ALPINE
SHIRE COUNCIL

M(5) – 4 MAY 2021

Ordinary Council Meeting

Minutes

The next **Ordinary Meeting** of the **Alpine Shire Council** was held in the Council Chambers, Great Alpine Road, Bright on **4 May 2021** and commenced at **5:00pm**.

PRESENT

COUNCILLORS

Cr John Forsyth - Mayor

Cr Sarah Nicholas – Deputy Mayor

Cr Katarina Chalwell

Cr Ron Janas

Cr Tony Keeble

Cr Kelli Prime

Cr Charlie Vincent

OFFICERS

Charlie Bird - Chief Executive Officer

Will Jeremy - Director Assets

Ruth Kneebone - Director Commercial

Nathalie Cooke - Director Corporate

APOLOGIES

Nil

Agenda

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.

Due to social distancing requirements, public gallery attendance will be limited to eight people.

Question time will still be held, however it is requested that questions be submitted in writing prior to the meeting. By submitting a question, you consent to your question being read aloud at the meeting.

In common with all narrative during council meetings verbal responses to congratulations, obituaries and question time will not be recorded in the written minutes.

The reasoning behind recording council meetings is of course 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

The Mayor read the following statement:

The Alpine Shire Council acknowledges the Taungurung Traditional Owners and their ancestors as the Traditional Owners of the land we are now on, we pay our respect to Elders, past and present.

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(4) – 6 APRIL 2021

Cr Vincent
Cr Janas

That the minutes of Ordinary Council Meeting M(4) held on 6 April 2021 as circulated be confirmed.

Carried

4.   Apologies

Nil

5. Obituaries / congratulations

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

6. Declarations by Councillors of conflict of interest

Nil

7. Public questions

Questions on Notice will be limited to two questions per person.

Questions on Notice can be written or from the floor.

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 – CHARLIE BIRD

8.1.1 Contracts approved by the CEO

Cr Keeble
Cr Nicholas

That the capital works contracts approved by the CEO be noted.

Contract No:	CQ21005	Process: RFQ
Title:	Myrtleford Murray to the Mountains Rail Trail Upgrade	
Tenderer:	Stadelman Enterprises	
$ (excl. GST):	$102,004.65	

Carried

8.2   DIRECTOR ASSETS – WILLIAM JEREMY

8.2.1 Contract 2102901: Guardrail Construction - Great Alpine Road

File Number: CT21029

INTRODUCTION

This report relates to the award of a contract for guardrail construction at various locations along the Great Alpine Road, between Freeburgh and Harrietville.

Cr Vincent
Cr Nicholas

That, subject to receiving consent from the Taungurung Land and Waters Council, Council awards Contract No. 2102901 for "Guardrail Construction - Great Alpine Road" to DDC Pty Ltd for the lump sum price of $270,326.13 + GST.

Carried

BACKGROUND

In January 2021, Council was awarded grant funding of $250,000 from Regional Roads Victoria for the installation of guardrail along designated sections of the Great Alpine Road between Freeburgh and Harrietville. The works will improve safety along these sections of the road for all road users and for the users of the new Great Valley Trail shared path that is to be constructed behind the guardrail.

The Tender was advertised in the Herald Sun on 31 March 2021, as well as on tenders.net and the Alpine Shire Council websites.

The Tender documents were downloaded by 20 prospective tenderers and six responses were received by the closing date.

EVALUATION

The evaluation panel consisted of the Manager Asset Development, the Project Officer and the Project Manager.

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

- Price
- Qualifications and Previous Performance
- Delivery
- Social
- Environmental

Through this evaluation process it was determined that the tender from DDC Pty Ltd best met the selection criteria.

ISSUES

Commencement of works is subject to the consent of the Taungurung Land and Waters Council.

POLICY IMPLICATIONS

The tender was advertised and evaluated in accordance with Council's Procurement Policy.

This recommendation is consistent with the following Strategic Objective of the Council Plan 2017-2021:

- Incredible places for our community and visitors

FINANCIAL AND RESOURCE IMPLICATIONS

The total budget for the Great Valley Trail project is $3,150,000, with Council's financial commitment to the project being $500,000.

There is sufficient allocation within the project budget to deliver the guardrail construction works through award of this Contract.

CONSULTATION

Regional Roads Victoria has endorsed the proposed guardrail design and designated locations along the Great Alpine Road.

The Taungurung Land and Waters Council has been engaged. The works have been assessed to be an 'advisory' activity under the terms of the Land Use Activity Agreement, and the formal consent of the Taungurung is required for the construction works to commence.

CONCLUSION

Following a comprehensive assessment, the Tender from DDC 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 Asset Development
- Project Officer
- Project Manager

ATTACHMENT(S)

Nil

8.2.2 Petition - Alpine Better Places Tawonga

INTRODUCTION

This report is to inform Council and provide a response to a petition tabled at the April 2021 Council Meeting in relation to a request for revisions to the Alpine Better Places Tawonga Draft Detailed Concept Designs.

Cr Chalwell
Cr Prime

That Council:

1. *Notes the petition requesting amendments to the Alpine Better Places Tawonga Draft Detailed Concept Designs;*
2. *Confirms that the information contained in this petition has been shared with the project teams and will be considered on its merits with other feedback received through the community engagement processes; and*
3. *Advises the proponent of the petition of Council's decision.*

Carried

BACKGROUND

In consultation with the community and supported by an experienced landscape architecture consultant, Council is developing detailed concept designs for the Alpine Better Places Tawonga and Harrietville projects. The process which is being followed closely mirrors the process followed for the successful Alpine Better Places projects in Myrtleford, Porepunkah and Bright, which have seen significant streetscape upgrade projects successfully funded and delivered over recent years.

A petition was received by Council on 19 March 2021 and was tabled at the April 2021 Council Meeting. The petition contains 152 signatures and formally requests:

The Alpine Better Places Tawonga Design does not include a traffic island immediately in front of the Old Tawonga Store, nor that it removes 4 car parking spaces immediately in front of Old Tawonga Store.

The key concerns noted in the petition are:

1. The lack of final community consultation for the Alpine Better Places Final Concept designs.
2. The impediment to traffic from the installation of a traffic island.
3. The loss of car parking space immediately in front of the Old Tawonga Store.
4. The loss of Australia Post Delivery access immediately in front of the Old Tawonga Store.

ISSUES

The feedback contained within the petition is appreciated, has been shared with the project team including the consultant landscape architects, and will be considered on its merits with other feedback received through the community engagement process.

POLICY IMPLICATIONS

The recommendation is in accordance with the following Strategic Objective of the Council Plan 2017-2021:

- Incredible places for our community and visitors

FINANCIAL AND RESOURCE IMPLICATIONS

None.

CONSULTATION

The Draft Detailed Concept Designs are currently being updated based on feedback from the second round of community engagement, and considering traffic engineering input. The revised Draft Detailed Concept Designs will be shared with the community for feedback through a third round of engagement. Changes arising from this third round of engagement will be incorporated into the draft designs before being presented to Council for adoption at a public Council Meeting.

Australia Post has confirmed that their requirements are a clear line of sight and intact smooth pavement from the vehicle to post office door. The Australia Post vehicle is not required to park directly in front of the post office door.

The final designs for any road-related infrastructure will be subject to approval from Regional Roads Victoria, which is the responsible road authority for the Kiewa Valley Highway.

CONCLUSION

Council has received a petition requesting amendments to the Draft Detailed Concept Designs for the Alpine Better Places Tawonga project. This feedback will be considered by the project team with other feedback received through the community consultation.

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 Asset Development

ATTACHMENT(S)

8.2.3   Petition - Alpine Better Places Tawonga

8.3   DIRECTOR COMMERCIAL – RUTH KNEEBONE

8.3.1 Councillor and Mayoral allowance review

INTRODUCTION

The *Local Government Act 2020* provides for the Mayor and Councillors to receive an allowance during their four-year term. Until the first determination is made by the Victorian Independent Remuneration Tribunal, Council must review allowances in accordance with the *Local Government Act 1989*. This report completes the allowance review process for Councillors elected in October 2020.

Cr Keeble
Cr Vincent

That Council:

1. *having reviewed the Councillor and Mayoral allowances in accordance with s74(1) of the Local Government Act 1989, approves the following allowances:*

    a. *Councillor allowance at $20,046, which is less than the maximum allowance set by the Minister for Local Government for a Category 1 Council*
    b. *Mayoral allowance at $59,889, which is less than the maximum allowance set by the Minister for Local Government for a Category 1 Council*
    c. *Increase the annual allowances by any adjustment factor specified by the Minister for Local Government under s73B of the Local Government Act 1989*
    d. *Pay the equivalent of the Superannuation Guarantee Contribution in addition to the Councillor and Mayoral allowances as required by the Order in Council.*

2. *Notes that no submissions were received regarding the setting of Councillor and Mayor allowances.*
Carried

BACKGROUND

At the Ordinary Council meeting held in March 2021, Council proposed allowances that were below the maximum allowance limits set by the Minister for Local Government. This continued the previous Council's determination to not set the allowances at the maximum limit. Council then advertised these allowances for the purpose of seeking public submissions, in accordance with s223 of the LGA 1989. No submissions were received during the 28 day exhibition period.

ISSUES

Statutory review of allowances

Section 74 of the LGA 1989 requires that each Council review and determine the level of Councillor and Mayoral allowances within six (6) months of a general election or by the next 30 June, whichever is later.

In accordance with the most recent adjustment factors published in the Victorian Government Gazette for a Category 1 Council, allowance ranges are as follows:

Table 1: Maximum allowance ranges for a Category 1 Council (as at 12/11/2019)

	Allowance range	Superannuation Guarantee Contribution (9.5%)	Total payable
Councillors	$8,833 - $21,049	$839 - $2,000	$9,672 - $23,049
Mayor	up to $62,884	up to $5,974	up to $68,858

Previous allowances

Each Council can set their allowances within the range set by the Minister for Local Government. Alpine Shire Councillors elected in October 2016 chose to set their allowances slightly lower than the maximum. This was to counteract the effect of the mandatory annual increases to allowances, to mimic the effect of a three-year wage freeze that for Council staff at that time. Allowances set by the previous Council are payable until this review has been completed.

Table 2 shows allowances currently being paid to Councillors, which include annual adjustments specified by the Minister for Local Government since the last review in 2017.

Table 2: Allowances currently paid by Alpine Shire Council (prior to review)

	Allowance	Superannuation Guarantee Contribution (9.5%)	Total paid
Councillors	$20,046	$1,904	$21,950
Mayor	$59,889	$5,689	$65,578

Annual increase to allowances

In previous years the Minister for Local Government has announced annual increases to allowance thresholds (historically 2.0-2.5% increases), however in October 2020, Local Government Victoria wrote to Councils to advise that there would be no adjustment or increase to allowances for the current year.

It is expected that the Victorian Independent Remuneration Tribunal will have made its first Determination prior to the next annual adjustment. To cater for any eventuality that this may not be the case, the ability to increase allowances in line with any annual adjustment has been built into the recommendation in this report.

Acceptance of allowance

Under s39(5) of the LGA 2020, Councillors may elect to receive the entire allowance, a specified part of the allowance, or to receive no allowance. However, since s74A of the LGA 1989 is in force until the Victorian Independent Remuneration Tribunal makes its first determination, Councillors only have the option to either receive the allowance or elect not to receive an allowance (s74A(3)) under current arrangements.

Superannuation Guarantee Contribution

Unless Council has unanimously resolved that the allowance be subject to tax withholding arrangements under Commonwealth taxation legislation, each allowance range or limit must be increased by a sum equivalent to the Superannuation Guarantee Contribution. In 2020/21 this is set at 9.5%.

It is up to each individual Councillor to determine whether they wish to make this contribution to their own personal superannuation fund.

POLICY IMPLICATIONS

Until such time as the Victorian Independent Remuneration Tribunal makes a Determination, Councillor and Mayoral allowances and the requirement to review those allowances are governed by the *Local Government Act 1989*. Following the VIR Tribunal Determination, Councillor and Mayoral allowances will be governed by the *Local Government Act 2020*.

The recommendation is in accordance with the following Strategic Objective of the Council Plan 2017-2021:

- A high performing organisation

FINANCIAL AND RESOURCE IMPLICATIONS

Councillor and Mayoral Allowances are accounted for within Council's annual budget. The 2021/22 budget.

CONSULTATION

In accordance with s74(4) of the LGA 1989, a person has a right to make a submission under s223 of the LGA 1989, regarding the Councillor and Mayor allowances.

A public notice appeared in the Alpine Observer / Myrtleford Times on Wednesday 10 April, and was made available on Council's "on exhibition" page on its website. Submissions closed on Friday 9 April. No formal submissions were received by Council during this time.

CONCLUSION

Council must formally set allowances that will be in place until the Victorian Independent Remuneration Tribunal makes its first determination under the *Local Government Act 2020*. As there were no formal submissions were received regarding Councillor and Mayoral allowances, Council may adopt the allowances as proposed.

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 Commercial
- Manager Corporate
- Governance Officer

ATTACHMENT(S)

Nil

8.3.2 VEC Election Report - 2020 Local Government Elections

File Number: Election

INTRODUCTION

The presentation of the Victorian Electoral Commission's (VEC) report on the 2020 Alpine Shire Council elections is a requirement of the Local Government (Electoral) Regulations 2020.

Cr Janas
Cr Nicholas

That Council receives and notes the 'Alpine Shire Council Election Report' for 2020, prepared by the Victorian Electoral Commission.

Carried

BACKGROUND

The Victorian Electoral Commission (VEC) is responsible for conducting elections under the *Local Government Act 2020*.

The general election for the Alpine Shire Council was held on 24 October 2020, by postal vote.

ISSUES

Regulation 83 of the *Local Government (Electoral) Regulations 2020* requires the VEC to prepare a report to the Chief Executive Officer (CEO) on the conduct of the election, within the period of 6 months after election day. The report must include a certified record of the number of ballot papers and declarations printed, issued, used, spoiled and returned. It also includes key changes since the last election including those required by the *Local Government Act 2020* and COVID-safe plans, and details on candidates, ballot packs and voting, election offices, advertising, results and election statistics.

The CEO must ensure that the report is submitted to Council at the earliest practicable meeting of the Council held after the report is received by the CEO. Council received the report on 19 April 2021.

POLICY IMPLICATIONS

The presentation of the VEC's report ensures that Council is compliant with the *Local Government (Electoral) Regulations 2020*.

The recommendation is in accordance with the following Strategic Objective of the Council Plan 2017-2021:

- A high performing organisation

FINANCIAL AND RESOURCE IMPLICATIONS

The cost of the election was allocated in Council's 2020/21 annual budget. No further costs are associated with the presentation of this report.

CONSULTATION

No consultation was required, as the presentation of the report is a statutory process.

CONCLUSION

As the presentation of the VEC report is a requirement of the *Local Government (Electoral) Regulations 2020*, it is appropriate for Council to receive and note the report.

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 Commercial
- Governance Officer

ATTACHMENT(S)

8.3.2   2020 Local Government Elections - Alpine Shire Council Election Report

8.3.3 Instruments of Appointment and Authorisation - *Planning and Environment Act 1987*

File Number: Delegations register

INTRODUCTION

Instruments of appointment and authorisation are an important means of Council ensuring that its officers are appropriately authorised under the relevant Acts that Council administers. This report provides for a change in title for an officer with planning responsibilities.

Cr Nicholas
Cr Prime

That Council exercises the powers conferred by section 147 of the Planning and Environment Act 1987, so that:

1. *The member of Council staff referred to in attachments 8.3.3 "S11A – Instrument of Appointment and Authorisation – Planning & Environment Act 1987" (the instruments) be appointed and authorised as set out in the instrument as Compliance Coordinator*
2. *The instrument comes into force immediately the common seal of Council is affixed to the instrument, and remains in force until Council determines to vary or revoke it*
3. *On the coming into force of the instrument, the previous "S11A – Instrument of Appointment and Authorisation – Planning and Environment Act 1987" for the Compliance Officer dated 1 September, be revoked*
4. *The instrument be signed and sealed at the appropriate stage of this meeting.*
Carried

BACKGROUND

Council staff involved in planning roles require current and accurate authorisations to fulfil their duties. The Compliance Coordinator has had Planning and Environment Act authorisations in their previous role as Compliance Officer. Authorisations are provided to a named individual rather than a role, so while the previous authorisation remains current, it is considered prudent to update the authorisation to the current title.

ISSUES

Authorised Officers

Section 224(1) of the *Local Government Act 1989* (LGA 1989) provides that "a Council may, appoint any person other than a Councillor to be an authorised officer for the purposes of the administration and enforcement of any Act, regulations or local laws which relate to the functions and powers of Council". Legislation other than the LGA

1989 also empowers a Council to delegate certain powers, duties or functions, and appoint authorised officers.

It should be noted that the power to appoint authorised officers remains in the LGA 1989 and is not transitioning to the *Local Government Act 2020* (LGA 2020). However, the power to institute proceedings has been transitioned to the LGA 2020, meaning that staff who are likely to institute proceedings on behalf of Council require an updated authorisation. Council must utilise s224 of the LGA 1989 to appoint officers under various pieces of legislation, including the ability to institute proceedings under s313 of the LGA 2020.

Authorised officers have statutory powers under relevant legislation. In the case of Council's staff in the Planning department, the attached Instruments of Appointment and Authorisation under the *Planning and Environment Act 1987* mean that they are authorised officers for the purposes of that Act.

While Council may delegate its powers, duties or functions to staff, so that a delegate acts on behalf of the Council, staff appointed as authorised officers have their own statutory powers under the relevant Act.

Planning and Environment Act 1987

Section 188(1)(b) of the *Planning and Environment Act 1987* specifies that "a planning authority … may by instrument delegate any of its powers, discretions or functions under this Act to an officer of the authority". However, Section 188(2)(c) specifically prevents an officer from further sub-delegating any duty, function or power. Therefore, as the responsible authority, Council must authorise staff directly using the "S11A – Instrument of Appointment and Authorisation – Planning and Environment Act 1987", rather than via the Chief Executive Officer.

Maddocks Delegations and Authorisations Service

Council utilises the delegations and authorisations service provided by law firm Maddocks. This is a template system used by many councils and provides a detailed way of ensuring that appropriate delegations and authorisations are given to Council staff. All of the relevant legislation affecting local government, including Acts and regulations and the sections that relate to the powers, duties and functions of Council are outlined within the template and the relevant officer is allocated accordingly.

POLICY IMPLICATIONS

Ensuring authorisations are kept up to date ensures that Council's planning staff can undertake their statutory roles.

The recommendation is in accordance with the following Strategic Objective of the Council Plan 2017-2021:

* A well planned and safe community

FINANCIAL AND RESOURCE IMPLICATIONS

Council has an annual subscription to the Maddocks delegation and authorisation service that is allowed for in Council's annual budget. There are no other financial implications associated with these instruments of appointment and authorisation.

Appropriate authorisations allow Council and Council staff to operate effectively and within legislative frameworks.

CONSULTATION

The relevant staff and director have been consulted during the preparation of the IoAAs. There is no requirement to consult the community in the preparation of these instruments.

CONCLUSION

The appropriate appointment of authorised officers to enforce the *Planning and Environment Act 1987* is required to ensure that Council officers can undertake their statutory roles.

DECLARATION OF CONFLICT OF INTEREST

Under Section 80C of the Local Government Act 1989, the following officers declare that they have no interests to disclose in providing this report.

- Director Commercial
- Manager Corporate
- Governance Officer

ATTACHMENT(S)

8.3.3   S11A – Instrument of Appointment and Authorisation – *Planning & Environment Act 1987* - Compliance Coordinator

8.3.4 Audit and Risk Committee Meeting Minutes and Recommendations

File Number: 0900.06

INTRODUCTION

The purpose of the report is to present the minutes of the Audit and Risk Committee meeting held on 26 February 2021.

Key items presented to and considered by the Committee at this meeting included:

- the Committee's annual work program;
- proposed internal audit plan; and
- new asset management dashboard.

Cr Vincent
Cr Chalwell

That the minutes of Audit and Risk Committee Meeting No.2020/21-5 held 26 February 2021 be received and noted.

Carried

REPORT

Audit and Risk Committee Annual Work Program

Section 54(3) of the *Local Government Act 2020* requires the Committee to adopt an annual work program.

The work program outlines:

- the key functions and responsibilities of the Committee, as detailed in the *Local Government Act 2020* and the Committee's Charter
- key document/reports that management will present to the Committee
- the frequency of reporting
- the spread of reporting across the Committee's scheduled meetings.

The work program was adopted by the Committee in its current form but will be refined to consolidate and focus on key functions, endorsements and approvals of the Committee and include clear links to the *Local Government Act 2020* and Committee Charter requirements. The work program will be reviewed by the Committee annually or in the event of significant changes to the Committee or legislation.

Internal Audit Plan

Section 54(2)(d) of the *Local Government Act 2020* requires the Committee to "oversee internal and external audit functions" and section 6.5 of the Committee's Charter requires the Committee to review and recommend an internal audit plan to Council for approval.

The internal audit plan is prepared having primary regard to Council's key strategic risks and changing and emerging risks identified by the Victorian Auditor General's Office (VAGO) annual audit and management letter findings and recommendations.

The internal audit plan is for the current financial year, 2020/21, and projects proposed audits for a subsequent two-year period to 2022/23. One of the audits identified for this current financial year, Pool Management – Safe Operations, has recently been completed.

Asset Management Dashboard

The Committee was briefed on a new "dashboard", the Asset Management Document Tracker. The Asset Management team has developed this dashboard to capture and monitor asset management related actions from various internal and external audits and reviews as well as Council's legislative requirements in relation to asset management.

The dashboard will be used internally by the Asset Management team, the Asset Management Steering Group, and the Committee to monitor progress against detailed deliverables.

Independent Members - expiry of term

The three year term of three of the independent members expired on 30 April 2021 and two of those members, Sue Lebish and Mark Anderson, advised the Committee that they would not be seeking reappointment. The Mayor and Chair of the Committee, on behalf of Council and Committee respectively, thanked members for their service to the Committee.

POLICY IMPLICATIONS

The recommendation is in accordance with the following Strategic Objective of the Council Plan 2017-2021:

- A responsible and sustainable organisation

CONCLUSION

The Audit and Risk Committee, being satisfied with the detail provided in its agenda and the officer reports, submits the minutes of its meeting held on 26 February 2021 to Council for noting as well as acknowledging the contribution of two Independent Members whose terms have expired and have chosen not to seek reappointment to the Committee.

DECLARATION OF CONFLICT OF INTEREST

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

- Director Commercial
- Manager Corporate
- Health, Safety and Risk Officer

ATTACHMENT(S)

8.3.4   Minutes of Audit and Risk Committee Meeting No 2020/21-5, 26 February 2021

8.3.5 Appointment of Independent Audit and Risk Committee Members

File Number: 0900.06

INTRODUCTION

The Alpine Shire Council Audit and Risk Committee comprises councillor and independent members and 30 April 2021 sees the expiry of three independent members' three-year term. Council has sought expressions of interest for membership to the Committee and this process is now complete. This report recommends the appointment of two independent member to Council's Audit and Risk Committee for a three-year term.

Cr Nicholas
Cr Prime

That Council

1. *Appoint Gerard Moore and Jason Young to the Audit and Risk Committee for a term of three years commencing from 1 May 2021 pending satisfactory completion of pre-appointment paperwork.*
2. *Acknowledge and thank retiring committee members Sue Lebish and Mark Anderson for their service on the Audit and Risk Committee over the last six years.*

Carried

BACKGROUND

The Audit and Risk Committee Charter requires a minimum of five members:

- Two councillors nominated by Council and
- Three or more independent persons appointed by Council.

The Audit and Risk Committee currently consists of six members: two councillors and four independent members.

The independent members are appointed for a three-year term with the term expiry preferably being staggered to provide a level of continuity and stability.

The three-year term of independent members Mark Anderson, Sue Lebish and Gerard Moore, expires 30 April 2021.

The recruitment process for additional independent members in accordance with the Committee's Charter has now been completed.

ISSUES

Expression of Interest

Council issued an expression of interest in 22 February 2021 seeking respondents that could demonstrate:

- strong analytical skills, objectivity, and judgment
- an understanding of local government and audit functions
- qualifications in a finance, business, or related discipline
- experience in public sector management or the "not for profit" sector
- capacity to provide specialist knowledge in either accounting, financial management, audit, risk management, governance, or compliance
- previous experience on a committee or board.

The expression of interest was advertised in the local papers, on Council's website and sent to FinPro and LGPro for circulation amongst their networks. There were three applications.

Selection Process

The applicants were interviewed by the Mayor and Chief Executive Officer and assessed against the listed selection criteria and consideration was also given to their industry experience and previous experience on a board or audit committee.

Selected candidates

The selection panel agreed to the appointment of two members, one returning and one new.

Returning member: Gerard Moore

New member: Jason Young

Pre-appointment Documentation

Pre-appointment documentation is currently being prepared for the new members including a formal letter of offer, police check, confidentiality agreement and conflict of interest declaration. Appointment by Council would be subject to the satisfactory completion and return of all documents prior to commencement and attendance at the next meeting of the Audit and Risk Committee scheduled for 28 May 2021.

Term of Appointment

The Audit and Risk Committee Charter provides for the appointment of independent members for a three-year term. It is proposed to appoint the recommended applicants for the three-year period commencing 1 May 2021 and expiring 30 April 2024.

POLICY IMPLICATIONS

The recommendation is in accordance with the following Strategic Objective of the Council Plan 2017-2021:

- A responsible and sustainable organisation

FINANCIAL AND RESOURCE IMPLICATIONS

Independent Audit and Risk Committee members receive a set fee for each meeting attended in accordance with the Audit and Risk Committee Charter and as set by Council. This fee is currently $320 per meeting for independent members and $415 per meeting for the Chair.

CONCLUSION

A rigorous recruitment process was undertaken for independent Audit and Risk Committee members and it is recommended that Council appoint Gerard Moore and Jason Young to the Audit and Risk Committee for a three-year term.

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 Commercial
- Manager Corporate
- Governance Officer

ATTACHMENT(S)

Nil

8.4   DIRECTOR CORPORATE – NATHALIE COOKE

8.4.1 Nil

9.   Informal meetings of Councillors

Introduction

In accordance with Chapter 8, section A1 of Council's Governance Rules, if there is a meeting of 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 Keeble
Cr Janas

That the summary of informal meetings of Councillors for March / April 2021 be received.

Carried

Background

The written records of the informal meetings of Councillors held during the previous month are summarised below. Detailed records can be found in Attachment 9.0 to this report.

Date	Meeting
30 March	Briefing Session
6 April	Briefing Session
13 April	Tour of Albury Waste Facility
20 April	Briefing Session
27 April	Briefing Session

Attachment(s)

- 9.0 Informal meetings of Councillors – March / April 2021

10. General business

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

11. Motions for which notice has previously been given

Nil

12. Reception and reading of petitions

Nil

13. Documents for sealing

Cr Janas
Cr Vincent

That the following documents be signed and sealed.

1. *Section 173 Agreement – Nola June Skey Lots 1 and 2 on Plan of Subdivision 425595U,Volume 10558 Folio 576 and Folio 577. Conditions 13 and 15 of Planning Permit 2020.4 for a two lot boundary realignment at 21-23 Buckland Street, Tawonga South. The Agreement incorporates bushfire protection measures.*
2. *S11A – Instrument of Appointment and Authorisation – Planning & Environment Act 1987 - Compliance Coordinator.*

Carried

There being no further business the Chairperson declared the meeting closed at 5:57p.m.

....

Chairperson

ALPINE
SHIRE COUNCIL

Economic Development Strategy

Authors

The Alpine Shire Economic Development Strategy was prepared by Urban Enterprise in collaboration with Alpine Shire Council.

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Glossary of Terms

Gross Regional Product

The total value of final goods and services produced in the region over the period of one year.

Output

Represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.

Regional Exports

Represents the value ($) of goods and services exported outside of the defined region that have been generated by businesses / organisations in each of the industry sectors within the region.

Value-Added

Represents the marginal economic value that is added by each industry sector in a defined region. Value-Added can be calculated by subtracting local expenditure and expenditure on regional imports from the output generated by an industry sector, or alternatively, by adding the Wages and Salaries paid to local employees, the gross operating surplus and taxes on products and production.

Daytrip Visitor

Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.

International Visitor

A person is defined as an international visitor to Australia if they are currently a resident overseas, have been in Australia for less than one year and are aged 15 years or over.

Overnight Visitor

People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are in scope of the NVS.

Sustainability

Sustainable economic development considers the impact on the economy, the community and the environment. Therefore, sustainable growth strikes a balance between economic, community and environmental outcomes.

Acronyms

AAGR
Average Annual Growth Rate

ABS
Australian Bureau of Statistics

EDS
Economic Development Strategy

ERP
Estimated Resident Population

IVS
International Visitor Survey

LGA
Local Government Area

NVS
National Visitor Survey

TRA
Tourism Research Australia

SEIFA
Socio-Economic Index for Areas

Figures

Executive Summary

Introduction and Background

Alpine Shire Council (Council) commissioned Urban Enterprise to prepare the Alpine Shire Economic Development Strategy (EDS), which provides strategic direction to maintain and develop a thriving and resilient local economy into the future.

This report is informed by independent research and analysis, as well as consultation with representatives of community groups, organisations, businesses and Government stakeholders.

Drawing on the Alpine Shire's comparative advantages, the EDS focuses on ways to support, grow and stabilise existing businesses in key sectors such as tourism, agriculture, manufacturing, education and health as well as attract new businesses that are suited to the values and attributes of the Alpine Shire.

The impacts of the COVID-19 pandemic, as well as the recent bushfires, will require a significant effort from Council to support business recovery. This report will identify relevant initiatives to support short term local business recovery and improve business resilience within the Alpine Shire economy.

Alpine Shire

The Alpine Shire is located in Victoria's north-east, approximately 300km north-east of Melbourne, and proximate to the Regional Centres of Wodonga (50km to the north) and Wangaratta (40km to the north-east). It is accessible via key transport routes including the Kiewa Valley Highway and the Great Alpine Road.

It includes significant natural assets, most notably Alpine National Park and Mount Buffalo National Park, which drives visitation and contributes to the natural amenity that makes Alpine Shire popular for residential lifestyle attraction.

There are several key towns and population nodes within the region that drive residential, employment and economic growth, including Bright (administrative centre), Mount Beauty, Myrtleford and Dinner Plain (service centres). These towns represent distinct regional areas, each of which has unique strengths, specific community needs and economic priorities. Therefore, this EDS provides analysis and strategic direction at a sub-regional or district level, which helps develop overarching strategies and clear direction for the regional economy.

Demographic and Economic Context

An analysis of the demographic and economic characteristic of the Alpine Shire identified a number of key issues and opportunities to help drive future economic development.

Population Attraction and Retention

Whilst the Alpine Shire has experienced a relatively low rate of population growth, this rate of growth varies across the townships. In particular, the Bright region and surrounding areas has experienced much higher population growth than elsewhere in the Alpine Shire over the past 10 years. This demonstrates the need to develop population attraction and retention strategies that are targeted to meet the specific needs of each township and surrounding area. These strategies will help the Alpine Shire compete with surrounding regional destinations for population (and workforce) attraction, particularly by leveraging the high level of amenity, which makes the region favourable to lifestyle residential attraction and young families.

Attracting Young Families and Growing the Workforce

The Alpine Shire has a considerably older age profile, with a median age of 49 (compared to Victorian average of 37). This has implications on demand for specific services including aged care, health care and social assistance. However, there is evidence that the age profile is shifting to a younger demographic, evidenced by the high growth in school enrolments.

Executive Summary (cont.)

As such, Council should focus on continuing to attract young/mid-life families, helping to sustain the economy over time and drive longer term growth. This will require suitable job opportunities, provision of education services to meet demand, as well as improvements in amenity.

Housing Affordability and Availability

There is an issue with housing availability and affordability within the Alpine Shire, reflected by the low rates of dwelling growth, low density stock, low rates of permanent occupancy and higher than average property prices. There is also a high degree of variability in housing stock, with some townships (such as Bright) driving the sprawl of residents to other towns/municipalities due to housing prices.

The provision of high-quality and affordable housing is critical to resident and workforce attraction and should be a key focus for Council, taking into account the differences in housing stock across and resident needs.

Importance of the Visitor Economy

Alpine Shire is the highest performing municipality within the High-Country Region in terms of its visitor economy. This is reflected in terms of visitation and total visitor expenditure. The impact of tourism flows through the Alpine Shire economy, impacting economic output and job creation across the accommodation, food and beverage, retail, services, transport and property sectors. The visitor economy is also a major contributor of Council rates on residential and commercial property through holiday homes, visitor accommodation and retail and food premises.

Striking a sustainable balance in tourism will be important for Alpine Shire to maintain high levels of amenity and liveability and a healthy economy.

Diversification in Agriculture and Forestry

The agricultural and forestry sectors are key drivers of the regional economy. These key sectors have potential for growth over the long-term, which will expand the Alpine Shire's key industries and consolidate areas of strength.

In particular, the continued diversification, innovation and productivity within the agricultural sector – through the production of raw materials – is linked to the growth of the manufacturing sub-sectors, including timber-related production and food and beverage processing.

Disaster Recovery

The economic impacts of COVID-19 (as well as the 2020 bushfires) have been substantial, with the Alpine Shire's tourism industry acutely impacted by losses in business revenue, economic output and increases in unemployment. In addition, the forestry sector was significantly impacted by the bushfires, which decimated around 10% of plantation forest.

To facilitate economic recovery, Council should support businesses and encourage resilience by providing training, mentoring and networking opportunities. Another important factor for economic resilience is to promote industry diversification and expand the jobs base so that it is less reliant on tourism and agriculture, ensuring the economy is less volatile to external impacts.

Economic Development Framework

Vision

The outcomes of this Economic Development Strategy will align with Council's 2030 Community Vision:

The Alpine Shire provides outstanding opportunities for its residents and visitors through sustainable growth in balance with the natural environment.

Economic Development Objectives

The overarching economic development objectives include:

Achieve a More Productive and Sustainable Economic Base

Leverage greater economic output and employment outcomes from industries of competitive advantage and balance economic outcomes with local community and environmental values to ensure sustainable economic development.

Develop a Resilient and Diversified Business Base

Support the business community to generate industry resilience, diversity and achieve successful economic outcomes.

Maintain and Improve Liveability

Identify strategies and investments that will improve liveability for existing residents and drive population retention and attraction, as well as business attraction.

Executive Summary (cont.)

Framework Overview

The Economic Development Framework, summarised in the table below, includes five key themes. These provide the areas of focus for ongoing growth and enhancement of the economic development in Alpine Shire.

Theme	Strategies
1. A Sustainable Visitor Economy: Support and manage ongoing and sustainable growth in tourism to achieve positive economic, community and environmental outcomes for the Alpine Shire.	1.1 Create a sustainable tourism industry in the Alpine Shire 1.2 Increase geographic and seasonal visitor dispersal
2. Growing and Diversifying Agriculture: Develop and enhance the agricultural and forestry sectors and promote diversity of uses to increase its contribution to economic growth.	2.1 Increase the value of agricultural production 2.2 Future proof and protect the agricultural and forestry sectors 2.3 Maintain and grow jobs in agriculture 2.4 Support food and beverage manufacturing
3. Enhanced Liveability and Resident Attraction: Generate economic and social wellbeing outcomes through supporting liveable communities to promote population attraction and retention.	3.1 Maintain and improve the amenity of the Alpine Shire 3.2 Increase the population growth rate across the Alpine Shire 3.3 Support for an ageing population
4. Attracting New Industry and Investment: Leverage greater economic growth and employment outcomes from a wide range of industry sectors and strategic investments	4.1 Increase industry diversification and expand the jobs base 4.2 Strategic investment in public sector infrastructure projects
5. Supporting Businesses: Support and encourage a wide business community, including promotion of business resilience, to generate successful employment and economic outcomes.	5.1 Upskill the workforce to meet industry needs 5.2 Create a connected and well-informed business base 5.3 Promote business resilience (disaster recovery assistance)

Introduction

Overview

Alpine Shire Council (Council) commissioned Urban Enterprise to prepare the Alpine Shire Economic Development Strategy (EDS), which provides strategic direction to maintain and develop a thriving and resilient local economy into the future.

This report is informed by independent research and analysis, as well as consultation with representatives of community groups, organisations, businesses and Government stakeholders.

The EDS will support the future economic development of the Alpine Shire by analysing the industries that currently drive economic growth and those that have potential for long term growth. It will also focus on Council's role for business support; industry attraction and resident attraction.

The impacts of the COVID-19 pandemic will require a significant effort from Council to support business recovery. This report will identify relevant initiatives to support short term local business recovery and longer-term investment and industry attraction strategies.

Unless otherwise indicated, all information collected relating to the Alpine Shire's economy reflects pre-COVID-19 economic conditions.

Project Methodology

The following tasks were undertaken in the delivery of the Economic Development Strategy:

1. Assess background reports and existing strategies that are relevant to economic development in the region.

2. Consult with relevant stakeholders to identify the barriers to growth and opportunities for economic development in the Alpine Shire.

3. Assess the macroeconomic conditions at the state and national level to understand the current outlook for the economy.

4. Profile Alpine Shire's demographics, identifying historical and forecast trends that may impact the local economy.

5. Profile Alpine Shire's economy using a range of economic indicators (e.g. growth in output, employment, business), identifying historical and forecast trends that may have implications on the local economy.

6. Provide an overview of the visitor economy and the growing role of tourism and related activities.

7. Develop an Economic Development Framework for the Alpine Shire economy, which outlines the objectives, themes and strategies (for Council consideration) to support sustained economic growth.

Local Government's Role in Economic Development

At a high-level, the purpose of economic development at a Local Government level is:

"To build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-government sector partners work collectively to create better conditions for economic growth and employment generation".

Local Government plays an important role in facilitating economic growth within their municipalities. Typically, Council's role in economic development includes business engagement and support, business and investment attraction, promoting liveability initiatives and undertaking advocacy efforts.

In terms of investment attraction, it is important for Local Governments to provide and encourage an economic environment that is conducive to attracting private investment. Council can assist private investment by providing leadership, creating a consistent and streamlined regulatory environment, conducting market and industry research, and business case development. Common objectives adopted for economic development across Local Government include:

· Supporting the existing business base (promoting growth within the existing business base);

· Attracting new businesses and jobs (promoting growth by attracting new investment and businesses);

· Promoting liveability and sustainable communities; and undertaking advocacy efforts.

F1. Alpine Shire Context Map

N

ALBURY

WODONGA

Hume Fwy

WANGARATTA

Ovens River

Kiewa Valley Hwy

Glen Creek

Kergunyah South

Dederang

Mudgegonga

Upper Gundowring

Gapsted

Barwidgee

Running Creek

Merriang

Myrtleford

Kancoona

Merriang South

Ovens

Rosewhite

Mongans Bridge
Coral Bank

Buffalo River

Havilah

Eurobin

Nug Nug

Tawonga

Porepunkah

Mount Buffalo

Bright

Tawonga South
Mount Beauty

Wandiligong

Germantown

Freeburgh

Dandongadale

Bogong

Buckland

Smoko

Harrietville

Abbeyard

Dinner Plain

Selwyn

Great Alpine Rd

Wonnangatta

Alpine Shire Boundary

VIC

Strategic Context

About Alpine Shire

Alpine Shire Local Government Area (LGA) covers around 4,788 square kilometres and is located in Victoria's north-east, approximately 300km north-east of Melbourne, 50km south of Albury-Wodonga and 40km south-west of Wangaratta. The Alpine Shire is accessible via key transport routes including the Kiewa Valley Highway and the Great Alpine Road.

It includes significant natural assets, most notably Alpine National Park and Mount Buffalo National Park. This is in addition to two major alpine resorts – Falls Creek and Mount Hotham – that are located within the municipal borders (but managed under their own Resort Management Boards). These natural assets drive extensive visitation to the Alpine Shire and contribute to the natural amenity that makes Alpine Shire popular for residential lifestyle attraction.

There are several key towns within the region that drive residential, employment and economic growth, including Bright (administrative centre), Mount Beauty, Myrtleford and Dinner Plain (service centres).

The Ovens and Kiewa Valley are key to the economic prosperity of Alpine Shire. All major towns are located in these valleys and contain highly productive agricultural land.

The regional and local context of the Alpine Shire is illustrated in on page 2.

Sub-Regional Approach

The Alpine Shire consists of several distinct and unique population nodes (Bright, Mount Beauty, Myrtleford), as well as a diverse topography and natural assets (inc. national parks, agricultural land and snow). Therefore, it is necessary to provide analysis and strategic direction at a **sub-regional or district level**, as the priorities and needs of the community (and economy) are likely to vary across the municipality.

Using the available data, the Alpine Shire can be disaggregated into the following key districts:

Within the Ovens Valley:

1. Bright;
2. Myrtleford;
3. Harrietville - Porepunkah and District (inc. Dinner Plain); and
4. Buffalo River - Gapsted and District.

Within the Kiewa Valley (outlined in red in Figure 2 opposite):

5. Mount Beauty - Tawonga South;
6. Tawonga and Kiewa Valley.

These districts are illustrated in the figure opposite.

Where relevant, data and strategic considerations are provided at the sub-regional level. However, the report will primarily focus on a holistic approach that provides overarching strategies and clear direction for the regional (i.e. Alpine Shire) economy.

F2. Alpine Shire Districts
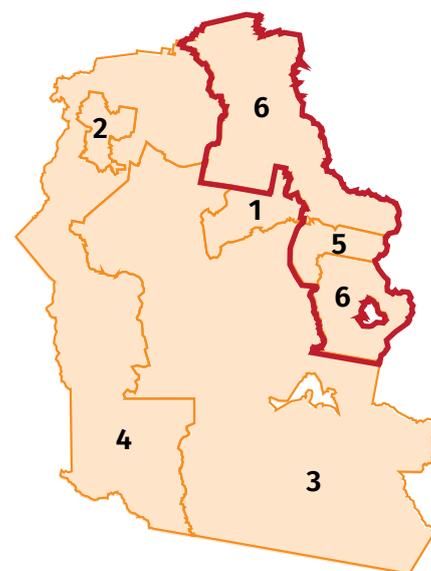
Policy Context

The following assessment builds off the findings from the previous Economic Development Strategy.

Numerous strategies and policies have been developed at a local and regional level to facilitate economic growth in the Alpine municipality.

At the local level, Council's 2030 Community Vision outlines a series of economic development pathways with a focus on tourism, energy and technology infrastructure, as well as high value agriculture and horticulture.

Other relevant outcomes within the local policy framework, in the context of the Economic Development Strategy, include sustainability, community, opportunity and connectivity.

In terms of regional policy, a range of priority projects relevant to Alpine Shire are identified as important for future economic growth in the Hume region. A number of these projects are focused on the tourism industry as well as technology and infrastructure improvements.

At the State and Federal level, a number of relevant policies and strategies have been prepared to support regional economic growth.

Regional development policy at the Federal level currently has four main pillars that include regional finding programs, regional deals, Regional Development Australia and Regional Australia Impact Statements. These pillars aim to increase investment in enabling infrastructure and impact connectivity as well as strengthen support for regional universities.

Key plans and policy document relevant to the economic development strategy include:

- Agriculture Victoria Strategy 2017
- Victorian Visitor Economy Strategy 2016-2020
- Victoria's 30-Year Infrastructure Strategy 2016
- Hume Regional Growth Plan 2014
- Ovens Murray Regional Partnership Roadmap
- Victoria's High Country Destination Management Plan 2013-2023
- Alpine Shire 2030 Community Vision
- Alpine Shire Council Plan 2019
- Alpine Liveability Plan 2013-2017.

External Economic Influences

COVID-19 and Tourism

COVID-19 has already had a significant impact on the global economy and restrictions on business and travel have already had major impacts on the Alpine Shire's business base.

Some sectors have been affected to a larger degree than others and Alpine Shire's economy which is heavily weighted towards the tourism sector has been impacted more than other rural municipalities which have a traditional industry base connected to primary industry.

International tourism will be affected for a number of years. This may have positive impacts on visitor demand in Alpine Shire given the large proportion of visitors that are domestic. Restrictions on international travel may also see more Victorians holidaying within Victoria and lead to a short term revival in the visitor economy within Alpine Shire when restrictions on travel are lifted.

Bushfires and Climate Change

Alpine Shire's economy and community has been impacted many times over the past 20 years by bushfires. The bushfires of 2019-20 were particularly devastating in Australia and Alpine Shire was once again affected. This caused significant damage to agricultural and residential land, property and lives, with severe flow on effects to the economy and particularly the tourism industry in 2020. The summer months are a popular period for tourism and the 2020 bushfires impacted trade in the March quarter substantially.

The Alpine Shire will continue to suffer from the ongoing impacts of climate change as global warming creates more extreme weather events and gradual drying of the climate. This includes changes to agricultural patterns, infrastructure maintenance requirements to mitigate the effects of adverse weather, as well as increased pressure on the health sector as residents' health is impacted by these weather events.

Remote Working

Whilst remote working is not a new concept and many residents within Alpine Shire already work remotely using technology restrictions enforced by COVID19 has demonstrated to businesses that workers can be productive working remotely. One of the likely impacts from COVID19 is the potential for workers to have greater flexibility in working away from a traditional office environment. This may have long term benefits for lifestyle residential locations such as Alpine Shire. This may lead to the attraction of new residents to the Alpine Shire.

Global Trends in Manufacturing

There has been an ongoing decline in manufacturing in Victoria for more than 40 years. Globalisation has seen the shift of production to lower cost labour destinations around the world.

One area of manufacturing which has maintained strength in Victoria is food processing. Due partly to automation and the link between food processing and agriculture this industry has been maintained and in some instances grown and developed further.

Food processing is an import sector for Alpine Shire. The two key sectors are dairy and wine production.

COVID-19 has also demonstrated the importance of local production in order to secure access to food and other goods.

Alpine Shire is well placed to continue to expand food processing and potential to leverage from its brand for high quality production.

The Victorian Econonomy is Diversifying...

The Victorian economy is diversifying away from an industrial economy to a more innovative, knowledge and service-based economy. In addition, the sectors forecast to drive future economic growth in Victoria, which are relevant to the Alpine Shire, are health care, agribusiness and tourism.

Small to Medium Enterprise

The importance of small to medium enterprise (SME), which are crucial to the health of the Alpine economy as almost all businesses in the Alpine Shire (98%) are SMEs (i.e. non-employing or less than 20 employees).

The Gig Economy

The gig economy (i.e. contract, temporary and free-lance work) is growing across Australia and extending into multiple industry sectors, particularly administration and hospitality. This is largely driven by the younger cohorts entering the labour force who typically seek flexibility over stability. The Alpine Shire should recognise its growing popularity and understand the work implications, which may extend to a rise in home-based businesses and subsequent decreases in permanent business space due to the ability to work remotely.

Co-working Spaces

Co-working spaces provide critical support infrastructure often required for small businesses. Demand for co-working spaces is growing, driven by tech and creative industries, as well as professional and financial service industries. This will become more important to the Alpine Shire as the role of temporary business space and remote working facilities expands, particularly in response to COVID-19 (which will decrease the importance of permanent business spaces).

Retail

Retail spending is an important component of the economy, particularly Alpine Shire, as it is the second highest employing industry which is attributed to tourism spend (as well as local spend). Retail spend can provide economic stimulus through direct expenditure and is critical to economic growth. However, with the prevalence of online retailing, in-store retail is declining state-wide (inc. Alpine Shire), which has seen a decrease in the retail sector over the past few years. Therefore, the Alpine Shire needs to respond to this shift to generate more retail spend and flown-on employment opportunities.

Growing Demand for Health Care

Growing demand for health care across Alpine Shire and Victoria, as the population ages, with significant increases in the '65 years and over' cohort. This will significantly increase healthcare spending and demand for services.

Demographic Profile

The following provides an overview of the demographic characteristics and trends of Alpine Shire residents. This includes key demographic indicators such as population profile, housing profile and relevant socio-economic trends, which has implications for future economic development.

Results are provided for districts (where relevant) and benchmarked against the Hume Region and Regional Victoria (where applicable) to provide context.

Information relating to the Alpine Shire's population profile and forecasts was prepared prior to the onset of the COVID 19 pandemic, which is expected to have a significant impact on population movements. The nature of population growth and movement will change and there is expected to be a reduction in net overseas and interstate migration, at least in the short term. However, new opportunities are also being created for regional and rural areas to attract population from metropolitan areas in particular, particularly due to the increased prevalence of remote work which provides more flexibility in choosing a place of residence, along with the health and lifestyle advantages associated with living in a more sparsely regional environment.

Population Growth

In 2019, the Estimated Resident Population of Alpine Shire was 12,814, with the population concentrated in the Ovens Valley areas of Myrtleford (26%), Harrietville-Porepunkah and District (20%) and Bright (19%).

Between 2012-19, the Alpine Shire experienced relatively low rates of population growth, increasing by +631 residents (or 0.7% p.a.). However, growth was significantly higher in the Harrietville-Porepunkah and District (+238 or 1.4% p.a.) and Bright (+192 or 1.2% p.a.) areas. Conversely, the areas of Myrtleford (+78 or 0.3% p.a.) and Tawonga and Kiewa Valley (-23 or -0.3% p.a.) experienced stagnant or negative growth over this period.

In addition, future population growth is projected to be low, increasing to 13,521 by 2036, representing growth of +707 residents (0.3% p.a.). This is relatively slow rate of growth compared to the Hume Region (1.1% p.a.) and Regional Victoria (1.3% p.a.). However, it is likely that growth will also be variable across different districts and townships, with higher rates of growth expected for the historically faster growing areas (note: population projections are likely to change due to the impact of COVID-19).

The variable rate of growth across the Alpine Shire will impact the rate of demand for services across different districts, in particular the Bright region and surrounding areas had experienced much higher population growth than elsewhere in the Alpine Shire over the past 10 years. Whilst the overall low rate of population growth demonstrates the need for the Alpine Shire to develop population attraction and retention strategies, this should be targeted to meet the specific needs of the district (or township). These strategies will help the region compete with surrounding regional destinations for population attraction, particularly by leveraging the high level of amenity, which makes the region favourable to lifestyle residential attraction.

Age Profile

The Alpine Shire's age profile is relatively old, with a median age of 49 (compared to Victorian average of 37). This is attributed to a large proportion of Shire residents (24%) aged 65 years and over, driven by an older age profile in the districts of Bright (29% of residents aged 65 years and over), Mount Beauty-Tawonga South (28%) and Myrtleford (27%).

The Alpine Shire's population is expected to continue to age over time, with the number of residents aged 65 years and over forecast to increase by +753 residents (+25%) between 2016-36. However, there is also projected growth within the 'young workforce and family' bracket (i.e. aged 20 to 49 years), which is expected to increase by +814 residents (+23%) over the same period.

This represents a shifting age profile to a younger demographic, which is also evidenced by the relatively high growth in government school enrolments. Between 2015 and 2020, enrolments in the Alpine Shire grew by +194 (or 2.9% p.a.). This rate of growth is greater than the Victorian average (2.3% growth p.a.) as well as the combined High Country municipalities[1] (which experienced a decrease in enrolments by 1% p.a.)

The current rate of growth in older age brackets will have implications on demand for specific services including aged care, health care and social assistance. While the Alpine Shire should ensure suitable service provision to cater to (and attract) these markets, a key focus should be on continuing to attract a younger

workforce and young/mid-life families to Alpine Shire, as this will help sustain the economy over time and drive longer term growth. This will require suitable job opportunities, provision of education services to meet demand, as well as improvements in amenity.

Housing and Dwelling Profile

The housing stock is primarily low-density separate houses (90%), which caters to both the family market and incoming retirees from high-density urban areas. However, housing density varies across the Alpine Shire, with Buffalo River - Gapsted and District (97%), Tawonga and Kiewa Valley (98%) and Mount Beauty – Tawonga South (94%) consisting almost entirely of low density separate houses.

However, the housing stock is of higher (medium) density within the areas of Bright (82%) and Harrietville – Porepunkah and District (87%), which has more units and townhouses due to the higher rates of population growth within these districts.

Occupancy rates in the Alpine Shire (75%) are lower than the Hume Region and Regional Victoria (89%), which reflects a higher prevalence of holiday homes. This is particularly acute for Bright (occupancy of 68%), with almost a third of dwellings unoccupied and utilised for holiday home/holiday rental purposes. As such, whilst Bright has a high-level of housing stock, the occupancy rate indicates a lack of availability for potential residents (compared to other regions inc. Myrtleford).

Overall, private dwellings are projected to increase by +815 (0.5% p.a.) between 2016-36. This again reflects relatively slow growth compared to the Hume Region (+1.3% p.a.) and Regional Victoria (+1.5% p.a.).

In terms of the property market, demand for low density housing is high, with housing sales averaging 188 p.a. (between 2010-19), followed by average apartment sales of 45 p.a. Due to this demand, property prices have substantially increased. Between 2010-19, median housing prices grew to $440k (+$198k or 82%), while apartment/unit prices grew to $407k (+$155k or 61%). These price increases – which can be attributed to the demand for holiday homes – have decreased the affordability of property, with both average house and apartment prices greater than the Regional Victoria average. This is a significant barrier to population growth, as a key attractor for urban/metropolitan residents to regional areas is typically the availability of affordable housing.

There is an issue with housing availability and affordability within the Alpine Shire, reflected by the low rates of dwelling growth, low density stock, low rates of occupancy and higher than average property prices. There is also a high degree of variability in housing stock, with some townships offering more attractive housing options to meet resident needs. The provision of high-quality and affordable housing is critical to resident and workforce attraction (and retention) and should be a key focus for Council, taking into account the differences in housing stock across.

Socio-Economic Profile

The Alpine Shire has a SEIFA ranking of 35 (out of 79 Victorian municipalities). With a SEIFA score of 970 – below the national average of 1,000 – Alpine Shire is considered to have a relatively higher level of disadvantage. However, when disaggregated by township, there are variable levels of disadvantage across the Alpine Shire which will influence the core needs of each community.

The districts of Bright (986) and Harrietville – Porepunkah and District (992) have relatively higher levels of advantage; conversely, the towns of Myrtleford (910) and Mount Beauty (908) have lower levels of advantage.

The Alpine Shire also has a low unemployment rate of 2.6% (Mar 2020) – compared to the Regional Victoria average of 3.9% – and has consistently decreased over time.

47% of residents (aged 15+ years) have a higher education qualification, which represents growth of +646 residents with a qualification between 2011-16. This is a higher proportion than the Hume Region and Regional Victoria and plays an important role in improving employment and income outcomes for residents.

The low unemployment rate has implications for businesses attracting labour. Whilst unemployment has increased during COVID-19 long term skilled and unskilled worker attraction will be a continued focus for economic development in Alpine Shire.

Alpine Shire Demographic Snapshot

POPULATION

Current Population 2019

12,814

Change 2012 - 2019
+631   0.7% p.a.

Projected Population 2036

13,521

Change 2019 - 2036
+707   0.3% p.a.
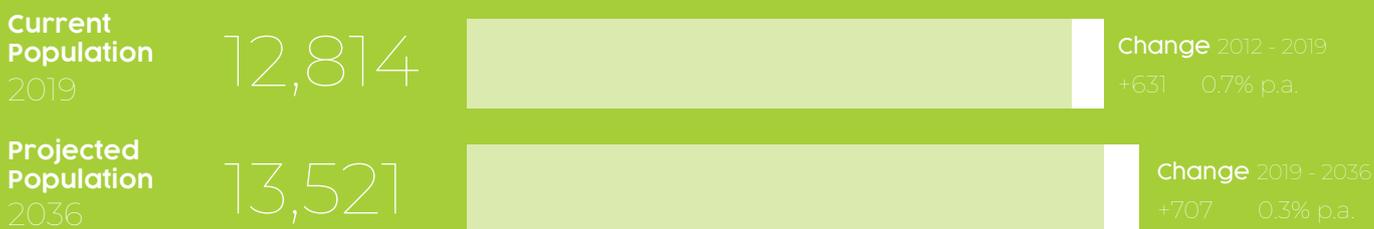
Population Summary By District*	Population 2019	% of Total Population	Growth 2012 to 2019	Growth (% per annum)
Myrtleford	3,302	26%	+192	+1.2%
Harrietville - Porepunkah and District	2,619	20%	+238	+1.4%
Bright	2,475	19%	+192	+1.2%
Mount Beauty - Tawonga South	1,774	14%	+82	+0.7%
Buffalo River - Gapsted and District	1,333	10%	+75	+0.8%
Tawonga and Kiewa Valley	1,300	10%	-23	-0.3%

AGE PROFILE

Age Distribution By District **2016**

0 to 19 yrs
20 to 34 yrs
35 to 49 yrs
50 to 64 yrs
65+ yrs

	0 to 19 yrs	20 to 34 yrs	35 to 49 yrs	50 to 64 yrs	65+ yrs
Myrtleford	21%	12%	16%	23%	27%
Harrietville - Porepunkah and District	22%	12%	20%	26%	19%
Bright	21%	11%	17%	22%	29%
Mount Beauty - Tawonga South	21%	9%	19%	23%	28%
Buffalo River - Gapsted and District	22%	8%	18%	33%	20%
Tawonga and Kiewa Valley	21%	10%	17%	31%	22%
Alpine Shire	21%	11%	18%	25%	24%
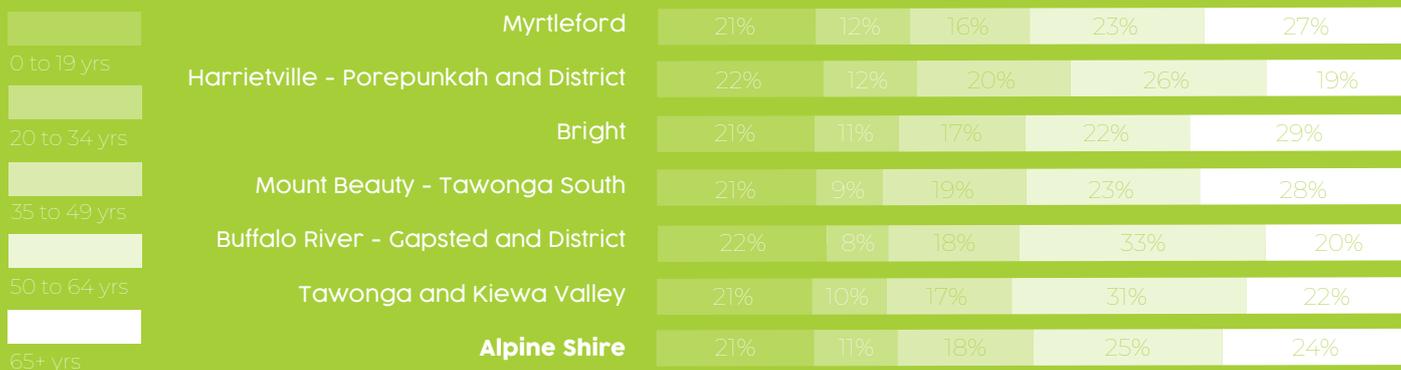
Median Age 2016

49

Age Profile Projections 2016

(no. of residents)

0 to 19 yrs
+40

20 to 34 yrs
+532

35 to 49 yrs
+282

50 to 64 yrs
-422

65+ yrs
+753

Note: the information compiled in this section is sourced from a combination of Profile id, ABS Census data, Victoria in Future, and the Victorian Valuer-General. *May not equal due to rounding

Alpine Shire Demographic Snapshot

HOUSING and DWELLING PROFILE

Dwelling Count

7,482
Dwellings 2016

8,303
+815
Dwellings 2036

Household Composition

1 Adult Couple (29.4%)
2 Families with Dependants (28.5%)

Average Occupancy Rate By District **2016**

District	Rate
Myrtleford	**86%**
Buffalo River - Gapsted and District	**84%**
Tawonga and Kiewa Valley	**80%**
Mount Beauty - Tawonga South	**74%**
Harrietville - Porepunkah and District	**73%**
Bright	**68%**
Alpine Shire	**75%**
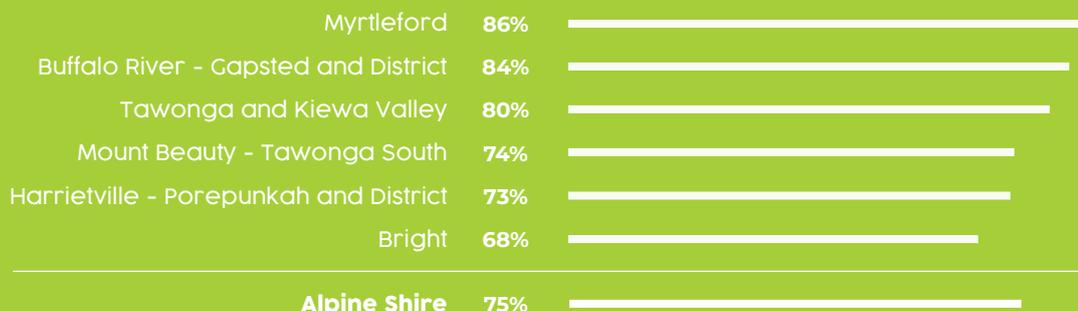
90%
Separate House
2016

SOCIO-ECONOMIC PROFILE

2.6%
Unemployment Rate

Top Occupations
1 Managers (18%)
2 Technicians/Trade Workers (16%)
3 Professionals (15%)

35 **SEIFA Rank**
35th Most Disadvantaged LGA in Victoria (out of 80)

PROPERTY MARKET INDICATORS

Property Sales 2019
(10 year average)

213
Houses (188p.a)

42
Units/ Apartments (45p.a)

Median Property Prices 2019
(10 year growth)

$440k
Houses ($198k or 82%)

$407k
Units/ Apartments ($154k or 62%)

Note: the information compiled in this section is sourced from a combination of Profile id, ABS Census data, Victoria in Future, and the Victorian Valuer-General

Economic Profile

The following details the economic profile for Alpine Shire, including the key drivers of economic output, employment and industry growth. This data includes high-level and short-term impacts of the COVID-19 pandemic.

Economic Profile by Industry

As of 2019, the Alpine Shire generated total economic output of $1.5 billion, regional export value of $379 million and total value-add of $683 million.

The Alpine Shire economy, in terms of economic output, is driven by the following five industry sectors:

- Manufacturing ($222m or 15%);
- Agriculture, Forestry and Fishing ($200m or 14%), which is driven by both the agricultural (Sheep, Grains, Beef and Dairy Cattle) – $83m or 6% – and Forestry and Logging ($48m or 3%) sub-sectors.
- Rental, Hiring and Real Estate Services ($189m or 13%);
- Construction ($181m or 12%); and
- Accommodation and Food Services ($128m or 9%).

These key sectors have potential for growth over the long-term, particularly if population and visitation growth continues within Alpine Shire. In addition, continued diversification, innovation and productivity within the agricultural sector – through the production of raw materials – is linked to the growth of the manufacturing sub-sectors, including timber-related production and food and beverage processing. This presents the opportunity to expand the Alpine Shire's key industries and consolidate areas of strength.

Business Profile

In 2019, there were 1,568 businesses registered in the Alpine Shire. The majority of businesses are non-employing (61%) or small businesses (37%).

Businesses are primarily in the Agricultural sector (24%), followed by Construction (16%) and Accommodation and Food Services (10%).

Employment by Industry

Between 2006 and 2019, the number of jobs within the Alpine Shire decreased by an average of 0.7% p.a. (compared to growth across Regional Victoria of 2.3% p.a.).

The industries that have experienced the largest rate of job loss are Retail Trade (-96), Public Administration and Safety (-53) and Accommodation and Food Services (-42).

Conversely, Administrative and Support Services (+45), Professional, Scientific and Technical Services (+30) and Health Care and Social Assistance (+26) are the largest growing employment sectors.

As of 2019, the Alpine Shire supported 4,743 jobs, with the five largest employing sectors as follows:

- Accommodation and Food Services (691 jobs or 15%);
- Retail Trade (552 jobs or 12%);
- Health Care and Social Assistance (516 jobs or 11%);
- Agriculture, Forestry and Fishing (510 jobs or 11%); and
- Manufacturing (466 jobs or 10%).

These are also the largest sectors by employment in the Hume Region. However, Accommodation and Food Services generates a significantly larger proportion of jobs in Alpine Shire (15%) compared to the Hume Region (8%).

This is attributed to the size of the Alpine Shire's tourism industry.

The job containment rate in the Alpine Shire (people who both live and work in the area) is relatively high at 88.1%.

The economic profile reinforces the important role of the visitor economy in Alpine Shire, with 15% of jobs being recorded in Accommodation and Food Services. Retail Trade is also likely to be impacted by the strength of the tourism industry with 12% of jobs. Primary industry remains an important contributor to jobs as well as total output to Alpine Shire.

Visitor Economy Profile

In 2019, Alpine Shire received 852,063 visitors, driven by domestic overnight (60%) and daytrip (39%) visitors. This represents 16% of total visitation to the High Country. Due to the small proportion of international visitation, the Alpine Shire is less impacted by the decline of international tourism – due to COVID-19 – and domestic tourism will, therefore, be the primary focus for the industry in the short to medium term.

Between 2010-19, visitation to the Alpine Shire grew by +344,123 visitors (6% p.a.).

The visitor economy generated $379 million in direct expenditure for 2019, driven by domestic overnight visitors (81%). This represents 22% of total visitor expenditure in the High Country.

The Alpine Shire attracts a large proportion of 'holiday/leisure' visitors for daytrip (72%) and domestic overnight (75%) markets, compared to the regional average of around 50%. This is a strength for Alpine Shire as holiday visitors are more desirable as they have a higher propensity to engage in leisure and entertainment

activities and generate higher yield. Key activities undertaken by domestic visitors include eating out at a café/ restaurant (62%), followed by nature-based and outdoor recreation involving sightseeing (36%), bushwalking (31%) and visit national parks (29%). This reflects the Alpine Shire's strengths in nature-based and outdoor experiences.

There has also been significant historical growth in cycle tourism, which has been a major factor for recent growth in the regional visitor economy (and is a heavily marketed component of the High Country). Between 2010-19, growth in this market has reached an average of 9% p.a., which exceeds the overall visitor growth rate. As such, cycle tourism plays an important role in attracting visitors and increasing the value of tourism.

Alpine Shire is the highest performing Local Government Area within the High-Country Region in terms of its visitor economy. This is reflected in total direct visitor expenditure of $379 million. The impact of tourism flows through the Alpine Shire economy with indirect effects on retail, service sectors, transport sectors and construction and property sectors. The visitor economy is also a major contributor of Council rates on residential and commercial property through holiday homes, visitor accommodation and retail and food premises.

Striking a sustainable balance in tourism will be important for Alpine Shire to maintain high levels of amenity and liveability and a healthy economy.

Economic Impact of COVID-19

Based on estimated impact in output, employment and business turnover between March 2020 (i.e. pre-COVID) and December 2020, the short-term impacts to the Alpine Shire economy includes:

- A decrease in economic output of $4.1 million or 3.4%, driven by losses in the Construction, Accommodation and Food Services and Manufacturing sectors;

- An employment decrease of 104 jobs or 2.2%, driven by losses in the Accommodation and Food Services and Retail Trade sectors;

- A total of 672 residents (8.8% of working age population) applying for JobSeeker payments in December 2020, representing an increase of +339 or 102% from March 2020. This increase is significantly higher than Regional Victoria, which increased by 54% over the same period; and

- The Alpine Shire is the 34th highest ranked LGA (across Australia) with businesses on the JobKeeper scheme, with almost 29% of

businesses applying for support (as of December 2020). This demonstrates that the COVID-19 pandemic (in combination with the 2020 bushfires) has had a significant impact on local businesses, with almost one-third experiencing a decline in revenue of at least 30%. As such, much of the business base within the Alpine Shire will benefit from some form of ongoing support/ recovery assistance from Council and other levels of government.

Although the impacts of COVID-19 (as well as the 2020 bushfires) on the Alpine Shire economy have been substantial, the economic decline has lessened over the past few months. Following the easing of restrictions and return of domestic visitors, the economy has experienced a period of incremental economic recovery from the peak of the downturn in August 2020. It is expected that, given the right recovery strategies and further easing of restrictions, the economy could return to pre-COVID levels in the medium-term.

Alpine Shire Economic Snapshot

OUTPUT

TOTAL OUTPUT 2019

$1.5B

VALUE-ADD 2019

$683M

EXPORTS 2019

$379M

BUSINESSES AND EMPLOYMENT

4,743
Local Jobs 2019

Employment Trend 2006 - 2019

Alpine Shire

-0.7%

Job loss
per annum

Regional VIC

+2.3%

Job growth
per annum

1,568
Businesses 2019

61%
Non-employing
Businesses

TOP INDUSTRIES

BY OUTPUT

1 Manufacturing (15%)
2 Agriculture, Forestry and Fishing (14%)
3 Rental, Hiring and Real Estate Services (13%)

BY EMPLOYMENT

1 Accommodation and Food Services (15%)
2 Retail Trade (12%)
3 Health Care and Social Assistance (11%)

VISITOR ECONOMY

852k Total Visitors 2019
(16% of High Country)

$379M Visitor Expenditure 2019
(22% of High Country)

Note: the information compiled in this section is sourced from a combination of REMPLAN, Economy id, Profile id, ABS Census
data and Tourism Research Australia

Economic Development Framework

Vision

The outcomes of this Economic Development Strategy will align with Council's 2030 Community Vision:

" The Alpine Shire provides outstanding opportunities for its residents and visitors through sustainable growth in balance with the natural environment. "

Economic Development Objectives

1

Achieve a More Productive and Sustainable Economic Base

Leverage greater economic output and employment outcomes from industries of competitive advantage, including growth industries and emerging industries such the visitor economy, agriculture and forestry, food processing, and health care and education.

Economic development in the Alpine Shire should also align with local community and environmental values to ensure the sustainable development of industry.

2

Develop a Resilient and Diversified Business Base

Support the business community to generate industry resilience, diversity and achieve successful economic outcomes.

This should focus on assistance for the existing business base and identification of business attraction opportunities to create a diverse and thriving business community.

3

Maintain and Improve Liveability

Identify strategies and investments that will improve liveability for existing residents and drive population retention and attraction, as well as business attraction. Liveability is driven by four main factors, including lifestyle (i.e. amenities and services), economy (i.e. jobs), environment (i.e. natural assets) and connections (i.e. social engagement and inclusion), each of which influences population growth.

This objective is designed to increase community engagement, achieve wellbeing outcomes and grow the employment base.

Framework Overview

The Economic Development Framework, summarised in the table below, includes five key themes and 14 strategies. These provide the areas of focus for economic development and help identify future actions and deliverables for Council to pursue ongoing economic growth. Several transformative projects are also presented and discussed – where relevant – to align with identified strategies.

Theme	Description	Strategies
A Sustainable Visitor Economy	Support and manage ongoing and sustainable growth in tourism to achieve positive economic, community and environmental outcomes for the Alpine Shire.	1.1 - Create a sustainable tourism industry in the Alpine Shire 1.2 - Increase geographic and seasonal visitor dispersal
Growing and Diversifying Agriculture	Develop and enhance the agricultural and forestry sectors and promote diversity of uses to increase its contribution to economic growth.	2.1 - Increase the value of agricultural production 2.2 - Future proof and protect the agricultural and forestry sector 2.3 - Maintain and grow jobs in agriculture 2.4 - Support food and beverage manufacturing
Enhanced Liveability and Resident Attraction	Generate economic and social wellbeing outcomes through supporting liveable communities to promote population attraction and retention.	3.1 - Maintain and improve the amenity of the Alpine Shire 3.2 - Increase the population growth rate across the Alpine Shire 3.3 - Support for an ageing population
Attracting New Industry and Investment	Leverage greater economic growth and employment outcomes from a wide range of industry sectors and strategic investments	4.1 - Increase industry diversification and expand the jobs base 4.2 - Strategic investment in public sector infrastructure projects
Supporting Businesses	Support and encourage a diverse business community, including promotion of business resilience, to generate successful employment and economic outcomes.	5.1 - Upskill the workforce to meet industry needs 5.2 - Create a connected and well-informed business base 5.3 - Promote business resilience (disaster recovery assistance)

Theme One
A Sustainable Visitor Economy

Support and manage ongoing and sustainable growth in tourism to achieve positive economic, community and environmental outcomes for the Alpine Shire.

The Alpine Shire has an opportunity to leverage greater economic outcomes from tourism by supporting sustainable growth in the visitor economy, including a focus on off-peak visitation and increasing visitor dispersal.

The regional economy is underpinned by the tourism industry, which predominantly includes the Accommodation and Food Services and Retail Trade sectors. While tourism includes elements of many other industries, these two industry sectors are the highest employing industries within the Alpine Shire.

Visitors are drawn to the region's natural assets (e.g. Mount Buffalo National Park), cycling tourism product, snow resorts and other experiences in key townships. This includes a significant events calendar, which comprises over 140 facilitated events across the Alpine Shire and attracts around 165,000 attendees p.a.

As of 2018/19, the tourism industry provided the largest contribution to the Alpine Shire economy, including:

· 984 jobs (21% of total);

· $163 million in economic output (11% of total); and

· $74 million in value-added (11% of total).

As shown in the opposite figure, the value of tourism to the Alpine Shire is significantly greater than the Victorian average across all economic variables.

Tourism's contribution to the economy has consistently increased over the past ten years, with the number of tourism-related jobs (+1.3% p.a.), output (+3.4% p.a.) and value-add (2.6% p.a.) all increasing between 2009-10 and 2018-19.

This aligns with recent growth in tourism, with visitation increasing by +344,123 visitors between 2010 and 2019 (+6% p.a.).

F3. Value of Alpine Shire Tourism 2018-19 (% of Total)
Source: Economy Id, 2020
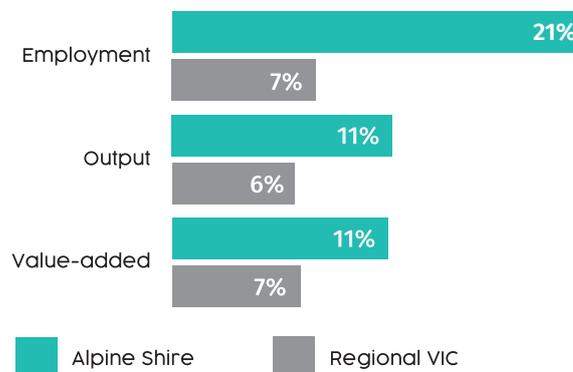
Theme One Strategies

1.1	Create a sustainable tourism industry in the Alpine Shire
1.2	Increase geographic and seasonal visitor dispersal

STRATEGY 1.1

Create a Sustainable Tourism Industry in the Alpine Shire

Discussions with industry and community stakeholders has highlighted the need to strike a balance between tourism, resident liveability and the environment, particularly in Bright. The large influx of visitors into Bright, whilst critically important for local businesses and jobs can create significant traffic and pedestrian congestion leading to reduced amenity, and even safety issues associated with over-crowding.

Bright has an extensive events calendar which has been developed over many years. Many of the events in Bright historically have been supported and developed to mitigate downturns in visitation throughout the year. Bright has now become a product of its own success in events development, with peak seasons at capacity, creating the need to encourage visitor dispersal and/or schedule events during off-peak periods.

It is difficult to curb holiday leisure visitation to Bright, given the amenity, extensive tourism product and high awareness of the destination. However, Council could consider a range of actions that can improve sustainability of the tourism industry in Bright in order to maintain its environmental assets and improve amenity:

· Identify infrastructure improvements, such as an alternative route for traffic to bypass Bright, to alleviate traffic congestion and enhance the visitor experience (as well as resident liveability);

· Supporting policy and funding changes to the events calendar

to reduce congestion during peak visitor periods, which is a key objective included in the Alpine Shire Events Strategy;

· Focusing on minimising the impact of tourism on the environment and maintaining the nature-based assets as an ongoing tourism drawcard; and

· Focusing on ways to encourage higher yield tourism so that fewer visitors can provide high benefit to the town through improvement to the accommodation and product offer.

There are also opportunities to increase visitor expenditure in the Alpine Shire, which is currently at below average levels for overnight visitors ($215 per night compared to $220 in Regional Victoria). This can be partly explained (through discussions with stakeholders) by a lack of high-quality accommodation, as well as gaps in tourism product, particularly arts and culture product and indoor (all-weather) activities.

Maximising the level of yield generated by visitors will improve the economic outcomes from visitation, as it will increase local business activity and result in:

· More employment opportunities for local residents, particularly youth employment, which tends to have a high representation in the hospitality and retail industries;

· Revitalisation and activation of key destinations/town centres, which is facilitated by commercial activity generated by visitors; and

· Increases in private and public investment for tourism-related infrastructure, including high-quality accommodation, retail and food and beverage facilities.

Opportunities

· Continued investment in infrastructure to improve township amenity and reduce congestion;

· Changes to events policy and funding to reduce congestion during peak visitor periods; and

· Focus on attracting high-yielding visitor markets through the following opportunities:

  · Promote investment in quality food and wine experiences;

  · Supporting development in paid activities and attractions; and

  · Encourage operator packaging of product and activities.

Transformative Project: Iconic Experiential Accommodation

Bright is the premier visitor destination in North East Victoria. Whilst it has a large accommodation base, it lacks iconic branded accommodation suited to high yield markets. There is opportunity to explore the possibility of attracting investment in iconic accommodation that could improve the position of Bright to high yield markets.

Transformative Project: Arts and Culture Enhancement

Visitation to the Alpine Shire is driven by nature-based tourism, however, there is a need to strengthen the arts and cultural offering and position the region to high-yielding lifestyle leader markets and to drive off peak visitation.

As such, there is an opportunity to enhance the provision of Arts and Culture product across the Alpine Shire by reviewing the existing arts and culture offer across all townships and identifying a range of arts and culture product to appeal to visitors, including improvement to exhibition spaces, arts and cultural events, outdoor/public exhibitions, public sculpture, creative and immersive experiences, the role of artist studios and visiting artist programs.

The preparation of a tourism focused arts and culture strategy would support the enhancement of this sector in Alpine Shire and strengthen the product and experience mix.

Transformative Project: Sustainable Tourism Policy Framework

Develop a Sustainable Tourism Policy Framework for the Alpine Shire to minimise the impacts of visitation and promote its benefits for the industry and the community. This includes a focus on maintaining and preserving the Alpine Shire's assets, including (for example) environmental/nature-based product and cultural identify. These strategies are being considered for multiple tourism regions that are experiencing over-crowding and congestion due to tourism (e.g. Byron Bay).

This will help safeguard the Alpine Shire's unique nature-based assets, which are its key competitive advantages in driving tourism and achieving growth in the visitor economy.

STRATEGY 1.2

Increase Geographic and Seasonal Visitor Dispersal

To achieve a more sustainable visitor economy, there needs to be growth in the tourism industry of other destinations across the Alpine Shire, which can be achieved by encouraging off-peak visitation and visitor dispersal.

Visitation to Alpine Shire is relatively seasonal. As shown in the figure below, compared to the High Country, the Alpine Shire has higher peaks in visitation over summer months and a longer 'off-peak' season over winter. This can be attributed to the large proportion of nature-based and outdoor recreation visitors that visit the Alpine Shire during summer seasons, as well as the events calendar which is concentrated over summer and school holidays. It also represents a lack of winter visitors, which travel through to the alpine resorts but have a lower impact across the Alpine Shire.

Discussions with local business owners also indicated that during 'off-peak' months there is limited commercial activity and subsequent employment opportunities available.

In addition Bright receives the largest concentration of visitors of all destinations in the Alpine Shire. Its popularity as a destination is attributed to its amenity, food and retail sector, larger accommodation base and its proximity to other key destinations including Mt Hotham, Falls Creek and Mount Buffalo.

Council should, therefore, consider a range of opportunities to lessen fluctuations in visitation and promote increased visitor dispersal to other townships and areas, including Myrtleford, Mount Beauty, Dinner Plain and surrounding villages.

F4. Alpine Shire Seasonality 5 Year Avg. 2015 to 2019

Source: Tourism Research Australia, National and International Visitor Survey, 2015-19 (YE Dec)
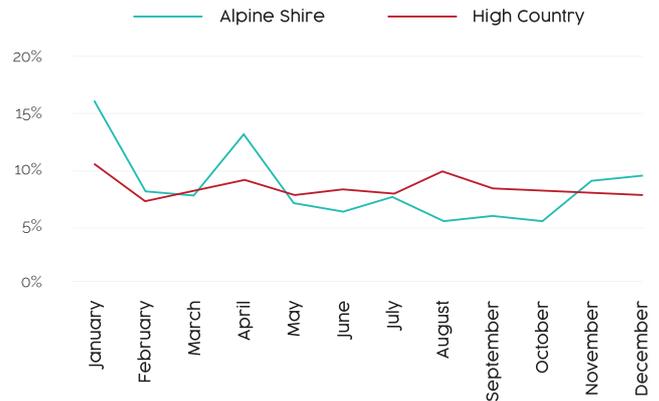
Opportunities

- That Council applies the recommendations of the Events Strategy to encourage events to occur during off peak periods and in other destinations (inc. Mount Beauty, Dinner Plain and Myrtleford).

- Council prepares a marketing strategy that is coordinated with Tourism North East that helps market, position and differentiate other destinations across the Alpine Shire.

- Review contemporary approaches to visitor information services to support visitor knowledge of activities and attractions available across the Alpine Shire.

- Consider developing a Product Development Plan (or Tourism Investment Attraction Strategy) for the Alpine Shire to identify key tourism product and supporting infrastructure which will meet the needs of existing and future visitors to the region and support economic growth. Key product and investment potential includes the following:

- Attracting investment in visitor accommodation in strategic locations to attract high-yielding visitors and promote dispersal across the municipality;

- Leverage growth in cycle tourism and investigate the long term potential of mountain bike park investment across the Alpine Shire and further investment in shared trail networks;

- Investigate the potential to enhance the rail trail through additional interpretation and/or provision of artworks along the trail;

- Investigate the development of conference facilities in Alpine Shire to grow mid-week visitation and attract the high-yielding business market;

- Identify opportunities for investment in agritourism (leveraging the strength of the Alpine Shire's agricultural sector); and

- Explore opportunities to invest in indoor (all-weather) products and experiences to drive visitation during off-peak winter months.

Theme Two
Growing and Diversifying Agriculture

Develop and enhance the agricultural and forestry sectors and promote diversity of uses to increase its contribution to economic growth.

The Agriculture, Forestry and Fishing industry is a key economic driver of the Alpine Shire, contributing almost 14% of total output ($200 million), around one-third of regional exports ($102 million) and provides 11% of local employment (510 jobs).

In addition, this industry comprises the highest number of business in the Alpine Shire, accounting for 24% of total businesses (372 businesses).

In terms of output, this industry is driven by the Sheep, Grains, Beef and Dairy Cattle ($83 million) and Forestry and Logging ($48 million) sub-sectors. The land data aligns with the agricultural land use, which is driven by Livestock Grazing (47% of agricultural land) and Commercial Timber Production (30%) (See figure to the right).

The strength of agriculture and producing raw materials in the Alpine Shire creates numerous downstream processing opportunities for other sectors, particularly the Manufacturing industry. For example, forestry and logging production also supports the Sawmill Product ($47 million) and Other Wood Product ($44 million) sub-sectors.

As such, the EDS should focus on strengthening the agricultural and forestry sectors and promoting innovation and diversity to support other industry sectors and facilitate economic growth.

F5. Alpine Shire Agricultural Land Use Types
Source: Agriculture Victoria, Land Use and Land Cover Data, 2017
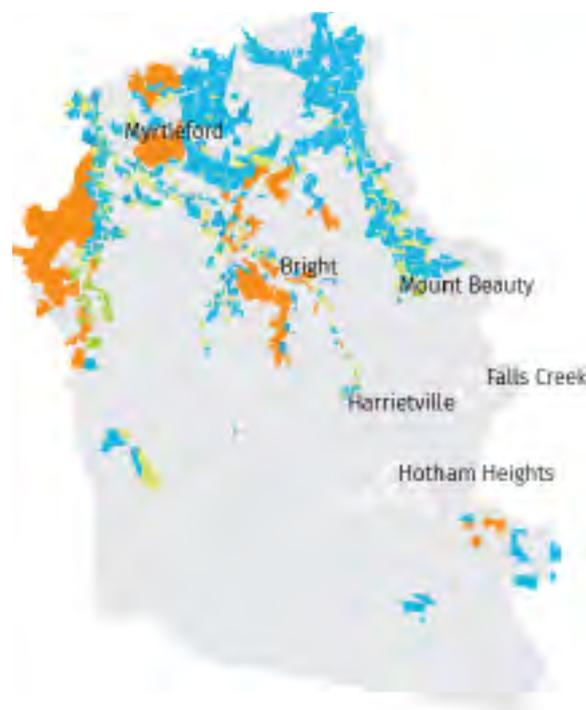
Land Use Types

Livestock Grazing
37,564 ha (47%)

Commercial Timber Production
23,895 ha (30%)

Mixed Farming and Grazing
11,695 ha (15%)

Agriculture Cropping
2,223 ha (3%)

Horticulture Fruit and Veg Crops
2,200 ha (3%)

Native Vegetation Grazing
1,757 ha (2%)

Aquaculture
7 ha (Less than 1%)

Agricultural Sector Trends

The agriculture industry across Victoria is experiencing change. Data shows that the number of agricultural businesses are in decline across the nation as a result of viability pressures placed on smaller land holdings, coupled with harnessing new technologies that are providing greater efficiencies within the industry.

Climate remains an ongoing challenge across the industry. A period of drought in Australia and volatile weather conditions are creating uncertainty for farmers. Strong residential demand in metropolitan Melbourne's growth areas and Victoria's peri-urban areas are placing increased pressures on the quality and productivity of rural land.

According to Agriculture Victoria (and confirmed by stakeholders), there are a number of common challenges for the agricultural sector, all of which are considered to be relevant to the industry in Alpine Shire:

- Infrastructure: Addressing supply chain inefficiencies including improving road and rail freight flows and maintaining airfreight capacity.
- Capability: Adapting to climate change, using new and emerging technologies, responding to the potential for increased land use conflict, managing agriculture's social license to operate and meeting rural health needs.

- Climate change: Becoming more susceptible to weather volatility and extreme weather events such as bushfires, floods, rainstorms and drought.
- Innovation: Opportunities exist in new and emerging technologies such as robotics, new packaging material, biotechnology and digital and wireless technologies for data measurement, weather monitoring, animal monitoring, geospatial monitoring and water management and chemicals.

It will be important to further understand the challenges faced by the agricultural sector, as well as promote market opportunities and other best case industry opportunities that could be realised. These may include:

- Road and transport issues;
- Export market opportunities;
- Domestic market opportunities (e.g. wholesalers, agritourism);
- Information around innovation and technology in the agriculture sector that could be harnessed locally;
- Off-farm income opportunities; and
- Value add/business diversification practices (e.g. produce to plate activities/food processing).

Theme Two Strategies

2.1	Increase the value of agricultural production
2.2	Future proof and protect the agricultural sector
2.3	Maintain and grow jobs in agriculture
2.4	Support food and beverage manufacturing

STRATEGY 2.1

Increase the Value of Agricultural Production

The agricultural and forestry sectors in the Alpine Shire is facing several issues that are constraining its value. The key issues, as identified through discussions with Council and industry, are outlined below:

· The sub-division of rural land decreases the scalability of agricultural businesses and reduces potential output;

· There is no succession planning for current agricultural land, which reduces land availability. As old/ unused farms remain dormant, there are limited opportunities for new businesses to invest, which reduces the level of output and value of the sector;

· The old tobacco farms are primarily grazing land and not being maximised to increase output; and

· The need to improve roads and other transport infrastructure to improve freight and supply chains.

Therefore, it will be critical for the EDS to support agricultural activities by addressing inefficiencies that may exist in the supply-chain and (e.g. road, transport infrastructure) and the level of output, as well as promoting business investment and attraction.

Transformative Project: Agribusiness Brand

Alpine Shire has some of the most productive agricultural land in Victoria and a cool climate that is suited to growing the highest quality produce. Examples of niche quality goods include hops, chestnuts, apples, berries and dairy.

The development of an agribusiness brand for Alpine Shire could assist in extending yield from products and opening up broader market appeal including export markets. Collaboration under one brand may have significant benefits for producers.

There have been successful examples of regional promotional activities, such as the Alpine Valleys Dairy Pathways Project. However, this project would focus specifically on businesses within the Alpine Shire.

Opportunities

· Identify agricultural and forestry land use opportunities for Alpine Shire, particularly in relation to opportunities that will arise with climate change, to maximise the value of output.

· Promote innovation in agriculture through expert education and training forums (including collaboration with higher education institutions).

· Promote agritourism opportunities, as well as farm gate development, to diversify agriculture and increase value of production.

STRATEGY 2.2

Future Proof and Protect the Agricultural and Forestry Sectors

Council is currently working with industry to safeguard the agricultural and forestry sectors and ensure it contributes to economic growth, through the preparation of a **Land Development Strategy**. This should focus on protecting and optimising agricultural land across the Alpine Shire and, as such, opportunities recommended here could be implemented by the broader land-use document.

Consultation with industry identified issues with land affordability, which is crowding out agribusiness as land is increasingly being sold to investors/developers for holiday homes and residential developments. The impact of this is a reduction in agricultural investment and production, as land is taken up by other landowners. In addition, there have been recent instances of urban encroachment reducing available agricultural land.

To overcome this, the Land Development Strategy could consider measures for Council to protect agricultural land, support new investment and guide its future development.

Another significant issue impacting the sector is resource security. Stakeholders identified several priorities to safeguard agricultural output and protect it from extreme weather events, particularly bushfires. This includes advocating and supporting better fire prevention and fire management policies.

Opportunities

- Through the preparation of a Land Development Strategy, focus on:
  - Protecting agriculture and forestry in land use planning and succession planning to ensure agricultural land is productive and provides economic and employment benefits to the Alpine Shire; and
  - Investigate the role of farming, forestry and interface with rural residential activity in areas such as Wandiligong and Freeburgh.
- Advocate and support best practice fire prevention strategies to protect agricultural land use.
- Consider the development of an Agricultural Investment Prospectus to attract new agricultural businesses to the area.
- Promote agritourism investment and opportunities to retain farming land with a contemporary tourism element.

STRATEGY 2.3

Maintain and Grow Jobs in Agriculture

The research found that job growth has been difficult to maintain in the agricultural sector for several reasons:

Over three-quarters of agricultural businesses are 'non-employing';

- There is a lack of new growers or producers investing in the Alpine Shire;

- It is difficult to attract new employment (either permanent or transient), due to:

  - Poor recruitment drives by industry; and

  - Lack of housing or staff accommodation to support employees.

Due to the strength of the agricultural sector, there are significant opportunities to support and increase employment in this area, which could be facilitated by industry with the assistance of Council.

Opportunities

- Undertake an employment attraction strategy for the agricultural and forestry sectors.

- Promote agricultural education and training opportunities, in collaboration with industry and higher education institutions, to allow students to participate in industry and provide pathways to employment.

STRATEGY 2.4

Support Food and Beverage Manufacturing

Manufacturing is the strongest industry in the Alpine Shire in terms of output ($222 million or 22% of total), which is driven by the Food and Beverage Manufacturing sub-sectors of Beer Manufacturing ($40 million) and Wine and Spirits ($33 million).

Food manufacturing is an emerging industry that can attract significant business investment and support domestic market opportunities, including tourism. Discussions with Council identified recent and unique agricultural opportunities that can support food manufacturing, including (for example) production of hops (beer), pumpkin seeds, fruit, truffle farms, nuts and green tea.

There is an opportunity to grow this sector further through targeted investment attraction. There may be an opportunity to undertake a targeted investment strategy for food manufacturers, targeting medium to large-scale food manufacturers to relocate from metropolitan Melbourne or surrounding Regional Cities.

The key focus should be to promote the advantages of relocating to the Alpine Shire, including:

- An emerging cluster of food and beverage manufacturers;

- Potential supply-chain advantages of being closer to primary producers;

- Affordable land prices compared with metropolitan Melbourne and regional cities; and

- Locational advantages, located in proximity to market opportunities in fast growing regional cities (e.g. Wangaratta, Wodonga).

Transformative Project: Alpine Food Processing Cluster

Alpine Shire has strengths in boutique food processing, this includes wine, beer and dairy production. The establishment of a food processing cluster group can allow businesses to share ideas and experiences, advocate for issues such as transport and support wholesale purchasing of inputs.

A feasibility into the establishment of a food processing cluster should be considered to strengthen and support this important sector.

Opportunities

- Develop an Investment Strategy for the Food Manufacturing industry, which can attract new businesses to the Alpine Shire and help existing businesses grow.

- Identify other opportunities for downstream value-adding processing of agricultural production, leveraging the strengths of the agriculture and forestry industry, as well as food production.

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Theme Three

Enhancing Liveability and Resident Attraction

Generate economic and social wellbeing outcomes through supporting liveable communities to promote population attraction and retention.

The Alpine Shire has experienced relatively slow rates of population growth, increasing by 0.7% p.a. between 2012 and 2019 (+ 631 residents). Whilst some districts (Harrietville-Porepunkah and District 1.4% p.a. and Bright 1.2%) experienced higher levels of growth, overall the Alpine Shire's population is growing slower than both the Hume Region (+1.4% p.a.) and Regional Victoria (+1.3% p.a.) over the same period.

As a result, the Alpine Shire is also forecast to experience relatively low population growth to 2036, increasing by 707 residents (or 0.3% p.a.). However, these population forecasts are likely to change (i.e. increase) due to the new remote working opportunities created by COVID-19, as well as the health and lifestyle advantages associated with the area.

Population growth is critical to future economic growth as it supports local consumer spend, as well as workforce supply. Prioritising investment in initiatives that enhance liveability characteristics can be an effective way to attract and retain population (and achieve sustainable economic growth). Strong population growth can also create opportunities to develop high-quality infrastructure and provide key services in health, education, retail, hospitality, entertainment and community uses.
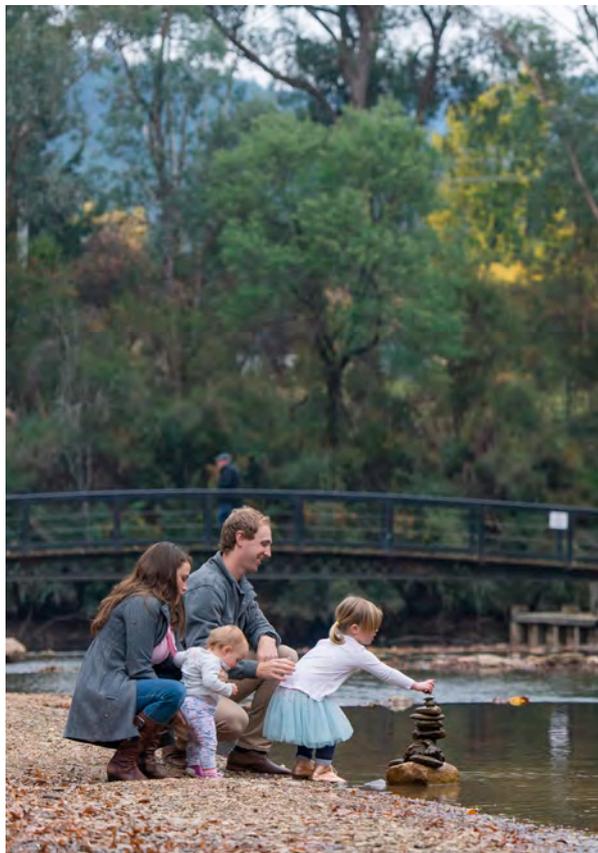
Theme Three Strategies

3.1	Maintain and improve amenity of the Alpine Shire
3.2	Increase the population growth rate across the Alpine Shire
3.3	Support for an ageing population

STRATEGY 3.1

Maintain and Improve Amenity of the Alpine Shire

Given that the majority of the population is concentrated to the townships of Bright, Myrtleford and Mount Beauty, prioritising township improvements should be encouraged. This includes smaller-scale projects such as streetscape, public realm and infrastructure upgrades that improve access, digital connectivity, amenity, wayfinding and safety. This can also include larger scale infrastructure opportunities that improve connectivity between townships and to nearby Regional Centres, as this was identified as a barrier by key stakeholders.

Although the Alpine Shire has many attributes that contribute to its liveability, such as its nature-based assets, its appeal as a residential location could be strengthened to encourage greater retention of population and attract prospective residents.

Improvements to amenity and local services not only serves to enhance resident attraction, but it will have positive effects for tourism, as visitors will be drawn to areas with high-quality amenities and services.

Opportunities

· Identify and advocate for streetscape and public realm improvements across the Alpine Shire.

· Prioritise transport infrastructure to alleviate congestions, improve access and enhance connectivity.

· Continue to fund and deliver the 'Better Place' projects, which are designed to improve resident amenity and liveability.

· Review and improve provision of digital infrastructure, including internet connections and mobile coverage, which is critical to growing workforce supply (and facilitating remote working opportunities). This is already being undertaken by Council through preparation of an advocacy document that identifies opportunities to improve digital infrastructure and advocate for State/Federal funding.

STRATEGY 3.2

Increase the Population Growth Rate Across the Alpine Shire

Population growth across all districts and townships should be an ongoing priority for Council, as some areas are experiencing a higher rate of growth compared to others, which creates disparities in local economic development. This variability in population growth is due to several factors, including housing availability, affordability, employment opportunities, quality of services and amenity.

It is important for Council to promote consistent growth (and retention of residents) across the Alpine Shire, including increasing the population base of slower-growing districts (e.g. Myrtleford, Tawonga and Kiewa Valley, Buffalo River - Gapsted and District, Mount Beauty - Tawonga South) and maintaining the high-growth rates in other areas (e.g. Harrietville-Porepunkah and District, Bright).

In particular, this growth should be targeted towards young and mid-life families, which will support growth in skilled labour and provide for a more sustainable community and

economy. Although the Alpine Shire has an older age profile, there is recent evidence that the younger population is growing (reflected by increases in school enrolments) which should be maintained.

Increasing population growth and retention – particularly younger residents and families – is a significant factor for economic growth, as it can provide the following benefits:

· Increase the level of local consumer spend (i.e. retail spend) and business activity;

· High level of workforce supply, which increases employment outcomes for industry and can promote business investment; and

· Improve the quality and availability of key social services, including health, and education, by establishing a critical mass.

Based on the research and stakeholder consultation, there are several reasons that have been attributed to low rates of population growth and retention in the Alpine Shire. These include:

• **Housing affordability**. As outlined in the Economic Profile, housing is less affordable compared to the Regional Victoria average, particularly in the Bright township. This can be attributed to increased demand from the holiday home market, which is driving up prices. This has detracted prospective residents from relocating to the Alpine Shire, crowded out existing residents to other (more affordable) townships, such as Myrtleford and Porepunkah, and encouraged resident migration to other Shires.

• **Accessibility and transport.** The relative distance and access to nearby regional cities is a barrier to population growth, as it prevents residents from accessing services, facilities and even employment opportunities. To improve access there needs to be an improvement in transport infrastructure and connectivity both to and within the Alpine Shire.

• **Land and housing supply.** There is a low level of residential housing supply, coupled with a high demand for holiday homes (reflected by low occupancy rates), which prevents residents (and workers) from purchasing or renting housing and living in the Alpine Shire. Consultation revealed there are large waitlists for rental properties, with many families (and prospective workers) unable to live and work in the Alpine Shire due to lack of rental supply. The issue of housing supply and land availability should be considered as part of a Land Development Strategy to be delivered by Council.

• **Employment opportunities.** There has been an ongoing job decline since 2006, which coincides with the absence of the tobacco industry (further exacerbated in 2010 with the completion of the Bogon Power Station). In addition, there are no major employing businesses in the Alpine Shire, with only 2% of businesses employing over 20 people. Coupled with the low unemployment rates, there are fewer employment prospects in the Alpine Shire. As employment is one of the key drivers for resident attraction, there needs to be greater economic incentives for relocation.

• **Services**. The low rate of growth is also due to a lack of key services that support resident attraction, particularly the availability of childcare, health, education and training institutions and independent aged care facilities. This reduces the incentive for both young to midlife families, as well as retirees, from relocating to the Alpine Shire.

Therefore, Council should focus on resident attraction through enhancing liveability and creating economic incentives for prospective residents, including affordable housing and facilitating employment opportunities.

Transformative Project: Affordable Housing Strategy

Housing availability and affordability are critical issues for the Alpine Shire, particularly in relation to attracting new residents and workers to support the economy, as well as retaining existing residents. The data and consultation revealed that there are a range of issues with residential housing, including:

- Housing prices, which are higher than average levels across Regional Victoria;

- Variability in housing prices and availability across different townships;

- A large holiday home sector, particularly in Bright (which caters to the visitor base), lowering the availability for permanent residents as well as driving up prices;

- Lack of housing supply to support the resident workforce, which reduces the incentive for skilled workers to relocate; and

- Lack of vacant residential land to support development.

These issues relate not only to residential purchases but also to rental properties, with high rents and limited supply creating long waitlists for families and workers looking to rent in the area.

A comprehensive Housing Strategy will examine the issues relating to housing and investigate the solutions for delivering affordable housing within Alpine Shire to meet the needs of existing and future residents. This could also align with the recently announced State Government funding for social and affordable housing.

Opportunities

- Attract investment in high-quality and high-amenity housing targeted to resident needs, in proximity to key nodes including Bright, Mount Beauty and Myrtleford.

- Explore the preparation of a Resident Attraction Strategy, which should:

  - Advocate for the delivery of accessible and quality services, including childcare, education, health and aged care, to ensure the needs of residents are met; and

  - Ensure the delivery of accessible and quality community, entertainment and recreational services and facilities that could enhance the Alpine Shire's appeal to existing and prospective residents, particularly young people and families.

- Ensure the current and future needs for education are met, including:

  - Planning for growth in school and childcare enrolments; and

  - Advocating for Higher Education facilities/satellite campuses to attract young working-age residents (as well as promote career development).

- Retail business attraction and support, to enable the industry to better respond to structural changes (e.g. online retailing) and service the population base with an appropriate mix of retail. Council should ensure there is appropriate land available for retail development.

STRATEGY 3.3

Support for an Ageing Population

The Alpine Shire has a large proportion of older residents, with a relatively high median age of 49 (compared to Victorian average of 37), as well as a lower proportion of children and young families (compared to the Hume Region and Regional Victoria). In addition, the population will continue to age, particularly amongst residents 70 years and over, which can place a strain on key social and health services and reduces the supply of available labour.

However, this cohort – particularly retirees – can also promote community engagement and activities through volunteering and providing community services. It is important that Council provides support to the growing ageing population to attract new residents and ensure they are engaged, productive and contribute to social wellbeing.

Opportunities

- Advocate for suitable and sufficient aged care facilities and accommodation.

- Ensure townships are accessible and include 'age friendly' infrastructure.

- Provide community facilities and programs to support engagement of retirees and elderly residents.

Theme Four
Attracting New Industry and Investment

Leverage greater economic growth and employment outcomes from a diverse range of industry sectors and strategic investments

The Alpine Shire economy is reliant on a few key industries, including Tourism (e.g. Accommodation and Food Services, Retail Trade), Agriculture and Forestry, as well as Manufacturing. Economic output and employment are concentrated within these areas, as they are the primary drivers of economic growth.

Combined, these industries comprise over 40% of total Shire output ($614 million) and 47% of employment (2,219 jobs). As a result, the business mix is also concentrated with one-quarter of businesses within Agriculture and 10% in Accommodation and Food Services.

Therefore, to facilitate sustainable economic growth, the Alpine Shire should be less reliant on these few sectors and broaden the industry mix through business attraction and diversification.

This should be complemented by ongoing infrastructure investment in strategic projects to benefit the community, achieve business growth and generate employment opportunities.

Theme Four Strategies

4.1	Increase industry diversification and expand the jobs base

4.2	Strategic investment in public sector infrastructure projects

STRATEGY 4.1

Increase Industry Diversification and Expand the Jobs Base

Council has identified the need to attract new industry (and new businesses) to the Alpine Shire in order to diversify the industry mix and achieve workforce growth. Of particular importance is to be less reliant on tourism and attract new industries and new workers to acheive economic growth. This should include consideration of the business investment opportunities for the following industries:

· Professional service sector;

· Health;

· Education;

· Boutique manufacturing;

· Arts and culture;

· Sustainable energy production; and

· Freight and logistics.

These sectors have potential to succeed in the Alpine Shire under the right conditions, however, the pursuit of these industries should be based on a clear framework/process adopted by Council, including

· Identifying the relevant industries and businesses to target;

· Identifying optimal locations; and

· Identifying and promoting the competitive advantages of the Alpine Shire.

Once identified, businesses could be encouraged by Council to re-locate through a combination of measures (e.g. financial and planning assistance).

This will help with population attraction strategies as new industries opening up in the Alpine Shire will create opportunities to attract new workers that will re-locate in the area.

This could also be delivered in response to the COVID-19 impacts, which has seen a change in workforce patterns and increases in remote working. As such, there are opportunities to attract a mix industries and businesses that could work remotely in the Alpine Shire (and re-locate from nearby regional cities or Melbourne). Discussions with local chambers identified the recent emergence of a co-working space in Bright, which is a key vehicle used to attract new remote workers, small businesses and start-ups. This opportunity should be leveraged to attract more remote workers, as well as establishing new facilities in other townships.

Creating a more diverse mix of businesses and workers is an important priority for Council as it makes the economy less reliant on tourism and promotes sustainable economic growth

Opportunities

· Leverage off remote professional worker opportunities, as a result of COVID-19 impacts, which provides flexibility for businesses and employees to re-locate out of regional cities or Melbourne.

· Develop an Industry Attraction Strategy which identifies niche industries suited to Alpine Shire and can help attract a more diverse mix of businesses. This should include business attraction strategies, which promotes the Alpine Shire's advantages and also identifies measures that encourages businesses to relocate

· Ensure adequate zoned land supply to attract new industry in appropriate locations. This includes provision of sufficient commercial and/or industrial land, to ensure there is availability for potential businesses to invest. This could be considered as part of a future Land Development Strategy.

· Clearly communicate the planning process to help businesses overcome planning barriers and support business investment.

STRATEGY 4.2

Strategic Investment in Public Sector Infrastructure Projects

Ongoing infrastructure development is critical to achieve sustained economic growth through construction stimulus, business growth and employment opportunities. In addition, infrastructure that benefits communities (e.g. transport) is key in driving population growth and retaining residents within the Alpine Shire.

Council has delivered and is undertaking several infrastructure projects including:

Those recently completed:

- Myrtleford Indoor Sports Stadium Expansion
- Alpine Events Park
- Mount Beauty Skate Park Upgrade
- Alpine Better Places Bright, Porepunkah and Myrtleford

And under delivery:

- Mount Beauty Airport Upgrade
- Great Valley Trail
- Dinner Plain Activation
- Tawonga Caravan Park upgrade
- Buckland Bridge

Council should continue to identify priority infrastructure projects to generate economic and business activity and benefit the community.

As such, Council could commence ongoing research and analysis to identify infrastructure priorities, as well as the relevant funding opportunities (i.e. grants, private sector.). This could be undertaken and updated on a regular basis as projects develop and further opportunities are identified.

Opportunities

- Identify and advocate for infrastructure investment that supports economic development.
- Undertake ongoing research and analysis that prioritises infrastructure projects and identifies funding opportunities.

Theme Five
Supporting Businesses

Support and encourage a diverse business community to generate successful employment and economic outcomes, including disaster recovery assistance to support business recovery from unforeseen events and environmental disasters.

A core function of economic development is the provision of business support services, typically enabled through regular and meaningful engagement, with a view to helping businesses overcome specific challenges they face and help identify opportunities that could be further leveraged to achieve positive business outcomes.

As demonstrated in the economic profile, majority of businesses in the Alpine Shire (98%) are non-employing or classified as SMEs (i.e. fewer than 20 employees). Smaller businesses typically require additional support as they lack the resources to maximise growth opportunities or generate employment outcomes. This support is particularly important in light of the recent impact of COVID-19 and bushfires on businesses and future recovery efforts to sustain business going forward.

Theme Five Strategies

5.1	Upskilling the workforce to meet industry needs
5.2	Create a connected and well-informed business base
5.3	Promote business resilience (disaster recovery assistance)

STRATEGY 5.1

Upskilling the Workforce to Meet Industry Needs

Although unemployment is relatively low, industry consultation indicated that a key challenge is finding suitable employees that are 'job ready'. This includes finding skilled employees (both permanent and transient) for businesses within the agriculture and manufacturing industries. In addition, tourism businesses, which rely on casual (seasonal) employees during peak seasons have difficulty in attracting skilled or experienced workers.

There is expressed demand for skilled employees, however, many potential employees lack the suitable skills and expertise required to meet the needs of businesses, which creates issues for staff recruitment.

Challenges in employing 'job ready' people can stymie business' capacity to operate effectively and can have implications on growth prospects. Council should, in collaboration with industry, education/training institutions and local chambers of commerce, identify and support programs that can: attract skilled employees; and ensure current employees have the relevant skills to meet industry needs.

Opportunities

· Collaborate with existing businesses and local employment providers, to

  · Identify the issues that are common across the labour force (including labour supply and skills shortages); and

  · Develop strategies to address these issues.

· Investigate training programs that could be initiated by the private sector to promote recruitment, up-skilling, including both public and 'in-house' training processes.

STRATEGY 5.2

Create a Connected and Well-Informed Business Base

Given that 98% of businesses in the Alpine Shire are considered small (i.e. non-employing or employing less than 20 people), developing more informed and capable industry is a key priority for Council to support business growth.

This could be delivered through training, mentorship and networking, in collaboration with industry bodies, to help local businesses develop in terms of:

· Marketing;

· Social media and digitalisation (e.g. website development and online presence);

· Business Planning;

· Financial Management; and

· Contracts and tenders.

Consultation with business local hospitality businesses revealed that industry advice is being delivered by Tourism North East (as well as Council). Therefore, informing industry should be a joint effort provided by multiple organisations.

Business networking, in particular, is a key opportunity across industry sectors. It can help businesses collaborate and share information, as well as creating supply-chain/business to business opportunities.

There is a potential for Council to facilitate and support networking and training opportunities for businesses, targeting those businesses who are seeking to upskill in certain areas of business management. This opportunity could be facilitated and administered through a dedicated CRM.

Opportunities

· Provide mentoring and training opportunities to improve industry capability and support business growth, focussing on areas that businesses wish to upskill in (e.g. marketing, financial management, business planning etc.).

· Develop or update Council's CRM database to target relevant businesses in need of training.

· Promote business to business activity and connections through business networking, which can be facilitated by Council in collaboration with other industry bodies (e.g. Tourism North East, local chambers).

· Promote online resources to the business community (e.g. website, social media) and provide access to information and opportunities that encourages business growth and development.

STRATEGY 5.3

Promote Business Resilience (Disaster Recovery Assistance)

The COVID-19 pandemic and the summer bushfires has created a major downturn in Australia's economy, with a rising national unemployment rate of 7.1% in May and a forecast -8% drop in GDP in June 2020. Australian business confidence is low, with 29% of surveyed businesses in June predicting they will not survive for more than 3 months with current cashflow.

As a result, the Alpine Shire economy has experienced major economic losses in the first half of 2020. This includes significant losses in economic output (-9% by September 2020) and employment (-6% in September 2020), as well as substantial increases in JobKeeper (47% of businesses) and JobSeeker (11% of working population) applications. Overall, the Alpine Shire experienced heavier losses than most

municipalities, which can be attributed to the economy's reliance on tourism, which ground to a halt over 2020.

Therefore, there is a pressing need for Council to support businesses and the community through unforeseen events and environmental disasters (e.g. COVID-19, bushfires) via a recovery plan that helps return performance to normal. This should focus on the following:

· Minimise business revenue loss and a decline in JobKeeper payments;

· Minimise job loss and a decline in JobSeeker payments;

· Assist individual businesses to alter operating conditions for a 'with COVID' operating environment (e.g. contactless transactions, outdoor dining, etc.); and

· Support individual businesses to recover to 'pre COVID-19 and bushfires' turnover.

Opportunities

· Encourage business resilience by providing the specific skills, opportunities and information needed to respond to environmental disasters and achieve growth (e.g. access to grants, financial planning, business planning, etc.)

· Develop employee retention strategies to combat increasing unemployment.

· Assist businesses to make physical distancing alterations to improve business operation, including provision of outdoor dining permits and infrastructure.

· Provide pathways to access to mental health support for business owners, operators and employees.

Alpine Shire Council Road Management Plan 2021

Contents

DOCUMENT UNCONTROLLED WHEN PRINTED

Document Control		
Status: Draft	To be approved by: Council	
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Directorate: Assets	Department: Asset Maintenance	External

REVISION RECORD

Date	Version	Revision description
2004	1	Original Alpine Shire Council Road Management Plan.
2009	2	• Minor reduction of some inspection frequencies, • Introduction of Limited Access Roads. Support for discretionary occasional maintenance on roads not included in Register of Public Roads.
April 2013	3 (Draft)	• Improved clarity between Road Management Plan and Register of Public Roads, • Road maintenance standards included in the Road Management Plan to remove reliance on separate document, • Clarity provided in relation to bridge inspection and maintenance standards, • Inspection frequencies and maintenance response times revised with some minor increased standards of both. • Pathways hierarchy reviewed.
June 2013	3	Proposed amendments in response to submissions received through public exhibition period: - • Inspection frequency for Paths reviewed, • Night Inspections for roads added, • Pedestrian Bridge categories revised, • Response times for Dinner Plain roads amended to recognise seasonal limitations of repair works, • The "shared zone" role of Dinner Plain roads in catering for pedestrians recognised and "trip hazard" defect added,

Date	Version	Revision description
		• Existence of some Seasonal Roads within the Shire recognised.
April 2017	4	• Refined hierarchy definitions of the road classifications (Collector and Access roads) • Amended maintenance inspection timetables • Updated Register of Public Roads • Preventative maintenance actions added (see Tables 7, 8 & 9)
May 2021	5	• Reformatting

1. Executive Summary

Under the *Road Management Act 2004*, Alpine Shire Council (Council) is the Coordinating Road Authority for municipal roads within Alpine Shire. Council manages municipal roads in accordance with its Road Management Plan (RMP).

The purpose of Council's RMP is to:

- Establish a management system for the road management functions of Council.
- Set the relevant standard in relation to the discharge of duties in the performance of those road management functions.

Council's responsibility for the roads listed on the Register of Public Roads extends to road and road related infrastructure as defined under the Act, for example:

- Road and shoulders
- Kerb and channel
- Pathways (footpaths/shared trails) within the road reserve
- Bridges
- Drainage (culverts, pit lids and open drains) within the road reserve
- Parking bays/car parks.
- Regulatory and advisory traffic signs

Under the *Road Management Act 2004*, Council has a statutory duty to inspect, maintain and repair its public roads and related infrastructure.

When an asset is inspected, it is assessed against intervention levels which determine whether no maintenance, programmed maintenance or temporary safety works are required and the associated response time.

The inspection frequencies, intervention levels and response times are outlined in this plan and need to be achievable and affordable when considered against the level of service required and the level of resources available.

Council currently maintains a road network of approximately 343km of sealed roads, 235km of unsealed (gravel) roads and 53km of shared path network. The sealed road network also includes roads in Dinner Plain which are predominately constructed of concrete. All roads are given a classification of either Collector or Access roads according to their core function and location.

2. Purpose

Under the *Road Management Act 2004* (the Act), Alpine Shire Council (Council) is the Coordinating Road Authority for municipal roads within Alpine Shire. Council manages municipal roads in accordance with its Road Management Plan (RMP).

The purpose of Council's RMP is to:

- Document a management system for the maintenance of roads and road related infrastructure consistent with the requirements of the Act, while recognising resource limitations.
- Set the relevant standards in relation to the discharge of duties in the performance of those road management functions.

3. Roles and responsibilities

3.1 COUNCIL RESPONSIBILITIES

Council's RMP must be reasonable, and compliance with the RMP must be achievable. When creating the RMP, Council is entitled to consider affordability, available resources and risk management. The service levels and maintenance standards set out in the RMP are expected to meet road users' needs and the community's reasonable expectations of day to day maintenance.

3.2 ROAD USERS

The *Road Management Act 2004* confers specified rights on members of the public using public roads which are legally enforceable and imposes duties on members of the public using public highways which may be taken into account in any proceedings.

With regard to the travelling public on Council's municipal roads, under the *Road Safety Act 1986*, the obligations of road users are as follows:

- A person who drives a motor vehicle on a highway must drive in a safe manner having regard to all the relevant factors including (without limiting the generality) the:

    - Physical characteristics of the road
    - Prevailing weather conditions
    - Level of visibility
    - Condition of motor vehicle
    - Prevailing traffic conditions
    - Relevant road laws and advisory signs
    - Physical and mental condition of the driver.

- A road user other than a person driving a motor vehicle must use a highway in a safe manner having regard to all the relevant factors. A road user must:

    – Have regard to the rights of other road users and avoid any conduct that may endanger their safety or welfare
    – Have regard to the rights of the community and infrastructure managers in relation to road infrastructure and non-road infrastructure on the road reserve and take reasonable care to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve
    – Have regard to the rights of the community in relation to the road reserve and take reasonable care to avoid conduct that may harm the environment of the road reserve.

This RMP document summarises the intended duty of care by Council to manage and maintain the municipal road network as well as highlighting the duty of care to be taken by the community as users of the municipal road network.

4.   Road Assets – Description

4.1   REGISTER OF PUBLIC ROADS

Council's Register of Public Roads provides details of each of the public roads that Council is responsible for. These details include:

- Road name and locality
- Date on which the road became a public road (if declared after 1st July 2004)
- Road classification (see Section 4.4)
- Management arrangements with other road authorities (if applicable)

The term 'public road' (in the context of Council's Register of Public Roads) applies to municipal roads that are reasonably required for general public use as outlined by the Road Management Act 2004.

There are many roads that appear on title but which do not have physical roads constructed, or have poorly constructed roads. These roads, in many cases, will not be included on the register because they are not deemed generally required for public use. While such roads are available for use by the public, they are not "public roads" as defined by the Road Management Act 2004 and hence, are not included in Council's Register of Public Roads. Refer to the description of Limited Access Roads in Section 4.4.1 for further details.

Council's Register of Public Roads can be viewed at Council's main office (2 Churchill Avenue, Bright) or can be downloaded from Council's website at:
http://maps.alpineshire.vic.gov.au/roadregister/

4.2   DESCRIPTION OF COUNCILS ROAD INFRASTRUCTURE

The maintenance and repair of the surface and pavement of all local roads in Council's Register of Public Roads is the responsibility of Council. Generally, arterial roads are the responsibility of VicRoads, and roads not located on a Road Reserve are the responsibility of Department of Environment, Land, Water and Planning (DELWP). Some of the detail around the limits and responsibilities is explained in Section 4.3.

Council's responsibility for the roads listed on the Register of Public Roads extends to road and road related infrastructure as defined under the Act, for example:

- Road and shoulders
- Kerb and channel
- Pathways (footpaths/shared trails) within the road reserve
- Bridges
- Drainage (culverts, pit lids and open drains) within the road reserve
- Parking bays/car parks.
- Regulatory and advisory traffic signs

4.3   DEMARCATION

4.3.1 Roads

VicRoads is the Coordinating Road Authority for the following roads within Alpine Shire:

- Great Alpine Road
- Kiewa Valley Highway
- Tawonga Gap Road
- Mount Buffalo Road
- Buffalo River Road (from Great Alpine Road to Lake Buffalo dam wall)
- Happy Valley Road
- Running Creek Road
- Myrtleford-Yackandandah Road
- Dederang Road
- Bogong High Plains Road (from Mount Beauty to Rocky Valley Dam)
- Snow Road (formerly Glenrowan-Myrtleford Road).

These roads are not included in Council's Register of Public Roads. However, Council does maintain a number of infrastructure assets such as footpaths, footbridges and drainage within the reserves of some of these roads. The guidelines for determining responsibility between coordinating road authorities are outlined in the *Road Management Act 2004* Code of Practice Operational Responsibility for Public Roads (Code of Practice).

As a guide, the Code of Practice specifies that on an arterial road:

- In an urban area (defined loosely as within the 60km/h zone), VicRoads is responsible for the maintenance and management of road infrastructure associated with the function of through traffic (i.e. road carriageway, kerb and channel / open drains, traffic signs etc.).

- In a rural area (outside the urban area), VicRoads is responsible for all assets contained within the road reserve, unless it is otherwise agreed with the respective municipality.

Other coordinating authorities that manage roads that interface with roads listed in Council's Register of Public Roads include:

- DELWP
- Body corporates (common property roads)
- Private roads
- Adjoining councils

4.3.2 Footpaths and vehicle crossovers

A vehicle crossover refers to the crossing which provides vehicular access from the road to the property boundary. Vehicle crossovers are considered private property, and therefore Council does not inspect or maintain vehicle crossovers. Any damage to a vehicle crossover is the responsibility of the property owner. Any section of the vehicle crossover that is used by the general public as a footpath is the responsibility of Council.

This section of footpath is subject to the same inspection and maintenance standards applied to the wider public footpath network. The following diagram illustrates the demarcation of responsibilities in a typical vehicle crossover situation:
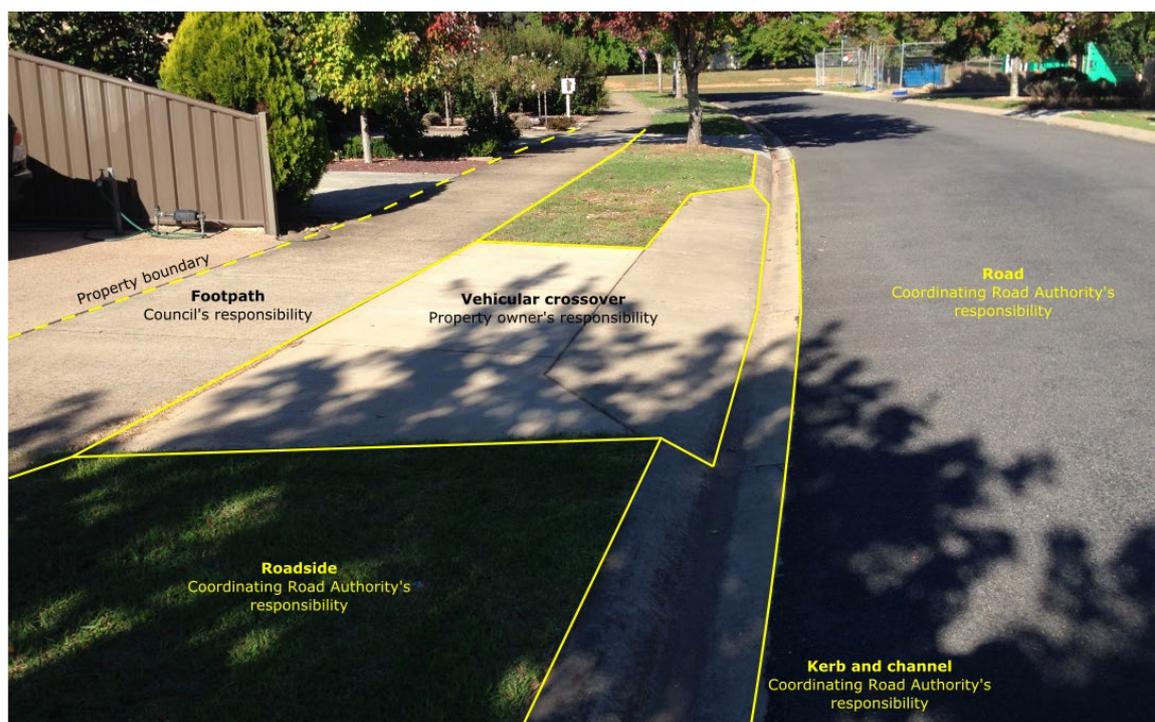
4.4   CLASSIFICATIONS

Road infrastructure assets are classified into a hierarchy. This hierarchy is used to determine inspection frequencies and response times for any defects found or preventative maintenance requirements.

4.4.1 Road Hierarchy

Roads included in Council's Register of Public Roads are divided into the following classifications:

Collector Roads provide a route through or between residential, industrial, agricultural, tourist and forest traffic nodes and generally connect to the Arterial network at one or both ends. These roads will typically carry a significant percentage of traffic of a type not associated with properties on that road, for example, tourist traffic in a residential zone or logging traffic in a farming zone. Collector roads are further divided into the following types:

- Sealed
- Unsealed
- Concrete

Access Roads primarily provide direct access for abutting residential, industrial, commercial, forestry and agricultural properties. These roads will predominately carry traffic of a type associated with properties on that road, for example, residential traffic in a residential area or industrial traffic in an industrial area. Access roads are further divided into the following types:

- Sealed
- Unsealed
- Concrete

Limited Access Roads primarily provide access for emergency vehicles and occasional non-residential property access. These roads are deemed not reasonably required for general public use. Where these roads provide access to property, they may be eligible for occasional, minimum maintenance (on request) to allow safer access to properties. These roads are not subject to routine inspections. Inspections and any subsequent maintenance on these roads is only in response to requests from the public and at Council's discretion, taking into account the use of the road, any perceived safety issues, available resources and other competing priorities.

4.4.2 Bridge Hierarchy

Bridges are divided into the following classifications:

High maintenance bridges are those bridges that required a higher level of maintenance and/or inspection frequency (for example, cable suspension bridges or bridges nearing end of life). High maintenance bridges can be further divided into the following types:

- Collector road bridges
- Access road bridges
- Pathway bridges

Normal maintenance bridges are those that are not considered high maintenance. Normal maintenance bridges can be further divided into the following types:

- Collector road bridges
- Access road bridges
- Pathway bridges

Note that under section 3 of the *Road Management Act 2004*, Council is not responsible for the following:

- "...if the irrigation channel, sewer or drain is works within the meaning of the *Water Act 1989*, any bridge or culvert over an irrigation channel, sewer or drain, other than a bridge or culvert constructed by a road authority; or

- A bridge or culvert over a sewer or drain constructed under Section 132 of the *Melbourne and Metropolitan Board of Works Act 1958*;"

4.4.3 Pathway Hierarchy

Pathways are defined as pedestrian (and/or bicycle) infrastructure that is constructed of mainly imported materials.

Pathways are divided into the following classifications:

- **High use** pathways are located within high activity areas such as township shopping areas, near hospitals and senior citizen centres

- **Normal use** are pathways that are not deemed high use

5.   Inspections and Maintenance

5.1   MAINTENANCE CONSIDERATIONS

Under the *Road Management Act 2004*, Council has a statutory duty to inspect, maintain and repair its public roads and road related infrastructure. Inspection frequencies, maintenance standards and response times for all road assets have been developed based on the classifications outlined in Section 4.4.

There are recognised impediments that may impact on Council's ability to deliver on its stated inspection frequencies, maintenance standards and/or response times:

- Potential for snow cover - roads affected include:

    − All Dinner Plain roads
    − Bogong High Plains Road (past the dam wall)
    − Dargo High Plains Road

- Seasonal road closures - roads affected include:

    − Bogong High Plains Road (past the dam wall)
    − Dargo High Plains Road

- Exceptional circumstances - Council will make every effort to meet its commitments under its RMP. However, there may be situations or circumstances that affect council's business activities to the extent that it cannot deliver on the service levels of the RMP. These include but are not limited to natural disasters, such as fires, floods, or storm; or, a prolonged labour or resource shortage, due to a need to commit or redeploy Council staff and/or equipment elsewhere. In the event that the Chief Executive Officer (CEO) of Council has considered the impact of such an event on the limited financial resources of Council and its other conflicting priorities, and determined that the RMP cannot be met, then pursuant to Section 83 of the *Wrongs Act*, the CEO will write to Council's officer in charge of its plan and inform them that some, or all, of the timeframes and responses in Council's RMP are to be suspended. Once the scope of the event/s have been determined, and the resources committed to the event response have been identified, then there will be an ongoing consultation between Council's CEO and Council's officer responsible for the RMP, to determine which parts of Council's plan are to be reactivated and when. Council statements to residents about the suspension or reduction of the services under the RMP will include reference to how the work that will be done has been prioritised, and the period for which it is likely to be affected.

5.2   MAINTENANCE PROCESS

5.2.1 Inspection Timetables

Inspections aim to find defects that exceed tolerable levels when balancing risk, Council's limited financial resources and competing priorities and the obligations on road users to exercise reasonable care for their own safety. Defects can also be brought to Council's attention by members of the public. Inspections are undertaken based on geographic regions (Lower Ovens, Upper Ovens, Kiewa Valley and Dinner Plain). See 5.2.2, fig 1 for a map of these regions.

Alpine Shire undertakes three types of inspections:

1. **Programmed inspections** are undertaken on a set schedule to ensure compliance with intervention levels set out in Tables 7, 8 & 9. Response times to respond to an issue or to effect repairs are measured from the time that the defect is recorded by Council as exceeding the relevant intervention level.

2. **Reactive inspections** are undertaken in response to notification of defects by the public. These inspections also determine compliance with intervention levels set out in Tables 7, 8 & 9. Response times are measured from the time that the defect is confirmed to exceed the relevant intervention level. Inspections for reactive maintenance are undertaken as soon as possible after a report is received depending on the assessed level of risk, but not exceeding 4 weeks.

3. **Condition assessments** are a longer-term periodic inspection designed to assess the life cycle condition of assets to help plan for asset renewal or replacement. This assessment does not consider maintenance defects or compliance with the intervention levels in Tables 7, 8 & 9.

Table 1: Programmed inspection frequency – Roads

Road Classification	Frequency
Collector	4 times in a 13-month period
Access	2 times in a 13-month period

Notes:

An additional night inspection (to ensure the reflectiveness and effectiveness of signs and guideposts) is undertaken once a year over the entire road network.

Table 2: Programmed inspection frequency – Bridges

Bridge Classification	Frequency
High maintenance	2 times in a 13 month period
Normal maintenance	1 time in a 13 month period

Table 3: Programmed inspection frequency – Pathways

Pathway Classification	Frequency
High use	2 times in a 13 month period
Normal use	1 time in a 13 month period

5.2.2 Intervention Levels and Response Times

When an asset is inspected, it is assessed against intervention levels which determine whether programmed maintenance or temporary repairs are required and the associated response time.

Intervention levels are set out in Tables 7, 8 & 9. Response times are detailed below.

Table 4: Defect response times – Roads

Classification	Type	Maximum Response Time (weeks)
Arterial	Sealed	8
Collector	Sealed	8
Collector	Unsealed	8
Collector	Concrete	26
Access	Sealed	16
Access	Unsealed	16
Access	Concrete	26

Notes:

While Arterial roads do not appear on Council's Register of Public Roads (as they are managed by VicRoads), Council does maintain areas of seal associated with these roads (such as parking bays).

Table 5: Defect response times – Bridges

Classification	Type	Maximum Response Time (weeks)
High maintenance	Collector road bridge	8
High maintenance	Access road bridge	16
High maintenance	Pathway bridge	16
Normal maintenance	Collector road bridge	8
Normal maintenance	Access road bridge	16
Normal maintenance	Pathway bridge	16

Table 6: Defect response times – Pathways

Classification	Type	Maximum Response Time (weeks)
High use	All	4
Normal use	All	26

Figure 1: Inspection Regions
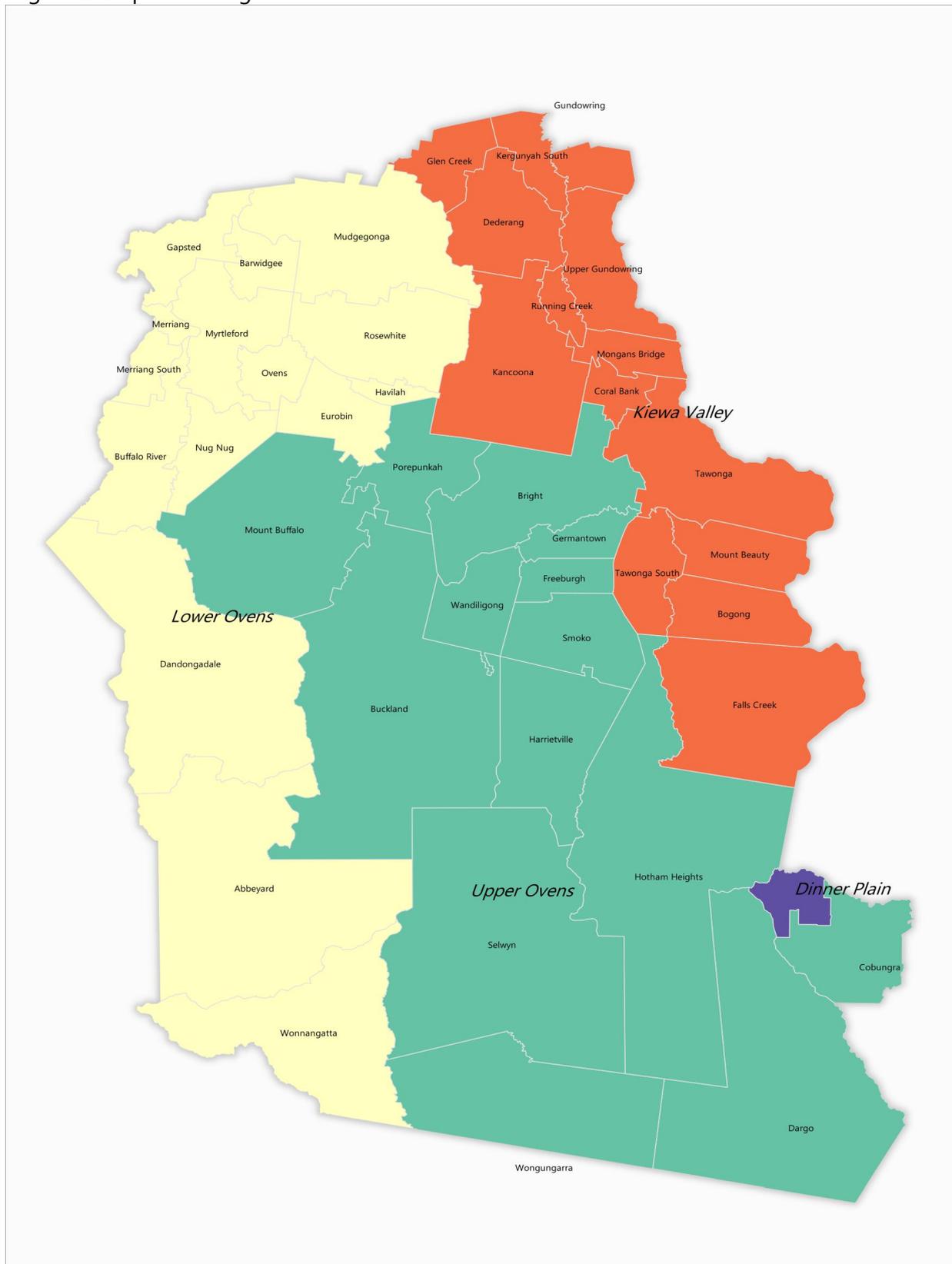
Defects identified above intervention levels are actioned within the maximum response times set out in tables 4, 5 and 6 above.

Imperfections, which are under intervention levels, may be recorded during a programmed inspection to be included in future preventative maintenance works programs. This process is purely at Council's discretion.

When defects are identified during an inspection, the following intervention levels are applied:

Table 7: Operational Intervention Levels – Roads

Defect identified	Intervention level
Pothole	Depth >75mm and diameter >300mm
Edge break	Depth >75mm and for >2m length
Road crossfall (unsealed roads)	<1% for (min) 20% of road length, or >100m
Corrugations or Roughness (unsealed Roads).	Depth > 75mm (measured with a 1.2 metre straight edge) for (min) 20% of road length, or >100m.
Guidepost	Missing / non-functional
Drainage	Impaired free drainage of road surface, causing >25mm of standing water >10m2 total
Vegetation	Obstructs or restricts visibility of road signs or <4.5m height clearance over traffic lanes
Depression / Heave	Depth >100mm over 5m length
Regulatory or Traffic Advisory Signs	Missing / non-functional
Line marking	Non-functional
Pit lid	Missing or structural integrity obviously compromised
Reflective markers	Missing / non-functional /
Guardrail	Missing or structural integrity obviously compromised
Cracking	>20mm width over 10m length

Table 8: **Operational Intervention Levels – Bridges**

Defect identified	Intervention level
Guardrail	Missing or structural integrity obviously compromised
Deck	Missing or structural integrity obviously compromised
Beams	Missing or structural integrity obviously compromised
Stringers	Missing or structural integrity obviously compromised
Crossheads	Missing or structural integrity obviously compromised
Piers	Missing or structural integrity obviously compromised
Abutments	Missing or structural integrity obviously compromised
Drainage	Impaired free drainage of bridge surface, causing >25mm of standing water >10m2 total
Vegetation	Obstructs or restricts visibility of road signs or <4.5m height clearance over traffic lanes

Table 9: Operational Intervention Levels – Pathways

Defect identified	Intervention level
Vertical lip	>20mm
Vegetation	<2.5m clearance over pathway
Depression / Heave	>40mm, over 1.5m length
Tactiles	Missing or greater than 50% degraded
Cracking	>10mm wide over 1.5m length
Drainage	>25mm depth of standing water over 1.5m length

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

- *Local Government Act 2020 [Vic]*
- *Road Management Act 2004 [Vic]*
- Code of Practice, Operational Responsibility for Public Roads (*Road Management Act,* 2004)
- Code of Practice, Management of Infrastructure in Road Reserves (*Road Management Act,* 2004)
- Road Management (General) Regulations, 2016

7.   Definitions and abbreviations

Term	Meaning
Defect	A localised failure in an asset, for example, potholes in a road surface or a joint displacement in a concrete footpath.
Road Management Act (RMA)	Road Management Act 2004 (Vic) The Act provides a statutory framework for the management of the road network in Victoria.
Code of Practice	Code of Practice for Road Management Plans (September 2004. Supporting document to the legislation, which provides practical guidance to Road Authorities in the making of RMPs.
Responsible road authority	The organisation responsible for the management of the road as determined under s.37 of the RMA.
Road	Includes a street; cul de sac; by-pass; bridge or ford; or other land or works forming part of the road.
Arterial Roads	Freeways, highways & declared main roads which are managed by the State Government through VicRoads
Municipal Roads	Roads for which the council is the responsible Road Authority

Term	Meaning
Pathways	The definition of pathway provided in the RMA captures both "footpaths" and "shared pathways" as outlined below: A footpath, bicycle path or other area constructed or developed by a responsible road authority for use by members of the public other than with a motor vehicle but does not include any path which: a) Has not been constructed by a responsible road authority; Or b) Which connects to other land
Non road infrastructure	Includes infrastructure in, on, under, or over a road, which is not road infrastructure. The RMA provides examples of non-road infrastructure that includes gas pipes, water and sewerage pipes, cables, electricity poles, bus shelters, rail infrastructure, public telephones, mail boxes, road side furniture and fences erected by utilities or providers of public transport.
Other roads	Include roads in State reserves, and roads on private property. Council is not responsible for the care and maintenance of these roads.
Road reserve	All of the area of land that is within the boundaries of a road
Roadside	Any land that is within the boundaries of a road (other than the shoulders of the road) which is not a roadway or a pathway and includes the land on which any vehicle crossing or pathway which connects from a roadway or pathway on a road to other land has been constructed.
Public Road Register	List of roads within a municipality that a council is responsible for. Council is required to keep a register under s.19 of the RMA.
Road Infrastructure	The infrastructure which forms part of a roadway, pathway or shoulder, including – • Structures forming part of the roadway, pathway or shoulder, and the road-related infrastructure • Materials from which a roadway, pathway or shoulder is made, such as asphalt, bitumen, gravel, lane markers and lines

Term	Meaning
Road related infrastructure	Infrastructure which is installed by the relevant road authority for road related purposes to • Facilitate the operation or use of the roadway or pathway; or • Support or protect the roadway or pathway. Examples: Traffic islands, traffic management signage, traffic control sign, traffic light, kerb and channel, a bridge, culvert or ford, road drain or embankment, a noise wall, gate, post or board installed on the road reserve.
Proactive Inspections	Inspections performed as part of a scheduled program, according to the classification of roads, which is based on the road classification, volume of traffic etc., for the purpose of identifying defects above intervention and to provide a record that the road has been inspected.
Reactive Inspections	Inspections performed in response to a customer request or notification about the condition of the road, in order to assess whether the road contains a RMP defect that has reached the relevant intervention level.
Condition Inspections	Inspections conducted to assess the life of the road and footpath network, and to prioritise major works.
Intervention Level	The level of severity of a defect at which the road authority has determined that the defect will be repaired.
Infrastructure and works managers	Staff of road authorities that are responsible for the management and maintenance of roads as determined by the classification system within the Road Management Act 2004 (Vic), and as contained in the roads register.
Consent applications	Applications made by other road authorities and utilities companies to perform works on council-managed roads.
'Exceptional Circumstances' clause	A clause in the RMP that describes the conditions under which a council can suspend its maintenance and inspection responsibilities under the RMP due to the occurrence of events outside their control. The 'Exceptional Circumstances' clause also details the process for reinstating the RMP.

8.   Approval

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this 1st day of June
2021
in the presence of:

....
COUNCILLOR   SIGNATURE

....
COUNCILLOR   SIGNATURE

....
CHIEF EXECUTIVE OFFICER   SIGNATURE

Review of Road Management Plan 2021

In accordance with regulation 9 of the *Road Management (General) Regulations 2016*, Council has undertaken a review of the Road Management Plan (RMP) and has prepared this written report.

The review of the RMP considered the standards in relation to, and the priorities to be given to, the inspection, maintenance, and repair of the roads and classes of road to which the plan applies and consider whether these were appropriate.

Roles and Responsibilities

The RMP must be reasonable, and compliance with the RMP must be achievable. When creating or reviewing the RMP, Council is entitled to consider affordability, available resources and risk management. The service levels and maintenance standards set out in the RMP are expected to meet road users' needs and the community's reasonable expectations of day to day maintenance.

Council's Manager Asset Maintenance led this review of the Road Management Plan Key internal stakeholders met on the 29 April 2021 and collectively reviewed the 2017 Road Management Plan. An updated draft document was then shared for review by the following Council officers:

- Director Assets
- Manager Asset Maintenance
- Asset Management Coordinator
- Engineering Coordinator
- Civil Works Coordinator
- Technical Officer

Register of Public Roads

Council's Register of Public Roads provides details of each of the public roads that Council is responsible for. These details include:

- Road name and locality
- Date on which the road became a public road (if declared after 1st July 2004)
- Road classification
- Management arrangements with other road authorities

The term 'public road' (in the context of Council's Register of Public Roads) applies to municipal roads that are reasonably required for general public use as outlined by the *Road Management Act 2004*.

There are many roads that appear on title, which do not have physical roads constructed, or have poorly constructed roads. These roads, in many cases, will not be included on the register because they are not deemed generally required for public use. While such roads are available for use by the public, they are not "public roads" as defined by the *Road Management Act 2004* and hence, are not included in Council's Register of Public Roads.

Council's Register of Public Roads is scheduled to be reviewed during the 2021/22 financial year. This review will provide an updated list of roads recommending any shift within the road hierarchy identifying material, financial or resource implications to Council.

Where any proposed updates to the Register of Public Roads triggers an update to the Road Management Plan that impact on the determination of a standard of construction, inspection, maintenance or repair, Council will follow the requirements in regulation 10 and 11 of the RM Regulations, and if required, bring an amended RMP back to Council for public consideration.

Conclusion

In accordance with regulation 9 of the *Road Management (General) Regulations 2016*, Council has undertaken a review of the Road Management Plan (RMP) and has prepared this written report.

Through this review, Council has determined that it will not amend its RMP. The document has been updated to Council's current branding for documents and includes minor administrative updates, but the standards of construction, inspection, maintenance or repair have not been altered.

Council must give public notice in the Victorian Government Gazette (Gazette) and a locally circulating newspaper and make this written report available to the public. Following this Council meeting, the written report will be made available on Council's website www.alpineshire.vic.gov.au, and advertised in the Gazette and Myrtleford Times / Alpine Observer.

Approval

This review of Council's Road Management Plan has been undertaken in accordance with the *Road Management Act 2004* and the *Road Management (General) Regulations 2016*.

Will Jeremy, Director Assets

27 May 2021

Great Valley Trail

16.3km

124m elevation gain

N

0 1 2 km

Elevation Profile

◀ **Bright (5km)**

Harrietville (5km) ▶

Altitude (m)

Distance (km)

GERMANTOWN

FREEBURGH

SMOKO

HARRIETVILLE

Great Alpine Rd

Tawonga Gap Rd

0km 1km 2km 3km 4km 5km 6km 7km 8km 9km 10km 11km 12km 13km 14km 15km 16km

1 2 3 4 5 6 7 8

0km
(from Bright)

Great Alpine Rd

Old Harrietville Rd

Great Alpine Rd

0.5km
(from Bright)

Old Harrietville Rd

1km
(from Bright)

Great Alpine Rd

GERMANTOWN

Old Harrietville Rd

Paola Lane

1.5km
(from Bright)

Tre - Vista Lane

Tre - Vista Lane

Old Harrietville Rd

2km
(from Bright)

Great Alpine Rd

FREEBURGH

Legend

● Bridges

— Great Valley Trail

— Watercourse

▇ Waterbody

☐ Title Boundary

N

0   100   200 m

Map 1

Germantown Streamside Reserve - Old Harrietville Road
Great Valley Trail

Snowy Creek Rd

Caloutas Lane

Caloutas Lane

Great Alpine Rd

2.5km
(from Bright)

3km
(from Bright)

(Potential) Snowy Creek Bridge

Snowy Creek Rd

Great Alpine Rd

3.5km
(from Bright)

FREEBURGH

Farrington Lane

Farrington Lane

Flinn Gr

Freeburgh Pedestrian Bridge

4km
(from Bright)

Pooh Corner Lane

Great Alpine Rd

4.5km
(from Bright)

Acada Ct

Great Alpine Rd

Pine Ct

Great Alpine Rd

Dibbin Lane

5km
(from Bright)

Legend

● Bridges
— Great Valley Trail
— Watercourse
▨ Waterbody
▢ Title Boundary

N

0   100   200 m
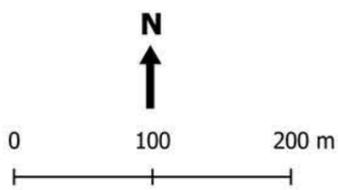
Map 2

Old Harrietville Road - Dibbin Lane
Great Valley Trail

Dibbin Lane

5km
(from Bright)

Great Alpine Rd

Websters Lane

Websters Lane

Websters Lane

Websters Lane

Great Alpine Rd

5.5km
(from Bright)

6km
(from Bright)

Great Alpine Rd

FREEBURGH

Great Alpine Rd

6.5km
(from Bright)

Great Alpine Rd

7km
(from Bright)

SMOKO

Legend

● Bridges

━ Great Valley Trail

━ Watercourse

▮ Waterbody

▯ Title Boundary

N

0   100   200 m
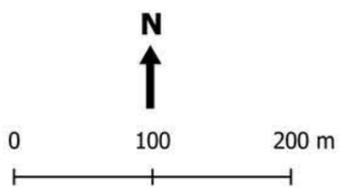
Map 3

Dibbin Lane - Smoko
Great Valley Trail

FREEBURGH

7km
(from Bright)

Great Alpine Rd

Great Alpine Rd

7.5km
(from Bright)

SMOKO

8km
(from Bright)

Great Alpine Rd

8.5km
(from Bright)

Mcmahons Lane

9km
(from Bright)

Great Alpine Rd

Legend

● Bridges
— Great Valley Trail
— Watercourse
▮ Waterbody
☐ Title Boundary

N

0   100   200 m

Map 4

Smoko - McMahons Lane
Great Valley Trail

Mcmahons Lane

9km
(from Bright)

9.5km
(from Bright)

Great Alpine Rd

10km
(from Bright)

Menahons Lane

10.5km
(from Bright)

SMOKO

Great Alpine Rd

11km
(from Bright)

Smoko Creek Rd

Great Alpine Rd

Great Alpine Rd

Legend

● Bridges

—— Great Valley Trail

—— Watercourse

Waterbody

Title Boundary

N

0   100   200 m
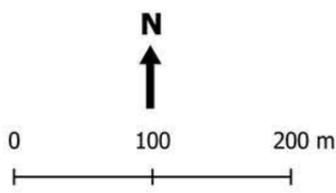
Map 5

McMahons Lane - Smoko Creek Road
Great Valley Trail

McMahons Lane

11km
(from Bright)

Smoko Creek Bridge

11.5km
(from Bright)

Great Alpine Rd

Steiners Lane

12km
(from Bright)

SMOKO

Great Alpine Rd

12.5km
(from Bright)

Cavalier Spur Trk

13km
(from Bright)

Great Alpine Rd

Legend

● Bridges

— Great Valley Trail

— Watercourse

Waterbody

Title Boundary

N

0   100   200 m
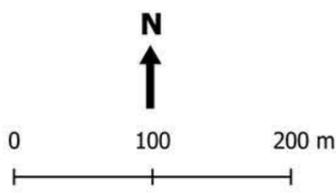
Map 6

Smoko Creek Road - Smoko Campground
Great Valley Trail

13km
(from Bright)

13.5km
(from Bright)

offset peg
here (22m)

14km
(from Bright)

Great Alpine Rd

SMOKO

14.5km
(from Bright)

Great Alpine Rd

15km
(from Bright)

Great Alpine Rd

Bibby Lane

HARRIETVILLE

Bibby Lane

Legend

● Bridges

— Great Valley Trail

— Watercourse

Waterbody

Title Boundary

N

0   100   200 m
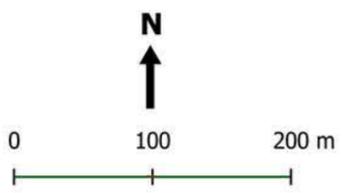
Map 7

Smoko Campground - Bibby Lane
Great Valley Trail

15km
(from Bright)

Great Alpine Rd

Bibby Lane

Bibby Lane

SMOKO

Great Alpine Rd

15.5km
(from Bright)

Great Alpine Rd

16km
(from Bright)

Millers Trk

HARRIETVILLE

Stony Creek Rd

Stony Creek Rd

Great Alpine Rd

Pinch Gut Lane

Great Alpine Rd

Pinch Gut Lane

Legend

● Bridges

—— Great Valley Trail

—— Watercourse

▮ Waterbody

▯ Title Boundary

N

0   100   200 m
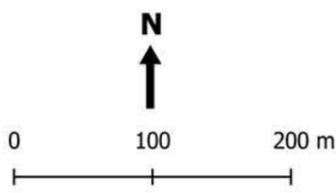
Map 8

Bibby Lane - Mountain Fresh Trout Farm
Great Valley Trail

COUNCIL POLICY

Procurement

Contents

DOCUMENT UNCONTROLLED WHEN PRINTED

Policy number 089	Status Draft	Approved by Council
To be approved 1st June 2021	**Next review date** 31st December 2021	
Directorate Corporate	**Department** Corporate	**Internal / External** Internal

REVISION RECORD

Date	Version	Revision description
04/11/2009	1.0	Adopted
03/11/2010	1.01	Reviewed, amended and adopted
02/11/2011	1.02	Reviewed, amended and adopted
02/10/2012	1.03	Reviewed, amended and adopted
19/05/2014	V1.0	Final collaborative version with Indigo and Towong Shire Councils
02/06/2015	2.0	Adopted Version 2 (no amendments required)
07/06/2016	3.0	Adopted Version 3 (no amendments required)
06/06/2017	4.0	Adopted Version 4 (addition of item 6.3 – Financial Delegations)
18/06/2018	5.0	Version 5
31/05/2019	5.1	Review of Version 5 including rebranding and strengthening of approach to environmental sustainability
18/06/2019	6.0	Adopted Version 6
21/05/2020	6.1	Review of Version 6 including changes to requirements for purchases between $10,000-$75,000, and the requirement for all supplier recommendations to be approved by two officers
02/06/2020	7.0	Adopted Version 7
12/05/2021	8.0	Draft Version 8 including changes to three of the threshold brackets and updated the sealing clause in accordance with Governance Law.

1.   Purpose

Section 186A of the *Local Government Act 1989* requires Councils to prepare, approve and comply with a procurement policy.

The purpose of the Procurement Policy is to enable consistency and control over procurement activities, to meet the following Council objectives:

- Ensure compliance with legislation
- Achieve best value outcomes with respect to scope, quality and price
- Ensure that purchasing is open, fair and unbiased
- Seek to support local procurement
- Achieve high standards of probity, accountability and risk management
- Ensure that purchasing practices are socially and environmentally sustainable
- Promote continuous improvement and collaboration.

2.   Scope

This policy applies to all purchases of, and contracts to purchase, goods, services and works.

It is binding upon Council staff and all persons undertaking procurement on behalf of Council, including volunteers, contractors, consultants, councillors and related committees.

3.   Principles

Council will apply the following principles in all procurement activities:

3.1   Best Value Outcomes

Council will seek to maximise value in all purchasing activities.

Factors such as quality, quantity, risk, timeliness and cost on a whole-of-contract and whole-of-asset life basis will be considered to achieve the optimal combination which defines best value.

3.2   Open, Fair and Unbiased

Prospective suppliers will be afforded an equal opportunity to tender or quote. Impartiality will be maintained in selecting suppliers.

3.3   Local Sourcing

Where equivalent value can be sourced both locally and elsewhere, the goods and services should be purchased from the local supplier.

3.4   Probity and Accountability

Procurement activities will be performed with integrity and in a manner able to withstand the closest scrutiny.

Procedures will be designed to ensure that procurement objectives are met.

Requirements will be clearly communicated to staff and enforced through a combination of management oversight and audit practices.

Documentation will be maintained to ensure a clear audit trail.

3.5   Risk Management

Council will ensure that risks are identified, evaluated and treated.

Council will ensure that systems and authorisations are in place to mitigate unethical behaviour and set the parameters of responsibility and authority.

There will be at least two persons involved in, and responsible for, each transaction.

The policy and implementation of internal controls will be monitored and reviewed by the Council's audit committee.

3.6   Environmental Sustainability

Council will aim to make purchases that have the least impact on environmental and human health, within the context of purchasing on a best value basis. Preference will be given to purchasing products and services which:

- Minimise use of raw materials

- Maximise reuse and extension of goods already in circulation

- Minimise residual waste including emissions and pollution

- Minimise the impact on natural habitats.

Council will utilise existing standards where relevant to aid in assessment of environmental sustainability considerations, for example energy consumption ratings or independent environmental responsibility certifications.

Suppliers may be asked to supply information about their supply chains and environmental practices. Council may consider whole of life impacts of purchases, from raw material inputs, packaging and distribution impacts, consumption and waste from usage and the ability to recycle or dispose of goods safely at end of life.

3.7   Continuous Improvement

Council will seek to continually drive improvements in processes, tools and technologies with the objectives of reducing costs, achieving best practice and most effectively delivering on Council objectives.

3.8   Collaboration

Council will seek and encourage the development of procurement collaboration with other councils and organisations including contracts available through the Victorian State Government, the Municipal Association of Victoria, Procurement Australia and other aggregated procurement providers as appropriate.

4.   Policy details

4.1   Methods and Thresholds

Prior to entering a commitment to conducting purchasing, the purchasing officer must:

a) ensure that sufficient funding is or will be available;

b) where the purchase exceeds $1,000, gain the approval of a more senior officer with adequate approval limits under the Financial Delegations as approved by the Chief Executive Officer.

Where the purchasing officer is the Chief Executive Officer, b) does not apply.

The following methods and conditions are the minimum standards to apply for all procurement activities within each nominated spend threshold.

Spend Threshold	Purchasing Method	Conditions
Up to $1,000	Verbal quotation	Seek and receive at least one quote No purchase order required
>$1,000 -$10,000	Written quotation	Seek and receive at least one quote Purchase order required
>$10,000 - $30,000	Written quotation	Seek and receive at least two quotes Purchase order required
>$30,000-$75,000	Request for Quotation (RFQ)	RFQ published on Council's tender website RFQ open to response from any supplier Purchase order required
>$75,000-$150,000	Request for Quotation (RFQ)	RFQ published on Council's tender website RFQ open to response from any supplier Written contract required
>$150,000	Invitation to Tender (ITT)	ITT published in newspaper ITT published on Council's tender website ITT open to response from any supplier Written contract required

For the purpose of assessing thresholds, the procurement spend is to be inclusive of the total value of the purchase over its lifetime, including GST. In the case of contracts, the lifetime is the span of the contract including any extension options.

In the case of non-contracted purchases, the procurement spend is the expected amount to be spent on that service from that supplier over the span of one year unless otherwise specified.

The term 'list price' is interchangeable with the term 'quote' where it is industry practice to provide a list price with no further room for negotiation (for example, anti-virus software).

4.2   Environmental Sustainability Assessment

An assessment of environmental sustainability impacts is mandatory for all purchases over $10,000. There may be no substantial environmental considerations worth noting; if this is the case it should be explicitly explained and justified in the supplier evaluation and recommendation.

Where there are environmental considerations, an environmental evaluation criterion is to be incorporated into the supplier evaluation..

The environmental evaluation criterion should preferably refer to mandatory or desirable requirements that are relevant to the procurement, in order to solicit tangible supplier responses to avoid misleading or vague 'greenwash' statements.

4.3   Mandated Services and Suppliers

Mandated services which are provided by mandated providers are exempt from the requirement for quotations and tenders up to the $150,000 spend threshold (inclusive of GST). This is most commonly applicable to intergovernmental services such as auditors, the Victorian Civil and Administrative Tribunal (VCAT), and water authorities.

4.4   Legal Services

Legal services are exempt from the requirement for quotations and tenders, consistent with the *Local Government Act 1989*.

4.5   Procedural Exemptions

Under specific circumstances exemption from the methods of this policy may be sought. Exemptions are to be approved by the CEO.

5. Roles and responsibilities

Responsibility	Role / Position
Adhere to the requirements of the Procurement Policy	All individuals and entities undertaking procurement on behalf of Council
Oversee adherence to the requirements of the Procurement Policy	Supervisors
Put in place controls to monitor and enforce adherence to the Procurement Policy	Manager Corporate

6. Breaches

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

7. Human Rights Charter compatibility

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

8. Supporting documents

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

Related legislation

- *Local Government Act 1989*

Related Council guidelines, operational directives or policies

- Employee Code of Conduct
- Councillor Code of Conduct

9.   Definitions and abbreviations

Term	Meaning
the Act	*Local Government Act 1989*
Contract	An agreement between two or more authorised persons on behalf of their organisations to perform or not perform a specific act/s that is enforceable in law. A contract may be verbal or written or inferred by conduct.
Delegate	A person authorised by the Council or Chief Executive Officer to make general or specified decisions constrained only by the instrument of delegation. Specifically, delegates commit and incur expenditure. The delegate is responsible for actions arising from their use of such power.
Local	In the context of this policy the definition of local is one that seeks to support manufacturers and suppliers located: • Firstly within the municipal boundary • Secondly within municipalities adjacent or near to the municipality • Thirdly within Australia
Probity	In the context of a procurement process, probity is a defensible process that is able to withstand internal and external scrutiny – one that achieves both accountability and transparency, providing suppliers with fair and equitable treatment.
Procurement	Procurement is the whole process of acquisition of external goods, services and works. It can include planning, design, standards determination, specification writing, preparation of quotation and tender documentation, selection of suppliers, financing, contract administration, disposals, and other related functions. It also includes the organisational and governance frameworks that underpin the procurement function.
Purchase order	A form of contract, which is an official document used to authorise and record the purchase of goods or services by a buyer. It is the prime reference confirming the contractual situation between the buyer and supplier.
Quotation/quote	An offer to supply goods and/or services at a stipulated price or rate, usually in response to a request for quotation.

Term	Meaning
Request for quotation (RFQ)	A written process of inviting offers to supply goods and/or services involving simple documentation that specifies the requirements.
Invitation to tender (ITT)	A publicly advertised invitation to tender against a set of clearly defined and specified requirements. Tenderers are advised of all requirements involved, including the conditions of tendering and proposed contract conditions.
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
Tender	An offer in writing to supply goods and/or services, usually submitted in response to a public or selective invitation such as an invitation to tender.
Tender process	The process of inviting parties to submit a tender using public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.
Thresholds	The value above which a procurement, unless exempt, is subject to the mandatory procurement procedures.

10. Approval

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this 1st day of
June 2021 in the
presence of:

………………………………………   ……………………………………………
COUNCILLOR NAME   SIGNATURE

………………………………………   ……………………………………………
COUNCILLOR NAME   SIGNATURE

………………………………………   ……………………………………………
CHIEF EXECUTIVE OFFICER   SIGNATURE

ALPINE
SHIRE COUNCIL

INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(*PLANNING AND ENVIRONMENT ACT 1987*)

Manager Planning and Amenity

James Turner – June 2021

S11A – Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*)

Instrument of Appointment and Authorisation

In this Instrument 'officer' means –

OFFICER	TITLE	NAME
MP	Manager Planning and Amenity	Janes TURNER

By this Instrument of Appointment and Authorisation, Alpine Shire Council –

1.   Under s147(4) of the *Planning and Environment Act 1987* – appoints the **MPA** to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and

2.   Under s313 of the *Local Government Act 2020* authorises the **MPA** either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this Instrument -

• comes into force immediately upon its execution;

• remains in force until varied or revoked.

This Instrument is authorised by a resolution of the Alpine Shire Council made on **1 June 2021**.

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this 1st day of
June 2021
in the presence of:

....
COUNCILLOR NAME   SIGNATURE

....
COUNCILLOR NAME   SIGNATURE

....
CHIEF EXECUTIVE OFFICER NAME   SIGNATURE

ALPINE
SHIRE COUNCIL

INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(*PLANNING AND ENVIRONMENT ACT 1987*)

Director Commercial

Ruth Kneebone – June 2021

S11A – Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*)

Instrument of Appointment and Authorisation

In this Instrument 'officer' means –

OFFICER	TITLE	NAME
DCoM	Director Commercial	Ruth KNEEBONE

By this Instrument of Appointment and Authorisation, Alpine Shire Council –

1.   Under s147(4) of the *Planning and Environment Act 1987* – appoints the **DCoM** to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and

2.   Under s313 of the *Local Government Act 2020* authorises the **DCoM** either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this Instrument -

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This Instrument is authorised by a resolution of the Alpine Shire Council made on **1 June 2021**.

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this 1st day of
June 2021
in the presence of:

---   ---
COUNCILLOR NAME   SIGNATURE

---   ---
COUNCILLOR NAME   SIGNATURE

---   ---
CHIEF EXECUTIVE OFFICER NAME   SIGNATURE

ALPINE
SHIRE COUNCIL

1 JANUARY – 31 MARCH 2021

Q3 - Quarterly Performance Report

Presented to Ordinary Council Meeting

1 June 2021

Contents

Strategic Objective 1: A high performing organisation

Initiative / Indicator	Major initiative?	Progress to 31 March 2021
Strategy: Advocate for the community on key issues		
Conduct advocacy to all levels of government, and to key groups within the North East and Hume region.	No	Council continued to advocate strongly for the Alpine Shire community during Q3, including an announcement that Bright would host a regional sitting of the Victorian Legislative Council in April. Key funding announcements during Q3 include the Dargo High Plains Road Upgrade project ($2.6 million) and the Gateway to Alpine Adventure: Dinner Plain Activation project ($2 million).
Strategy: Build a skilled organisation with a positive culture		
Provide mandatory and targeted training to staff	No	98 training opportunities were provided to staff in the year to date (Q1-Q3), through a mix of group training sessions and individual learning opportunities. Due to COVID-19 social distancing, much of the training was delivered online. A total of 430 staff received training across all sessions.
Staff turnover as a percentage of permanent staff numbers*	Indicator	Reported at end of financial year
Strategy: Communicate and engage with stakeholders		
Community Vision	Yes	External consultation has progressed as pop-up stalls, on-line surveys and mailouts have been conducted. A Community Panel is currently being established to undertake deliberative engagement sessions in Q4
Council Plan	Yes	
Community satisfaction with community consultation and engagement	Indicator	57 (March 2020) up from 56 (March 2019), and significantly higher than the Small Rural Council average. Surveying for 2021 has been completed. Results are due in Q4.
Strategy: Lead and govern with integrity		
No initiatives in 2020/21.		
Percentage of Council decisions made at meetings closed to the public*	Indicator	0.71% YTD
Percentage of councillors in attendance at ordinary and special Council meetings*	Indicator	98.7% YTD

Regional sitting for Legislative Council

In February, the Parliament of Victoria announced that there would be a regional sitting of the Legislative Council, to be held in Bright during April 2021.

The Legislative Council chose Bright as the location of the sitting, due to the 2020 bushfires, and to demonstrate their commitment and support for the region.

In addition to the sitting, it was announced that community members would be able to participate and interact with Members and staff of the Legislative Council over the course of a week.

The announcement followed a significant amount of work undertaken by Council staff to ensure that the sitting could be hosted successfully.

Funding announced

Council welcomed a $4.6 million boost for two key local projects during February, as part of a funding program aimed at stimulating growth and building economic resilience in bushfire affected regions. The two projects are essential to bushfire impacted communities and important for future emergency access and community safety. Jointly funded by the Victorian and Commonwealth governments, the Bushfire Recovery Regional Economic Stimulus and Resilience Grants form part of the Local Economic Recovery Fund.

The Great Alpine High Country Connectivity: Dargo High Plains Road Upgrade project will receive $2.6 million, to upgrade the essential road, improve safety and increase accessibility during emergencies.

The Gateway to Alpine Adventure: Dinner Plain Activation project will receive $2 million to rejuvenate the village centre and key spaces in Dinner Plain.

Additional funding from this fund was provided to other projects within the Alpine region, including two private projects in Bright, and significant projects in Falls Creek Alpine Resort and Mount Hotham Resort.

Strategic Objective 2: A responsible and sustainable organisation

Initiative / Indicator	Major initiative?	Progress to 31 March 2021
Strategy: Balance financial, economic and community outcomes		
Local Government Act 2020 implementation	Yes	During Q3, Council adopted its Community Engagement Policy and Councillor Code of Conduct, in accordance with the *Local Government Act 2020*. A review of Councillor and Mayoral allowances was commenced in accordance with the *Local Government Act 1989*, with a decision due in Q4. Engagement on the Community Vision / Council Plan commenced.
Strategy: Identify and manage Council's risk		
IT governance framework and IT risk controls	No	The final report for the Data Security / IT Governance project was presented to Council officers in September, with a final handover due in October 2020. The project is now complete.
Health and Safety improvements	No	Council's consultant continued to support staff to rollout the new Health and Safety Management System (HSMS) which will continue into Q4. HSMS is implemented to various levels across the higher risk areas of civil, open spaces, waste transfer stations, pools, depots, and associated sections. Facilities management has begun introducing the HSMS processes and tools. Other sections are in progress.
Lost time injury frequency rate	Indicator	Not available at the time of reporting.
Overall financial sustainability risk rating	Indicator	Reported at end of financial year
Percentage of planned hazard inspections undertaken	Indicator	The process for planned hazard inspections was reviewed and refined as part of the HSMS rollout during Q3 for commencement in Q4
Strategy: Manage our financial resources sustainably		
No initiatives in 2020/21		
Ability to pay debts: Non-current liabilities as a percentage of own source revenue*	Indicator	Reported at end of financial year
Available revenue: Adjusted underlying surplus (or deficit) as a percentage of underlying revenue*	Indicator	Reported at end of financial year
Working capital: Current assets as a percentage of own source revenue*	Indicator	Reported at end of financial year

Initiative / Indicator	Major initiative?	Progress to 31 March 2021
Strategy: Provide an excellent customer experience		
Business Systems Transformation Program	Yes	Second stream of the project which will complete a replacement of Council's rating, receipting and animal registrations systems is in progress and due for completion by 30 June 2021.
Community satisfaction with customer service provided	Indicator	65 (March 2020), down from 69 (March 2019). Surveying has completed for 2021. Results are due in Q4.

Libraries

After a very constrained season in 2020 due to COVID-19 restrictions, many of the library programs recommenced in Q3. These included:

- Employment services
- Mahjong, Chess, Scrabble and Knitting groups
- Book club meetings
- Story and Rhyme Time
- Visiting authors

These services directly support the purpose of public library spaces. A local hub where there is a world of knowledge, potential, and inclusivity. Each is a safe, engaging and empowering place that is open to everyone to enjoy.

Customer Request Management system

Council has successfully launched a new Customer Request Management system in Q2 and is in the process of replacing its legacy systems and implementing new cloud-based rating, receipting and animals registration systems. This project is expected to go-live before 1 July 2021.

Nomination for MAV Technology Award

Council was once again nominated as a finalist for the 2021 MAV Technology Awards for Excellence in the Collaboration and Partnerships category for its success in the Project Pinnacle business transformation project. This nomination has followed Council's achievement in winning three MAV Technology Awards for Excellence in 2020 for Project Pinnacle.

Strategic Objective 3: Incredible places for our community and visitors

Initiative / Indicator	Major initiative?	Progress to 31 March 2021
Strategy: Deliver Council's capital works program on time, to budget, and to the satisfaction of stakeholders		
Dinner Plain Activation	Yes	Council successfully secured funding of $2 million through the Bushfire Recovery Regional Economic Stimulus and Resilience Grants to deliver stage 2 of the Dinner Plain Activation project. This significant project will be delivered through 2021/22 and 2022/23.
Great Valley Trail	Yes	Requests for Tender have been issued for the civil works and guardrail construction scope. Contracts will be awarded in Q4 and works planned to commence in Q4 subject to consent from the Taungurung Land and Waters Council (TLaWC). Permission to proceed with woody weed removal at Mills View was obtained from the TLaWC, with works to commence in Q4.
Alpine Better Places - Harrietville	Yes	Community consultation sessions were conducted in Tawonga and Harrietville. These sessions were filmed and made available online for community members that were not able to join the live session. A third round of community consultation is planned for Q4 to maximise the opportunity for community input and optimise the final designs, prior to finalising for presentation to Council for adoption.
Alpine Better Places - Tawonga	Yes	
Myrtleford Memorial Hall renewal	No	A public tender process was conducted, however the costs submitted by tenderers were significantly higher than the project budget. The scope has been refined to enable key works to be delivered within budget. Contract award is now planned for Q4, with works expected to be completed in Q2 of the next financial year.
Ratio of capital works program actually delivered compared to budgeted	Indicator	Reported at end of financial year.
Strategy: Identify our community's infrastructure expectations		
No initiatives in 2020/21		
Community access to our project pipeline	Indicator	Community have been given access via Council website. Complete.

Capital Projects progress

The **Buckland Bridge** provides access for critical firefighting and emergency response equipment and vehicles for DELWP and other emergency services agencies. The new bridge will enable larger equipment to be easily deployed in the case of emergencies. The new bridge was installed and able to be used in an emergency prior to Christmas. The balance of the work has been completed during Q3.

Strategic Objective 4: Infrastructure and open space that our community is proud of

Initiative / Indicator	Major initiative?	Progress to 31 March 2021
Strategy: Maintain Council's parks, trees and reserves		
Deliver maintenance programs for open spaces	No	Open space maintenance programs are being delivered throughout the year.
Strategy: Manage and maintain Council infrastructure		
Deliver maintenance programs for civil infrastructure	No	Civil Infrastructure maintenance programs are being delivered throughout the year.
Undertake activities in accordance with Road Management Plan (RMP)	No	All scheduled road and pathway maintenance inspections are completed in line with the Road Management Plan.
Community satisfaction with sealed local roads*	Indicator	61 (March 2020), down from 64 (March 2019), but still significantly higher than both State-wide and Small Rural Council averages. Surveying for 2021 has been completed, with results due in Q4.
Strategy: Prepare for and assist in the response to emergency events		
Undertake activities in accordance with Municipal Emergency Management Plan (MEMP)	No	Council has continued to support the transition to the new Municipal Emergency Management Planning Committee arrangements, with Council staff filling key roles in the new committee.
Audit of the Municipal Emergency Management Plan	Indicator	Council's Municipal Emergency Management Plan (MEMP) is audited every three years, with the most recent successful audit conducted in 2018. The MEMP will be updated prior to the next audit due in August 2021.
Strategy: Understand and plan for Council's asset renewal requirements		
Chain of responsibility solutions	Yes	Council is ensuring compliance with the Chain of Responsibility laws, associated with the Heavy Vehicle National Law and Regulations.

Strategic Objective 5: Highly utilised and well managed community facilities

Initiative / Indicator	Major initiative?	Progress to 31 March 2021
Strategy: Align services with community expectations		
Events Waste Management Plan implementation	Yes	Procurement of events waste infrastructure has commenced.
Strategy: Deliver quality services for our community		
Deliver Recycling Victoria and climate action initiatives	No	Awaiting funding announcements relating to support for introduction of services for glass and Food Organics Garden Organics (FOGO) separation from kerbside bins. Once this has been announced Council will have a better understanding of timing and support for introduction of new services
Kerbside collection bins missed per 10,000 households*	Indicator	0.94 YTD
Kerbside collection waste diverted from landfill*	Indicator	40.11% YTD
Strategy: Soundly operate and manage community facilities		
Porepunkah landfill rehabilitation	Yes	Waste storage cell capping design works are progressing in consultation with the auditor and consultant. The design will be completed this financial year and the civil works will be delivered next financial year.
Myrtleford landfill rehabilitation	Yes	The desktop investigation into the audit recommendation to confirm the extent of waste potentially outside the cell boundary concluded that the documentation was inconclusive, and a physical inspection will need to be conducted in Q4.
Electronic waste infrastructure upgrade	Yes	All e-waste sheds have been built and have been operational since Q1.
Renewable energy upgrades for Council buildings	No	Contract was awarded and site assessments have been completed in Q3 with installation works to commence on selected buildings during Q4.
Operate Visitor Information Centres, seasonal pools and sports centres	No	Facilities trading under necessary COVID-19 restrictions with high visitation levels particularly at Visitor Information Centres and River Pools
Deliver library programs to engage patrons	No	Full library services continue to be offered to our communities.
Cost of indoor aquatic facilities per visit*	Indicator	Reported at end of financial year

Initiative / Indicator	Major initiative?	Progress to 31 March 2021
Cost of outdoor aquatic facilities per visit*	Indicator	Reported at end of financial year
Number of visits to aquatic facilities per head of municipal population*	Indicator	1.73 YTD
Cost of library services per visit*	Indicator	Reported at end of financial year
Percentage of the population that are active library members*	Indicator	16% YTD

Commencement of Councils Climate Action Plan.

With the recruitment of Council's Sustainability Coordinator and Environment Officer the preparation for development of Councils Climate Action Plan has commenced. The Climate Action Plan will be an organisation focussed plan with the objective of creating the plan by which Council will reduce its greenhouse emissions and carbon footprint. This will look at areas such as energy use, fleet, renewable energy infrastructure / systems, procurement and the circular economy. It is anticipated that the plan will be in final draft form by the end of 2020/21.

Demand for Council facilities and services

Since early December there have been very high visitor numbers to the Alpine Shire. This is assumed to be the result of much higher inbound tourism due to international and, at times, domestic travel restrictions due to the COVID-19 pandemic. The increased visitor numbers placed higher than normal, or anticipated, demand on services such as

waste, recreation infrastructure and Visitor Information Centres. Significant challenges were experienced from December 18 through to the end of the summer school holidays in servicing the higher volumes of waste and dumped rubbish at public bins and reserves as well as servicing the higher levels of use of public amenities. Schedules for servicing were reviewed with increased frequency of servicing implemented in the Kiewa Valley and Myrtleford. Additional staff were also put in place in the Kiewa Valley during this period.

Operating to COVID Safe Plans, Council also engaged a COVID Marshall and additional lifeguards to supervise the activity at the Bright River Pool through the summer holidays.

Higher than normal visitation levels continue with additional staffing levels being applied at Visitor Information Centres and increased service levels in key locations for public place bins and public amenities

Strategic Objective 6: A well planned and safe community

Initiative / Indicator	Major initiative?	Progress to 31 March 2021
Strategy: Enforce local laws, regulations and codes		
Implement registration and inspection of swimming pools	No	42% of total registrations have been complete. A third of all applications are still undergoing compliance checks and follow up of unregistered systems is to be undertaken.
Domestic Wastewater Management Plan (DWMP) implementation	No	Water testing occurred throughout the season and data was able to be collected and rapidly analysed to provide timely action if needed. Further water testing is still planned to achieve baseline data across the year.
Food premise inspections	No	Food premise inspections are on track to achieve similar results as per last year's percentage.
Percentage of required food safety assessments undertaken*	Indicator	78.6% of all Class 1 and 2 food premises inspected in calendar year 2020. Progress was impacted due to COVID-19 during the year, with many businesses shut down. Environmental Health team focus was on assisting businesses that were able to trade in complying with COVID-19 requirements. Data collection for the 2021 year is continuing, and will be reported in the 2021/22 year, in line with Local Government Performance Reporting Framework (LGPRF) requirements.
Strategy: Plan for and manage development to enhance liveability		
Land Development Strategy (LDS)	Yes	Consultants provided with most background data for analysis. Strategic Bushfire Study (SBS), an essential input to the LDS, commenced after supporting data acquired. Completion date of early July for the SBS will delay LDS completion date. Initial Community consultation phase completed.
Planning scheme amendments	Yes	Omnibus Planning Scheme Amendment C60 has been split into 2 parts with Part 1 adopted by Council and sent to the Minister for approval and Part 2 referred to an Independent Planning Panel for review. A Panel Hearing is to be held in May.
Percentage of planning applications processed within 60 statutory days*	Indicator	Not available at time of reporting
Time taken to decide planning applications*	Indicator	Not available at time of reporting

Staff changes – Building, Health and Local Laws

There has been reduced staff in all departments (Building, Health and Local Laws). New staff in all teams are due to commence in Q4.

Council signed an agreement with the Rural City of Wangaratta for use of their Municipal Building Surveyor services in the interim period.

Land Development Strategy

The Land Development Strategy has completed the first stage of consultation, in conjunction with the Council Plan / Community Vision Pop-up Sessions in Bright, Mount Beauty and Myrtleford and on-line sessions. The consultants have been provided with background data to bring together the data analysis phase of the study, which will extend into the next quarter.

Bright Western Gateway Study

The Bright Western Gateway Study is underway with background data being supplied to the consultants for analysis. Consultation with key stakeholders and a site assessment are to be undertake in the next quarter.

Amendment C60

Amendment C60 – Council resolved to split the amendment into two parts, with Part 1 sent to the Minister for approval, and the balance which relates to the Special Use Zone-Schedule 5, referred to an Independent Planning Panel for Review. A hearing is scheduled to be held in May.

Co-ordination of concurrent major projects

There are a number of important strategic projects currently being undertaken that have overlapping components and require careful co-ordination. These include the LDS, Bright Western Gateway Study, The Bright Urban Design Framework, Economic Development Strategy, Council Plan / Community Vision, Economic Development Strategy, and the Planning Scheme Review and Planning Scheme rewrite.

Strategic Objective 7: A thriving and connected community

Initiative / Indicator	Major initiative?	Progress to 31 March 2021
Strategy: Create socially connected and supported communities		
Bushfire Recovery	Yes	Council has continued to support the Alpine Community Recovery Committee (CRC) to ensure that the community's needs are heard, and their priorities advocated for. The CRC has developed a draft Community Recovery Plan, with the next stage being community engagement for buy in to the plan. This plan will be incorporated into the next iteration of the Municipal Recovery Plan. Council has also facilitated several community events to ensure that communities are connected.
Access and Inclusion Action Plan (formerly the Disability Action Plan)	Yes	Consultant has been engaged to deliver the project. First stage of consultation has been completed.
Participation in the Maternal Child Health service*	Indicator	77.9%YTD
Percentage of people who volunteer in the community	Indicator	No data - to be reviewed at the end of financial year.
Strategies: Improve healthy eating and physical activity Stop family violence against women and children Reduce the incidence of alcohol and other drug related harm		
No initiatives in 2020/21		
Strategy: Strengthen visitor attraction and experience		
Alpine Events Strategy	Yes	The draft Strategy was developed during Q3. The draft Strategy will be presented to Council for endorsement in June, prior to being placed on public exhibition.
Number of permitted festivals and events in the Alpine Shire	Indicator	As a result of the COVID-19 pandemic and subsequent restrictions, many events planned for delivery in Q3 continued to be cancelled or postponed. Australia Day events, market events and limited other community and tourism driver events were delivered in Q3.
Visitor numbers	Indicator	Reported at end of financial year

Initiative / Indicator	Major initiative?	Progress to 31 March 2021
Strategy: Support and encourage investment and enterprise		
Economic Development Strategy	Yes	The draft Strategy was endorsed by Council for public exhibition at the April Ordinary Council Meeting. Subject to any submissions received during the public exhibition period, the project and final strategy is on track to be adopted at the June Ordinary Council Meeting.
Increase small business and light industry in the Shire	Indicator	Data not available at time of reporting

Bushfire Recovery

Community Agency Response Breakfasts

Council hosted two community recovery breakfast events for bushfire affected (flame impacted) communities of the Alpine Shire.

The breakfasts were facilitated based on feedback that the Buckland Valley and Buffalo River communities had not had an opportunity for a debrief after the 2019/20 bushfires (due to COVID-19) and would appreciate the opportunity to ask questions directly to agencies involved in the emergency event. Agencies in attendance included DELWP, Victoria Police, CFA, and Parks Victoria. The events were supported by Bushfire Recovery Victoria, National Bushfire Recovery Agency, and facilitated by the Australian Disaster Centre.

Events were held on 27 February (Myrtleford) and 20 March (Porepunkah). Sixty-eight people were in attendance across the two events, including agency staff.

Community Recovery Planning

Alpine Community Recovery Committee (CRC) took part in multiple full day planning workshops in January 2021, with assistance from the Australian Resilience Centre.

The workshops involved the whole committee looking at findings from a shire (and alpine resorts) wide community survey created and administered by the CRC in late 2020. These findings were disseminated and developed into a Community Recovery Plan. The plan will lead bushfire recovery activities into the future and feed into Municipal and State Recovery Plans.

The Draft Community Recovery Plan was finalised in March 2021 with the next phase being community engagement and identifying implementation pathways for community goals and priorities.

Community Bushfire Recovery Events Funding Program 2020-2021

Council administered a community events funding program (across two rounds) to provide an opportunity for Alpine Shire and Alpine Resorts communities to deliver community events that bring communities together and raise awareness of bushfire recovery support available.

A total of $59,155 was provided to successful applicants to deliver 16 events across the region. This funding was made available through Victorian and Commonwealth Government's Community Recovery and Resilience Grants stream.

Tourism and Events

Australia Day Awards/Ceremonies

Following the relaxation of State Government COVID-19 restrictions, Australia Day Award Ceremonies were able to proceed. With the support of a grant from the National Australia Day Council, required equipment and other resources were able to be sourced to assist with delivering COVID Safe successful events. Additionally, the grant enabled Council to revitalise the mural on the Sibley Soundshell at Howitt Park, Bright. The facility has had a fresh mural applied to the stage side wall and the rear of the facility has received a new mural.

Bushfire Recovery Events

During Q1 the Dreaming Space and Twilight Movies were delivered, supported by bushfire recovery funds. These events were delivered across Bright, Myrtleford and Mount Beauty (and Harrietville for the movie event) bringing families together. The Dreaming Space delivered magical and musical events during the days and evenings. The day sessions entertained children for day care and kinder services as well as young school children. The evening sessions were well attended by families. The Twilight Movie nights were delivered by local Sun Cinema and featured Penguin Bloom. Each of the sessions attracted between 200 – 300 people.

Return of Tourism

International border closures and uncertainty of travel interstate has provided a significant boost to visitor numbers throughout regional Victoria. Day trip and overnight visitation during January was at a level commensurate with pre-bushfires and COVID-19 emergency events. Usually a downturn in visitation would be experienced throughout February and March outside of the March long weekend. This year, accommodation booking agents have reported 85-95% occupancy levels on weekends throughout February and March with mid-week trending above 60% occupancy.

Finance Report
Quarterly Review

ALPINE

SHIRE COUNCIL

For the period ending 31 March 2021

Finance Report – Quarterly Review

Contents

Finance Report – Quarterly Review

Introduction

Preparation of report

The purpose of this report is to provide Council with an overview of quarterly results and an update on the forecast financial position for the year against budget, and it includes:

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

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

The report has been prepared as required under section 97 of the *Local Government Act 2020* and has not been audited. Explanations for budgets and variances have been provided by each department and reviewed by the Finance department.

The report is presented to the Finance Committee, and to the Audit Committee and Council for noting.

Summary

Council is forecasting a full year surplus of $5.1m, which is $2.8m higher than the budgeted surplus of $2.3m.

Q3 Forecast to FY20/21 Budget Surplus ($k)
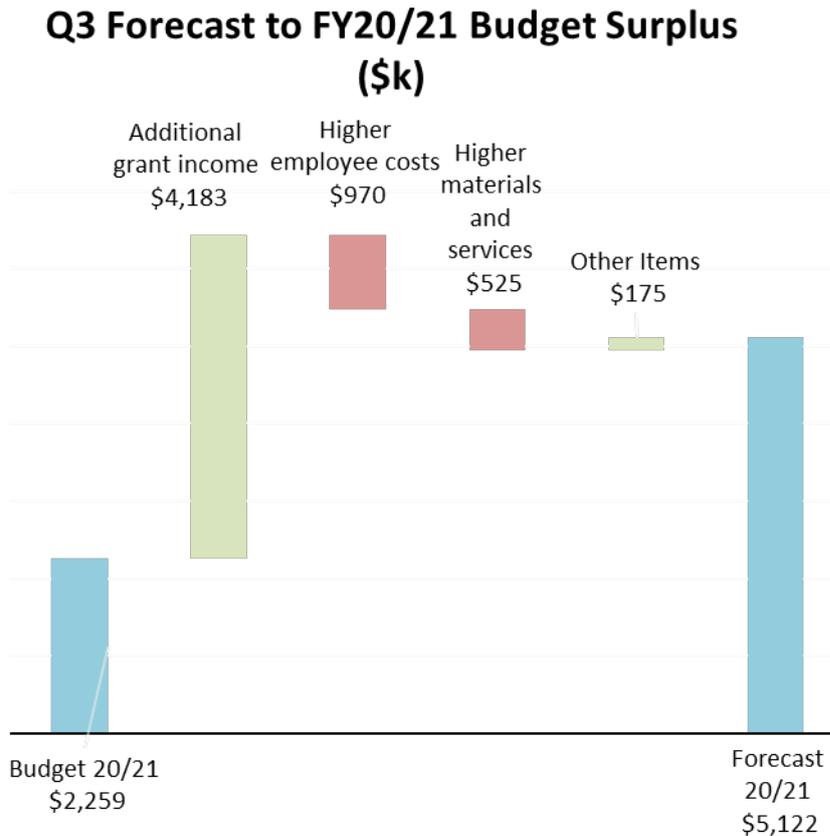
Finance Report – Quarterly Review

The major driver of the forecasted increase in the surplus is additional grant income received of $4.2m. The most significant items are for:

- Working for Victoria $1.3m.
- 2019/20 Bushfire Recovery $0.7m.
- Great Valley Trail $0.5m.
- Various other infrastructure projects $1.0m.

This is partly offset by a forecast increase in employee costs and materials and services of $1.7m, predominately because of additional expenditure related to the Working for Victoria grant of $1.3m.

Comparison to Q2 Forecast
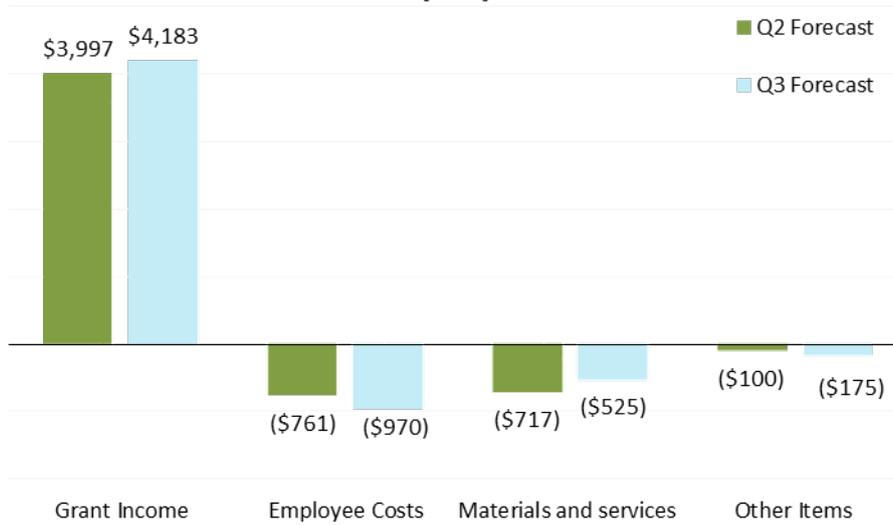
The Q3 forecast surplus has not significantly changed from the Q2 forecast.

Finance Report – Quarterly Review

Income Statement

Year-end forecast against budget

	Actual YTD March $'000	Budget YTD March $'000	Variance $'000	Budget Full year $'000	Forecast Full year $'000	Variance $'000	%	Ref
Income								
Rates and charges	14,386	14,447	(61)	19,267	19,174	(93)	0%	
Statutory fees and fines	335	268	67	416	466	50	11%	
User fees	912	799	113	1,096	1,209	113	9%	1
Contributions - cash	765	663	102	719	830	111	13%	2
Contributions - non-monetary assets	-	-	-	214	214	-	0%	
Grants - Operating (recurrent)	1,986	1,787	199	4,639	4,518	(121)	-3%	3
Grants - Operating (non-recurrent)	2,793	227	2,566	334	3,161	2,827	89%	4
Grants - Capital (recurrent)	372	330	42	710	710	-	0%	
Grants - Capital (non-recurrent)	1,657	1,775	(118)	1,885	3,362	1,477	44%	5
Other income	552	561	(9)	745	753	8	1%	
Total income	**23,758**	**20,857**	**2,901**	**30,025**	**34,397**	**4,372**	**13%**	
Expenses								
Employee costs	7,440	6,857	583	9,293	10,263	970	9%	6
Materials and services	7,244	7,583	(339)	12,597	13,122	525	4%	7
Depreciation and amortisation	3,778	3,727	51	4,969	5,037	68	1%	
Landfill rehabilitation	-	-	-	82	91	9	0%	
Other expenses	341	431	(90)	723	660	(63)	-10%	
Net gain on disposal of property, infrastructure, plant and equipment	-	-	-	102	102	-	0%	
Total expenses	**18,803**	**18,598**	**205**	**27,766**	**29,275**	**1,509**	**5%**	
Surplus (deficit) for the year	**4,955**	**2,259**	**2,696**	**2,259**	**5,122**	**2,863**	**56%**	

Income Statement – explanations of variances

Ref	Item	Explanation
1.	User fees	Higher than budget primarily due to greater than expected building and development fees however this is forecast is partially offset by reduced income from the Bright Sports Centre due to COVID-19 restrictions.
2.	Contributions - cash	Higher than budget due to additional recreation contributions for subdivision developments.
3.	Grants - Operating (recurrent)	Lower than full year budget as the financial assistance grant was revised down for 2020/21 in July due to an overestimate of the Victorian allocation. However higher than budget YTD as Library and L2P grant funding were received earlier than expected.

Finance Report – Quarterly Review

| 4. | Grants - Operating (non-recurrent) | Higher than budget primarily as a result of additional grant income received for |

- Working for Victoria $1,296k.
- 2019/20 Bushfire Recovery $500k
- COVID-19 Outdoor Dining state initiative $250k
- COVID-19 Community Connections $140k
- Community and tourism events $115k
- Community events bushfire recovery $180k
- ICT (Information and Communications Technology) Infrastructure support $100k

| 5. | Grants - Capital (non-recurrent) | Higher than budget primarily as a result of additional grant income received for |

- Great Valley Trail $460
- Tawonga Caravan Park $150k
- Local Roads and Community Infrastructure program $355k
- Bridge projects $370k
- Alpine View Childcare Centre Upgrade $100k

| 6. | Employee Costs | Higher than budget due to Working for Victoria additional employee costs $1,140k, partially offset by vacancies. |

| 7. | Materials and Services | The forecast is higher than budget due to |

- Working for Victoria expenditure $168k.
- Expenditure for an additional grant funded event $150k ("GOAT").
- Additional non capitalised project works expenditure $270k.
- Workforce support costs to cover vacant positions $100k.
- Additional expenditure on outdoor dining $200k which is funded as part of Victorian government COVID19 response.

This was partially offset by decreased expenditure as a result of COVID-19 and the ski season closure. The Dinner Plain bus did not operate saving $239k.

Finance Report – Quarterly Review

Departmental Summary

	Actual YTD March $'000	Budget YTD March $'000	Variance $'000	Budget Full Year $'000	Forecast Full Year $'000	Variance $'000	Ref
Income							
Asset Development	2,170	2,185	(15)	2,756	4,374	1,618	1
Asset Maintenance	146	118	28	169	192	23	
Building and Amenity	334	266	68	406	476	70	
Bushfire Recovery	698	-	698	-	698	698	2
Corporate Services	14,503	14,567	(64)	21,402	21,135	(267)	3
Councillors and Executive	1,248	-	1,248	-	1,347	1,347	4
Customer and Digital Projects	126	17	109	21	126	105	5
Economic and Community Development	1,023	368	655	503	1,193	690	6
Facilities	3,458	3,435	23	4,558	4,583	25	
Planning Services	426	237	189	314	517	203	7
Grand Total	**24,132**	**21,193**	**2,939**	**30,129**	**34,641**	**4,512**	
Expenditure							
Asset Development	2,684	3,996	(1,312)	7,933	8,565	632	8
Asset Maintenance	1,532	1,656	(124)	2,565	2,322	(243)	9
Building and Amenity	50	101	(51)	160	164	4	
Bushfire Recovery	402	534	(132)	1,105	881	(224)	10
Corporate Services	1,328	1,364	(36)	1,910	1,947	37	
Councillors and Executive	7,952	7,262	690	9,908	11,164	1,256	11
Customer and Digital Projects	716	779	(63)	1,319	1,026	(293)	12
Economic and Community Development	774	766	8	1,422	1,538	116	13
Facilities	2,600	2,865	(265)	4,066	3,999	(67)	
Planning Services	40	40	-	250	267	17	
Expenditure Total	**18,078**	**19,363**	**(1,285)**	**30,638**	**31,873**	**1,235**	

Departmental summary – explanations of variances

Ref	Item	Explanation
1.	Asset Development Income	Higher than budget due to additional funding for the Great Valley Trail, Local Roads and Community Infrastructure and Tawonga Caravan Park Upgrade projects. Refer to the Capital Works Summary for further detail.
2.	Bushfire Recovery Income	Additional grant funding to provide Community Events across the Alpine Shire and other bushfire recovery activities.
3.	Corporate services Income	Lower than budget primarily as the financial assistance grant was revised down for 2020/21 in July due to an overestimate of the Victorian allocation and an unexpected 25% capacity factor discount on AGL Rates in Lieu.
4.	Councillors and Executive Income	Additional grant funding for Working for Victoria $1,296k.
5.	Customer and Digital Projects Income	Additional grant funding for ITC Infrastructure Support $100k.
6.	Economic and Community Development Income	Higher than budget primarily due to additional grant funding for outdoor dining $250k, Community connector $140k, sponsorship for L2P $51k and tourism events $150k.

Finance Report – Quarterly Review

7.	Planning Services	Higher than budget due to additional planning fee and recreation subdivision contributions income as result of higher than expected property development.
8.	Asset Development Expenditure	Higher than budget primarily due to additional funding for various unbudgeted projects which has been partially offset by a delay in the Dinner Plain activation project. Refer to the Capital Works Summary for further detail.
9.	Asset Maintenance	Lower than budget due to saving in the Fire Hydrant maintenance project and a delay in drainage projects pending the outcome of the drainage strategy.
10.	Bushfire Recovery	Lower than budget as some Bushfire Recovery events and associated youth activities have been postponed due to COVID.
11.	Councillors and Executive Expenditure	Higher than budget due to additional grant funded expenditure on Working for Victoria project for additional employees $1,296k. This is partially offset by lower than budget employee costs due to the ongoing impact of vacancies $170k.
12.	Customer and Digital Projects Expenditure	Actual expenditure is higher than the YTD budget because of earlier than anticipated payments for software licences. The forecast is lower than budget due to delays in the delivery of ICT projects to next financial year.
13.	Economic and Community Development Expenditure	Higher than budget primarily due to additional expenditure on outdoor dining equipment and structures which is grant funded.

Finance Report – Quarterly Review

Capital Works Summary

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

	Actual YTD March	Budget Full Year	Forecast Full Year	Variance		Ref
	$'000	$'000	$'000	$'000	%	
Income						
Buckland Bridge Income	-	1,165	1,280	115	9%	1
Roberts Creek Bridge 3 Renewal Income	150	-	150	150	100%	2
Bay Creek Bridge	-	-	95	95	100%	3
Tawonga Caravan Park Upgrade Income	400	-	150	150	100%	4
Great Valley Trail Income	480	400	860	460	53%	5
Local Roads and Community Infrastructure Program Income	355	-	355	355	100%	6
Alpine View Children's Centre Expansion Income	100	-	100	100	100%	7
Expenses						
Buckland Bridge	873	1,165	1,725	560	32%	8
Bay Creek Bridge	10	-	190	190	100%	9
Tawonga Caravan Park Upgrade	55	-	150	150	100%	10
Mount Beauty Airport Upgrade	62	-	244	244	100%	11
Nil Gully Flood Mitigation	-	326	-	(326)	100%	12
Myrtleford Murray to the Mountains Rail Trail Upgrade	1	-	102	102	100%	13
Dinner Plain Activation	100	900	100	(800)	-800%	14
Gavan Street Pedestrian Crossings	208	-	226	226	100%	15
Porepunkah Landfill Rehabilitation	-	520	-	(520)	100%	16
AVCC Expansion Project	11	-	350	350	100%	17

Capital works summary – explanation of variances

Ref	Item	Explanation
1.	Buckland Bridge Income	Under new accounting standards grant funding which was received in 2019/20 will be recognised once the associated expenditure has occurred. As additional expenditure has been carried over from 2019/20 additional income for this project will also be recognised in 2020/21.
2.	Roberts Creek Bridge 3 Renewal Income	Additional income has been carried over from 2019/20
3.	Bay Creek Bridge Income	Bridges Renewal Program Round 5 successful funding application
4.	Tawonga Caravan Park Upgrade Income	The grant funding agreement was finalised after the Budget for 2020/21 was completed.
5.	Great Valley Trail Income	Additional funding is forecast from the Local Roads Community Infrastructure Program.
6.	Local Roads and Community Infrastructure Program Income	Additional funding source.
7.	Alpine View Children's Centre Expansion Project Income	Grant received from Department of Education for additional project.

Finance Report – Quarterly Review

Ref	Item	Explanation
8.	Buckland Bridge	Additional expenditure has been carried over from 2019/20.
9.	Bay Creek Bridge	Grant received from Bridges Renewal Program Round 5 successful funding application
10.	Tawonga Caravan Park Upgrade	The grant funding agreement was finalised after the Budget for 2020/21 was completed.
11.	Mount Beauty Airport Upgrade	Unbudgeted project which includes cost for design, flood modelling and government road purchase in 2020/21.
12.	Nil Gully Flood Mitigation	This project is paused until further notice due to procurement delays related to land value escalation
13.	Myrtleford Murray to the Mountains Rail Trail Upgrade	Expenditure on a previously unbudgeted project
14.	Dinner Plain Activation	The forecast has been reduced as a result of project delays due to additional community engagement to clarify scope, and subsequent delay in planning approvals and native vegetation offset by DELWP.
15.	Gavan Street Pedestrian Crossings	Additional expenditure has been carried over from 2019/20.
16.	Porepunkah Landfill Rehabilitation	Design ongoing - construction tender pending - works will be contracted in the 21/22 FY
17.	Alpine View Children's Centre Expansion Project	Unbudgeted project grant received from Department of Education

Finance Report – Quarterly Review

Balance Sheet

	Actual YTD March	Budget Full year	Forecast Full year	Variance	
	$'000	$'000	$'000	$'000	%
Assets					
Current assets					
Cash and cash equivalents	3,066	1,708	1,149	(559)	-33%
Trade and other receivables	1,773	1,899	2,323	424	22%
Financial assets	28,500	21,000	26,000	5,000	24%
Inventories	122	53	122	69	130%
Other assets	190	262	266	4	2%
Total current assets	**33,651**	**24,922**	**29,860**	**4,938**	**20%**
Non-current assets					
Investment properties	3,260	3,260	3,260	-	
Investment in shared services	102	120	120	-	0%
Property, infrastructure, plant & equipment	216,461	233,456	220,810	(12,646)	-5%
Intangible assets		425	260	(165)	-39%
Inventories	-	99	-	(99)	-100%
Total non-current assets	**219,823**	**237,360**	**224,450**	**(12,910)**	**-5%**
Total assets	**253,474**	**262,282**	**254,310**	**(7,972)**	**-3%**
Liabilities					
Current liabilities					
Trade and other payables	1,766	2,190	2,266	76	3%
Trust funds and deposits	292	413	434	21	5%
Provisions	2,671	2,979	3,230	251	8%
Income received in advance	2,247	54	834	780	1444%
Total current liabilities	**6,976**	**5,636**	**6,764**	**1,128**	**20%**
Non-current liabilities					
Provisions	3,860	3,208	3,678	470	15%
Income received in advance	458	365	425	60	16%
Total non-current liabilities	**4,318**	**3,573**	**4,103**	**530**	**15%**
Total liabilities	**11,294**	**9,209**	**10,867**	**2,188**	**24%**
Net assets	**242,180**	**253,073**	**243,443**	**(9,630)**	**-4%**
Equity					
Accumulated surplus	120,395	119,372	120,021	649	1%
Reserves	121,785	133,701	123,372	(10,329)	-8%
Total equity	**242,180**	**253,073**	**243,393**	**(9,680)**	**-4%**

Finance Report – Quarterly Review

Dinner Plain Reserve

	Actual YTD March $'000	Budget Full Year $'000	Forecast Full Year $'000	Variance $'000	%
Balance as at 1 July 2020	699	669	699	30	
Income	1,018	1,653	1,540	(113)	-7%
Expenditure	811	2,247	1,205	(1,042)	-86%
Net	207	(594)	335	929	277%
Balance	906	75	1,034	959	93%

The Dinner Plain Reserve is forecast to be $1,061k by the end of 2020/21. This is $986k higher than budgeted primarily due to lower expenditure on the Dinner Plain Activation project ($800k) and the Dinner Plain Bus ($239k). This has been partially offset by reduced funding for the Dinner Plain Activation project ($80k) in 2020/21.

Finance Report – Quarterly Review

Cash and Investments

Monthly Cash Balance
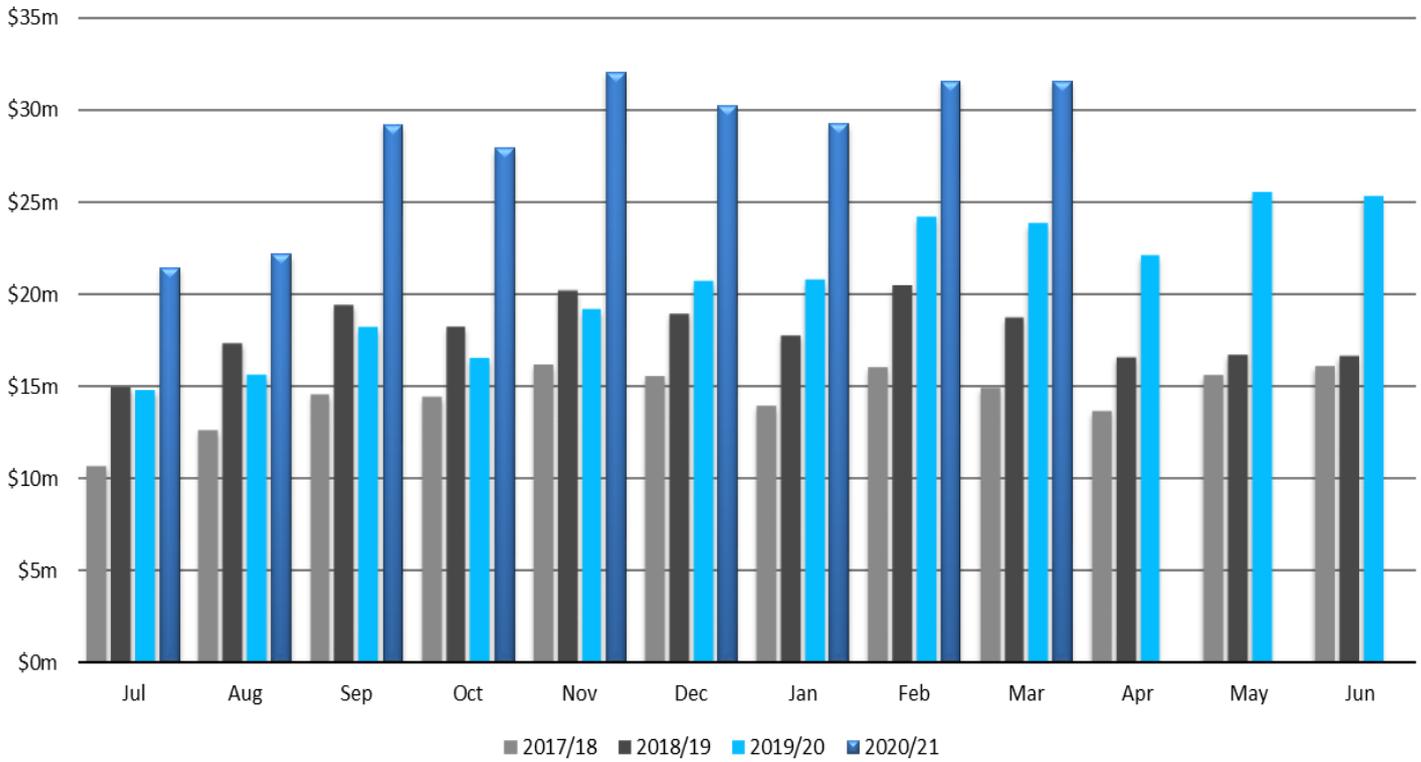
The cash balance was $31.6m at the end of Q3, of which $28.5m was term deposits. This was $7.8m higher than the 2019/20 Q3 cash balance of $23.8m. The main contributing factors were unspent Bushfire Recovery grant funding of $2.0m additional surplus YTD of $1.2m and lower than budget capital works in 2019/20 by $4.8m (of which $2.2m was carried forward to 2020/21). The cash balance is forecast to reduce to $27.2m as the capital works projects are completed.

COUNCIL POLICY

Information Privacy Policy

Contents

DOCUMENT UNCONTROLLED WHEN PRINTED

Document Control		
Policy number 45	Status Draft for adoption	To be approved by Council
To be approved 1 June 2021	Next review date June 2025	
Directorate Corporate	Department Corporate	Internal

REVISION RECORD

MANDATORY – Use 1.0, 2.0 for adopted / approved versions and 1.1, 1.2 for drafts or revisions without change.

Date	Version	Revision description
03/04/2002	1.0	Adopted by Council
11/11/2014	2.0	Adopted by Council Incorporating changes in response to repeal of *Information Privacy Act 2000* and proclamation of *Privacy and Data Protection Act 2014.*
01/06/2021	3.0	To be adopted by Council Renamed from "Provision of Information and Privacy Policy" to "Information Privacy Policy".

1.   Purpose

The purpose of this policy is to provide guidance and advice on the way Alpine Shire Council (Council) will collect, hold, use and disclose personal and health information of individuals. This policy also details how individuals can request access to their information, in addition to outlining the privacy complaint process.

2.   Scope

This Policy applies to all Council employees, Councillors, contractors and volunteers as well as any individual, business or other organisation that receives access to personal information held by Council.

In some instances, Council will be required to disclose personal information in order to meet Council's specific legislative responsibilities. Where this occurs, Council will not be in breach of its legislative obligations under privacy legislation.

3.   Policy details

3.1   COUNCIL'S OBLIGATIONS

All personal and health information collected by Council must be managed in accordance with the Information Privacy Principles (IPPs) and Health Privacy Principles (HPPs). These principles establish standards for the handling of personal, sensitive and health information including collection, use, disclosure, storage, security, accessibility and disposal.

Council must comply with these principles which are detailed on the following pages.

IPP / HPP 1   Collection of personal or health information

Council will only collect personal or health information that is necessary for its specific and legitimate functions and activities. If it is reasonable and practical to do so, Council will collect personal and health information directly from an individual and will inform the individual of the purpose for which the information is being collected.

Council will only collect an individual's information from someone else if the individual's consent is provided or if the information is received from another government agency or authority if it is lawful to do so.

If Council collects information about an individual from another government agency or authority, Council will take reasonable steps to:

- confirm that the information collected is accurate;
- ensure that the individual is made aware of the collection and its purpose; and
- explain how the information will be used and disclosed by Council and the process to gain access to the information before this information is used.

These reasonable steps will include attempting to make contact with the individual by telephone, mail, or email.

IPP / HPP 2   Use and Disclosure of personal or health information

Council will use and disclose personal and health information for the purpose for which the information was collected (primary purpose).

Council may only use the information for a secondary purpose if a person: has given consent, would reasonably expect Council to do so, or if the secondary purpose is related to the primary purpose of collection.

Where Council is legally obliged or authorised to disclose personal information, it will do so in accordance with the legislation and make access to any personal information on a 'need to know' basis only.

Requests for disclosure of personal information outside of the primary purpose will be dealt with in accordance with IPP 2.1a-h:

2.1a   Reasonably expected related secondary purpose
2.1b   Consent
2.1c   Necessary for research or statistics in public interest
2.1d   Necessary to lessen or prevent serious threats to health or safety
2.1e   Investigating suspected unlawful activity
2.1f   Required or authorised by law
2.1g   Reasonably necessary assistance for law enforcement and protection of public revenue
2.1h   Commonwealth security agencies

IPP / HPP 3   Data Quality

Council will take reasonable steps to ensure any personal and health information held is accurate, complete and up-to-date and ensure that appropriate avenues are available to individuals to access and correct their personal information.

IPP / HPP 4   Data Security

Council will take reasonable steps to ensure any personal and health information collected is protected from loss and unauthorised use, access, modification or disclosure. Council will also take appropriate action to ensure files, databases and other records are held securely and may only be accessed by an authorised officer and / or Councillor and that any personal information that is no longer required is disposed of appropriately.

IPP / HPP 5   Openness

Council will make this Policy available to any individual who requests a copy and ensure that all employees, volunteers, contractors and Councillors are familiar with this Policy.

IPP / HPP 6   Access & Correction

Council may process requests for access, information and correction of personal or health information without the need for a formal request. However, in some cases, Council may manage requests for access and / or correction in accordance with the *Freedom of Information Act 1982*.

IPP / HPP 7   Unique identifiers

Council will not adopt or share a unique identifier except when it is necessary to do so to enable Council to carry out any of its functions. Council will not require an individual to provide a unique identifier in order to obtain a service unless required to do so by law.

IPP / HPP 8   Anonymity

Where it is lawful and practical to do so, an individual has the option of not identifying themselves when interacting with Council.

IPP / HPP 9   Trans-border Data Flows

Council will only transfer personal or health information outside Victoria in accordance with the provisions outlined in the Privacy Legislation.

IPP 10   Sensitive information

Council will not collect sensitive information unless one of the exceptions listed in IPP 10 applies, such as the person has given their consent, the collection is required by law or the collection is necessary to prevent or lessen a serious threat to the health of any individual.

HPP 10 and 11 Health Service Provider Changes

In the event that a health service offered by Council is discontinued, the health information held by Council will be managed in accordance with the *Health Records Act 2001*.

3.2   GENERALLY AVAILABLE INFORMATION

Council's legislative obligations under the Privacy Legislation does not apply to any information that is:

- a generally available publication
- a public record made in accordance with the *Public Records Act 1973*
- a document kept for reference, study or exhibition in a library, art gallery or museum or
- any document archived under the *Copyright Act 1968* (Cth).

3.3   PUBLIC REGISTERS

A public register is not exempt from the requirements of the Privacy Legislation. Accordingly, Council must ensure that any public registers it administers do not contravene an IPP or HPP where the register contains personal or health information.

3.4   STAFF TRAINING AND AWARENESS

All Council employees will receive training, both during induction and on an ongoing basis, to enhance their awareness of how personal information must be handled by Council to ensure legislative compliance.

3.5   COMPLAINTS

A person may complain to Council's Governance Officer regarding the handling of personal and health information.

Alternatively, a complaint may be lodged with the Office of the Victorian Information Commissioner or the Health Complaints Commissioner. The Commissioners may decline to entertain the complaint if the complainant has not first lodged the complaint with Council.

Organisation	Contact
Alpine Shire Council	Governance Officer Phone: 03 5755 0555 Email: info@alpineshire.vic.gov.au
Victorian Information Commissioner	www.ovic.vic.gov.au
Health Complaints Commissioner	www.hcc.vic.gov.au

4.   Roles and responsibilities

The following positions are responsible for

Responsibility	Role / Position
Implementation of this Policy	Governance Officer
Compliance with this Policy	All Council staff, volunteers, contractors and Councillors
Development and review of this Policy	Governance Officer Manager Corporate Directors Chief Executive Officer
Interpretation of this Policy and the provision of advice	Governance Officer Directors Chief Executive Officer

5.   Breaches

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

6.   Human Rights Charter compatibility

This Policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006.*

7.   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

- *Charter of Human Rights and Responsibilities Act 2006*
- *Freedom of Information Act 1982*
- *Gender Equality Act 2020*
- *Health Records Act 2001*
- *Local Government Act 1989*
- *Local Government Act 2020*
- *Privacy and Data Protection Act 2014*
- *Public Records Act 1973*

Related Guidelines, Operational Directives or Policies

- CCTV Surveillance Camera Policy
- Corporate Records Policy
- Complaint Handling Policy

8.   Definitions and abbreviations

Term	Meaning
Health information	Information or an opinion about the physical, mental or psychological health of an individual, disability of an individual or a health service provided or to be provided to an individual, where that information is also personal information. Health information also includes other information that is collected to provide or in providing a health service. It does not include information about an individual who has been deceased more than 30 years.
Health Service	Means an activity that is intended or claimed to assess, maintain or improve an individual's health, to diagnose or treat the individual's illness, injury or disability.

Term	Meaning
HPPs	Health Privacy Principles as outlined in the *Health Records Act 2001*. HPPs are a set of principles that regulate the handling of health information.
HRA	*Health Records Act 2001*
IPPs	Information Privacy Principles as outlined in the *Privacy and Data Protection Act 2014*. IPPs are a set of principles that regulate the handling of personal information.
Personal information	Means information or an opinion that is recorded in any form and whether true or not, about an individual whose identity is apparent, or can reasonably be ascertained, from the information or opinion, but does not include information of a kind to which the *Health Records Act 2001* applies. Examples of personal information include, but are not limited to: name, address, phone number, email address, date of birth, property ownership. Personal information may be contained in Council records such as databases, correspondence, public submissions, customer requests, permits, property records, tenders and contracts.
PDPA	*Privacy and Data Protection Act 2014*
Privacy Legislation	Means the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*
Public Record	Includes a record which is made or received by a public officer in the course of carrying out their duties.
Public Register	Means a document held by Council that is open to inspection by members of the public containing information that — • a person or body was required or permitted to give to Council under an Act or regulation; and • would be personal information if the document were not a generally available publication

Term	Meaning
Sensitive information	Means personal information or an opinion about a person's: • race or ethnic origin • political opinions • membership of a political association • religious beliefs or affiliations • philosophical beliefs • membership of a professional association • membership of a trade union • sexual preferences or practices • criminal record
Unique identifier	An identifier (usually a number) assigned by an organisation to an individual uniquely to identify that individual for the purposes of the operations of the organisation but does not include an identifier that consists only of the individual's name.

9. Approval

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this 1st day of June
2021 in the presence of:

_____   _____
COUNCILLOR NAME   SIGNATURE

_____   _____
COUNCILLOR NAME   SIGNATURE

_____   _____
CHIEF EXECUTIVE OFFICER NAME   SIGNATURE

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 4 May 2021
Location:	Bright Committee Room / Council Chambers
Start Time:	1.45pm
Finish Time:	5.00pm
Chairperson:	Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Charlie Bird	Chief Executive Officer
Cr Sarah Nicholas	Deputy Mayor	Will Jeremy	Director Assets
Cr Katarina Chalwell	Councillor	Ruth Kneebone	Director Commercial
Cr Ron Janas	Councillor	Nathalie Cooke	Director Corporate
Cr Tony Keeble	Councillor		
Cr Kelli Prime	Councillor		
Cr Charlie Vincent	Councillor		

Councillor and staff apologies:

Name	Position

1. Conflict of interest disclosures

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

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

Nil

3. Items discussed

A list of items discussed at the meeting must be included here.

Item
Acknowledgement of Traditional Custodians
External Presentation: Draft Bushfire Community Recovery Plan
External Presentation: Bright Chamber of Commerce
External Presentation: Myrtleford Crackpots
Maternal Child Health Review & Immunisation
Bright Railway Museum Roof Repairs
Ordinary Council Meeting Agenda review

Informal Meeting of Councillors

In accordance with Chapter 8, section A1 of Council's [Governance Rules](#), the Chief Executive Officer must ensure that a summary of the matters discussed at an Informal meeting of Councillors is tabled at the next convenient Council meeting, and recorded in the minutes of that Council meeting.

Meeting Title:	Planning Forum – Application P.2021.003 – 5 Acres Restaurant
Date:	Tuesday 11 May 2021
Location:	Pioneer Park, Pavilion Function Room
Start Time:	10.00am
Finish Time:	1.00pm
Chairperson:	Tom Courtice – External Facilitator

Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Tom Courtice	External Facilitator
Cr Charlie Vincent	Councillor	Sam Porter	Planning Coordinator
Cr Katarina Chalwell	Councillor	Alex Duncan	Planning Officer
Cr Ron Janas	Councillor	Darrell Gascoyne	Compliance Coordinator
Cr Kelli Prime	Councillor		

Councillor and staff apologies:

Name	Position
Cr Sarah Nichols	Deputy Mayor
Cr Tony Keeble	Councillor
Nathalie Cooke	Director Corporate

1. **Conflict of interest disclosures**

   N/A

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

   N/A

3. **Items discussed**

   A list of items discussed at the meeting must be included here.

Item
Acknowledgement of Traditional Custodians
Planning forum held to hear objectors to the application
Planning forum held to hear supports to the application

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 18 May 2021
Location:	Mount Beauty Community Centre
Start Time:	1.30pm
Finish Time:	6.00pm
Chairperson:	Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Charlie Bird	Chief Executive Officer
Cr Sarah Nicholas	Deputy Mayor (via Zoom)	Will Jeremy	Director Assets
Cr Katarina Chalwell	Councillor	Ruth Kneebone	Director Commercial
Cr Ron Janas	Councillor		
Cr Tony Keeble	Councillor		
Cr Kelli Prime	Councillor		
Cr Charlie Vincent	Councillor		

Councillor and staff apologies:

Name	Position
Nathalie Cooke	Director Corporate

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**
    Nil

3. **Items discussed**

    A list of items discussed at the meeting must be included here.

Item
Acknowledgement of Traditional Custodians
External Presentation: Alpine Community Plantation
Alpine Events Strategy
Economic Development Strategy
Policy Update
Summary of Budget, Dinner Plain Special Rate and Rating Submissions
Stockman Project update
Great Valley Shared Trail
Road Management Plan