leisure-and-Community-Facilities/Yarrowonga-Splash-Park-Expansion>
Full case study found on page 34.

Current and Potential Future Usage and Cost		
	Current Site	Option A
Total Annual Visitation	15,006	24,960
Indicative Visitation in 2041	18,124	30,147
Indicative Cost of Option	\$4,400,000 - \$4,600,000**	
<u>Notes and assumptions</u>		
<ul style="list-style-type: none"> • The current visitation at the facility is 15,006 for six months from November until April, with, on average, 2,501 people visiting each month. • We estimate that the integration of a cover over the 25-metre outdoor pool would provide an additional two extra months of opening each year. • The addition of a cover would also enable the pool to stay open for more days when the temperature is below 20c and above 35c, estimated at approximately 33%. These days could include harsh wind conditions, cooler temperatures in a heated pool, etc. • The total visitation was adjusted to include the percentage increase in the population from 2021 to 2041, which is up to a 21% increase. • The indicative cost of the cover over the pool is based on the case study, Wellington Shire, that was implemented in 2022, that can be found in the appendix. • The case study provided an indicative costing benchmark for the addition of a cover of approximately \$1 million in 2022, which we have adjusted for costings in 2024 of approximately \$1.2 - \$1.4 million. • We have also provided a case study for the upgrade to the splash park, shown in the appendix, to provide an estimate to the splash park upgrade***. 		

Facility Development Plan

Mount Beauty



Upgrade and Expand the Existing Facilities	<ul style="list-style-type: none"> Upgrade of existing changerooms and amenities.
Facility components identified by project team	<ul style="list-style-type: none"> Expand storage capacity. Incorporate Roejen report recommendations. Gym and recovery centre.
Additional facility components identified through iterative workshops	<ul style="list-style-type: none"> Adding a cover – would need to be costed (unsupported by population estimates). Enhancements to splash park.
Provision gaps identified in the report for each township	<ul style="list-style-type: none"> Access to year-round swimming and warm water.

LEGEND

- SUBJECT AREA BOUNDARY
- SITE ENTRY
- KEY ACCESS
- PEDESTRIAN ACCESS
- CAR PARKING
- DDA CAR PARKING
- BUS DROP-OFF / PICK-UP
- BICYCLES
- VEHICLE DROP-OFF / PICK-UP
- PEDESTRIAN ACCESS
- SERVICE LOADING IF REQUIRED
- PEDESTRIAN ACCESS
- STREET GRID CONNECTIONS
- NEW SHADE TREE PLANTING
- EXISTING TREES



Summary of Options

Option	Current Facility	A
Description	Continue with current operations and integrate the Roejen report recommendations	Upgrade and expand the current facilities
Key facility components identified by project team	<ul style="list-style-type: none"> Chemical injection above storage area – upgraded the chemical dosing equipment. No mechanical protection of chlorine dosing pump suction – upgraded the chemical dosing equipment. Detached chlorine dosing pump from fixings – upgraded the chemical dosing equipment. Non-compliant storage tank – complete. Mixed storage dry chemicals – complete with new dosing equipment. <p>A detailed repairs and maintenance condition report of all equipment can be found in Roejen's detailed report.</p>	<ul style="list-style-type: none"> Upgrade of existing changerooms and amenities – repainted the female showers, painted the pools, added a new water meter, and backwash system. Expand storage capacity – Mount Beauty Swim Club has installed a new shed. Gym and recovery centre – new gym has been implemented. Incorporate Roejen recommendations.
Additional facility components identified through iterative workshops		<ul style="list-style-type: none"> Adding a cover – would need to be costed (unsupported by population estimates). Enhancements to splash park.
Indicative 2025 Cost Estimate	\$243,800	\$4.4 - \$4.6 million
Indicative Remaining Useful Life Estimate of Pool Shell and Plant Facility*	~ 20 years	No change to pool shell

*From Council's aquatic engineers, Roejen.

Financial Analysis and Comparisons

Summary of Options

Township Option Description	Myrtleford		Bright		Mount Beauty
	A	B	A	B	A
	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court	Upgrade and expand the current facilities
Strengths	<ul style="list-style-type: none"> No demolition and/or site acquisition costs. Larger changeroom facilities near the car park. Improved DDA accessibility into the pool. Maximising and improving use of the current site. Increased car parking. 	<ul style="list-style-type: none"> General proximity to schools. Co-location with the stadium for integrated services, i.e. reception area. Integration of indoor lap swimming and learn-to-swim/hydrotherapy sessions in Myrtleford. 	<ul style="list-style-type: none"> No demolition and/or site acquisition costs. Proximity to the town centre, Ovens Creek trails, and general passive traffic. Ease of accessibility from the main road. Co-location of aquatic and indoor stadium services. Ability to build on the existing services. 	<ul style="list-style-type: none"> Proximity to the town centre, splash park and river. Highly visible for residents and visitors. Ease of accessibility from the main road. Council owns the land, and building is currently being leased by a dance school. 	<ul style="list-style-type: none"> No demolition and/or site acquisition costs. Proximity to the town centre, walkable. Proximity to, and potential partnership opportunities. Currently used by athletes to undergo altitude training. Expansion and safety of storage capabilities in the stadium.
Weaknesses	<ul style="list-style-type: none"> Redevelopment would need to meet current compliance requirements, including parking, access, building footprint, and change facilities. Unsure if additional requirements would fit on the site. 	<ul style="list-style-type: none"> Would need to use DEECA land, which limits the benefits of Council capital investment. Potential tourism and revenue loss from caravan park. Additional site activity may conflict with equestrian use. Located on the outer areas of the community. 	<ul style="list-style-type: none"> Relatively high commercial site value. Contamination and site history. Limited expansion opportunities beyond the current footprint. Net community loss whilst redevelopment occurs. 	<ul style="list-style-type: none"> Tree removal (approximately 25 trees) and limited open space. Parking is currently an issue in that area. 	<ul style="list-style-type: none"> Poor site visibility, difficult to see. Disconnect between Tawonga and Mount Beauty.

Summary of Options

Township	Myrtleford		Bright		Mount Beauty
Option	A	B	A	B	A
Description	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court	Upgrade and expand the current facilities
Opportunities	<ul style="list-style-type: none"> Connected pathways with tennis and bowls. Close proximity to the town centre, and caravan park, and walkability. Café/meeting room for the swim club and community to use/hire. Potential increase in visitation with the new splash park. 	<ul style="list-style-type: none"> Suitable location and availability of developable area near the current stadium. Co-location of aquatics and stadium facilities. Existing open space next to the stadium. 	<ul style="list-style-type: none"> High exposure for tourists due to location (landmark signage for centre). Sufficient space to expand parking. Sufficient space for an indoor stadium on Council-owned land. Upgrade accessibility in existing changerooms. 	<ul style="list-style-type: none"> Integration of activities with the splash park, currently a five-minute walk. Upgraded gym/multipurpose spaces. Addition of an indoor stadium on Council-land. 	<ul style="list-style-type: none"> Upgrade accessibility and amenity in existing changeroom facilities. Integration of a Council-owned gym/recovery centre to appeal to athletes and the community. Adding a cover to the pool to integrate year-round use.
Challenges	<ul style="list-style-type: none"> The site and surrounds are within a designated flood plain area. Site is a designated historical landmark (Albert David Lowerson) in the community. Proximity of infrastructure to the creek is suboptimal from an environmental perspective, i.e. erosion. 	<ul style="list-style-type: none"> Current Council land is not suitable for aquatic facilities. Open space is used for major community events. Potential loss of, or diminished amenity in the town centre. Decommission and/or repurposing of the existing Myrtleford Swimming Pool. 	<ul style="list-style-type: none"> General site constraints, i.e. topography, neighbouring properties, and access. Potential impact of flooding overlay work. Financial risk of under-performance post redevelopment. 	<ul style="list-style-type: none"> Potential loss of, or diminished amenity in the town centre. Decommission and/or repurposing of the existing Brights Sports Centre. 	<ul style="list-style-type: none"> Would require significant space and investment to integrate potential services, i.e. sauna, plunge pool, hydrotherapy.

Summary of Options

Township	Myrtleford		Bright		Mount Beauty
Option	A	B	A	B	A
Description	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court	Upgrade and expand the current facilities
Cost of the Option	\$1.5 - \$1.7 million	\$30.2 - \$33.2 million	\$13.3 - \$16.9 million	\$34.4 - \$38.9 million	\$4.4 - \$4.6 million
Visitation Today	19,022	23,383	36,577	36,577	24,960
Visitation in 2041	22,975	28,242	44,178	44,178	30,147
Recommendation	✓	Implement at end-of-life of the current facility (~ 2045)	✓		✓
Other opportunities to consider	<ul style="list-style-type: none"> Addition of a cover over the existing 25-metre pool. 				<ul style="list-style-type: none"> Addition of a cover over the existing 25-metre pool.
Strengths for Each Option	<ul style="list-style-type: none"> No demolition and/or site acquisition costs. Larger changeroom facilities near the car park. Improved DDA accessibility into the pool. Maximising and improving use of the current site. Increased car parking. 		<ul style="list-style-type: none"> No demolition and/or site acquisition costs. Proximity to the town centre, Ovens Creek trails, and general passive traffic. Ease of accessibility from the main road. Co-location of aquatic and indoor stadium services. Ability to build on the existing services. 		<ul style="list-style-type: none"> No demolition and/or site acquisition costs. Proximity to the town centre, walkable. Proximity to, and potential partnership opportunities. Currently used by athletes to undergo altitude training. Expansion and safety of storage capabilities in the stadium.

If Alpine Shire is able to secure external grants and funding sources to complete the recommended facility upgrades outlined in this report, it is estimated that annual patronage will increase from current levels (43,810) up to as much as 80,000 per year. If this result were to be achieved, and assuming that existing annual costs are comparable, the total community subsidy per aquatic patron visit would decrease from \$18 per visit to \$10 per visit.

Summary of Options – Aquatics

Township	Myrtleford		Bright		Mount Beauty
Option	A	B	A	B	A
Description	Upgrade the current facilities	Relocate the pool to Myrtleford Showgrounds	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court	Upgrade and expand the current facilities
Cost of the Option	\$1.5 - \$1.7 million	\$30.2 - \$33.2 million	\$9.1 - \$11.2 million	\$30.2 - \$33.2 million	\$4.4 - \$4.6 million
Visitation Today	19,022	23,383	20,977	20,977	24,960
Visitation in 2041	22,975	28,242	25,336	25,336	30,147
Recommendation	✓	Implement at end-of-life of the current facility (~ 2045)	✓		✓
Key facility components identified by project team	<ul style="list-style-type: none"> Upgrade plant area and refurbish existing heritage building. Upgrade changerooms. Improve site access and increase car parking. Café/meeting room. Connection pathway to caravan park/splash park. Retain heritage building and use for admin. Incorporate Roejen report recommendations. 	<ul style="list-style-type: none"> Indoor lap swimming (25m). Learn-to-swim/hydrotherapy (warm water). Changerooms. Gym/multipurpose area. Plant room. 	<ul style="list-style-type: none"> Repurpose existing pool for learn-to-swim/hydrotherapy activities. Expand the facility to incorporate a new pool. Minor upgrades to the changerooms. Reconfigure spaces to separate gym/multipurpose areas. Incorporate Roejen recommendations. 	<ul style="list-style-type: none"> Indoor lap swimming (25m). Learn-to-swim/hydrotherapy (warm water). Plant room. Gym/multipurpose space. 	<ul style="list-style-type: none"> Upgrade of existing changerooms and amenities. Expand storage capacity. Gym and recovery centre (already been implemented). Incorporate Roejen recommendations.
Other opportunities to consider	<ul style="list-style-type: none"> Options for access to year-round lap swimming and warm water. Upgrade pedestrian connectivity. Flood risk mitigation. 	<ul style="list-style-type: none"> Integrated stadium and pool – co-located amenities and entry. 			<ul style="list-style-type: none"> Options for access to year-round lap swimming and warm water. Enhancements to splash park.

Summary of Options – Indoor Stadiums

Township	Bright	
	A	B
Option		
Description	Redevelop the existing Sports Centre	Relocate the Sports Centre to the old childcare on Elm Court
Cost of the Option	\$4.2 - \$5.7 million	\$4.2 - \$5.7 million
Visitation Today	15,600	15,600
Visitation in 2041	18,842	18,842
Recommendation	✓	
Key facility components identified by project team	<ul style="list-style-type: none"> Addition of a single stadium. 	<ul style="list-style-type: none"> Could include stadium – trees/space would be an issue.
Other opportunities to consider		

Case Studies



Myrtleford Option A & Mount Beauty Option A Case Study: Wellington Shire

Facility owner: Wellington Shire

Facility location: Regional Victoria (~3hours South East of Melbourne).

Cost: \$1 million.

Project completion: March 2023.

Overview:

- Wellington Shire installed a new roof structure as part of the Warmer Pool for Yarram Project.
- An over-pool structure with blinds to offer protection from the weather, electric heat pumps keeping the water temperature to a warm 29 degrees Celsius, new lighting and increased power usage supplemented by photovoltaic (PV) solar cells.
- The project required a one-month closure of the pool and was completed in March 2023.

Benefits:

- The roof structure will enable the pool to be open for a longer summer season.
- Between March and 18th April, the pool will remain open for recreational swimming during each Monday, Wednesday and Friday from 4pm to 7.30pm, and Saturdays from 1pm to 6pm.



Myrtleford Option B & Bright Option B Case Study: Grafton Aquatic Centre

Facility owner: Clarence Valley Council

Facility location: Grafton, New South Wales

Cost and Funding Mix: \$29.5 million (currently \$1.5 million through Stronger Country Community Fund Grant, \$2.1 million through Local Roads and Community Infrastructure Program, and \$4.4 million through general contributions).

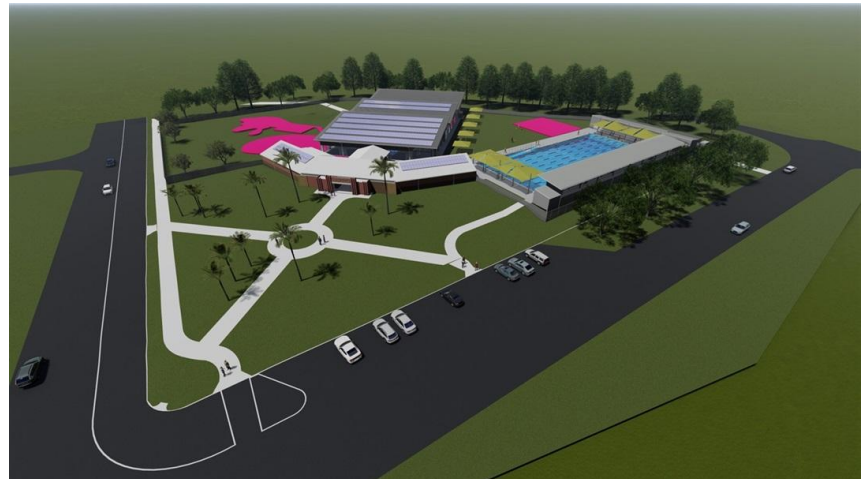
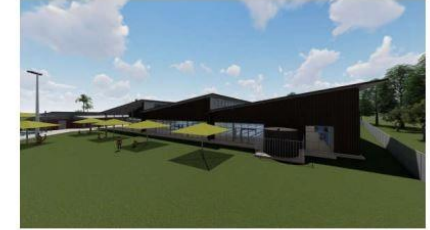
Project completion: 2023-2024

Overview:

- Demolition of existing pools and facilities;
- Construction of an indoor centre including two pools (25m pool, combined program & leisure pool) and additional accessible amenities using myrtha system;
- Inclusive splash pad;
- Refurbishment of existing amenities;
- Outdoor 50m pool and grandstand.

Benefits:

- The deteriorating asset will be renewed, reducing on going maintenance costs.
- The facility will be able to host regional level competitions in the 50m pool.
- The 25m pool will be to FINA standards.
- Sections of the facilities will be open year-round.
- The facility will include all-ability access where possible.
- Additional storage will be available.
- Energy efficient options have been included in the design.



Bright Option A Case Study: Scottsdale Aquatic Centre

Facility owner: Dorset Council

Facility location: Scottsdale, Tasmania

Cost and Funding Mix: \$7 million (\$3 million funded from a State Government grant and \$4 million contributed by the Dorset Council).

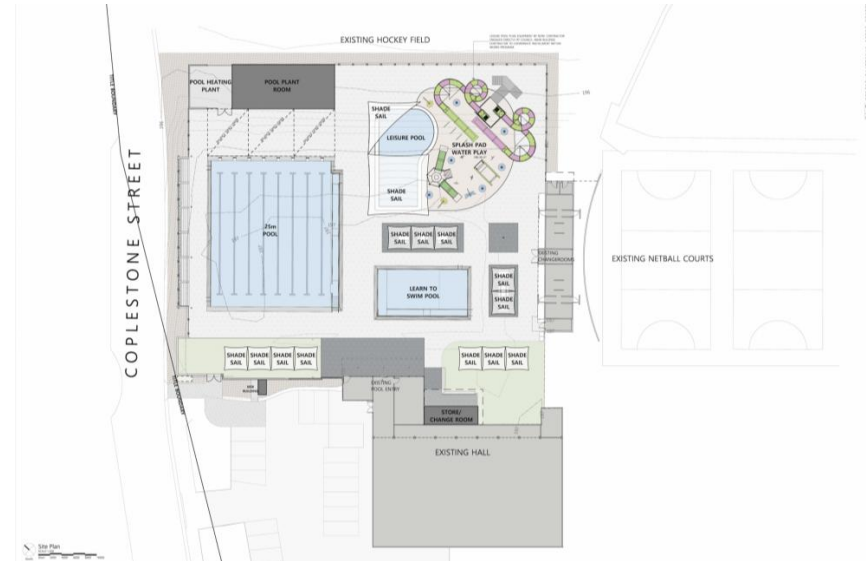
Project Completion: End of 2021

Overview:

- The original forecast time for completion was nine months, however delays would turn this timeline into 16 months – almost double the original anticipated time.
- When Dorset Council first made the pool free to public (prior to construction) – The visitors grew from 5,000 to 14,000 people in a single year.
- The upgraded aquatics facility features:
 - A refurbished eight-lane, 25m lap pool, complete with starting blocks, lane ropes, backstroke flags, grab rails and disability access.
 - Learn to swim pool with disability access ramp.
 - Leisure pool (designed for children under age 5).
 - A 280m² splash park.

Benefits:

- Free pools will lead to high levels of utilisation. The pool is not open year-round however is highly activated during seasonal months.
- The pool now serves as a ‘home’ for various user groups such as schools, the general public and social swimming clubs.



Mount Beauty Option A Case Study: Yarrowonga Splash Park

Facility owner: Moira Shire Council

Facility location: Moira, Victoria

Cost and Funding Mix: \$500,000, jointly funded by Australian Government’s Local Roads and Community Infrastructure Projects Funding and Moira Shire Council.

Project Completion: Late 2024

Overview:

- It is an existing splash park and water slide on the Yarrowonga foreshore.
- The upgrades will include:
 - Expansion of the existing splash park.
 - Removal of the water slide and replace it with a new family friendly, themed splash park with lots of opportunities for play by all ages.
 - Install shelters and seating around the splash park and under the shelters.
 - New picnic tables in the rotunda.
 - Circular seating under the big tree, new rubbish bins, garden boxes, a water drinking fountain and bottle filler, and landscaping around the splash park.
- The splash park will be open for a much longer period, not just during the outdoor pool season, and will be free to use.



Potential Funding Sources: Surf Coast Aquatic and Health Centre

Facility owner: Surf Coast Shire Council

Cost: \$46.3 million (Stage 1).

Funding Mix: Project has received the following funding commitments:

- \$20 million from Federal Government.
- \$16.68 million from State Government that includes a \$3.5 million grant from the Victorian Government’s ‘Growing Suburbs Fund’, and \$180,000 from the Victorian Government’s ‘Changing Places’ grant.

Overview:

- 25-metre indoor pool for lap/squad swimming.
- Warm water indoor pool for exercise, hydrotherapy and leisure.
- Gym and programs spaces.
- Allied health suites.
- Café and supporting amenities.



Source: Surf Coast Aquatic and Health Centre
<https://www.surfcoast.vic.gov.au/About-us/Works-and-projects/Torquay-and-Jan-Juc-projects/Surf-Coast-Aquatic-and-Health-Centre>

Potential Funding Sources: Tamworth Regional Aquatics Centre

Facility owner: Tamworth Regional Council

Cost: \$45 million.

Funding Mix:

- Council has secured \$15 million through the NSW Government’s Centre of Excellence Fund. This contribution expires if it is not spent by June 2026.
- The Council will co-contribute the other \$30 million through two funding streams: \$15 million in loan funding repaid through Special Rates Variation revenue relating to the renewal of Council’s assets; and \$15 million in loan funding repaid through decreased expenditure and increased revenue (one-off asset sales).
- The loan will be paid back over 20 years and Council foresees the funds coming from land sales at the Global Gateway Park, a rate rise and internal cost-cutting.
- To obtain loan funding, a Capital Expenditure Review is required, which entails a detailed capital expenditure estimate that will be 5% of the final cost.
- Council will need to incorporate the capital and operating expenditure into their Long-Term Financial Plan. The Capital Expenditure Review requires evidence of Council’s commitment to the funding co-contribution.

Overview of Stage 1:

- | | |
|---------------------------------------|--|
| • Indoor 50m, 10 lane pool. | • Plant and stores. |
| • Program pool. | • Sports science testing lab. |
| • Spa and sauna. | • Allied health consulting rooms x 12. |
| • Gym - strength and cardio. | • Program rehabilitation gym. |
| • Health and fitness rooms. | • Administration / sports house. |
| • Foyer, reception and café. | • Education and university teaching and meeting rooms. |
| • Wet and dry lounge. | • Reception and accessible amenities. |
| • Administration, offices, first aid. | |





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COUNCIL POLICY

Domestic Animal Management Plan

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REVISION RECORD

Date	Version	Revision description
01/02/2022	1.0	Adopted by Council
31/03/2026	1.1	Draft for Community Engagement

1. INTRODUCTION

Councils in Victoria are required by the *Domestic Animals Act* (1994), to prepare and implement a Domestic Animal Management Plan every 4 years. The objective is to document and publicise Council's plans for animal management within the municipality.

The purpose of this Plan is to:

- Document current processes and practices under the Alpine Shire animal management responsibilities.
- Ensure that Council's processes are in compliance with the *Domestic Animals Act* (1994).
- Increase pet owners' knowledge of the principles of responsible pet ownership and enhancing community safety and awareness.
- Assist the Animal Welfare Victoria to achieve its stated objectives of reducing the numbers of dogs and cats being euthanized.
- Assist Animal Welfare Victoria and customers with the registration and use of the Pet Exchange Register when breeding dogs or cats.
- Encourage the registration of dogs and cats in the Alpine Shire.
- Enforce and assist Domestic animal businesses comply with legislation and codes of practice.
- Minimise the harmful effect of domestic pets on the population of native birds, mammals and reptiles.
- Take into account community views on animal management matters and assist community to feel safe and enjoy animals within the community.
- Assist the Bureau of Animal Welfare to achieve its stated objectives of reducing the number of dogs and cats being euthanized.

Domestic animals play an important role in our community. This includes a wide range of positive physical and mental health impacts to domestic animal owners, including improved emotional and psychological wellbeing.

Council is responsible for providing community education, compliance, safety and amenity in relation to regarding domestic pet ownership

The Domestic Animal Management Plan contributes to the following Objective and Priorities under the Alpine Shire Council Plan 2025-2029:

Objective 3 – Vibrant and Healthy Alpine

- Priority 3.7: We support people of all ages and stages to thrive, and
- Priority 3.8: We support compliance with regulations to help our community enjoy lifestyles and spaces that are safe and welcoming for all

2. DOMESTIC ANIMAL MANAGEMENT PLAN

Under Section 68A of the *Domestic Animals Act 1994* (the Act), every Council must prepare a Domestic Animal Management Plan as follows:

- (1) *Subject to subsection (1A), each Council must, in consultation with the Secretary, prepare a domestic animal management plan on 4 December 2021 and at the end of each period of 4 years after that day.*
 - (1A) *A Council may apply to the Secretary for an extension of time within which to prepare a domestic animal management plan.*
 - (1B) *The Secretary may grant an extension of time under subsection (1A) if the Secretary believes that special circumstances exist that warrant the granting of an extension.*
- (2) *A domestic animal management plan prepared by a Council must—*
 - (a) *set out a method for evaluating whether the animal control services provided by the Council in its municipal district are adequate to give effect to the requirements of this Act and the regulations; and*
 - (b) *outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of this Act in the Council's municipal district; and*
 - (c) *outline programs, services and strategies which the Council intends to pursue in its municipal district—*
 - (i) *to promote and encourage the responsible ownership of dogs and cats; and*
 - (ii) *to ensure that people comply with this Act, the regulations and any related legislation; and*
 - (iii) *to minimise the risk of attacks by dogs on people and animals; and*
 - (iv) *to address any over-population and high euthanasia rates for dogs and cats; and*
 - (v) *to encourage the registration and identification of dogs and cats; and*
 - (vi) *to minimise the potential for dogs and cats to create a nuisance; and*
 - (vii) *to effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and to ensure that those dogs are kept in compliance with this Act and the regulations; and*
 - (d) *provide for the review of existing orders made under this Act and local laws that relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of dogs and cats in the municipal district are desirable; and*

- (e) *provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary; and*
 - (f) *provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.*
- (3) *Every Council must—*
- (a) *review its domestic animal management plan annually and, if appropriate, amend the plan; and*
 - (b) *provide the Secretary with a copy of the plan and any amendments to the plan; and*
 - (c) *publish an evaluation of its implementation of the plan in its annual report.*

3. ALPINE SHIRE COUNCIL PROFILE & PET OWNERSHIP

The Alpine Shire Council is located in north east Victoria with a population of 13,235 residents. Nearly 30% of all households in the municipality are single person households which is higher than the state average.

Single parent families account for 11.7% of the population; with females comprise of 74% of single parent households.

In Victoria, 58% of adults own a pet. Dogs are the most popular pet with 41% followed by cats where ownership is at 24%.

Pet ownership is typically higher in regional areas, particularly in households where there are children under the age of 18, people under 55 years of age and higher income households. Pet ownership is also higher in English speaking households.

Cat owners are more likely to procure a pet from a rescue / rehoming or volunteer run organization or animal shelter. Pet food followed by veterinary services were the largest expenses incurred by pet owners.

Pet registration has been found to be higher in households where there is only one dog or cat; households where the annual household income is greater than \$120,000; and households where the owners are aged 55 years or older. (Ag Vic 2023:81)

Reasons for animals not being registered focused on the effort to do so, or the cost being seen as being too expensive – 27%. Similarly microchipping was also higher amongst owners who had registered their animals.

In relation to animal surrenders, dogs are twice as likely to be surrendered as compared with cats. Owners surrendering animals, they are more likely to be under the age of 35, living with a disability or from an Aboriginal and / or Torres Strait Islander background. (Ag Vic 2023:91) Reasons for pet surrendering including aggressive behavior, animal anxiety, the owner's living situation, relationship break ups, difficulties in caring or catering to the needs of the animal.

4. LOCAL LAWS TEAM OVERVIEW

The Local Laws functions sit within the Regulatory Services Department of Council. The Local Laws team comprises of two full time Local Laws Officers who are responsible for the animal management functions of Council. Key activities include:

- Providing education to the community on responsible animal ownership;
- Promoting and administering the domestic animal registration;
- Ensuring compliance with legislation and codes of practice pertaining to domestic animals and livestock;
- Investigating and managing complaints relating to domestic animals and livestock;
- Investigating animal welfare matters
- Impounding domestic animals and livestock
- Inspection and auditing of domestic animal businesses
- Providing after hours service for animal related emergencies.
- Investigating and prosecuting breaches of the *Domestic Animal Act 1994*, *Impounding of Livestock Act 1994* and *Prevention of Cruelty to Animals Act 1986*.

Council has two full time Local Laws Officers. In addition to the responsibilities under the *Domestic Animal Management Act* and this Plan, the Local Laws Team also is responsible for fire prevention, local law compliance and supporting other functional areas in compliance activities.

All enforcement officers are appointed Authorised Officers with relevant and delegated authority to perform the required duties.

4.1 TRAINING OF AUTHORISED OFFICERS

The key qualification for Local Laws Officers to effectively manage dogs and cats is the *Certificate IV in Animal Control and Regulation*. New staff in the Local Laws team are required to have or obtain the necessary qualifications in order to undertake the role.

A variety of training is available and provided to all Authorised Officers. Training opportunities and needs are reviewed annually to ensure that knowledge and skills reflect current practices. The training options include animal handling courses, investigation and statement taking, prosecution courses and other industry relevant training and seminars conducted by Agriculture Victoria, RSPCA, Municipal Association Victoria, Australian Institute of Animal Management and other relevant associations.

4.2 RISK BASED DECISION MAKING

Council takes a risk based approach to animal management and enforcement. Decisions are required to be made based on resource availability, risk, expected outcomes, and consistency of action.

4.3 FACILITIES AND RESOURCES

Council has a pound facility in Bright, which has limited capacity for dogs and cats to be kept until a resolution is reached through rehoming, being reclaimed or euthanised. Council mostly relies on foster carers in the community and has an agreement under Section 84Y of the Act with the RSPCA facility in Burwood. The arrangement with the RSPCA is used primarily to house Dangerous or Menacing dogs that have been seized, but it can also be used for longer term housing and rehoming of other animals if required.

Council also has relationships with local vets to manage any domestic animals that require medical attention.

It is expected that as Alpine Shire's population grows, the number of dogs and cats registered will also continue to grow. This will place additional demands on Council's services, such as Local Laws Officers and the pound facility.

Council has two dedicated Local Laws vehicles that have the ability to transport dogs and cats safely.

5. Pet Registration and Identification

Under the Act, dogs and cats that normally reside within Alpine Shire must be registered with Council. The Act stipulates that registration is for a period of one year, and is due on 10 April annually.

Dogs and cats that belong to people who are normally reside in Alpine Shire must be:

- Registered with Alpine Shire Council;
- Wear a collar with their identification tag (provided by Council);
- Microchipped, with the identification number provided to Council.

Microchipping is required prior to registration and is the primary way that animals can be definitively identified and returned to their owners. Council has a database of microchip numbers for animals registered in the Shire and also has access to the full range of State and national databases as applicable (e.g. for impounded animals that are registered in other municipalities).

Alpine Shire offers discounted registration fees for desexed animals, and to pensioners, in order to support responsible pet ownership and to recognise the important role pets can play in the physical and mental wellbeing to members of our community. A current schedule of fees is available on Council's website.

6. Local Laws

The *Community Local Law 2019* includes requirements for keeping domestic dogs and cats within the municipal district. The following summarises the key requirements of Part 4 of the Local Law.

- Keeping Animals - No more than two dogs or cats can be kept without a permit in a residential area;

- Animal housing must be appropriate for the type and number of animals to be kept, provide housing of a sanitary and inoffensive condition, and protect neighbours from noise from the animals;
- Animal housing must be maintained in a clean and sanitary manner to the satisfaction of an Authorised Officer;
- The person in charge of an animal must remove any faeces deposited by that animal on Council land, or land occupied by another person;
- The owner or occupier of land must ensure that animals do not cause a nuisance by making noise; and
- The owner or person in charge of an animal must not allow the animal to wander from where it is normally kept.

The full version of the Local Law is available on Council's website.

6.1 PROPOSED ORDERS

Under Section 25 of the Act, Councils may make an order that makes it an offence for a cat to be found 'at large' – meaning it is away from the property where it is normally kept. This is commonly known as a 'cat curfew'. Council intends to make such an order on the adoption of this Plan. This would make it an offence for a cat to be outside of the property boundaries from where it resides.

In 2025 Council conducted an internal review of the potential benefits and issues with the introduction of a cat curfew. As a result of the review, and following the consistent feedback from a wide range of community groups and community members, Council has determined that a cat curfew is an appropriate management tool to be applied in Alpine Shire to achieve the following:

- Protection of native wildlife from predation by cats;
- Reduction in nuisance activity by cats;
- Protection of cats from becoming lost or injured due to wandering at large; and
- Reduction in unwanted litters of kittens.

Council recognises that the introduction of the cat curfew will impact on some cat owners, who may have to transition their cats to being indoor only, or construct a 'cat run' or enclosure to contain their cat(s).

Council is committed to undertaking proactive communication regarding the requirements of keeping cats confined to the owner's property at all times through:

- Providing verbal and written information to owners, and access to Council Officers for advice;
- Providing information relating to building cat enclosures to prevent trespass;
- Promoting the State Government's '*Who's for Cats?*' Campaign;
- Encouraging the de-sexing of cats to reducing straying; and

- Increasing engagement on responsible cat ownership through social media, signage and media articles.

Council will take an education focussed approach for the first year following adoption of the Plan, with a more compliance focussed approach to be applied in subsequent years.

7. Animal Offences under the *Domestic Animal Act 1994*

7.1 NUISANCE CATS AND DOGS

7.1.1 Barking Dogs

Council's standard procedure for barking dog complaints is as follows:

- Initial investigation to identify location and circumstances of the issue and identity of the dog(s) in question. This includes a discussion with all parties to see if the matter can be resolved by agreement, or if further investigation needs to occur.
- Providing the complainant with proforma Statement Sheets, Statutory Declaration forms and Barking Dog Log Sheets
- Establishing whether an offence has occurred, and taking appropriate action to resolve, potentially including issuing of Notices, Infringements or Court action.

7.1.2 Dogs and Cats at Large

It is an offence under the Act for a dog or cat to be wandering 'at large' away from where it is normally kept, unless it is under 'effective control' of its owner or person in charge.

Repeat offenders for roaming or trespassing cats or dogs are issued with an infringement notice and must pay the applicable pound release fee. In instances where repeated breaches occur, Council may take further action including through the Magistrates' Court.

Wandering cats can create a nuisance, and impact on native wildlife. It is not always clear whether a wandering cat is domesticated or feral. Council has cat traps available for community use. Any cats that are trapped are assessed by the Local Laws Officers to determine whether they are domesticated or feral, and then returned to their owner, rehomed or euthanised as applicable (refer to Release from the Pound procedure above).

Registered animals that are found at large are usually able to be reunited with their owners quickly, and for first time offences Council may choose not to penalise the owner or person in charge of the animal. However, often it is necessary to impound the animal while the owner or person in charge is found, or if no owner can be found then Council will attempt to rehome the animal.

In these instances, the animal will only be released from the pound once it is:

- Properly identified, registered and microchipped;
 - On payment of the applicable Pound Release fee, which may include other charges if applicable (e.g. microchipping, registration, adoption or sustenance fees);
- Payment of any applicable penalty or fine.

7.2 DOG ATTACKS

Council Local Laws Officers treat any reports of dog attacks as a high priority and will investigate them as soon as possible. Evidence relating to the incident is collected through witness statements, vet / medical reports, photographs and any other relevant evidence. The incident is assessed as to whether an offence is likely to have occurred, and if necessary Council can take further action, which may include the following:

- Animal Management Agreements
- Mediation between parties
- Issuing infringements
- Declaring the dog(s) Menacing or Dangerous under the Act
- Prosecution in the Magistrates' Court
- Seeking the surrender of the dog(s) to Council for destruction

The approach to reports and incidents of dog attack is supported by the draft Dog Management Policy and procedure.

7.3 DANGEROUS, MENACING AND RESTRICTED BREED DOGS

The Act details how all Dangerous, Menacing and Restricted breed dogs in the municipality need to be kept and identified. In Alpine Shire, there are no registered Restricted Breed Dogs, three Registered Declared Dangerous Dogs and 24 Registered Declared Menacing Dogs.

In general, a dog can be declared Menacing if it has rushed or chased a person, or bitten a person causing a non-serious injury. It can be declared Dangerous for repeated offences, or causing a serious injury, or if it has been trained as a guard dog. Dangerous and Menacing dogs must be leashed and muzzled at all times when outside their premises. There are additional fencing and signage requirements for Declared Dangerous Dogs.

The Act defines Restricted Breed Dogs as the following breeds:

- Japanese Tosa
- Fila Brasileiro
- Dogo Argentino
- Perro de Prasa Canario (or Presa Canario)
- American Pit Bull Terrier (or Pit Bull Terrier).

Any person wishing to keep a Restricted Breed Dog in the Alpine Shire must abide by the requirements of the Act.

Council is legislated to inspect the premises where Restricted Breed, Dangerous and Menacing dogs are kept, to ensure that they are identified, confined and managed in accordance with the requirements of the Act.

The Alpine Shire has the following declared dogs currently registered within the municipality as of 1 July 2025:

Registered restricted breed dogs	0
Registered declared dangerous dog	2
Registered declared menacing dogs	23

8. Overpopulation and population control

Council supports desexing of domestic animals through reduced registration fees for desexed animals, and participation in 'desex your pet month' whereby residents may be eligible for discounted vet fees to get their pets desexed. Council's participation in this initiative is dependent on the availability of funds in Council's annual budget.

The 'cat curfew' is also a key measure to prevent unwanted breeding by domestic cats and may allow for more effective identification and removal of feral cats from the environment.

9. Domestic Animal Businesses

There are three registered Animal Businesses in Alpine Shire, including Council's pound facility.

10. Our Plans

10.1 OBJECTIVE 1: TO MAXIMISE THE NUMBER OF REGISTERED AND IDENTIFIABLE DOMESTIC ANIMALS

Activity	When	Evaluation
Educate residents of animal registration by erecting animal education signage outside the Shire office and on vehicles; sending reminder notices to all registered pet owners; and posts on social media.	February – April annually	

Follow up of animal non-renewal registration from previous year's record	June every year	Record number of animals found unregistered but still with owner,
Ensure all seized and impounded animals are registered to their owner prior to release.	Prior to every release	Review number of dogs and cats being seized and impounded who are not registered to their owner. No animal to be released unless registered and microchipped
Run an education campaign on the importance of registering and microchipping	Annually	Review increases in registration numbers and microchipping numbers. Use social media as the main tool to achieve compliance

10.2 OBJECTIVE 2: REDUCE THE DAMAGE DONE AND NUISANCE CAUSED BY STRAY DOMESTIC AND FEAL CATS

Activity	When	Evaluation
Support the availability of cat traps to the community to assist with the capture of stray and feral cats	Ongoing	Council has nine traps which are available from the libraries and the Shire office. Use of these cages is consistent with most, if not all out any given time.
Commence consultation with the community to introduce a cat curfew.	April 2026	Review similar guidelines and policies implemented by other Victorian Councils.

10.3 OBJECTIVE 3: ENSURE DECLARED DOGS ARE COMPLIANT TO RELEVANT LEGISLATION AND REGULATIONS.

Activity	When	Evaluation
Random property inspections of declared dogs to ensure compliance.	Ongoing	
Prosecute repeat offenders or serious breaches detected.	As required	As required.
Educate community about what is a declared dog.	Ongoing	

11. Annual Review and Reporting

Under the Act, Council must prepare a Domestic Animal Management Plan every four years, review the Plan annually, and publish an evaluation of its implementation of the Plan in its annual report.

The key areas for annual evaluation of the Plan are:

- The adequacy of Council's domestic animal control services to meet the requirements of the Act;
- Whether the training, facilities and other resources provided to Authorised Officers is suitable to safely and effectively meet the requirements of the Act;
- Assess whether the Local Laws or any Orders made under the Act (for example the cat curfew) are appropriate and effective for dealing with domestic animal management issues in the Shire;
- Assess the impact of domestic animal management on vulnerable groups in the community, such as culturally and linguistically diverse, disabled or elderly people.

12. Roles and responsibilities

The following positions are responsible for the management of all aspects of Council's domestic animal requirements under the Act:

Responsibility	Role / Position
Overall responsibility for Plan	Manager Regulatory Services
Responsible for investigations and conduct of prosecutions	Local Laws Officers
Pound operations	Local Laws Officers
Animal registration	Local Laws Officers / Customer Service Officers

13. Human Rights Charter compatibility

This policy has not been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006 [Vic]*.

14. Gender Impact Assessment

The implications of this policy were assessed in accordance with the requirements of the *Gender Equality Act 2020*.

15. 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

Domestic Animals Act 1994
Local Government Act 2020 [Vic]
Alpine Shire Community Local Law 2019

RELATED GUIDELINES, OPERATIONAL DIRECTIVES OR POLICIES

Emergency Animal Welfare Management Plan (Draft)
Dog Handling Policy (Draft)

RELATED PROCEDURES

Animal Pound Operational Manual
Animal registration procedure
Investigation Procedure (Draft)

16. Approval

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this xx day of May 2026
in the presence of:

.....
COUNCILLOR

.....
SIGNATURE

.....
COUNCILLOR

.....
SIGNATURE

.....
CHIEF EXECUTIVE OFFICER

.....
SIGNATURE



COUNCIL POLICY

Dog Incident Policy

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Directorate Corporate & Community	Department Regulatory Services	External

REVISION RECORD

Date	Version	Revision description
31/03/2026	0.1	Draft for Community Engagement

1. Purpose

Dog attacks occur when a dog bites, rushes at, or chases a person or another animal. These incidents can cause serious physical and psychological harm.

The Alpine Shire Council is committed to enforcing regulations that help prevent and address dog attacks, ensuring the safety and well-being of the community.

2. Scope

This policy applies to Council employees involved in the administration, investigation, and prosecution of dog attacks; and employees involved in Alpine Shire animal pound duties.

3. Policy details

Alpine Shire Council encourages the reporting of all dog attacks and is committed to thoroughly investigating every reported incident. Investigations are conducted with the understanding that any case may proceed to court. The policy outlines Alpine Shire Council's approach to dog attacks including definitions, investigation procedures, owner responsibilities, and legal consequences.

3.1 Legislative Framework

The *Domestic Animals Act 1994* gives the Alpine Shire Council a range of powers regarding dogs that have attacked people or animals; or otherwise pose a risk to public safety. The following powers enable the Council to take appropriate action to protect the community and enforce compliance with the law:

- Refusing or imposing conditions on the registration of dangerous dogs (Section 17).
- Declaring a dog as Menacing (Section 41A) or Dangerous (Section 34) in prescribed circumstances.
- Searching for and seizing dogs involved in attacks (Sections 84E and Part 7A).
- Destroying dogs involved in attacks or non-compliance (Section 84P).

3.2. Wandering Dogs and Effective Control

Dog attacks can occur as a consequence of dogs wandering unsupervised, escaping from poorly secured properties, or being exercised off-lead without proper control.

Under Section 24 of the Act, it is an offence to allow a dog to roam freely outside its property.

Risks of allowing dogs to wander include:

- Increased likelihood of the dog being lost, injured, or involved in an accident.

- Potential for nuisance, property damage, or harm to neighbours and their animals.
- Destruction of a dog found at large near livestock.

Designated off-leash areas exist within Alpine Shire, but all dog owners must observe conditions and ensure their dogs are under effective control at all times. A dog is considered under effective control if:

- It returns immediately upon command.
- The handler maintains a clear, unobstructed view and the dog is securely tethered when required.
- The dog does not bother, attack, or interfere with people or animals.

Attacks in off-leash areas are subject to the same investigation and prosecution as those elsewhere.

3.3. Serious Injury from Dog Attacks

Section 3(1) of the Act defines a serious injury as one requiring medical or veterinary attention, such as broken bones, lacerations, loss of sensation or function, or injuries needing cosmetic surgery. If a dog attack results in serious injury, the following actions could be undertaken:

- The Council may destroy the dog (Section 84TA) or declare it dangerous.
- Owners will be required to abide by stricter requirements and face an increased likelihood of prosecution.
- Increased penalties.

3.4. Investigation and Enforcement Process

For an investigation into a dog attack to commence, the incident must be reported to Council. Following a report of an incident, the following process will be followed:

1. Initial Contact: An authorised officer contacts the complainant for further information to establish the severity of the incident and to establish whether an offence may have occurred under the Act.
2. Investigation: The officer will contact the owner or handler and explain the investigation process and other information relevant to the alleged offence.
3. Prosecution: If the complainant is willing to provide evidence, enforcement options are more extensive.

If proven, possible penalties include:

- Infringement notice/s to the owner.

- Declaration of the dog as menacing or dangerous.
- Seizure and impoundment of the dog (with daily costs and release fees).
- Criminal conviction if the dog attacked is proven in court.
- Recovery of costs by Council and the victim against the owner. There is also the potential for civil action to be taken by the victim against the accused.
- Banning order preventing dog ownership for up to ten years.
- Destruction of the dog by Council or court order.
- Imprisonment of the dog owner for serious attacks, especially if the dog was previously declared dangerous or is a restricted breed.
- Additional offences pursued under the *Crimes Act 1958*, Division 9AA regarding dogs that have been declared dangerous, menacing or restricted and where the owner has failed to control a dog which has killed a person or had reckless control of a dog putting another person in danger of death.

3.5 Menacing and Dangerous Dogs

Menacing Dogs (Section 41A)

Some offences are treated more seriously if a council has previously declared a dog as dangerous or menacing, or if the dog is a restricted breed. Under Section 41A of the Act, Council may declare a dog to be a menacing dog if:

- The dog has rushed at or chased a person; or
- The dog bites any person or animal causing injury to that person or animal that is not in the nature of a serious injury; or
- The dog has been declared a menacing dog under a law of another State or Territory.

Owners of dogs that have been declared menacing have several obligations. These include notifying the council within 24 hours in certain circumstances, such as if the dog has rushed at or chased someone, or if it goes missing.

Dangerous Dogs (Section 34)

Under Section 34 of the Act, Council may declare a dog dangerous if it:

- Has caused death or serious injury to a person or animal; or
- Is a menacing dog and the owner has been fined twice before for failing to muzzle the dog and keep it on a leash; or
- Has been declared a dangerous dog by another State or Territory; or
- Has been served with two infringement notices for rushing, chasing or non-serious bites.

Any person who acquires a dog which has previously been declared dangerous by any State or Territory is required to notify Council immediately. This requirement also applies to owners of dangerous dogs which have been relocated between States or Territories.

3.6. Impoundment of a Dog

If Council are legally instructed or make the decision to seize a dog, the animal will be impounded and daily impound and release fees will be applicable.

Impounded dogs may only be visited during normal animal pound opening hours. Visitation rights for dogs impounded due to an attack are evaluated on a case-by-case basis and awarded at Council's discretion.

Any dog seized will remain in custody until the alleged incident has been fully investigated. Where an order for destruction has been made by the court or pursuant to Section 84TA, the dog will be euthanised.

Where a dog is to be declared dangerous or menacing, the owner of the dog must comply with relevant state government regulations including being registered and microchipped and the owner's expense before the dog is released. In cases where dogs are to be declared dangerous any associated fees such as de-sexing will be carried out at the owner's expense.

3.7 Safety and Welfare During Investigations and Animal Seizures

Council prioritises the safety of officers, the public, and animals during investigations and seizure of animals under the *Domestic Animals Act 1994*. A dynamic risk assessment will be performed prior to and throughout an investigation or seizure activity to ensure adherence to the *Domestic Animals Act 1994*, *Occupational Health and Safety Act 2004* (Vic), and Council policies.

3.8 Related Offences Under the *Domestic Animals Act 1994*

The investigation of a dog attack can also reveal other offences being committed. Common offences include:

Section	Domestic Animals Act Offence Description
10	Failure to apply to register a dog or cat
10(2)	Failure to renew registration of a dog or cat
20(1)	Registered dog or cat not wearing Council identification marker outside of premises
21	Unregistered dog or cat wearing identification marker
22	Person other than owner removing, altering, or defacing identification marker
23(4)	Dog or cat on private property after notice served

Section	Domestic Animals Act Offence Description
24(1)	Dog at large or not securely confined to owners' premises during daytime
24(2)	Dog at large or not securely confined to owners' property during nighttime
26(1)	Contravening Council order relating to presence of dogs and cats in public places
29(7)	Allow dog to rush or chase a person
37(2)(b)	Failure to notify Council of missing dangerous dog
38(1)	Dangerous dog not confined to residential premises
38(2)	Dangerous dog not confined to non-residential premises
41E	Not muzzling or controlling menacing dog
41EA	Keeping a restricted dog breed
41G	Fail to confine restricted dog breed

3.9 Costs

If prosecution is successful, the court may order the dog owner or person responsible for the control of the dog to pay:

- Council's investigation and legal costs.
- Victim's medical or veterinary expenses.

Victims may also pursue civil action for damages independently. Council does not act as an intermediary in recovering costs, and prosecutions are not initiated solely for cost recovery.

3.10 Offences relating to Authorised Officers

Council is committed to ensuring the health, safety, and wellbeing of its employees. Authorised officers responsible for enforcing animal management legislation have a right to do so without being subjected to harassment, obstructive behaviour or abuse.

The *Domestic Animals Act 1994* gives authorised officers of Council the power to investigate and prosecute following dog attacks. Part 7 of the Act provides detailed information regarding the role of authorised officers and the enforcement options available to the officers whilst carrying out their lawful duty.

Obstructing, harassing, or refusing to cooperate with authorised officers is an offence under the Act.

4. Definitions

Term	Definition
Dog Attack	A dog attack is defined as an action of a dog that involves the dog rushing at, chasing or biting a person or another animal (other than vermin), whether or not any injury or damage occurs to the person or animal.
Dog Owner	The owner of the dog or the person in apparent control of the dog at the time of the attack.
Dog Rush	When a dog approaches a person to a distance of less than 3 metres in a menacing manner, displaying aggressive tendencies that may include snarling, growling and raised hackles.
Alpine Shire Council Community Local Law 2019	Alpine Shire Council Community Local Law currently in place within the Alpine Shire municipality and is authorised under Section 71(1) of the <i>Local Government Act 2020</i> .
Effective Control	Means under the effective control of a person by means of a chain, cord or leash.
Restricted Breed	Means a dog that is any one of the following breeds: Japanese Tosa, Fila Brasileiro, Dogo Argentino, Perro de Presa Canario (or Presa Canario), American Pit Bull Terrier (or Pit Bull Terrier).
The Act	<i>Domestic Animals Act 1994</i>

5. Human Rights Charter

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

6. 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

- *Alpine Shire Council Community Local Law 2019*
- *Domestic Animals Act 1994*
- *Domestic Animal Regulations 2005*
- *Protection of Cruelty to Animals Act 1986*
- *Local Government Act 1989 [Vic]*
- *Local Government Act 2020 [Vic]*
- *Occupational Health and Safety Act 2004 [Vic]*

Related Guidelines, Operational Directives or Policies

- Health and Safety Policy
- Council Order – Dog Control 2 July 2019
- Alpine Shire Council Domestic Animal Management Plan 2022-2026

Related Procedures

- Dog Attack Investigation Procedure

7. Approval

THE COMMON SEAL OF THE ALPINE SHIRE COUNCIL was hereunto affixed this XX day of <Month> 20XX in the presence of:

COUNCILLOR

SIGNATURE

COUNCILLOR

SIGNATURE

CHIEF EXECUTIVE OFFICER

SIGNATURE



Performance Report

1 July 2025 – 31 January 2026

Objective 1 - Customer Focused Alpine

Priority	Major initiative	Source	Action	Progress to 31 January 2026
1.1 Our highest priority is improving our communication - both listening and providing information and feedback.	1.1.1 Implement a program of internally conducted customer surveys to inform and drive improvements to customer experience.	Council Plan / Action Plan	Undertake initial customer survey to receive feedback to inform customer charter development.	A survey commenced on 27 January 2026 with the aim of receiving at least 150 responses from customers who had recently interacted with Council. The survey is scheduled to run through to late February.
1.2 Our systems and processes are designed, implemented and reviewed to support a customer-focused culture.	1.2.1 Deliver a public Alpine Shire Council Customer Charter that specifies our commitment to customer service, including response times and expectations for us and customers.	Council Plan / Action Plan	Deliver an Alpine Shire Council Customer Charter that specifies our commitment to customer service, including response times and expectations for us and customers.	Development of a Customer Charter is in progress, and the content will be informed through the survey which commenced in late January. The final Customer Charter is targeted for adoption by 30 June 2026.
		Council Plan / Action Plan	Review Complaints Policy and reporting and feed review into Charter development.	The updated Complaints Policy was adopted by Council in late January 2026..
	1.2.2 Enhance systems and supporting processes to ensure efficient, consistent, and timely service delivery and customer experience.	Council Plan / Action Plan	Undertake review of the Statutory Planning application system and implement system improvements to optimise functionality.	Review of the Statutory Planning application digital system has been paused due to impending planning reforms under <i>Planning Amendment (Better Decisions Made Faster) Bill</i> which will alter the planning streams and statutory timeframes.
		Council Plan / Action Plan	Review and improve the service request processes following the steps which have been successfully implemented to manage Engineering service requests.	Overdue customer requests have now been prioritised by the Maintenance team, following the success achieved with the Engineering Team. This process is gradually being expanded Council-wide. For the Maintenance Team, customer requests are managed through Council's Asset Management System and tracked weekly in metrics. Council's Customer Request Management System reflects this progress automatically and is now managed in fortnightly meetings and reported to the Leadership team.

Priority	Major initiative	Source	Action	Progress to 31 January 2026
		Council Plan / Action Plan	Develop an improved customer facing Capital Works Project Dashboard and Pipeline to inform the community of Council's current and future capital works.	Capital Works Ongoing Project Dashboard is developed and in testing for current 2025/26 capital works program. Once testing is complete, it will be made available to the public via Council's website.
	1.2.3 Establish a service performance measurement and reporting framework covering all key areas of service delivery and including key performance indicators, service performance targets, and reporting protocols.	Council Plan / Action Plan	Develop a measurement system that reflects our performance across all key areas of delivery. This will include a review and expansion of all the existing metrics and align to reflect and drive Council's performance.	Performance measurement metrics are complete for Engineering, and partially complete for Maintenance. Roll out across other departments is pending.
		Budget	Deliver innovative, customer focussed Information Communication Technology (ICT) strategy, systems, and supporting processes that support efficient, consistent, and timely communication with customers by staff across all systems.	Actions are being progressed to address identified hardware and software challenges within Council's corporate ICT environment, and these improvements ultimately translate into a more efficient delivery of service to the community. These actions include a broadband upgrade project to upgrade the service delivered into the Council office, and an infrastructure renewal project to transition staff onto a more contemporary hardware system.
1.3 We use our resources responsibly to deliver efficient, evidence-based services, facilities and	1.3.1 Deliver Statutory Planning Service Delivery Improvements.	Council Plan / Budget	Implement a Statutory Planning customer service roster to facilitate on-call community access to a statutory planning resource.	A duty planner roster has been implemented, including a planning outreach service into Mount Beauty and Myrtleford.

Priority	Major initiative	Source	Action	Progress to 31 January 2026
projects that benefit our communities and meet our customer commitments.		Council Plan / Budget	Establish key performance indicators and associated targets for statutory planning service delivery, and initiate an ongoing reporting program.	Performance targets for the Statutory Planning service have been set and will be reported as part of bi-annual performance indicators, with the first reporting scheduled at the April 2026 Council Meeting.
	1.3.2 Deliver Asset Plan to enable responsible management and maintenance of our assets, that enhances resilience of our assets, to risks, including financial and climate change.	Council Plan / Budget	Develop and deliver an updated AssetPlan to guide investment of responsible asset renewals, upgrades and new.	Council's Asset Plan was delivered and adopted by Council at the October 2025 Ordinary Council Meeting. The Asset Plan has guided the development of the Draft 2026/27 Budget for asset renewal and upgrade / new works.
		Budget	Review and improve Council's Climate Adaptation Asset Risk Assessment to ensure asset sustainability against the changing climate.	Council is part of the Victorian Climate Resilient Councils and was selected in round 1 of the program to receive 1-on-1 support in 2025. Council's primary area of focus initially will be a climate risk assessment. In November 2025, Council received notification of a successful grant funding application securing \$48,300 in funding to delivery solar PV and battery technology at the St Albans Hall, establishing this building as a Resilience Hub for the local community.
	1.3.3 Increase the level of service we provide to our community without incurring extra cost by moving to an internally delivered, proactive model of maintenance.	Council Plan / Action Plan	Procure stormwater hydro blasting trailer and develop crews to enable proactive stormwater maintenance and in-house rapid response to issues.	A tender has been released for a stormwater trailer after successful trial last year, with anticipated procurement in March 2026. Stormwater maintenance will form part of future scheduling work to ensure Council's entire system is maintained.
		Council Plan / Action Plan	Develop a scheduling system for all outdoor crews to ensure balanced workload, prioritised and appropriate service delivery while maximising efficiency.	A scheduling system for outdoor crews requires further Asset Management System development, which is currently being championed by the Assets and Waste team to provide the functionality needed. Some scheduling has been undertaken for Unsealed Road Grading but this will migrate when the system is functional.
		Council Plan / Action Plan	Prepare the Alpine Shire Community Infrastructure Needs Assessment.	A draft Alpine Shire Community Infrastructure Needs Assessment was subject to community consultation in late 2025 and Council will shortly consider all submissions and a final strategy.

Priority	Major initiative	Source	Action	Progress to 31 January 2026
	1.3.4 Advocate for an alternative to the fourth glass bin service that is affordable and beneficial to the community and environment.	Council Plan / Action Plan	Continue partnership with the Local Government (no fourth glass bin) Advocacy group and continue to negotiate with the Victorian Government to delay the implementation date for the glass only bin while further research is completed.	Council's involvement in Local Government glass advocacy continued through the reporting period.
1.4 Our continued engagement will promote community understanding and contribution to decisions that bring positive change across Alpine Shire.	1.4.1 Strengthen engagement processes with our communities to increase involvement in key decisions or actions that impact them through the delivery and implementation of an Engagement Strategy.	Council Plan / Budget	Work with Department of Energy, Environment and Climate Action (DEECA) Committees of Management to establish effective partnerships for the management of reserves and facilities.	Officers met with Department of Energy, Environment and Climate Action (DEECA)-appointed committees of management as part of engagement for the new sporting reserves policy, which will be considered by Council in 2026 Council officers are working on a plan for wider engagement across all committees of management over the coming year.

Objective 2 - Sustainable and Resilient Alpine

Priority	Major initiative	Source	Action	Progress to 31 January 2026
2.1 New capital projects and works will be strategically aligned and planned to support long-term sustainability.	2.1.1 Deliver high priority capital works pipeline projects, including: <ul style="list-style-type: none"> Bright River Precinct Masterplan Bright Skate Park Upgrade Bright to Wandiligong Trail Centenary Avenue to Morses Creek Road Kiewa River Trail Embankment Drive to Damms Road Bridge Mountain View Children's Centre Redevelopment Tawonga South Public Toilets 	Council Plan / Action Plan	Maintain a prioritised Capital Works Project Pipeline to ensure Council has a forward plan of projects that are strategically aligned, sustainable and grant ready for funding opportunities.	Council maintains a prioritised Capital Works Project Pipeline, and is preparing to make this information available to the public through its website. Project prioritisation has been continuously improved by ensuring inputs are considered from all parts of the organisation including assets, operations, and maintenance, as well as from community groups.
		Council Plan / Action Plan	Deliver the Alpine Better Places Project Tawonga	Budgeted works on the Alpine Better Places Project in Tawonga including the Multipurpose Courts and Fencing upgrades are ongoing.
		Council Plan / Action Plan	Deliver the Bright Skate Park Upgrade	Design of the Bright Skate Park upgrade has been completed with Construction is planned to start in February 2026, with completion scheduled by the end of June 2026.
		Council Plan / Action Plan	Deliver the Bright to Wandiligong Trail - Centenary Park to Pioneer Park	A grant application has been submitted to the State Government Safe Local Roads and Streets Program for the Bright to Wandiligong Shared Use Path (Centenary Park to Pioneer Park) project. If successfully funded, it will deliver a 1.8km sealed shared path along Morses Creek in Bright, linking the Bright Caravan park to Pioneer Park and Mystic Bike Park at Coronation Avenue.
		Council Plan / Action Plan	Scope an extension of the Bright to Wandiligong Trail through the Wandil Diggings	A grant application has been submitted to a supplementary funding round for the State Government Safe Local Roads and Streets Program for an extension of the Bright to Wandiligong Shared Use Path through the Wandil Diggings.
		Council Plan / Action Plan	Deliver the Kiewa River Trail - Embankment Drive to Damms Road Bridge	A grant application for the Kiewa River Trail (Embankment Drive to Damms Road Bridge) has been submitted to the State Government Safe Local Roads and Streets Program. If successfully funded, the project will construct a sealed shared path along Nelse Street, Valley Avenue, and Damms Road in Mount Beauty.

Priority	Major initiative	Source	Action	Progress to 31 January 2026
		Council Plan / Action Plan	Scope the Tawonga South Public Toilets	Scoping and cost estimating for this project are underway. A community engagement campaign is scheduled to commence in early 2026 to gather community feedback to help inform the design.
		Council Plan / Action Plan	Deliver the Nimmo Pedestrian Bridge Myrtleford	Final engineering design of the Nimmo Pedestrian Bridge in Myrtleford has been completed, fabrication has started with delivery and installation due by the end of May, subject to outstanding Taungurung Land Use Activity Agreement (LUAA) approval.
		Council Plan / Action Plan	Establish potential solutions to reestablish the Wandie Walk	No progress during the reporting period.
2.2 We plan for future risks like bushfire, flooding, landslip and erosion, while improving planning certainty and sensitively managing township growth to protect local character, amenity, and identity.	2.2.1 Update the Alpine Planning Scheme to address key risks to future development and improve planning certainty and decision making across Alpine Shire, including implementing the: <ul style="list-style-type: none"> Alpine Shire Land Development Strategy Alpine Shire Rural Directions Strategy Dinner Plain Future Directions and Adaptations Strategy Flood studies Neighbourhood Character Study 	Council Plan / Budget	Implement Amendment C65alpi to the Alpine Planning Scheme.	Council is expected to consider the panel report and submissions, before making a determination on Amendment C65alpi to the Alpine Planning Scheme by June 2026.
		Council Plan / Budget	Prepare and implement the Alpine Shire Rural Directions Strategy.	A draft Rural Directions Strategy has been prepared with community consultation proposed for March 2026.
		Council Plan / Budget	Undertake a review of planning controls and environmental risks at Dinner Plain.	The Dinner Plain Review is ongoing - 3 of the 5 community workshops have been completed.
		Council Plan / Budget	Undertake a review of the application of the Heritage Overlay in Alpine Shire.	A Victorian Government grant was received to undertake a Heritage review. A final document has been received and will be considered by Council in the coming months. If supported, a planning scheme amendment will be prepared to implement it in the Alpine Planning Scheme.
		Council Plan / Budget	Prepare and implement a planning scheme amendment/s to implement the Myrtleford, Porepunkah and Upper Ovens flood studies in the Alpine Planning Scheme.	A Victorian Government grant was received to translate the Flood Studies prior to initiating a planning scheme amendment. An initiation meeting has been held, and documentation is currently being prepared.

Priority	Major initiative	Source	Action	Progress to 31 January 2026
2.4 We advocate for, and work towards, the long-term delivery of appropriate housing for residents and workers of Alpine Shire.	2.4.1 Prepare the Alpine Shire Key Worker Roadmap	Council Plan / Action Plan	Prepare and implement the findings of the Key Worker Housing Road Map	No progress during the reporting period.
2.5 We support our community's mental health and wellbeing.	2.5.1 Advocate for certainty and sustainability in funding for services specifically targeted at supporting the mental wellbeing of our communities.	Council Plan / Action Plan	Develop an advocacy plan and scope an increased program of support dependent on funding secured.	Council officers have prepared a draft advocacy plan to seek ongoing funding for delivery of mental health and wellbeing initiatives.
	Budget initiative: Support and deliver mental health and wellbeing initiatives and develop and implement an evaluation process.	Budget	Deliver a program of activities and initiatives to support mental health across Alpine Shire, aligned to available Council funding.	In addition to delivery of community Mental Health Essentials and Mental Health First Aid training, Council officers planned and delivered Youth and Teen Mental Health First Aid, engaging 24 community youth support workers and more than 200 secondary students across the Alpine Shire. Council is an active member of the Alpine Postvention Group and Bright & Surrounds Mental Health and Wellbeing Support Network, which includes supporting the delivery of Wellbeing Week.
2.6 We take action on climate change and its impacts on our community, biodiversity, and the environment, while supporting circular economy initiatives that help reduce waste and improve recycling.	2.6.1 Work across our organisation and our communities to identify and deliver greenhouse gas reductions and climate change adaptation actions.	Council Plan / Action Plan	Develop Community Climate Action Plans for townships	An engagement plan has been prepared for the Community Climate Action Plans for townships. Pre-draft community engagement has commenced, consisting of a survey and Engage webpage launched via social media. Market pop-ups are booked in for late February and March 2026.
	Budget initiative: Implement Victorian Government circular economy initiatives to divert waste from landfill and improve recycling.	Budget	Establish closed loop industry at our transfer stations to deliver accessible circular economy solutions for the community.	The Tip Shop is operational in Myrtleford, and transfers are occurring on an as-needs basis from E-Waste sheds at Mount Beauty and Porepunkah.

Priority	Major initiative	Source	Action	Progress to 31 January 2026
	Budget initiative: Support and facilitate investment in solar and battery storage on our facilities.	Budget	Support and facilitate investment in solar and battery storage on our facilities.	A Request For Quotation (RFQ) was released in January 2026 for solar installation on a number of Council facilities, as well as the St Alban's Hall for the Ausnet resilience grant.
2.7 Our communities will be resilient and are well prepared to withstand natural disasters and economic changes.	2.7.1 Improve our community's preparedness for and recovery from future disasters and support community resilience partnerships and activities.	Council Plan / Action Plan	Oversee preparedness of Council for future disasters including recruiting, training and rostering emergency management personnel; reviewing operational procedures and establishing an Emergency Communications Plan.	Ongoing recruitment and training of Council's Emergency Management Team is occurring, including Municipal Recovery Managers (MRM) and Municipal Emergency Resource Officers (MEMO). A roster of Emergency Management on-call staff is maintained to provide a Council response to emergencies.
		Council Plan / Action Plan	Support community-led resilience groups, including delivery of community resilience initiatives.	Council provides ongoing support of the Alpine Resilience Partnership as the primary forum for community resilience. Officers also support community-led resilience groups, the delivery of Resilient Emergency Action Planning (REAP) Day in Bright, and an ongoing rollout of the First 72 Hour Program which educates communities about emergency preparedness.
	2.7.2 Maintain and review emergency management plans, including Municipal Emergency Management Plan and Bushfire Place of Last Resort Plan.	Council Plan / Action Plan	Review and adopt Bushfire Place of Last Resort Plan.	A Bushfire Place of Last Resort (BPLR) Plan was adopted by Council in November 2025. In addition, a review of all BPLRs saw decommissioning of buildings as BPLRs and commissioning of three new outdoor BPLRs. A communication campaign was undertaken to educate the community about the purpose of BPLRs.
2.8 We achieve long-term financial resilience to meet community needs now and into the future.	2.8.1 Identify and execute targeted strategies to enhance Council's financial sustainability over the long term.	Council Plan / Action Plan	Develop and deliver Financial Plan 2025/26 - 2034/35.	The Financial Plan was approved by Council in October 2025, and has informed the development of the draft 2026/27 Budget.
		Council Plan / Action Plan	Develop and deliver a Financial Sustainability Strategy.	The Financial Sustainability Strategy was approved by Council in October 2025. Actions related to this Strategy will be reported to the Audit and Risk Committee and Council on a quarterly basis, including at-risk items.

Priority	Major initiative	Source	Action	Progress to 31 January 2026
		Council Plan / Action Plan	Present recommendations to Council for Capital Works Projects (new and upgrade) that are informed by robust analysis of the implications on operational budgets.	Project prioritisation for 2026/27 Capital Works Projects has been developed in line with Council's Asset Plan. The Asset Plan was built using a holistic approach to asset management, including consideration to Council's operations, in order to ensure the maintenance gap remains sustainable.
2.9 We support a strong and sustainable economy across Alpine Shire.	2.9.1 Improve our support for businesses to navigate our processes and approvals.	Council Plan / Budget	Develop and mature a one-point-of-contact model for business to facilitate information provision and advice related to permit application.	A business portfolio has been established within the Regulatory Services team, with a planner having primary focus on new business proposals and applications. The number of business applications received and determined is being monitored monthly.
	2.9.2 Update Economic Development Strategy, and Tourism and Events Strategy	Council Plan / Budget	Review the Alpine Shire Economic Development Strategy 2022	No progress on the Economic Development Strategy during the reporting period. The Strategy will be reviewed and updated, if required, in 2028/29. The Tourism and Events Strategy is currently being developed and pre-draft engagement will commence in February 2026.
	Budget initiative: Partner with our communities to support economic development in areas such as investment attraction, community wealth building, tourism development, events, logistics, and skills development	Budget	Develop an Investment Prospectus	An Investment Prospectus has been completed and is available on Council's website.
2.10 We systematically identify and manage risks to support informed decision-	2.10.1 Maintain a strong risk management framework to identify and address potential risks.	Council Plan / Action Plan	Update the risk management framework for endorsement by the Audit and Risk Committee.	The Risk Review Project Plan was considered by the Audit and Risk Committee at its meeting in November 2025. The Risk Register was reviewed during November / December 2025, and an updated draft register supplied to the Audit and Risk Committee for review and feedback.

Priority	Major initiative	Source	Action	Progress to 31 January 2026
making and organisational resilience		Council Plan / Action Plan	Develop an Internal Audit Plan for endorsement by the Audit and Risk Committee, and ensure audits delivered align with the plan.	The Internal Audit Plan 2025/26 to 2027/28 was endorsed by the Audit and Risk Committee in August 2025. The Procurement Audit was completed during September/October 2025 and considered by the Audit and Risk Committee in November 2025.
2.11 We prioritise effective governance to ensure transparent oversight of our operations.	2.11.1 Effective governance ensures transparent oversight of Council operations.	Council Plan / Action Plan	Develop and implement a structured professional development program for Councillors to support effective governance and leadership.	Councillor professional development programs are required to be delivered over a calendar year. A program for 2026 will be developed in line with mandatory requirements for the second year of Council's term.

Objective 3 - Vibrant and Healthy Alpine

Priority	Major initiative	Source	Action	Progress to 31 January 2026
3.1 We promote gender equality and support meaningful action aligned with challenging the underlying causes of gender-based violence.	Budget initiative: Implement organisational gender equality measures including measuring gender equality, diversity and inclusion, ensuring equal pay, addressing discrimination and harassment, and providing parental leave and childcare support.	Budget	Work with partner agencies to support and deliver initiatives that highlight the importance of gender equity and the prevention of gender-based violence.	Council officers submitted the Workplace Gender Audit data to the Commissioner for Gender Equality in December 2025. Gender equity and family violence are agenda items on the Alpine Local Health and Wellbeing Partnership. Council officers delivered the 16 Days of Activism campaign for prevention of violence against women, and Gender Impact Assessments have been completed for new policies, programs and services that impact our community.
		Budget	Support initiatives that highlight the importance of gender equity, prevention of gender based violence, and safety of children.	The 16 Days of Activism Campaign was delivered in November-December 2025 through social media and organisational initiatives. Council implemented updated Child Safety Reporting Procedures in August 2025.
3.2 We support healthy lifestyles, including movement and access to healthy food.	3.2.1 Continue to improve the service delivery of Council's aquatic facilities and gym.	Council Plan / Action Plan	Review the service delivery model of Council's aquatic facilities and gym.	Council officers have commenced a review of the service delivery model of Council's aquatic facilities and gymnasiums.
		Budget	Support healthy lifestyles and active living, including physical activity and access to healthy food, through partnerships and our Community and Events grants programs.	Awarding of 2025/26 Community Grants and Events Funding Programs occurred at the July 2025 Council Meeting. These programs support initiatives and events that promote healthy lifestyles, including increased participation in physical activity and improved access to healthy food. Council's ongoing involvement in the Alpine Local Health & Wellbeing Partnership strengthens collaborative efforts with local partners to enhance community access to physical activity and healthy food.

Priority	Major initiative	Source	Action	Progress to 31 January 2026
		Budget	Budget initiative: Deliver and maintain facilities that promote participation in sport and physical activity, including equitable access to footpaths, trails, parks, play spaces, pools, and sporting facilities.	<p>Council is currently delivering several initiatives to promote participation in sport and physical activity including:</p> <ul style="list-style-type: none"> - Upgrades to the Bright Skate Park. - Bright Outdoor Fitness Equipment. - New cricket nets in Mount Beauty. - Playing surface upgrades in Dinner Plain, Myrtleford, and Tawonga. - Pebble Beach amenities. <p>The Disability Action Plan includes a new path at Cundy Park in Myrtleford, and an accessibility ramp at Mount Beauty Stadium, with these projects also ongoing.</p>
3.3 We support our communities to access our services and facilities regardless of age, ability, sexuality, gender, ethnicity, or background.	3.3.1 Refresh our Access and Inclusion Plan and deliver initiatives to ensure our facilities, events, and services are accessible.	Council Plan / Action Plan	Review and update the Access and Inclusion Plan. Develop an Action Plan outlining key delivery actions, and reporting processes.	The draft Access and Inclusion Plan was endorsed at the February 2026 Ordinary Council Meeting for public exhibition with a view to adoption of the final Plan in April 2026.
		Budget	Implement Fair Access Policy to support participation by women and girls.	Implementation of the Fair Access Policy is ongoing. Recent actions include Fair Play posters sent out for display at sporting facilities.
3.4 We engage with Traditional Owners and First Nations Peoples to deliver	Budget initiative: Build on previous reconciliation actions by fostering strong relationships with First	Budget	Develop a 2026 - 2030 Action Plan for Reconciliation.	A review of the 2026-2029 Action Plan for Reconciliation has commenced.
		Budget	Deliver outcomes of the Action Plan for Reconciliation	A review of the 2026-2029 Action Plan for Reconciliation has commenced.

Priority	Major initiative	Source	Action	Progress to 31 January 2026
meaningful outcomes for Country, community and reconciliation.	Nations peoples and organisations, creating opportunities for First Nations peoples, and strengthening our organisation's cultural integrity.	Budget	Building relationship with the Taungurung Land and Waters Council (TLaWC) through participation in the Local Government forum.	Council continued to build relationships with the Taungurung Land and Waters Council (TLaWC), with activities including: <ul style="list-style-type: none"> - Community and staff sessions around cultural awareness delivered in October 2025; - Supported planning for delivery of NAIDOC Week event in July 2025 in Myrtleford; - TLaWC stakeholder meetings were held in Bright to build relationships and expand knowledge of the Land Use Activity Agreements; - Officers participated in local government information sessions regarding potential implications of Treaty; - Officers participated in the September Taungurung Local Government Forum in September 2025.
3.5 We recognise the importance of high quality facilities, outdoor spaces and connected footpaths, tracks and trails to provide access to key services and support the wellbeing of our communities.	Budget initiative: Deliver community focused and family-friendly library services that contribute to the wellbeing of our communities.	Budget	Deliver community focused and family-friendly library services and review delivery model to ensure service meets needs of the community.	A library services survey began on 15 December 2025, and scheduled to close in early February 2026. Responses will help guide development of new Library Services Plan. Community focused and family-friendly programming continues at all three libraries, including author talk, holiday activities, story time, and rhyme time.
	3.5.2 Prepare and deliver the Alpine Shire Recreation Reserve Policy.	Council Plan / Action Plan	Develop the Alpine Shire Recreation Reserve Policy	A draft Recreation Reserve Policy has been completed and will be presented to a Council Meeting for adoption in the first half of 2026.
	3.5.3 Prepare and deliver the Alpine Shire Facilities Policy.	Council Plan / Action Plan	Develop the Alpine Facilities Policy	Drafting of the Facilities Policy is underway.
	3.5.4 Deliver a rolling program of investment into new pedestrian footpaths and trails.	Council Plan / Action Plan	Deliver the following new pedestrian footpaths and trails as part of Councils Capital Works Program: <ul style="list-style-type: none"> • Mummery Road footpath • Canyon Lane to Cavalli Place trail 	Delivery of the new Mummery Road footpath is underway and scheduled for completion by June 2026.

Priority	Major initiative	Source	Action	Progress to 31 January 2026
3.6 We support local community groups, programs, events, and initiatives that activate and celebrate Alpine Shire, build stronger, inclusive, more connected, and resilient communities and enrich the lives of our diverse community members.	3.6.1 Deliver community grants and events funding to support inclusion, connectedness, resilience, and sustainability through local community groups and organisations.	Council Plan / Budget	Deliver Community Grants and Event Funding programs, reviewing programs annually to ensure delivery to stated objectives.	The 2025/26 Community Grants and Events Funding Programs were awarded at the July 2025 Ordinary Council Meeting and will be completed by 30 June 2026.
3.7 We support people of all ages and stages to thrive.	Budget initiative: Deliver maternal and child health, immunisation, and family support programs.	Budget	Deliver maternal and child health, immunisation, and family support programs.	Council's Early Years team has delivered a range of programs and initiatives for families and carers of young children including Maternal and Child Health (MCH), Enhanced MCH, Childhood Immunisation, Dad's Group, Supported Playgroups and Culturally and Linguistically Diverse (CALD) Outreach Project to support families to access early childhood education.
	Budget initiative: Deliver a program of activities and initiatives to support young people across Alpine Shire.	Budget	Deliver a program of activities and initiatives to support young people and seniors across the Alpine Shire.	Council officers planned and delivered a range of youth programs and initiatives including Alpine Discovery Day, Alpine Shire Youth Awards, Understanding Government training, North East Skate Park Series, The Lighthouse Drop in Centre, and RAYS - Youth Advisory Group reaching over 250 young people while strengthening youth voice, leadership, and wellbeing across Alpine Shire. In addition, Council officers planned and delivered a Program of Events for Seniors Festival in October 2025.
3.8 We support compliance with regulations to help our community enjoy lifestyles and spaces	3.8.1 Investigate the feasibility of providing a free public dump point in Bright to support local residents and visitors.	Council Plan / Action Plan	Review and update previous analysis and recommendations to inform future infrastructure planning.	A feasibility report for a public dump point in Bright is prepared, and will be presented to Council for consideration before 30 June 2026.

Priority	Major initiative	Source	Action	Progress to 31 January 2026
that are safe and welcoming for all.	Budget initiative: Protect our amenity through a targeted local laws and animal management service.	Budget	Review of Domestic Animal Management Plan (DAMP)	A draft of the Domestic Animal Management Plan (DAMP) is being prepared for presentation to Council, with the aim of commencing community consultation during April / May 2026.



NO.2025/26-04 – 20 FEBRUARY 2026

Audit and Risk Committee Meeting

Minutes

In Attendance

COMMITTEE MEMBERS

Julie Guest - Chair

Craig Covich

Gerard Moore

Jason Young

Cr Peter Smith

Cr Dave Byrne

OFFICERS

Will Jeremy, Chief Executive Officer

Nathalie Cooke, Director Corporate and Community

Sarah Buckley, Director Assets

Ebony Buckley, Acting Manager Corporate

Kim Lawson, Accountant

Kirsten McDonald, Risk Management Officer

COUNCILLORS

Cr Sarah Nicholas, mayor

Cr Gareth Graham

Cr Jean Pierre Ronco

INTERNAL AUDITORS

Brenton Maddock, manager – Internal Audit, Crowe

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UNCONFIRMED

1. Acknowledgement of Country

2. Apologies

Nil

3. Declarations by Committee members of conflict of interest

Nil

4. Confirmation of minutes

4.1 AUDIT AND RISK COMMITTEE MEETING NO. 2025/26-03 – 21 NOVEMBER 2025

*C Covich
Cr D Byrne*

That the minutes of the Audit and Risk Committee Meeting No. 2025/26-03 held on 21 November 2025 as circulated be confirmed.

ACTIONS

- *Ensure draft meeting minutes are circulated to Committee prior to presentation to Council meeting in accordance with section 5.2 of the Committee's Charter.*

4.2 BUSINESS ARISING FROM PREVIOUS MEETING MINUTES

Nil

5. Auditors

5.1 INTERNAL AUDITOR

Introduction

Crowe Albury is Council's appointed Internal Auditor.

Crowe has recently completed a Contract Management Review, the second 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.

Crowe has supplied its most recent publications for the information of the Committee.

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.

G Moore

C Covich

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

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.

G Moore

C Covich

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

ACTIONS

- ***Circulate to the Committee a copy of the risk register when it is finalised.***

6.3 PROGRESS OF INTERNAL AUDIT RECOMMENDATIONS

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.

J Young

C Covich

That the Audit and Risk Committee note the progress on closing out internal audit recommendations.

6.4 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.

G Moore

J Young

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

7. Reports by officers

7.1 INTERNAL AUDIT – CONTRACT MANAGEMENT

Introduction

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

G Moore

C Covich

That the Audit and Risk Committee notes:

- 1. The findings and recommendations of the Contract Management Review, Crowe Albury, January 2026; and***
- 2. Council's response and intended actions to address the recommendations of the Contract Management Review, Crowe Albury, January 2026.***

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 contract management review is the second audit for 2025/26.

Scope

The scope of the contract management review included consideration of the adequacy of Council's processes focussing on:

- Alignment of procurement and contract management policies and procedures (including overall contract management framework).
- Qualitative and quantitative performance measures that have been put in place to enable the contract manager to monitor and measure service delivery.
- Performance review processes in place, including process for managing corrective measures and non-performance.
- Compliance with commercial contract conditions.
- Management of contract variations and contract extensions.
- Existing internal control processes for the:
 - identification and requisition of works for completion, and
 - confirmation of the satisfactory completion of works.

The review assessed two (2) major contracts, selected in conjunction with management on the basis that they were challenging contracts, one a significant multi-year service contract and one a significant multi-year capital works contract, both awarded through

Council and subject to subsequent variations. Management considered these contracts most likely to flag process gaps.

Approach

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

- understanding through discussion and observation the processes in place,
- documenting and evaluating the methods associated with control and management, and
- assessing the possibility of risk in the functioning of Council’s contract management processes.

Report

Findings

The findings are summarised in the table below with detailed observations, root cause, risk rating, and recommendations detailed in the attached report: Contract Management Review, Crowe Albury, January 2026.

Review Ref #	Description	Risk Rating
3.1	Alignment of procurement and contract management policies and procedures	
1	Guidance for Contract Management Framework	⊖ Medium
2	The contract register is not up to date	⊖ Medium
3.2	Qualitative and quantitative performance measures that have been put in place to enable the contract manager to monitor and measure service delivery	
-	No recommendation identified	N/A
3.3	Performance review processes in place	
-	No recommendation identified	N/A
3.4	Compliance with commercial contract conditions	
-	No recommendation identified	N/A
3.5	Management of contract variations and contract extensions	
3	Manual procurement processes due to system and integration limitations	⊖ Medium
3.6	Existing internal control processes for: identification and requisition of works for completion; and confirmation of satisfactory completion of works	

Review Ref #	Description	Risk Rating
4	Lack of Formal Project Completion/Evaluation Process	 Medium
5	Lack of Training on Contract Management Process	 Low

Positive Observations

The review noted ten positive controls:

1. Council has purchased a suite of contract templates by law firm Maddocks to ensure currency of terms and conditions and relevant regulations with the aim of purchasing the updated suite annually.
2. ApprovalMax used for requesting approval and authorisation throughout the procurement and contract processes with built in approval delegations as per the delegation of authority and automatic notifications to relevant staff to review/approve.
3. Council's procurement procedure outlines important contract management areas.
4. Use of SharePoint for document storage reduces the risk of version control issues.
5. Conflict of interest reporting by contract managers established and template forms available for consistency and to ensure compliance.
6. Final payment certificates and bank guarantees issued to the contractor to ensure all payments have been made accurately and ensure appropriate release of funds.
7. Sample contracts selected demonstrate clear and regular correspondence/catchups/progress meetings with contractors are established ensuring the contract requirements are being met.
8. Performance measures and KPIs are established through the tender process and incorporated into the contract ensuring contractor awareness of reporting requirements and performance measures before the contract is executed.
9. Detailed contract management reporting established.
10. Contract register requires contract number to enter into the system, which is only given when a tender has been created.

Financial and resource implications

All recommendations will be implemented using internal resourcing and through prioritisation of existing workplans.

Risk management

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
Delivery of a capital project that is over budget, not fit for purpose or of poor quality	Possible	Moderate	C3/E	<ul style="list-style-type: none"> Project and contract management procedures and templates. Project monitoring dashboard. Regular monitoring and reporting including to ARC.

Policy implication

The recommendation is in accordance with the 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

While there was positive feedback about Council’s current controls over contract management processes, the review did find that some 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
- Acting Manager Corporate
- Risk Management Officer

7.2 POLICY AND CRITICAL DOCUMENT REVIEW 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 Agreed Review Due Date	GIA	Engagement		Risk	Status	Proposed Review Due Date
				Internal HSC / SCC / ICTSC	External			
Community Development								
-	Access and Inclusion Plan	May-24	✓		✓	L	Overdue	Apr-26
Corporate								
45	Information Privacy	Jun-25 Dec-25				H	Overdue	Mar-26
126	Information Security	Jun-24 Dec-25				H	Overdue	Jun -26
Customer Experience								
117	Complaints	Nov-25	✓			L	Complete	
Engineering and Maintenance								
115	Fuel Cards	Feb-25 Dec-25				L	Complete	-
Executive								
-	Workforce Plan	Dec-25				M	Overdue	Jul-26
Regulatory Services								
-	Domestic Animal Management Plan	Dec-25			✓	L	Overdue	Jun-26

COMMUNITY DEVELOPMENT**Critical Document: Access and Inclusion Plan**Status: **Overdue**

The Access and Inclusion Plan sets out Council's commitment to ensuring the Alpine Shire is a welcoming and inclusive place beyond the requirement of section 38 of the *Disability Act 2006* [Vic] that Council have a Disability Action Plan and Part 3 of the *Disability Discrimination Act 1992* [Cth]. The Plan sets out Council's obligations under the United Nations Convention of the Rights of Persons with Disabilities and aligns with Australian and Victorian Governments initiatives. The last Access and Inclusion Plan was for the period 2021-2024.

The review of the Plan is well advanced, and a draft updated Plan has been prepared and is scheduled for consideration at the following Council meetings:

- 10 February 2026 - Councillor Briefing session,
- 24 February 2026 – Council meeting to place the Plan on public exhibition, and
- 28 April 2026 – Council meeting to consideration any submissions received and adopt the Plan.

CORPORATE

Policy No.045 Information Privacy

Status: **Overdue**

Review of the Information Privacy Policy was originally due by June 2025 and extended to December 2025.

Council contracted additional resourcing support in late 2025 to assist with the review of Council policies and the Information Privacy Policy review forms a part of that resourced scope of work.

The policy review has commenced including internal consultation with the Governance team. It is anticipated that a reviewed and updated policy will be presented for adoption at the March 2026 Council meeting.

Policy No.126 Information Security

Status: **Overdue**

The Information Security Framework (previously Protective Data Security Framework) has now been reviewed to guide Council in fulfilling its obligations under section 84 of the *Privacy and Data Protection Act 2014 [Vic]*. The framework provides guidance for the development and monitoring of information security programs, and the execution of information security obligations. The Framework was approved in December 2025. A review of the Information Security Policy will now be undertaken to align with the requirements on the framework with a target date for approval of June 2026.

CUSTOMER EXPERIENCE

Policy No.117 Complaints

Status: **Complete**

Council is required to have a "complaints" policy under section 107 of the *Local Government Act 2020*. Council initially adopted its Complaints Policy in November 2021, and it came into effect in January 2022, and its review was due by November 2025. The policy was reviewed and considered Council's Dealing with Difficult Customers Policy and utilised the guidance in the Victorian Ombudsman's 'Councils and Complaints - a Good Practice Guide (2nd edition)'. Council adopted the reviewed version 2 of the Complaints Policy at its January 2026 Council meeting.

ENGINEERING AND MAINTENANCE**Policy No.115 Fuel Cards**Status: **Complete**

Review of the Fuel Cards Policy was originally due by February 2025 and extended to December 2025.

Review of this policy is now complete, and an updated policy was approved by the CEO in February 2026.

EXECUTIVE**Critical Document: Workforce Plan**Status: **Overdue**

The Workforce Plan is required under section 46 of the *Local Government Act 2020* [Vic] and must be developed and maintained by the Chief Executive Officer. The Plan must be for a period of at least four years. The last Plan was for the period 2021-2025 and nominated a review date of December 2025.

A review of the Workforce Plan is being undertaken with a target finalisation date of 1 July 2026.

REGULATORY SERVICES**Critical Document: Domestic Animal Management Plan**Status: **Overdue**

The development and review of the Domestic Animal Management Plan (DAMP) is legislated by section 68A of the *Domestic Animals Act 1994*. The legislated review period is every four years with the last review due on 4 December 2025.

Council recognised that meeting the legislated due date for review was going to be a challenge and contracted additional resourcing support to progress the review.

The review is well advanced with a draft updated DAMP prepared, and the following milestones established to progress the review to adoption by Council:

- 10 February 2026 - Councillor briefing on the draft DAMP,
- 24 February 2026 – Council meeting to release draft DAMP for public exhibition, and
- 28 April 2026 – Council meeting to consider public submissions and adopt DAMP.

The next review of the DAMP will be 4 December 2029.

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 a part-time resource support was 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	Minor	D3/G	<ul style="list-style-type: none"> Maintain Policy and Critical Documents Register and report to Audit and Risk Committee. Allocate owner and schedule review into officer’s work plan.

Policy implication

The recommendation is in accordance with the 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
- Acting Manager Corporate
- Risk Management Officer

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7.3 INVESTMENT PORTFOLIO HOLDINGS REPORT

Introduction

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

C Covich

J Young

That the Audit and Risk Committee notes:

- 1. The Holdings Report as at 31 December 2025; and**
- 2. That Council's investments are compliant with Council Policy No. 073 Financial Investments as at 31 December 2025.**

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 31 December 2025, has an investment portfolio value of \$27m.

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%
12 months – 36 months	20%

The YieldHub Holdings Report generated as at 31 December 2025 shows that Council is:

- Compliant with Portfolio Credit Framework – Credit Rating.
- Compliant with Individual Institution Credit Framework.
- 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
Exposure to volatile investment markets - investments fall outside the policy increasing Council risk exposure	Unlikely	Moderate	C4/G	<ul style="list-style-type: none"> • Segregation of duties – investments processed by Accountant and overseen by Manager to ensure compliance.

Policy implication

The recommendation is in accordance with the 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 31 December 2025 for Credit Rating, Term of Maturity and Individual Institution Credit Framework.

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
- Acting Manager Corporate
- Accountant

7.4 LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK CHANGES

Introduction

This report provides an overview of the changes to the Local Government Performance Reporting Framework (LGPRF) that Council is required to meet.

C Covich

G Moore

That the Audit and Risk Committee note the changes to the Local Government Performance Reporting Framework.

Background

The Local Government Performance Reporting Framework (LGPRF) was established in 2014 and is reviewed every three years. The latest review of the framework by Local Government Victoria included the examination of its structure, the indicators and measures, the governance and management checklist, and the target-setting process and is detailed in the State Government's document [Summary of changes to the Local Government Reporting Framework 2026-2027](#).

The new framework will take effect for the 2026/27 financial year.

Report

New Framework Structure

A significant change to the framework is the shift from a Service/Financial Area-to-Measure model to an Outcome-to-Measure approach focused on seven "domains" that replace the former 15 categories for service areas, financial grouping and sustainable capacity. The seven domains are:

1. Governance: Council ensures good governance, transparency and accountability.
2. Community: Council is building an active, healthy, and engaged community
3. Environment: Council supports a safe and climate resilient environment.
4. Responsiveness: Council provides timely and efficient services.
5. Cost: Council provides services in a cost-effective manner.
6. Financial Forecasting: Council plans for future financial performance.
7. Financial Management: Council manages its finances to meet current requirements.

Existing measures

The existing indicators and measures were reviewed for alignment with the new domains and assigned to their "best-fit" domain. Once assigned, the existing indicators and measures were assessed and either retained, changed or removed. Six measures have been removed:

Service Area	Measure Removed
Animal Management	AM5 – Animals rehomed
	AM6 – Cost of animal management service
	AM7 – Animal management prosecutions
Roads	R1 – Sealed local road requests
Waste Management	WC4 – Cost of kerbside recyclables bin collection service
Sustainable Capacity	C6 – Relative Socio-Economic Disadvantage

New measures

Ten new measures have been introduced. These appear in column 1 in the table below and are grouped under the assigned domain and indicator. Column 2 details the rationale for the measure.

1. Governance	
Transparency	
GOV-G6 Councillor attendance at councillor briefings (percentage of attendance at Councillor briefings by Councillors).	Designed to demonstrate that councillors are engaged in the decision-making process through active participation in councillor briefings.
GOV-G7 Council meeting duration (average length of council meetings for the financial year).	New measure to monitor the depth of discussion and engagement of councillors through the average duration of Council meetings.
Strategic Planning	
GOV-11 Executive management staff turnover (number of executive management staff resignations, terminations and contract completions as a percentage of average number of executive management staff).	New measure to track staff movement at the executive level.
Financial Decisions	
GOV-G8 Capital works planning (actual capital works expenditure as a percentage of budgeted capital works expenditure for the financial year).	New measure to demonstrate appropriate forecasting, planning and delivery in managing Council's capital works.

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GOV-G9 Total unpaid rates and charges (total unpaid rates and charges and unpaid interest on rates and charges for all financial years as a percentage of all rates and charges for the financial year).	Measures Council's overall strategy to managing longer term outstanding debts.
2. Community	
Roads	
COM-R6 Active travel infrastructure (length of pedestrian footpaths and bicycle paths per head of population).	New measure to focus on Council's commitment to promote healthy activity through active travel infrastructure.
3. Environment	
Energy Consumption	
ENV-EC1 Water usage (total units of metered water purchased by Council per head of population).	-
ENV-EC2 Electricity usage (total units of metered electricity purchased by Council per head of population).	-
ENV-EC3 Gas usage (total units of metered gas purchased by Council per head of population).	-
4. Responsiveness	
No new measures.	
5. Cost	
No new measures.	
6. Financial Forecasting	
No new measures.	
7. Financial Management	
Rates Collection	
FIM-S3 Rates and charges debt (unpaid rates and charges as a percentage of all rates and charges).	To demonstrate Council's capacity to manage its rate revenue collection and manage outstanding debts and debtor ratepayers.

Target setting

Under the LGPRF councils are required to include targets for mandatory and selected measures in their annual budget and performance statement. Consistent with current arrangements there are eight mandatory measures (four service and four financial measures) and eight measures that Council can select from 55 other LGPRF measures.

Council is yet to select which measures and targets it will include in its budget however this will occur when the budget document is being prepared in late February – early March, once the model budget template is released.

Governance and Management Checklist

The Governance and Management Checklist in Schedule 1 of the *Local Government (Planning and Reporting) Regulations 2020* has also been reviewed. Of the 28 items in the former checklist three have been removed and one new item has been added. The changes are summarised below:

Checklist Item	Change	Detail of Change
Community Vision (plan under section 88 of the Act describing the community's aspirations for the future of the municipality for at least the next 10 financial years).	New	Designed to capture Council's compliance with the community vision requirement as outlined in the Act.
Municipal emergency management planning (Council's participation in meetings of the Municipal Emergency Management Planning Committee (MEMPC)).	Removed	Responsibility for this planning has shifted from a sole function of council to a shared responsibility across a committee.
Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act).	Removed	Council compliance can be better demonstrated with the presence of a completed performance statement and the report of operations in the annual report.
Performance reports (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act).	Removed	Not a mandatory requirement. Annual measures may be difficult to report on quarterly or bi-annually.

Other changes to the Annual Report

Council will now be required to report on:

- the number of internal arbitration processes or councillor conduct panel matters completed during the period, and
- the total costs incurred for any completed matters.

Financial and resource implications

There are no additional financial or resourcing implications in including the updated and changed measures and targets in Councils budget. There may however be implications in relation to capturing the data for reporting and this is currently being assessed.

Risk management

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
Operating outside legislative / regulatory / statutory / policy obligations	Possible	Minor	D3/G	<ul style="list-style-type: none"> Dedicated Governance Team. Appropriately trained and skilled employees in reporting roles.
Mandatory reporting obligation not met	Unlikely	Moderate	C4/G	<ul style="list-style-type: none"> Reporting obligations included in allocated employee workplans.

Policy implication

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

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

Conclusion

The LGPRF has been in place for more than ten years and Council has met its reporting obligations. Council is aware of the changes to the LGPRF for 2026/27 and will include the mandatory and selected measures and targets in its 2026/27 budget. Depending on the measures and targets Council selects it may have to introduce additional data capture to ensure that it can meet reporting obligations.

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
- Acting Manager Corporate
- Risk Management Officer

7.5 FINANCIAL SUSTAINABILITY ACTION PLAN REPORT – DECEMBER 2025

Introduction

Council adopted its Financial Sustainability Strategy in October 2025. The Strategy contains an Action Plan, and this report provides a status update on the progress towards achieving the actions.

C Covich

J Young

That the Audit and Risk Committee note the progress status of the actions in the Financial Sustainability Action Plan.

ACTIONS

- ***Circulate to the Committee a copy of the draft Financial Reserves and Cash Restriction Policy currently in review for feedback prior to presentation of the policy to the March 2026 Council meeting.***
- ***Accountant to review the presentation of action status to align with other reports to the Committee and consider including target due dates.***

Background

The Financial Sustainability Strategy reflects Council's commitment to long-term financial 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.

Monitoring and performance of progress against the Financial Sustainability Strategy Action Plan is reported in the quarterly financial reporting.

Report

Council's targets for financial sustainability

The Action Plan establishes the following targets for financial sustainability:

- 0-2 years: Reduce Council's forecast underlying deficit to zero.
- 3-4 years: Start to build unrestricted cash reserves for specified purposes and deliver a new long term financial plan that reflects future financial requirements.

Summary of action status as at December 2025

Strategic Lever	Status – Closed	Status – Open on Track	Status – Open in Danger	Total
Sustainable Cash Reserves		2		2
Optimise Revenue		1		1
Well Managed Assets		3		3
Strategic Service Delivery		1		1
Improve Finance Systems		1		1
Strengthen Governance and Financial Control	1	6		7
Stakeholder Engagement, Advocacy and Partnerships		3		3
Total	1	17	0	18

2025/26 Quarter Two Result (Year 1)

Measure	General Description	Target	June 2025	December 2025 Q2 Forecast	Notes
Adjusted underlying result ratio	Ability to generate surplus in the ordinary course of business, excluding non-recurrent capital grants, non-monetary asset contributions and other contributions, to fund capital expenditure from its net result.	>0%	-10.5%	-8.63%	Adjusted underlying result ratio is skewed by the timing of Financial Assistance Grant. Operationally Council have reduced expenditure to result in a more favourable forecasted underlying deficit than the budgeted result of -3.43%.

Measure	General Description	Target	June 2025	December 2025 Q2 Forecast	Notes
Availability of cash.	Forecast future 5-year annual average change in the sum of cash and funds held in term deposits.	> \$0M	-\$2M	-\$2.1M	A reforecast of the Cash Flow Statement for the next 4 years is expected in Q3 as part of the budget process.
Working capital ratio.	Ability to pay existing liabilities in the next 12 months.	> 1.2	3.76	3.39	

Financial and resource implications

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
Adverse impact on Council's financial sustainability.	Possible	Major	B3/G	<ul style="list-style-type: none"> Executive team sets priorities for actions and resource allocation. Actions allocated to teams for delivery. Monitoring of progress of actions.

Policy implication

The recommendation is in accordance with the 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 success of the Strategy will be measured by Council's progress toward meeting its financial sustainability actions and regularly monitoring and reporting on progress.

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
- Manager Corporate
- Accountant

UNCONFIRMED

7.6 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.

G Moore

C Covich

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

Background

As part of continual risk management, the status of the Capital Works Program will be summarised in a report to the Committee at least twice in 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 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 financial year (FY), and the majority are smaller projects that still require similar amounts of resourcing to successfully deliver.

Budget Status

Table 1: Budget Status

Budget	Committed / Awarding	Expended
\$8,835,000	\$4,752,244	\$2,366,988

* The figures above do not include plant and fleet which for the purposes of this report are not capital works projects

As at end-December 2025 almost 54% of Council's 2025/26 Capital Works Program budget has been committed through purchase orders to contractors. The program is still running behind forecast with the latest objective of getting all tenders published by the end of January 2026 for all larger projects. A temporary project officer has been engaged to deliver 4 key projects previously at risk of not being delivered on time.

A total of 26% of the Capital Works Program budget has been expended which is lower than the forecast of 59% that was forecast at the beginning of the 2025/26 FY. These 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.

Project 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 2026 (Table 2).

Table 2: Project Status – December 2025

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	17,113	13,621	
Disability Action Plan Annual Program	50,000	0	0	
Pebble Beach Amenity Block	140,000	152,288	115,007	
Building Renewal Program	250,000	164,859	145,841	
Bright Outdoor Fitness Equipment	180,000	110,739	0	
Bright Pioneer Park Timekeepers Box	50,000	110,739	0	
Mount Beauty Transfer Station Office	240,000	212,114	0	
Council Office Solar Upgrade	50,000	0	0	
Tawonga South Municipal Precinct Design	150,000	16,620	15,039	
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	799,973	802,568	
Actual Buildings Total	2,293,000	1,584,445	1,092,076	
Roads				
Project Description	Adopted Annual Budget	Committed	Actual Expenditure	Delivery Risk
Road Stabilisation and Patching	235,000	353,879	13,080	
Resealing	555,000	469,064	33,094	
Asphalt Overlays	150,000	120,943	120,943	
Kerb and Channel Renewal	150,000	149,352	0	
Line Marking	50,000	0	0	
Gravel Road Reconstruction and Resheeting Program	425,000	0	0	
Road Upgrade Program	300,000	131,031	12,494	
State Road Grading	205,000	196,353	189,557	
Council Office Carpark Upgrade	120,000	0	0	
Actual Roads Total	2,190,000	1,420,622	369,168	

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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	535,526	27,624	
Level 2 Bridge Repairs	0	111,250	58,525	
Actual Bridge Total	805,000	646,776	86,149	
Footpaths				
Project Description	Adopted Annual Budget	Committed	Actual Expenditure	Delivery Risk
Footpaths/Trails/Cycleways New Program	250,000	197,624	0	
Footpaths/Trails/Cycleways Renewal Program	250,000	4,600	4,600	
Actual Footpath Total	500,000	202,224	4,600	
Drainage				
Project Description	Adopted Annual Budget	Committed	Actual Expenditure	Delivery Risk
Drainage Renewal Program	200,000	7,300	0	
Actual Drainage Total	200,000	7,300	0	
Recreational, Leisure and Community Facilities				
Project Description	Adopted Annual Budget	Committed	Actual Expenditure	Delivery Risk
Recreation and Open Space Renewal Program	110,000	0	0	
Myrtleford McNamara Multipurpose Courts	150,000	146,405	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	3,380	0	
Tawonga Pioneer Park Picnic Table Area Upgrade	50,000	11,752	0	
Dinner Plain Tennis Court Resurfacing	60,000	80,073	0	
Bright Skate Park Upgrade	0	129,031	50	
Jumping Platform Fencing	20,000	0	0	
Mount Beauty Rec Reserve Cricket Nets	0	195,020	46,040	
Actual Rec, Leisure & Comm Total	530,000	565,661	46,090	
Waste				
Project Description	Adopted Annual Budget	Committed	Actual Expenditure	Delivery Risk
Kerbside Bins Renewal And Upgrade	80,000	26,972	26,972	
Public Bins Renewal	60,000	0	0	
Old Landfill Rehabilitation Investigation	170,000	0	0	
Landfill Capping Stage 3 Design	100,000	75,458	69,328	
Borehole Renewal Program	60,000	0	0	
Myrtleford Landfill Rehabilitation Cell 1 & 2	1,300,000	1,247,019	1,229,533	
Actual Waste Total	1,770,000	1,349,449	1,325,833	
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	19,348	19,351	
Actual Plant and Fleet Total	525,000	19,348	19,351	

Delivery Risk Key:

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

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: Project Delivery Status Reasons

Status	No. of Projects	Notes
On Schedule	41	<ul style="list-style-type: none"> State road grading, MMH, asphalt overlays and landfill capping completed. Nimmo Bridge LLUA, final design ongoing. New footpath being awarded along with Bright OFE, Bright Skate Park, Mount Beauty Transfer Station site office. Renewals for footpaths and bridges out to tender.
Behind Schedule	5	<ul style="list-style-type: none"> Bright River Pool jumping platform fencing. 4 previously behind schedule now to be delivered by external Project Officer.
High Risk	0	

Financial and resource implications

A total budget of \$8.83m was adopted for capital works projects in 2025/26 made up of \$5.59m in renewals, \$1.87m in upgrades and \$1.37m in new.

Since the adoption of the 2025/26 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 (46) provides an ambitious target for the Capital Works Team with eight projects per project officer. This may present a challenge for the delivery of 100% of the 2025/26 Capital Works Program however this will be monitored closely over the coming months.

Risk management

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
Delivery of a capital project that is over budget, not fit for purpose, of poor quality, or delayed.	Possible	Moderate	C3/E	<ul style="list-style-type: none"> Council has an effective project governance process that is utilised by Assets and Waste for the delivery of Capital works programs. This is utilised across the planning, designing, procurement, delivery phases of the project. Annual process exists to develop a detailed Capital Works Plan that aligns with the Financial Plan and existing resources.
Avoidable operational practices that impact external funding – project delays.	Unlikely	Moderate	C4/G	<ul style="list-style-type: none"> Grant variations requested to funding bodies and milestone reports providing clear information on project delays.

Policy implication

The recommendation is in accordance with the 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

7.7 ASSET MANAGEMENT STEERING GROUP REPORT

Introduction

This report provides the Audit and Risk Committee with an overview of the work in progress by the Asset Management Steering Group to February 2026.

J Young

G Moore

That the Audit and Risk Committee note the Asset Management Steering Group February 2026 Report.

Background

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

1. Individual Asset Management Plans.
2. Asset Management and 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

Seven Individual Asset Plans have been developed from the Asset Plan. The purpose of the plans is to assist with decision-making about Councils existing asset infrastructure, to present asset information and to predict the long-term financial requirements to support the renewal of the assets. The plans detail the strategic approach to balance community desired level of service with Council's capacity to provide the service.

The seven individual Asset Plans are currently in draft form and will be presented to the CEO for signing by the end of February 2026.

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.

The Growth and Future Department has advised that the review of Policy No.56 Facility Maintenance has resulted in the policy being split into a Building Maintenance Policy and a Sporting Reserve Maintenance Policy with drafts documents well advanced.

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.

The following assets are being revalued by an external contractor this year:

- Stormwater Pits and Pipes.

All other asset classes will be reviewed against the Construction Price Indices provided by ABS for Victoria and in accordance with AASB 116 Property, Plant and Equipment and AASB 13 Fair Value Measurement.

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 are preliminary actions to programme for this project.

Date	Event	Status
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. Individual Asset Management Plans

The seven Individual Asset Plans provide 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.

Risk management

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
Adverse asset management practices impact the condition of Council's assets and infrastructure.	Unlikely	Moderate	C4/G	<ul style="list-style-type: none"> Requires optimised asset spending and proactive renewal programs to prevent service disruption and asset failure.

Policy implication

The recommendation is in accordance with the 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 their 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.

- Director Assets
- Chair, Asset Management Steering Group
- Asset Management Coordinator

8. For information only

8.1 2025/26 QUARTERLY BUDGET REPORT – PERIOD ENDING 31 DECEMBER 2025

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.

8.2 2025/26 HALF YEAR PERFORMANCE REPORT – PERIOD ENDING 31 DECEMBER 2025

Section 98 of the *Local Government Act 2020* requires Council to prepare an annual report that includes a performance statement. The *Local Government (Planning and Reporting) Regulations 2020* stipulates what must be included in the performance statement. While the Act and Regulations do not require an interim performance report to be prepared it is considered best practice and Council utilises these reports to inform the annual performance statement and track performance against its Council Plan.

ACTIONS

- ***Circulate the 2025/26 Half Year Performance Report to the Committee once it is finalised.***

8.3 2025/26 QUARTER 2 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.

There were two credit card transactions for the CEO in 2025/26 Q2.

8.4 2025/26 YEAR TO DATE 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 18 December 2025 are:

Category 1 *	18 Dec 24 (\$)	1 Jul 25 (\$)	18 Dec 25 (\$)
Mayor	86,722	89,323	91,613
Deputy Mayor	43,360	44,661	45,807
Councillors	27,291	28,110	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.

** Remote Area Travel Allowance - >50km from location of OCM, SPM – from 1 July 2025 = \$48.90 per day, up to a maximum of \$6,112.5 per annum

8.5 POLICY REGISTER – REVIEW STATUS UPDATE

Policy Register

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

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

8.6 MINISTER FOR LOCAL GOVERNMENT – GOVERNANCE AND INTEGRITY MATTERS

8.6.1 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

Mornington Peninsula Shire Council

Two municipal monitors have been appointed to Mornington Peninsula Shire Council for 12 months from 19 January 2026 to 18 January 2027.

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:

- councillors understanding of the separation of responsibilities between councillors and the CEO,
- relationships between and the health and wellbeing of councillors and staff,
- council meeting procedures and decision making, and
- any other matters affecting good governance.

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

Final reports by monitors

Darebin City Council

Two monitors were appointed in April 2024 until 31 December 2024 in response to ongoing concerns about governance process and practices and councillor conduct issues at Darebin City Council. The monitors provided an interim report to the Minister for Local Government in November 2024, and the Minister determined to extend the monitors appointment from 1 January until 30 June 2025.

The monitors have delivered their [final report](#) to the Minister noting that the Council's current councillors are well-placed to reset the Council and to implement and improve some governance practices and to restore the community trust in the Council. The monitors made the following recommendations:

For the council:

1. Amend the CEO Employment and Remuneration Policy and the Charter to provide for the following changes to the CEO Employment and Remuneration Committee:
 - Councillor membership be the Mayor and a maximum of four other councillors appointed by Council resolution,
 - candidate interviews undertaken by the committee only, with the remaining councillors able to participate as observers only,
 - include two (rather than one) independent expert member, with expertise in the management of Human Relations and Local Government, appointed by the Council,

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- continue to provide a report and recommendations for selected candidate/s to the Council for consideration and adoption by resolution.
2. Undertake service reviews of some Council in-house services to identify efficiencies and savings.
 3. Provide more detailed and improved financial briefings to councillors on proposals under consideration together with a “financial impact” summary to include details of the projected financial benefits and detriment to the municipality.
 4. Provide six-monthly updates until 2029-2030 to the Audit and Risk Committee and the community on the Council’s progress to achieve the annual savings and efficiency targets underpinning the four-year budget that includes \$3.2 million during 2025-2026 increasing to \$9.7 million by 2028-2029.
 5. Provide six-monthly updates to the Audit and Risk Committee and the community on the progress of the implementation of the Enterprise Resource Planning digital strategy solution until final completion (2029-2030).
 6. Provide annual updates to the Audit and Risk Committee and the community of the progress and implementation of “fit for purpose” staff accommodation in the Preston Town Hall and Gower Street precincts.
 7. Councillors continue to participate in the remaining two team building councillor ‘Working Together Workshops’ throughout 2025.
 8. Mayor and the Councillors continue to hold Councillor only meetings on a regular monthly schedule in addition to holding the CEO and councillor meetings.
 9. All Councillors should limit their use of Notice of Motions (NOMs), especially where the NOM addresses issues inconsistent with the role of the Council or may cause disruptions to Council meetings.
 10. Amend Council’s Governance Rules to limit the number of NOMs per Council meeting to a maximum of two.
 11. Provide regular six-monthly in-service training sessions to all Councillors to support their understanding and application of declarations of a general conflict of interest as defined by section 127 of the Act.
 12. Restructure the format of the Council agenda and documents and reduce the length of all material to improve the quality of decision-making by the provision of:
 - a detailed executive summary of officer reports of no more than 6 pages including the officer recommendations, and
 - all other relevant information (including the detailed Officer report and other attachments) electronically by separate links for councillors to easily access each separate document and/or other reference material.
 13. Amend the 2025 Complaints Handling Policy and the 2024 Complex Behaviour Policy to establish a panel to undertake independent internal reviews of complaints decisions requested by the customer, including reviews of decisions made to implement contact restrictions and other limitations with respect to a customer.

14. Ensure that Council's internal review process for complaints includes:
- an independent panel's internal review process aligned with section 107(2) of the Act,
 - an independent panel comprised of senior managers or officers from a division separate to the Complaints and Customer Resolutions division and who did not participate in the original decision-making process,
 - the Customer permitted to submit any additional written information to the independent review panel for its consideration, and
 - an internal review of Complex Customer Behaviour decisions undertaken by the independent review panel before contact restrictions or other service limitations are implemented with respect to the customer.
15. Ensures that the Complaints Handling policies be developed and maintained in accordance with section 107 of the Act and adopted by a Council resolution.
16. During periods of high turnover of operational leadership (such as the CEO or members of the Executive Leadership Team), the councillors consider electing a Mayor for a two-year term.

For the Minister:

17. Give consideration in the development of the proposed Model Governance Rules to limit the number of Notice of Motions to be placed on the agenda of each Council meeting to a maximum of two per meeting.

Horsham Rural City Council

The monitor was appointed in August 2024 to 30 June 2025 in response to concerns raised by the Minister for Local Government following governance and process issues at the Horsham Rural City Council including failure to meet statutory deadlines for adoption of the budget, councillor understanding and performance of their statutory roles and responsibilities, application of advice from a previous monitor and other governance concerns.

The monitor has delivered his [final report](#) to the Minister noting that there is a genuine willingness from both staff and councillors to create a better culture and operating environment, the current councillor cohort are engaging respectfully and working well together, and with a new CEO there are positive observations and is opportunity for a strong path forward.

The monitor made the following recommendations:

1. To further embed the opportunity for a fresh start associated with a new council and new CEO, the Council should ensure that:
 - As part of the Council process, the new CEO has an opportunity to review the organisation structure, culture and build a high performing team that works in the best interests of Council and the community.
 - There are regular meetings with the new CEO and councillors.

- At a suitable time, the CEO delegations be reviewed with a view to provide the CEO with suitable authority to best manage the effectiveness of the organisation to deliver on the Council Plan and Budget.
2. Councillors should be provided with sufficient information to enable them to be confident in the financial management and controls at Council. This should include:
 - Review by the Audit and Risk Committee of policies and delegations regarding budget and spending approvals and variations to then be presented to Council.
 - Quarterly financial reporting to Council including operations, capital works, cash flow, balance sheet and employment with appropriate commentary provided.
 3. Council ensures through professional development training (section 33A) that all councillors are provided and comply with ongoing professional development and mentoring to ensure that they have the capacity and support to fulfil their roles and responsibilities:
 - Conduct with external legal expertise, more training regarding understanding of bias (perceived or actual). Bias should continue to be monitored and follow up sessions occur as and when required.
 - Councillor training and applied learning opportunities in relation to Council meeting process and procedure, through role play.
 - That councillors undertake a follow up facilitated team building session and 'check in' with how they have been performing in line with the 'Ways of Working Together Charter'.
 4. The 'Ways of Working Together Charter' be presented to the wide organisation by the Mayor and/or councillors.
 5. Consider facilitating another Community Leadership Program in the lead up to the next Council elections in 2028. There is real value in providing prospective community leaders (councillors) with a program that provides a background to local government, good governance, working together as a team, community leadership and public profile, managing the time commitment and decision making on behalf of the community.

8.7 AI RISK MANAGEMENT

Maddocks ran a briefing for Victorian and New South Wales councils in December 2025 on AI risk management with a focus on the evolving threat landscape in the era of AI, key legal, operational and compliance issues, and the practical steps councils can take to mitigate risks.

The key takeaways from the briefing were:

- implement best practice data security safeguards,
- undertake workforce training and awareness and address capability gaps,
- establish governance frameworks and incident management escalation procedures, and
- include clear cybersecurity and indemnity clauses in contracts.

As part of the briefing, the 2024 \$2.4M [fraud scam incident at Noosa Shire Council](#) was used to demonstrate how AI can amplify scam risks in local government operations.

The learnings from the Noosa incident are:

- ensure regular / scheduled checks and integrity penetration reviews of all accesses to technology systems,
- ensure strong back-up procedures of data, and
- ensure the tightest of security certificates are in place if payments are accepted online.

8.8 FRAUD AND CORRUPTION CONTROL IN LOCAL GOVERNMENT

The Parliament of Victoria Public Accounts and Estimates Committee conducted an inquiry into fraud and corruption control in local government during 2025 culminating in the release of its report [Fraud and Corruption in Local Government: a follow up of two Auditor General Reports](#) in November 2025.

The Committee's inquiry was undertaken to assess the actions taken by Victorian councils to address the issues raised in the findings and recommendations of the Victorian Auditor-General's Office (VAGO) reports no. 40: [Fraud and Corruption Control—Local Government](#) (2019) and no. 316: [Fraud Control Over Local Government Grants](#) (2022). The two audits identified serious weaknesses in oversight, transparency, and prevention.

The Committee noted that since the VAGO audits, "there has been legislative reforms and changes in the financial landscape of the local government sector, both of which have influenced how Councils responded to the audit recommendations".

The Committee did acknowledge the challenges faced by small rural Councils in implementing best practice fraud and corruption controls including the following barriers:

- small budgets,
- small workforces where staff have many roles and there is no capacity for specialised roles,
- challenges attracting and retaining people with specialist skills to live and work in the Council's locality,
- difficulty having segregation of duties,
- greater likelihood that conflicts of interest arise yet less ability to remove individuals from decision-making processes while maintaining meeting quorum.

The Committee made 58 findings and 31 recommendations. There were no specific recommendations for local government.

Council will request its Internal Auditors to consider the recommendations of this inquiry and the preceding two VAGO reports when it undertakes the Fraud Controls Audit.

9. Confidential officer reports

9.1 2025/26 QUARTER 2 HEALTH AND SAFETY REPORT

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

9.2 2025/26 QUARTER 2 INSURANCE CLAIMS UPDATE

The Chief Executive Officer 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.

10. Confidential information reports

The Chief Executive Officer declared these reports as confidential information defined by Part 1 Section 3 of the *Local Government Act 2020*.

10.1 2025/26 QUARTER 2 PURCHASING AUDIT

11. General business

11.1 MEMBER REMUNERATION

ACTIONS

- ***Complete research on remuneration of Audit and Risk Committee's at other councils and circulate to the Committee before the May 2026 meeting.***

11.2 BI-ANNUAL REPORT

The Chair presented the Audit and Risk Committee's Bi-annual Report to the CEO in accordance with section 54(5) of the *Local Government Act 2020*. The report will be tabled at the next available meeting of Council.

ACTIONS

- ***Circulate a copy of the Committee's Bi-annual Report to Committee members.***

11.3 RESOURCES – SERVICE REVIEWS

The Director Corporate and Community outlined the action in Year 2 (2026/27) of the Council Plan to establish a service review framework including as a first step designing a service catalogue that identifies what Council must deliver and what else it does deliver and then how it will be resourced. Other key plans that inform Council's resourcing levels include the Workforce Plan and prioritised work plans.

12. Audit and Risk Committee - General Information

12.1 MEMBERSHIP TERMS

Member	Date 1st Appointed	1 st Term Expiry	Date Reappointed	2 nd Term Expiry	Date Reappointed	3 rd 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		

J Guest advised the Committee of her intention to seek reappointment to the Committee for a third term.

12.2 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

12.3 MEMBERSHIP ATTENDANCE

Name	Member / Management / Staff/ Other Type	Total meetings eligible to attend 2025/26 to date	Total meetings attended	Notes
Gerard Moore	Independent	3	2	
Craig Covich	Independent	3	3	
Jason Young	Independent	3	2	
Julie Guest	Independent	3	2	
Cr Peter Smith	Councillor	3	3	Re-appointed 2025
Cr Dave Byrne	Councillor	3	2	Re-appointed 2025

12.4 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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13. Next meeting

The next meeting of the Audit and Risk Committee will be held 15 May 2026 at 9.00am.

There being no further business, the Chair declared the meeting closed at 11.03 am.

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 24 February 2026
Location: Bright Committee Room
Start Time: 12:30pm
Finish Time: 5:00pm
Chairperson: Will Jeremy, Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr Sarah Nicholas	Mayor	Will Jeremy	Chief Executive Officer
Cr Gareth Graham	Deputy Mayor	Nathalie Cooke	Director Corporate and Community
Cr John Andersen	Councillor	Sarah Buckley	Director Assets
Cr Dave Byrne	Councillor		
Cr Jean-Pierre Ronco	Councillor		
Cr Peter Smith	Councillor		

Councillor and staff apologies:

Name	Position
Cr Noah Tanzen	Councillor

1. Conflict of interest disclosures

Disclosures of Conflicts of Interests must be made in accordance with Chapter 7, sections A3-A5 of Council's [Governance Rules](#), and recorded here.

2. Record of Councillors that have disclosed a conflict of interest leaving the meeting

3. Items

Item
AGL Presentation - Planning Scheme Amendment Mt Beauty
Outcomes of Public EV Chargers on Council Land EOI engagement
Aquatics and Indoor Stadium Feasibility
Council Support Fund
8-9 McCulloch Street Porepunkah
P.2019.12.1-1 32-36 Coronation Avenue
23-27 Smith Street Myrtleford
Quarterly Performance Reports
Regulatory Services January 2026 Activity Report

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 10 March 2026
Location: Bright Committee Room
Start Time: 10:30am
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 Gareth Graham	Deputy Mayor	Nathalie Cooke	Director Corporate and Community
Cr John Andersen	Councillor	Sarah Buckley	Director Assets
Cr Dave Byrne	Councillor		
Cr Jean-Pierre Ronco	Councillor		
Cr Noah Tanzen	Councillor		

Councillor and staff apologies:

Name	Position
Cr Peter Smith	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
Community Feedback to Draft 2026/27 Annual Budget
Draft 2026/27 Annual Budget - Long Term Financial Plan
Customer Service Charter
Council Support Fund Draft Delivery Plan
Domestic Animal Management Plan - Dog Attack Policy and Cat Curfew
P.2021.177 10A Mummery Road Myrtleford
Leases and Licences

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 17 March 2026
Location: Bright Committee Room
Start Time: 10:30am
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 Gareth Graham	Deputy Mayor	Sarah Buckley	Director Assets
Cr John Andersen	Councillor		
Cr Dave Byrne	Councillor		
Cr Jean-Pierre Ronco	Councillor		
Cr Noah Tanzen	Councillor		

Councillor and staff apologies:

Name	Position
Cr Peter Smith	Councillor
Nathalie Cooke	Director Corporate and Community

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
Tour of the Alpine Shire Council Bright Depot and Animal Pound
Strategic Planning Work Program
BESS Community Benefits Funds
Cultural Heritage Management Plan Reform
Dinner Plain Offsets ('Stockman Offsets')
Glass Advocacy and Glass Service Update
Advocacy Position for the 2026 State Election
Alpine Shire Domestic Animal Management Plan - Version 2
Dog Incident Policy – Version 2

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 24 March 2026
Location: Bright Committee Room
Start Time: 11:00am
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 Gareth Graham	Deputy Mayor	Nathalie Cooke	Director Corporate and Community
Cr John Andersen	Councillor	Sarah Buckley	Director Assets
Cr Dave Byrne	Councillor		
Cr Jean-Pierre Ronco	Councillor		
Cr Noah Tanzen	Councillor		

Councillor and staff apologies:

Name	Position
Cr Peter Smith	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
Advocacy Priorities for the 2026 State Election
Bright Valley Development - Road Deviation
Statutory Planning Updates
March Ordinary Council Meeting Agenda Review
Capital Works Indicators Report
Audit and Risk Committee Minutes
Regulatory Services Monthly Report – February 2026
Myrtleford Stadium Lease
Footpath Renewal - Contract for Award