

# COUNCIL MEETING AGENDA

Wednesday 17 June 2026  
6:00 PM

Glasshouse, Kerang



**Order of Business**

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**Geoff Rollinson**  
**CHIEF EXECUTIVE OFFICER**

## **1 WELCOME TO COUNTRY**

Playing of the Welcome to Country video clip.

## **2 OPENING DECLARATION**

We, the Councillors of the Shire of Gannawarra, declare that we will undertake the duties of the office of Councillor, in the best interests of our community, and faithfully, and impartially, carry out the functions, powers, authorities and discretions vested in us, to the best of our skill and judgement.

## **3 APOLOGIES AND LEAVE OF ABSENCE**

Nil.

## **4 CONFIRMATION OF MINUTES**

That the minutes of the Council Meeting held on 20 May 2026 be confirmed.

## 5 DECLARATION OF CONFLICT OF INTEREST

### General conflict of interest

Unless exempt under section 129 of the *Local Government Act 2020* (the Act) or regulation 7 of the *Local Government (Governance and Integrity) Regulations 2020*, a Councillor or member of Council staff has a general conflict of interest in a matter if an impartial, fair-minded person would consider that the person's private interests (as defined in section 127(2) of the Act) could result in that person acting in a manner that is contrary to their public duty.

### Material conflict of interest

Unless exempt under section 129 of the *Local Government Act 2020* or regulation 7 of the *Local Government (Governance and Integrity) Regulations 2020*, a Councillor or member of Council staff has a material conflict of interest in respect of a matter if an affected person (as defined in section 128(3) of the Act) would gain a benefit or suffer a loss depending on the outcome of the matter.

### Disclosure of a conflict of interest

A Councillor who has a conflict of interest and is attending a meeting of the Council must make a full disclosure of that interest by either advising:

- a) the Council at the meeting immediately before the matter is considered at the meeting; or
- b) the Chief Executive Officer in writing before the meeting –

whether the interest is a general conflict of interest or a material conflict of interest; and the nature of the interest.

Note: If a Councillor advises the Chief Executive Officer of the details under b) above, the Councillor must make a disclosure of the class of interest only to the meeting immediately before the matter is considered at the meeting.

In accordance with section 130 of the Act, a councillor who has a disclosed a conflict of interest in respect of a matter must exclude themselves from the decision making process in relation to the matter, including any discussion or vote on the matter at any Council meeting, and any action in relation to the matter.

Failure to comply with section 130 of the Act may result in a penalty of 120 penalty units.



## 6 BRIEFING SESSIONS

### 6.1 RECORD OF COUNCILLOR BRIEFING - 6 MAY 2026 TO 2 JUNE 2026

**Author:** Jodie Basile, Executive Assistant to the Chief Executive Officer  
**Authoriser:** Geoff Rollinson (Chief Executive Officer)

#### RECOMMENDATION

**That Council note the Records of Councillor Briefings from 6 May 2026 to 2 June 2026.**

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#### EXECUTIVE SUMMARY

This report presents to Council written records of Councillor Briefings in accordance with clause 31 of the Gannawarra Shire Council Governance Rules.

#### DECLARATIONS OF CONFLICT OF INTEREST

The Officer preparing this report declares that they have no conflict of interest in regard to this matter.

#### COUNCIL PLAN

*Goal 3. Sustainability - achieve long-term financial and environmental sustainability*  
*4. Ensure transparent, inclusive decision-making through effective leadership.*

#### BACKGROUND INFORMATION

In accordance with clause 32 of the Gannawarra Shire Council Governance Rules, a written record of a meeting held under the auspices of Council is, as soon as practicable, reported at a meeting of the Council and incorporated in the minutes of that Council meeting.

The record must include:

- The names of all Councillors and members of Council staff attending.
- The matters considered.
- Any conflict-of-interest disclosures made by a Councillor attending.
- Whether a Councillor who has disclosed a conflict of interest left the meeting.

#### CONSULTATION

Consultation with Councillors and staff has occurred to ensure the accuracy of the Councillor Briefing records.

#### CONCLUSION

To ensure compliance with clause 32 of the Gannawarra Shire Council Governance Rules, it is recommended that Council note the Councillor Briefing records as attached to this report.

#### ATTACHMENTS

1. Councillor Briefing Record - June 2026 [6.1.1 - 1 page]

## RECORD OF A COUNCILLOR BRIEFING



|                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                            |
|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| Type of Meeting                                                              | Councillor Briefing Session                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                            |
| Date:                                                                        | Monday 1 June, 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                            |
| Time:                                                                        | 8.30am – 4.20pm                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                            |
| Location:                                                                    | The Glasshouse, Kerang                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                            |
| In Attendance:<br>(Councillors)                                              | Cr Garner Smith (Mayor), Cr Ross Stanton (Deputy Mayor), Cr Daniel Bolitho, Cr Lisa Farrant, Cr Charlie Gillingham, Cr Keith Link (attended from 10:40am to 12:45pm), Cr Pat Quinn.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                            |
| Apologies:                                                                   | Jodie Basile, Craig Maffescioni                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                            |
| In Attendance:<br>(Officers)                                                 | Geoff Rollinson (absent from 1:30pm to 2:45pm), Jan Palmer, Amanda Wilson, Wade Williams, Paul Fernee.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                            |
| Presenters                                                                   | Tony Raunic (Hunt and Hunt Lawyers), Deanne Caserta, Leigh Hollingworth, Melissa Mathers, Dylan Taylor, Scott Bourne, Narelle O’Donoghue, Jodie Hartley.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                            |
| Matters Discussed:                                                           | 2.1 – Adoptions of the Budget 2026/27 and Schedule of Fees and Charges 2026/27<br>2.2 – Macorna Land Surrender – Framework for Managing Land Transfer Requests<br>2.3 – Policy No. 122 – Fee Waiver or Reduction<br>2.4 – Policy No. 134 – Fixed Assets Policy<br>2.5 – Policy No. 153 – Rating Rebates for properties with Environmental Covenants<br>2.6 – State Purchasing Contract for Banking Services<br>2.7 – Interim Management Letter – External Audit Update<br>2.8 – Gannawarra Resource Recovery and Waste Management Strategy<br>2.9 – Policy No. 124 – Asset Protection<br>2.10 – 2026 Community Satisfaction Survey Results<br>2.11 – Thriving Together 2026-2030<br>3.1 – Draft GROW Gannawarra Action Plan 2026-2030<br>3.2 – Future Listing Report<br>3.3 – June 2026 CAPEX Report<br>3.4 – Road Management Plan Compliance Update<br>Councillors/CEO/Directors Discussion<br>CEO & Councillors Discussion<br>Councillor Only Session |                                                            |
| Conflict of Interest Disclosures                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                            |
| Matter No.                                                                   | Councillor/Officer making disclosure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | The Councillor/Officer left the meeting for the discussion |
| 2.2 - Macorna Land Surrender – Framework for Managing Land Transfer Requests | Cr Pat Quinn                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 9:00am to 9:15am                                           |
| Completed by:                                                                | <br>Geoff Rollinson – Chief Executive Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                            |

## 7 BUSINESS REPORTS FOR DECISION

### 7.1 ADOPTION OF THE BUDGET 2026/27 AND SCHEDULE OF FEES AND CHARGES 2026/27

**Author:** Deanne Caserta, Manager Financial Services  
**Authoriser:** Amanda Wilson (Director Corporate Services)

#### RECOMMENDATION

**That Council:**

1. **Note the submissions and feedback received during the community consultation period for the Proposed Budget 2026/27 and Draft Schedule of Fees and Charges 2026/27;**
2. **Adopt the Budget 2026/27, including the Financial Statements, Capital Works Program and Rating and Revenue measures, in accordance with sections 94 and 96 of the *Local Government Act 2020*;**
3. **Adopt the Schedule of Fees and Charges 2026/27, effective from 1 July 2026.**

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#### EXECUTIVE SUMMARY

Following the completion of the statutory community consultation period, this report seeks to adopt the Budget 2026/27 and Schedule of Fees and Charges 2026/27.

In accordance with the *Local Government Act 2020*, Council made both documents available for public inspection and invited submissions from the community prior to adoption. All feedback received has been reviewed and considered by officers.

This report summarises the key themes raised through community submissions, and if any amendments are proposed because of this consultation process. Council is now requested to adopt the final Budget 2026/27 and Schedule of Fees and Charges 2026/27 to meet its legislative obligations and enable service delivery from 1 July 2026.

During the community feedback period, Council also received confirmation of the 2026/27 valuation data. When modelling this for the next financial year, slight changes have been made to the rate in the dollar to ensure Council does not raise income in excess of the legislated cap.

#### PURPOSE

The purpose of this report is to:

- provide Council with a summary of community feedback received on the Proposed Budget 2026/27 and Draft Schedule of Fees and Charges 2026/27;
- outline officer consideration and response to the submissions received; and
- seek Council adoption of the Budget 2026/27 and Schedule of Fees and Charges 2026/27 following completion of the consultation process.

#### DISCUSSION

##### Variations since community feedback

Late during the feedback period, Council received confirmed valuation figures from the Valuer General. These figures were placed into the modelling system to determine updated rate in the dollar amounts for all classes of land.

Total rates and charges of \$17.164m remains the same.

The table below shows the variation:

| Type or class of land | Draft 2026/27 cents/\$CIV | Updated 2026/27 cents/\$CIV |
|-----------------------|---------------------------|-----------------------------|
| Residential           | 0.004339                  | 0.004337                    |
| Commercial/industrial | 0.004618                  | 0.004632                    |
| Farm – irrigation     | 0.003128                  | 0.003121                    |
| Farm – dryland        | 0.001496                  | 0.001496                    |
| Cultural/recreational | 0.002170                  | 0.002169                    |

### **Community consultation**

In accordance with sections 94 and 96 of the *Local Government Act 2020*, Council invited public submissions on the Proposed Budget 2026/27 and Draft Schedule of Fees and Charges 2026/27.

Community engagement activities included:

- publication of the documents on Council's website;
- media and social media promotion;
- promotion through Council publications; and
- availability of hard copies and submission mechanisms online and in person.

A total of 12 submissions were received during the exhibition period, two were also received earlier in the budget process.

Feedback is highly concentrated geographically (primarily Quambatook) and thematically, with a strong emphasis on basic infrastructure, service equity, and visible returns on rates.

### **Summary of feedback received**

#### **1. Drainage and flooding**

Seven submissions (50%) relate to drainage concerns in Tennyson Street, Quambatook.

#### **Issues reported:**

- frequent road flooding after minor rainfall
- water pooling for extended periods
- impacts on private property (yards, homes)
- lack of stormwater infrastructure (no gutters/adequate drainage)
- long-standing unresolved issue (reported over 30+ years).

#### **Alignment to Budget:**

- drainage expenditure is relatively modest (\$204k operational and \$300k capital)
- significant drainage uplift planned in 2029/30 (\$4.3M).

#### **Gap identified:**

- Community expectations exceed current short-term investment levels.

#### **2. Waste services and illegal dumping**

Two submissions requesting annual hard waste collection (Quambatook); however, these were from the same person.

#### **Issues reported:**

- illegal dumping in bushland
- perceived inequity for smaller towns.

**Alignment to Budget:**

- waste expenditure: \$3.03m
- kerbside charges increasing 2.75%.

**Gap identified:**

- service level expectations (hard waste collection) not reflected in current model.

**3. Roads and sealing request**

One direct request relating to Carbine Street sealing in Kerang was received.

**Issues reported:**

- road condition and maintenance expectations
- links to ongoing drainage issues.

**Alignment to Budget:**

- roads are the largest capital investment area (\$8.5m)
- ongoing maintenance expenditure \$3.1m.

**Gap identified:**

- investment is strong, but prioritisation visibility may be unclear to community.

**4. Recreation and community funding**

Two submissions received.

**Issues reported:**

- increased funding for Koondrook Recreation Reserve
- sponsorship support for community events (annual show).

**Alignment to Budget:**

- recreation reserves expenditure \$1.06m.

**Gap identified:**

- pressure on operational funding vs capital/maintenance focus.

**Officer review and response**

All submissions were reviewed by relevant officers. Key considerations included legislative compliance, financial sustainability, equity across the community, and alignment with Council's strategic objectives.

As a result of this review:

- no changes are proposed to the Budget 2026/27; and
- no changes are proposed to the Schedule of Fees and Charges 2026/27.

These submissions will however be used to shape future capital work programs and service delivery review processes. A response will be provided to each party after Council adoption of the budget.

**Final documents**

The final Budget 2026/27 continues to:

- comply with the Ministerial rate cap;
- deliver an operating result consistent with Council's financial principles;

- maintain asset renewal and capital investment; and
- support delivery of services aligned to the Council Plan.

The Schedule of Fees and Charges 2026/27 reflects:

- annual review of discretionary and statutory fees;
- adjustments to improve cost recovery where appropriate; and
- consideration of affordability and community expectations.

Both documents are proposed to take effect from 1 July 2026.

## **RELEVANT LAW**

*Local Government Act 2020* – Sections 9, 94, 96 and 101.

## **RELATED COUNCIL DECISIONS**

- Council resolved to place the Proposed Budget 2026/27 and Draft Schedule of Fees and Charges 2026/27 on public exhibition at the April 2026 Council meeting;
- adoption of the Revenue and Rating Plan at the June 2025 Council meeting.

## **OPTIONS**

Council may:

- adopt the Budget 2026/27 and Schedule of Fees and Charges 2026/27 as presented; or
- resolve to make amendments prior to adoption.

## **SUSTAINABILITY IMPLICATIONS**

Section 9 of the *Local Government Act 2020* requires that ongoing financial viability is ensured by Council. The key risks are financial and compliance risks. Section 101 requires financial risks to be monitored and managed prudently having regard to the economic circumstances.

The adopted Budget and Fees and Charges support Council's long-term financial sustainability by balancing service delivery, asset management, and revenue generation with the community's capacity to pay.

## **COMMUNITY ENGAGEMENT**

Community engagement has been undertaken in accordance with Council's Community Engagement Policy, and all feedback received has been considered as part of this adoption process.

## **INNOVATION AND CONTINUOUS IMPROVEMENT**

Each year Council review the Model Budget as provided by Local Government Victoria

## **COLLABORATION**

The draft documents were prepared in consultation with Councillors, Executive and Management Teams and relevant Council Officers. The Draft Budget was also discussed with the Audit and Risk Committee on 5 May 2026.

## **FINANCIAL VIABILITY**

Adoption of the Budget 2026/27 is necessary to enable Council to operate in a financially responsible manner and meet statutory requirements for the coming financial year.



**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

The draft documents are compliant with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Where also applicable, any relevant plans, policies or strategies have been considered within the drafting of these key financial documents.

**COUNCIL PLANS AND POLICIES**

*Goal 3: Sustainability - Achieve long-term financial and environmental sustainability.*

*1. Manage Council's budget responsibly by delivering cost-effective services, pursuing new revenue opportunities, and ensuring long-term financial sustainability.*

*4. Ensure transparent, inclusive decision-making through effective leadership.*

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council Meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in this matter.

**ATTACHMENTS**

1. Budget 2026-27 - June 2026 - 3.06.2026 [**7.1.1** - 48 pages]
2. 2026-27 Fees and Charges - June Council Meeting (Updated 02.06.26) [**7.1.2** - 10 pages]

**Gannawarra Shire Council  
Budget 2026/2027**

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### Mayor's Introduction

Together with my fellow Councillors, I am delighted to present to our community and stakeholders the Gannawarra Shire Council 2026/27 Annual Budget. This budget builds on the vision outlined in the Gannawarra Shire 2025-2029 Council Plan, which focuses on three key areas – Liveability, Growth and Sustainability.

The 2026/27 Annual Budget outlines the resources required over the next year to fund the various services and program we provide to our community.

As with previous years, Council is proposing a 2.75 per cent increase in the total amount of income received via municipal rates, which is in line with the cap legislated under the Victorian State Government's Fair Go Rates system. However, like all sectors, Council is facing accelerating costs that are growing faster than the legislated cap, whilst global uncertainty will continue to place economic pressures on all areas of society.

The 2026/27 Annual Budget also sees Council return to a more normal budget following the completion of repairs resulting from the 2022 floods. With these works completed, Council can focus on improving and renewing key infrastructure our residents rely on, such as roads, buildings, swimming pools and urban stormwater infrastructure. As with previous years, some of the projects that feature in the \$16.4 million capital works program are reliant on grants from other levels of government.

Council looks forward to working together with our residents in implanting this budget.

**Cr Garner Smith**  
**MAYOR**

### Chief Executive Officer's Introduction

Councillors and staff have worked together to develop the Gannawarra Shire Council 2026/27 Annual Budget, which has been prepared with a strong understanding of our communities' expectations and the challenging economic conditions we are currently experiencing.

The 2026/27 Annual Budget aligns with the vision our residents have of the Gannawarra, as outlined in the Gannawarra Shire 2025-2029 Council Plan and incorporates various measures to react to the challenging economic conditions. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within mandated State Government measures that restrict the amount of revenue Council can receive via municipal rates.

Council is proposing to invest \$16.4 million into capital works projects during 2026/27, consisting of \$4.078 million of new works, \$3 million in upgrades and \$8.92 million of renewal works. The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Section 4.5.

During May 2026, the Federal Budget was handed down and included preliminary estimates around the Financial Assistance Grants for 2026/27. The budget papers indicated that the Australian Government was expecting to bring forward for an estimated 80% of the 2026/27 funding during June 2026. Council have decided to not change the budget to reflect this bought forward amount. This enables ratepayers and readers to have the full picture of the financial health of Council without the confusion these timing adjustments make to the statements.

#### Municipal rates and kerbside waste increases

The 2026/27 Annual Budget complied with the Victorian Government's Fair Go Rates system, which caps the total amount of income received via municipal rates at 2.75 per cent higher than the previous financial year. Waste and garbage unit charges will increase by 2.75 per cent compared to 2025/26 to ensure a close to cost neutral position for this service. Additional details regarding rates and charges are listed in Section 4.1.1.

#### Key Statistics

|                                       | 2026/27<br>\$'000 | 2025/26<br>\$'000 |
|---------------------------------------|-------------------|-------------------|
| Total Revenue (in 000's)              | 43,553            | 42,808            |
| Total Expenditure (in 000's)          | 35,025            | 34,635            |
| Comprehensive Income result - Surplus | <b>8,528</b>      | <b>8,173</b>      |

Cash and investment and other financial asset balance are forecast to be \$13.840 m at the end of 2026/27.

|                                        | 2026/27<br>\$'000 | 2025/26<br>\$'000 |
|----------------------------------------|-------------------|-------------------|
| Total Capital Works Program (in 000's) | 16,439            | 20,803            |

#### Funding Sources -

|                                     |       |        |
|-------------------------------------|-------|--------|
| Grants                              | 8,493 | 12,030 |
| Roads to Recovery grant (operating) | 2,000 | 2,109  |
| Contribution                        | 20    | -      |
| Rates funded                        | 5,926 | 6,664  |

Council is reliant on external grant funding for the planned capital works programs.

**Geoff Rollinson**  
**CHIEF EXECUTIVE OFFICER**

## Budget Influences

This section sets out the key budget influences arising from the internal and external environment within which Council operates.

### External Influences

The four years represented within the Budget are 2026-27 through to 2029-30. In preparing the 2026-27 budget, a number of external influences have been taken into consideration. These are outlined below:

\* Location – encompassing a broad area of river, lake and creek frontage our shire enjoys the benefits that this brings to our passive and active recreational pursuits. The flooding in 2022 and into 2023 highlights the impact that this can and does have on our community that are still being managed at present.

\* Financial Assistance Grants – The largest source of government funding to Council is through the annual Local Government Grants Commission allocation. The overall allocation is determined by the Federal Financial Assistance Grant.

\* Roads to Recovery grant funding - This is a Commonwealth Government ongoing grant program that operates on a five-year funding period, providing a stable and predictable source of funding. Over the five years from 2024-25 to 2028-29, Council will receive \$11.598m (2024/25 - \$1.709m, 2025/26 - \$1.605m, 2026/27 - \$2.000m, 2027/28 - \$3.142m, 2028/29 - \$3.142m). This is an increase of \$3.69m from the previous R2R five year program (2019-2024 - \$7.907m).

\* Capital Grant Funding – Capital grant opportunities arise continually and Council's capital works program is built around taking advantage of these opportunities to expand and enhance our existing assets.

\* Rate Capping – The Victorian State Government continues with a cap on rate increases. The cap for 2026-27 has been set at 2.75%.

\* Cost shifting - this occurs where Local Government provides a service to the community on behalf of the State and/or Federal Government. Over time, the funds received by Local Governments' do not increase in line with real cost increases, such as school crossing or library services, resulting in a further reliance on rate revenue to meet service delivery expectations.

\* Enterprise Agreement (EA) – Enterprise Bargaining Agreement for 2025/26 - 2027/28 period has been formally executed and implemented.

\* Local Government Service Rates and Charges-

In December 2023, the Victorian Government issued "Local Government Service Rates and Charges - Minister's Good Practice Guidelines for their use". The impact of the changes in waste management charges would require Council to reassess how and where service rate allocations are applied - there would be a change in the current full cost recovery model with some waste charges no longer being recovered out of the waste charges unit rate. The guidelines have created sector wide concern. Due to compliance with the FGRS cap, Council will be unable to shift the recovery of these waste charges to general rates charges unless via a rate cap variation.

### Internal Influences

Council's guiding financial parameters in the development of the budget are to:

- Balance the Budget – Surplus Cash Flow and Surplus Underlying Result. The Underlying Result is a deficit over the life of the four year budget. Continued cost pressures on Council services is outstripping income. This is despite the significant increase in the Roads to Recovery funding.
- Maintain our Assets - The asset renewal ratio is above the 100% ratio for three of the four years presented in this Budget. This ratio is also subject to successful grant applications and asset revaluation impacts on depreciation.
- Indebtness – Council is debt free. There are no proposed borrowings over the four year life of the budget.
- Liquidity – cash levels maintained. The Council's cash position increased due to the decreases in Council's contribution to capital works over the four year life of the budget.

### Economic Assumptions

| Assumption                              | Notes | Actual  | Forecast | Budget  | Projections |         |         | Trend |
|-----------------------------------------|-------|---------|----------|---------|-------------|---------|---------|-------|
|                                         |       | 2024/25 | 2025/26  | 2026/27 | 2027/28     | 2028/29 | 2029/30 | +/-   |
| Rate Cap Increase                       | 1     | 2.75%   | 3.00%    | 2.75%   | 2.50%       | 2.50%   | 2.50%   | -     |
| Population Growth                       | 2     | 0.00%   | 0.00%    | 0.00%   | 0.00%       | 0.00%   | 0.00%   | o     |
| Investment Interest Rate                | 3     | 4.50%   | 3.00%    | 3.00%   | 3.00%       | 3.00%   | 3.00%   | o     |
| Borrowing Interest Rate                 | 4     | 7.59%   | N/A      | N/A     | N/A         | N/A     | N/A     | o     |
| CPI                                     | 5     | 2.50%   | 2.50%    | 2.50%   | 3.00%       | 2.50%   | 2.50%   | -     |
| User Fees                               | 6     | 2.50%   | 2.00%    | 2.00%   | 3.00%       | 2.50%   | 2.50%   | +     |
| Grants - Recurrent                      | 7     | 2.00%   | 2.00%    | 2.00%   | 3.00%       | 2.50%   | 2.50%   | +     |
| Grants - Non-Recurrent                  |       | 2.00%   | 2.00%    | 2.00%   | 2.00%       | 2.00%   | 2.00%   | o     |
| Contributions                           |       | 2.00%   | 2.00%    | 2.00%   | 2.00%       | 2.00%   | 2.00%   | o     |
| Net proceeds from sale of assets ('000) |       | \$ 337  | \$ 232   | \$ 258  | \$ 215      | \$ 195  | \$ 199  | -     |
| Finance Costs ('000)                    |       | \$ 2    | \$ -     | \$ -    | \$ -        | \$ -    | \$ -    | o     |
| Other Revenue                           |       | 2.50%   | 2.50%    | 2.50%   | 2.50%       | 2.50%   | 2.50%   | o     |
| Employee Costs                          | 8     | 3.00%   | 3.25%    | 3.25%   | 3.25%       | 3.25%   | 3.25%   | o     |
| Contactors, consultants and materials   |       | 2.50%   | 2.50%    | 2.50%   | 3.00%       | 2.50%   | 2.50%   | o     |
| Utilities                               |       | 2.50%   | 2.50%    | 2.50%   | 4.00%       | 4.00%   | 4.00%   | -     |
| Bad and doubtful debts                  |       | 2.50%   | 2.50%    | 2.50%   | 4.00%       | 4.00%   | 4.00%   | -     |
| Depreciation                            |       | 1.00%   | 0.99%    | 7.40%   | 2.00%       | 2.00%   | 2.00%   | -     |
| Other expenses                          |       | 2.50%   | 2.50%    | 2.50%   | 3.00%       | 2.50%   | 2.50%   | o     |

### Notes to Assumptions

#### 1. Rate Cap

The State Government continues with a cap on rate increases. The cap for 2026/27 is set at 2.75%.

The rate cap for outlying years is set at a conservative rate of 2.50%.

#### 2. Population Growth

The population is forecast to remain stable.

#### 3. Investment Interest Rate

The forecast for the cash rate is to reduce slightly in the next year and then flatten to 3%. The cash rate at the time of preparing this report (March 2026) is 4.10%.

#### 4. Borrowing Interest Rate

No borrowings are forecast in the next four years and there is no debt at present.

#### 5. CPI

Based on the economic outlook provided by the Reserve Bank of Australia in its Statement on Monetary Policy - Feb 2026, inflation rose to 3.6 per cent over the year to the December quarter, from 3.2 per cent in the September quarter. Estimations include CPI to remain as a constant for the budget, but is expecting to slightly decrease moving forward.

#### 6. User Fees

Council's user fees are reviewed on an annual basis and is weighed to balance affordability, encourage usage, cost recovery and raise sufficient revenue in line with prudent financial management practices.

#### 7. Grants - Recurrent

Council has budgeted for Recurrent Grants to be indexed by CPI in future years and 2% for 2026/27.

#### 8. Employee Costs

The Proposed Budget 2026/27 is based on 3.0% or \$40, whichever is greater, wage increase under the current Enterprise Bargaining Agreement.

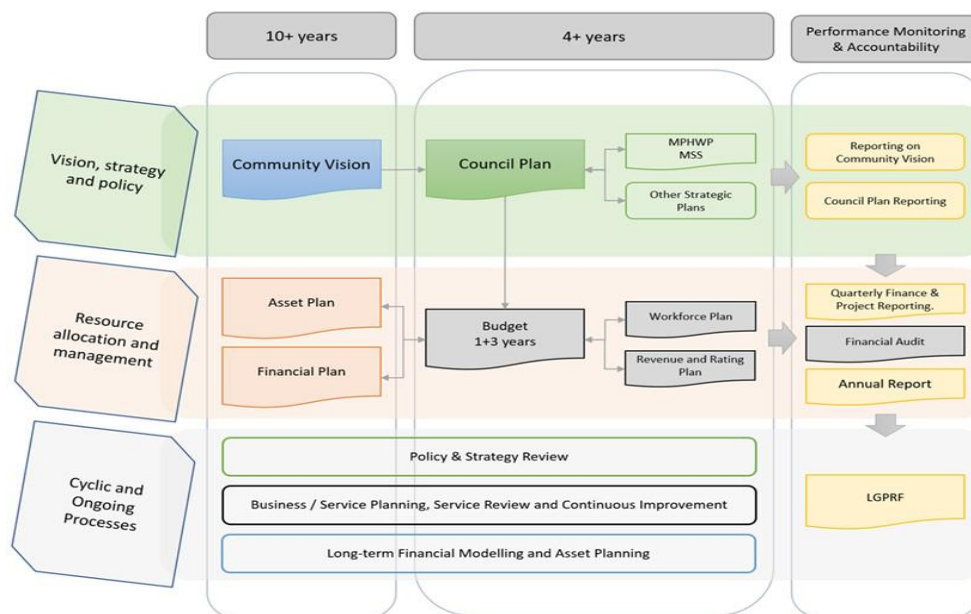
Superannuation guarantee rate for 2026/27 remains at 12%, unchanged from 2025/26.

## 1. Link to the Integrated Strategic Planning and Reporting Framework

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated strategic planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

### 1.1 Legislative planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated strategic planning and reporting framework that applies to local government in Victoria. At each stage of the integrated strategic planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Precincts and Regions

The timing of each component of the integrated strategic planning and reporting framework is critical to the successful achievement of the planned outcomes.

### 1.1.2 Key planning considerations

#### Service level planning

Although councils have a legal obligation to provide some services—such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Community consultation needs to be in line with a council's adopted Community Engagement Policy and Public Transparency Policy.



1.2 Our purpose

**Our Vision**

Our community is proud, connected and inclusive, and we actively seek opportunities that enhance lifestyle and liveability. Gannawarra is growing and is economically diverse, with unique tourism destinations, cultural and natural assets. We recognise and appreciate the value of the natural environment and how it connects our communities. We are resilient to a changing environment through innovation and collaboration.

**Our Strategy Statement**

Advance our community's vision. Strengthen our finances, workforce and organisational capability. Elevate our leadership, influence, partnerships and reputation. Prepare for climate, social and economic change. Prioritise infrastructure, services, investment and housing that enable Gannawarra to grow.

**Our Values**

Our values are trust, respect, innovation and collaboration.

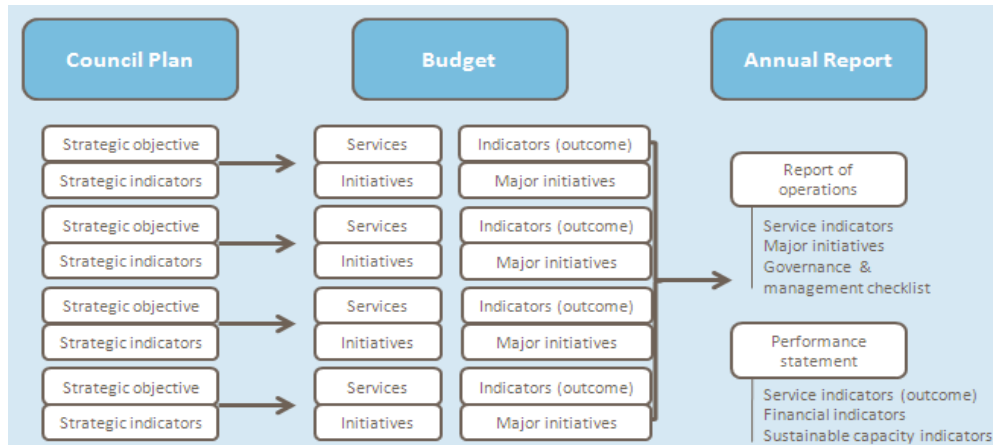
1.3 Strategic objectives

Council delivers activities and initiatives under a range of service categories. Each contributes to the achievement of one of the three Strategic Objectives as set out in the Council Plan 2025-2029. The following table lists the three Strategic Objectives as described in the Council Plan 2025-2029.

| Strategic Objective Description |                                                                                                       |
|---------------------------------|-------------------------------------------------------------------------------------------------------|
| 1. Liveability                  | Enhance the wellbeing and liveability of the Gannawarra through creative infrastructure and services. |
| 2. Growth                       | Grow the Gannawarra through a diverse and broad economy.                                              |
| 3. Sustainability               | Achieve long-term financial and environmental sustainability.                                         |

## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2026/27 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Precincts and Regions

### 2.1 Strategic Objective 1: Liveability

To achieve our objective of Liveability, the following are our strategic priorities:

1. Celebrate our diverse identity and maximise community health wellbeing and safety.
2. Prioritise maintenance, renewal and improvement of assets including local roads, footpaths, and community infrastructure that support accessibility and safety.
3. Support vibrant town centres by maintaining amenity and enabling businesses and community events to enhance activity and connection.
4. Provide ongoing support for libraries, children's services, community-led initiatives and transport connections within and beyond our shire.

#### Services

| Service area          | Description of services provided                                                                                                                                    |                            | 2024/25<br>Actual<br>\$'000 | 2025/26<br>Forecast<br>\$'000 | 2026/27<br>Budget<br>\$'000 |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------|-------------------------------|-----------------------------|
| Community Engagement  | This service is responsible for the management and provision of advice on external communication, in consultation with relevant stakeholders, on behalf of Council. | <i>Inc</i>                 | -                           | -                             | -                           |
|                       |                                                                                                                                                                     | <i>Exp</i>                 | 358                         | 523                           | 540                         |
|                       |                                                                                                                                                                     | <i>Surplus / (deficit)</i> | (358)                       | (523)                         | (540)                       |
| Events                | Council's arts and culture program investigates opportunities to capture the economic value of local events and ensures a link between the community and Council.   | <i>Inc</i>                 | 18                          | 14                            | 11                          |
|                       |                                                                                                                                                                     | <i>Exp</i>                 | 14                          | 36                            | 42                          |
|                       |                                                                                                                                                                     | <i>Surplus / (deficit)</i> | 4                           | (22)                          | (31)                        |
| Transport Connections | This service includes responsibility for the maintenance of the weighbridge, aerodrome and train station.                                                           | <i>Inc</i>                 | 15                          | 18                            | 19                          |
|                       |                                                                                                                                                                     | <i>Exp</i>                 | 60                          | 43                            | 75                          |
|                       |                                                                                                                                                                     | <i>Surplus / (deficit)</i> | (45)                        | (25)                          | (56)                        |
| Bridges               | This service conducts ongoing maintenance of Council's bridge network.                                                                                              | <i>Inc</i>                 | -                           | -                             | -                           |
|                       |                                                                                                                                                                     | <i>Exp</i>                 | 57                          | 87                            | 60                          |
|                       |                                                                                                                                                                     | <i>Surplus / (deficit)</i> | (57)                        | (87)                          | (60)                        |
| Community Facilities  | This service is responsible for the maintenance and management of Council's building and properties including public halls and community amenities.                 | <i>Inc</i>                 | 196                         | 692                           | 756                         |
|                       |                                                                                                                                                                     | <i>Exp</i>                 | 587                         | 1,183                         | 1,306                       |
|                       |                                                                                                                                                                     | <i>Surplus / (deficit)</i> | (391)                       | (490)                         | (550)                       |

**Service (continued)**

| Service area                     | Description of services provided                                                                                                                                                                                                                                                                                                                                        |                            | 2024/25<br>Actual<br>\$'000 | 2025/26<br>Forecast<br>\$'000 | 2026/27<br>Budget<br>\$'000 |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------|-------------------------------|-----------------------------|
| Drainage                         | This service conducts ongoing maintenance of Council's drainage network.                                                                                                                                                                                                                                                                                                | <i>Inc</i>                 | -                           | -                             | -                           |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Exp</i>                 | 265                         | 231                           | 204                         |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Surplus / (deficit)</i> | (265)                       | (231)                         | (204)                       |
| Fire Prevention                  | Fire prevention includes the implementation of Council's fire prevention policy along with maintaining strategic fire breaks and replacement of fire plugs.                                                                                                                                                                                                             | <i>Inc</i>                 | -                           | -                             | -                           |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Exp</i>                 | 26                          | 52                            | 42                          |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Surplus / (deficit)</i> | (26)                        | (52)                          | (42)                        |
| Footpath, Kerb and Channel       | This service conducts ongoing maintenance of Council's footpath, kerb and channel network.                                                                                                                                                                                                                                                                              | <i>Inc</i>                 | 53                          | -                             | -                           |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Exp</i>                 | 410                         | 183                           | 147                         |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Surplus / (deficit)</i> | (357)                       | (183)                         | (147)                       |
| Pest Control                     | Council is responsible for undertaking an arbovirus eradication program each year.                                                                                                                                                                                                                                                                                      | <i>Inc</i>                 | 45                          | 35                            | 35                          |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Exp</i>                 | 24                          | 31                            | 35                          |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Surplus / (deficit)</i> | 21                          | 4                             | -                           |
| Roads                            | This service conducts ongoing maintenance of Council's vast road network.                                                                                                                                                                                                                                                                                               | <i>Inc</i>                 | 1,986                       | 2,518                         | 2,382                       |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Exp</i>                 | 2,563                       | 2,999                         | 3,075                       |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Surplus / (deficit)</i> | (577)                       | (481)                         | (693)                       |
| Local Laws                       | This service maintains and improves the health and safety of people, animals and the environment by providing services including dog and cat collection, lost and found, pound service, registration and administration service and after hours emergency service. It also provides education, regulation and enforcement of local laws and relevant State legislation. | <i>Inc</i>                 | 201                         | 137                           | 160                         |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Exp</i>                 | 490                         | 431                           | 482                         |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Surplus / (deficit)</i> | (289)                       | (294)                         | (322)                       |
| Flood response & emergency Works | Council's response to the Oct/Nov 2022 floods. Council received funding in 2022/23 as part of the State and Federal Government's efforts to support flood affected councils through various funding streams.                                                                                                                                                            | <i>Inc</i>                 | 39                          | -                             | -                           |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Exp</i>                 | 1,331                       | 265                           | -                           |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Surplus / (deficit)</i> | (1,292)                     | (265)                         | -                           |
| Business Undertakings            | Business undertakings include Council's responsibility for the provision and maintenance of a limited number of elderly person's units. This area also includes private works undertaken by Council at the request of others.                                                                                                                                           | <i>Inc</i>                 | 44                          | 42                            | 43                          |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Exp</i>                 | 47                          | 52                            | 39                          |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Surplus / (deficit)</i> | (2)                         | (10)                          | 4                           |
| Children Services                | This service provides family oriented support services including pre-schools, long day care, maternal and child health, youth services and development, immunisation and family day care.                                                                                                                                                                               | <i>Inc</i>                 | 4,224                       | 4,707                         | 4,545                       |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Exp</i>                 | 3,980                       | 4,660                         | 4,378                       |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Surplus / (deficit)</i> | 244                         | 47                            | 167                         |
| Community Care                   | This service provides food safety and public and community health and safety.                                                                                                                                                                                                                                                                                           | <i>Inc</i>                 | 99                          | 82                            | 70                          |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Exp</i>                 | 422                         | 516                           | 495                         |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Surplus / (deficit)</i> | (323)                       | (434)                         | (425)                       |
| Swimming Areas                   | This service provides maintenance and operation of Council's swimming areas and when required to undertake projects in relation to boating safety.                                                                                                                                                                                                                      | <i>Inc</i>                 | 135                         | 130                           | 148                         |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Exp</i>                 | 880                         | 852                           | 841                         |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Surplus / (deficit)</i> | (745)                       | (723)                         | (693)                       |
| Recreation Reserves              | This service provides maintenance and support of municipal recreation facilities including recreational reserves and parks and gardens.                                                                                                                                                                                                                                 | <i>Inc</i>                 | 89                          | 40                            | 42                          |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Exp</i>                 | 995                         | 1,049                         | 1,064                       |
|                                  |                                                                                                                                                                                                                                                                                                                                                                         | <i>Surplus / (deficit)</i> | (906)                       | (1,009)                       | (1,023)                     |

**Service (continued)**

| Service area | Description of services provided                                                                                                                                                                                                                                                           |                            | 2024/25<br>Actual<br>\$'000 | 2025/26<br>Forecast<br>\$'000 | 2026/27<br>Budget<br>\$'000 |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------|-------------------------------|-----------------------------|
| Library      | This service provides public library services across the municipality and provides customer focused service that caters for cultural, educational and recreational needs of residents and provides a focal point where they can meet, relax and enjoy the services and facilities offered. | <i>Inc</i>                 | 153                         | 159                           | 159                         |
|              |                                                                                                                                                                                                                                                                                            | <i>Exp</i>                 | 625                         | 679                           | 800                         |
|              |                                                                                                                                                                                                                                                                                            | <i>Surplus / (deficit)</i> | (472)                       | (520)                         | (641)                       |
|              |                                                                                                                                                                                                                                                                                            |                            |                             |                               |                             |

**Initiatives**

Review the Creative Gannawarra Strategy.  
Commence a review the Gannawarra Community Safety Plan.  
Develop Aquatics Strategy projects to Design Phase.  
Koondrook township development stage 1.

**2.2 Strategic Objective 2: Growth**

To achieve our objective of Growth the following are our strategic priorities:

1. Support local businesses, employment pathways, digital connectivity and attract strategic investment.
2. Promote tourism and events that showcase Gannawarra.
3. Plan land use to enable growth and expand housing opportunities.
4. Support rural productivity and diversify agriculture.

**Services**

| Service area          | Description of services provided                                                                                                                                                                                                                     |                           | 2024/25<br>Actual<br>\$'000 | 2025/26<br>Forecast<br>\$'000 | 2026/27<br>Budget<br>\$'000 |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------------|-------------------------------|-----------------------------|
| Economic Development  | This service assists the Council to facilitate an environment that is conducive to a sustainable and developing local business sector and provides opportunities for local residents to improve their skill levels and access employment.            | <i>Inc</i>                | 511                         | 484                           | 184                         |
|                       |                                                                                                                                                                                                                                                      | <i>Exp</i>                | 781                         | 718                           | 467                         |
|                       |                                                                                                                                                                                                                                                      | <i>Surplus/ (deficit)</i> | (269)                       | (234)                         | (282)                       |
|                       |                                                                                                                                                                                                                                                      |                           |                             |                               |                             |
| Planning and Building | This service processes all planning and statutory building applications, provides advice and makes decisions about development proposals which require a planning permit as well as preparing policy documents that shape the future of the Council. | <i>Inc</i>                | 170                         | 160                           | 663                         |
|                       |                                                                                                                                                                                                                                                      | <i>Exp</i>                | 665                         | 890                           | 1,601                       |
|                       |                                                                                                                                                                                                                                                      | <i>Surplus/ (deficit)</i> | (496)                       | (730)                         | (938)                       |
|                       |                                                                                                                                                                                                                                                      |                           |                             |                               |                             |
| Tourism               | This service facilitates and encourages tourism development and opportunities to draw visitors to the municipality. The tourism program includes Gateway to Gannawarra, caravan parks and signage.                                                   | <i>Inc</i>                | 218                         | 204                           | 235                         |
|                       |                                                                                                                                                                                                                                                      | <i>Exp</i>                | 291                         | 302                           | 313                         |
|                       |                                                                                                                                                                                                                                                      | <i>Surplus/ (deficit)</i> | (74)                        | (99)                          | (78)                        |
|                       |                                                                                                                                                                                                                                                      |                           |                             |                               |                             |

**Initiatives**

Develop available industrial land for business development and work with developers to identify suitable locations for business.  
Work with industry and education providers to ensure access to suitable training can be provided locally and is industry specific.  
Revise the Gannawarra Tourism Strategy.  
Review of Agriculture investment Prospectus.

### 2.3 Strategic Objective 3: Sustainability

To achieve our objective of Sustainability, the following are our strategic priorities:

1. Manage Council's budget responsibly by delivering cost-effective services, pursuing new revenue opportunities, and ensuring long-term financial sustainability.
2. Protect our environment and prepare our community for a changing climate.
3. Advance local sustainability and waste initiatives.
4. Ensure transparent, inclusive decision-making through effective leadership.

#### Services

| Service area           | Description of services provided                                                                                                                                                                                                                                                                                                                                                                                 |                            | 2024/25<br>Actual<br>\$'000 | 2025/26<br>Forecast<br>\$'000 | 2026/27<br>Budget<br>\$'000 |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------|-------------------------------|-----------------------------|
| Environment Protection | This service includes programs for the eradication of noxious weeds, tree maintenance and planting.                                                                                                                                                                                                                                                                                                              | <i>Inc</i>                 | 74                          | 69                            | -                           |
|                        |                                                                                                                                                                                                                                                                                                                                                                                                                  | <i>Exp</i>                 | 188                         | 187                           | 113                         |
|                        |                                                                                                                                                                                                                                                                                                                                                                                                                  | <i>Surplus / (deficit)</i> | (114)                       | (118)                         | (113)                       |
| Waste Management       | This service provides kerbside collection of garbage and waste from households and commercial properties and operating costs of transfer stations and landfill.                                                                                                                                                                                                                                                  | <i>Inc</i>                 | 138                         | 84                            | 192                         |
|                        |                                                                                                                                                                                                                                                                                                                                                                                                                  | <i>Exp</i>                 | 2,321                       | 2,912                         | 3,030                       |
|                        |                                                                                                                                                                                                                                                                                                                                                                                                                  | <i>Surplus / (deficit)</i> | (2,183)                     | (2,829)                       | (2,838)                     |
| Council                | The governing body to work together with our community to capitalise on our natural assets, support our business and agricultural sector and deliver quality services to our community.                                                                                                                                                                                                                          | <i>Inc</i>                 | 15                          | 8                             | 5                           |
|                        |                                                                                                                                                                                                                                                                                                                                                                                                                  | <i>Exp</i>                 | 407                         | 168                           | 164                         |
|                        |                                                                                                                                                                                                                                                                                                                                                                                                                  | <i>Surplus / (deficit)</i> | (392)                       | (161)                         | (159)                       |
| Executive              | This service provides organisational policy and leadership support in the areas of advocacy, continuous improvement, corporate planning, performance measurement, delivery and reporting.                                                                                                                                                                                                                        | <i>Inc</i>                 | -                           | -                             | -                           |
|                        |                                                                                                                                                                                                                                                                                                                                                                                                                  | <i>Exp</i>                 | 1,212                       | 1,210                         | 1,337                       |
|                        |                                                                                                                                                                                                                                                                                                                                                                                                                  | <i>Surplus / (deficit)</i> | (1,212)                     | (1,210)                       | (1,337)                     |
| Governance             | This service includes support services in the area of finance, records management, customer services, human resources and several governance functions such as risk and compliance. Human services develops and implements strategies, policies and procedures for the provision of human resources, risk management and insurances, customer service, records management and media and internal communications. | <i>Inc</i>                 | 1,567                       | 999                           | 720                         |
|                        |                                                                                                                                                                                                                                                                                                                                                                                                                  | <i>Exp</i>                 | 3,774                       | 4,348                         | 4,231                       |
|                        |                                                                                                                                                                                                                                                                                                                                                                                                                  | <i>Surplus / (deficit)</i> | (2,206)                     | (3,348)                       | (3,511)                     |

**Service (continued)**

| Service area           | Description of services provided                                                                                                                                                                                                        | 2024/25<br>Actual<br>\$'000                                           | 2025/26<br>Forecast<br>\$'000 | 2026/27<br>Budget<br>\$'000 |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------|-----------------------------|
| Information Technology | This service provides, supports and maintains reliable and cost effective computer systems and communication facilities and infrastructure to Council staff enabling them to deliver services in a smart, productive and efficient way. | <i>Inc</i><br>-<br><i>Exp</i> 874<br><i>Surplus / (deficit)</i> (874) | -<br>1,137<br>(1,137)         | -<br>1,143<br>(1,143)       |

**Initiatives**

Complete a full review of Council Policies in line with legislative requirements.

**Service Performance Outcome Indicators**

| Service            | Indicator                   | Performance Measure                                                                                                                                                       | Computation                                                                                                                                                              |
|--------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Governance         | Consultation and engagement | Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)               | Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement                                                         |
| Statutory planning | Service standard            | Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)            | [Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100 |
| Roads              | Condition                   | Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal) | [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100                                 |
| Libraries          | Participation               | Library membership (Percentage of the population that are registered library members)                                                                                     | [Number of registered library members / Population] x100                                                                                                                 |

**Service Performance Outcome Indicators (Continued)**

| Service            | Indicator         | Performance Measure                                                                                                                                              | Computation                                                                                                                                                                                                                                                                  |
|--------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Waste management   | Waste diversion   | Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)     | [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100                                                                                                                |
| Aquatic Facilities | Utilisation       | Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)                                                               | Number of visits to aquatic facilities / Population                                                                                                                                                                                                                          |
| Animal Management  | Health and safety | Animal management prosecutions. (Percentage of animal management prosecutions which are successful)                                                              | Number of successful animal management prosecutions / Total number of animal management prosecutions                                                                                                                                                                         |
| Food safety        | Health and safety | Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council) | [Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100 |

**Service Performance Outcome Indicators (Continued)**

| Service                   | Indicator     | Performance Measure                                                                                                                      | Computation                                                                                                                                                       |
|---------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maternal and Child Health | Participation | Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)                                   | [Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100                       |
|                           |               | Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service) | [Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100 |

**2.4 Reconciliation with budgeted operating result**

|                                                 | Surplus/<br>(Deficit)<br>\$'000 | Expendit<br>ure<br>\$'000 | Income /<br>Revenue<br>\$'000 |
|-------------------------------------------------|---------------------------------|---------------------------|-------------------------------|
| Liveability                                     | (5,255)                         | 13,624                    | 8,369                         |
| Growth                                          | (1,298)                         | 2,381                     | 1,082                         |
| Sustainability                                  | (9,103)                         | 10,020                    | 917                           |
| <b>Total</b>                                    | <b>(15,656)</b>                 | <b>26,024</b>             | <b>10,368</b>                 |
| <b>Expenses added in:</b>                       |                                 |                           |                               |
| Depreciation                                    | 8,842                           |                           |                               |
| Finance costs                                   | 45                              |                           |                               |
| Others                                          | 412                             |                           |                               |
| <b>Surplus/(Deficit) before funding sources</b> | <b>(24,954)</b>                 |                           |                               |
| <b>Funding sources added in:</b>                |                                 |                           |                               |
| Rates and charges revenue                       | 14,311                          |                           |                               |
| Waste charge revenue                            | 2,853                           |                           |                               |
| Victoria Grants Commission                      | 7,807                           |                           |                               |
| <b>Total funding sources</b>                    | <b>24,970</b>                   |                           |                               |
| <b>Operating surplus/(deficit) for the year</b> | <b>16</b>                       |                           |                               |
| Capital funding                                 | 8,513                           |                           |                               |
| <b>Total Comprehensive Result</b>               | <b>8,529</b>                    |                           |                               |



### 3. Financial Statements

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Comprehensive Income Statement  
 Balance Sheet  
 Statement of Changes in Equity  
 Statement of Cash Flows  
 Statement of Capital Works  
 Statement of Human Resources

#### Comprehensive Income Statement

For the four years ending 30 June 2030

|                                                                                    |        | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Projections       |                   |                   |
|------------------------------------------------------------------------------------|--------|-----------------------------------------|-----------------------------|-------------------|-------------------|-------------------|
|                                                                                    | NOTES  |                                         |                             | 2027/28<br>\$'000 | 2028/29<br>\$'000 | 2029/30<br>\$'000 |
| <b>Income / Revenue</b>                                                            |        |                                         |                             |                   |                   |                   |
| Rates and charges                                                                  | 4.1.1  | 16,755                                  | 17,164                      | 17,593            | 18,033            | 18,483            |
| Statutory fees and fines                                                           | 4.1.2  | 274                                     | 239                         | 246               | 252               | 259               |
| User fees                                                                          | 4.1.3  | 2,714                                   | 3,001                       | 3,091             | 3,168             | 3,247             |
| Grants - operating                                                                 | 4.1.4  | 9,511                                   | 13,418                      | 14,902            | 15,196            | 14,792            |
| Grants - capital                                                                   | 4.1.4  | 12,030                                  | 8,493                       | 4,500             | 4,400             | 4,200             |
| Contributions - monetary                                                           | 4.1.5  | 47                                      | 72                          | 73                | 74                | 76                |
| Net gain (or loss) on disposal of property,<br>infrastructure, plant and equipment |        | 232                                     | 258                         | 215               | 195               | 199               |
| Other income                                                                       | 4.1.6  | 1,245                                   | 910                         | 905               | 950               | 988               |
| <b>Total income / revenue</b>                                                      |        | <b>42,808</b>                           | <b>43,553</b>               | <b>41,525</b>     | <b>42,268</b>     | <b>42,244</b>     |
| <b>Expenses</b>                                                                    |        |                                         |                             |                   |                   |                   |
| Employee costs                                                                     | 4.1.7  | 15,345                                  | 15,491                      | 15,995            | 16,514            | 17,051            |
| Materials and services                                                             | 4.1.8  | 10,571                                  | 10,215                      | 10,589            | 10,875            | 11,168            |
| Depreciation                                                                       | 4.1.9  | 8,085                                   | 8,683                       | 8,857             | 9,034             | 9,214             |
| Depreciation - right of use assets                                                 | 4.1.10 | 159                                     | 159                         | 159               | 159               | 159               |
| Finance costs - leases - right of use assets                                       | 4.1.11 | 51                                      | 45                          | 38                | 32                | 25                |
| Other expenses                                                                     | 4.1.12 | 424                                     | 432                         | 430               | 694               | 451               |
| <b>Total expenses</b>                                                              |        | <b>34,635</b>                           | <b>35,025</b>               | <b>36,066</b>     | <b>37,308</b>     | <b>38,069</b>     |
| <b>Surplus/(deficit) for the year</b>                                              |        | <b>8,173</b>                            | <b>8,528</b>                | <b>5,458</b>      | <b>4,960</b>      | <b>4,175</b>      |
| <b>Total comprehensive result</b>                                                  |        | <b>8,173</b>                            | <b>8,528</b>                | <b>5,458</b>      | <b>4,960</b>      | <b>4,175</b>      |

**Balance Sheet**

For the four years ending 30 June 2030

|                                               | NOTES | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Projections<br>2027/28<br>\$'000 | 2028/29<br>\$'000 | 2029/30<br>\$'000 |
|-----------------------------------------------|-------|-----------------------------------------|-----------------------------|----------------------------------|-------------------|-------------------|
| <b>Assets</b>                                 |       |                                         |                             |                                  |                   |                   |
| <b>Current assets</b>                         |       |                                         |                             |                                  |                   |                   |
| Cash and cash equivalents                     |       | 13,817                                  | 13,840                      | 15,702                           | 17,061            | 18,200            |
| Trade and other receivables                   |       | 5,132                                   | 3,976                       | 3,785                            | 3,865             | 3,864             |
| Other financial assets                        |       | 4,448                                   | 4,448                       | 4,448                            | 4,448             | 4,448             |
| Inventories                                   |       | 222                                     | 224                         | 226                              | 229               | 231               |
| Other assets                                  |       | 693                                     | 693                         | 693                              | 693               | 693               |
| <b>Total current assets</b>                   | 4.2.1 | 24,312                                  | <b>23,181</b>               | 24,855                           | 26,296            | 27,436            |
| <b>Non-current assets</b>                     |       |                                         |                             |                                  |                   |                   |
| Property, infrastructure, plant and equipment |       | 353,867                                 | 361,325                     | 365,148                          | 368,723           | 371,759           |
| Right-of-use assets                           | 4.2.4 | 1,112                                   | 953                         | 794                              | 635               | 476               |
| Investment property                           |       | 1,100                                   | 1,100                       | 1,100                            | 1,100             | 1,100             |
| <b>Total non-current assets</b>               | 4.2.1 | 356,079                                 | <b>363,378</b>              | 367,042                          | 370,458           | 373,335           |
| <b>Total assets</b>                           |       | 380,391                                 | <b>386,559</b>              | 391,896                          | 396,754           | 400,771           |
| <b>Liabilities</b>                            |       |                                         |                             |                                  |                   |                   |
| <b>Current liabilities</b>                    |       |                                         |                             |                                  |                   |                   |
| Trade and other payables                      |       | 3,386                                   | 1,175                       | 1,212                            | 1,272             | 1,284             |
| Trust funds and deposits                      |       | 766                                     | 766                         | 766                              | 766               | 766               |
| Provisions                                    |       | 3,876                                   | 3,876                       | 3,876                            | 3,876             | 3,876             |
| Lease liabilities                             | 4.2.4 | 150                                     | 157                         | 163                              | 170               | 177               |
| <b>Total current liabilities</b>              | 4.2.2 | 8,178                                   | <b>5,974</b>                | 6,017                            | 6,084             | 6,103             |
| <b>Non-current liabilities</b>                |       |                                         |                             |                                  |                   |                   |
| Provisions                                    |       | 966                                     | 966                         | 966                              | 966               | 966               |
| Lease liabilities                             | 4.2.4 | 986                                     | 830                         | 666                              | 496               | 319               |
| <b>Total non-current liabilities</b>          | 4.2.2 | 1,952                                   | <b>1,796</b>                | 1,632                            | 1,462             | 1,285             |
| <b>Total liabilities</b>                      |       | 10,130                                  | <b>7,770</b>                | 7,649                            | 7,546             | 7,388             |
| <b>Net assets</b>                             |       | 370,261                                 | <b>378,789</b>              | 384,247                          | 389,208           | 393,382           |
| <b>Equity</b>                                 |       |                                         |                             |                                  |                   |                   |
| Accumulated surplus                           |       | 125,481                                 | 134,009                     | 139,467                          | 144,428           | 148,602           |
| Reserves                                      |       | 244,780                                 | 244,780                     | 244,780                          | 244,780           | 244,780           |
| <b>Total equity</b>                           |       | 370,261                                 | <b>378,789</b>              | 384,247                          | 389,208           | 393,382           |

**Statement of Changes in Equity**

For the four years ending 30 June 2030

|                                             |       | Total          | Accumulated<br>Surplus | Revaluation<br>Reserve | Other<br>Reserves |
|---------------------------------------------|-------|----------------|------------------------|------------------------|-------------------|
|                                             | NOTES | \$'000         | \$'000                 | \$'000                 | \$'000            |
| <b>2026 Forecast Actual</b>                 |       |                |                        |                        |                   |
| Balance at beginning of the financial year  |       | 362,085        | 117,305                | 244,780                | -                 |
| Surplus/(deficit) for the year              |       | 8,176          | 8,176                  | -                      | -                 |
| <b>Balance at end of the financial year</b> |       | <b>370,261</b> | <b>125,481</b>         | <b>244,780</b>         | <b>-</b>          |
| <b>2027 Budget</b>                          |       |                |                        |                        |                   |
| Balance at beginning of the financial year  |       | 370,261        | 125,481                | 244,780                | -                 |
| Surplus/(deficit) for the year              |       | 8,528          | 8,528                  | -                      | -                 |
| <b>Balance at end of the financial year</b> | 4.3.2 | <b>378,789</b> | <b>134,009</b>         | <b>244,780</b>         | <b>-</b>          |
| <b>2028</b>                                 |       |                |                        |                        |                   |
| Balance at beginning of the financial year  |       | 378,789        | 134,009                | 244,780                | -                 |
| Surplus/(deficit) for the year              |       | 5,458          | 5,458                  | -                      | -                 |
| <b>Balance at end of the financial year</b> |       | <b>384,247</b> | <b>139,467</b>         | <b>244,780</b>         | <b>-</b>          |
| <b>2029</b>                                 |       |                |                        |                        |                   |
| Balance at beginning of the financial year  |       | 384,247        | 139,467                | 244,780                | -                 |
| Surplus/(deficit) for the year              |       | 4,960          | 4,960                  | -                      | -                 |
| <b>Balance at end of the financial year</b> |       | <b>389,208</b> | <b>144,428</b>         | <b>244,780</b>         | <b>-</b>          |
| <b>2030</b>                                 |       |                |                        |                        |                   |
| Balance at beginning of the financial year  |       | 389,208        | 144,428                | 244,780                | -                 |
| Surplus/(deficit) for the year              |       | 4,175          | 4,175                  | -                      | -                 |
| <b>Balance at end of the financial year</b> |       | <b>393,382</b> | <b>148,602</b>         | <b>244,780</b>         | <b>-</b>          |

**Statement of Cash Flows**

For the four years ending 30 June 2030

|                                                                     | Notes | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Projections<br>2027/28<br>\$'000 | 2028/29<br>\$'000     | 2029/30<br>\$'000     |
|---------------------------------------------------------------------|-------|-----------------------------------------|-----------------------------|----------------------------------|-----------------------|-----------------------|
|                                                                     |       | Inflows<br>(Outflows)                   | Inflows<br>(Outflows)       | Inflows<br>(Outflows)            | Inflows<br>(Outflows) | Inflows<br>(Outflows) |
| <b>Cash flows from operating activities</b>                         |       |                                         |                             |                                  |                       |                       |
| Rates and charges                                                   |       | 16,756                                  | 17,350                      | 17,174                           | 17,594                | 18,039                |
| Statutory fees and fines                                            |       | 274                                     | 270                         | 270                              | 277                   | 284                   |
| User fees                                                           |       | 2,985                                   | 3,395                       | 3,393                            | 3,477                 | 3,565                 |
| Grants - operating                                                  |       | 9,136                                   | 11,744                      | 11,735                           | 12,027                | 12,331                |
| Grants - capital                                                    |       | 9,444                                   | 8,736                       | 4,829                            | 4,407                 | 4,216                 |
| Contributions - monetary                                            |       | 47                                      | 52                          | 53                               | 54                    | 55                    |
| Interest received                                                   |       | 800                                     | 400                         | 381                              | 412                   | 437                   |
| Other receipts                                                      |       | 490                                     | 3,292                       | 4,378                            | 4,504                 | 3,819                 |
| Net GST refund / payment                                            |       | 2,815                                   | 1,864                       | 1,638                            | 1,638                 | 1,668                 |
| Employee costs                                                      |       | (15,345)                                | (15,891)                    | (15,988)                         | (16,507)              | (17,044)              |
| Materials and services                                              |       | (11,613)                                | (12,976)                    | (11,555)                         | (11,852)              | (12,160)              |
| Other payments                                                      |       | (466)                                   | (549)                       | (536)                            | (824)                 | (619)                 |
| <b>Net cash provided by/(used in) operating activities</b>          | 4.4.1 | 15,323                                  | <b>17,688</b>               | 15,770                           | 15,209                | 14,590                |
| <b>Cash flows from investing activities</b>                         |       |                                         |                             |                                  |                       |                       |
| Payments for property, infrastructure, plant and                    |       | (22,881)                                | (18,082)                    | (14,220)                         | (14,005)              | (13,614)              |
| Proceeds from sale of property, infrastructure, plant and equipment |       | 539                                     | 612                         | 508                              | 350                   | 358                   |
| Proceeds from sale of investments                                   |       | 10,856                                  | -                           | -                                | -                     | -                     |
| <b>Net cash provided by/ (used in) investing activities</b>         | 4.4.2 | (11,486)                                | <b>(17,471)</b>             | (13,712)                         | (13,655)              | (13,256)              |
| <b>Cash flows from financing activities</b>                         |       |                                         |                             |                                  |                       |                       |
| Interest paid - lease liability                                     |       | (51)                                    | (45)                        | (38)                             | (32)                  | (25)                  |
| Repayment of lease liabilities                                      |       | -                                       | (149)                       | (158)                            | (163)                 | (170)                 |
| <b>Net cash provided by/(used in) financing activities</b>          | 4.4.3 | (51)                                    | <b>(194)</b>                | (196)                            | (195)                 | (195)                 |
| Net increase/(decrease) in cash & cash equivalents                  |       | 3,786                                   | <b>23</b>                   | 1,862                            | 1,359                 | 1,139                 |
| Cash and cash equivalents at the beginning of the financial year    |       | 10,031                                  | 13,817                      | 13,840                           | 15,702                | 17,061                |
| <b>Cash and cash equivalents at the end of the financial year</b>   |       | 13,817                                  | <b>13,840</b>               | 15,702                           | 17,061                | 18,200                |

**Statement of Capital Works**

For the four years ending 30 June 2030

|                                                | NOTES | Forecast<br>Actual | Budget            | Projections       |                   |                   |
|------------------------------------------------|-------|--------------------|-------------------|-------------------|-------------------|-------------------|
|                                                |       | 2025/26<br>\$'000  | 2026/27<br>\$'000 | 2027/28<br>\$'000 | 2028/29<br>\$'000 | 2029/30<br>\$'000 |
| <b>Property</b>                                |       |                    |                   |                   |                   |                   |
| Land improvements                              |       | 3,898              | 2,898             | 3,000             | 5,000             | -                 |
| <b>Total land</b>                              |       | 3,898              | 2,898             | 3,000             | 5,000             | -                 |
| Buildings                                      |       | 1,561              | -                 | -                 | -                 | -                 |
| Building improvements                          |       | 150                | 500               | 150               | 150               | 150               |
| <b>Total buildings</b>                         |       | 1,711              | 500               | 150               | 150               | 150               |
| <b>Total property</b>                          |       | 5,609              | 3,398             | 3,150             | 5,150             | 150               |
| <b>Plant and equipment</b>                     |       |                    |                   |                   |                   |                   |
| Plant, machinery and equipment                 |       | 1,685              | 1,725             | 1,800             | 1,605             | 1,675             |
| Computers and telecommunications               |       | 931                | 50                | 50                | 50                | 50                |
| Library books                                  |       | 100                | -                 | -                 | -                 | -                 |
| <b>Total plant and equipment</b>               |       | 2,716              | 1,775             | 1,850             | 1,655             | 1,725             |
| <b>Infrastructure</b>                          |       |                    |                   |                   |                   |                   |
| Roads                                          |       | 6,067              | 8,516             | 6,797             | 3,797             | 5,371             |
| Bridges                                        |       | 100                | -                 | -                 | -                 | -                 |
| Footpaths and cycleways                        |       | 180                | 520               | 180               | 180               | 180               |
| Drainage                                       |       | 1,238              | 300               | 300               | 300               | 4,300             |
| Kerb and Channel                               |       | 300                | 300               | 300               | 300               | 300               |
| Recreational, leisure and community facilities |       | 150                | 150               | 150               | 150               | 150               |
| Waste management                               |       | 584                | -                 | -                 | 1,000             | -                 |
| Parks, open space and streetscapes             |       | 1,462              | 1,480             | 200               | 200               | 200               |
| Other infrastructure                           |       | 2,397              | -                 | -                 | -                 | -                 |
| <b>Total infrastructure</b>                    |       | 12,478             | 11,266            | 7,927             | 5,927             | 10,501            |
| <b>Total capital works expenditure</b>         | 4.5.1 | 20,803             | 16,439            | 12,927            | 12,732            | 12,376            |
| <b>Represented by:</b>                         |       |                    |                   |                   |                   |                   |
| New asset expenditure                          |       | 6,003              | 4,518             | 2,150             | 6,150             | 1,150             |
| Asset renewal expenditure                      |       | 7,462              | 8,921             | 6,777             | 6,582             | 8,226             |
| Asset upgrade expenditure                      |       | 7,338              | 3,000             | 4,000             | -                 | 3,000             |
| <b>Total capital works expenditure</b>         | 4.5.1 | 20,803             | 16,439            | 12,927            | 12,732            | 12,376            |
| <b>Funding sources represented by:</b>         |       |                    |                   |                   |                   |                   |
| Grants                                         |       | 12,030             | 8,493             | 4,500             | 4,400             | 4,200             |
| Contributions                                  |       | -                  | 20                | 20                | 21                | 21                |
| Roads to Recovery - Recurrent grant            |       | 2,109              | 2,000             | 3,142             | 3,142             | 2,436             |
| Council cash                                   |       | 6,664              | 5,926             | 5,265             | 5,169             | 5,719             |
| <b>Total capital works expenditure</b>         | 4.5.1 | 20,803             | 16,439            | 12,927            | 12,732            | 12,376            |

**Statement of Human Resources**

For the four years ending 30 June 2030

|                                | Forecast      | Budget        | Projections   |               |               |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|
|                                | Actual        |               |               |               |               |
|                                | 2025/26       | 2026/27       | 2027/28       | 2028/29       | 2029/30       |
|                                | \$'000        | \$'000        | \$'000        | \$'000        | \$'000        |
| <b>Staff expenditure</b>       |               |               |               |               |               |
| Employee costs - operating     | 15,345        | <b>15,491</b> | 15,994        | 16,514        | 17,051        |
| Employee costs - capital       | 465           | <b>449</b>    | 463           | 478           | 494           |
| <b>Total staff expenditure</b> | <b>15,810</b> | <b>15,940</b> | <b>16,458</b> | <b>16,993</b> | <b>17,545</b> |
|                                | FTE           | FTE           | FTE           | FTE           | FTE           |
| <b>Staff numbers</b>           |               |               |               |               |               |
| Employees                      | 146.9         | <b>146.9</b>  | 146.9         | 146.9         | 146.9         |
| <b>Total staff numbers</b>     | <b>146.9</b>  | <b>146.9</b>  | <b>146.9</b>  | <b>146.9</b>  | <b>146.9</b>  |

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

| Department                        | Budget        | Comprises |           |        |           |
|-----------------------------------|---------------|-----------|-----------|--------|-----------|
|                                   |               | Permanent |           |        |           |
|                                   |               | Full Time | Part time | Casual | Temporary |
|                                   | 2026/27       |           |           |        |           |
|                                   | \$'000        | \$'000    | \$'000    | \$'000 | \$'000    |
| Chief Executive Officer           | <b>1,645</b>  | 1,461     | 184       | -      | -         |
| Community Wellbeing               | <b>5,411</b>  | 1,640     | 3,320     | 450    | -         |
| Corporate Services                | <b>2,299</b>  | 1,636     | 662       | 1      | -         |
| Infrastructure Services           | <b>6,136</b>  | 5,474     | 532       | 130    | -         |
| Total permanent staff expenditure | <b>15,491</b> | 10,212    | 4,697     | 582    | -         |
| Capitalised labour costs          | <b>449</b>    |           |           |        |           |
| <b>Total expenditure</b>          | <b>15,940</b> |           |           |        |           |

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

| Department              | Budget       | Comprises |           |        |           |
|-------------------------|--------------|-----------|-----------|--------|-----------|
|                         |              | Permanent |           |        |           |
|                         |              | Full Time | Part time | Casual | Temporary |
|                         | 2026/27      |           |           |        |           |
| Chief Executive Officer | <b>9.8</b>   | 7.7       | 2.1       | -      | -         |
| Community Wellbeing     | <b>54.7</b>  | 13.8      | 35.6      | 5.3    | -         |
| Corporate Services      | <b>19.4</b>  | 12.0      | 7.3       | 0.0    | -         |
| Infrastructure Services | <b>63.0</b>  | 55.3      | 6.4       | 1.2    | -         |
| <b>Total staff</b>      | <b>146.8</b> | 88.8      | 51.5      | 6.5    | -         |

**Summary of Planned Human Resources Expenditure  
For the four years ending 30 June 2030**

|                                                            | 2026/27<br>\$'000 | 2027/28<br>\$'000 | 2028/29<br>\$'000 | 2029/30<br>\$'000 |
|------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Chief Executive Officer</b>                             |                   |                   |                   |                   |
| Permanent - Full time                                      | 1,461             | 1,508             | 1,557             | 1,608             |
| Women                                                      | 544               | 561               | 580               | 599               |
| Men                                                        | 917               | 947               | 978               | 1,009             |
| Permanent - Part time                                      | 184               | 190               | 197               | 203               |
| Women                                                      | 184               | 190               | 197               | 203               |
| <b>Total - Chief Executive Officer</b>                     | <b>1,645</b>      | <b>1,699</b>      | <b>1,754</b>      | <b>1,811</b>      |
| <b>Community Wellbeing</b>                                 |                   |                   |                   |                   |
| Permanent - Full time                                      | 1,640             | 1,694             | 1,749             | 1,806             |
| Women                                                      | 1,412             | 1,458             | 1,505             | 1,554             |
| Men                                                        | 229               | 236               | 244               | 252               |
| Permanent - Part time                                      | 3,320             | 3,428             | 3,539             | 3,654             |
| Women                                                      | 3,320             | 3,428             | 3,539             | 3,654             |
| <b>Total - Community Wellbeing</b>                         | <b>4,960</b>      | <b>5,121</b>      | <b>5,288</b>      | <b>5,460</b>      |
| <b>Corporate Services</b>                                  |                   |                   |                   |                   |
| Permanent - Full time                                      | 1,636             | 1,690             | 1,744             | 1,801             |
| Women                                                      | 951               | 982               | 1,014             | 1,047             |
| Men                                                        | 685               | 708               | 731               | 754               |
| Permanent - Part time                                      | 662               | 683               | 705               | 728               |
| Women                                                      | 662               | 683               | 705               | 728               |
| <b>Total - Corporate Services</b>                          | <b>2,298</b>      | <b>2,373</b>      | <b>2,450</b>      | <b>2,529</b>      |
| <b>Infrastructure Services</b>                             |                   |                   |                   |                   |
| Permanent - Full time                                      | 5,474             | 5,652             | 5,836             | 6,025             |
| Women                                                      | 653               | 675               | 697               | 719               |
| Men                                                        | 4,821             | 4,977             | 5,139             | 5,306             |
| Permanent - Part time                                      | 532               | 549               | 567               | 585               |
| Women                                                      | 495               | 511               | 527               | 545               |
| Men                                                        | 37                | 38                | 39                | 41                |
| <b>Total - Infrastructure Services</b>                     | <b>6,006</b>      | <b>6,201</b>      | <b>6,402</b>      | <b>6,611</b>      |
| <b>Casuals, Temporary, Vacant and Seasonal Expenditure</b> | <b>582</b>        | <b>601</b>        | <b>620</b>        | <b>640</b>        |
| <b>Capitalised labour costs</b>                            | <b>449</b>        | <b>463</b>        | <b>478</b>        | <b>494</b>        |
| <b>Total staff expenditure</b>                             | <b>15,940</b>     | <b>16,458</b>     | <b>16,993</b>     | <b>17,545</b>     |

|                                                            | 2026/27<br>FTE | 2027/28<br>FTE | 2028/29<br>FTE | 2029/30<br>FTE |
|------------------------------------------------------------|----------------|----------------|----------------|----------------|
| <b>Chief Executive Officer</b>                             |                |                |                |                |
| Permanent - Full time                                      | 7.7            | 7.7            | 7.7            | 7.7            |
| Women                                                      | 3.7            | 3.7            | 3.7            | 3.7            |
| Men                                                        | 4.0            | 4.0            | 4.0            | 4.0            |
| Permanent - Part time                                      | 2.1            | 2.1            | 2.1            | 2.1            |
| Women                                                      | 2.1            | 2.1            | 2.1            | 2.1            |
| <b>Total - Chief Executive Officer</b>                     | <b>9.8</b>     | <b>9.8</b>     | <b>9.8</b>     | <b>9.8</b>     |
| <b>Community Wellbeing</b>                                 |                |                |                |                |
| Permanent - Full time                                      | 13.8           | 13.8           | 13.8           | 13.8           |
| Women                                                      | 11.8           | 11.8           | 11.8           | 11.8           |
| Men                                                        | 2.0            | 2.0            | 2.0            | 2.0            |
| Permanent - Part time                                      | 35.6           | 35.6           | 35.6           | 35.6           |
| Women                                                      | 35.6           | 35.6           | 35.6           | 35.6           |
| <b>Total - Community Wellbeing</b>                         | <b>49.5</b>    | <b>49.5</b>    | <b>49.5</b>    | <b>49.5</b>    |
| <b>Corporate Services</b>                                  |                |                |                |                |
| Permanent - Full time                                      | 12.0           | 12.0           | 12.0           | 12.0           |
| Women                                                      | 7.0            | 7.0            | 7.0            | 7.0            |
| Men                                                        | 5.0            | 5.0            | 5.0            | 5.0            |
| Permanent - Part time                                      | 7.3            | 7.3            | 7.3            | 7.3            |
| Women                                                      | 7.3            | 7.3            | 7.3            | 7.3            |
| <b>Total - Corporate Services</b>                          | <b>19.3</b>    | <b>19.3</b>    | <b>19.3</b>    | <b>19.3</b>    |
| <b>Infrastructure Services</b>                             |                |                |                |                |
| Permanent - Full time                                      | 55.3           | 55.3           | 55.3           | 55.3           |
| Women                                                      | 5.3            | 5.3            | 5.3            | 5.3            |
| Men                                                        | 50.0           | 50.0           | 50.0           | 50.0           |
| Permanent - Part time                                      | 6.4            | 6.4            | 6.4            | 6.4            |
| Women                                                      | 6.0            | 6.0            | 6.0            | 6.0            |
| Men                                                        | 0.4            | 0.4            | 0.4            | 0.4            |
| <b>Total - Infrastructure Services</b>                     | <b>61.7</b>    | <b>61.7</b>    | <b>61.7</b>    | <b>61.7</b>    |
| <b>Casuals, temporary, vacant and seasonal expenditure</b> | <b>6.5</b>     | <b>6.5</b>     | <b>6.5</b>     | <b>6.5</b>     |
| <b>Capitalised labour</b>                                  |                |                |                |                |
| <b>Total staff numbers</b>                                 | <b>146.9</b>   | <b>146.9</b>   | <b>146.9</b>   | <b>146.9</b>   |



#### 4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

##### 4.1 Comprehensive Income Statement

###### 4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

As per the *Local Government Act 2020*, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2026/27 the FGRS cap has been set at 2.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.75% in line with the rate cap.

In December 2023, the Victorian Government issued "Local Government Service Rates and Charges - Minister's Good Practice Guidelines for their use". The impact of the changes in waste management charges would require Council to reassess how and where service rate allocations are applied - there would be a change in the current full cost recovery model with some waste charges no longer being recovered out of the waste charges unit rate. The guidelines have created sector wide concern. Due to compliance with the FGRS cap, Council will be unable to shift the recovery of these waste charges to general rates charges unless via a rate cap variation.

2026/27 Budget is partly compliant with the guidelines - the cost of street sweeping and street litter bins are not recovered via the waste management unit rate.

The kerbside garbage and recycling collection unit charges increased by 2.75%.

The municipal charge will increase by 10% to \$110.

This will raise total rates and charges for 2026/27 to \$17.164 million.

2025/26 valuations are based on the rate book data in 01 June 2026. 2026/27 valuations are based on Stage 4 valuations obtained from the Valuer-General's office. Calculation of rates in this Budget is based on current valuation figures.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

|                                | 2025/26<br>Forecast<br>Actual<br>\$'000 | 2026/27<br>Budget<br>\$'000 | Change<br>\$'000 | %            |
|--------------------------------|-----------------------------------------|-----------------------------|------------------|--------------|
| General rates*                 | 12,809                                  | 13,110                      | 302              | 2.35%        |
| Municipal charge*              | 658                                     | 726                         | 68               | 10.29%       |
| Service rates and charges      | 2,773                                   | 2,853                       | 80               | 2.88%        |
| Interest on rates and charges  | 141                                     | 100                         | 41               | -28.98%      |
| Revenue in lieu of rates       | 374                                     | 376                         | 1                | 0.37%        |
| <b>Total rates and charges</b> | <b>16,755</b>                           | <b>17,164</b>               | <b>410</b>       | <b>2.45%</b> |

\*These items are subject to the rate cap established under the FGRS

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

| Type or class of land                                          | 2025/26<br>cents/\$CIV* | 2026/27<br>cents/\$CIV* | Change |
|----------------------------------------------------------------|-------------------------|-------------------------|--------|
| General rate for rateable residential properties               | 0.004481                | 0.004337                | -3.20% |
| General rate for rateable commercial / industrial properties   | 0.004713                | 0.004632                | -1.73% |
| General rate for rateable farm irrigation district properties  | 0.003090                | 0.003121                | 1.02%  |
| General rate for rateable farm dryland properties              | 0.001583                | 0.001496                | -5.48% |
| General rate for rateable cultural and recreational properties | 0.002241                | 0.002169                | -3.20% |

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

| Type or class of land                             | 2025/26<br>\$'000 | 2026/27<br>\$'000 | Change<br>\$'000 | %            |
|---------------------------------------------------|-------------------|-------------------|------------------|--------------|
| Residential                                       | 7,074             | 7,231             | 157              | 2.22%        |
| Commercial / Industrial                           | 1,197             | 1,226             | 29               | 2.41%        |
| Farm irrigation district properties               | 3,079             | 3,156             | 77               | 2.50%        |
| Farm dryland properties                           | 1,444             | 1,483             | 38               | 2.65%        |
| Cultural and recreation properties                | 14                | 13                | 0                | -2.52%       |
| <b>Total amount to be raised by general rates</b> | <b>12,809</b>     | <b>13,110</b>     | <b>301</b>       | <b>2.35%</b> |

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

| Type or class of land               | 2025/26<br>Number | 2026/27<br>Number | Change<br>Number | %            |
|-------------------------------------|-------------------|-------------------|------------------|--------------|
| Residential                         | 4,815             | 4,815             | -                | 0.00%        |
| Commercial / Industrial             | 542               | 542               | -                | 0.00%        |
| Farm irrigation district properties | 1,244             | 1,244             | -                | 0.00%        |
| Farm dryland properties             | 463               | 463               | -                | 0.00%        |
| Cultural and recreation properties  | 10                | 10                | -                | 0.00%        |
| <b>Total number of assessments</b>  | <b>7,074</b>      | <b>7,074</b>      | <b>-</b>         | <b>0.00%</b> |

4.1.1(e) The basis of valuation to be used is the\*

(\*use Capital Improved Value (CIV) or Net Annual Value (NAV) depending on which is applicable to Council).

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year.

| Type or class of land               | 2025/26<br>\$'000 | 2026/27<br>\$'000 | Change<br>\$'000 | %            |
|-------------------------------------|-------------------|-------------------|------------------|--------------|
| Residential                         | 1,579,021         | 1,667,274         | 88,254           | 5.59%        |
| Commercial / Industrial             | 253,980           | 264,720           | 10,740           | 4.23%        |
| Farm irrigation district properties | 996,429           | 1,011,326         | 14,897           | 1.50%        |
| Farm dryland properties             | 912,712           | 991,125           | 78,413           | 8.59%        |
| Cultural and recreation properties  | 6,138             | 6,182             | 44               | 0.72%        |
| <b>Total value of land</b>          | <b>3,748,280</b>  | <b>3,940,627</b>  | <b>192,348</b>   | <b>5.13%</b> |

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year.

| Type of Charge | Per Rateable Property<br>2025/26<br>\$ | Per Rateable Property<br>2026/27<br>\$ | Change |        |
|----------------|----------------------------------------|----------------------------------------|--------|--------|
|                |                                        |                                        | \$     | %      |
| Municipal      | 100                                    | 110                                    | 10     | 10.00% |

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year.

| Type of Charge | 2025/26<br>\$ | 2026/27<br>\$ | Change |        |
|----------------|---------------|---------------|--------|--------|
|                |               |               | \$     | %      |
| Municipal      | 657,864       | 725,560       | 67,696 | 10.29% |

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year.

| Type of Charge                    | Per Rateable Property<br>2025/26<br>\$ | Per Rateable Property<br>2026/27<br>\$ | Change |       |
|-----------------------------------|----------------------------------------|----------------------------------------|--------|-------|
|                                   |                                        |                                        | \$     | %     |
| Kerbside collection 120 litre bin | 467                                    | 480                                    | 13     | 2.78% |
| Kerbside collection 240 litre bin | 670                                    | 688                                    | 18     | 2.69% |
| Greenwaste collection             | 96                                     | 99                                     | 3      | 3.13% |
| <b>Total</b>                      | 1,233                                  | 1,267                                  | 34     | 2.76% |

4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year.

| Type of Charge                    | 2025/26<br>\$ | 2026/27<br>\$ | Change |       |
|-----------------------------------|---------------|---------------|--------|-------|
|                                   |               |               | \$     | %     |
| Kerbside collection 120 litre bin | 2,022,110     | 2,077,920     | 55,810 | 2.76% |
| Kerbside collection 240 litre bin | 576,870       | 606,816       | 29,946 | 5.19% |
| Greenwaste collection             | 162,244       | 168,102       | 5,858  | 3.61% |
| <b>Total</b>                      | 2,761,224     | 2,852,838     | 91,614 | 3.32% |

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year.

|                                   | 2025/26<br>\$'000 | 2026/27<br>\$'000 | Change |        |
|-----------------------------------|-------------------|-------------------|--------|--------|
|                                   |                   |                   | \$'000 | %      |
| General rates                     | 12,809            | 13,110            | 302    | 2.35%  |
| Municipal charge                  | 658               | 726               | 68     | 10.29% |
| <b>Total Rates</b>                | 13,466            | 13,836            | 369    | 2.74%  |
| Kerbside collection and recycling | 2,761             | 2,853             | 92     | 3.32%  |
| Revenue in lieu of rates          | 374               | 376               | 1      | 0.37%  |
| <b>Total Rates and charges</b>    | 16,602            | 17,064            | 462    | 2.78%  |

## 4.1.1(l) Fair Go Rates System Compliance

Gannawarra Shire Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

|                                                      | 2025/26       | 2026/27       |
|------------------------------------------------------|---------------|---------------|
| Total Rates                                          | \$ 13,451,653 | \$ 13,820,134 |
| Number of rateable properties                        | 7,074         | 7,064         |
| Base Average Rate                                    | 1,901.56      | 1,956.42      |
| Maximum Rate Increase (set by the State Government)  | 3.00%         | 2.75%         |
| Capped Average Rate                                  | \$ 1,958.61   | \$ 2,010.22   |
| Maximum General Rates and Municipal Charges Revenue  | \$ 13,451,653 | \$ 13,821,574 |
| Budgeted General Rates and Municipal Charges Revenue | \$ 13,451,653 | \$ 13,820,134 |
| Budgeted Supplementary Rates                         | \$ -          | \$ 1,440      |
| Budgeted Total Rates and Municipal Charges Revenue   | \$ 13,451,653 | \$ 13,821,574 |

## 4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges.

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2025/26)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

## 4.1.1(n) Differential rates

Refer to better practice guide for details on disclosing differential rates.

**Rates to be levied**

The rate and amount of rates payable in relation to land in each category of differential are:

- \* A general rate of 0.4337% (0.004337 Cents in the dollar of CIV) for all rateable General rate for rateable residential properties.
- \* A general rate of 0.4632% (0.004632 Cents in the dollar of CIV) for all rateable General rate for rateable commercial / industrial properties.
- \* A general rate of 0.3121% (0.003121 Cents in the dollar of CIV) for all rateable General rate for rateable farm irrigation district properties.
- \* A general rate of 0.1496% (0.001496 Cents in the dollar of CIV) for all rateable General rate for rateable farm dryland properties.
- \* A general rate of 0.2169% (0.002169 Cents in the dollar of CIV) for all rateable General rate for rateable cultural and recreational properties.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

**Commercial/industrial land**

Commercial/industrial land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Unoccupied but zoned commercial or industrial under the Gannawarra Planning Scheme.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above. The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land. The geographic location of the land within this differential rate is wherever located within the Shire district. The use of the land within this differential rate, in the case of improved land, is any use of land.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to commercial land. The vacant land affected by this rate is that which is zoned commercial and/or industrial under the Gannawarra Planning Scheme. The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2024/25 financial year.

A higher differential for these property types has traditionally been based on the premise that commercial and industrial properties generally place greater demands on Council services. Council considers that a higher differential compared to the general rate will ensure that Council's commitment to Economic Development and Tourism is financially supported by those who receive direct benefits.

**General residential land**

Residential land is any land, which is:

- Occupied for the principal purpose of physically accommodating persons; or
- Unoccupied but zoned residential under the Gannawarra Planning Scheme and which is not business.
- Any land not included in the definition of any other rating type.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above. The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land. The geographic location of the land within this differential rate is wherever located within the shire district. The use of the land within this differential rate, in the case of improved land, is any use of land.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land. The vacant land affected by this rate is that which is zoned residential under the Gannawarra Planning Scheme. The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the previous financial year.

**Farmland irrigation district land**

Farmland Irrigation District land is any land, which is farmland as defined in the *Valuation of Land Act 1960* that is in the irrigation district defined by the relevant Water Authority and greater than 10 hectares within the Gannawarra Shire Council boundaries; or unoccupied but zoned farmland under the Gannawarra Planning Scheme and which is not commercial/industrial land, general/residential land or farmland (dryland).

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets.
- Development and provision of health and community services.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above. The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land. The geographic location of the land within this differential rate is wherever located within the Shire district. The use of the land within this differential rate, in the case of improved land, is any use of land.

A lower differential for farmland properties has traditionally been based on the premise that farmland properties due to their larger areas and relatively higher valuations place less demand and use on the range of Council services. Council considers that a lower differential compared to the general rate will ensure that the farming communities can continue to pursue viable farming activities.

**Farmland (dryland)**

Farmland (dryland) is any land, which is farmland as defined in the *Valuation of Land Act 1960* and that is not defined as farmland irrigation district land or unoccupied but zoned farmland under the Gannawarra Planning Scheme and which is not commercial/industrial, general/residential or farmland irrigation district land.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets.
- Development and provision of health and community services.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above. The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land. The geographic location of the land within this differential rate is wherever located within the shire district. The use of the land within this differential rate, in the case of improved land, is any use of land.

A lower differential for farmland properties has traditionally been based on the premise that farmland properties due to their larger areas and relatively higher valuations place less demand and use on the range of Council services. Council considers that a lower differential compared to the general rate will ensure that the farming communities can continue to pursue viable farming activities.

A discounted differential of less than the irrigated farm land will be available for eligible dryland properties. Council considers that there is a difference in the category of road infrastructure accessible to persons who own properties in the Shire's irrigation district than compared to those individuals who own land in the dryland farming areas. Whilst many roads in the Shires irrigation district are sealed to enable the efficient movement of milk tanker trucks most roads within the dryland farming district remain unsealed.

**Cultural and recreational land**

Recreational land is any land upon which sporting, recreational or cultural activities are conducted, including buildings which may be ancillary to such activities. Profits from recreational land must be applied in promoting its objectives. The definition of "recreational lands" is per Section 2 of the *Cultural and Recreational Lands Act 1963*.

Recreational land that exists for the purpose of providing outdoor sporting recreation or for the purpose of providing cultural activities are important aspects of the Gannawarra Shire Council. Council believes a lower differential compared to the general rate will ensure that this land is retained for this purpose and the open space is preserved.

## 4.1.2 Statutory fees and fines

|                                       | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change<br>\$'000 % |                |
|---------------------------------------|-----------------------------------------|-----------------------------|--------------------|----------------|
| Town planning fees                    | 120                                     | 64                          | (56)               | -46.67%        |
| Building fees                         | 40                                      | 50                          | 10                 | 25.00%         |
| Local laws fees                       | 90                                      | 95                          | 5                  | 5.56%          |
| Other fees                            | 24                                      | 30                          | 6                  | 22.71%         |
| <b>Total statutory fees and fines</b> | <b>274</b>                              | <b>239</b>                  | <b>(35)</b>        | <b>-12.92%</b> |

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, *Public Health and Wellbeing Act 2008* registrations and local law fines. Increases in statutory fees are made in accordance with legislative requirements.

## 4.1.3 User fees

|                                     | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change<br>\$'000 % |               |
|-------------------------------------|-----------------------------------------|-----------------------------|--------------------|---------------|
| Aged and health services            | 49                                      | 51                          | 2                  | 3.07%         |
| Community and recreation facilities | 147                                     | 165                         | 19                 | 12.70%        |
| Child care/children's programs      | 1,712                                   | 1,783                       | 71                 | 4.18%         |
| Chargeable works                    | 654                                     | 720                         | 66                 | 10.11%        |
| Local laws                          | 17                                      | 27                          | 10                 | 58.47%        |
| Waste management                    | 80                                      | 164                         | 84                 | 104.68%       |
| Town planning                       | -                                       | 33                          | 33                 | 100.00%       |
| Other user fees                     | 55                                      | 58                          | 3                  | 5.25%         |
| <b>Total user fees</b>              | <b>2,714</b>                            | <b>3,001</b>                | <b>287</b>         | <b>10.57%</b> |

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, entertainment and other community facilities and the provision of human services such as long day care and family day care.

Council's user fees are reviewed on an annual basis and is weighed to balance affordability, encourage usage, cost recovery and raise sufficient revenue in line with prudent financial management practices. The 2026/27 user fees and charges were reviewed as part of the budget process.

Increases in these user fees and charges relate to the recovery of costs associated with delivering these services.

## 4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's budget.

|                                                   | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change<br>\$'000<br>% |       |
|---------------------------------------------------|-----------------------------------------|-----------------------------|-----------------------|-------|
| Grants were received in respect of the following: |                                         |                             |                       |       |
| Summary of grants                                 |                                         |                             |                       |       |
| Commonwealth funded grants                        | 9,289                                   | 11,043                      | 1,754                 | 19%   |
| State funded grants                               | 12,252                                  | 10,867                      | (1,385)               | -11%  |
| Total grants received                             | 21,541                                  | 21,910                      | 369                   | 2%    |
| (a) Operating grants                              |                                         |                             |                       |       |
| Recurrent - Commonwealth Government               |                                         |                             |                       |       |
| Financial Assistance Grants                       | 3,733                                   | 7,842                       | 4,109                 | 110%  |
| Health care services                              | 2                                       | 2                           | -                     | 0%    |
| Recurrent - State Government                      |                                         |                             |                       |       |
| Children services                                 | 2,413                                   | 2,396                       | (16)                  | -1%   |
| School crossing supervisors                       | 30                                      | 35                          | 5                     | 17%   |
| Libraries                                         | 166                                     | 163                         | (3)                   | -2%   |
| Community health                                  | 595                                     | 370                         | (225)                 | -38%  |
| Road management                                   | 69                                      | -                           | (69)                  | -100% |
| Community safety                                  | 95                                      | 95                          | -                     | 0%    |
| Sustainable economy                               | 300                                     | 515                         | 215                   | 72%   |
| Total recurrent grants                            | 7,402                                   | 11,418                      | 4,016                 | 54%   |
| Total operating grants                            | 7,402                                   | 11,418                      | 4,015                 | 54%   |
| (b) Capital grants                                |                                         |                             |                       |       |
| Recurrent - Commonwealth Government               |                                         |                             |                       |       |
| Roads to recovery                                 | 2,109                                   | 2,000                       | (109)                 | -5%   |
| Total recurrent grants                            | 2,109                                   | 2,000                       | -109                  | -5%   |
| Non-recurrent - Commonwealth Government           |                                         |                             |                       |       |
| Roads                                             | 1,000                                   | -                           | (1,000)               | -100% |
| Bridges                                           | 1,084                                   | -                           | (1,084)               | -100% |
| Streetscapes                                      | 162                                     | 1,200                       | 1,038                 | 641%  |
| Other infrastructure                              | 1,200                                   | -                           | (1,200)               | 100%  |
| Non-recurrent - State Government                  |                                         |                             |                       |       |
| Land improvements                                 | 3,974                                   | 2,298                       | (1,677)               | 100%  |
| Building improvements                             | 1,045                                   | -                           | (1,045)               | -100% |
| Office equipment                                  | 626                                     | -                           | (626)                 | -100% |
| Roads                                             | 1,724                                   | 4,850                       | 3,126                 | 181%  |
| Footpaths and cycle tracks                        | -                                       | 145                         | 145                   | 100%  |
| Drainage                                          | 31                                      | -                           | (31)                  | -100% |
| Streetscapes                                      | 685                                     | -                           | (685)                 | -100% |
| Other infrastructure                              | 500                                     | -                           | (500)                 | 100%  |
| Total non-recurrent grants                        | 12,030                                  | 8,493                       | (3,538)               | -29%  |
| Total capital grants                              | 14,139                                  | 10,493                      | (3,646)               | -26%  |
| Total grants                                      | 21,541                                  | 21,910                      | 369                   | 2%    |

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers.

Council is expecting to receive the full allocation of Financial Assistance Grants in 2026/27. 2025/26 Forecast grant in Community Health includes unearned maternal & child health grants carried over from 30 June 2025. The Road Management grant supporting the Roadside weed and pest program has not had confirmation yet for 2026/27. Sustainable Economy includes grants related to Forestry Transition Program to support communities to transition away from dependence on the native forest timber industry and towards new and sustainable industries. Council is expecting a grant to assist in the delivery of a structure planning project.



Roads to recovery annual allocation for 2026/27 is lower than 2025/26.

Capital grants for 2026/27 include

- \* Township levee rehabilitation - \$1.5m.
- \* Footpath CBD connection - \$145,000.
- \* Various water levee projects - \$789,000.
- \* Various waterfront projects - \$3m.
- \* Safer local roads and streets program - \$1.85m.
- \* Aquatic program development - \$1.2m.

Grant funded capital works is subject to successful grant applications.

#### 4.1.5 Contributions

|                            | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change    |               |
|----------------------------|-----------------------------------------|-----------------------------|-----------|---------------|
|                            |                                         |                             | \$'000    | %             |
| Monetary                   | 47                                      | 72                          | 25        | 52.13%        |
| <b>Total contributions</b> | <b>47</b>                               | <b>72</b>                   | <b>25</b> | <b>52.13%</b> |

Monetary - Major project contributions are contributions made by various community groups toward improvements on council owned land and facilities. Monetary - Developer contributions are monetary contributions made in lieu of the provision of recreational land in subdivisions.

#### 4.1.6 Other income

|                            | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change       |                |
|----------------------------|-----------------------------------------|-----------------------------|--------------|----------------|
|                            |                                         |                             | \$'000       | %              |
| Interest                   | 800                                     | 400                         | (400)        | -50.00%        |
| Investment property rental | 366                                     | 400                         | 33           | 9.13%          |
| Reimbursements             | 79                                      | 110                         | 31           | 38.87%         |
| <b>Total other income</b>  | <b>1,246</b>                            | <b>910</b>                  | <b>(336)</b> | <b>-26.96%</b> |

Other income includes interest from investments, rental from investment properties and reimbursements.

Interest on investment is budgeted to be lower in 2026/27 due to lower cash balance than prior year.

## 4.1.7 Employee costs

|                             | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change     |              |
|-----------------------------|-----------------------------------------|-----------------------------|------------|--------------|
|                             |                                         |                             | \$'000     | %            |
| Wages and salaries          | 12,994                                  | 13,064                      | 71         | 0.54%        |
| WorkCover                   | 414                                     | 467                         | 52         | 12.61%       |
| Superannuation              | 1,480                                   | 1,544                       | 64         | 4.33%        |
| Employment overheads        | 457                                     | 416                         | (41)       | -9.01%       |
| <b>Total employee costs</b> | <b>15,345</b>                           | <b>15,491</b>               | <b>146</b> | <b>0.95%</b> |

Movement in employee costs is attributed to the following factors:

\*The Budget 2026/27 is based on an anticipated 3.0% or \$40, whichever is greater, wage increase under the current Enterprise Bargaining Agreement.

\* Band level movements by employees during the term of Budget.

\* 2026/27 Budgeted EFT =146.9. This is an increase from 2025/26 budgeted EFT = 146.1. The increase in EFT levels mainly relate to the delivery of the children's services program to ensure they meet ratio and other legislative requirements.

\* Workcover increase is based on industry rates along with Council's claim history.

\* Superannuation guarantee rate for 2026/27 remains at 12%, unchanged from 2025/26.

\* Decrease in staff training costs.

## 4.1.8 Materials and services

|                                             | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change       |               |
|---------------------------------------------|-----------------------------------------|-----------------------------|--------------|---------------|
|                                             |                                         |                             | \$'000       | %             |
| Operational materials and equipment         | 1,624                                   | 1,401                       | (223)        | -13.72%       |
| Information computer equipment and services | 542                                     | 580                         | 38           | 7.05%         |
| Operational services                        | 5,284                                   | 5,013                       | (271)        | -5.13%        |
| Plant equipment, maintenance and repairs    | 773                                     | 755                         | (18)         | -2.30%        |
| Utilities and office expenses               | 2,348                                   | 2,465                       | 117          | 4.99%         |
| <b>Total materials and services</b>         | <b>10,571</b>                           | <b>10,215</b>               | <b>(356)</b> | <b>-3.37%</b> |

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs.

Materials and services have been indexed to increase by 2.5%. This is based on the economic outlook provided by the Reserve Bank of Australia in its Statement on Monetary Policy - February 2026.

## 4.1.9 Depreciation

|                           | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change     |              |
|---------------------------|-----------------------------------------|-----------------------------|------------|--------------|
|                           |                                         |                             | \$'000     | %            |
| Property                  | 906                                     | 1,009                       | 103        | 11.42%       |
| Plant and equipment       | 1,100                                   | 1,168                       | 68         | 6.15%        |
| Infrastructure            | 6,079                                   | 6,506                       | 427        | 7.03%        |
| <b>Total depreciation</b> | <b>8,085</b>                            | <b>8,683</b>                | <b>598</b> | <b>7.40%</b> |

Depreciation is based on the asset values at the time of developing the budget.

## 4.1.10 Depreciation - Right of use assets

|                                                 | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change   |              |
|-------------------------------------------------|-----------------------------------------|-----------------------------|----------|--------------|
|                                                 |                                         |                             | \$'000   | %            |
| Right of use assets                             | 159                                     | 159                         | -        | 0.00%        |
| <b>Total depreciation - Right of use assets</b> | <b>159</b>                              | <b>159</b>                  | <b>-</b> | <b>0.00%</b> |

## 4.1.11 Finance costs - leases - Right of use assets

|                                                           | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change     |                |
|-----------------------------------------------------------|-----------------------------------------|-----------------------------|------------|----------------|
|                                                           |                                         |                             | \$'000     | %              |
| Plant and equipment                                       | 51                                      | 45                          | (6)        | -12.08%        |
| <b>Total finance costs - leases - Right of use assets</b> | <b>51</b>                               | <b>45</b>                   | <b>- 6</b> | <b>-12.08%</b> |

## 4.1.12 Other expenses

|                                      | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change   |              |
|--------------------------------------|-----------------------------------------|-----------------------------|----------|--------------|
|                                      |                                         |                             | \$'000   | %            |
| Audit fees, bad debts and Valuations | 154                                     | 132                         | (21)     | -13.81%      |
| Mayoral and Councillor allowances    | 271                                     | 300                         | 30       | 10.91%       |
| <b>Total other expenses</b>          | <b>424</b>                              | <b>432</b>                  | <b>8</b> | <b>1.96%</b> |

Mayoral and Councillor allowances have been increased in accordance with determinations by the Victorian Independent Remuneration Tribunal.

## 4.2 Balance Sheet

## 4.2.1 Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. The balance is projected to be \$13.840m at the end of 2026/27.

Trade and other receivables are monies owed to Council by ratepayers and others.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The increase is attributable to the net result of the capital works program, depreciation and written down value of assets sold.

## 4.2.2 Liabilities

Trade and other payables are amounts that Council owes to suppliers as at 30 June 2027. These liabilities are expected to be \$1.175m.

Provisions include accrued employee leave entitlements and landfill restoration obligations.

#### 4.2.4 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

|                                            | Forecast<br>Actual<br>2025/26<br>\$ | Budget<br>2026/27<br>\$ |
|--------------------------------------------|-------------------------------------|-------------------------|
| <b>Right-of-use assets</b>                 |                                     |                         |
| Vehicles                                   | 1,112                               | 953                     |
| <b>Total right-of-use assets</b>           | <b>1,112</b>                        | <b>953</b>              |
| <b>Lease liabilities</b>                   |                                     |                         |
| <b>Current lease liabilities</b>           |                                     |                         |
| Plant and equipment                        | 150                                 | 157                     |
| <b>Total current lease liabilities</b>     | <b>150</b>                          | <b>157</b>              |
| <b>Non-current lease liabilities</b>       |                                     |                         |
| Plant and equipment                        | 986                                 | 830                     |
| <b>Total non-current lease liabilities</b> | <b>986</b>                          | <b>830</b>              |
| <b>Total lease liabilities</b>             | <b>1,136</b>                        | <b>987</b>              |

Right-of-use assets represent Council's right to use an asset for a specified period under a lease agreement.

### 4.3 Statement of Changes in Equity

#### 4.3.1 Reserves

Asset revaluation reserve represents the difference between the previously recorded value of assets and their current valuations. The impact of asset revaluations is unknown.

#### 4.3.2 Equity

Accumulated surplus which is the value of all net assets less reserves that have accumulated over time. The increase in accumulated surplus of \$8.528m results directly from the operating surplus for the year.

### 4.4 Statement of Cash Flows

#### 4.4.1 Net cash flows provided by/used in operating activities

Net cash from operating activities is \$17.688m which includes capital grants of \$8.736m which will be expended on capital expenditure shown under 'cash flow from investing activities'.

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement.

#### 4.4.2 Net cash flows provided by/used in investing activities

Capital expenditure of \$18.082m is included in the 2025/26 budget. This includes any movements within Council's cash reserves and after taking into account any proceeds from the sale of assets.

#### 4.4.3 Net cash flows provided by/used in financing activities

Council's existing borrowings were paid out in September 2024. There are no proposed borrowings over the four year life of the budget.

#### 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2026/27 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

##### 4.5.1 Summary

|                     | Forecast<br>Actual<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change<br>\$'000 | %              |
|---------------------|-----------------------------------------|-----------------------------|------------------|----------------|
| Property            | 5,609                                   | 3,398                       | - 2,211          | -39.43%        |
| Plant and equipment | 2,716                                   | 1,775                       | - 941            | -34.65%        |
| Infrastructure      | 12,478                                  | 11,266                      | (1,212)          | -9.71%         |
| <b>Total</b>        | <b>20,803</b>                           | <b>16,439</b>               | <b>(4,364)</b>   | <b>-20.98%</b> |

|                     | Project cost<br>\$'000 | Asset expenditure types |                   |                   | Summary of funding sources |                        |
|---------------------|------------------------|-------------------------|-------------------|-------------------|----------------------------|------------------------|
|                     |                        | New<br>\$'000           | Renewal<br>\$'000 | Upgrade<br>\$'000 | Grants<br>\$'000           | Council cash<br>\$'000 |
| Property            | 6,398                  | 898                     | 2,500             | 3,000             | 5,298                      | 1,100                  |
| Plant and equipment | 1,775                  | -                       | 1,775             | -                 | -                          | 1,775                  |
| Infrastructure      | 8,266                  | 3,620                   | 4,646             | -                 | 5,195                      | 3,071                  |
| <b>Total</b>        | <b>16,439</b>          | <b>4,518</b>            | <b>8,921</b>      | <b>3,000</b>      | <b>10,493</b>              | <b>5,946</b>           |

## 4.5.2 Current Budget

| Capital works area                      | Project cost<br>\$'000 | Asset expenditure types |                   |                   | Summary of funding sources |                        |
|-----------------------------------------|------------------------|-------------------------|-------------------|-------------------|----------------------------|------------------------|
|                                         |                        | New<br>\$'000           | Renewal<br>\$'000 | Upgrade<br>\$'000 | Grants<br>\$'000           | Council cash<br>\$'000 |
| <b>PROPERTY</b>                         |                        |                         |                   |                   |                            |                        |
| <b>Land improvements</b>                |                        |                         |                   |                   |                            |                        |
| Township levee rehabilitation           | 2,000                  | -                       | 2,000             | -                 | 1,500                      | 500                    |
| <b>Buildings</b>                        |                        |                         |                   |                   |                            | -                      |
| Building renewal                        | 150                    | -                       | 150               | -                 | -                          | 150                    |
| <b>Building improvements</b>            |                        |                         |                   |                   |                            | -                      |
| Swimming area renewal                   | 350                    |                         | 350               |                   |                            | 350                    |
| <b>TOTAL PROPERTY</b>                   | <b>2,500</b>           | -                       | <b>2,500</b>      | -                 | <b>1,500</b>               | <b>1,000</b>           |
| <b>PLANT AND EQUIPMENT</b>              |                        |                         |                   |                   |                            |                        |
| <b>Plant, machinery and equipment</b>   |                        |                         |                   |                   |                            |                        |
| Plant replacement                       | 1,725                  | -                       | 1,725             | -                 | -                          | 1,725                  |
| <b>Computers and telecommunications</b> |                        |                         |                   |                   |                            | -                      |
| ICT renewals                            | 50                     | -                       | 50                | -                 | -                          | 50                     |
| <b>TOTAL PLANT AND EQUIPMENT</b>        | <b>1,775</b>           | -                       | <b>1,775</b>      | -                 | -                          | <b>1,775</b>           |

| Capital works area                                    | Project cost<br>\$'000 | Asset expenditure types |                   |                   | Summary of funding sources |                        |
|-------------------------------------------------------|------------------------|-------------------------|-------------------|-------------------|----------------------------|------------------------|
|                                                       |                        | New<br>\$'000           | Renewal<br>\$'000 | Upgrade<br>\$'000 | Grants<br>\$'000           | Council cash<br>\$'000 |
| <b>INFRASTRUCTURE</b>                                 |                        |                         |                   |                   |                            |                        |
| <b>Roads</b>                                          |                        |                         |                   |                   |                            |                        |
| Bitumen roads reseal program                          | 1,061                  | -                       | 1,061             | -                 | -                          | 1,061                  |
| Gravel re-sheeting program                            | 1,410                  | -                       | 1,410             | -                 | 1,126                      | 284                    |
| Sealed roads rehabilitation program                   | 1,095                  | -                       | 1,095             | -                 | 874                        | 221                    |
| <b>Bridges</b>                                        |                        |                         |                   |                   |                            |                        |
| Bridge renewal                                        | 100                    | -                       | 100               | -                 | -                          | 100                    |
| <b>Footpaths and cycleways</b>                        |                        |                         |                   |                   |                            |                        |
| Footpath replacement                                  | 180                    | -                       | 180               | -                 | -                          | 180                    |
| Footpath CBD connection                               | 290                    | 290                     | -                 | -                 | 145                        | 145                    |
| <b>Drainage</b>                                       |                        |                         |                   |                   |                            |                        |
| Stormwater network and town pump renewal              | 300                    | -                       | 300               | -                 | -                          | 300                    |
| <b>Recreational, leisure and community facilities</b> |                        |                         |                   |                   |                            |                        |
| Swimming pool renewal program                         | 150                    | -                       | 150               | -                 | -                          | 150                    |
| <b>Parks, open space and streetscapes</b>             |                        |                         |                   |                   |                            |                        |
| Open space renewal                                    | 50                     | -                       | 50                | -                 | -                          | 50                     |
| Strategic project development and planning            | 150                    | 150                     | -                 | -                 | -                          | 150                    |
| <b>Kerb replacement</b>                               |                        |                         |                   |                   |                            |                        |
| Kerb replacement                                      | 300                    | -                       | 300               | -                 | -                          | 300                    |
| <b>TOTAL INFRASTRUCTURE</b>                           | <b>5,086</b>           | <b>440</b>              | <b>4,646</b>      | <b>-</b>          | <b>2,145</b>               | <b>2,941</b>           |
| <b>TOTAL NEW CAPITAL WORKS</b>                        | <b>9,361</b>           | <b>440</b>              | <b>8,921</b>      | <b>-</b>          | <b>3,645</b>               | <b>5,716</b>           |

## 4.5.3 Works carried forward from the 2025/26 year

| Capital works area                                 | Project cost<br>\$'000 | Asset expenditure types |                   |                   | Summary of funding sources |                        |
|----------------------------------------------------|------------------------|-------------------------|-------------------|-------------------|----------------------------|------------------------|
|                                                    |                        | New<br>\$'000           | Renewal<br>\$'000 | Upgrade<br>\$'000 | Grants<br>\$'000           | Council cash<br>\$'000 |
| <b>PROPERTY</b>                                    |                        |                         |                   |                   |                            |                        |
| <b>Land improvements</b>                           |                        |                         |                   |                   |                            | -                      |
| Various water levee projects                       | 898                    | 898                     | -                 | -                 | 798                        | 100                    |
| Various waterfront projects                        | 3,000                  | -                       | -                 | 3,000             | 3,000                      | -                      |
| <b>TOTAL PROPERTY</b>                              | <b>3,898</b>           | <b>898</b>              | <b>-</b>          | <b>3,000</b>      | <b>3,798</b>               | <b>100</b>             |
| <b>INFRASTRUCTURE</b>                              |                        |                         |                   |                   |                            |                        |
| <b>Roads</b>                                       |                        |                         |                   |                   |                            |                        |
| Safer local roads and streets program              | 1,850                  | 1,850                   | -                 | -                 | 1,850                      | -                      |
| <b>Footpaths and cycleways</b>                     |                        |                         |                   |                   |                            | -                      |
| Development open space program                     | 50                     | 50                      | -                 | -                 | -                          | 50                     |
| <b>Parks, open space and streetscapes</b>          |                        |                         |                   |                   |                            | -                      |
| Aquatic program development                        | 1,280                  | 1,280                   | -                 | -                 | 1,200                      | 80                     |
| <b>TOTAL INFRASTRUCTURE</b>                        | <b>3,180</b>           | <b>3,180</b>            | <b>-</b>          | <b>-</b>          | <b>3,050</b>               | <b>130</b>             |
| <b>TOTAL CARRIED FORWARD CAPITAL WORKS 2025/26</b> | <b>7,078</b>           | <b>4,078</b>            | <b>-</b>          | <b>3,000</b>      | <b>6,848</b>               | <b>230</b>             |



**Summary of Planned Capital Works Expenditure**  
**For the years ending 30 June 2028, 2029 & 2030**

| 2027/28                                        | Asset expenditure types |               |                   |                   | Funding sources |                  |                        |
|------------------------------------------------|-------------------------|---------------|-------------------|-------------------|-----------------|------------------|------------------------|
|                                                | Total<br>\$'000         | New<br>\$'000 | Renewal<br>\$'000 | Upgrade<br>\$'000 | Total<br>\$'000 | Grants<br>\$'000 | Council cash<br>\$'000 |
| <b>Property</b>                                |                         |               |                   |                   |                 |                  |                        |
| Land improvements                              | 3,000                   | 2,000         | -                 | 1,000             | 3,000           | 1,500            | 1,500                  |
| <b>Total land</b>                              | <b>3,000</b>            | <b>2,000</b>  | <b>-</b>          | <b>1,000</b>      | <b>3,000</b>    | <b>1,500</b>     | <b>1,500</b>           |
| Building improvements                          | 150                     | -             | 150               | -                 | 150             | -                | 150                    |
| <b>Total buildings</b>                         | <b>150</b>              | <b>-</b>      | <b>150</b>        | <b>-</b>          | <b>150</b>      | <b>-</b>         | <b>150</b>             |
| <b>Total property</b>                          | <b>3,150</b>            | <b>2,000</b>  | <b>150</b>        | <b>1,000</b>      | <b>3,150</b>    | <b>1,500</b>     | <b>1,650</b>           |
| <b>Plant and equipment</b>                     |                         |               |                   |                   |                 |                  |                        |
| Plant, machinery and equipment                 | 1,800                   | -             | 1,800             | -                 | 1,800           | -                | 1,800                  |
| Computers and telecommunications               | 50                      | -             | 50                | -                 | 50              | -                | 50                     |
| <b>Total plant and equipment</b>               | <b>1,850</b>            | <b>-</b>      | <b>1,850</b>      | <b>-</b>          | <b>1,850</b>    | <b>-</b>         | <b>1,850</b>           |
| <b>Infrastructure</b>                          |                         |               |                   |                   |                 |                  |                        |
| Roads                                          | 6,797                   | -             | 3,797             | 3,000             | 6,797           | 3,000            | 3,797                  |
| Footpaths and cycleways                        | 180                     | -             | 180               | -                 | 180             | -                | 180                    |
| Drainage                                       | 300                     | -             | 300               | -                 | 300             | -                | 300                    |
| Recreational, leisure and community facilities | 150                     | -             | 150               | -                 | 150             | -                | 150                    |
| Parks, open space and streetscapes             | 200                     | 150           | 50                | -                 | 200             | -                | 200                    |
| Other infrastructure                           | 300                     | -             | 300               | -                 | 300             | -                | 300                    |
| <b>Total infrastructure</b>                    | <b>7,927</b>            | <b>150</b>    | <b>4,777</b>      | <b>3,000</b>      | <b>7,927</b>    | <b>3,000</b>     | <b>4,927</b>           |
| <b>Total capital works expenditure</b>         | <b>12,927</b>           | <b>2,150</b>  | <b>6,777</b>      | <b>4,000</b>      | <b>12,927</b>   | <b>4,500</b>     | <b>8,427</b>           |

| 2028/29                                        | Asset expenditure types |               |                   |                   | Funding sources |                  |                        |
|------------------------------------------------|-------------------------|---------------|-------------------|-------------------|-----------------|------------------|------------------------|
|                                                | Total<br>\$'000         | New<br>\$'000 | Renewal<br>\$'000 | Upgrade<br>\$'000 | Total<br>\$'000 | Grants<br>\$'000 | Council cash<br>\$'000 |
| <b>Property</b>                                |                         |               |                   |                   |                 |                  |                        |
| Land improvements                              | 5,000                   | 5,000         | -                 | -                 | 5,000           | 4,400            | 600                    |
| <b>Total land</b>                              | <b>5,000</b>            | <b>5,000</b>  | <b>-</b>          | <b>-</b>          | <b>5,000</b>    | <b>4,400</b>     | <b>600</b>             |
| Building improvements                          | 150                     | -             | 150               | -                 | 150             | -                | 150                    |
| <b>Total buildings</b>                         | <b>150</b>              | <b>-</b>      | <b>150</b>        | <b>-</b>          | <b>150</b>      | <b>-</b>         | <b>150</b>             |
| <b>Total property</b>                          | <b>5,150</b>            | <b>5,000</b>  | <b>150</b>        | <b>-</b>          | <b>5,150</b>    | <b>4,400</b>     | <b>750</b>             |
| <b>Plant and equipment</b>                     |                         |               |                   |                   |                 |                  |                        |
| Plant, machinery and equipment                 | 1,605                   | -             | 1,605             | -                 | 1,605           | -                | 1,605                  |
| Computers and telecommunications               | 50                      | -             | 50                | -                 | 50              | -                | 50                     |
| <b>Total Plant and Equipment</b>               | <b>1,655</b>            | <b>-</b>      | <b>1,655</b>      | <b>-</b>          | <b>1,655</b>    | <b>-</b>         | <b>1,655</b>           |
| <b>Infrastructure</b>                          |                         |               |                   |                   |                 |                  |                        |
| Roads                                          | 3,797                   | -             | 3,797             | -                 | 3,797           | -                | 3,797                  |
| Footpaths and cycleways                        | 180                     | -             | 180               | -                 | 180             | -                | 180                    |
| Drainage                                       | 300                     | -             | 300               | -                 | 300             | -                | 300                    |
| Recreational, leisure and community facilities | 150                     | -             | 150               | -                 | 150             | -                | 150                    |
| Waste management                               | 1,000                   | 1,000         | -                 | -                 | 1,000           | -                | 1,000                  |
| Parks, open space and streetscapes             | 200                     | 150           | 50                | -                 | 200             | -                | 200                    |
| Other infrastructure                           | 300                     | -             | 300               | -                 | 300             | -                | 300                    |
| <b>Total infrastructure</b>                    | <b>5,927</b>            | <b>1,150</b>  | <b>4,777</b>      | <b>-</b>          | <b>5,927</b>    | <b>-</b>         | <b>5,927</b>           |
| <b>Total capital works expenditure</b>         | <b>12,732</b>           | <b>6,150</b>  | <b>6,582</b>      | <b>-</b>          | <b>12,732</b>   | <b>4,400</b>     | <b>8,332</b>           |

| 2029/30                                        | Asset Expenditure Types |               |                   |                   | Funding Sources |                  |                        |
|------------------------------------------------|-------------------------|---------------|-------------------|-------------------|-----------------|------------------|------------------------|
|                                                | Total<br>\$'000         | New<br>\$'000 | Renewal<br>\$'000 | Upgrade<br>\$'000 | Total<br>\$'000 | Grants<br>\$'000 | Council Cash<br>\$'000 |
| <b>Property</b>                                |                         |               |                   |                   |                 |                  |                        |
| Building improvements                          | 150                     | -             | 150               | -                 | 150             | -                | 150                    |
| <b>Total buildings</b>                         | <b>150</b>              | <b>-</b>      | <b>150</b>        | <b>-</b>          | <b>150</b>      | <b>-</b>         | <b>150</b>             |
| <b>Total property</b>                          | <b>150</b>              | <b>-</b>      | <b>150</b>        | <b>-</b>          | <b>150</b>      | <b>-</b>         | <b>150</b>             |
| <b>Plant and equipment</b>                     |                         |               |                   |                   |                 |                  |                        |
| Plant, machinery and equipment                 | 1,675                   | -             | 1,675             | -                 | 1,675           | -                | 1,675                  |
| Computers and telecommunications               | 50                      | -             | 50                | -                 | 50              | -                | 50                     |
| <b>Total plant and equipment</b>               | <b>1,725</b>            | <b>-</b>      | <b>1,725</b>      | <b>-</b>          | <b>1,725</b>    | <b>-</b>         | <b>1,725</b>           |
| <b>Infrastructure</b>                          |                         |               |                   |                   |                 |                  |                        |
| Roads                                          | 5,371                   | -             | 5,371             | -                 | 5,371           | 1,000            | 4,371                  |
| Footpaths and cycleways                        | 180                     | -             | 180               | -                 | 180             | -                | 180                    |
| Drainage                                       | 4,300                   | 1,000         | 300               | 3,000             | 4,300           | 3,200            | 1,100                  |
| Recreational, leisure and community facilities | 150                     | -             | 150               | -                 | 150             | -                | 150                    |
| Parks, open space and streetscapes             | 200                     | 150           | 50                | -                 | 200             | -                | 200                    |
| Other infrastructure                           | 300                     | -             | 300               | -                 | 300             | -                | 300                    |
| <b>Total infrastructure</b>                    | <b>10,501</b>           | <b>1,150</b>  | <b>6,351</b>      | <b>3,000</b>      | <b>10,501</b>   | <b>4,200</b>     | <b>6,301</b>           |
| <b>Total capital works expenditure</b>         | <b>12,376</b>           | <b>1,150</b>  | <b>8,226</b>      | <b>3,000</b>      | <b>12,376</b>   | <b>4,200</b>     | <b>8,176</b>           |

#### 4.7 Proposals to Lease Council Land

This section presents a summary of Council's proposals to lease council land to external parties in the 2026/27 financial year.

Under section 115 of the Local Government Act 2020, Council may lease land to any person for a term of up to 50 years, subject to the requirements of the Act and any other applicable legislation, including section 116 of the Local Government Act 2020. Any lease may be subject to specified exceptions, reservations, covenants and conditions.

Council must disclose in the Budget any proposal to lease land during the financial year where the proposed lease is:

- the rent payable under the lease is \$100,000 or more per annum;
- the current market rental value of the land is \$100,000 or more per annum; or
- for a term of 10 years or more.

Where Council proposes to enter into a lease that meets the above criteria and the proposal was not included in the adopted Budget, Council must undertake a community engagement process in accordance with its Community Engagement Policy before entering into the lease.

| Council property       | Proposed term    | Permitted use                | Annual market rental valuation | Proposed annual rent (inc GST) |
|------------------------|------------------|------------------------------|--------------------------------|--------------------------------|
| Cohuna Caravan Park    | To be determined | Caravan and camping facility | To be determined               | To be determined               |
| Koondrook Retreat      | To be determined | Caravan and camping facility | To be determined               | To be determined               |
| Koondrook Caravan Park | To be determined | Caravan and camping facility | To be determined               | To be determined               |

The leases outlined above are still in an early development stage and many of the details are not yet known. The principles set within the Community Engagement Policy will be reviewed and followed as a part of the initial planning phase of the process.

### 5. Targeted performance indicators (Council selected)

The following table highlights Council's current and projected performance across eight targeted performance indicators selected by Council from the range of prescribed performance measures contained in the Local Government (Planning and Reporting) Regulations 2020. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

| Indicator                                | Measure                                                                                                               | Notes                                | Actual<br>2024/25 | Forecast<br>2025/26 | Target<br>2026/27 | Target projections |              |              | Trend<br>+/- |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------|-------------------|---------------------|-------------------|--------------------|--------------|--------------|--------------|
| Governance                               |                                                                                                                       |                                      |                   |                     |                   |                    |              |              |              |
| Workforce Turnover                       | The number of permanent staff resignations and terminations as a percentage of the average number of permanent staff. |                                      | 15.30%            | 15.30%              | 15.30%            | 15.30%             | 15.30%       | 15.30%       | on target    |
| Permanent Staff turnover                 | Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year.   |                                      |                   |                     |                   |                    |              |              |              |
| Governance                               |                                                                                                                       |                                      |                   |                     |                   |                    |              |              |              |
| Service Cost                             | The direct cost of delivering Council's governance service per Councillor.                                            |                                      | \$ 53,155.46      | \$ 44,290.00        | \$ 45,618.70      | \$ 46,987.26       | \$ 48,396.88 | \$ 49,848.79 | on target    |
| Cost of elected representation           | Direct cost of the governance service / Number of Councillors elected at the last Council general election.           |                                      |                   |                     |                   |                    |              |              |              |
| Environment                              |                                                                                                                       |                                      |                   |                     |                   |                    |              |              |              |
| Water usage                              | The total units of metered water purchased by Council per head of population.                                         |                                      | TBA               | TBA                 | TBA               | TBA                | TBA          | TBA          | +            |
| Environment                              |                                                                                                                       |                                      |                   |                     |                   |                    |              |              |              |
| Electricity usage                        | The total units of metered electricity purchased by Council per head of population.                                   |                                      | TBA               | TBA                 | TBA               | TBA                | TBA          | TBA          | +            |
| Roads                                    |                                                                                                                       |                                      |                   |                     |                   |                    |              |              |              |
| Satisfaction                             | Satisfaction with sealed local roads                                                                                  | Satisfaction with sealed local roads | 41                | 41                  | 41                | 41                 | 41           | 41           | on target    |
|                                          | The community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.   |                                      |                   |                     |                   |                    |              |              |              |
| Roads                                    |                                                                                                                       |                                      |                   |                     |                   |                    |              |              |              |
| Service Standard                         | Population per kilometre of local road.                                                                               |                                      | 4.27              | 4.27                | 4.27              | 4.27               | 4.27         | 4.27         | on target    |
| Population density per length of road    | Municipal population / Kilometres of local roads                                                                      |                                      |                   |                     |                   |                    |              |              |              |
| Roads                                    |                                                                                                                       |                                      |                   |                     |                   |                    |              |              |              |
| Service Cost                             | The direct reconstruction cost per square metre of sealed local roads reconstructed.                                  |                                      | \$71.59           | \$73.74             | \$75.95           | \$78.23            | \$80.58      | \$82.99      | on target    |
| Cost of sealed local road reconstruction | Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed.                  |                                      |                   |                     |                   |                    |              |              |              |

| Indicator                           | Measure                                                                                    | Notes | Actual<br>2024/25 | Forecast<br>2025/26 | Target<br>2026/27 | Target projections |         |         | Trend<br>+/- |
|-------------------------------------|--------------------------------------------------------------------------------------------|-------|-------------------|---------------------|-------------------|--------------------|---------|---------|--------------|
|                                     |                                                                                            |       |                   |                     |                   | 2027/28            | 2028/29 | 2029/30 |              |
| <b>Roads</b>                        |                                                                                            |       |                   |                     |                   |                    |         |         |              |
| <b>Service Cost</b>                 | <b>The direct resealing cost per square metre of sealed local roads resealed.</b>          |       |                   |                     |                   |                    |         |         |              |
| Cost of sealed local road resealing | Direct cost of sealed local road resealing / Square metres of sealed local roads resealed. |       | \$5.45            | \$5.61              | \$5.78            | \$5.96             | \$6.13  | \$6.32  | o            |

Key to target trend:

+ increase in Council's overall targets

o maintaining Council's overall targets

- decrease in Council's overall targets

### 5a. Targeted performance indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

#### Targeted performance indicators - Service

| Indicator                                                                                       | Measure                                                                                                                                                | Notes | Actual<br>2024/25 | Forecast<br>2025/26 | Target<br>2026/27 | Target Projections |         |         | Trend<br>+/- |
|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------------------|---------------------|-------------------|--------------------|---------|---------|--------------|
|                                                                                                 |                                                                                                                                                        |       |                   |                     |                   | 2027/28            | 2028/29 | 2029/30 |              |
| <b>Governance</b>                                                                               |                                                                                                                                                        |       |                   |                     |                   |                    |         |         |              |
| <b>Consultation and engagement</b>                                                              | <b>Satisfaction with community consultation and engagement</b>                                                                                         |       |                   |                     |                   |                    |         |         |              |
| (Council decisions made and implemented with community input)                                   | Community satisfaction rating out of 100 with the consultation and engagement efforts of Council                                                       | 1     | 51                | 51                  | 51                | 51                 | 51      | 51      | o            |
| <b>Roads</b>                                                                                    |                                                                                                                                                        |       |                   |                     |                   |                    |         |         |              |
| <b>Condition</b>                                                                                | <b>Sealed local roads below the intervention level</b>                                                                                                 |       |                   |                     |                   |                    |         |         |              |
| (sealed local roads are maintained at the adopted condition standard)                           | Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads                                    | 2     | 99.92%            | 99.00%              | 99.00%            | 99.00%             | 99.00%  | 99.00%  | o            |
| <b>Statutory planning</b>                                                                       |                                                                                                                                                        |       |                   |                     |                   |                    |         |         |              |
| <b>Service standard</b>                                                                         | <b>Planning applications decided within the relevant required time</b>                                                                                 |       |                   |                     |                   |                    |         |         |              |
| (planning application processing and decisions are in accordance with legislative requirements) | Number of planning application decisions made within the relevant required time / Number of planning application decisions made                        | 3     | 56.72%            | 64.00%              | 66.00%            | 68.00%             | 70.00%  | 72.00%  | +            |
| <b>Waste management</b>                                                                         |                                                                                                                                                        |       |                   |                     |                   |                    |         |         |              |
| <b>Waste diversion</b>                                                                          | <b>Kerbside collection waste diverted from landfill</b>                                                                                                |       |                   |                     |                   |                    |         |         |              |
| (amount of waste diverted from landfill is maximised)                                           | Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins | 4     | 39.37%            | 40.00%              | 40.00%            | 40.00%             | 40.00%  | 40.00%  | o            |

## Targeted performance indicators - Financial

| Indicator                                                                                           | Measure                                                                                          | Notes | Actual<br>2024/25 | Forecast<br>2025/26 | Target<br>2026/27 | Target Projections |             |             | Trend |
|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------|-------------------|---------------------|-------------------|--------------------|-------------|-------------|-------|
| 2027/282028/292029/30+o/-                                                                           |                                                                                                  |       |                   |                     |                   |                    |             |             |       |
| Liquidity                                                                                           |                                                                                                  |       |                   |                     |                   |                    |             |             |       |
| Working Capital<br>(sufficient working capital is available to pay bills as and when they fall due) | Current assets compared to current liabilities<br>Current assets / current liabilities           | 5     | 281.86%           | 297.29%             | 388.05%           | 413.08%            | 432.20%     | 449.54%     | +     |
| Obligations                                                                                         |                                                                                                  |       |                   |                     |                   |                    |             |             |       |
| Asset renewal<br>(assets are renewed as planned)                                                    | Asset renewal compared to depreciation<br>Asset renewal and upgrade expense / Asset depreciation | 6     | 152.21%           | 183.06%             | 137.29%           | 121.68%            | 72.86%      | 121.83%     | -     |
| Stability                                                                                           |                                                                                                  |       |                   |                     |                   |                    |             |             |       |
| Rates concentration<br>(revenue is generated from a range of sources)                               | Rates compared to adjusted underlying revenue<br>Rate revenue / adjusted underlying revenue      | 7     | 43.93%            | 53.22%              | 47.92%            | 46.51%             | 46.61%      | 47.55%      | o     |
| Efficiency                                                                                          |                                                                                                  |       |                   |                     |                   |                    |             |             |       |
| Expenditure level<br>(resources are used efficiently in the delivery of services)                   | Expenses per property assessment<br>Total expenses / no. of property assessments                 | 8     | \$ 4,549.82       | \$ 4,905.11         | \$ 4,960.33       | \$ 5,107.83        | \$ 5,283.69 | \$ 5,391.43 | o     |

## 5b. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

| Indicator                                                                                                                                     | Measure                                                                                                                | Notes | Actual<br>2024/25 | Forecast<br>2025/26 | Budget<br>2026/27 | 2027/28 | Projections<br>2028/29 | 2029/30 | Trend<br>+/- |
|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------|-------------------|---------------------|-------------------|---------|------------------------|---------|--------------|
| <b>Operating position</b>                                                                                                                     |                                                                                                                        |       |                   |                     |                   |         |                        |         |              |
| <b>Adjusted underlying result</b><br>(an adjusted underlying surplus is generated in the ordinary course of business)                         | <b>Adjusted underlying surplus (or deficit)</b><br>Adjusted underlying surplus (deficit) / Adjusted underlying revenue | 9     | 13.02%            | -12.53%             | 0.04%             | 2.53%   | 1.43%                  | -0.12%  | +            |
| <b>Liquidity</b>                                                                                                                              |                                                                                                                        |       |                   |                     |                   |         |                        |         |              |
| <b>Unrestricted cash</b><br>(sufficient cash that is free of restrictions is available to pay bills as and when they fall due)                | <b>Unrestricted cash compared to current liabilities</b><br>Unrestricted cash / current liabilities                    | 10    | 28.90%            | 159.59%             | 218.86%           | 248.24% | 267.83%                | 285.66% | +            |
| <b>Obligations</b>                                                                                                                            |                                                                                                                        |       |                   |                     |                   |         |                        |         |              |
| <b>Loans and borrowings</b><br>(level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities) | <b>Loans and borrowings compared to rates</b><br>Interest bearing loans and borrowings / rate revenue                  | 11    | 0.00%             | 0.00%               | 0.00%             | 0.00%   | 0.00%                  | 0.00%   | +            |

| Indicator                                                                                                                                     | Measure                                                                                                                                               | Notes | Actual<br>0 | Forecast<br>0 | Budget<br>0 | 0       | Projections<br>0 | 0       | Trend<br>+/- |
|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------------|---------------|-------------|---------|------------------|---------|--------------|
| <b>Loans and borrowings</b><br>(level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities) | <b>Loans and borrowings repayments compared to rates</b><br>Interest and principal repayments on interest bearing loans and borrowings / rate revenue |       | 0.50%       | 0.00%         | 0.00%       | 0.00%   | 0.00%            | 0.00%   | +            |
| <b>Indebtedness</b><br>(level of long term liabilities is appropriate to the size and nature of a Council's activities)                       | <b>Non-current liabilities compared to own-source revenue</b><br>Non-current liabilities / own source revenue                                         |       | 10.03%      | 8.35%         | 7.60%       | 6.46%   | 5.67%            | 5.01%   | +            |
| <b>Stability</b>                                                                                                                              |                                                                                                                                                       |       |             |               |             |         |                  |         |              |
| <b>Rates effort</b><br>(rating level is set based on the community's capacity to pay)                                                         | <b>Rates compared to property values</b><br>Rate revenue / CIV of rateable properties in the municipal district                                       | 12    | 0.44%       | 0.47%         | 0.48%       | 0.50%   | 0.51%            | 0.52%   | o            |
| <b>Efficiency</b>                                                                                                                             |                                                                                                                                                       |       |             |               |             |         |                  |         |              |
| <b>Revenue level</b><br>(resources are used efficiently in the delivery of services)                                                          | <b>Average rate per property assessment</b><br>General rates and municipal charges / no. of property assessments                                      | 13    | \$1,806     | \$2,704       | \$2,803     | \$2,875 | \$2,947          | \$3,021 | +            |

**Key to forecast trend:**

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

**Notes to indicators****5a****1. Satisfaction with community consultation and engagement**

Forecast to maintain current service level.

**2. Sealed local roads below the intervention level**

Forecast to maintain current service level.

**3. Planning applications decided within the relevant required time**

Forecast to maintain current service level.

**4. Kerbside collection waste diverted from landfill**

Forecast to maintain current service level.

**5. Working Capital**

The Current Assets over Current Liabilities is greater than the target of at least 125%.

**6. Asset renewal**

The asset renewal ratio is above 100% target.

**7. Rates concentration**

Council's rate revenue is approximately 50% of adjusted underlying revenue.

**8. Expenditure level**

Forecast to maintain current service level.

**5b****9. Adjusted underlying result**

A positive adjusted underlying result is foreseen going forward for the next 3 years.

**10. Unrestricted Cash**

Council's unrestricted cash is improving due to the reduction in current liabilities.

**11. Debt compared to rates**

Council is debt free. There are no proposed borrowings over the four year life of the budget.

**12. Rates effort**

The Rates effort is static over the four year budget period.

**13. Revenue level**

Increases in line with budget movements.



**6. Schedule of Fees and Charges**

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2026/27.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.



**GANNAWARRA**  
*Shire Council*

## **Fees & Charges 2026/27**

**Adopted XXXX**

| SCHEDULE OF DISCRETIONARY FEES AND CHARGES<br>2026/2027 - EFFECTIVE 1 JULY 2026                                                                                                |                                      | NOTE | INC. GST | 2026/27               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------|----------|-----------------------|
| <b>FOOD ACT REGISTRATION FEES</b>                                                                                                                                              |                                      |      |          |                       |
| Class 1 Food Premises - requiring external food safety audits                                                                                                                  | Annual fee                           | No   | \$       | 435.00                |
| Class 2 Food Premises - incorporating fixed and mobile commercial premises, caravan parks, motels, hotels, and school canteens with paid staff                                 | Annual fee                           | No   | \$       | 370.00                |
| Class 3 Food Premises - incorporating Class 3 & 3A fixed commercial premises, caravan parks, motels, hotels, and volunteer based school canteens)                              | Annual fee                           | No   | \$       | 220.00                |
| Class 3A Home Based Food Premises - small scale low risk food                                                                                                                  | Annual fee                           | No   | \$       | 155.00                |
| Class 2A Home Based Food Premises - small scale high risk food                                                                                                                 | Annual fee                           | No   | \$       | 310.00                |
| Class 3A Temporary Food Premises- small scale low risk food (markets and events)                                                                                               | Annual fee                           | No   | \$       | 155.00                |
| Class 2A Temporary Food Premises - small scale high risk food (markets and events)                                                                                             | Annual fee                           | No   | \$       | 310.00                |
| Food manufacturing premises                                                                                                                                                    | Annual fee                           | No   | \$       | 700.00                |
| High volume supermarket                                                                                                                                                        | Annual fee                           | No   | \$       | 3,575.00              |
| Medium volume supermarket                                                                                                                                                      | Annual fee                           | No   | \$       | 1,775.00              |
| Low volume supermarket                                                                                                                                                         | Annual fee                           | No   | \$       | 375.00                |
| Charitable organisation                                                                                                                                                        | Annual fee                           | No   |          | No charge             |
| Non-compliant food samples                                                                                                                                                     | Per re-test                          | No   | \$       | 245.00                |
| Inspection fee for non-compliant food premises                                                                                                                                 | Per inspection                       | No   | \$       | 245.00                |
| Requested inspection and report                                                                                                                                                |                                      | No   | \$       | 245.00                |
| Late registration renewal administration charge - charged to premises that have not renewed their registration by the due date and have been sent at least one reminder notice |                                      | No   |          | 50% of applicable fee |
| <b>PUBLIC HEALTH AND WELLBEING ACT: REGISTRATION FEES</b>                                                                                                                      |                                      |      |          |                       |
| <b>Public Health and Wellbeing Act: Premises</b>                                                                                                                               |                                      |      |          |                       |
| Prescribed accommodation premises – per year                                                                                                                                   |                                      | No   | \$       | 320.00                |
| Health Act – transfer of registration                                                                                                                                          |                                      | No   | \$       | 245.00                |
| Health premises - low risk activities - hair and beauty therapy or beauty therapy only (per operator)                                                                          |                                      | No   | \$       | 155.00                |
| Health premises - hairdressing only - one off fee (per operator)                                                                                                               |                                      | No   | \$       | 145.00                |
| Health premises - high risk activities - hair and beauty therapy, skin penetration, tattooing, ear piercing and electrolysis                                                   |                                      | No   | \$       | 315.00                |
| Inspection fee - non-compliant health premises                                                                                                                                 |                                      | No   | \$       | 245.00                |
| Requested inspection and report                                                                                                                                                |                                      | No   | \$       | 245.00                |
| Aquatic facilities - category 1 registration                                                                                                                                   | Three yearly fee                     | No   | \$       | 330.00                |
| <b>Public health requests</b>                                                                                                                                                  |                                      |      |          |                       |
| Water analysis - portable and non-portable (including rainwater tanks)                                                                                                         |                                      | No   | \$       | 245.00                |
| <b>IMMUNISATIONS</b>                                                                                                                                                           |                                      |      |          |                       |
| Influenza                                                                                                                                                                      | Per immunisation                     | No   | \$       | 25.00                 |
| Hepatitis B - adult                                                                                                                                                            | Per immunisation                     | No   | \$       | 40.00                 |
| Hepatitis A - adult                                                                                                                                                            | Per immunisation                     | No   | \$       | 95.00                 |
| Twinrix (Hepatitis A & B) - adult                                                                                                                                              | Per immunisation                     | No   | \$       | 100.00                |
| Meningococcal B                                                                                                                                                                | Per immunisation                     | No   | \$       | 163.00                |
| Boostrix                                                                                                                                                                       | Per immunisation                     | No   | \$       | 52.00                 |
| Chicken Pox                                                                                                                                                                    | Per immunisation                     | No   | \$       | 80.00                 |
| Administration fee                                                                                                                                                             | Per encounter                        | No   | \$       | 2.50                  |
| <b>CHILDREN SERVICES</b>                                                                                                                                                       |                                      |      |          |                       |
| <b>Long day care</b>                                                                                                                                                           |                                      |      |          |                       |
| Full day (per day)                                                                                                                                                             | 8.00am to 6.00pm (range between)     | No   | \$       | 128.00                |
| Casual (per hour)                                                                                                                                                              | Minimum 2 hours                      | No   | \$       | 26.00                 |
| <b>Kindergarten fees - Kerang, Cohuna and Koondrook</b>                                                                                                                        |                                      |      |          |                       |
| 4 year old kindergarten                                                                                                                                                        | Fully subsidised by State Government | No   |          | No charge             |
| 3 year old kindergarten                                                                                                                                                        | Fully subsidised by State Government | No   |          | No charge             |
| <b>Kindergarten fees - Leitchville</b>                                                                                                                                         |                                      |      |          |                       |
| 4 year old kindergarten                                                                                                                                                        | Fully subsidised by State Government | No   |          | No charge             |
| 3 year old kindergarten                                                                                                                                                        | Fully subsidised by State Government | No   |          | No charge             |
| 3 year old kindergarten - additional 7.5 hours per week                                                                                                                        | Per term                             | No   | \$       | 330.00                |
| <b>Family day care</b>                                                                                                                                                         |                                      |      |          |                       |
| Parent administration levy                                                                                                                                                     | Per child per hour                   | No   | \$       | 1.70                  |
| Carer support levy                                                                                                                                                             | Pro rata per week                    | No   | \$       | 8.50                  |
| Standard fee                                                                                                                                                                   | 8.00am to 6.00pm (range between)     | No   |          | \$11.00 - \$14.00     |
| Standard fee                                                                                                                                                                   | Non-core hours (range between)       | No   |          | \$11.00 - \$14.00     |
| After school care                                                                                                                                                              | 8.00am to 6.00pm (range between)     | No   |          | \$11.00 - \$14.00     |
| After school care                                                                                                                                                              | Non-core hours (range between)       | No   |          | \$11.00 - \$20.00     |
| Before school care                                                                                                                                                             | 8.00am to 6.00pm (range between)     | No   |          | \$11.00 - \$14.00     |
| Before school care                                                                                                                                                             | Non-core hours (range between)       | No   |          | \$11.00 - \$20.00     |
| Public Holiday                                                                                                                                                                 | 8.00am to 6.00pm (range between)     | No   |          | \$11.00 - \$40.00     |
| Public Holiday                                                                                                                                                                 | Non-core hours (range between)       | No   |          | \$11.00 - \$40.00     |

| SCHEDULE OF DISCRETIONARY FEES AND CHARGES<br>2026/2027 - EFFECTIVE 1 JULY 2026                                            |                         | NOTE | INC. GST | 2026/27     |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------|------|----------|-------------|
| <b>LIBRARY</b>                                                                                                             |                         |      |          |             |
| Replacement book                                                                                                           |                         |      | Yes      | Cost        |
| Replacement card                                                                                                           |                         |      | Yes      | \$ 3.00     |
| Library bag                                                                                                                |                         |      | Yes      | \$ 4.00     |
| Photocopies or print outs - black and white                                                                                | A4 or A3 - one sided    |      | Yes      | \$ 0.50     |
| Photocopies or print outs - black and white                                                                                | A4 or A3 - double sided |      | Yes      | \$ 0.80     |
| Photocopies or print outs - black and white - paper supplied                                                               | Per side                |      | Yes      | \$ 0.30     |
| Photocopies or print outs - color                                                                                          | Per side                |      | Yes      | \$ 1.00     |
| Laminating                                                                                                                 |                         |      | Yes      | \$ 1.00     |
| Old books (depending on condition)                                                                                         |                         |      | Yes      | No charge   |
| <b>Kerang Glasshouse meeting room</b>                                                                                      |                         |      |          |             |
| Community groups and not for profit hire                                                                                   |                         |      | Yes      | No charge   |
| Commercial hire                                                                                                            | Per hour                |      | Yes      | \$ 50.00    |
| Commercial hire - All day (up to 8 hours)                                                                                  | Maximum daily hire      |      | Yes      | \$ 320.00   |
| <b>PLANNING FEES AND CHARGES</b>                                                                                           |                         |      |          |             |
| <b>Miscellaneous planning fees</b>                                                                                         |                         |      |          |             |
| Applications for extension of time - first request                                                                         |                         |      | No       | \$ 220.00   |
| Applications for extension of time - second request                                                                        |                         |      | No       | \$ 270.00   |
| Applications for extension of time - third request                                                                         |                         |      | No       | \$ 325.00   |
| Applications for secondary consent                                                                                         |                         |      | No       | \$ 300.00   |
| Endorse minor amendment                                                                                                    |                         |      | No       | \$ 200.00   |
| Planning information request – detailed                                                                                    | Per letter or email     |      | No       | \$ 50.00    |
| Planning application notice for surrounding properties                                                                     | Per letter              |      | No       | \$ 5.00     |
| Planning information requested (written advice) standard                                                                   | Per application         |      | No       | \$ 150.00   |
| Planning information requested (written advice) detailed                                                                   | Per application         |      | No       | \$ 200.00   |
| Pre-application meeting written feedback (standard)                                                                        | Per application         |      | No       | \$ 250.00   |
| Pre-application meeting written feedback (detailed)                                                                        | Per application         |      | No       | \$ 350.00   |
| Pre-application meeting written feedback (comprehensive)                                                                   | Per application         |      | No       | \$ 450.00   |
| <b>Exhibition of planning scheme amendments</b>                                                                            |                         |      |          |             |
| Public notice letter by mail                                                                                               | Per letter              |      | No       | \$ 5.00     |
| Planning advice for proponent led amendments not registered as a company or does not hold an ABN                           | Per application         |      | No       | \$ 150.00   |
| Planning advice for proponent led amendments registered as a company or has an ABN (professional, businesses, consultants) | Per application         |      | No       | \$ 250.00   |
| <b>Minor building works</b>                                                                                                |                         |      |          |             |
| Building document retrieval                                                                                                |                         |      | Yes      | \$ 102.00   |
| Siting of places of public entertainment                                                                                   |                         |      | Yes      | \$ 700.00   |
| Variation to approved plans                                                                                                |                         |      | Yes      | \$ 270.00   |
| Extension of time                                                                                                          |                         |      | Yes      | \$ 320.00   |
| Miscellaneous inspections                                                                                                  |                         |      | Yes      | \$ 380.00   |
| <b>RECREATION RESERVES - COHUNA &amp; LEITCHVILLE</b>                                                                      |                         |      |          |             |
| <b>Football clubs</b>                                                                                                      |                         |      |          |             |
| Cohuna Kangas                                                                                                              | Per year                |      | Yes      | \$ 6,230.00 |
| Leitchville                                                                                                                | Per year                |      | Yes      | \$ 4,070.00 |
| <b>Cricket clubs</b>                                                                                                       |                         |      |          |             |
| Cohuna                                                                                                                     | Per year                |      | Yes      | \$ 750.00   |
| Leitchville                                                                                                                | Per year                |      | Yes      | \$ 750.00   |
| <b>Miscellaneous</b>                                                                                                       |                         |      |          |             |
| Cohuna A. P. & H. Society - per year                                                                                       | Per year                |      | Yes      | \$ 2,035.00 |
| Cohuna Little Athletics Club - per year                                                                                    | Per year                |      | Yes      | \$ 750.00   |
| School Groups & RSL                                                                                                        |                         |      | Yes      | No charge   |
| Casual                                                                                                                     | Per day                 |      | Yes      | \$ 385.00   |
| Casual - min 3 hours hire                                                                                                  | Per hour                |      | Yes      | \$ 95.00    |
| Casual - more than one consecutive day                                                                                     | Price on application    |      | Yes      | POA         |
| Oval hire - refundable deposit                                                                                             |                         |      | No       | \$ 309.00   |
| <b>MUNICIPAL RESERVES</b>                                                                                                  |                         |      |          |             |
| <b>Municipal reserve</b>                                                                                                   |                         |      |          |             |
| Use of a municipal reserve (inc. parks and gardens)                                                                        | School and RSL          |      | Yes      | No charge   |
| Use of municipal reserve (inc. parks, gardens and wharf) - commercial use / major events / weddings                        |                         |      | Yes      | \$ 78.00    |
| Permit deposit (refundable)                                                                                                | No alcohol              |      | No       | \$ 320.00   |

| SCHEDULE OF DISCRETIONARY FEES AND CHARGES<br>2026/2027 - EFFECTIVE 1 JULY 2026                     |                                                          | NOTE | INC. GST | 2026/27                      |
|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------|------|----------|------------------------------|
| <b>SWIMMING POOLS</b>                                                                               |                                                          |      |          |                              |
| <b>Kerang and Cohuna</b>                                                                            |                                                          |      |          |                              |
| Seasons tickets                                                                                     | Family                                                   | Yes  | \$       | 210.00                       |
| Seasons tickets                                                                                     | Adult                                                    | Yes  | \$       | 115.00                       |
| Seasons tickets                                                                                     | Concession or student                                    | Yes  | \$       | 75.00                        |
| Seasons tickets                                                                                     | Concession - family                                      | Yes  | \$       | 120.00                       |
| Daily admission                                                                                     | Adult                                                    | Yes  | \$       | 5.00                         |
| Daily admission                                                                                     | Concession or student                                    | Yes  | \$       | 4.00                         |
| Daily admission                                                                                     | Children under 5 years                                   | Yes  |          | No charge                    |
| Daily admission                                                                                     | Non-swimming patrons                                     | Yes  | \$       | 2.00                         |
| Daily admission                                                                                     | Family day pass                                          | Yes  | \$       | 18.00                        |
| School groups                                                                                       | School visit (per head) (excludes season ticket holders) | Yes  | \$       | 3.00                         |
| Community groups / event hire                                                                       | Per hour per lifeguard outside of pool operating hours   | Yes  | \$       | 65.00                        |
| Community groups / event hire                                                                       | Waterslide hire (per hour)                               | Yes  | \$       | 100.00                       |
| Community groups / event hire                                                                       | Inflatable hire (per hour)                               | Yes  | \$       | 100.00                       |
| Ten visit pass entry                                                                                | Family                                                   | Yes  | \$       | 150.00                       |
| Ten visit pass entry                                                                                | Adult                                                    | Yes  | \$       | 40.00                        |
| Ten visit pass entry                                                                                | Concession or student                                    | Yes  | \$       | 30.00                        |
| <b>Kerang Exercise Pool</b>                                                                         |                                                          |      |          |                              |
| 5-18 year olds / concession / student                                                               | Per hour                                                 | Yes  | \$       | 6.50                         |
| 5-18 year olds / concession / student                                                               | Half hour                                                | Yes  | \$       | 4.50                         |
| Adult                                                                                               | Per hour                                                 | Yes  | \$       | 9.00                         |
| Adult                                                                                               | Half hour                                                | Yes  | \$       | 6.50                         |
| Claims attendance                                                                                   | Per hour                                                 | Yes  | \$       | 13.00                        |
| Claims attendance                                                                                   | Half hour                                                | Yes  | \$       | 10.00                        |
| Children under 5                                                                                    | Per hour                                                 | Yes  |          | No charge                    |
| Groups of max. 10 people                                                                            | Per hour                                                 | Yes  | \$       | 55.00                        |
| Multiple group bookings                                                                             | 5 one hour sessions                                      | Yes  | \$       | 250.00                       |
| Additional lifeguard fee per hour                                                                   | Per hour                                                 | Yes  | \$       | 65.00                        |
| Warra Waders Swim School                                                                            | Half hour                                                | No   | \$       | 12.50                        |
| Adult (non pensioners) 12 visit pass                                                                | Half hour                                                | Yes  | \$       | 65.00                        |
| Adult (non pensioners) 12 visit pass                                                                | Full hour                                                | Yes  | \$       | 90.00                        |
| 5-18 year olds / concession / student 12 visit pass                                                 | Half hour                                                | Yes  | \$       | 45.00                        |
| 5-18 year olds / concession / student 12 visit pass                                                 | Full hour                                                | Yes  | \$       | 65.00                        |
| <b>Leitchville (Administered by a Community Asset Committee of Council)</b>                         |                                                          |      |          |                              |
| Family season pass                                                                                  | Family                                                   |      | \$       | 140.00                       |
| Single season pass                                                                                  | Adult                                                    |      | \$       | 60.00                        |
| Student season pass                                                                                 | Under 18 / student                                       |      | \$       | 50.00                        |
| Holiday makers                                                                                      | Family                                                   |      | \$       | 65.00                        |
| Adult admission                                                                                     | Adult                                                    |      | \$       | 4.50                         |
| Child admission                                                                                     | Persons under 18 years                                   |      | \$       | 3.50                         |
| <b>RESIDENTIAL TENANCIES ACT REGISTRATION FEES</b>                                                  |                                                          |      |          |                              |
| Notification fee for moveable dwellings within caravan parks                                        |                                                          | No   | \$       | 245.00                       |
| <b>DOMESTIC ANIMAL ACT</b>                                                                          |                                                          |      |          |                              |
| <b>Dog registration</b>                                                                             |                                                          |      |          |                              |
| New registration paid after 10 October each year                                                    | Discount does not include SGL                            | No   |          | 50% discount                 |
| Replacement tag                                                                                     |                                                          | Yes  | \$       | 7.00                         |
| Dog surrender fee                                                                                   |                                                          | Yes  | \$       | 75.00                        |
| <b>Cat registration</b>                                                                             |                                                          |      |          |                              |
| New registration paid after 10 October each year                                                    | Discount does not include SGL                            | No   |          | 50% discount                 |
| Replacement tag                                                                                     |                                                          | Yes  | \$       | 6.50                         |
| Cat surrender fee                                                                                   |                                                          | Yes  | \$       | 75.00                        |
| Cat trap replacement fee                                                                            | If lost or stolen                                        | Yes  | \$       | 143.00                       |
| <b>Administration - domestic animals registration</b>                                               |                                                          |      |          |                              |
| Pro-rata reduction (quarterly) for refund of animal registration - State Gov Levy is non refundable | Pro-rata quarterly                                       | Yes  |          | As calculated                |
| <b>Pound fees - Domestic Animal Act</b>                                                             |                                                          |      |          |                              |
| Release fee                                                                                         | Dog / cat 1st offence                                    | Yes  | \$       | 75.00                        |
| Release fee                                                                                         | Dog / cat 2nd offence                                    | Yes  | \$       | 140.00                       |
| Release fee                                                                                         | Dog / cat 3rd offence                                    | Yes  | \$       | 275.00                       |
| Sustenance fee (per day)                                                                            |                                                          | Yes  | \$       | 17.00                        |
| <b>Domestic animal business</b>                                                                     |                                                          |      |          |                              |
| Domestic animal business                                                                            | Permit fee plus SGL (SGL increases with CPI each year)   | Yes  |          | \$710.00 plus State Gov Levy |

| SCHEDULE OF DISCRETIONARY FEES AND CHARGES<br>2026/2027 - EFFECTIVE 1 JULY 2026      |                                                                                           | NOTE | INC. GST | 2026/27                                          |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|------|----------|--------------------------------------------------|
| <b>LOCAL LAWS</b>                                                                    |                                                                                           |      |          |                                                  |
| <b>Administration - local law permits</b>                                            |                                                                                           |      |          |                                                  |
| Release fee for animal impounded under a local law                                   | Per animal                                                                                | Yes  | \$       | 90.00                                            |
| Release fee for item impounded under a local law                                     | Per item                                                                                  | Yes  | \$       | 90.00                                            |
| Release fee for impounded vehicle                                                    | Per item                                                                                  | No   |          | \$290.00 plus towing costs                       |
| Amendments to permits                                                                | Per permit                                                                                | Yes  | \$       | 60.00                                            |
| Late payment fee                                                                     | Additional fee payable on late renewal of permit                                          | No   |          | 50% of permit                                    |
| <b>Local laws - application and permit fees</b>                                      |                                                                                           |      |          |                                                  |
| Bulk rubbish containers                                                              | Permit fee (per container)                                                                | Yes  | \$       | 80.00                                            |
| Fodder on road                                                                       | Refer to local law guidelines                                                             | Yes  | \$       | 270.00                                           |
| Footpath trading - Consumption of alcohol                                            | Permit fee (in conjunction with Footpath Trading Permit)                                  | No   | \$       | 75.00                                            |
| Footpath trading / permit fee - advertising sign, display of goods, table and chairs | Permit fee (in conjunction with Footpath Trading Permit)                                  | No   | \$       | 10.00                                            |
| Consumption of alcohol                                                               | Permit fee (commercial business only)                                                     | No   | \$       | 75.00                                            |
| House to house trading                                                               | Permit fee                                                                                | No   | \$       | 265.00                                           |
| Keeping of animals - initial issue                                                   | Permit fee                                                                                | Yes  | \$       | 145.00                                           |
| Keeping of animals - permit renewal                                                  | Permit fee                                                                                | Yes  | \$       | 75.00                                            |
| Municipal reserve - waterways                                                        | Application and administration fee - events held on Council controlled waterways          | Yes  | \$       | 310.00                                           |
| Roadside trading                                                                     | Permit fee                                                                                | Yes  | \$       | 265.00                                           |
| Roadside trading                                                                     | Site fee (per month)                                                                      | Yes  | \$       | 150.00                                           |
| Shipping containers temporary - maximum period 6 months                              | Permit fee (per container)                                                                | Yes  | \$       | 160.00                                           |
| Temporary road closure - community group                                             | Advertising - costs to be charged through sundry debtor process                           | Yes  |          | Advertising cost                                 |
| Temporary road closure - commercial event                                            | All costs associated with the event. Charged through private works, sundry debtor process | Yes  |          | Advertising cost                                 |
| All other local law permits not listed above                                         | Permit fee                                                                                | Yes  | \$       | 145.00                                           |
| <b>LIVESTOCK</b>                                                                     |                                                                                           |      |          |                                                  |
| <b>Pound fees - stock</b>                                                            |                                                                                           |      |          |                                                  |
| Impounded sheep - per head                                                           |                                                                                           | Yes  | \$       | 36.00                                            |
| Impounded cattle - per head                                                          |                                                                                           | Yes  | \$       | 135.00                                           |
| Impounded horses - per head                                                          |                                                                                           | Yes  | \$       | 135.00                                           |
| Impounded stock - all other stock including goats, pigs, etc - per animal            |                                                                                           | Yes  | \$       | 135.00                                           |
| Transport                                                                            |                                                                                           | Yes  |          | Cost of transport                                |
| After hours call out fee for livestock on roads                                      |                                                                                           | Yes  | \$       | 360.00                                           |
| NLIS tags                                                                            | If required                                                                               | Yes  | \$       | 65.00                                            |
| Advertisement in Newspaper                                                           | As required under Impounding of Livestock Act 1994                                        | Yes  |          | Cost of advertising                              |
| Sustenance fee                                                                       |                                                                                           | Yes  |          | Cost of hay or feed per day plus \$40            |
| Release fee - per animal                                                             |                                                                                           | Yes  |          | \$10.00 1st animal and \$40.00 each other animal |
| Accommodation paddock (per head per day)                                             |                                                                                           | Yes  | \$       | thereafter 10.00                                 |
| <b>Road opening permits</b>                                                          |                                                                                           |      |          |                                                  |
| Security deposit - works not within the carriageway                                  | Per sqm                                                                                   | No   |          | \$860.00 min plus \$215.00 per sq/m              |
| Security deposit - works in the carriageway                                          | Per sqm                                                                                   | No   |          | \$1,000.00 min plus \$250.00 per sq/m            |
| Asset protection permit                                                              | Application fee per site                                                                  | Yes  | \$       | 175.00                                           |
| Security deposit                                                                     | Minimum security deposit                                                                  | No   | \$       | 860.00                                           |

| SCHEDULE OF DISCRETIONARY FEES AND CHARGES<br>2026/2027 - EFFECTIVE 1 JULY 2026                                                            |                                                    | NOTE | INC. GST | 2026/27                     |
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| <b>FACILITY HIRE</b>                                                                                                                       |                                                    |      |          |                             |
| <b>Cohuna and Kerang Halls</b>                                                                                                             |                                                    |      |          |                             |
| Full hall                                                                                                                                  | Day (to 5.00pm)                                    | Yes  | \$       | 215.00                      |
| Full hall                                                                                                                                  | Night (5.00pm - 2.30am)                            | Yes  | \$       | 280.00                      |
| Full hall                                                                                                                                  | Day and night                                      | Yes  | \$       | 360.00                      |
| Full hall                                                                                                                                  | Day time hourly rate - maximum 3 hours             | Yes  | \$       | 62.00                       |
| Full hall                                                                                                                                  | Night time hourly rate - maximum 3 hours           | Yes  | \$       | 62.00                       |
| Main hall only                                                                                                                             | Day (to 5.00pm)                                    | Yes  | \$       | 145.00                      |
| Main hall only                                                                                                                             | Night (5.00pm - 2.30am)                            | Yes  | \$       | 175.00                      |
| Main hall only                                                                                                                             | Day and night                                      | Yes  | \$       | 280.00                      |
| Main hall only                                                                                                                             | Hourly rate maximum 3 hours                        | Yes  | \$       | 47.00                       |
| Supper room and kitchen                                                                                                                    | Day (to 5.00pm)                                    | Yes  | \$       | 155.00                      |
| Supper room and kitchen                                                                                                                    | Night (6.30pm - 2.30am)                            | Yes  | \$       | 185.00                      |
| Supper room and kitchen                                                                                                                    | Day and night                                      | Yes  | \$       | 290.00                      |
| Supper room and kitchen                                                                                                                    | Hourly rate maximum 3 hours                        | Yes  | \$       | 52.00                       |
| <b>Cohuna Council Chambers / Community Meeting Room</b>                                                                                    |                                                    |      |          |                             |
| Not for profit / community groups                                                                                                          |                                                    |      |          | No charge                   |
| Up to 3 hours                                                                                                                              |                                                    | Yes  | \$       | 57.00                       |
| More than 3 hours                                                                                                                          |                                                    | Yes  | \$       | 160.00                      |
| <b>Kerang Memorial Hall</b>                                                                                                                |                                                    |      |          |                             |
| Function room                                                                                                                              | Hourly rate maximum 3 hours                        | Yes  | \$       | 47.00                       |
| Function room                                                                                                                              | Day (to 5.00pm)                                    | Yes  | \$       | 145.00                      |
| Function room                                                                                                                              | Night (5.00pm-2.30am)                              | Yes  | \$       | 175.00                      |
| Function room                                                                                                                              | Day and Night                                      | Yes  | \$       | 280.00                      |
| Kerang, Koondrook and Cohuna Senior Citizens                                                                                               | Day (to 5.00pm)                                    | Yes  | \$       | 140.00                      |
| Kerang, Koondrook and Cohuna Senior Citizens                                                                                               | Night (6.30pm - 2.30am)                            | Yes  | \$       | 185.00                      |
| Kerang, Koondrook and Cohuna Senior Citizens                                                                                               | Hourly rate maximum 3 hours                        | Yes  | \$       | 43.00                       |
| Kerang, Koondrook and Cohuna Senior Citizens                                                                                               | Not-for-profit                                     | Yes  |          | No charge                   |
| <b>Special fees</b>                                                                                                                        |                                                    |      |          |                             |
| Facility charge                                                                                                                            | Cohuna RSL ANZAC Service                           | Yes  |          | No charge                   |
| Facility charge                                                                                                                            | Kerang RSL ANZAC Service                           | Yes  |          | No charge                   |
| Facility charge                                                                                                                            | Service clubs includes U3A                         | Yes  |          | No charge                   |
| Facility charge                                                                                                                            | Schools (per day)                                  | Yes  | \$       | 135.00                      |
| Trestle table hire                                                                                                                         | Per trestle                                        | Yes  | \$       | 17.00                       |
| Plastic chair hire                                                                                                                         | Per chair                                          | Yes  | \$       | 3.00                        |
| Block of 5 booking to be used in 12 months of making initial booking                                                                       | Community groups only                              | Yes  | \$       | 390.00                      |
| <b>Bonds</b>                                                                                                                               |                                                    |      |          |                             |
| Bond                                                                                                                                       | Refundable deposit - no alcohol                    | No   |          | No charge                   |
| Bond                                                                                                                                       | Refundable deposit - alcohol to be consumed        | No   | \$       | 620.00                      |
| Bond                                                                                                                                       | Setting up chairs (per hour minimum booking)       | No   | \$       | 105.00                      |
| <b>Temporary fencing</b>                                                                                                                   |                                                    |      |          |                             |
| Hire of emergency response temporary fencing                                                                                               | \$1 per panel (including feet and clamps) per week | Yes  | \$       | 1.00                        |
| Delivery, installation and removal of temporary fencing                                                                                    |                                                    | Yes  |          | As stated within Policy 135 |
| <b>Rural Halls (Dingwall, Gannawarra, Koroop, Lake Charm, Murrabit &amp; Myall) (Administered by Community Asset Committee of Council)</b> |                                                    |      |          |                             |
| Rural hall hire                                                                                                                            | Hire range                                         |      |          | \$15.00 - \$150.00          |
| <b>Gateway to Gannawarra</b>                                                                                                               |                                                    |      |          |                             |
| Bike hire                                                                                                                                  | 2 hours                                            | Yes  |          | No charge                   |
| Bike hire                                                                                                                                  | 4 hours                                            | Yes  |          | No charge                   |
| Bike hire                                                                                                                                  | All day (return by 4.30pm)                         | Yes  |          | No charge                   |
| Bike hire                                                                                                                                  | Overnight hire (return by 9.30am)                  | Yes  |          | No charge                   |
| Bike hire                                                                                                                                  | 2 day hire (return by 4.30pm)                      | Yes  |          | No charge                   |
| Bike hire                                                                                                                                  | Security deposit (refundable)                      | No   | \$       | 50.00                       |
| Fishing rod hire (per rod)                                                                                                                 | All day (return by 4.30pm)                         | Yes  |          | No charge                   |
| Fishing rod hire (per rod)                                                                                                                 | Overnight hire (return by 9.30am)                  | Yes  |          | No charge                   |
| Fishing rod hire (per rod)                                                                                                                 | 2 day hire (return by 4.30pm)                      | Yes  |          | No charge                   |
| Fishing rod hire (per rod)                                                                                                                 | Security deposit (refundable)                      | No   | \$       | 20.00                       |
| <b>Quambatook housing</b>                                                                                                                  |                                                    |      |          |                             |
| One bedroom flat                                                                                                                           | Per week                                           | No   | \$       | 100.00                      |
| Two bedroom flat                                                                                                                           | Per week                                           | No   | \$       | 135.00                      |

| SCHEDULE OF DISCRETIONARY FEES AND CHARGES<br>2026/2027 - EFFECTIVE 1 JULY 2026                                                              |                          | NOTE | INC. GST | 2026/27          |
|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------|----------|------------------|
| <b>WASTE MANAGEMENT</b>                                                                                                                      |                          |      |          |                  |
| <b>Transfer stations - Kerang, Cohuna, Quambatook and Lalbert</b>                                                                            |                          |      |          |                  |
| Mulch (for sale)                                                                                                                             | Per m3                   | Yes  | \$       | 17.00            |
| <b>Domestic waste</b>                                                                                                                        |                          |      |          |                  |
| 120lt mobile garbage bin                                                                                                                     |                          | Yes  | \$       | 8.50             |
| 240lt mobile garbage bin                                                                                                                     |                          | Yes  | \$       | 16.50            |
| Domestic waste and contaminated recyclables / garden waste delivered by any other means                                                      | Per m3                   | Yes  | \$       | 44.00            |
| Commercial cardboard - placed in recycling skip                                                                                              | Per m3                   | Yes  | \$       | 13.50            |
| <b>Uncontaminated recyclable materials</b>                                                                                                   |                          |      |          |                  |
| Domestic glass, cans, plastic bottles, paper and cardboard                                                                                   |                          | Yes  |          | No charge        |
| Green waste                                                                                                                                  | Per m3                   | Yes  | \$       | 14.00            |
| Car bodies                                                                                                                                   | Per car                  | Yes  | \$       | 32.00            |
| Timber                                                                                                                                       | Per m3                   | Yes  | \$       | 44.00            |
| White goods and fridges - degassed                                                                                                           | Per item                 | Yes  |          | No charge        |
| Fridges - to be degassed                                                                                                                     | per unit                 | Yes  | \$       | 54.00            |
| Vehicle batteries                                                                                                                            | Per battery              | Yes  | \$       | 11.50            |
| TV, laptop or computer screen                                                                                                                | Per screen               | Yes  |          | No charge        |
| E-waste cable or battery operated equipment                                                                                                  | Per item                 | Yes  |          | No charge        |
| Gas cylinders - small (up to 9kg)                                                                                                            | per item                 | Yes  | \$       | 13.50            |
| Gas cylinders - small (over 9kg)                                                                                                             | per item                 | Yes  | \$       | 24.00            |
| Mattress                                                                                                                                     | Per mattress             | Yes  | \$       | 44.00            |
| <b>Landfill / transfer station</b>                                                                                                           |                          |      |          |                  |
| Commercial domestic waste                                                                                                                    | Per tonne                | Yes  | \$       | 170.00           |
| Priority waste - category C                                                                                                                  | Per tonne                | Yes  | \$       | 262.70           |
| Priority waste - category D                                                                                                                  | Per tonne                | Yes  | \$       | 262.70           |
| <b>MISCELLANEOUS FEES AND CHARGES</b>                                                                                                        |                          |      |          |                  |
| <b>Mystic Park Cemetery Trust (For full range of fees please refer to Mystic Park schedule of fees provided by the Department of Health)</b> |                          |      |          |                  |
| Grave digging                                                                                                                                |                          | Yes  | \$       | 990.00           |
| <b>Freedom of information</b>                                                                                                                |                          |      |          |                  |
| Photocopying charges - A4 black and white - per page                                                                                         |                          | No   | \$       | 0.20             |
| Providing access other than photocopying                                                                                                     |                          | No   |          | Reasonable cost  |
| Listening to or viewing a tape                                                                                                               |                          | No   |          | Reasonable cost  |
| Making a written transcript out of tape                                                                                                      |                          | No   |          | Reasonable cost  |
| <b>Mail out to property owner on behalf of a third party</b>                                                                                 |                          |      |          |                  |
| Prepare and collate information                                                                                                              |                          | Yes  |          | \$60.00 per hour |
| Photocopying charges - A4 black and white - per page                                                                                         |                          | Yes  | \$       | 0.20             |
| Postage                                                                                                                                      |                          | Yes  |          | At cost          |
| <b>Quambatook Caravan Park (Administered by Community Asset Committee of Council)</b>                                                        |                          |      |          |                  |
| <b>Off Peak</b>                                                                                                                              |                          |      |          |                  |
| Powered site per double                                                                                                                      | Per night                |      | \$       | 35.00            |
| Unpowered site per double                                                                                                                    | Per night                |      | \$       | 25.00            |
| Cabin and bunkhouse                                                                                                                          | Per night                |      | \$       | 90.00            |
| Cabin and bunkhouse - extra person                                                                                                           | Per night                |      | \$       | 25.00            |
| Cabin and bunkhouse per double                                                                                                               | Per week                 |      | \$       | 420.00           |
| Bookings (powered/unpowered site)                                                                                                            |                          |      |          | 10% discount     |
| <b>Easter</b>                                                                                                                                |                          |      |          |                  |
| Powered site per double                                                                                                                      | Per night                |      | \$       | 25.00            |
| Unpowered site per double                                                                                                                    | Per night                |      | \$       | 20.00            |
| Cabin and bunkhouse - up to 6 people                                                                                                         | Per night                |      | \$       | 170.00           |
| Child - primary school age (powered site)                                                                                                    | Per night                |      | \$       | 10.00            |
| Child - primary school age (unpowered site)                                                                                                  | Per night                |      | \$       | 8.00             |
| Child - preschool                                                                                                                            | Per night                |      |          | No charge        |
| <b>Extras</b>                                                                                                                                |                          |      |          |                  |
| Ensuite                                                                                                                                      | Per night                |      | \$       | 5.00             |
| Linen                                                                                                                                        |                          |      |          | Included         |
| <b>Standpipe - Cohuna</b>                                                                                                                    |                          |      |          |                  |
| Standpipe water                                                                                                                              | Per token (1,000 litres) | No   | \$       | 3.40             |
| <b>Truck wash</b>                                                                                                                            |                          |      |          |                  |
| Access key (available from Council's Customer Service team)                                                                                  | Per item                 | Yes  | \$       | 45.00            |
| Water use                                                                                                                                    | Per minute               | Yes  | \$       | 1.10             |
| <b>Electric vehicle charging station</b>                                                                                                     |                          |      |          |                  |
| Kerang and Cohuna                                                                                                                            | Cents /kWh               | Yes  | \$       | 0.40             |
| <b>Event bin hire</b>                                                                                                                        |                          |      |          |                  |
| Bins for events (5 bin (240Ltr) minimum - mix of red and yellow)                                                                             | Per event                | Yes  | \$       | 211.00           |
| Each additional bin (240Ltr)                                                                                                                 |                          | Yes  | \$       | 5.65             |
| <b>Fire hazard</b>                                                                                                                           |                          |      |          |                  |
| Administration fee                                                                                                                           |                          | Yes  | \$       | 150.00           |



| SCHEDULE OF STATUTORY FEES AND CHARGES 2026/2027 -<br>EFFECTIVE 1 JULY 2026               |  | NOTE | INC.<br>GST | 2026/27                                 |
|-------------------------------------------------------------------------------------------|--|------|-------------|-----------------------------------------|
| <b>FOOD ACT REGISTRATION FEES</b>                                                         |  |      |             |                                         |
| Statutory food samples                                                                    |  | No   | No          | No charge                               |
| Annual statutory inspection plus statutory follow-up inspection                           |  | No   | No          | No charge                               |
| <b>ENVIRONMENT PROTECTION ACT REGISTRATION FEES</b>                                       |  |      |             |                                         |
| <b>Septic tank fees</b>                                                                   |  |      |             |                                         |
| Application to install or alter a septic tank system                                      |  | No   | \$          | 844.20                                  |
| Minor alteration to existing system                                                       |  | No   | \$          | 643.30                                  |
| Amend or reissue permit                                                                   |  | No   | \$          | 179.30                                  |
| Transfer an existing permit                                                               |  | No   | \$          | 171.50                                  |
| Extension of permit (12 months)                                                           |  | No   | \$          | 143.50                                  |
| <b>PLANNING FEES AND CHARGES</b>                                                          |  |      |             |                                         |
| <b>Statutory planning fees under the Planning and Environment (Fees) Regulations 2016</b> |  |      |             |                                         |
| Use of land - planning permit                                                             |  | No   | \$          | 1,537.00                                |
| Dwelling - planning permit < \$10,000                                                     |  | No   | \$          | 233.10                                  |
| Dwelling - planning permit > \$10,001 - \$100,000                                         |  | No   | \$          | 734.00                                  |
| Dwelling - planning permit > \$100,001 - \$500,000                                        |  | No   | \$          | 1,502.50                                |
| Dwelling - planning permit > \$500,001 - \$1,000,000                                      |  | No   | \$          | 1,623.40                                |
| Dwelling - planning permit > \$1,000,001 - \$2,000,000                                    |  | No   | \$          | 1,744.30                                |
| VicSmart application < \$10,000                                                           |  | No   | \$          | 233.10                                  |
| VicSmart application > \$10,001                                                           |  | No   | \$          | 500.80                                  |
| VicSmart application to subdivide land                                                    |  | No   | \$          | 233.10                                  |
| Development of land < \$100,000                                                           |  | No   | \$          | 1,338.40                                |
| Development of land > \$100,001 - \$1,000,000                                             |  | No   | \$          | 1,804.70                                |
| Development of land > \$1,000,001 - \$5,000,000                                           |  | No   | \$          | 3,980.70                                |
| Development of land > \$5,000,001 - \$15,000,000                                          |  | No   | \$          | 10,146.10                               |
| Development of land > \$15,000,001 - \$50,000,000                                         |  | No   | \$          | 29,920.30                               |
| Development of land > \$50,000,001                                                        |  | No   | \$          | 67,249.40                               |
| To subdivide existing building                                                            |  | No   | \$          | 1,537.00                                |
| <b>Strategic planning fees under the Planning and Environment (Fees) Regulations 2016</b> |  |      |             |                                         |
| To subdivide land into 2 lots                                                             |  | No   | \$          | 1,537.00                                |
| Boundary realignment                                                                      |  | No   | \$          | 1,537.00                                |
| To subdivide land                                                                         |  | No   | \$          | 1,537.00                                |
| Create, vary or remove restriction or create, vary or remove an easement                  |  | No   | \$          | 1,537.00                                |
| Amendment to a Planning Scheme                                                            |  | No   | \$          | 3,557.60                                |
| Considering submissions and referral to planning panel (up to 10 submissions)             |  | No   | \$          | 17,632.70                               |
| Considering submissions and referral to planning panel (11 to 20 submissions)             |  | No   | \$          | 35,230.80                               |
| Considering submissions and referral to planning panel (> 20 submissions)                 |  | No   | \$          | 47,095.30                               |
| Adopting an amendment                                                                     |  | No   | \$          | 561.30                                  |
| Approval of an amendment                                                                  |  | No   | \$          | 561.30                                  |
| Certificate of compliance                                                                 |  | No   | \$          | 379.90                                  |
| Proposal to amend or end a Section 173 Agreement                                          |  | No   | \$          | 768.50                                  |
| Satisfaction certificate                                                                  |  | No   | \$          | 379.90                                  |
| <b>Subdivision fees under the Subdivision (Fees) Regulations 2016</b>                     |  |      |             |                                         |
| Certification of a plan of subdivision                                                    |  | No   | \$          | 203.80                                  |
| Checking of engineering plans                                                             |  | No   |             | Up to a maximum of 0.75% value of works |
| Supervision of works                                                                      |  | No   |             | Up to maximum of 2.5% value of works    |

| SCHEDULE OF STATUTORY FEES AND CHARGES 2026/2027 -<br>EFFECTIVE 1 JULY 2026                |                                                                                                                                                                                                                                          | NOTE | INC.<br>GST | 2026/27                                |
|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------------|----------------------------------------|
| <b>BUILDING FEES AND CHARGES UNDER BUILDING REGULATIONS 2018</b>                           |                                                                                                                                                                                                                                          |      |             |                                        |
| <b>Domestic</b>                                                                            |                                                                                                                                                                                                                                          |      |             |                                        |
| Lodgement fee (Reg 45)                                                                     |                                                                                                                                                                                                                                          |      | No          | \$ 142.10                              |
| <b>House relocation/re-erection deposit</b>                                                |                                                                                                                                                                                                                                          |      |             |                                        |
| Bond can be in form of Bank Guarantee (Reg 48)                                             |                                                                                                                                                                                                                                          |      | No          | \$ 10,000.00                           |
| <b>Building certificates</b>                                                               |                                                                                                                                                                                                                                          |      |             |                                        |
| Property information (Building Certificates Reg 51)                                        |                                                                                                                                                                                                                                          |      | No          | \$ 55.10                               |
| Information on stormwater (Legal Point of Discharge (Reg 133(2)))                          |                                                                                                                                                                                                                                          |      | No          | \$ 244.70                              |
| <b>Report and consent under Building Regulations 2018</b>                                  |                                                                                                                                                                                                                                          |      |             |                                        |
| Council (Reg 132(2) or 134(2) or Part 5                                                    |                                                                                                                                                                                                                                          |      | No          | \$ 474.10                              |
| Council (Reg 132(2) or 134(2) or Part 6 or 10                                              |                                                                                                                                                                                                                                          |      | No          | \$ 338.70                              |
| Protection for works (Reg 116(4))                                                          |                                                                                                                                                                                                                                          |      | No          | \$ 343.70                              |
| Council - demolition (Section 29A)                                                         |                                                                                                                                                                                                                                          |      | No          | \$ 99.30                               |
| Land Information Certificate (Local Government (Land Information) Regulations 2021 (Reg 6) |                                                                                                                                                                                                                                          |      | No          | \$ 31.40                               |
| <b>Swimming pools and spa fees under Building Regulations 2018</b>                         |                                                                                                                                                                                                                                          |      |             |                                        |
| Application for registration - Reg 147P                                                    |                                                                                                                                                                                                                                          |      | No          | \$ 37.10                               |
| Information search fee - Reg 147P                                                          |                                                                                                                                                                                                                                          |      | No          | \$ 55.10                               |
| Lodgement of certificate of pool barrier compliance - Reg 147X                             |                                                                                                                                                                                                                                          |      | No          | \$ 23.80                               |
| Lodgement of certificate of pool barrier non-compliance - Reg 147ZJ                        |                                                                                                                                                                                                                                          |      | No          | \$ 449.00                              |
| <b>RESIDENTIAL TENANCIES ACT REGISTRATION FEES</b>                                         |                                                                                                                                                                                                                                          |      |             |                                        |
| Site not exceeding 25                                                                      |                                                                                                                                                                                                                                          |      | No          | \$ 293.60                              |
| Site exceeding 25 but not exceeding 50                                                     |                                                                                                                                                                                                                                          |      | No          | \$ 587.20                              |
| Site exceeding 50 but not exceeding 100                                                    |                                                                                                                                                                                                                                          |      | No          | \$ 1,174.40                            |
| Site exceeding 100 but not exceeding 150                                                   |                                                                                                                                                                                                                                          |      | No          | \$ 1,778.80                            |
| Site exceeding 150 but not exceeding 200                                                   |                                                                                                                                                                                                                                          |      | No          | \$ 2,366.00                            |
| Site exceeding 200 but not exceeding 250                                                   |                                                                                                                                                                                                                                          |      | No          | \$ 2,953.20                            |
| Site exceeding 250 but not exceeding 300                                                   |                                                                                                                                                                                                                                          |      | No          | \$ 3,540.40                            |
| Transfer of caravan park                                                                   |                                                                                                                                                                                                                                          |      | No          | \$ 86.40                               |
| <b>DOMESTIC ANIMAL ACT</b>                                                                 |                                                                                                                                                                                                                                          |      |             |                                        |
| <b>Dog registration</b>                                                                    |                                                                                                                                                                                                                                          |      |             |                                        |
| Maximum fee as per Domestic Animals Act 1994 Schedule 1 – registration fees Part 1 - dogs  | Unsterilised dog<br>Declared dangerous dog<br>Declared menacing dog<br>Declared restricted breed dog                                                                                                                                     | No   |             | \$159 (\$150 + State Government Levy)  |
| Reduced fee as per Domestic Animals Act 1994 Schedule 1 – registration fees Part 1 - dogs  | Desexed dog<br>Dog over 10 years old<br>Dogs kept for working stock<br>Registered domestic animal business<br>Obedience trained dog with approved organisation<br>Dogs registered with applicable organisation / owner is current member | No   |             | \$57.00 (\$48 + State Government Levy) |
| Eligible concession card holder                                                            | Discount does not include SGL                                                                                                                                                                                                            | No   |             | 50% discount                           |

| SCHEDULE OF STATUTORY FEES AND CHARGES 2026/2027 -<br>EFFECTIVE 1 JULY 2026                                                                  |                                                                             | NOTE | INC.<br>GST | 2026/27                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|------|-------------|------------------------------------------|
| <b>Cat registration</b>                                                                                                                      |                                                                             |      |             |                                          |
| Maximum fee as per Domestic Animals Act 1994 Schedule 1 – registration fees Part 2 - cats                                                    | Unsterilised cat                                                            | No   |             | \$150 + State Government Levy (\$159.00) |
| Reduced fee as per Domestic Animals Act 1994 Schedule 1 – registration fees Part 2 - cats                                                    | Desexed cat<br>Cat over 10 years old<br>Registered domestic animal business | No   |             | \$48 + State Government Levy (\$57.00)   |
| Eligible concession card holder                                                                                                              | Discount does not include SGL                                               | No   |             | 50% discount                             |
| <b>LOCAL LAWS</b>                                                                                                                            |                                                                             |      |             |                                          |
| <b>Council controlled parking</b>                                                                                                            |                                                                             |      |             |                                          |
| Offence codes 701 To 714 - A Municipal Council may by Council Resolution fix a penalty of up to 0.5 penalty units for that offence           |                                                                             | No   | \$          | 104.60                                   |
| Parking offences under Road Safety (General) Regulations 2019 (offence codes 701-714) - (0.5 of penalty units)                               |                                                                             | No   | \$          | 104.60                                   |
| <b>MISCELLANEOUS FEES AND CHARGES</b>                                                                                                        |                                                                             |      |             |                                          |
| <b>Mystic Park Cemetery Trust</b> (For full range of fees please refer to Mystic Park schedule of fees provided by the Department of Health) |                                                                             |      |             |                                          |
| Administrative fees - miscellaneous                                                                                                          | Interment fee                                                               | No   | \$          | 75.00                                    |
| Right of interment bodily remains at need                                                                                                    | 1st                                                                         | No   | \$          | 210.00                                   |
| Right of interment cremated remains at need                                                                                                  | 25 years                                                                    | No   | \$          | 125.00                                   |
| Search for cemetery records                                                                                                                  |                                                                             | No   | \$          | 20.00                                    |
| <b>Freedom of information - determined by the Office of the Victorian Information Commissioner (OVIC)</b>                                    |                                                                             |      |             |                                          |
| Application fee                                                                                                                              |                                                                             | No   | \$          | 34.50                                    |
| Access charges - search time                                                                                                                 | Per hour or part thereof                                                    | No   | \$          | 25.90                                    |
| Access charges - supervision time                                                                                                            | Per hour, calculated per 1/4 hour or part thereof                           | No   | \$          | 25.90                                    |
| <b>CONSENT FOR WORKS WITHIN THE ROAD RESERVE</b>                                                                                             |                                                                             |      |             |                                          |
| <b>Municipal road with speed limit &lt;50km/h</b>                                                                                            |                                                                             |      |             |                                          |
| <b>Minor works conducted by a person referred to in regulation 10(2) that are traffic impact works</b>                                       |                                                                             |      |             |                                          |
| Minor works not on the roadway, shoulder or pathway                                                                                          |                                                                             | No   | \$          | 103.60                                   |
| Minor works on the roadway, shoulder or pathway                                                                                              |                                                                             | No   | \$          | 160.60                                   |
| <b>Works (other than minor works conducted by a person referred to in regulation 10(2) that are traffic impact works)</b>                    |                                                                             |      |             |                                          |
| Works not on the roadway, shoulder or pathway                                                                                                |                                                                             | No   | \$          | 103.60                                   |
| Works on the roadway, shoulder or pathway                                                                                                    |                                                                             | No   | \$          | 405.80                                   |
| <b>Municipal road with speed limit &gt;50km/h</b>                                                                                            |                                                                             |      |             |                                          |
| <b>Minor works conducted by a person referred to in regulation 10(2) that are traffic impact works</b>                                       |                                                                             |      |             |                                          |
| Minor works not on the roadway, shoulder or pathway                                                                                          |                                                                             | No   | \$          | 103.60                                   |
| Minor works on the roadway, shoulder or pathway                                                                                              |                                                                             | No   | \$          | 160.60                                   |
| <b>Works (other than minor works conducted by a person referred to in regulation 10(2) that are traffic impact works)</b>                    |                                                                             |      |             |                                          |
| Works not on the roadway, shoulder or pathway                                                                                                |                                                                             | No   | \$          | 405.80                                   |
| Works on the roadway, shoulder or pathway                                                                                                    |                                                                             | No   | \$          | 744.30                                   |

## 7.2 STATE PURCHASING CONTRACT FOR BANKING SERVICES

**Author:** Deanne Caserta, Manager Financial Services  
**Authoriser:** Amanda Wilson (Director Corporate Services)

### RECOMMENDATION

#### That Council:

1. Note the outcomes of the independent analysis of the Victorian Government State Purchasing Contract (SPC) for Banking and Financial Services.
2. Resolve to transition Council's banking and bill payment services to the State Purchasing Contract banking panel.
3. Approve entering a Short Form Purchase Order Contract under the State Purchasing Contract with Commonwealth Bank of Australia (CBA) as Council's preferred banking services provider.
4. Authorise the Chief Executive Officer to execute all required documentation to give effect to this decision.

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### EXECUTIVE SUMMARY

Council's current banking and bill payment arrangements have been reviewed as part of the contract review cycle. The Victorian Government has established a State Purchasing Contract (SPC) for Banking and Financial Services through a competitive tender process, resulting in a panel of three approved banks.

Gannawarra Shire Council is a pre-approved State Purchasing Entity and is eligible to access these arrangements without undertaking its own tender process. Whitmore Consulting was engaged to provide an independent assessment of the SPC offer, including pricing, qualitative service considerations, and implementation implications.

The analysis demonstrates that by transitioning to the SPC and retaining CBA as Council's banking provider, Council can achieve estimated savings of approximately \$15,400 per annum compared with current arrangements, with no requirement to change banks or incur material implementation costs. The SPC also provides contractual certainty until 30 September 2030, access to improved pricing, and alignment with contemporary payment and digital service delivery trends.

### PURPOSE

The purpose of this report is to seek Council approval to move Council's banking and bill payment services to the Victorian Government State Purchasing Contract and to enter a Short Form Purchase Order Contract with the preferred panel bank.

### DISCUSSION

The Victorian Department of Treasury and Finance has established a whole-of-government State Purchasing Contract for Banking and Financial Services, covering transactional banking, merchant services, payment channels, and procurement cards. The contract operates through Master Supply Agreements with CBA, NAB, and Westpac, and is available to eligible councils as State Purchasing Entities.

Whitmore Consulting undertook a detailed quantitative and qualitative assessment of the SPC pricing and service offerings, including completion of the State Bank Selector Tool using Council's actual transaction volumes. The analysis shows:

- Current annual banking and bill payment costs are approximately \$51,058.
- Under the SPC, estimated annual costs would be:
  - CBA: \$35,646
  - Bank A: \$38,935
  - Bank B: \$34,607

While Bank B marginally outperforms CBA on headline pricing, the difference is minimal and would be offset by bank transition and implementation costs estimated at approximately \$15,000. Retaining CBA avoids these costs entirely.

The qualitative assessment identified that all three panel banks can meet Council's needs. However, CBA was assessed as strongest overall in product suite maturity, innovation readiness, relationship management, and capability to support Council through the transition away from cash and cheque-based transactions toward digital payment channels.

Moving to the SPC does not require Council to accept all available modules or services, and pricing under the SPC is fixed and non-negotiable for the contract term. Entry is affected via execution of a Short Form Purchase Order Contract rather than a full tender process.

#### RELEVANT LAW

- *Local Government Act 2020*:
  - Section 9 – Overarching governance principles
  - Section 10 – General power of councils
- *Local Government (Planning and Reporting) Regulations 2020* – procurement compliance through use of an approved state contract

#### RELATED COUNCIL DECISIONS

Not applicable.

#### OPTIONS

Council has the following options:

- **Option 1 (Recommended):** Transition to the State Purchasing Contract and retain CBA as Council's banking provider, achieving annual savings and avoiding implementation costs.
- **Option 2:** Transition to the State Purchasing Contract and appoint an alternative panel bank, noting higher ongoing costs and implementation impacts.
- **Option 3:** Maintain existing banking arrangements outside the SPC, foregoing cost savings, and contract certainty.

#### SUSTAINABILITY IMPLICATIONS

**Economic:** Reduces recurrent operating costs by approximately \$15,400 per annum and improves long-term financial sustainability.

**Social:** Supports improved access to modern, secure, and convenient payment options for the community.

**Environmental:** Encourages reduced reliance on paper-based transactions.

**Climate Change:** Indirectly supports digital service delivery, reducing physical travel and paper use.

**COMMUNITY ENGAGEMENT**

Not applicable. This is an internal operational and procurement decision.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

The SPC supports innovation through access to improved digital payment platforms, data analytics, and emerging banking and receipting technologies.

**COLLABORATION**

The SPC is a collaborative, whole-of-government procurement initiative led by the Victorian Government, enabling councils to leverage collective buying power.

**FINANCIAL VIABILITY**

The recommendation improves Council's financial position through recurring operational savings, without incurring material transition or implementation costs.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Victorian Government State Purchasing Contract – Banking and Financial Services.

**COUNCIL PLANS AND POLICIES**

*Goal 3: Sustainability - Achieve long-term financial and environmental sustainability.*

*1. Manage Council's budget responsibly by delivering cost-effective services, pursuing new revenue opportunities, and ensuring long-term financial sustainability.*

*4. Ensure transparent, inclusive decision-making through effective leadership.*

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council Meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in this matter.

**ATTACHMENTS**

1. State Purchasing Contract Analysis 2026

This attachment contains confidential information as defined in section 3 of the *Local Government Act 2020*, specifically:

(a) Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released; and

(b) Private commercial information, being commercially sensitive information provided by or relating to a business undertaking, the disclosure of which could reasonably be expected to expose that business to disadvantage.

The attachment is therefore treated as confidential and not available for public inspection.

### 7.3 POLICY NO. 122 - FEE WAIVER OR REDUCTION

**Author:** Deanne Caserta, Manager Financial Services  
**Authoriser:** Amanda Wilson (Director Corporate Services)

#### RECOMMENDATION

**That Council adopt Council Policy No. 122 Fee Waiver or Reduction.**

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#### EXECUTIVE SUMMARY

This report outlines the review of the Fee Waiver or Reduction Policy and presents the policy for adoption. This was previously known as the Non – Refund of Statutory and/or Regulatory Services Fees.

The Policy has undergone a comprehensive review. The Policy now allows for waivers or reductions of various types of fees and charges and provides categories to assist in the treatment of those requests.

#### PURPOSE

The Fee Waiver or Reduction Policy (the Policy) provides guidance to staff, customers and ratepayers around the treatment of requests received to either fully waive or reduce various types of fees and charges.

This Policy should be read in conjunction with the Schedule of Fees and Charges as updated and published within the Budget annually.

#### DISCUSSION

Council officers undertake regular reviews of Council policies to ensure compliance with relevant legislation and that they are reflective of current practice. Council policies are reviewed as needed; however, most policies must be reviewed within either 12 months or two years after a General Election. Reviewed policies are presented to Council for endorsement, or for repeal if it has been determined the policy is no longer required.

A full review of review of the Policy has been undertaken. With the change in environment, and the increased risks around fraud and corruption in the industry as a whole, a full rework using benchmarking and research has been undertaken. This ensures the updated version is now based on correct current legislation and industry best practice.

Due to the extent of the review undertaken, no tracked changes are shown, however the current version is attached to this report along with providing the previous policy objective and statement below for comparison purposes.

*Objective: To have a uniform policy that clearly informs community groups and organisations that Council does not refund Statutory and/or Regulatory Services fees.*

*Statement: That Council does not grant exemptions for requests to refund Statutory and/or Regulatory Services fees.*

The revised Policy now allows for waivers or reductions and provides categories to assist in the treatment of these requests. These are:

- General fees
- Local laws fees
- Building permit fees
- Planning permit fees
- Waste management fees
- Facility hire.

#### RELEVANT LAW

- Section 77 of the *Local Government Act 2020* determines that Council, or a delegated officer, has the power to reduce, waive or refund in whole or in part fees.
- Section 13(1) of the *Planning and Environment (Fees) Regulations 2000* determines that Council, as a Responsible Authority, may waive or rebate planning permit fees.

#### RELATED COUNCIL DECISIONS

Council last reviewed this Policy in March 2022.

#### OPTIONS

Council may recommend that Council endorse the recommended adjustments or alternatively it may decide to make no changes to the Policy at this time.

#### SUSTAINABILITY IMPLICATIONS

**Environmental Sustainability** - The Policy can positively support environmental sustainability outcomes by enabling fee waivers or reductions for community-led activities that deliver environmental benefits. In particular, provisions relating to waste management fees (such as free green waste or waste disposal for community clean-up days and working bees) encourage waste diversion, landfill reduction and improved local amenity. By reducing financial barriers for volunteer-driven environmental activities, Council supports sustainable waste management practices and environmental stewardship within the community.

**Social Sustainability** - The Policy strongly contributes to social sustainability by reducing financial barriers for not-for-profit organisations, incorporated associations and community groups that provide a demonstrable community benefit. Fee waivers and reductions support inclusive access to Council facilities, services and programs, enabling community participation, social connection, volunteerism and resilience. The disaster provisions further enhance community wellbeing by allowing Council to respond flexibly and equitably during emergency response and recovery periods.

**Economic Sustainability** - From an economic sustainability perspective, the Policy balances community support with responsible financial governance. The use of defined thresholds, delegated approval levels and cost-recovery principles helps manage the financial impact on Council while still enabling targeted assistance where clear community benefit exists. Supporting community groups and grant-funded projects through fee relief can also leverage external funding and volunteer contribution, maximising the overall economic value returned to the community.

Overall, the Policy supports Council's long-term sustainability objectives by promoting environmentally responsible practices, strengthening community capacity and ensuring equitable and transparent financial decision-making.



**COMMUNITY ENGAGEMENT**

The review process involved discussion with key stakeholders, review by the Management Team and then a review by the Executive Leadership Team. It will then be recommended for formal adoption at the next Council Briefing / Meeting.

No formal external community engagement process has been undertaken; however, feedback has been used to review the common requests made by the community in relation to this Policy.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

The policy enables flexible, consistent decision-making that responds to changing community needs and circumstances. Regular review, clear delegations and alignment with the annual Budget support ongoing process improvements, efficiency and targeted assistance that delivers genuine community benefit.

**COLLABORATION**

Feedback has been sought on key internal stakeholders during the review of this Policy. This includes management and executive level prior.

A Gender Impact Assessment has also been undertaken.

**FINANCIAL VIABILITY**

The Policy supports Council's financial viability by applying clear approval thresholds, cost-recovery principles and delegated decision-making to manage the financial impact of fee waivers while ensuring assistance is targeted, transparent and affordable.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Not applicable.

**COUNCIL PLANS AND POLICIES**

*Goal 3: Sustainability - Achieve long-term financial and environmental sustainability.*

*1. Manage Council's budget responsibly by delivering cost-effective services, pursuing new revenue opportunities, and ensuring long-term financial sustainability.*

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council Meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in this matter.

**ATTACHMENTS**

1. Council Policy 122 Fee Waiver or Reduction Policy Council (1) [7.3.1 - 3 pages]



# Fee Waiver or Reduction

## COUNCIL POLICY NO. 122

### 1. POLICY OBJECTIVE

The Fee Waiver or Reduction Policy (the Policy) provides guidance to staff, customers and ratepayers around the treatment of requests received to either fully waive or reduce various types of fees and charges.

This Policy should be read in conjunction with the Schedule of Fees and Charges as updated and published within the Budget annually.

### 2. SCOPE

This Policy applies to any not-for-profit organisation, incorporated association or unincorporated community group that provide a community benefit to the Shire and requests a fee waiver or reduction that relates to the delivery of these activities.

This Policy does not apply to Council rates and charges. Guidance on these types of charges are located with the relevant rating Policies and Revenue and Rating Plan.

### 3. REFERENCES

Section 77 of the Local Government Act 2020 determines that Council, or a delegated officer, has the power to reduce, waive or refund in whole or in part fees.

Section 13(1) of the Planning and Environment (Fees) Regulations 2000 determines that Council, as a Responsible Authority, may waive or rebate planning permit fees.

### 4. DEFINITIONS

| Term              | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community benefit | <p>A demonstrable positive impact that contributes to the wellbeing, social inclusion, environmental improvement, cultural enrichment, or economic development of the Shire's community.</p> <p>Community benefit is typically evidenced where an activity or service:</p> <ul style="list-style-type: none"> <li>• is accessible to the broader community or a defined community group</li> <li>• is delivered on a not-for-profit basis</li> <li>• encourages participation, volunteering, or community connection</li> <li>• supports vulnerable or disadvantaged groups</li> <li>• enhances local facilities, environment, or public spaces</li> <li>• contributes to local events, traditions, or cultural activities.</li> </ul> <p>Assessment of community benefit will consider the scale, reach, and outcomes of the activity, as well as alignment with Council's strategic objectives.</p> |

| Term                           | Definition                                                                                                                                                                                   |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Not-for-profit organisation    | An organisation that does not operate for the profit, personal gain, or benefit of particular individuals, and where any surplus funds are directed towards achieving its stated objectives. |
| Fee waiver                     | A full exemption from a fee or charge that would otherwise be payable.                                                                                                                       |
| Fee reduction                  | A partial decrease in a fee or charge, as determined by Council or its delegate.                                                                                                             |
| Discretionary fees and charges | Fees set by Council through its annual budget process that are not regulated by statute and may be waived or reduced at Council's discretion.                                                |
| Statutory fees and charges     | Fees prescribed by legislation or external regulatory bodies, which are not eligible for waiver or reduction except where permitted by law.                                                  |

## 5. FEE TYPES

**General fees** – these include categories such as photocopying and printing ~~faxing~~ charges which are set by Council as part of its annual budget processes. The recommendation for this request is to reduce the fee to the level of the cost of providing the service in question.

**Local laws fees** – Local Laws fees and charges are determined by Council resolution and may only be waived, reduced or deferred in accordance with the relevant Local Law clauses, with waiver of permit fees recommended for fundraising activities undertaken by eligible organisations or groups where a demonstrated community benefit is provided.

**Building permit fees** – Council no-longer issues building permits, this is carried out by private building surveyors. There are parts of the building permits that are set by the State Government (levies) and must be passed on to them. The recommendation for this fee type is for minor building works, where projects are being undertaken by community groups and or grant funded, may be waived to maximise the dollars to be spent on the physical works undertaken.

**Planning permit fees** – Planning permit fees prescribed under legislation cannot be waived. Any waiver of discretionary fees related to land use and development may be considered where a demonstrated community benefit is achieved.

**Waste management fees** – include charges associated with the disposal of waste at Council landfills, transfer stations, and related waste facilities.

Council may consider applications for a waiver or reduction of waste management fees where a clear community benefit is demonstrated and the activity aligns with Council's strategic objectives.

Eligible activities may include community-led clean-up events, environmental initiatives, or working bees that:

- are undertaken by not-for-profit organisations, community groups, or volunteers
- provide a direct and identifiable benefit to the broader community, public spaces, or the natural environment
- do not generate private financial gain for the organising group or participants
- promote civic participation, environmental stewardship, or community wellbeing.

Where approved, support may include:

- waiver of disposal fees for general or green waste generated by the activity
- provision of free or subsidised waste disposal vouchers, or allocated disposal volumes
- access to Council waste facilities under specified conditions.

All requests must:

- be submitted and approved prior to the activity taking place
- clearly identify the nature, scope, and expected outcomes of the activity
- demonstrate how waste volumes will be managed and minimised
- comply with any operational, safety, and environmental requirements set by Council.

Council reserves the right to place reasonable limits on the type and quantity of waste accepted, and to decline requests where the activity does not sufficiently demonstrate a community benefit or where it would result in an unreasonable cost to Council.

Council also offers event bin hire, the fees for this are set within the Budget on an annual basis, however eligible organisations can apply for a reduced fee, which is recommended to be set at cost recovery for Council.

**Facility hire** – some facilities and equipment hire have a nil or reduced fee for specified groups. For more information see the annual adopted Schedule of Fees and Charges and associated policies.

## 6. APPLICATION PROCESS AND ASSESSMENT

Each request must be made via the application form provided and will be assessed by the relevant department manager or director. Any authorisation process must also comply with any relevant instrument of delegation. The below thresholds are also set:

- Applications with a cost to Council at or under \$200 are reviewed and can be approved by the relevant departmental manager.
- Applications between \$201 and \$1,000 will be considered and approved by the relevant director.
- Applications between \$1,001 and \$4,000 will be considered and approved by the Chief Executive Officer.
- Applications over \$4,001 will be considered by the Executive Leadership Team and will be presented to Council for formal approval.

## 7. CONFLICT OF INTEREST

If a staff member involved in the process has a conflict of interest, whether it be actual, potential or perceived, they are required to declare the conflict and remove themselves from the application and decision making process.

Another staff member at a similar or higher delegation level will be required to assess and approve the application in the absence of the conflicted staff member.

## 8. DISASTER PROVISIONS

In the event of an emergency or disaster during the period of immediate response and recovery the Chief Executive Officer is delegated to:

- Waive the application and assessment processes outlined in this Policy
- Approve fee waivers and reductions exceeding the thresholds specified in this Policy to support disaster response and recovery efforted.

Once the Chief Executive Officer declares the natural disaster to be over, the process will revert back to the approved principles and policy requirements.

## 9. VERSION CONTROL

This Policy was renamed from 'Non-Refund of Statutory and/or Regulatory Services Fees' to the current policy title in the 2026 version update.

## 10. POLICY REVIEW

Council will review this policy with any necessary amendments no later than **1 year** after the adoption of this current version.

At the time it was developed, this policy was compliant with the Victorian Charter of Human Rights and Responsibilities Act 2006.

## 11. FURTHER INFORMATION

Members of the public may inspect all Council policies at Gannawarra Shire Council's Kerang and Cohuna offices or online at [www.gsc.vic.gov.au](http://www.gsc.vic.gov.au).

Any enquiries in relation to this policy should be directed to the Director Corporate Services on (03) 5450 9333.

Altus – 3.000518

Originally adopted: 17/04/2013

Last Review: XX/06/2026

Next Review: 2029

**7.4 POLICY NO. 153 - RATING REBATES FOR PROPERTIES WITH ENVIRONMENTAL COVENANTS**

**Author:** Deanne Caserta, Manager Financial Services  
**Authoriser:** Amanda Wilson (Director Corporate Services)

**RECOMMENDATION**

**That Council adopt Council Policy 153 – Rating Rebates for Properties with Environmental Covenants.**

---

**EXECUTIVE SUMMARY**

This report seeks Council's adoption of Council Policy 153 – Rating Rebates for Properties with Environmental Covenants (the policy).

The policy provides a clear, transparent and equitable framework for how Council manages requests for municipal rate relief related to properties subject to environmental covenants or similar legal agreements.

The policy clarifies that Council does not provide direct rate rebates or waivers for properties with environmental covenants but does support property owners by facilitating supplementary valuations where a covenant may impact the value of land and therefore the rates levied.

Adoption of the policy supports consistency in rating decisions, legislative compliance, financial sustainability, and good governance, while recognising the broader environmental benefits provided by landholders who enter conservation arrangements.

**PURPOSE**

The purpose of the policy is to provide a clear, transparent and equitable framework for the provision of municipal rate adjustments to properties subject to environmental covenants or similar legal agreements that permanently restrict land use to protect, manage and enhance environmental values.

This Policy supports Council's strategic objectives in relation to:

- environmental protection and biodiversity conservation;
- sustainable land management;
- fairness and equity in rating; and
- legislative compliance and good governance.

**DISCUSSION**

Environmental covenants are registered on land titles to permanently protect environmental, biodiversity, or conservation values. While these covenants deliver long-term environmental benefits to the broader community, they can also restrict land use and development opportunities for landowners.

Council routinely receives enquiries from ratepayers seeking rate rebates or reductions due to the presence of such covenants. Historically, these requests have been considered on a case-by-case basis, creating potential uncertainty and inconsistency.

The proposed policy establishes a clear position that:

- Council does not apply rate rebates, waivers, or reductions solely due to the presence of an environmental covenant; and
- Council does support the undertaking of supplementary valuations where a covenant demonstrably affects property value.

This approach ensures:

- fairness and equity across the rating base;
- compliance with the *Local Government Act 2020*;
- protection of Council's financial viability; and
- transparency for ratepayers.

The policy also includes eligibility criteria, application requirements, decision-making processes, and review provisions. A Gender Impact Assessment has been undertaken to ensure equitable access and inclusive implementation.

#### **RELEVANT LAW**

- *Local Government Act 2020*
  - Section 3 – Purpose of local government
  - Section 9 – Overarching governance principles
  - Section 10 – Council's general power
- *Valuation of Land Act 1960*
- *Charter of Human Rights and Responsibilities Act 2006*
- *Gender Equality Act 2020*

#### **RELATED COUNCIL DECISIONS**

Staff discussed the proposal to draft a policy for these types of requests at the April Council Briefing.

#### **OPTIONS**

- Adopt Council Policy 153 – Rating Rebates for Properties with Environmental Covenants (recommended).
- Do not adopt the policy and continue managing requests without a formal policy framework.

#### **SUSTAINABILITY IMPLICATIONS**

**Economic:** Supports responsible financial management by protecting the integrity of Council's rating base and ensuring equitable treatment of ratepayers.

**Social:** Provides transparency and clarity for property owners, reducing uncertainty and improving access to consistent information.

**Environmental:** Acknowledges and supports environmental stewardship while maintaining a fair and sustainable rating system.

**Climate Change:** Indirectly supports climate resilience by recognising conservation outcomes and sustainable land management practices.

#### **COMMUNITY ENGAGEMENT**

Internal consultation was undertaken with Finance and Planning teams. Formal external community engagement was not required for policy development. Future engagement may occur through customer enquiries and policy review processes.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Not applicable.

**COLLABORATION**

Not applicable.

**FINANCIAL VIABILITY**

The policy does not introduce new rebates or financial concessions and therefore does not create an unbudgeted financial impact.

By relying on supplementary valuations rather than rebates, the policy supports Council's long-term financial sustainability.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

- *Local Government Act 2020*
- *Gender Equality Act 2020*
- State valuation and land management frameworks.

**COUNCIL PLANS AND POLICIES**

*Goal 2: Growth - Grow the Gannawarra through a diverse and broad economy.*  
*4. Support rural productivity and diversify agriculture.*

*Goal 3: Sustainability - Achieve long-term financial and environmental sustainability.*  
*1. Manage Council's budget responsibly by delivering cost-effective services, pursuing new revenue opportunities, and ensuring long-term financial sustainability.*  
*4. Ensure transparent, inclusive decision-making through effective leadership.*

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council Meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in this matter.

**ATTACHMENTS**

1. Council Policy 153 Rating Rebates for Properties and Environmental Covenants Apr26 (3)  
[7.4.1 - 3 pages]



# Rating Rebates for Properties with Environmental Covenants

## COUNCIL POLICY NO. 153

### 1. POLICY OBJECTIVE

To provide a clear, transparent and equitable framework for the provision of municipal rate adjustments to properties subject to environmental covenants or similar legal agreements that permanently restrict land use in order to protect, manage and enhance environmental values.

This Policy supports Council's strategic objectives in relation to:

- environmental protection and biodiversity conservation;
- sustainable land management;
- fairness and equity in rating; and
- legislative compliance and good governance.

### 2. SCOPE

This Policy applies to all rateable properties within the municipal district that:

- are subject to a registered environmental covenant, agreement or similar instrument on title; and
- meet the eligibility criteria set out in this Policy.

The Policy only applies to municipal rates and does not apply to State Government charges, service charges, or special rates and charges unless expressly stated.

### 3. DEFINITIONS AND ABBREVIATIONS

| Term                   | Definition                                                                                                                                                                                                           |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Applicant              | The registered owner of a rateable property who applies for a rate rebate under this Policy                                                                                                                          |
| Council                | Gannawarra Shire Council                                                                                                                                                                                             |
| Environmental Covenant | A covenant, agreement or restriction registered on the Certificate of Title that permanently limits land use for the purpose of conserving or enhancing environmental values, flora, fauna, habitat, or biodiversity |
| Municipal rates        | The general rate and municipal charge levied by Council on a rateable property.                                                                                                                                      |
| Rebate                 | A reduction in municipal rates granted at Council's discretion in accordance with this Policy.                                                                                                                       |
| Rateable property      | Land that is rateable under the <i>Local Government Act 2020</i> .                                                                                                                                                   |

### 4. POLICY

Council does not apply rates rebates, waivers or reductions to properties with environmental covenants placed over their title.



Council does support and will arrange, upon application, having a supplementary valuation undertaken to ascertain whether the covenant impacts the value of the property, and subsequently the rates leviable.

#### **4.1 Eligibility**

A property may be considered eligible for application where all the following criteria are met:

- An environmental covenant or agreement is:
  - registered on the Certificate of Title; and
  - ongoing or permanent in nature.
- The covenant restricts land use in a way that:
  - limits development, agriculture or other income-generating activities; and
  - provides a demonstrable environmental benefit to the broader community.
- The property owner:
  - is compliant with all obligations under the covenant; and
  - has no outstanding municipal rates or charges, unless subject to an agreed payment arrangement.

Council may determine that some covenants or agreements do not warrant a supplementary valuation where restrictions are minimal or where benefits accrue predominantly to the landowner.

#### **4.2 Application process**

1. Applications must be submitted in writing on the approved Council form.
2. Applications must include:
  - a copy of the Certificate of Title showing the registered covenant;
  - details of the area of land affected; and
  - any additional information reasonably required by Council to assess eligibility including a site-specific management plan.
3. Applications will generally be assessed on an annual basis as part of the rating cycle.

Council may conduct site inspections or seek expert advice as part of the assessment process.

#### **4.3 Decision making and notification**

Decisions on applications will be made by the delegated officer or Council, in accordance with the Instrument of Delegation.

Applicants will be notified in writing of the outcome.

#### **4.4 Review, variation and withdrawal**

Council reserves the right to:

- review eligibility periodically;
- request a new supplementary valuation where eligibility criteria are no longer met;
- require repayment where a supplementary valuation has been granted based on false or misleading information.

Property owners must notify Council in writing of any change that may affect eligibility, including amendment or removal of the covenant.

## **5. POLICY REVIEW**

This Policy will be reviewed every three years or earlier if required by legislation, changes to internal operations, or recommendations from audits or IBAC.

## **6. STATEMENTS**

This Policy has been assessed for compatibility with the Charter of Human Rights and Responsibilities Act 2006 and has undergone a Gender Impact Assessment in accordance with the Gender Equality Act 2020. Outcomes will inform equitable policy implementation and reporting accessibility.

## 7. FURTHER INFORMATION

Members of the public may inspect all Council policies at Gannawarra Shire Council's Kerang and Cohuna Offices, or online at [www.gsc.vic.gov.au](http://www.gsc.vic.gov.au).

Enquiries in relation to this policy should be directed to the Manager Financial Services on (03) 5450 9333.

For more information on this topic, see [Conservation-Covenant-FAQ-2025.pdf](#)

Altus – 3.000518  
Originally adopted: XX/06/2026  
Last Review: XX/06/2026  
Next Review: 2030

## 7.5 POLICY NO. 134 - FIXED ASSETS

**Author:** Deanne Caserta, Manager Financial Services  
**Authoriser:** Amanda Wilson (Director Corporate Services)

### RECOMMENDATION

**That Council adopt Council Policy No. 134 – Fixed Assets Policy.**

---

### EXECUTIVE SUMMARY

Council Policy No. 134 – Fixed Assets Policy (the Policy) has been reviewed as part of Council's scheduled policy review program. The Policy establishes a consistent and compliant framework for the recognition, valuation, depreciation and reporting of Council's fixed assets in accordance with Australian Accounting Standards and State Government requirements.

Adoption of the updated Policy will ensure Council's financial reporting remains accurate, transparent and compliant, and that asset valuation information continues to support sound asset management, service delivery and long-term financial decision-making. A Gender Impact Assessment has been completed and identifies opportunities to ensure assets and infrastructure are managed in a way that supports equitable outcomes for the community.

### PURPOSE

The purpose of this report is to seek Council adoption of the reviewed Council Policy No. 134 – Fixed Assets Policy.

### DISCUSSION

Council Policy No. 134 – Fixed Assets Policy provides a systematic approach to the recognition, valuation and depreciation of Council's fixed assets, including land, buildings, infrastructure, plant and equipment. The Policy supports the preparation of reliable financial statements and ensures Council's Balance Sheet reflects the fair value of its non-current asset portfolio in accordance with Australian Accounting Standards, particularly AASB 116 Property, Plant and Equipment.

The Policy outlines:

- asset recognition and capitalisation thresholds by asset class
- valuation methodologies, including cost and revaluation models
- depreciation methods and useful life determination
- frequency and delivery of asset valuations and condition assessments
- annual review and impairment requirements.

The review confirms that the Policy remains fit for purpose and consistent with current legislative and accounting requirements. No material changes to valuation methodology or thresholds are proposed as part of this review; rather, the Policy continues to formalise existing practice and provide clarity and consistency for financial reporting and asset management activities.

A Gender Impact Assessment was undertaken in accordance with the *Gender Equality Act 2020*. While the Policy is gender neutral in intent, it recognises that asset planning and infrastructure investment decisions can have indirect gender impacts. The assessment identifies opportunities to incorporate gender considerations into broader asset planning processes to support equitable access, safety and inclusion across the community.

---

**RELEVANT LAW**

- *Local Government Act 2020*
- *Gender Equality Act 2020*
- *Australian Accounting Standards, including AASB 116 Property, Plant and Equipment and AASB 108 Accounting Policies, Changes in Accounting Estimates and Error*

**RELATED COUNCIL DECISIONS**

Previous review of Council Policy No. 134 – Fixed Assets Policy was July 2022.

**OPTIONS**

1. Adopt Council Policy No. 134 – Fixed Assets Policy (recommended)
2. Defer adoption and request further amendments to the Policy.

**SUSTAINABILITY IMPLICATIONS**

**Economic:** The Policy supports strong financial management by ensuring asset values and depreciation are accurately reflected in Council's financial statements, supporting long-term financial sustainability.

**Social:** Effective asset management underpins the provision of safe, accessible and well-maintained infrastructure and facilities for the community.

**Environmental / Climate Change:** The Policy supports informed decision-making regarding asset renewal and replacement, assisting Council to plan for climate-related risks affecting infrastructure over its lifecycle.

**COMMUNITY ENGAGEMENT**

Not applicable. The Policy relates to internal financial and asset management processes. Consultation has occurred internally, and gender considerations have been assessed through the Gender Impact Assessment process.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Not applicable. The Policy formalises best-practice asset valuation and financial reporting processes consistent with legislative and accounting requirements.

**COLLABORATION**

Not applicable.

**FINANCIAL VIABILITY**

The Policy itself does not have a direct budget impact. However, it supports Council's ongoing financial viability by ensuring accurate asset valuation, depreciation and reporting, which informs asset renewal planning and long-term financial strategies.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Not applicable.

**COUNCIL PLANS AND POLICIES**

*Goal 1: Liveability - Enhance the wellbeing and liveability of the Gannawarra through infrastructure development and services.*

*2. Prioritise maintenance, renewal and improvement of assets including local roads, footpaths, and community infrastructure that support accessibility and safety.*

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council Meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in this matter.

**ATTACHMENTS**

1. 134 Fixed Assets Feb26 Review Council [7.5.1 - 5 pages]



# Fixed Assets – Recognition and Valuation

## COUNCIL POLICY NO. 134

### 1. POLICY PURPOSE

To apply a systematic approach to the recognition and financial valuations of fixed assets, in accordance with relevant Australian Accounting Standards and other State Government requirements.

### 2. SCOPE

This policy applies to the recognition and financial valuation of fixed assets. It does not apply to insurance valuations, 'Held for Sale' valuations or intangible assets.

### 3. DEFINITIONS AND ABBREVIATIONS

| Term                 | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Act                  | The Local Government Act 2020 (as amended)                                                                                                                                                                                                                                                                                                                                                                                                     |
| Artwork              | Paintings, sculptures, drawings, engravings and photographs, that may be displayed in open viewing areas in Council premises or on display in public outdoor areas.                                                                                                                                                                                                                                                                            |
| Assets               | Resources controlled by Council from which future economic benefits or service potential are expected. An essential characteristic of an asset is that Council must have control over the future economic benefits or service.                                                                                                                                                                                                                 |
| Asset class          | A group of assets having a similar nature or function in the operations of Council, and which, for the purposes of disclosure, are shown as a single item without supplementary disclosure. The Asset Class is the material level at which Council will prepare the annual balance sheet for reporting in the Annual Report; for example, the Roads Asset Class includes Asset Components such as surface, pavement, earthworks and formation. |
| Cost                 | The amount of cash paid or the fair value of the consideration given to acquire an asset at the time of its original acquisition or construction, including costs of making the asset ready for use. Where an asset is acquired at no cost, or for a nominal cost (as the case with developer and other contributed assets), the cost is its fair value as at the date of acquisition.                                                         |
| Deemed cost          | An amount used as a surrogate for cost or depreciated cost at a given date.                                                                                                                                                                                                                                                                                                                                                                    |
| Depreciation expense | The systematic allocation of the cost of an asset over its useful life rather than expensing the full cost at the period of purchase. A systematic charge against revenue made for the purpose of allocating the depreciable amount of a depreciable asset over its useful life; also known as Annual Depreciation or Depreciation Charge.                                                                                                     |
| Fair value           | The amount for which an asset could be exchanged or a liability settled between knowledgeable and willing parties in an arms-length transaction.                                                                                                                                                                                                                                                                                               |
| Fixed asset          | A physical resource controlled by Council and from which future economic benefits are expected to flow to the entity, which is not expected to be fully consumed, realised, sold or otherwise disposed of within one financial year.                                                                                                                                                                                                           |
| Historical cost      | Historical cost refers to the original cost of an asset as recorded initially in an entity's accounting records.                                                                                                                                                                                                                                                                                                                               |

| Term        | Definition                                                                                                                                     |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Impairment  | The amount by which the carrying amount of an asset exceeds its recoverable amount.                                                            |
| Indexation  | A method of valuation whereby indices are applied to the cost value of a class of assets to arrive at the current cost of the class of assets. |
| Materiality | A concept relating to the importance/significance of an amount, transaction, or discrepancy and provides a threshold or cut-off point.         |
| Revaluation | The act of recognising a reassessment of values of non-current assets at a particular date.                                                    |
| Valuation   | The process of determining the worth of an asset or liability. Different valuation methods may be appropriate in different circumstances.      |

## 4. VALUATION PROCESS

It is a requirement that Councils complete financial valuations of their fixed assets, as governed by Australian Accounting Standards and State Government frameworks. A primary outcome of this requirement is that Council's Balance Sheet will reflect the fair value of Council's portfolio of non-current assets.

Knowledge of current asset values is essential for the efficient and effective management of assets. Current asset valuation information can assist in making decisions regarding the allocation of resources to those assets.

Application of this policy will drive consistent processes to produce comparable valuations from year to year, for both financial reporting and asset management.

Australian Accounting Standard AASB 116, Property, Plant and Equipment, prescribes the accounting treatment for property, plant and equipment and provides for assets initially recognised at cost to be subsequently measured at either fair value or cost. Whichever valuation basis is selected, Council shall apply that approach to an entire asset class.

For fixed assets, indexed Historical Cost will generally not provide a reliable measurement of Fair Value. Typically, only relatively short lived or low value assets such as plant and equipment, office furniture, library assets, information technology items, artwork and vehicles will continue to be carried at historical cost, as this is expected to provide a reasonable approximation of fair value for these short lived assets.

All other asset classes will typically be recognised at fair value. The fair value basis of recognition ensures that the consumption of fixed assets (i.e. depreciation expense) approximates the expected long term average costs to renew or replace those assets. This annual depreciation expense is accounted for via Council's Balance Sheet and the Comprehensive Income Statement.

## 5. COST OF ACQUISITION

When acquired, fixed assets are measured at cost. Cost is the amount of cash paid and/or the fair value of other consideration given up in exchange for the asset. Cost of acquisition includes costs associated with activities necessary to prepare the asset for its intended use. Where assets are provided at no cost the 'deemed cost' of the asset is recognised as the fair value for the assets received.

## 6. MEASUREMENT MODELS

The Accounting Standards require that Council shall choose one of two measurement models, either the 'Cost Model' or the 'Revaluation Model', for valuing each specific asset class. The valuation models for Council's asset classes are specified in Appendix A – Condition and Revaluation Schedule.

**Cost model (historical cost):** Upon initial recognition assets are carried at cost less any accumulated depreciation and any accumulated impairment losses. In subsequent years the assets will be required to utilise the revaluation model below.

**Revaluation model:** The fair value of an asset is the best estimate of the price reasonably obtainable in the market at the time of valuation. Where this cannot be determined as in the case for infrastructure assets, depreciated replacement cost is used. This is the current value to replace the assets based on unit cost of an identical asset less

deductions for accumulated depreciation, physical deterioration and all relevant forms of obsolescence.

Financial reporting obligations require valuations of non-current assets in accordance with relevant Australian Accounting Standards and other State Government requirements. Asset management requires valuations of non-current assets for renewal planning purposes. For asset management, renewal planning requires a reasonable estimate of actual costs to replace an asset at the end of its useful life. The cost to actually rebuild or replace an asset includes the cost for demolition of the old asset and traffic management costs as they form part of the real cost to Council to renew its assets and these costs are referred to as 'Brownfield' unit rates.

Council utilises independent condition assessment experts to determine the condition of roads, footpaths and kerbs on a regular basis (approximately every three years). This condition data is then used to determine the depreciated replacement cost using pre-calibrated degradation curves when known or straight-line degradation to inform both the used and useful remaining life of a particular asset. Brownfield unit rates are used because in the majority of instances Council will be renewing existing assets rather than constructing new ones.

## 7. CAPITALISATION THRESHOLDS

The cost of acquiring an asset is recorded in the balance sheet. This is called the asset's initial 'carrying' value (sometimes called its 'book' value). However, not all assets acquired need to be recorded in the balance sheet. If an individual asset or component of an asset is not 'material', the cost of acquisition may be shown as an expense in the period it was incurred. Under Australian Accounting Standard AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors, the test for asset recognition thresholds is whether, for a given threshold, the application of a lower value threshold would produce a materially different financial position or operating result. After considering this test, the following recognition thresholds have been determined:

| Asset class                      | Threshold | Asset class                                    | Threshold |
|----------------------------------|-----------|------------------------------------------------|-----------|
| Land                             | \$2,000   | Sealed pavement                                | \$10,000  |
| Land under roads*                | \$0       | Unsealed pavement                              | \$10,000  |
| Land improvements                | \$5,000   | Sealed formation                               | \$10,000  |
| Buildings                        | \$5,000   | Unsealed formation                             | \$10,000  |
| Building improvements            | \$5,000   | Sealed surfaces                                | \$10,000  |
| Plant, machinery and equipment   | \$5,000   | Bridges                                        | \$5,000   |
| Fixtures, fittings and furniture | \$5,000   | Footpaths and cycleways                        | \$5,000   |
| IT and communications            | \$5,000   | Drainage                                       | \$10,000  |
| Library assets                   | \$1,000   | Road kerb and channel                          | \$5,000   |
| Artwork                          | \$1,000   | Recreational, leisure and community facilities | \$5,000   |
|                                  |           | Waste management                               | \$5,000   |
|                                  |           | Gravel and sand pits                           | \$5,000   |
|                                  |           | Parks, open spaces and streetscapes            | \$5,000   |
|                                  |           | Aerodromes                                     | \$5,000   |

\* Council only recognises freehold land under roads that is owned by Council.

## 8. DEPRECIATION

Buildings, infrastructure, plant and machinery and other assets having limited useful lives are systematically depreciated over their useful lives to the Council, in a manner which reflects consumption of the service potential embodied in those assets. Depreciation rates and methods are reviewed annually.

Depreciation rates are determined by:

**Infrastructure:** Useful life of asset components and residual values of roads, footpaths, bridges, kerb and channel are determined by independent condition assessments. All infrastructure assets are depreciated from the start of the financial year after the date that the assets are ready for use.



**Buildings and property:** Useful life of asset components and residual values provided by Council's Independent Valuer. Depreciation commences from the start of the financial year after the date that the assets are ready for use.

**Plant and machinery, IT and telecommunications:** Useful life of asset components and residual values provided by Council's Finance Department. Depreciation commences from the date of purchase.

**Furniture and equipment, library assets and artwork:** Useful life of asset components and residual values provided by Council's Finance Department. Depreciation commences from the start of the financial year after the date that the assets are ready for use.

## 9. FREQUENCY AND DELIVERY OF VALUATION

Appendix A – Condition and Revaluation Schedule identifies the planned frequency at which Council will undertake revaluations and associated condition assessments for the various asset classes.

The guiding principle for revaluation frequency is that the carrying amount at the end of the reporting period of an asset class does not differ materially from the fair value of that class of assets at that same date. The standards stipulate that if any item of an asset class is revalued, then the entire class to which that item belongs must be revalued.

In between formal valuations, an annual review of Council owned or controlled fixed asset classes is to be conducted as at 30 June. The following actions are to be taken to determine if indexation or impairment of assets is required:

**Land assets:** Request a statement of land valuation movements from Council's contract valuers.

**Infrastructure assets:** Request a review of unit price movements for infrastructure assets from Council's Manager Assets and Design.

**Building and other structure assets:** Obtain a building price index movement.

In addition to the annual review for impairment, there are occasions when an impairment assessment will be required as soon as possible e.g. after a natural disaster involving a storm, flood or fire, which has resulted in damage to infrastructure assets.

The results from the above actions and the annual review are assessed in relation to the date of the last revaluation using a materiality threshold of 10% at the asset class level. If deemed material, indexation or impairment of asset classes is to be conducted.

## 10. POLICY REVIEW

Council will review this policy as required but always within two years after a general election of the Council.

At the time it was developed, this policy was compliant with the Victorian Charter of Human Rights and Responsibilities Act 2006.

## 11. FURTHER INFORMATION

Members of the public may inspect all Council policies at Gannawarra Shire Council's Kerang and Cohuna Offices, or online at [www.gsc.vic.gov.au](http://www.gsc.vic.gov.au).

Any enquiries in relation to this policy should be directed to the Chief Executive Officer on (03) 5450 9333.

Altus Folder No: 3.000518

Originally adopted:

27 June 2018

Minute Book Reference:

12692

Reviewed:

20/07/2022

To be reviewed by:

2026

## APPENDIX A – CONDITION AND REVALUATION SCHEDULE

| Asset group         | Asset class                                    | Valuation method |          | Condition assessment | Revaluation frequency |
|---------------------|------------------------------------------------|------------------|----------|----------------------|-----------------------|
|                     |                                                | Type             | Source   | % inspected          |                       |
| Property            |                                                |                  |          |                      |                       |
|                     | Land                                           | MV               | External | 100                  | 4 – 5 years           |
|                     | Land improvements                              | DRC              | External | 100                  | 4 – 5 years           |
|                     | Buildings                                      | DRC              | External | 100                  | 4 – 5 years           |
|                     | Building improvements                          | DRC              | External | 100                  | 4 – 5 years           |
| Plant and equipment |                                                |                  |          |                      |                       |
|                     | Plant, machinery and equipment                 | HC               | N/A      |                      |                       |
|                     | Fixtures, fittings and furniture               | HC               | N/A      |                      |                       |
|                     | IT and telecommunications                      | HC               | N/A      |                      |                       |
|                     | Libraryassets                                  | HC               | N/A      |                      |                       |
|                     | Artwork                                        | HC               | Internal |                      |                       |
| Infrastructure      |                                                |                  |          |                      |                       |
|                     | Roads                                          | DRC              | Internal | 100                  | 3 – 4 years           |
|                     | Bridges                                        | DRC              | Internal | 100                  | 3 – 4 years           |
|                     | Footpaths and cycleways                        | DRC              | Internal | 100                  | 3 – 4 years           |
|                     | Drainage                                       | DRC              | Internal | 10                   | 3 – 4 years           |
|                     | Road kerb and channel                          | DRC              | Internal | 100                  | 3 – 4 years           |
|                     | Recreational, leisure and community facilities | DRC              | External | 100                  | 4 – 5 years           |
|                     | Waste management                               | DRC              | External | 100                  | 4 – 5 years           |
|                     | Parks, open spaces and streetscapes            | DRC              | External | 100                  | 4 – 5 years           |
|                     | Aerodromes                                     | DRC              | External | 100                  | 4 – 5 years           |
|                     | Other infrastructure                           | DRC              | Internal |                      | 3 – 4 years           |

### Valuation Method Type Acronym Definitions

MV = Market Value

HC = Historical Cost

DRC = Depreciated Replacement Cost

## 7.6 POLICY NO. 124 - ASSET PROTECTION

**Author:** Leigh Hollingworth, Manager Projects & Design  
**Authoriser:** Wade Williams (Director Infrastructure & Development)

### RECOMMENDATION

**That Council adopt Council Policy No. 124 - Asset Protection.**

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### EXECUTIVE SUMMARY

Council Policy No. 124 - Asset Protection establishes Council's framework for protecting and reinstating Council-owned infrastructure assets that may be impacted by building, demolition and related works within the municipality. The policy supports public safety, asset longevity and long-term financial sustainability by clearly defining responsibilities and enabling cost recovery where damage occurs.

The policy has been reviewed to ensure it remains contemporary, legally robust and aligned with current Victorian legislative requirements. Adoption of the revised policy will provide clarity to landowners, builders and contractors while supporting Council's obligation to protect community assets.

### PURPOSE

The purpose of this report is to seek Council adoption of the revised Council Policy No. 124 - Asset Protection.

### DISCUSSION

Council officers undertake regular reviews of Council policies to ensure compliance with relevant legislation and that they are reflective of current practices.

Council is responsible for managing a wide range of infrastructure assets within road reserves and other public land, including roads, footpaths, kerb and channel, drainage infrastructure, trees and street furniture. These assets are vulnerable to damage during private building, demolition or development activities.

Council Policy No. 124 - Asset Protection provides a clear and consistent framework requiring an Asset Protection Permit to be obtained prior to works that may impact Council assets. The policy clarifies accountability for damage and reinstatement, supports Council's inspection and monitoring processes, and enables appropriate cost recovery.

The policy has been reviewed to ensure consistency with current governance and legislative frameworks, including:

- alignment with Council's Community Amenity Local Law;
- consideration of obligations under the *Victorian Charter of Human Rights and Responsibilities Act 2006*; and
- completion of a Gender Impact Assessment in accordance with the *Gender Equality Act 2020*.

Changes focus on clarifying Council's role and authority to protect infrastructure assets, confirming responsibilities for asset protection and reinstatement, and explicitly aligning the policy with relevant legislation, including Council's Community Amenity Local Law.

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The Gender Impact Assessment recognises that while the policy is regulatory in nature and applies uniformly, its administration may have indirect or differential impacts for people of different genders and intersecting cohorts. Appropriate mitigation measures are addressed through clear communication, accessible processes and proportionate administration.

A review of asset protection policies adopted by other Victorian councils indicates that Gannawarra Shire Council's existing framework is structurally sound and consistent with contemporary governance practice.

Overall, the changes do not alter the intent of the policy but provide greater clarity, consistency and defensibility in its application, supporting improved administration, fair enforcement and reduced risk to Council's infrastructure assets.

#### **RELEVANT LAW**

- *Local Government Act 2020* – Sections 8 and 9 set out Council's role and overarching governance principles, including the obligation to act in the best interests of the municipal community, ensure transparent decision-making, manage public resources responsibly, and protect community assets. The Act also provides the legislative basis for Council to adopt and enforce policies relating to asset management and public safety.
- *Community Amenity Local Law 2023* (GSC) – This local law provides Council with the regulatory authority to protect Council assets within road reserves and public land, manage activities that may cause damage, and require permits, conditions and rectification works. Policy No. 124 operates in conjunction with this Local Law to support consistent administration and enforcement.
- *Road Management Act 2004* – The Act establishes Council's responsibilities as a road authority, including the management, maintenance and protection of public roads and associated infrastructure. Policy No. 124 supports Council's obligation to protect road assets from damage caused by private works within road reserves.
- *Victorian Charter of Human Rights and Responsibilities Act 2006* – Section 38 requires public authorities, including Councils, to act compatibly with human rights and properly consider relevant rights when making decisions. The policy regulates activity rather than restricting rights and has been assessed as compatible with the Charter.
- *Gender Equality Act 2020* – Sections 7 and 9 require Councils to consider and promote gender equality when developing or reviewing policies that have a direct and significant impact on the public, including through the completion of a Gender Impact Assessment. A Gender Impact Assessment has been completed to support adoption of the policy.

#### **RELATED COUNCIL DECISIONS**

Council adopted the Community Amenity Local Law 2023 at the Ordinary Council Meeting held on 15 February 2023, which gave effect to the requirement for an Asset Protection Permit under section 48. The Local Law was subsequently published in the Victorian Government Gazette on 23 February 2023 (page 274).

Policy 124 - Asset Protection was last reviewed and adopted by Council at the Ordinary Meeting on 20 April 2022.

## OPTIONS

- Adopt Policy No. 124 - Asset Protection – Adoption provides Council with an updated, clear and defensible framework for managing asset protection obligations and managing risk associated with development activities.
- Not adopt the policy as attached – Adopt an unchanged policy or seek to make alternate amendments.

## SUSTAINABILITY IMPLICATIONS

**Economic** – Protects Council's infrastructure by reducing premature asset deterioration and supporting cost recovery, contributing to long-term financial sustainability.

**Social** – Supports public safety and equitable access to safe, well-maintained infrastructure.

**Environmental** – Helps prevent damage to streetscapes, drainage systems and vegetation during construction activities.

## COMMUNITY ENGAGEMENT

Community engagement was not undertaken as part of this review, as the policy is regulatory in nature and relates to administrative requirements. This approach is consistent with Council practice for similar policies.

## INNOVATION AND CONTINUOUS IMPROVEMENT

Not applicable.

## COLLABORATION

While collaboration with other Council's was not undertaken, a review of asset protection policies adopted by other Victorian councils indicates that the framework provided within this policy is sound and consistent with contemporary governance practice.

## FINANCIAL VIABILITY

There are minimal direct budget implications arising from adoption of the policy. The policy supports Council's financial viability by assisting in the prevention of asset damage and enabling appropriate cost recovery where damage occurs. This assists in avoiding premature asset deterioration, unplanned maintenance costs and the need for Council to fund rectification works that should appropriately be borne by those responsible.

## REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not applicable.

## COUNCIL PLANS AND POLICIES

*Goal 1: Liveability - Enhance the wellbeing and liveability of the Gannawarra through infrastructure development and services.*

*2. Prioritise maintenance, renewal and improvement of assets including local roads, footpaths, and community infrastructure that support accessibility and safety.*

*Goal 3: Sustainability - Achieve long-term financial and environmental sustainability.*

*1. Manage Council's budget responsibly by delivering cost-effective services, pursuing new revenue opportunities, and ensuring long-term financial sustainability.*

## TRANSPARENCY OF COUNCIL DECISIONS

This report will be considered in an open Council Meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in this matter.

**ATTACHMENTS**

1. 124 Asset Protection [**7.6.1** - 2 pages]

# Asset Protection

## COUNCIL POLICY NO. 124

### 1. POLICY PURPOSE

To provide a policy that clearly informs builders, developers, municipal and private building surveyors, contractors, demolition crews and landowners about the responsibilities associated with the protection and reinstatement of assets vested in Council for the safety of persons on, adjacent to, opposite or passing a building site.

### 2. POLICY

Council has an obligation and right to ensure that any demolition or building works are not carried out at the cost of its infrastructure assets. Council will ensure that the condition of its assets that may be affected by demolition or building works are monitored throughout the life of the works.

Infrastructure that may need monitoring includes, but is not limited to:

- Kerb and guttering
- Constructed footpaths (paved/unpaved)
- Nature strips and trees
- Stormwater drainage pits or channels
- Roads
- Street furniture (seats, bins, signage)

An Asset Protection Permit must be obtained prior to the commencement of any building, demolition or other works that may reasonably be expected to impact Council-owned or Council-managed infrastructure assets.

This policy operates in conjunction with Council's *Community Amenity Local Law 2023* and relevant legislation and supports Council's ability to protect municipal infrastructure and recover costs where damage occurs as a result of development or building works.

Permit requirements and monitoring will be applied proportionately, having regard to the nature and scale of works and risk to Council assets.

Responsibility for the protection and reinstatement of Council assets rests with the person in charge of the works and may include the property owner, builder or appointed agent, regardless of who undertakes the works.

### 3. POLICY REVIEW

Council will review this policy as required but always within two years after a general election of the Council.

At the time it was developed, this policy was assessed for compatibility with the Victorian Charter of Human Rights and Responsibilities Act 2006. Council considers that the policy is compatible, as any limitations on rights are reasonable, proportionate and justified in the interests of protecting public assets and safety.

## 4. FURTHER INFORMATION

Members of the public may inspect all policies at Gannawarra Shire Council's Kerang and Cohuna office or online at [www.gsc.vic.gov.au](http://www.gsc.vic.gov.au).

Any enquiries in relation to this policy should be directed to the Chief Executive Officer on (03) 5450 9333.

Altus ECM Folder – 3.000518

|                     |            |                        |       |
|---------------------|------------|------------------------|-------|
| Originally adopted: | 18/11/2013 | Minute Book Reference: | 10411 |
| Reviewed:           | 21/12/2016 | Minute Book Reference: | 12478 |
| Reviewed:           | 20/04/2022 |                        |       |
| Reviewed:           | 17/06/2026 |                        |       |
| To be reviewed:     | 2030       |                        |       |



## 7.7 MACORNA LAND SURRENDER - FRAMEWORK FOR MANAGING LAND TRANSFER REQUESTS

**Author:** Deanne Caserta, Manager Financial Services  
**Authoriser:** Amanda Wilson (Director Corporate Services)

### RECOMMENDATION

**That Council:**

- 1. Adopt the proposed framework for managing land surrender and land transfer requests within the Macorna subdivision in accordance with Council's Surrender of Land Policy and section 181 of the *Local Government Act 1989*.**
- 2. Authorise the Chief Executive Officer to sign, seal and execute all documents necessary to give effect to Council-approved land surrender and land transfer transactions within the Macorna subdivision, provided such transactions are consistent with:**
  - a. Council's adopted Surrender of Land Policy;**
  - b. Section 181 process requirements;**
  - c. The framework adopted by Council; and**
  - d. Any other specific conditions or limitations imposed by Council resolution.**
- 3. Authorise the Director Corporate Services to negotiate terms and conditions relating to land surrender and land transfer requests within the scope of the adopted framework, including:**
  - a. Treatment of outstanding rates, interest and statutory charges;**
  - b. Application of valuation offsets and agreed payment amounts (if any);**
  - c. Responsibility for legal, conveyancing and transaction costs; and**
  - d. Timing and method of transfer.**
- 4. Receive a report on land transfer proposals for consideration and decision to execute where the following are being sought:**
  - a. A debt write-off, or**
  - b. A variation to the adopted framework.**

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### EXECUTIVE SUMMARY

In November 2025, Council adopted the Surrender of Land Policy to address long-standing issues associated with fragmented, undersized and constrained parcels within the municipality. Subsequent engagement with landholders and valuation advice has highlighted the need for Council to establish a clear, consistent and financially sustainable approach to managing land surrender and transfer requests.

Properties within the estate display a wide range of financial circumstances, including parcels with debts exceeding land value, parcels with low or moderate arrears, and parcels with no outstanding debt. Without defined principles, Council faces inconsistent decision-making, financial exposure and the risk of creating unintended precedents.

This report seeks Council direction on a framework that aligns land surrender decisions with the powers available under section 181 of the *Local Government Act 1989* and supports Council's long-term objectives of reducing cyclic debt recovery, minimising holding costs and improving land management outcomes.

**PURPOSE**

The purpose of this report is to provide Council with a strategic framework for managing land surrender and transfer requests in the Macorna subdivision, including the treatment of outstanding debt, valuation, payments to landholders, and responsibility for legal and transaction costs.

**DISCUSSION****Background**

The Macorna subdivision contains a significant number of undersized and constrained lots, many of which are undeveloped and not readily marketable. Over time, this has resulted in ongoing rates arrears, repeated section 181 recovery actions and increasing administrative cost to Council.

While surrender of land presents an opportunity to resolve these issues, the financial position of individual properties varies considerably. Some parcels carry rates debt well more than their land value, while others have minimal or no debt. Council therefore requires a consistent approach that balances equity, sustainability and legislative compliance.

**Legislative context – Section 181**

Section 181 of the *Local Government Act 1989* provides Council with powers to recover unpaid rates and, where applicable, acquire land as part of the debt recovery process. The section does not require Council to pay market value where land is acquired in satisfaction of debt, nor does it create an entitlement for landowners to receive compensation more than liabilities owed.

The proposed framework uses section 181 as the primary mechanism for managing debt-dominant properties while allowing discretionary decision-making for land surrender requests that sit outside that process.

**Proposed framework****Properties where debt equals or exceeds 70% of land value**

Where outstanding rates, interest and statutory charges equal or exceed the unimproved land value:

- Council will not make a monetary payment to the landholder;
- land may be accepted in full or partial satisfaction of the debt;
- any residual debt may only be written off by Council resolution; and
- the transaction is treated primarily as a debt resolution measure.

**Properties where land value exceeds outstanding debt**

Where land value exceeds outstanding debt:

- outstanding rates and charges are offset against the valuation prior to determining any payment;
- Council will negotiate payment for any excess amounts after debt is repaid; and
- payments, if approved, are capped at a Council-determined percentage (70%) of land value to reflect associated transfer costs, holding and disposal risks.

Properties with no outstanding debt

For properties without rates arrears or charges:

- Council is under no obligation to acquire land at full market value;
- any acquisition is assessed against strategic alignment and financial risk;
- payments, if approved, are capped at a Council-determined percentage (70%) of land value to reflect associated transfer costs, holding and disposal risk and
- no automatic entitlement to payment arises.

Legal and transaction costs

Unless otherwise resolved by Council:

- Council will provide and pay for costs associated with the transfer of land;
- landowners are responsible for their own legal, conveyancing and discharge costs (if applicable); and
- Council costs are limited to statutory and internal transaction expenses.

**Governance and precedence**

All transactions involving payment, debt write-off or variation from the framework require further Council approval. No approval constitutes a precedent for other landholders outside the Macorna subdivision area.

**RELEVANT LAW**

- *Local Government Act 1989* – Section 181
- *Local Government Act 2020*

**RELATED COUNCIL DECISIONS**

- Adoption of the Surrender of Land Policy – November 2025
- Resolution to obtain valuations and engage landholders – February 2026

**OPTIONS**

1. Adopt the proposed framework to guide all land surrender and transfer requests in Macorna.
2. Restrict land acquisitions to section 181 processes only.
3. Defer further land surrender activity until broader landholder participation occurs.

**SUSTAINABILITY IMPLICATIONS**

The proposed framework supports long-term financial sustainability by limiting Council exposure to unrecoverable debt, reducing cyclical recovery processes and improving strategic land management.

**COMMUNITY ENGAGEMENT**

Initial engagement has been undertaken directly with landholders. Further engagement will be guided by Council's strategic direction and aggregate landholding outcomes.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Each year more properties are added to the S181 process, they are then sold to another ratepayer and the process recommences. By correcting the land sizing issue of these parcels, it will cease the cycle.

**COLLABORATION**

Discussions on this matter have been held at previous Council Forums and outcomes discussed with Councils' debt collection agency and rates staff.

**FINANCIAL VIABILITY**

Clear decision rules reduce the risk of inconsistent payments, unmanaged debt write-offs and unintended financial precedents.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Nil.

**COUNCIL PLANS AND POLICIES**

*Goal 3: Sustainability - Achieve long-term financial and environmental sustainability.*

*4. Ensure transparent, inclusive decision-making through effective leadership.*

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in this matter.

**ATTACHMENTS**

Nil.

## 7.8 GANNAWARRA RESOURCE RECOVERY AND WASTE MANAGEMENT STRATEGY

**Author:** Leigh Hollingworth, Manager Projects & Design

**Authoriser:** Wade Williams (Director Infrastructure & Development)

### RECOMMENDATION

**That Council:**

1. **Receive and note the community consultation on the Draft Gannawarra Resource Recovery and Waste Management Strategy 2025–2035.**
  2. **Adopts the Gannawarra Resource Recovery and Waste Management Strategy 2026–2036.**
- 

### EXECUTIVE SUMMARY

Council engaged a consultant to prepare a 10-year Resource Recovery and Waste Management Strategy to guide and improve waste and resource recovery outcomes across the municipality.

The strategy will assist Council to lead and educate the community on reducing waste and improving material recovery while delivering fit-for-purpose services and infrastructure.

The draft strategy was released for community consultation, with feedback invited via Council's "Have Your Say" platform. At the close of the consultation period, two submissions were received.

The feedback received is consistent with typical community concerns associated with waste service changes, particularly in relation to cost and service suitability. These matters are already addressed within the Strategy through its staged implementation approach, commitment to community education, and ongoing service review.

It is therefore recommended that Council proceed to adopt the Gannawarra Resource Recovery and Waste Management Strategy 2026–2036.

### PURPOSE

The Gannawarra Shire Council Resource Recovery and Waste Management Strategy 2026-2036 (the strategy) provide direction for minimising and managing waste and driving increases in resource recovery across the next ten years. The strategy builds upon the work and achievements of Council's previous waste and recycling actions and initiatives. The strategy has been developed to align with state resource recovery targets and other policies and regulations including requirements of Recycling Victoria and Environment Protection Authority Victoria (EPA).

The draft strategy focuses on Council's waste and recycling facilities and services, including how to continually improve the delivery of these services for the Gannawarra community. The strategy is designed to meets the needs of the community, businesses and Gannawarra region.

The purpose of this report is to:

- Present the outcomes of the community consultation process
- Update the title to reflect the year adopted (2026); and
- Seek Council adoption of the Gannawarra Resource Recovery and Waste Management Strategy 2026–2036.

## DISCUSSION

Gannawarra Shire Council is committed to reducing waste to landfill, increasing the recovery of waste resources and extending the life of resources through smarter more sustainable practices.

The Resource Recovery and Waste Management Strategy is a 10-year plan to guide Council's efforts in improving waste management and driving greater resource recovery across the Gannawarra region. The strategy has been developed to align with state resource recovery targets and other policies and regulations including requirements of Recycling Victoria and Environment Protection Authority Victoria (EPA).

The strategy focuses on Council's waste and recycling facilities and services, including how to continually improve the delivery of these services for the Gannawarra community. It is designed to meet the needs of residents, businesses and the broader community, while remaining cost effective and future focused.

The strategy has been developed following a series of actions, including:

- Review of waste generation, diversion, collection services, and waste and resource recovery facilities.
- Alignment with state resource recovery targets, policies, and regulations, including Recycling Victoria and EPA requirements.
- Analysis of community views through the Local Government Community Satisfaction Survey.
- Collaboration on regional circular economy and resilience plans.
- Conducted audits and assessments of kerbside services and landfill operations.
- Staff workshops.

The strategy consists of the following sections:

- Introduction
- Strategic context
- Where we are now?
- Issues and Opportunities
- Where do we want to get to?
- Action Plan

Section 6, Table 4 of the strategy outlines the Actions, Priorities, and Implementation for Gannawarra Shire Council. These actions have been prioritised based on environmental, social, and economic impacts, with indicative timescales categorised as short, medium, and long term.

*Highlighted areas of focus include:*

1. Staged Waste Education Plan  
Council will develop and implement a comprehensive education plan to guide residents and businesses through changes in kerbside services. This initiative focuses on reducing contamination, improving recycling outcomes, and helping households minimise waste and save money.
2. Regional Collaboration  
Council will pursue partnerships with neighbouring councils and regional groups to share resources, attract funding, and address cross-boundary waste challenges. Joint initiatives will target problematic materials like silage wrap and construction waste, strengthening collective sustainability efforts.

### 3. Internal Practice Improvements

Internally, Council will build staff knowledge of circular economy principles and review procurement policies to support waste avoidance and green purchasing. Practical steps, such as recovering office food waste for staff-owned chickens, demonstrate leadership in sustainable operations.

### 4. Enhanced Data Collection and Review

The strategy commits to regular audits, improved data collection, and periodic reviews of waste services and infrastructure. These measures enable Council to track progress, identify gaps, and adapt actions to ensure continuous improvement and effective waste management.

The draft strategy was released for community consultation, with feedback invited via Council's "Have Your Say" platform. At the close of the consultation period, two submissions were received.

While the level of response was limited, the submissions broadly focused on:

- Concerns regarding additional kerbside bin services, and associated cost impacts, over the introduction of a hard rubbish collection, and
- 4-bin service design suitability for different household types and waste behaviours (e.g. low waste generation, composting practices, existing reuse behaviours).

Importantly:

- The Strategy already acknowledges the need to balance improved service delivery with affordability.
- It includes a staged implementation approach, allowing services to be refined over time based on community response and operational data.
- A key action of the Strategy is the delivery of a comprehensive waste education program to support residents through service changes and improve outcomes.
- The Strategy commits to ongoing data collection, audits, and periodic review, ensuring services can be adjusted to better reflect community needs.

Collectively, these mechanisms provide sufficient flexibility to address the concerns raised without requiring substantive amendment to the strategy.

## RELEVANT LAW

*Local Government Act 2020* – establishes Council's role in delivering services and infrastructure that meet community needs, while ensuring transparency, accountability and community engagement in decision-making.

*Environmental Protection Act 2017* – establishes the framework for environmental protection in Victoria, including the general environmental duty, which requires all parties to minimise risks of harm to human health and the environment.

*Circular Economy (Waste Reduction and Recycling) Act 2021* – underpins the transition to a circular economy in Victoria and establishes the legislative framework for Recycling Victoria reforms, including the standardisation of kerbside services and improved recycling systems.

*Gender Equality Act 2020* – requires defined entities, including local councils, to promote gender equality in policies, programs and services, and to consider the different impacts that decisions may have on people of different genders. A gender impact assessment has been completed as part of the strategy development.

**RELATED COUNCIL DECISIONS**

At the Ordinary Council Meeting on 17 September 2025, Council resolved to adopt Policy 060 – Waste Management, providing an updated framework to guide waste management services and align with current practices.

At the Ordinary Council Meeting on 16 February 2026, Council endorsed the Draft Gannawarra Resource Recovery and Waste Management Strategy 2025–2035 for the purpose of public exhibition and community consultation.

**OPTIONS**

1. Note that community consultation on the Draft Gannawarra Resource Recovery and Waste Management Strategy 2025–2035 has been completed and adopt the Gannawarra Resource Recovery and Waste Management Strategy 2026–2036.
2. Consider making amendments prior to adopting the Gannawarra Resource Recovery and Waste Management Strategy 2026–2036.
3. Seek to gather more feedback prior to considering adopting the Gannawarra Resource Recovery and Waste Management Strategy 2026–2036.

**SUSTAINABILITY IMPLICATIONS**

The strategy itself aims to significantly reduce landfill waste and greenhouse gas emissions by increasing recycling rates and diverting organics from landfill, aligning with ambitious state and national targets

It also promotes a circular economy by encouraging resource recovery, supporting local businesses and agriculture in recycling efforts, and upgrading infrastructure to maximize reuse and minimise environmental risks.

**COMMUNITY ENGAGEMENT**

Community engagement has been undertaken through media releases, electronic and print media and the “Have Your Say” platform.

A total of two submissions were received and have been considered in finalising the strategy.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

The strategy addresses continuous improvement by committing to regular data collection, periodic audits, and ongoing reviews of waste services and infrastructure. These measures enable the Council to identify gaps, track progress, and adapt actions to emerging challenges, ensuring waste management practices remain effective, efficient, and aligned with sustainability goals.

**COLLABORATION**

The strategy addresses collaboration by partnering with neighbouring councils, regional working groups, and state agencies to share resources, pursue joint initiatives, and tackle cross-boundary waste challenges.

It also supports participation in regional circular economy plans and advocates for collaborative solutions to issues like silage wrap and construction waste, strengthening collective sustainability efforts.

**FINANCIAL VIABILITY**

The strategy supports financial viability by trying to maintain affordable waste charges for residents, optimising service delivery, and regularly reviewing landfill operations to balance costs and compliance.



It also seeks to encourage external funding for infrastructure upgrades and aligns services with state-mandated reforms, ensuring cost-effectiveness while meeting regulatory requirements and minimising the financial burden on ratepayers.

### **REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Australia's Circular Economy Framework (2004)

National Waste Policy Action Plan (2024)

Loddon Mallee Regional Circular Economy Plan (2022)

Goulburn Murray Resilience Strategy (2020)

### **COUNCIL PLANS AND POLICIES**

*Goal 3. Sustainability - achieve long-term financial and environmental sustainability*

*2. Protect our environment and prepare our community for a changing climate.*

### **TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council meeting.

### **CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in this matter.

### **ATTACHMENTS**

1. RRWM Strategy 2026-36 [**7.8.1** - 30 pages]
2. Submission 1 [**7.8.2** - 1 page]
3. Submission 2 [**7.8.3** - 1 page]

# Gannawarra Resource Recovery & Waste Management Strategy 2026 – 2036

19 May 2026



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|                        |                                                                                                                                                            |
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## Abbreviations

|         |                                                                              |
|---------|------------------------------------------------------------------------------|
| Council | Gannawarra Shire Council                                                     |
| DCCEEW  | Commonwealth Department of Climate Change, Energy, the Environment and Water |
| EPA     | Environment Protection Authority Victoria                                    |
| e-waste | electronic waste                                                             |
| FOGO    | food organics and garden organics                                            |
| MRF     | material recovery facility                                                   |
| VRIP    | Victorian Recycling Infrastructure Plan                                      |

## Executive summary

Gannawarra Shire Council is committed to reducing waste to landfill, increasing the recovery of waste resources and extending the life of resources through smarter more sustainable practices.

We will lead and educate the Gannawarra community on reducing waste and improving material recovery while delivering fit-for-purpose services and infrastructure for our region. The traditional model of material flows in society can be characterised as 'take-make-dispose'. By moving to a more circular model, we aim to protect our environment and strengthen our local economy.

This Resource Recovery and Waste Management Strategy is a 10-year plan to guide Council's efforts in improving waste management and driving greater resource recovery across the Gannawarra region. It is designed to meet the needs of residents, businesses and the broader community, while remaining cost effective and future focused.

Through waste reduction, efficient service delivery, and enhanced recycling and recovery systems, we will protect our environment and keep valuable materials in circulation.

The strategy outlines how Gannawarra Shire Council will contribute to meeting the Victorian Government targets and kerbside reform commitments by 2030 including:

- diverting 80% of waste from landfill
- halving the volume of organic material sent to landfill
- reducing total waste generation by 15% per capita
- ensuring every household has access to a food and organics recovery or composting.
- expanded separate glass service by 2027.

Australia's circular economy is still emerging, presenting both challenges and opportunities. As new technologies and practices evolve, Gannawarra Shire Council remains committed to staying informed, responsive, and forward-thinking. Council will maintain a flexible approach to ensure long term and economic sustainability.

## 1 Introduction

The Gannawarra Shire Council Resource Recovery and Waste Management Strategy 2026–2036 (the strategy) provides direction for minimising and managing waste and driving increases in resource recovery across the next ten years. The strategy builds upon the work and achievements of Council's previous waste and recycling actions and initiatives.

The strategy has been developed to align with state resource recovery targets and other policies and regulations including requirements of Recycling Victoria and Environment Protection Authority Victoria (EPA).

The strategy focuses on Council's waste and recycling facilities and services, including how to continually improve the delivery of these services for the Gannawarra community.

Our peers and representatives of business and community, have informed the path forward, and the priorities align with Council's main strategic documents. The strategy is designed to meet the needs of the community, businesses and Gannawarra region.

The strategy has undergone a period of public consultation, with the community provided opportunities to review the document and submit feedback for consideration by Council.

## 2 Strategic context

Gannawarra Shire Council operates in the context of national and state-based waste and resource policies and regulations and is within the Loddon Malley region of northern Victoria. The following setting has informed Council's ambition and direction outlined in this strategy.

### 2.1 Gannawarra's vision and local context

Located on the Murray River, about 250 km north-west of Melbourne, Gannawarra is mainly rural and covers 3,736 km<sup>2</sup> with a population around 10,500. The largest employment sector is agriculture, forestry and fishing, followed by health care and social assistance.

Land is used mainly for agriculture, particularly dairy farming, grain and crop farming, grazing, horticulture and viticulture. The region's natural assets are a growing drawcard for tourism and Gannawarra is emerging as a hub for renewable energy, with solar and battery projects already underway.

The Council Plan 2025-29 includes three broad goals, one of which is to achieve long-term financial and environmental sustainability. Council recognises the interrelation between improved energy efficiency, cleaner energy sources and minimising and managing waste to maintain a sustainable environment. Council's strategy to advance local sustainability and waste initiatives has informed the development of this strategy

The community vision for Gannawarra is:

*Our community is proud, connected and inclusive, and we actively seek opportunities that enhance lifestyle and liveability.*

*Gannawarra is growing and is economically diverse, with unique tourism destinations, cultural and natural assets.*

*We recognise and appreciate the value of the natural environment and how it connects our communities. We are resilient to a changing environment through innovation and collaboration.*

This strategy aims to contribute to the vision and deliver on the Council Plan 2025–29. By delivering accessible, efficient, and environmentally responsible waste and recycling services, Council will empower the community to reduce unnecessary waste, recover valuable resources, and actively participate in the circular economy.

Through education, engagement, and local reuse initiatives, Council aims to strengthen community connections and create opportunities for a thriving and diverse economy.

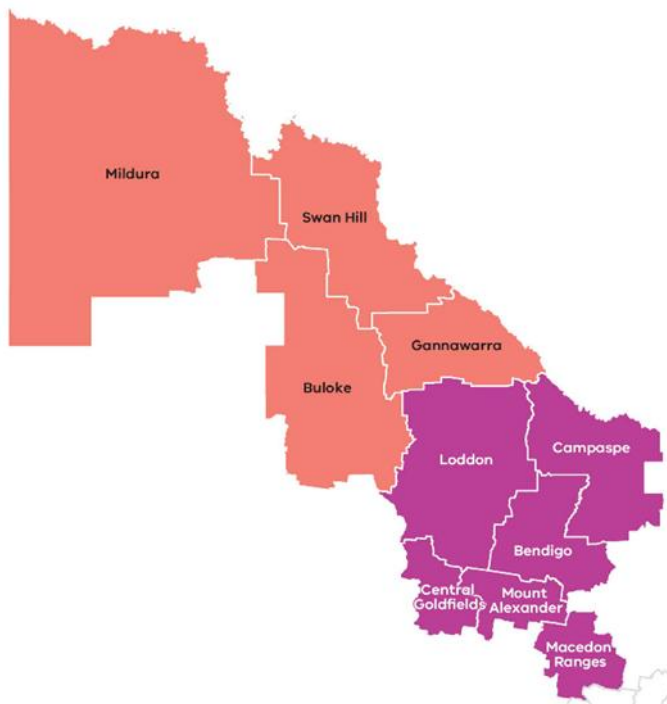


## 2.2 Regional context

Gannawarra Shire Council is located within the Loddon Mallee Region and actively contributes to regional planning and strategic initiatives through collaboration with various governing bodies and organisations. Key initiatives and strategies that Council has supported include:

- Circular Central Victoria regional circular opportunity scan (2023) – This scan identified pathways for the Loddon Mallee Region to harness the benefits of a circular economy. The report outlines 9 circular opportunities across the organics, construction, consumer goods, and manufacturing sectors, with potential to recover approximately 688,900 tonnes of materials, including surplus fruit and vegetables, crop residues, animal manure, kerbside glass, and plastics.
- Loddon Mallee Regional Circular Economy Plan (2022) – Developed with input by 52 organisations, including local governments, businesses, manufacturers, social enterprises, the waste and resource recovery industry, research and education institutions, and the Victorian Government. The plan aims to improve access to collection services, and enhance the sorting and cleaning of commercial and commingled plastics, polystyrene, household soft plastics and agricultural plastics.
- Goulburn Murray Resilience Strategy (2020) – Council contributed to the Goulburn Regional Partnership that led to the development of this strategy. The circular economy was identified as one of the five key areas influencing regional resilience.

*Figure 1: Loddon Mallee region*



*Loddon shown in dark pink, Mallee shown in light pink.*

## 2.3 Victorian Government

The *Local Government Act 2020* is the main legislative instrument for Victorian councils. Other key Victorian legislation includes the *Environmental Protection Act 2017* and the *Circular Economy (Waste Reduction and Recycling) Act 2021*.

The Victorian Government's *Recycling Victoria: A new economy* in 2020 is a ten-year policy and action plan aimed at transforming waste and recycling. It includes reform to kerbside recycling, introduction of the container deposit scheme and new investment in industry. The key targets and actions are:

- divert 72% of waste from landfill by 2025 and 80% by 2030
- cut the volume of organic material going to landfill by 20% by 2025 and 50% by 2030
- reduce total waste generation by 15% per capita by 2030
- 100% of households have access to separate food and organics recovery service or composting by 2030.

The strategies to achieve these targets include:

- a container deposit scheme and problematic single use plastic ban, implemented in 2023
- a standardised four stream household waste and recycling system (glass, food and garden organics, mixed recyclables, household rubbish) by 2030
- a staged increase to the landfill levy
- encourage investment in waste to energy
- strengthened waste and recycling industry
- new recycling laws and governance, including establishment of Recycling Victoria and regulating waste as an essential service.

Recycling Victoria released the Victorian Recycling Infrastructure Plan (VRIP) in October 2024. This provides long-term strategic infrastructure planning to guide and inform decision-making on waste, recycling and resource recovery infrastructure over the next 30 years. The VRIP replaced Victoria's seven regional waste and resource recovery implementation plans and the previous Statewide Waste and Resource Recovery Infrastructure Plan.

The *Circular Economy (Waste Reduction and Recycling) Act 2021*, among other legislation, requires Council to provide municipal residual waste and recycling services. The Act also establishes a duty for providers of essential waste, recycling or resource recovery services to minimise risk of failure, disruption or hinderance of service.

The *Environment Protection Act 2017* came into effect on 1 July 2021 and focuses on preventing pollution and waste rather than just cleaning up damage after it happens. At the heart of the Act, the general environmental duty requires Council to actively manage risks associated with its operations and to take reasonable and practical steps to prevent harm to human health and the environment. This means identifying potential hazards, implementing safety measures, and ensuring compliance with environmental protection standards.

In addition to the general environmental duty, Council must manage any pollution incidents, contaminated land and industrial waste in accordance with its duties under the *Environment Protection Act 2017*.

## 2.4 National level

Released in December 2024, *Australia's Circular Economy Framework* (the framework) sets out Australia's mission to double the circularity of the economy by 2035, relative to the 2019 baseline 'circularity rate' of 4.6% (DCCEEW, 2024b, p. 8). This is a measurement of how much of Australia's materials come from recycling rather than being taken from nature.

The framework focuses on initiatives to reduce the amount of material used and drive material recovery for productive use, by pursuing the following targets:

- Target 1: Reducing material footprint by 10%.
- Target 2: Lifting materials productivity by 30%.
- Target 3: Safely recovering 80% of our resources.

The framework builds on principles outlined in the *National Waste Policy 2018*. The policy provides an agenda for collective action by businesses, governments and communities and calls for increased access to resource recovery, waste management infrastructure and capacity building. The following overarching targets will guide investment and national efforts to 2030 and beyond:

1. Ban on export of waste plastic, paper, glass and tyres, commencing in the second half of 2020.
2. Reduce total waste generated in Australia by 10% per person by 2030.
3. 80% average resource recovery rate from all waste streams following the waste hierarchy by 2030.
4. Significantly increase the use of recycled content by government and industry.
5. Continued phase out of problematic and unnecessary plastics.
6. Halve the amount of organic waste sent to landfill for disposal by 2030.
7. Make comprehensive, economy-wide and timely data publicly available to support better consumer, investment and policy decisions.

The supporting *National Waste Policy Action Plan 2024* establishes the following areas to prioritise to meet the targets:

- Government legislation, regulation, policies, standards and guidelines.
- Investment in infrastructure, procurement and funding support.
- Market development and support through innovation, reducing barriers and generating demand.

The *Recycling and Waste Reduction Act 2020* (the Act) establishes a framework to regulate the export of waste materials and ban the export of specific wastes. The Act also manages the environmental impacts of products through voluntary, co-regulatory and mandatory product stewardship schemes. As part of the Act, Australia's environment ministers have established priorities to strengthen product stewardship and end markets, regulate packaging, and harmonise approaches to container deposit schemes, single use plastics kerbside collection and soft plastics. These priorities support the targets of the *National Waste Policy Action Plan 2024*.

### 3 Where are we now?

The current status of waste management within Gannawarra Shire was reviewed to determine the baseline for future improvements. This included a review of waste generation and diversion, collection services and waste and resource recovery facilities.

#### 3.1 Materials generated

Gannawarra Shire Council provides a range of waste and recycling services to the community. These include kerbside collection of general waste (or 'rubbish'), mixed recycling and garden organics, as well as public drop off facilities at transfer stations, and public litter and recycling bins.

General waste collected across the Shire is transported for disposal at Patho Landfill in neighbouring Campaspe Shire.

Mixed recyclables from kerbside collections and transfer stations are consolidated and sent to the Echuca materials recovery facility (MRF) for sorting. Kerbside Green waste collected via the kerbside service and transfer stations is processed in-house by Gannawarra Shire Council.

Indicative tonnages collected of each main material stream through council kerbside, public street litter and transfer station services are provided in [Table 1](#).

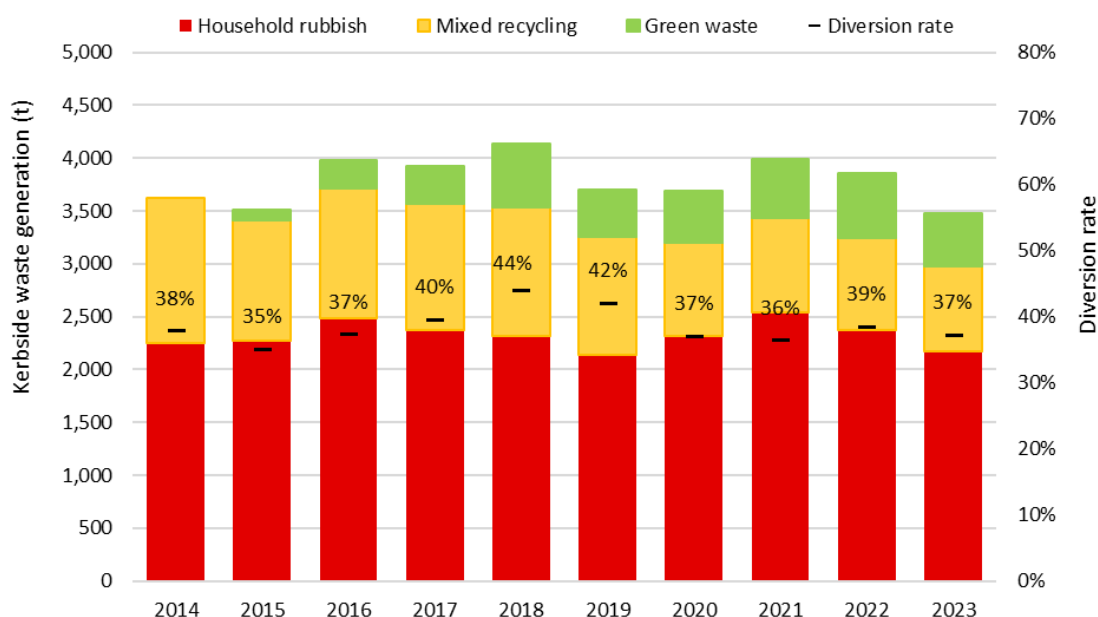
*Table 1: Estimated waste generation, Gannawarra Shire Council, 2022-23*

| Type                                                                   | Tonnes |
|------------------------------------------------------------------------|--------|
| Rubbish - kerbside and street litter bins                              | 2,260  |
| Rubbish - transfer stations                                            | 1,170  |
| Recycling - kerbside and transfer stations                             | 760    |
| Green waste - kerbside                                                 | 770    |
| Green waste - transfer stations                                        | 320    |
| Transfer station drop off not including waste and commingled recycling | 130    |

*Data source: Gannawarra Shire Council.*

[Figure 2](#) shows Council's kerbside waste generation since 2014 by bin type. The kerbside data is mostly from household waste but also includes street litter bins and some business waste. The black dashes indicate the kerbside diversion rate for the year. The historical kerbside waste data shows that waste generation has been decreasing since 2021.

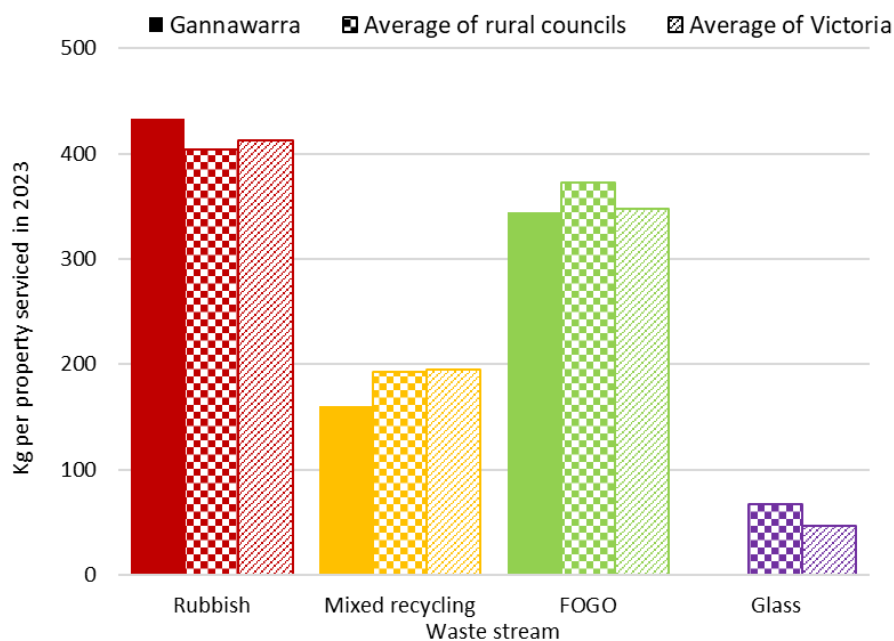
Figure 2: Generation of household rubbish, recycling and green waste, 2014 to 2023



Data source: Recycling Victoria data hub.

Figure 3 shows the kilograms of waste (by bin type) collected per household in Gannawarra Council compared with the average rural household and the average Victorian household in 2023. Households in Gannawarra generated slightly more rubbish than other households and less mixed recycling and organic waste. Gannawarra did not have a comparable glass collection service during 2023.

Figure 3: Generation of household rubbish, recycling and green waste per property, 2022–23 (with state and rural comparison)



Data source: Recycling Victoria data hub.

## 3.2 Council leadership and community engagement

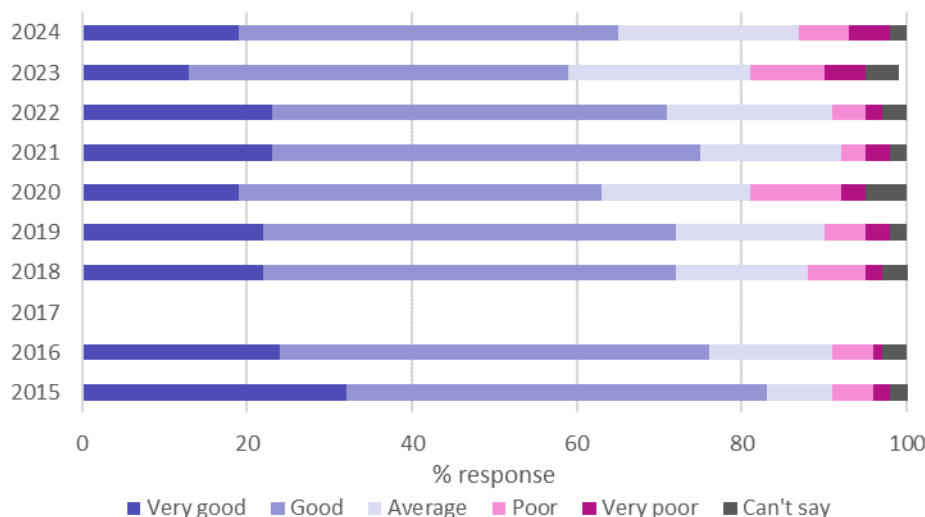
### Community views

A Local Government Community Satisfaction Survey is coordinated by the Department of Government Services on behalf of Victorian councils each year. The survey asks the opinions of local people about the place they live, work and play and provides feedback to councils on their efforts and abilities. There were approximately 400 survey participants in Gannawarra Shire Council in 2024.

Regarding waste management, Council scored 67, which is in line with the state-wide average and a modest increase from a score of 64 in 2023.

In 2024, 19% of survey participants rated waste management in Gannawarra as very good, 46% as good, 22% as average, 6% as poor and 5% as very poor (*Figure 4*).

*Figure 4: Community satisfaction in waste management, 2015–2024*



### Education

The Gannawarra Shire Council website provides educational and informational material for our residents to learn more about:

- which items belong in which bin
- household glass bottle and jar recycling
- single use plastics bans, including a list of banned items, reasons the ban has been implemented and support and resources for businesses
- the container deposit scheme, including a link to a refund collection point finder and information on how to become a refund collection point
- the Victorian Government's Detox Your Home program
- instructions to report illegal dumping.

### 3.3 Waste and recycling services

#### Kerbside services

Council currently provides rubbish and recycling kerbside services to over 5,000 properties including residential, community and commercial properties, as well as an opt-in green waste kerbside service in limited townships.

The collection routes cover the townships of Cohuna, Cohuna Golf Links Estate, Kerang, Koondrook, Lake Charm, Lalbert, Leitchville, Murrabit, Mystic Park and Quambatook. Council also offers an optional commercial rubbish and recycling collection to properties within the designated collection area under Council's Waste Management Services, Bins – Provision and Replacement policy.

Properties outside the collection service area either use the transfer stations or have private collection arrangements. Council's current kerbside collection services are outlined in [Table 2](#).

*Table 2: Kerbside collection services summary, 2022-23*

| Bin type             |  |  |  |
|----------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Bin size             | 120 L or 240 L                                                                    | 240 L                                                                             | 240 L                                                                               |
| Service type         | Rubbish                                                                           | Recycling                                                                         | Opt-in garden organics<br><i>For Cohuna, Kerang and Koondrook urban residents</i>   |
| Collection frequency | Weekly                                                                            | Fortnightly                                                                       | Fortnightly                                                                         |
| Number of services   | 5,191                                                                             | 5,387                                                                             | 1,555                                                                               |
| Where it goes        | Patho landfill                                                                    | Echuca MRF                                                                        | In-house processing                                                                 |

#### Bin contamination

Incorrect placement of materials in kerbside bins causes contamination, impacts recovery of resources and can increase kerbside costs. Council commissions audits to identify where improvements can be made. The results of an audit from early 2025 are summarised in [Figure 5](#).

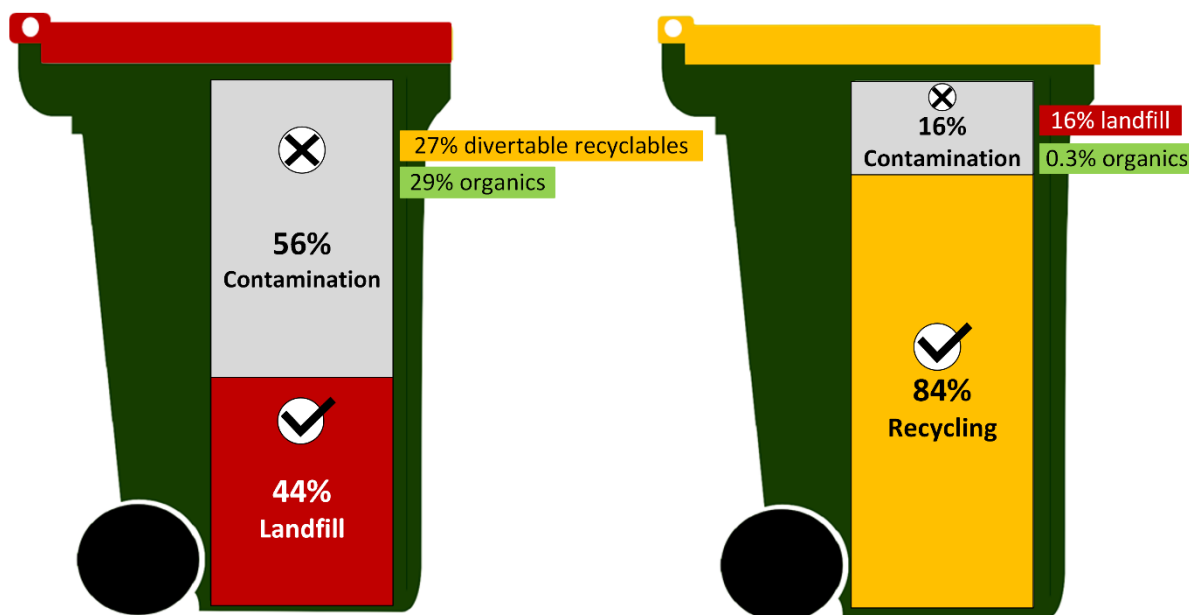
The general waste (red lid bin) consisted of 27% (by weight) divertible mixed recyclables that could have been recycled if placed to the yellow lidded bin. Cardboard was the most significant divertible recyclable material found in the rubbish stream, accounting for nearly 6% of bin contents.

The red lidded bin also contained 29% organics. Council is looking to provide a recovery solution for this material by expanding the green waste service to accept household food waste.

The contamination rate in our recycling (yellow lid bin) was 16%. Textiles were the most prevalent contaminant, accounting for almost 4% of bin contents. Bagged waste, non-recyclable plastic, plastic bags and non-packaging metals were other significant contaminant materials that residents are putting in their recycling bins.

The national average contamination in kerbside recycling bins is about 11% (Brunton, 2024), indicating there are opportunities for Gannawarra to continue to improve.

Figure 5: Composition of kerbside bins based kerbside audit data available in 2025



### Separated glass

Council installed designated glass recycling skips at Cohuna, Kerang, Lalbert and Quambatook transfer stations, and adjacent the Koondrook Works Depot, with funding received from the State Government. This initiative provides a free glass drop off service to residents.

To support the new service, Council ran a waste glass education and behaviour change campaign to encourage residents to take household glass bottles to transfer stations in October 2022. This was part of the *A Small Change Makes a Big Impact* campaign support by Sustainability Victoria. Information was distributed to all households about what items could be placed in each household bin and what should be taken to transfer stations.

### Kerbside organics

Council offers a green organics (green waste) service to properties in Kerang, Cohuna and Koondrook. The green waste is collected by Council's contractor and mulched at transfer stations.

### Container deposit scheme

There are currently 3 container deposit scheme drop off locations in the region for the community to use. These are located in Cohuna, Kerang and Leitchville. Council encourages the use of the container deposit scheme along with use of the current glass drop off services available at Cohuna, Kerang, Lalbert and Quambatook transfer stations and the Koondrook public drop off site. There has been a strong uptake of the CDS by the community since its introduction in 2023.



### 3.4 Waste facilities

Council operates transfer stations and depots across the extent of the council area with Kerang and Cohuna at the centre and east of the shire, and Lalbert and Quambatook sites servicing the west. There is also a 24 hour glass drop off point opposite the Koondrook works depot.

Each transfer station holds a registration from EPA Victoria. This requires Council to carefully manage its operations to minimise risk of harm to the environment, and ensure safe operation for its staff and the public.

The transfer stations at Kerang and Cohuna are open multiple days each week and accept a range of material for recycling and disposal. Smaller facilities at Lalbert and Quambatook operate twice a month. Residents also use the Barham transfer station across the NSW border.

Gannawarra Central Landfill (located on Denyer Road) is located in the centre of the council area. It is licensed by EPA to accept municipal, industrial, and limited reportable priority wastes. Council must comply with stringent conditions to ensure protection of the environment for the life of the landfill.

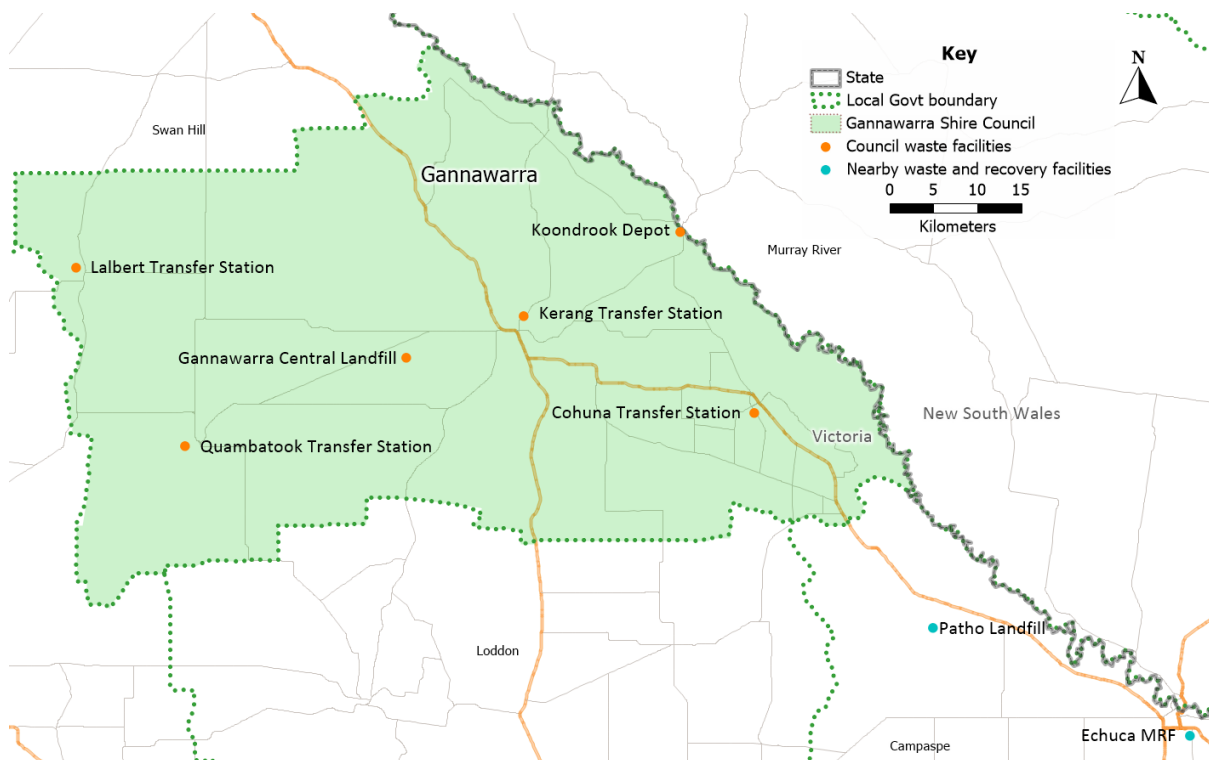
The site area is approximately 11 hectares, with two filled cells (cells 1 and 2), one active cell (cell 3) and four future planned waste cells. Cells 1 and 2 were capped in 2017–18 with landfill gas passively vented to the atmosphere via a shared venting stack, and Cell 3 is almost full. Assessing the future operation of Gannawarra Central Landfill is a high priority for Council.

Council also owns the Quambatook nightsoil depot which is used by private contractors for disposing of septic tank sludge in trenches at the rear of the former landfill.

Council is responsible for closure and rehabilitation of its landfills. This includes auditing of landfill rehabilitation and aftercare. As well as managing the capped cells at the Gannawarra Central Landfill, Council is responsible for land containing closed landfills at Mystic Park, Kerang, Macorna, Leitchville, and Quambatook. The closed Kerang landfill remains under monitoring, although it has been monitored for approximately 26 years and should be close to stabilising. There are also closed landfills for which Council is not the land manager, located at Appin, Cohuna, Lake Charm, Lalbert, Murrabit (Benjeroop), and Tragowel.

Council's key active facilities are shown in [Figure 6](#). Also displayed are nearby facilities where most of Gannawarra's waste and recycling is taken.

Figure 6: Map showing Gannawarra Shire Council waste facilities, Patho Landfill and Echuca MRF



### 3.5 Public waste and recycling

Across the Gannawarra Shire, there are 165 public rubbish and 27 public recycling bins. While collection frequency varies by location, these bins are collectively serviced more than 10,000 times per year. Positioned in high-traffic areas—such as near local shops, parks, sporting clubs, and rest stops—these bins play a vital role in maintaining the cleanliness and appeal of our public spaces.

During peak holiday times, Council provides red rubbish skips at selected locations for campers. Standard public bin setups were found to be insufficient to meet the high demand during the peak holiday times, leading to litter and illegal dumping. Council's installation of these skips has helped to reduce these problems.

Council has also established a reporting mechanism to track trends in illegal dumping behaviour. Over a five-month period in late 2024, Council registered 267 reports of dumped waste. The clean-up and proper disposal of dumped waste remains a significant cost to Council.

### 3.6 Performance

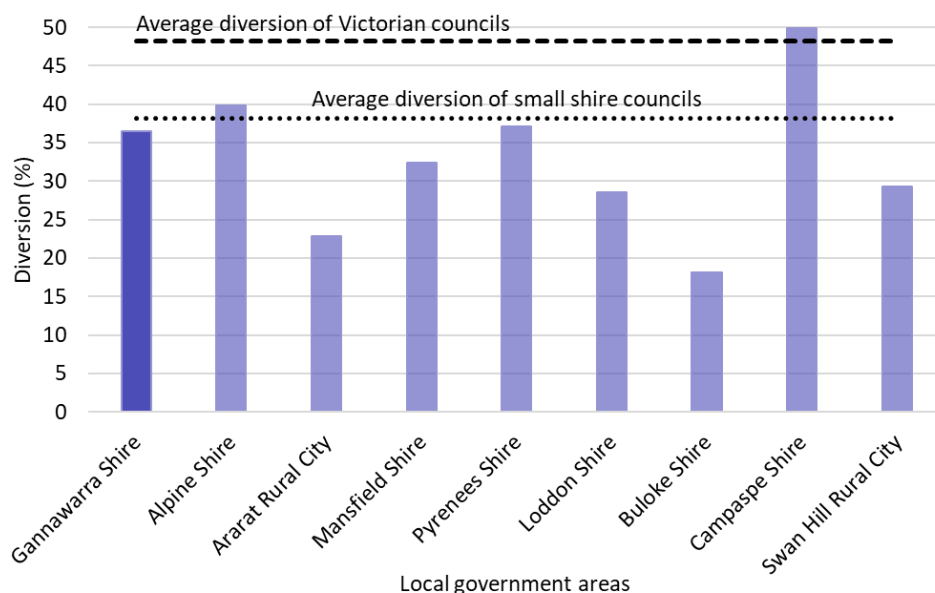
Council has worked hard across the past decade to reduce the amount of waste sent to landfill and maximise recycling and resource recovery. Some of Council's key achievements are highlighted below.

#### Diversion rates

Council's diversion rate of about 36% in 2022–23 was below the state average (about 48%) but is similar to the average diversion rate for small rural councils.

Figure 7 shows that Council is tracking reasonably well compared to nearby and similar councils, but has opportunity to improve diversion of waste from landfill.

Figure 7: Kerbside diversion rate for selected councils, 2022–23



Data source: Know Your Council website

### Green waste service

To support the Gannawarra community to recover more materials, Council introduced an opt-in green waste service. Across this decade of service, Council has collected approximately 4,740 tonnes of green waste from participating residents. The introduction of the service has contributed to Gannawarra Shire Council recovering more household materials.

### Speciality recycling

Council has introduced material-specific collection services across Gannawarra Shire, with designated drop-off points at local transfer stations. For example, motor oil can be taken to Kerang Transfer station.

Glass recycling skips have been installed at the Cohuna, Kerang, Lalbert, and Quambatook transfer stations, along with a publicly accessible site in Koondrook, funded by the State Government. This initiative offers residents a free and convenient way to dispose of waste glass responsibly.

In addition, Council is actively responding to emerging waste challenges by exploring viable end-of-life recovery solutions for agricultural plastics and solar panels. Council supports the agriculture sector by hosting DrumMuster sites at all transfer stations, and collecting bagMUSTER and solar panels at Kerang and Cohuna transfer stations.

## 4 Issues and opportunities

The challenges facing waste management and resource recovery in Gannawarra Shire are discussed below, as well as opportunities to address and improve outcomes.

### 4.1 Waste management hierarchy and circular economy

The waste management hierarchy is a foundational principle guiding Australia's waste policies. It is embedded in both the *Environment Protection Act 2017* and the *Circular Economy (Waste Reduction and Recycling) Act 2021*, where it also aligns with the circular economy. This hierarchy outlines a tiered approach to waste management, prioritising avoidance as the most desirable option and disposal as the least preferred, as illustrated in *Figure 8*.

Figure 8: Waste management hierarchy

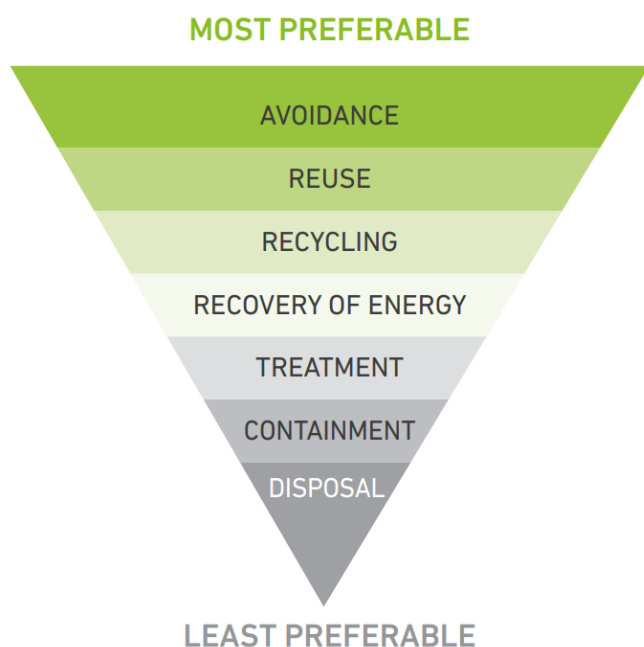
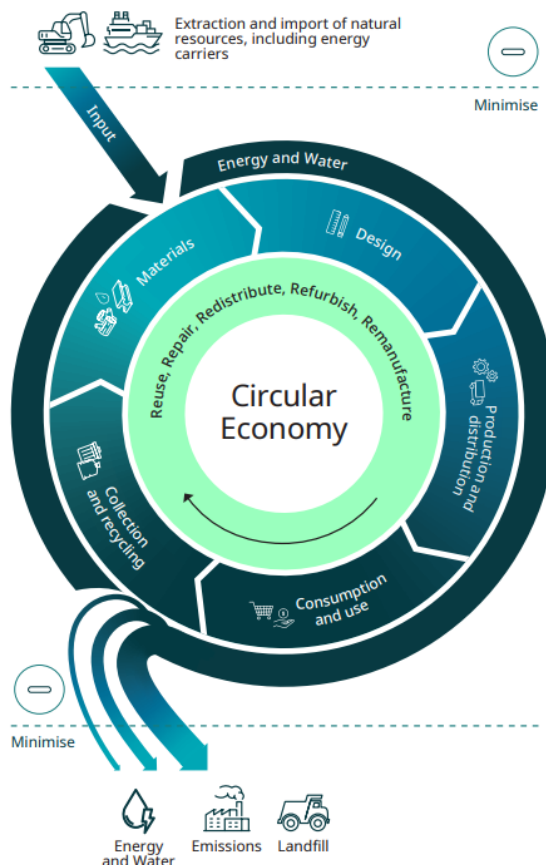


Figure 9: Resource flows in a circular economy



Waste management hierarchy: adapted from Australian environmental policy frameworks.

Resource flows in a circular economy: sourced from Department of Climate Change, Energy, the Environment and Water, *National Circular Economy Framework (2024)*.

The Australian government released the *National Circular Economy Framework* in 2024. The framework defines a circular economy for Australia as ‘an economic model that promotes sustainable and efficient use of resources as a way to support environmental, economic and social outcomes’. There are 3 key principles in a circular economy:

- design out waste and pollution
- keep products and materials in use at their highest value
- conserve natural resources and regenerate nature.

The circular economy model, depicted in [Figure 9](#) is becoming more embedded in national and state conversations surrounding waste. The model aims to reduce the quantity of valuable resources being lost as waste to landfill and move away from the unsustainable linear take-make-use-waste approach.

Gannawarra Shire Council is committed to promoting a circular economy. Each community member can make a positive impact through changes in habits such as avoiding waste and limiting waste through consumer choices. Examples of this could be not accepting or using single-use plastic packaging or choosing to buy goods that can be repaired.

## 4.2 Increasing cost and requirements

Waste and recycling services account for a significant proportion of Council’s budget each year. Examples of these services include:

- kerbside collected waste and recycling collections
- transport of these materials for further processing and/or disposal
- management of public waste bins
- operating Gannawarra Central Landfill
- managing the 4 resource transfer stations and public waste recycling drop off point
- safely managing closed landfills
- delivering waste and recycling education programs.

Council is required to deliver services and facilities that meet regulatory standards while maintaining financial sustainability, in order to reduce the cost burden on ratepayers.

The Victorian waste levy for depositing rural municipal waste in landfill has increased to \$84.78 per tonne disposed of at landfill. This is a 157% increase from the \$33.03 per tonne levy rate in 2019-20. This is a strong driver for Council to work hard at supporting the Gannawarra community to reduce waste generated and recover and recycle more materials.

Council’s waste services and facilities are funded through the general waste charge that is included in each resident’s annual rates notice. Council needs to maintain an affordable waste collection charge while aligning new waste services with the State-mandated kerbside reforms.

## 4.3 Waste avoidance and behaviour change

The waste management hierarchy places avoidance as the most preferred outcome for managing waste. However, minimising waste generation within the Shire presents challenges, as Council has limited control over many contributing factors, such as excessive packaging on everyday products. Despite this, Council is committed to supporting initiatives that influence community behaviour and deliver cost savings to residents.

According to Sustainability Victoria, the average Victorian household discards approximately \$2,200 worth of food annually. Reducing food waste not only benefits household budgets but also helps mitigate the environmental impacts associated with food production, packaging, transport and waste management.

To support waste reduction efforts, Council will leverage state-developed resources and promote participation in programs like Sustainability Victoria's free ResourceSmart Schools initiative, which offers five sustainability-focused modules for integration into school curricula.

Council will also align with statewide household waste reforms and education campaigns to develop and implement a staged waste education plan. This plan will assist residents and businesses in adapting to new systems and will include targeted education on key issues such as bin contamination and problematic materials, including compostable packaging, soft plastics, compostable bin liners, and batteries.

#### 4.4 Resource recovery

Key initiatives in resource recovery affecting our community include state-led household kerbside reforms, a growing emphasis on business waste, loss of valuable resources, problematic wastes and the emergence of new waste streams such as solar panels.

##### Kerbside collected materials

As of 2025, an estimated 27% of recyclable materials in Gannawarra Shire were still being placed in rubbish bins instead of recycling bins. Additionally, 16% of materials found in recycling bins were contaminants. These figures highlight a significant opportunity for Council to work with the community to improve recycling practices, particularly for paper, cardboard, plastics, and metals.

Council is actively collaborating with the state government to prepare for the upcoming household kerbside reforms. As part of this process, Council is reviewing current waste and recycling services and planning a best-practice four-stream collection model tailored to the needs of the Gannawarra community. Proposed additions include separate collections for food and garden organics, as well as expanded glass collection.

##### Supporting local business and farmers

Council will engage with local businesses and farming communities to enhance the recovery of commercial food waste, agricultural plastics, and other commonly used packaging and industrial materials including hard and soft plastics, paper, cardboard, metals, and glass.

As new initiatives emerge, Council will provide businesses with information and practical options to increase resource recovery and reduce the volume of harmful materials sent to landfill

##### Organics

Diverting organic waste from landfill is essential for reducing greenhouse gas emissions. Council is committed to enhancing green waste collection across the Gannawarra community, ensuring that organic materials are processed into high-quality mulch that can be returned for local use.

Minimising contamination is vital to maintaining the integrity of this process. Council will continue to educate and support residents to dispose of organics correctly—whether through kerbside bins or transfer station drop off points. By doing so, we can ensure that materials processed locally or at composting facilities result in clean, safe mulch and compost, free from harmful contaminants.

### Plastics and e-waste

Emerging problematic materials in the Gannawarra community such as solar panels, batteries, e-waste, soft plastics and silage wrap are a growing focus for Council. We are committed to improving collection systems and exploring regional pathways for the management and recycling of these materials.

Each of these waste streams presents unique challenges. Council provides bagMuster collection points, and steps are being made to provide a recycling service for silage wrap and soft plastics, including advances in chemical recycling and trials for collecting and recycling silage wrap. Council will continue to support initiatives where they are credible, stable and offer long-term benefits for the community.

Council provides free drop-off facilities for solar panels at its transfer stations, and will monitor the effectiveness of this service as the number of end of life solar panels increase in coming years.

Batteries and e-waste remain a growing concern across Australia due to their potential toxicity and safety risks if not properly managed. Council provides free drop-off facilities for e-waste at all transfer stations and Ecobatt battery drop-off points at multiple locations across the shire.

Council will continue to support the recovery of these items by promoting educational programs that raise awareness of product stewardship schemes such as B-cycle for batteries and the National Television and Computer Recycling Scheme.

## 4.5 Other

### Public place bins, litter and illegal dumping

Council continues to utilise a range of guidance and resources to support effective public place recycling and waste management, including efforts to address litter and illegal dumping.

Across the Gannawarra Shire, reports of littering and illegal dumping remain low. However, camping bins provided during peak holiday periods have occasionally attracted the illegal disposal of bulky items. This may indicate a lack of awareness around what can be placed in these bins, or a preference for convenience over proper disposal at transfer stations.

Council will work closely with the community to ensure camping bins are used appropriately and that residents and visitors are informed about the correct disposal pathways for various waste types. By improving awareness and access to proper waste services, we can maintain the cleanliness and environmental integrity of public spaces.

### Funding opportunities

Council will continue to monitor and pursue funding from external sources as opportunities arise, particularly in connection with the annual state budget announcements. Victoria has seen significant investment in the waste, recycling and resource recovery sector, creating substantial opportunities for councils to enhance their services and infrastructure.

Gannawarra Shire Council has successfully secured funding through several of these initiatives. This support has enabled upgrades to local transfer stations, allowing for the safe acceptance of materials such as glass and e-waste.

Additional funding was received through Sustainability Victoria's Circular Economy Household Education Fund and Local Government Energy Saver Program. These grants supported the development of localised circular economy education programs and delivered energy-efficiency upgrades across seven council-operated facilities.



## 5 Where do we want to get to?

Australia's circular economy is in a formative stage, with its evolving landscape offering both challenges and opportunities. As new practices and innovations continue to emerge, Gannawarra Shire Council remains committed to staying informed, responsive, and forward-thinking. Ongoing developments will continue to shape Council's approach to sustainable waste and resource management.

### 5.1 Council leadership and waste education

Council will continue to lead and educate the Gannawarra community on reducing waste and improving material recovery. Through targeted initiatives and modelling best practice, Council aims to support residents and businesses in adopting more sustainable behaviours.

A staged waste education plan will be developed to guide the community through upcoming changes to kerbside services. This plan will complement state programs and focus on reducing contamination, improving recycling outcomes, and helping households minimise waste and save money. Key topics will include food waste, soft plastics, compostable items, and batteries.

Internally, Council will strengthen its own practices by building staff knowledge of circular economy principles and reviewing procurement policies to support waste avoidance and green purchasing.

At Council's main office in Kerang, staff have begun recovering office food waste, which is now collected and used to feed staff-owned chickens. This simple approach keeps food waste out of the red bins and reduces the amount sent to landfill.

Council will also pursue regional collaboration to share resources, attract funding, and address cross-boundary waste challenges, such as silage wrap and construction materials, through joint initiatives with neighbouring councils.

### 5.2 Waste and recycling services

Council began upgrading kerbside services in 2015 with the introduction of an opt-in green waste service and dedicated glass bins at transfer stations. These early steps will be built upon to meet the requirements of the state-mandated 4-stream kerbside system under the *Circular Economy (Waste Reduction and Recycling) Act 2021*.

Plans include expanding the current green waste service into a full FOGO (food organics and garden organics) collection where the green waste service is currently offered, which must be in place by 2030. In 2025, audits revealed that 29% of Gannawarra kerbside rubbish stream was recoverable organic material, highlighting the potential impact of this service.

Council will also improve and expand service options for glass to continue to recover more glass from households by 2027. The upgrades will align with the draft Household Waste and Recycling Service Standard 2024 requirements and enable greater recovery of food waste and glass, reducing landfill volumes and improving the quality recyclables in yellow-lidded bins.

Council will continue to monitor and evaluate the performance and interaction of their current and new kerbside services to ensure that they are serviced at an appropriate frequency and operate and efficient and cost-effective as possible.



## 5.3 Waste facilities

### Transfer stations

Council is committed to continually improving the operation and presentation of its transfer stations to align with best practice standards. A range of enhancements are being considered to support safer, cleaner, and more efficient facilities. These may include:

- strengthening safety measures for handling and storing potentially hazardous materials
- reducing environmental impacts through better protection of waste and recycling from weather exposure
- managing green waste more effectively to minimise stockpiles
- upgrading signage to improve clarity and safety for users and staff
- increasing staff training and regular site assessments to help identify and address potential risks

Council will look to develop and implement a transfer station plan for each site to meet best practice operations and service, and maximise resource recovery. This will include a review of each site, how materials are collected and stored, ensuring appropriate levels of staffing are resourced and that operating hours meet each community's needs.

### Gannawarra Central Landfill

Operating a landfill in 2025 is a significantly more costly undertaking than it has been in the past. Landfill sites need to attract a certain threshold tonnage of waste each year to achieve financial viability. That tonnage has increased due to rises in the waste levy as well as higher day-to-day ongoing costs of staffing, equipment, maintenance, compliance and monitoring that landfills require.

Council is planning a strategic use and cost analysis of Gannawarra Central Landfill. This analysis will inform Council's decision-making process on the future direction of the site. The general options being considered include:

- continue site operations
- expand landfill operations, attracting more waste tonnages
- place the landfill in abeyance, suspending operations and adopting a wait-and-see approach
- close and rehabilitate the landfill site.

## 5.4 Litter and illegal dumping

Council is working to improve data collection on litter and illegal dumping clean ups around Gannawarra Shire, with the aim of identifying hotspot locations and recurring waste types. More detailed data will enable Council to better understand sources and work with the community to address them proactively, keeping our public spaces clean and to protect the local environment.

One challenge already identified is the overuse of bins supplied for seasonal camping waste. Council will continue to work with campground owners, coordinators and other relevant local businesses and stakeholders to ensure campers know what can and cannot be disposed of in these bins.

To help reduce illegal and hazardous dumping, Council has developed a signage trial for installation at one of the seasonal camping bin sites.

## 5.5 Measurement and review

Council will continually improve its waste data collection to enhance the accuracy of reported quantities and sources. Reliable data is critical for evaluating and measuring the effectiveness of services, including kerbside collections and transfer station operations.

As data quality and consistency improves, Council will be better equipped to identify service gaps and inefficiencies enabling targeted improvements. Enhanced data also enables Council to provide more detailed information to the Gannawarra community, including comparisons with previous years.

High quality data strengthens opportunities for collaboration with other councils and businesses, fostering confidence in the material flow information reported by Gannawarra Shire Council and potential partnerships.

## 5.6 2026–2036 goals

In the coming 10 years, Council staff will focus on three key goals to improve waste management for everyone in our community:

- cutting down the amount of waste we produce and send to landfill
- providing reliable, efficient waste services and infrastructure
- boosting recycling and resource recovery to protect our environment.

The Australian and Victorian Governments have set targets related to the overarching goals set by Gannawarra Shire Council. These are outlined below in Table 3.

*Table 3: Overview of Australian and Victorian Government waste-related targets*

| Target                                 | National<br>(baseline year 2016–17) | State<br>(baseline year 2019–20) |
|----------------------------------------|-------------------------------------|----------------------------------|
| Reduce waste to landfill per household | 10% by 2030                         | 15% by 2030                      |
| Recovery of waste                      | 80% by 2030                         | 72% by 2025<br>80% by 2030       |
| Divert organics from landfill          | 50% by 2030                         | 20% by 2025<br>50% by 2030       |

Gannawarra Shire Council is guided by these targets and has developed an action plan to achieve them, as outlined in Chapter 6.

Council will report on its progress against this strategy through our annual reporting process.

We will also periodically review this strategy to ensure the priorities and actions remain relevant to the context and are addressing current and emerging issues and opportunities.

## 6 Action plan

Gannawarra Shire Council is committed to reducing waste to landfill, increasing the recovery of waste resources and extending the life of resources. To work towards this, a range of actions will address current and future challenges and opportunities within five key areas:

- council leadership and waste education
- waste and recycling services
- waste facilities
- litter and illegal dumping
- measurement and review.

The actions have been prioritised based on environmental, social and economic impacts, and have an indicative timescale of short (0-2 years), medium (2-5 years), and long term (5-10 years).

A summary of the proposed strategic actions and implementation plan is provided in [Table 4](#).

To ensure continual improvement, this implementation plan will be reviewed annually.

Table 4: Council waste and recycling action plan

| #                                      | Action                                                                                                                                                                                                                                                                | Priority | Implementation |           |           |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------|-----------|-----------|
|                                        |                                                                                                                                                                                                                                                                       |          | 2026–2028      | 2028–2031 | 2031–2036 |
| Council leadership and waste education |                                                                                                                                                                                                                                                                       |          |                |           |           |
| 1                                      | Develop and implement a staged waste education plan for residents and businesses to support kerbside bin changes. This should include early consultation.                                                                                                             | H        | ✓              | ✓         | ✓         |
| 2                                      | Build organisation and community knowledge, awareness and action to drive circular economy.                                                                                                                                                                           | H        | ✓              | ✓         | ✓         |
| 3                                      | Review and update council procurement policies and targets to support circular economy outcomes.                                                                                                                                                                      | M        | ✓              | ✓         |           |
| 4                                      | Identify opportunities for Council to avoid and minimise waste in its operations, including increasing green purchasing to promote circular economy, trialling a paperless office system, recycling food waste from office kitchens and reducing single-use plastics. | M        | ✓              | ✓         | ✓         |
| 5                                      | Continue to support and participate in regional and State campaigns as they become available, including ‘Small acts, big impact’.                                                                                                                                     | H        | ✓              | ✓         | ✓         |
| 6                                      | Continue to promote and support environmental events such as Clean-Up Australia day and National Recycling Week.                                                                                                                                                      | H        | ✓              | ✓         | ✓         |
| 7                                      | Encourage and support school participation in the ResourceSmart Schools program.                                                                                                                                                                                      | H        | ✓              | ✓         | ✓         |
| 8                                      | Advocate via Council and regional groups on issues such as product stewardship programs for hard to recycle materials, plastics and additional resourcing.                                                                                                            | M        | ✓              | ✓         | ✓         |
| 9                                      | Support and engage with regional working groups such as the Loddon Mallee Circular Economy Reference Group to pursue regional circular economy solutions.                                                                                                             | H        | ✓              | ✓         | ✓         |
| 10                                     | Partner with nearby councils to implement circular opportunities identified in the Circular Central Victoria plan, for example finding solutions for silage wrap and construction waste.                                                                              | H        |                | ✓         | ✓         |
| 11                                     | Develop and implement education campaigns around problematic materials and bin contamination key issues in advance of kerbside standard, such as compostable packaging, soft plastics, compostable bin liners and batteries.                                          | M        | ✓              | ✓         | ✓         |
| 12                                     | Work with communities to minimise contamination in all recovery streams.                                                                                                                                                                                              | H        | ✓              | ✓         | ✓         |
| 13                                     | Work with local businesses (particularly in the hospitality sector) to explore options for reducing and diverting food waste.                                                                                                                                         | M        |                | ✓         | ✓         |

| #                                   | Action                                                                                                                                                                                            | Priority | Implementation |           |           |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------|-----------|-----------|
|                                     |                                                                                                                                                                                                   |          | 2026–2028      | 2028–2031 | 2031–2036 |
| 14                                  | Work with local farming networks to reinforce the risks and EPA messaging about illegal burning of waste.                                                                                         | M        | ✓              | ✓         |           |
| 15                                  | Advocate and support initiatives that promote a circular economy such as repair and sharing services, charities and circular businesses.                                                          | H        |                | ✓         | ✓         |
| 16                                  | Investigate options to support community op shops (or similar) to recover items from transfer stations                                                                                            | L        |                | ✓         | ✓         |
| 17                                  | Use informational signage for public waste bins in line with good practice guidelines published by Sustainability Victoria.                                                                       | M        | ✓              | ✓         |           |
| 18                                  | Promote Council's and the community's waste and recycling performance to encourage greater community responsibility to improve waste diversion in homes.                                          | M        |                | ✓         | ✓         |
| <b>Waste and recycling services</b> |                                                                                                                                                                                                   |          |                |           |           |
| 19                                  | Advocate for sufficient resources (both financial and staffing) to support the appropriate waste services provided, infrastructure initiatives and shift to circular economy.                     | L        | ✓              | ✓         | ✓         |
| 20                                  | Continue to host Detox Your Home.                                                                                                                                                                 | L        | ✓              | ✓         | ✓         |
| 21                                  | Review the services included in the waste charge and align with Ministerial good practice guidelines.                                                                                             | H        | ✓              | ✓         |           |
| 22                                  | Revise Council waste management services policy to align with the new Victorian kerbside standards and timing of services for residents and businesses.                                           | H        |                | ✓         | ✓         |
| 23                                  | Investigate opportunity to participate in a collaborative regional or sub-regional collection contract for future kerbside collections.                                                           | M        |                | ✓         | ✓         |
| 24                                  | Implement a FOGO collection service to comply with the kerbside service standards.                                                                                                                | H        | ✓              | ✓         | ✓         |
| 25                                  | Investigate pathways for FOGO processing.                                                                                                                                                         | H        | ✓              | ✓         | ✓         |
| 26                                  | Create a cleaner stream of garden organics for returning mulch (that is processed to a safe standard) to the community to assist with education campaigns around organics diversion and recovery. | M        | ✓              | ✓         |           |
| 27                                  | Advocate for a recycling service for glass that is appropriate for the municipality.                                                                                                              | H        | ✓              | ✓         |           |
| 28                                  | Extend the glass recycling service to comply with the kerbside service requirements.                                                                                                              | H        | ✓              | ✓         | ✓         |

| #                                 | Action                                                                                                                                                                                                        | Priority | Implementation |           |           |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------|-----------|-----------|
|                                   |                                                                                                                                                                                                               |          | 2026–2028      | 2028–2031 | 2031–2036 |
| 29                                | Monitor and support regional initiatives to tackle problem plastics including silage wrap and soft plastics.                                                                                                  | M        | ✓              | ✓         | ✓         |
| <b>Waste facilities</b>           |                                                                                                                                                                                                               |          |                |           |           |
| 30                                | Develop and implement a transfer station plan to meet best practice operations and service, and maximise resource recovery.                                                                                   | M        | ✓              | ✓         | ✓         |
| 31                                | Assess future operation of Gannawarra Central Landfill including a detailed cost analysis of the options.                                                                                                     | H        | ✓              | ✓         | ✓         |
| 32                                | Ensure transfer stations and Gannawarra Central Landfill have appropriate measures are in place for disaster waste management and are incorporated into the Municipal Emergency Management Plan.              | M        | ✓              | ✓         |           |
| 33                                | Implement recommended actions from biennial landfill audits                                                                                                                                                   | M        | ✓              | ✓         | ✓         |
| 34                                | Investigate options for landfill gas management at Gannawarra Central Landfill, such as flaring.                                                                                                              | M        |                | ✓         | ✓         |
| 35                                | Continue to ensure Council's closed landfills are assessed and managed to minimise the risk of potential harm to human health and the environment.                                                            | M        | ✓              | ✓         | ✓         |
| <b>Litter and illegal dumping</b> |                                                                                                                                                                                                               |          |                |           |           |
| 36                                | Collect data on litter and clean ups by council to identify issues and measure improvement.                                                                                                                   | L        |                | ✓         | ✓         |
| 37                                | Develop and publish information about seasonal camping waste and disposal, working in consultation with campground owners/coordinators where applicable and other relevant local businesses and stakeholders. | M        | ✓              | ✓         | ✓         |
| 38                                | Explore collaborative arrangements with Parks Victoria to increase visitor preparedness for the 'carry in, carry out' policy at national parks in the Shire                                                   | M        | ✓              | ✓         | ✓         |
| <b>Measurement and review</b>     |                                                                                                                                                                                                               |          |                |           |           |
| 39                                | Seek to continually improve waste data collection to increase accuracy of the quantities and sources. This may be via contract conditions for reporting.                                                      | H        | ✓              | ✓         | ✓         |
| 40                                | Conduct periodic audits of kerbside services to determine causes of contamination and understand compositions of wastes, potentially in coordination with other councils.                                     | M        | ✓              | ✓         | ✓         |
| 41                                | Perform a review to evaluate viability of universal kerbside services in line with the kerbside standard every three years.                                                                                   | L        |                | ✓         | ✓         |
| 42                                | Undertake periodic strategy review, considering current context and emerging trends.                                                                                                                          | L        |                | ✓         | ✓         |

## 7 References

Brunton V (10 May 2024) [FOGO myth #1: FOGO contamination is too high and prevents good quality compost](#), Inside Waste website, accessed 3 June 2025.

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# Have Your Say - Council document feedback



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| Town       | Quambatook |
| Postcode   | 3540       |
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## Your feedback

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| Please select the document you wish to have your say on? | Draft Gannawarra Shire Council Resource Recovery and Waste Management Strategy 2025-2035 (feedback accepted up to 5pm Thursday, 19 March 2026) |
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| Please provide your feedback in the box below: | Why give us more bins, why not do hard rubbish around the area, some people dont want theses bins as it another cost to our rates, I have even asked for a recyclable bin for my Cafe and every time I have asked I get told will pass this on |
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Signature

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# Have Your Say - Council document feedback



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| Submitted on         | 27 February 2026, 5:18PM |
| Receipt number       | 241                      |
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## Your feedback

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| Please select the document you wish to have your say on? | Draft Gannawarra Shire Council Resource Recovery and Waste Management Strategy 2025-2035 (feedback accepted up to 5pm Thursday, 19 March 2026) |
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| Please provide your feedback in the box below: | I rarely use many items in glass, jars are recycled via TrashnTreasure so I won't need a glass only bin. I do use green waste all the time & recycle bin out every 2 months ( only 1 person in dwelling) Compost all that I can & small red bin is suitable for my needs. |
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**7.9 PLANNING PERMIT APPLICATION P25030: 9511 MURRAY VALLEY HIGHWAY, KERANG**

**Author:** Fiona Gormann, Manager Planning and Regulatory Services  
**Authoriser:** Wade Williams (Director Infrastructure & Development)

**Applicant:** Ocwen Energy  
**Owner:** BP Australia Pty Ltd  
**Proposal:** Development of a service station and associated buildings and works and erection of an internally illuminated electronic pole sign  
**Location:** 9511 Murray Valley Highway, Kerang

**RECOMMENDATION**

That Council approve Planning Application P25030 for the development of a service station and associated buildings and works and erection of an internally illuminated electronic pole sign in accordance with the endorsed plans subject to the following conditions:

**General Requirement**

1. The layout of the site and the proposed buildings and works as detailed with the application and as shown on the endorsed plans must not be altered or modified without the prior written consent of the Responsible Authority.

**Drainage**

2. All stormwater and surface water discharge from the site; buildings and works must be conveyed to the legal point of discharge by underground pipe drains to the satisfaction of the Responsible Authority.

**Environmental Health Department**

3. All wastewater generated from the property must be discharged to the main sewer system.
4. Noise emissions from the site must comply with the EPA Victoria Noise Protocol and State Environmental Protection Policy.
5. All external lighting must be designed, installed, and maintained to prevent light spills beyond the site boundary.

**Surfacing**

6. All driveways and vehicle movement areas within the site must be constructed, drained and surfaced to the satisfaction of the Responsible Authority.

**Vehicle Movements**

7. All vehicles entering or exiting the site must do so in a forward direction.

**Vehicular Access**

8. No additional access points are permitted from the subject land to the Murray Valley Highway unless approved via a separate planning permit.

**Landscape Planting**

9. Landscape planting must be undertaken generally in accordance with the endorsed plans and must include retaining and maintaining the existing trees.

**Completion of Landscaping**

10. Prior to the commencement of the development, the landscaping shown on the endorsed plan must be carried out and completed to the satisfaction of the Responsible Authority.

**Landscaping Maintenance**

11. The landscaping shown on the endorsed plan must be maintained (including the replacement of any dead, diseased or damaged plants) to the satisfaction of the Responsible Authority.

**Amenity**

12. The development must be managed so that the amenity of the area is not detrimentally affected, through the:

- a) transport of materials, goods or commodities to or from the land
- b) appearance of any building, works or materials
- c) emission of noise, artificial light, vibration, smell, fumes, dust, wastewater, waste products, grit or oil
- d) presence of vermin.

In the event of any such nuisance in the opinion of the Responsible Authority occurring, additional suitable procedures for suppression shall be developed and implemented to the satisfaction of the Responsible Authority.

**Internally Illuminated Sign**

13. The proposed sign must be located within the subject land; no part of the sign may protrude into the road's reserve.
14. The illumination of the sign must not detrimentally affect the amenity of the area through the emission of unreasonable levels of light beyond the boundary of the subject land.
15. The sign must not contain any flashing or intermittent light.
16. The sign must not dazzle or distract road users due to its colouring.
17. The sign must be constructed and maintained to the satisfaction of the Responsible Authority.
18. This permit, as it relates to the internally illuminated pole sign, will expire 20 years from the issued date of this permit.

On expiry of the permit, the sign and structures built specifically to support and illuminate it must be removed.

In accordance with section 69 of the *Planning and Environment Act 1987*, an application may be submitted to the Responsible Authority for an extension of the period referred to in this condition.

**Site Maintenance**

19. The subject site, including all buildings and works, must be maintained in a good order and appearance to the satisfaction of the Responsible Authority.

**Lower Murray Water**

- 20. Detailed plans showing proposed driveways must be provided to Lower Murray Water to determine if the driveway/s will be clear of existing service connections and/or to inform any requirements for the protection of its existing assets and services, prior to commencement of any excavations or works required for construction of the driveway/s. Any costs associated with alterations to existing service connections or to Lower Murray Water assets because of new driveway/s must be met by the developer.**
- 21. The holder of this permit or authorised agent must consult with and meet the requirements and terms of Lower Murray Water regarding water supply and sewage disposal services and/or any other services provided by the Corporation, including any costs associated with providing such services.**
- 22. Developer enters into a Developer Design & Construct Agreement with Lower Murray Water to extend the Sewer Reticulation to service the Development.**
- 23. The subdivider/developer or authorised agent must supply Lower Murray Water with a copy of the approved and signed Engineering Plan, which has been endorsed for construction, prior to the commencement of construction.**
- 24. Prior to the issue of a Consent to Connect, the owner must enter into an Agreement with the Responsible Authority and Lower Murray Water made pursuant to section 173 of the *Planning and Environment Act 1987*. As per section 174, the Agreement must be under seal and must bind the owner to the following covenant which also must be specified in the Agreement: -**
  - a) recognition by the owner that the lot created, when connection to sewerage is required, will be subject to a modified or “non-conventional” sewerage system;**
  - b) that such modified system will include an obligation on the landowner to install a pump mechanism within the relevant allotment;**
  - c) a requirement to provide to Lower Murray Water, before any works relating to the sewerage connection occur, plans to the satisfaction of Lower Murray Water of the proposed pump station and all related assets and connections;**
  - d) that the landowner will be responsible for the purchase, installation, ongoing maintenance and any replacement of the individual property pump stations and related infrastructure;**
  - e) that the individual pump stations will be operated at the cost of the landowner, including all costs of electricity or any other maintenance or operational cost;**
  - f) that normal wastewater tariffs will apply;**

**The landowner must pay the costs of Lower Murray Water associated with the preparation, negotiation, execution and, if necessary, enforcement of such agreement.**

**The relevant agreement must be registered on the title of the land.**

**The Responsible Authority must make application to the Registrar of Titles to have the agreement registered on the title to the land under section 181 of the Act.**

**The owner must pay the costs of the preparation, execution, and registration of the section 173 Agreement.**

- 25. The development must be serviced by an on-site sewage treatment system including on-site collection and pump unit approved by Lower Murray Water. The landowner is responsible for the purchase, installation, ongoing maintenance and any replacement of the individual property pump station and related infrastructure**

**Department of Transport and Planning**

- 26. Before the development starts (including any demolition, or construction or carrying out of any site preparation works), a Transport Impact Assessment Report (TIAR) must be submitted to, and approved by, the Head, Transport for Victoria. The TIAR must be:**

- a. Prepared to the satisfaction of, and at no cost to, the Head, Transport for Victoria or the Responsible Authority;**
- b. Prepared by a suitably qualified transport engineer; and**
- c. To the satisfaction of the Head, Transport for Victoria, and include:**
  - i. An assessment of the proposed use and its expansion on the operation and safety of the Murray Valley Highway;**
  - ii. Details of the anticipated traffic generation and access arrangements; and**
  - iii. Identification of any mitigation measures required to maintain safe access, and the safe and efficient operation of the Murray Valley Highway (including any turn treatments or access upgrades).**

- 27. Before the development starts, unless otherwise agreed in writing by the Head, Transport for Victoria, a Road Safety Audit (RSA) and Functional Layout Plan (FLP) must be submitted to and approved by the Head, Transport for Victoria. The RSA and FLP must be prepared to the satisfaction of, and at no cost to, the Head, Transport for Victoria and:**

- a. The RSA must:**
  - i. Be prepared by a pre-qualified engineer/auditor in accordance with the Department of Transport and Planning Pre-Qualification Register;**
  - ii. Identify the road safety risks associated with the access points; and**
  - iii. Recommend mitigation works to address any identified access and road safety risks.**
- b. The FLP must:**
  - i. Be prepared to the satisfaction of, and at no cost to, the Head, Transport for Victoria or the Responsible Authority;**
  - ii. Be informed by and include the recommendations of the approved RSA and TIAR; and**
  - iii. Show all access arrangements to the satisfaction of the Head, Transport for Victoria, including:**
    - 1. At the southern access point, unless otherwise determined by the approved TIAR:**
      - a. A Basic Left Turn (BAL) treatment; and**
      - b. A Basic Right Turn (BAR) treatment.**
    - 2. A swept path analysis demonstrating all turning movements for the largest design vehicle reasonably expected to access the site;**

3. Access widths to the minimum extent necessary (based on the swept path analysis) to safely accommodate the design vehicle at both the northern and southern access points;
4. Sealing of both access points; and
5. Appropriate signage and line marking providing for:
  - a. Entry only at the southern access point; and
  - b. Exit only at the northern access point.

The requirements of the FLP must not be modified except with the prior written consent of the Head, Transport for Victoria.

28. Before the occupation of the development approved under this permit, the works in the approved Functional Layout Plan (FLP) must be completed to the satisfaction of, and at no cost to, the Head, Transport for Victoria.

*Note: Before works start, separate approval/s under the Road Management Act 2004 may be required from the Head, Transport for Victoria for works within the road reserve.*

#### **Expiry of Permit**

29. This permit as it relates to development (buildings and works) will expire if one of the following circumstances applies:

- a) The development is not started within 3 years of the issued date of this permit.
- b) The development is not completed within 5 years of the issued date of this permit.

The Responsible Authority may extend the periods referred to if a request is made in writing before the permit expires or within six months afterwards.

#### **Useful Information:**

1. *A Building Permit must be obtained prior to commencing any building works.*
2. *All building works must comply with the Victorian Building Regulations.*
3. *The existing underground tanks must be removed as shown on the endorsed plan. Any contaminated soil must be remediated or removed in accordance with the requirements of relevant authorities.*
4. *No additional signage (other than shown on the endorsed plans) is to be constructed without the prior written consent of the Responsible Authority.*
5. *It is recommended that the applicant liaise with Country Fire Authority/Fire Rescue Victoria to ascertain whether specific fire precautions need to be provided on the site.*

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## **EXECUTIVE SUMMARY**

This report is being presented to Council to determine a planning application for the redevelopment of an existing service station located at 9511 Murray Valley Highway, Kerang.

The application was advertised to adjoining landowners and one written objection was received.

The proposal is considered to be appropriate for the site and consistent with the provisions of the Gannawarra Planning Scheme. The application has therefore been recommended for approval.

**PURPOSE**

To seek Council's decision on planning application P25030 for the re-development of an existing service station and associated buildings and works and erection of an internally illuminated electronic pole sign.

**BACKGROUND INFORMATION**

The subject land being Lot 1 PS306131, 9511 Murray Valley Highway Kerang comprises a total area of 3592m<sup>2</sup>.

The subject land is utilized as a 24hr service station comprising an outdoor payment terminal. There are a number of buildings established on the subject land also, however these buildings are currently vacant and unused.

Planning approval is sought as part of this planning application to demolish the existing structures and service station infrastructure on the site including existing underground fuel tanks, vacant office, large storage shed and residence. It is proposed to redevelop the existing facility with the refurbishment of the site including the following:

- Installation of new above ground fuel tanks;
- Reconstruction of the fuel forecourt including new concrete slab and below ground drainage infrastructure;
- Installation of new fuel fill points;
- Installation of new bowzers including one 8 hose multi product dispenser and two 4 hose multi product dispenser;
- Installation of a new outdoor payment terminal;
- Development of a new canopy over the fuel forecourt (including new business identification signage on the canopy fascia);
- Development of a new toilet block;
- Construction of a new fence separating the public area from the above ground fuel tanks;
- Installation of new light poles;
- Replacement of the existing pole sign with a new electronic (internally illuminated) pole sign constructed to a maximum height of 6.7 metres;
- Tree planting towards the western/northwestern property boundary.

The service station is to continue to operate 24 hours a day, seven days a week and is to be unstaffed.

No new access is proposed to be created to the site off the Murray Valley Highway, the existing vehicle access points to the Murray Valley Highway will be maintained.

It has been indicated by the permit applicant that the proposed upgrading of the service station will not increase the number of activities occurring on the subject land with the total vehicle movements to and from the site being maintained as per current rates.

The application was presented to Council for a decision at the May Council meeting however it was resolved to postpone making a decision on the application until Council Staff, representatives from Department of Transport and Planning and the proponent and objector meet onsite to discuss the access and possible turning lanes to the Murray Valley Highway.

**CONSULTATION**

The application was not required to be referred to any authority pursuant to section 55 of the *Planning and Environment Act 1987* (the Act).

Notice of the application was given to Head Transport for Victoria under section 52 of the Act. In the original referral reply received from HTfV, the authority offered no objection to the grant of a permit and no conditions were provided.

Notice of the application was also sent to the Country Fire Authority (CFA) per section 52 of the Act. CFA offered no objections to the grant of a permit.

Additionally, notice of the application was given to the Environment Protection Authority (EPA) per section 52 of the Act. To date no response has been received from the EPA.

Notice of the application was sent to Lower Murray Water (LMW) per section 52 of the Act. LMW advised that it does not object to the granting of a permit subject to the inclusion of specific conditions.

The application was referred internally to Council's Engineering and Environmental Health Department, neither department offered any objections. Both Departments provided conditions with respect to the proposed development.

Notice of the application was given to adjoining property owners on 22 August 2025.

A written objection to the application was received. The key issues raised in the objection were:

- Concern regarding the impact of increased traffic movements on existing accessways in terms of damage to the driveways/crossovers. The southern access to the service station is shared with the neighbouring businesses which adjoins the subject land to the south. It was requested that Council require the applicant to upgrade the crossovers to a sealed industrial standard.
- Concerns regarding the impacts on road safety due to the type and size of vehicles accessing the site off the Murray Valley Highway. It was requested that the permit applicant be required to provide turning treatments and slip lanes off the Murray Valley Highway. It was suggested that a left turn lane should be provided for northbound traffic and consideration be had to providing a right turn lane for southbound vehicles accessing the site.
- It was noted that the removal of the existing buildings from the site will increase the visibility of those goods stored outside on the neighbouring business. Concerns were raised in terms of opportunistic crime and the impact on the visual amenity of the area noting that the outdoor storage of products and machinery is not generally visually appealing and may impact visually on the amenity of the area when viewed from the street. It was requested that the permit applicant provide a solid screen fence along the shared boundary in addition to planting the trees along the western site boundary.

A copy of the objection was forwarded to the applicant for consideration/comment to which a response was received on 14 October 2025. In respect to the first two matters raised, the permit applicant advised that the volume of traffic accessing the site is to remain unchanged as a result of the proposed development and that upgrades or changes to the site access are not reasonably required in this circumstance. It was commented by the permit applicant that the Head, Transport for Victoria had not required any conditions to be applied.



In response to the matters pertaining to fencing the permit applicant noted that tree planting is proposed to occur along the western property boundary and that this vegetation will provide some screening to the neighbouring business from the Highway. It was commented by the permit applicant that any additional screening for the purposes of security of outdoor goods on the neighbouring premises is not the responsibility of the permit applicant and is not reasonably required for the purpose of this planning application.

In considering the permit applicant's response to their objection and the concerns raised, the objector indicated in their response dated 17 October 2025 that they did not consider that the applicant had appropriately considered or addressed their concerns regarding the site access and requested that Council impose a condition requiring that the crossover be imperviously sealed.

Further communications were received from the permit applicant on 9 December 2025. A key point raised in the permit applicant's original correspondence dated 14 October 2025 was reiterated and reinforced being that the application was only required to be advertised to adjoining landowners per clause 52.02. As notice of the application was not given per clause 33.01-4 of the Gannawarra Planning Scheme it is contended that the matters raised by the objector are not matters to which they may base their objection given they relate to the buildings and works component of the application.

It is noted that prior to the May Council meeting no mediation session was held between the permit applicant and objector. As noted previously in this report a resolution was made at the May Council meeting to postpone making a decision on this application. Following the May Council meeting Council Officers contacted representatives from the Department of Transport and Planning/Head Transport for Victoria to request a meeting between both parties, in the first instance, to discuss planning permit P25030. A virtual meeting was held 26 May 2026.

Following this meeting Head TfV undertook another review of the application to which they noted that the proposal includes additional fuel bowzers, the sale of additional fuel types and upgrades to on-site amenities, this in the view of Head TfV has the potential to alter the operation of the site and increase traffic generation. Consequently Head TfV has reconsidered the application and now recommends that a number of conditions be included alongside any approval granted, these are set out in the Recommendations section of this report. The overall intention of Head TfV including these conditions is to ensure that the proposal will not have any adverse affects on the safety, efficiency and operational performance of the Murray Valley Highway. It is understood that during the Head TFV's initial assessment of the application in September 2025 it appeared to the Department that the application was a like for like replacement with the inclusion of new signage, hence the original decision to not require any permit conditions. Based on Head TfV's updated assessment and given they are the authority responsible for the management of the Murray Valley Highway it is considered appropriate to include all conditions setout in their revised referral response dated 25 May 2026.

## **ASSESSMENT**

The subject land is situated within the Industrial 1 Zone pursuant to clause 33.01 of the Gannawarra Planning Scheme. One of the purposes of the IN1Z is 'To provide for manufacturing industry, the storage and distribution of goods and associated uses in a manner which does not affect the safety and amenity of local communities.'

Clause 33.01-1 states that a service station is a section 1 use provided the following requirements are met:

- The land must be at least 30 metres from land (not a road) which is in an Activity Centre Zone, Capital City Zone, Commercial 1 Zone, Docklands Zone, residential zone or Rural Living Zone, land used for a hospital, an education centre or a corrective institution or land in a Public Acquisition Overlay to be acquired for a hospital, an education centre or a corrective institution and
- Must not adversely affect the amenity of the neighbourhood, including through the:
  - Transport of materials, goods or commodities to or from the land.
  - Appearance of any stored goods or materials.
  - Emission of noise, artificial light, vibration, odour, fumes, smoke, vapour, steam, soot, ash, dust, wastewater, waste products, grit or oil.

It is important to note that an existing use of right is established with respect to this site for the use of land as a service station. It is worth noting however that the subject land is located more than 30 metres from the pocket of Low-Density Residential Land located to the west along Collins Road. The use of land for a service station is to remain unchanged.

A planning permit is required for the proposed development pursuant to clause 33.01-4 of the Gannawarra Planning Scheme. Clause 33.01-4 directs that in the Industrial 1 Zone a planning permit is required to construct a building or construct or carry out works.

The whole property is covered by the Specific Controls Overlay Schedule 2. The purpose of the Specific Controls Overlay is 'To apply specific controls designed to achieve a particular land use and development outcome in extraordinary circumstances.' This Overlay is not relevant to the assessment of this planning application.

Clause 33.01-5 specifies that the signage controls for land zoned Industrial 1 Zone is within Category 2 of clause 52.05-12.

Clause 52.05-12 directs that a permit is not required to construct or put up for display business identification signage provided that the total display of all signs to each premises does not exceed 8 sqm. The business logos located upon the fascia of the fuel canopy total an area of approximately 4.0m<sup>2</sup>. This does not trigger the requirement for a planning permit.

Clause 52.05-12 also directs that a permit is not required to construct or put up for display internally illuminated signage, provided the display area of the sign does not exceed 1.5 sqm and the sign is not within 30 metres of a residential zone or pedestrian or traffic lights.

The Gannawarra Planning Scheme defines an Internally Illuminated Sign in the following terms 'A sign illuminated by internal lighting or which contains lights or illuminated tubes arranged as an advertisement.'

As the total display area of the freestanding fuel price board which is located towards the southeastern boundary of the site, adjacent the southern access points to the site, exceeds 1.5m<sup>2</sup> a planning permit is required per clause 52.05-12 to construct the sign.

**THE PLANNING POLICY FRAMEWORK (PPF)**

- Clause 13.04-1S (Contaminated and Potentially Contaminated Land): The objective is 'To ensure that contaminated and potentially contaminated land is used and developed safely.'
- Clause 13.05-1S (Noise Management): The objective is 'To assist the management of noise effects on sensitive land uses.'
- Clause 13.07-1S (Land Use Compatibility): The objective is 'To protect community amenity, human health and safety while facilitating appropriate commercial, industrial, infrastructure or other uses with potential adverse off-site impacts.'
- Clause 14.02-1S (Catchment Planning and Management): The objective is 'To assist the protection and restoration of catchments, waterways, estuaries, bays, water bodies, groundwater, and the marine environment.'
- Clause 15.01-1S (Urban Design): The objective is 'To create urban environments that are safe, healthy, functional and enjoyable and that contribute to a sense of place and cultural identity.'
- Clause 15.01-2S (Building Design): The objective is 'To achieve building design and siting outcomes that contribute positively to the local context, enhance the public realm and support environmentally sustainable development.'
- Clause 15.01-2L (Building Siting – Gannawarra): The preferred setback distance for buildings fronting the Transport Zone 2 in Industrial Zones is 7.5m.
- Clause 15.01-5S (Neighbourhood Character): The objective is 'To recognise, support and protect neighbourhood character, cultural identity, and sense of place.'
- Clause 17.03-1S (Industrial Land Supply): The objective is 'To ensure availability of land for industry.'
- Clause 18.02-4S (Roads): The objective is 'To facilitate an efficient and safe road network that integrates all movement networks and makes best use of existing infrastructure.'
- Clause 18.02-4L (Roads-Gannawarra): One of the strategies listed is 'Ensure use and development does not detrimentally affect the service and safety functions of declared roads within towns for through traffic.'
- Clause 19.03-2L (Infrastructure Design and Provision): The strategy is 'Provide a consistent approach to the design and construction of infrastructure across the municipality.'

**PARTICULAR PROVISIONS**

- Clause 52.05 (Signs): The purpose of this clause is to regulate the development of land for signs and associated structures, to ensure signs are compatible with the amenity and visual appearance of an area including the existing or desired future character, to ensure signs do not contribute to excessive visual clutter or visual disorder and to ensure that signs do not cause loss of amenity or adversely affect the natural or built environment or the safety, appearance or efficiency of a road.

Sign controls for Industrial 1 Zoned land are provided for within Category 2 of clause 52.05-12.

The purpose of clause 52.05-12 is to provide adequate identification of signs and signs that are appropriate to office and industrial areas.

In the event that an Internally Illuminated Sign, which is considered the best sign term to describe the proposed new fuel price board, is unable to meet all conditions referred to in section 1 of clause 52.05-12 the sign is deemed to fall within section 2 of this category meaning planning approval is required to construct or put up for display this type of signage. As noted previously within this report, as the display area of the internally illuminated sign exceeds 1.5 sqm, a planning permit is triggered pursuant to clause 52.05-12.

- Clause 52.29 (Land Adjacent to the Principal Road Network): One of the purposes of this clause is to ensure appropriate access to the Principal Road Network or land planned to form part of the Principal Road Network. The clause applies to land adjacent to a road in the Transport Zone 2. No planning permit is triggered for the proposed development per clause 52.29-2 as no new access is proposed to be created from the subject land to the Murray Valley Highway (i.e. road zoned Transport Zone 2).
- Clause 53.10 (Uses and Activities with Potential Adverse Impacts): The purpose of this clause is to identify those types of uses and activities, which if not appropriately designed and located, may cause offence or unacceptable risk to the neighbourhood. As no more than 2,000 tonnes of petroleum products and crude oil is proposed to be stored on the subject land the threshold distances referenced in the table to clause 53.10-1 are not deemed applicable to this application. The planning application was not required to be referred to EPA in accordance with section 55 of the Act.
- Clause 53.18 (Stormwater Management in Urban Development): The purpose of this clause is to ensure that stormwater in urban development, including retention and reuse, is managed to mitigate the impacts of stormwater on the environment, property and public safety, and to provide cooling, local habitat and amenity benefits. Whilst a Stormwater Management Plan was submitted alongside the application, notice of the application was given to Council's Engineering Department. In reviewing the planning application regard was had by the Engineering Department to stormwater and surface water runoff.

#### **THE DECISION GUIDELINES OF CLAUSE 65:**

The application generally complies with the decision guidelines of clause 65.01.

#### **RELEVANT PLANNING SCHEME AMENDMENTS:**

Nil.

#### **DISCUSSION**

As noted previously, the use of land for a service station is established with planning approval sought as part of this application to redevelop the existing service station.

In addition to the decision, guidelines in clause 65, before deciding on an application of this nature Council as the Responsible Authority must consider a number of matters as set out in clause 33.01-4. The subject site is located at a gateway location to town, the proposed redevelopment will revitalize the site with the unoccupied buildings presently located on the land being removed as part of the redevelopment, these buildings are beginning to show an aged appearance.

Whilst the proposal will result in the existing below ground fuel tanks being replaced with above ground tanks, giving the site a definitive more industrial feel and appearance, it is noted that the subject land is zoned for industrial purposes. In saying this, the retention of established trees along the southwestern boundary and the infill planting along the remainder of the western property boundary will assist in softening the appearance of the proposal overall. The planting of grass within the area secured off where the fuel storage tanks will also assist with softening the overall

appearance of the proposed development. Due to safety and practical reasons, it would be difficult to require further planting than is already proposed to be undertaken.

The verge which separates the site from the road formation also provides vegetation which naturally provides green spaces to the frontage of the business from the street. In terms of building design, it is noted that the proposed canopy is setback approximately 4 metres from the street frontage. Per clause 15.02-1, the preferred setback distance for buildings is 7.5 metres in Industrial Zones. Whilst no justification for the proposed reduce setback is provided within the submitted planning application, it is noted that the canopy is open sided with no walls provided thus reducing the bulk and visual impact of the building.

No new access to the site is proposed to be provided off the Murray Valley Highway with the existing access points to the north and south of the site continuing to be utilized as per current arrangements.

Whilst no provision is made onsite for car parking spaces, given the nature of the proposed operation being an unstaffed service station with no provision of convenience shop or the like it is considered unnecessary to provide formal carparking onsite in this specific instance. There is ample space on the site to provide vehicle parking if required.

In terms of loading and service areas, the tanker layout plan submitted alongside the application demonstrates that tankers are able to refuel wholly within the boundaries of the site.

Before deciding on an application of this nature, Council as the Responsible Authority must also consider a number of matters as outlined in clause 52.05-8. Clause 52.05-8 requires the Responsible Authority to consider (in part) the character of the area, impacts on views and vistas, the relationship to the site, the impact of any illumination, the need for identification and the impact on road safety. The proposed internally illuminated sign is recognized as being a critical component for the operation of the service station given that its primary purpose is to identify the site as a BP Service Station and list the fuel pricing. The proposed sign is not dissimilar to the fuel price boards servicing existing service stations further northbound towards the Kerang township adjoining the Murray Valley Highway.

In context of the immediate surrounding area it is noted that a tall freestanding business identification pole sign is located towards the southern corner of the adjoining business located at 9503 Murray Valley Highway and a major promotion sign has recently been put up for display towards the northern corner of 9485 Murray Valley Highway. The proposed height and scale of the proposed sign is not considered incompatible with the character of the area in which it is proposed to be located. If a permit is issued for the proposed development, it is recommended that conditions be included to control illumination of the signage to ensure it does not negatively impact on road users or adjoining properties. It is important to point out that HtFV has not raised any concerns with the installation of the proposed sign in the location identified on the proposed site plan.

## **OPTION ANALYSIS**

Council has two options in relation to this report:

- To approve Planning Application P25030 and issue a Notice of Decision to grant a planning permit subject to appropriate conditions. The objector may have the opportunity to appeal Council's decision at VCAT. The permit applicant has the opportunity to seek a review of the permit conditions at VCAT.
- To refuse Planning Application P25030 and issue a Notice of Refusal stating the grounds of refusal. The permit applicant has the opportunity to appeal Council's decision at VCAT.

**RISK IMPLICATIONS**

There are no risk implications to Council.

**FINANCIAL IMPLICATIONS**

No significant financial impacts anticipated for Council.

**CONCLUSION**

The proposed development is considered to be appropriate for this site.

The application was advertised to adjoining property owners, and one written objection was received.

It is considered that the proposal is generally consistent with the Gannawarra Planning Scheme, in particular clauses 33.01 and 52.05.

Given the above, it is recommended that the application be approved subject to conditions as outlined earlier in this report.

**COUNCIL PLANS AND POLICIES**

*Goal 1: Liveability - Enhance the wellbeing and liveability of the Gannawarra through infrastructure development and services.*

*4. Provide ongoing support for libraries, children's services, community-led initiatives and transport connections within and beyond our shire.*

*Goal 2: Growth - Grow the Gannawarra through a diverse and broad economy.*

*3. Plan land use to enable growth and expand housing opportunities.*

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council Meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in this matter.

**ATTACHMENTS**

1. Attachment A P 25030 Redacted [7.9.1 - 45 pages]

**Office Use Only**

Fee:

Application No.:

Receipt No.:

Date Lodged: 19/06/2025

Ward:

Date Allocated:

Zone(s):

Allocated to:

Overlays(s):

Planning Enquiries  
Phone: (03) 5450 9333  
Web: [www.gannawarra.vic.gov.au](http://www.gannawarra.vic.gov.au)

**Application for****Planning Permit**

Use this form to make an application for a planning permit and to provide the information required by section 47 of the *Planning and Environment Act 1987* and regulations 15 and 38 of the *Planning and Environment Regulations 2005*.

Supplementary information requested in this form should be provided as an attachment to your application. ☒ Please print clearly or complete the form electronically (refer to How to complete the Application for Planning Permit form).

**Privacy notice**

Information collected with this application will only be used to consider and determine the application. It will be made available for public inspection in accordance with section 51 of the *Planning and Environment Act 1987*.

**Need help with the application?**

If you need help to complete this form, read *How to complete the Application for Planning Permit form*. For more information about the planning process, refer to *Planning: a Short Guide*. These documents are available from your local council, the Planning Information Centre (Ph: 03 9637 8610, 8 Nicholson Street, Melbourne), or [www.dse.vic.gov.au/planning](http://www.dse.vic.gov.au/planning).

Contact council to discuss the specific requirements for this application and obtain a planning permit checklist. Insufficient or unclear information may delay your application.

① Has there been a pre-application meeting with a council officer?

☐ Yes ☐ No

If yes, with whom?: Stevie Pearce and  
Lynlee Smith

Date: 9/04/2025

**The Land**

② Address of the land. Complete the Street Address and one of the Formal Land Descriptions.

Street Address

Street No.:  
9511

Street Name: Murray Valley Highway

Formal Land Description

Suburb/Locality: Kerang

Postcode: 3579

▲ This information can be found on the certificate of title.

☐ Lodged  
Plan

☐ Title  
Plan

☐ Plan of  
Subdivision

OR

## ③ Title Information

|                      |                      |                      |
|----------------------|----------------------|----------------------|
| <input type="text"/> | <input type="text"/> | <input type="text"/> |
|----------------------|----------------------|----------------------|

☐ ☒ Attach a full, current copy of title information for each individual parcel of land, forming the subject site.

## ④ Describe how the land is used and developed now.

eg. single dwelling, three dwellings, shop, factory, medical centre with two practitioners, licensed restaurant with 80 seats.

Used for a 24 hour, outdoor payment terminal service station. Site currently improved by service station infrastructure and several vacant buildings previously used as shop, mechanic, caretakers residence and storage shed.

☐ ☒ Attach a plan of the existing conditions. Photos are also helpful.

## The Proposal



You must give full details of your proposal and attach the information required to assess the application. If you do not give enough detail or an adequate description of the proposal you will be asked for more information. This will delay your application.

## ⑥ For what use, development or other matter do you require a permit?

Read How to complete the Application for Planning Permit form if you need help in describing your proposal.

**Application for works associated with refurbishment of existing service station. Works include demolition of vacant structures, upgrade of service station infrastructure and provision of new canopy and signage.**

## ⑦ Encumbrances information about the proposal.

Contact council or refer to council planning permit checklists for more information about council's requirements.

☒ Attach additional information providing details of the proposal, including:

☐ Any information required by the planning scheme, requested by council or outlined in a council planning permit checklist.

☐ Plans showing the layout and details of the proposal.

☐ If required, a description of the likely effect of the proposal (eg. traffic, noise, environmental impacts).

## ⑧ Encumbrances on title.

Encumbrances are identified on the certificate of title.

Is the land affected by an encumbrance such as a restrictive covenant, section 173 agreement or other obligation on title such as an easement or building envelope?

Attach a copy of the document (instrument) specifying the details of the encumbrance.

Does the proposal breach, in any way, the encumbrance on title?

No, go to 9.

**Note**

Council must not grant a permit that authorises anything that would result in a breach of a registered restrictive covenant (sections 61(4) and 62 of the Planning and Environment Act 1987).

Contact council and/or an appropriately qualified person for advice.



Yes, contact council for advice on how to proceed before continuing with this application.

## Costs of buildings and works/permit fee

Most applications require a fee to be paid. Where development is proposed, the value of the development affects the fee. Contact council to determine the appropriate fee.

⑨ Estimated cost of development for which the permit is required.

Cost \$950,000.00

⚠ You may be required to verify this estimate.

Write 'NIL' if no development is proposed (eg. change of use, subdivision, removal of covenant, liquor licence)

⑩ Do you require for the permit fee?

☐ Yes ☐ No

## Contact, applicant and owner details

Provide details of the contact, applicant and owner of the land.

### Applicant

The person or organisation who wants the permit.

☐ Same as contact. If not, complete details below.

Ocwen Energy / [REDACTED]

Organisation (if applicable): Ocwen Energy

Postal address:

Postcode:

### Owner

The person or organisation who owns the land.

☐ Same as contact. ☐ Same as applicant

Where the owner is different from the applicant or contact, provide the name of the person or organisation who owns the land.

Name: (if applicable): [REDACTED]

Organisation (if applicable): BP Australia

Postal address:

Postcode:

## Checklist

## Declaration

This form must be signed by the applicant\*

⚠ Remember it is against the

I declare that I am the applicant; and that all the information in this application is true and correct and the owner (if not myself) has been notified of the permit application.

law to provide false or misleading information, which could result in a heavy fine and cancellation of the permit

Signature:



 Ocwen Energy

This application has been lodged online. The declaration has been electronically signed.

Date: 19 June 2025

day / month / year

## Lodgement

Lodge the completed and signed form and all the documents with:

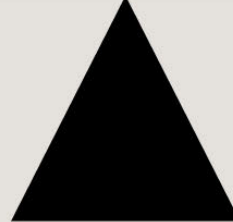
For help or more information

---

Gannawarra Shire Council  
Patchell Plaza, 47 Victoria Street Kerang VIC 3579  
Telephone:  
Fax:  
Email: [council@gsc.vic.gov.au](mailto:council@gsc.vic.gov.au)

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PROPERTY  
PROJECTS  
AUSTRALIA



# Town Planning Report

9511 MURRAY VALLEY HIGHWAY, KERANG 3579

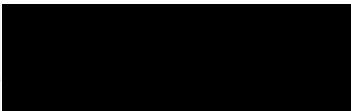
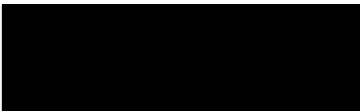


# Town Planning Report

9511 MURRAY VALLEY HIGHWAY, KERANG 3579

- Planning permit application for refurbishment of service station in Industrial 1 Zone

Prepared by Property Projects Australia Pty Ltd  
Prepared for Ocwen Energy



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## 1. EXECUTIVE SUMMARY

**Table 1 – Site Details**

|                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Applicant:</b>                   | Ocwen Energy<br>C/- Property Projects Australia                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Address of Site:</b>             | 9511 Murray valley Highway, Kerang 3579 ("the site")<br>Refer to <b>Figure 1</b>                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Property Description:</b>        | Lot 1 on PS306131                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Area of Site:</b>                | 3,593.00m <sup>2</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Land Owner:</b>                  | BP Australia Pty Ltd<br>Refer to <b>Appendix A</b>                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Local Government</b>             | Gannawarra Shire Council                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Planning Scheme:</b>             | Gannawarra Planning Scheme                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Zone:</b>                        | IN1Z Industrial 1 Zone<br>Refer to <b>Figure 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Overlays:</b>                    | <ul style="list-style-type: none"> <li>■ Specific Controls Overlay <ul style="list-style-type: none"> <li>○ SC02 – PS MAP REF SC02</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                             |
| <b>Easement/s</b>                   | Easement 1 in favour of the site for access to Murray Valley Highway – refer <b>Appendix A</b> .                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Proposal Overview:</b>           | Upgrade and refurbishment of established outdoor payment terminal service station.<br>Refer to <b>Section 6.0</b> for further details                                                                                                                                                                                                                                                                                                                                                 |
| <b>Planning Permit Requirement:</b> | <ul style="list-style-type: none"> <li>■ Planning permit application for refurbishment of service station in Industrial 1 Zone</li> <li>■ Permit for electronic sign in Category 2 Area</li> </ul>                                                                                                                                                                                                                                                                                    |
| <b>Advertising Requirement:</b>     | No – application exempt from notice and review in accordance with Clause 33.01-4 and Clause 52.05-7                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Referral/s:</b>                  | Referral to Department of Transport and Planning for sign within 60 metres of a freeway or arterial road.                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Applicant Contact Details:</b>   | <div style="background-color: black; width: 100px; height: 1.2em; margin-bottom: 2px;"></div> <div style="background-color: black; width: 200px; height: 1.2em; margin-bottom: 2px;"></div> <div style="background-color: black; width: 110px; height: 1.2em; margin-bottom: 2px;"></div> <div style="background-color: black; width: 100px; height: 1.2em; margin-bottom: 2px;"></div> <div style="background-color: black; width: 300px; height: 1.2em; margin-bottom: 2px;"></div> |

## 2. INTRODUCTION

This town planning report has been prepared by Property Projects Australia Pty Ltd on behalf of Ocwen Energy ("the applicant") in support of a planning permit for the refurbishment of an existing outdoor payment terminal service station at 9511 Murray Valley Highway, Kerang, formally described as Lot 1 on PS306131.

The application formally seeks the following permits:-

- Clause 33.01-4 - Permit to construct a building or carry out works in the Industrial 1 Zone
- Clause 52.05-14 - Permit for electronic sign in Category 2 Area

The site has an area of 3,593m<sup>2</sup> and frontage to the Murray Valley Highway of 97 metres. The site is in the Industrial 1 Zone and is bounded by land in the same zoning to the north, south and west. The Murray Valley Highway is the Transport Zone 2. Land on the opposite side of the Murray Valley Highway is also in the Industrial 1 Zone.

As noted above, the site is currently used as a service station, and the proposed works are limited to the refurbishment of the existing facility. The works involve the demolition of the existing structures on the site and the development of a new fuel forecourt with a canopy above, new fuel storage and service infrastructure, replacement of the existing pole sign with an electronic pole sign, and replacement of the existing toilet.

In accordance with the requirements of the Gannawarra Planning Scheme, a permit is not required for the use of land as a service station in the Industry 1 Zone where achieving minimum separation distances to sensitive zones and not adversely affecting amenity of the neighbourhood.

In accordance with Clause 52.05-3 the application will need to be referred to the Department of Transport and Planning for the sign within 60 metres of a free or arterial road.

### 2.1. Key Supporting Information

This planning permit application is supported by the following technical documentation:

- Appendix A - Application Documentation and Searches prepared by Property Projects Australia
- Appendix B - Proposal Plans prepared by Hazkem



## 3. THE SITE AND SURROUNDS

### 3.1. The Site

The site has an area of 3,593m<sup>2</sup> and frontage to the Murray Valley Highway of 97 metres. The site is currently improved by an outdoor payment terminal service station comprised of an uncovered concrete forecourt, underground fuel tanks, a sales building and workshop with an attached caretaker residence, a storage shed, toilets and a pylon sign to Murray Valley Highway.

The existing buildings on the site are currently vacant and unused, with the service station operations using an outdoor payment terminal, meaning the site is not required to be staffed. The site gains access to the Murray Valley Highway via a shared gravel crossover with the neighbouring property at 9503 Murray Valley Highway, Kerang. Similarly, a shared gravel crossover is used for egress from the site.

The site benefits from an access easement for access to Murray Valley Highway. Copies of the relevant title plans with easement details are provided at **Appendix A**

### 3.2. Surrounding Context

The site is immediately joined by land in the Industrial 1 Zone to the south, west and north, and land on the opposite side of the road to the west is also in the Industrial 1 Zone. The locality is comprised of a small precinct of Industrial 1 Zone land adjoining the Murray Valley Highway, with Farming Zone to the south and partially to the north, before land transitions to more urban designations such as the General Residential Zone and the Low Density Residential Zone toward Kerang Town Centre. It is noted that there is a small pocket of Low Density Residential Zone land approximately 80m to the west of the subject site.

As shown in **Figure 1**, the land immediately adjoining the subject site contains a rural store, comprised of multiple storage sheds, and shop front and gravel storage and manoeuvring areas. Land on the opposite side of the Murray Valley Highway contains a mixture of uses such as industry, rural industry and trade supplies stores.

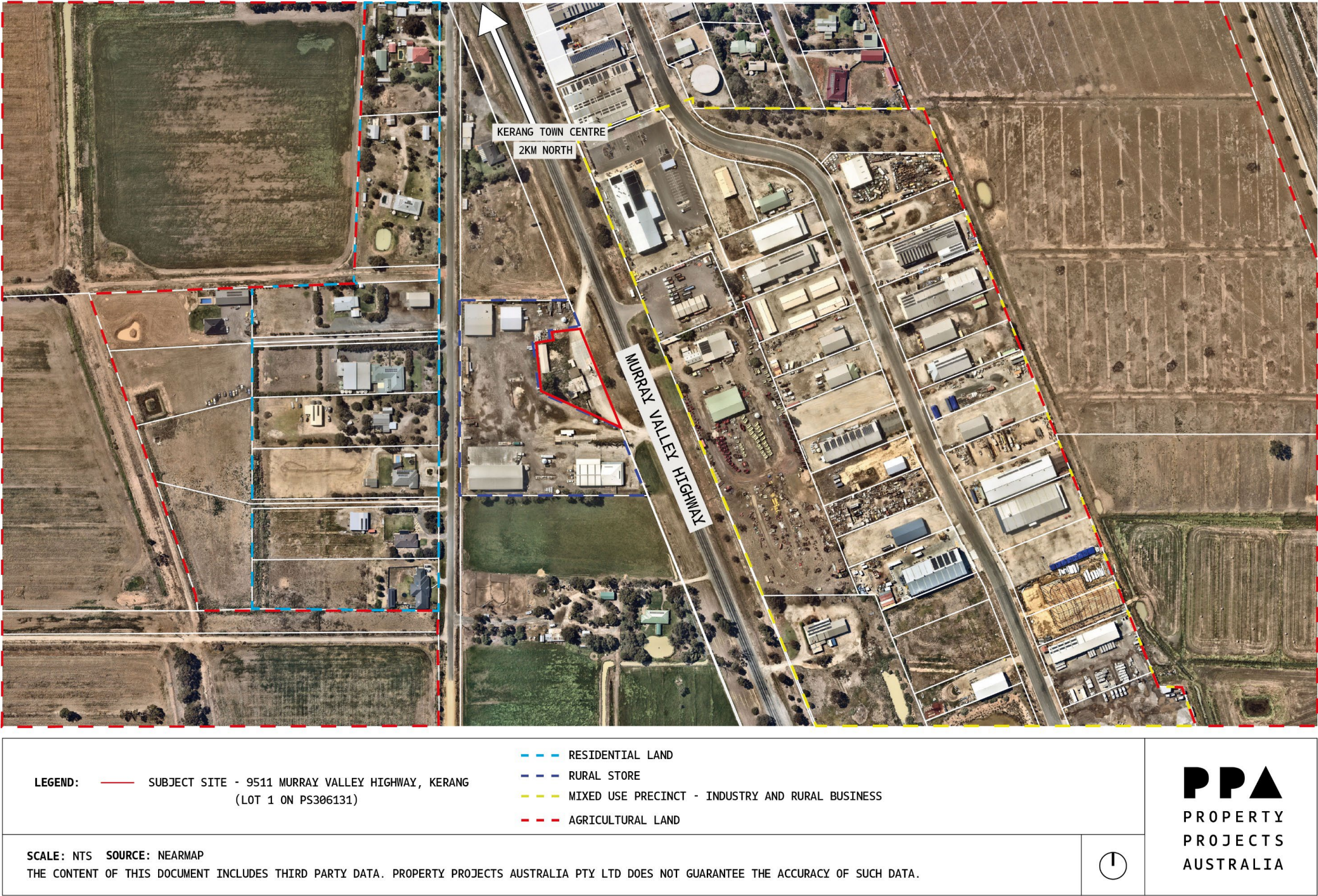
At a macro scale, the site sits on the southern edge of the Kerang township, with the Murray Valley Highway providing the major road connection from Kerang to the south. Reflective of this, the land uses to the south quickly transition to agricultural and farmland, whilst land uses to the north transition to more urban uses such as conventional lot housing, and small commercial uses with farmland interspersed.

Figure 1 – Context Plan – Aerial





Figure 2 – Context Plan – Planning Scheme





## 4. PLANNING PROPOSAL

### 4.1. Overview

The proposal is for a planning permit for the refurbishment of an existing outdoor payment terminal service station at 9511 Murray Valley Highway, Kerang, formally described as Lot 1 on PS306131. The application formally seeks the following permits: -

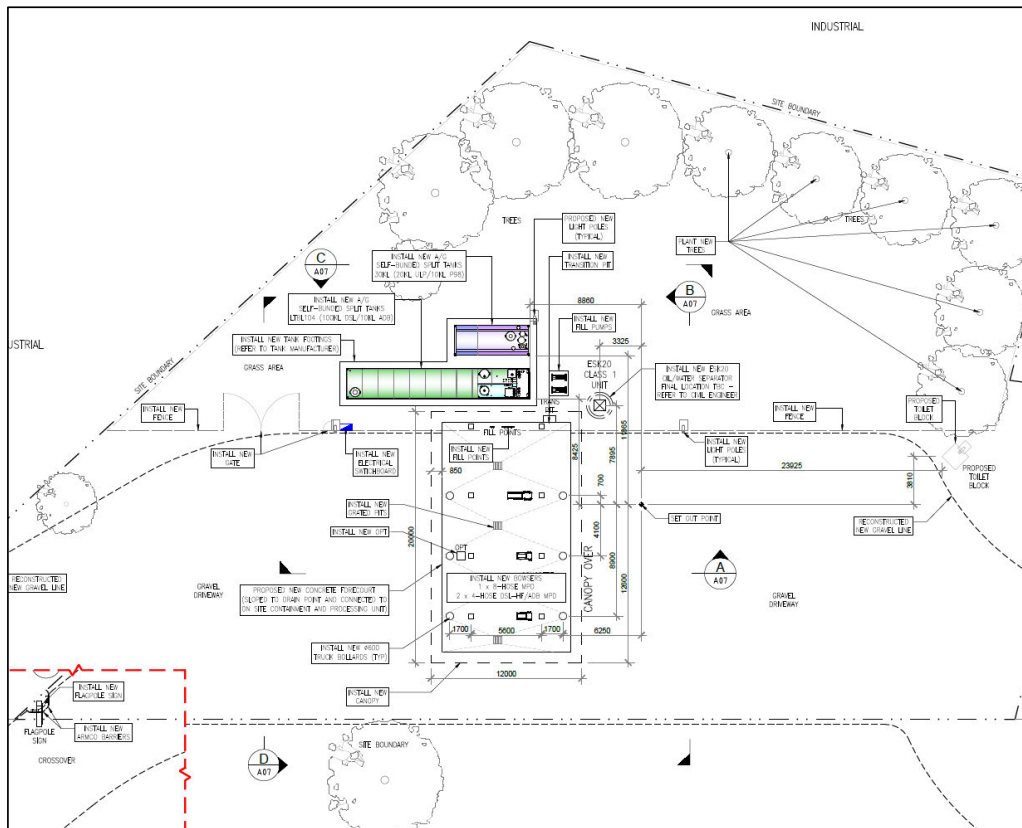
- Clause 33.01-4 – Permit to construct a building or carry out works in the Industrial 1 Zone
- Clause 52.05-14 – Permit for electronic sign in a Category 2 Area

As noted above, the subject site is currently used as a service station with an outdoor payment terminal. The proposal involves the demolition of existing structures and service station infrastructure on the site, and the construction of the following: -

- Installation of new above ground fuel tanks (maximum height of 4.0m)
- Reconstruction of fuel forecourt with new concrete slab and below ground drainage infrastructure
- Install new fuel fill points
- Install new bowzers, comprised of one (1), 8-hose MPD, and two (2) 4-hose DSL HF/ADB MPD
- Install new outdoor payment terminal
- New canopy over fuel forecourt (maximum height of 5.6m)
- Replace toilet block
- New tree planting to western boundary
- Replace existing pole sign with new electronic price board pole sign – sign relocated to be within site boundary (maximum height of 6.7m)
- Replace existing fence and gates separating tanks and other infrastructure from fuel forecourt

The proposal will maintain the existing shared gravel crossovers to the Murray Valley Highway. Existing electricity, water, sewer and drainage property connections will also be maintained. The proposed works are shown in the proposal plans at **Appendix A**, a snippet of the site plan shows the general layout at **Figure 3**.

It is emphasised that the above upgrades will not materially increase the intensity of activities on the site, and total vehicle movements to and from the site will be maintained. The above upgrades are intended to improve the site's capacity to accommodate the current demand.



### Figure 3 – Site Plan

Source – Hazkem

## 4.2. Land Use & Operation

An overview of the proposed development and its intended operation is provided at **Table 2** below.

### Table 2 – Land Use & Operation Summary

| Aspect            | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Defined Land Use: | <p><b><i>Service Station</i></b></p> <p><i>Land used to sell motor vehicle fuel from bowzers or charge electric vehicles. It may include the:</i></p> <ul style="list-style-type: none"> <li><i>a) selling of motor vehicle lubricants, accessories or parts;</i></li> <li><i>b) selling of food, drinks and other convenience goods;</i></li> <li><i>c) hiring of trailers;</i></li> <li><i>d) servicing or washing of motor vehicles; and</i></li> <li><i>e) installing of motor vehicle accessories or parts.</i></li> </ul> |

| Aspect                             | Response                                                                                                                     |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| <b>Total Floor Area:</b>           | Not applicable.                                                                                                              |
| <b>Hours of Operation:</b>         | The proposal will operate 24 hours a day, seven days a week.                                                                 |
| <b>Staff Numbers</b>               | The facility will be unstaffed.                                                                                              |
| <b>Vehicle Access:</b>             | The proposal maintains the existing vehicle access and egress via shared gravel crossovers to the Murray Valley Highway.     |
| <b>Car Parking:</b>                | The proposal will provide five (5) lanes for vehicles up the A-double standard design.                                       |
| <b>Pedestrian Access:</b>          | The proposal does not provide pedestrian access as it is for a heavy vehicle fuel station on a highway.                      |
| <b>Waste Storage / Collection:</b> | The proposal does not provide on site waste disposal as it does not involve a waste generating use.                          |
| <b>Servicing / Loading:</b>        | Fuel will be refilled by fuel tankers which will stand in the fuel forecourt aisles whilst refilling the above ground tanks. |

## 5. TOWN PLANNING FRAMEWORK AND ASSESSMENT

### 5.1. Municipal Planning Strategy and Planning Policy Framework

The relevant clauses of the Municipal Planning Strategy and Planning Policy Framework for this application are set out below and form a key component of the town planning assessment of the planning permit application. The following clauses from the Planning Policy Framework are determined to be applicable to this planning permit application:

■ Clause 2.03 – Strategic Directions

- Clause 2.031-1 – Townships, settlement and growth

The site is located on the fringe of Kerang, the largest population centre in Gannawarra Shire. Kerang serves as one of two (2) major business and administrative centres in the Shire, serving as a central hub for the surrounding productive agricultural lands.

The proposed upgrade of the service station will support Kerang's role as major business and administrative centre for the Shire, providing an integral service to the transport and logistics industry that supports the agricultural industry.

■ Clause 13 – Environmental Risks and Safety

○ Clause 13.05-1S – Noise Management

The objective of Clause 13.05-1S is *"To assist the management of noise effects on sensitive land uses."*

At the outset it is noted that the site currently operates as a service station and the site's location on the Murray Valley Highway in the Industrial Zone provides favourable context for such a use.

The nearest sensitive land uses are a small pocket of residential uses approximately 80m to the west of the subject site. The upgrade of the service station will reduce potential noise impacts on these uses through the upgrade fuel forecourt pad and the provision of additional planting along the site's western boundary.

○ Clause 13.06-1S

The objective of Clause 13.06-1S is *"To assist the protection and improvement of air quality."*

The proposed upgrade of the service station will contribute to the improvement of air quality outcomes in the locality through upgrade of the fuel infrastructure which will improve odour containment on the site.

■ Clause 17 – Economic Development

○ Clause 17.02-1S – Business

The objective of this clause is to *"To encourage development that meets the community's needs for retail, entertainment, office and other commercial services."*

As noted above, the proposal maintains and upgrades the existing commercial service offering to the transport and logistics industry of the locality, which in turn provide a key service to the dominant agricultural industry of the Shire.

■ Clause 18 – Transport

○ Clause 18.01-4L – Roads – Gannawarra

The objective of this clause is to:-

*"Ensure use and development does not detrimentally affect the service and safety functions of declared roads within towns for through traffic."*

*Ensure roads that service new urban development are fully constructed and sealed."*

*Protect the function of highways and main roads by minimising points of access to declared roads.*

*Encourage protection of road infrastructure in agricultural areas."*

The proposed upgrade of the facility will improve the operation of the road network. In the first instance the upgrade maintains the shared crossover to the Murray Valley Highway. This outcome directly achieves the third objective listed above by limiting points of access to declared roads. Secondly, the upgrade of the service station will improve the site's ability to service demand, limiting potential for queuing of vehicles into the road reserve.

## 5.2. Zoning

### 5.2.1. Industrial 1 Zone

The primary purpose of the Industrial 1 Zone is to *"to provide for manufacturing industry, the storage and distribution of goods and associated uses in a manner which does not affect the safety and amenity of local communities."*

In assessing and deciding the application, Council must consider the following with regard to new buildings and works under Clause 34.01-4:

*"Before deciding on an application, in addition to the decision guidelines in Clause 65, the responsible authority must consider, as appropriate:*

- *The Municipal Planning Strategy and the Planning Policy Framework.*
- *Any natural or cultural values on or near the land.*
- *Streetscape character.*
- *Built form.*
- *Landscape treatment.*
- *Interface with non-industrial areas.*
- *Parking and site access.*
- *Loading and service areas.*
- *Outdoor storage.*
- *Lighting.*
- *Stormwater discharge."*

The above considerations are addressed under the respective sub-headings below.

#### The Municipal Planning Strategy and the Planning Policy Framework

With respect to the Municipal Planning Strategy and the Planning Policy Framework, the assessment against the Planning Policy Framework demonstrates that the upgrade of the service station facility will improve the developments alignment with the higher order provisions of the Gannawarra Planning Scheme.

#### Natural and cultural values

The site does not contain any mapped natural or cultural values. Furthermore, the site does not exhibit any natural or cultural values, with the established service station development occupying the entire site.



Streetscape character, built form, landscape treatment and interface with non-industrial areas

The streetscape character of the locality can be described as transitional between a rural and industrial/ urban land. The character is therefore defined by gravel/ hardstand areas in front of lowset industrial buildings.

The proposal maintains the sparse built form of the locality and improves the site's presentation to the streetscape through installation of new buildings and infrastructure on the site. Further, the existing buildings on site are currently vacant and not maintained, as such, removal of these buildings will improve the appearance of the site.

With respect to the site's interface with non-industrial areas, the subject site does not have a direct interface to any such areas. Nevertheless, the proposal will provide additional landscape buffers along the western boundary, screening the service station from residential areas to the west of the site.

Parking and site access

As noted above, the proposal maintains the site access and generally maintains the parking arrangement of the existing use. Importantly, the upgrade of the fuel forecourt will improve the site's capacity to accommodate expected vehicle demand, reducing potential for queuing of vehicles on site and into the road reserve.

Loading and service areas

The site will be serviced by fuel tankers which will stand in the western most aisle whilst refilled the above ground tanks. As demonstrated by the swept path drawings in **Appendix B** vehicles of up to an A-double standard design will be able to stand in the aisle.

Outdoor storage

The proposal does not involve outdoor storage.

Lighting

The proposal will upgrade the lighting on the site. As demonstrated by the light illumination plan at **Appendix B** the lighting spill on the site will be maintained within the site boundary. Importantly, the light will not spill toward any sensitive use areas.

Stormwater drainage

As demonstrated by the forecourt containment plan at **Appendix B**, the forecourt will be reconstructed to direct all flows to centrally located grated pits, which will direct flows to an ESK20 oil/water separator for treatment before discharging stormwater to the legal point of discharge.

The provision of the upgraded fuel forecourt, and the canopy over the forecourt is an improvement from the existing uncovered forecourt. The canopy over the forecourt will limit cross contamination of stormwater and fuel or oil products, whilst the upgraded drainage system will provide improved processing and separation of contaminants.

The balance of the site will maintain the existing stormwater regime and legal point of discharge.

Considering the purpose and decision guidelines of the Industrial 1 Zone, the proposed development will improve the site's ability to achieve the purpose of the Industrial 1 Zone, upgrading the established development to improve traffic and environmental outcomes associated with the site.

### 5.3. Overlays

#### 5.3.1. Specific Controls Overlay - SC02

The site is identified as SC02 of the Specific Controls Overlay. SC02 relates to the *Goulburn-Murray Water: Connections Project and Water Efficiency Project Incorporated Document, November 2021*, the incorporated document states that it applies to use and development of Goulburn-Murray Water Projects, and as such, is not relevant to the proposed development.

### 5.4. Other General and Particular Provisions

#### 5.4.1. Clause 52.05-12 - Signs

It is noted that subject to Clause 52.05-12, the upgrade of the existing price board sign requires a permit. Clause 52.05-3 requires the permit for the sign to be referred to the Department of Transport and Planning as it is within 60 metres of a freeway.

In assessing the proposed signage, Council must consider the following in accordance with Clause 52.05-8:-

- The character of the area;
- Impacts on views and vistas;
- The relationship to the streetscape, setting or landscape;
- The relationship to the site and building;
- The impact of structures associated with the sign;
- The impact of any illumination;
- The impact of any logo box associated with the sign;
- The need for identification and the opportunities for adequate identification on the site or locality; and
- The impact on road safety.

With respect to the above considerations, the proposed sign involves the replacement of the existing business identification pole sign with a similar pole sign within the site boundaries, and new business identification signage on the canopy fascia. The new pole sign will include business identification and will also include an electronic display component for the fuel price board. It is noted that the replacement sign maintains outcomes with respect to the sign's relationship with the site and surrounds, and road safety outcomes.

Importantly, the replacement electronic pole sign maintains a suitable height of 6.7m (below the maximum of 7m prescribed for pole signs) and has a total face area of 7.4m<sup>2</sup> which is generally in keeping with the maximum of 6m<sup>2</sup> for pole sign. Further, the sign is clear of

the road carriageway and incorporates standard digital display illumination, ensuring that the structure does not pose a risk to traffic, and the display is not distracting to drivers, whilst also being clearly legible to users of the site. Considering the above, the replacement sign achieves the outcomes sought by the Gannawarra Planning Scheme.

## 6. CONCLUSION AND RECOMMENDATION

This town planning report has been prepared by Property Projects Australia Pty Ltd on behalf of Ocwen Energy ("the applicant") in support of a planning permits application for development of land to refurbish an existing service station on the site.

The proposal seeks permits under the following clauses of the Gannawarra Planning Scheme:

- Clause 33.01-4 – Permit to construct a building or carry out works in the Industrial 1 Zone
- Clause 52.05-14 – Permit for electronic sign in Category 2 Area

It is submitted that the proposed works are consistent with the outcomes sought by the Gannawarra Planning Scheme with respect to building and works in the Industrial 1 Zone. This town planning report demonstrates that, having regard to the discretion that is afforded to the assessment of the planning permit application, that:

- The proposed land use is consistent with the policy intent of the Industrial 1 Zone;
- The proposed change in land use is aligned with and does not compromise the intent of the Gannawarra Planning Scheme Planning Policy Framework.
- The proposed works will positively contribute to the setting, function and viability of the wider Kerang locality.
- The proposed upgrade does not result in unreasonable amenity impacts upon the surrounding land.
- The proposed signage will not impact on the safety or function of the Transport Zone 2 land.
- The proposed works within the Transport Zone 2 land will not impact on the safety or function of the road.

This town planning report demonstrates that the proposal achieves the requirements of the Gannawarra Planning Scheme. It is therefore recommended that Gannawarra Shire Council recommend approval of this planning permit application.

**APPENDIX A**  
**Application Documentation and Searches**

Prepared by:  
**Property Projects Australia Pty Ltd**

## PLANNING PROPERTY REPORT



Department  
of Transport  
and Planning

From [www.planning.vic.gov.au](http://www.planning.vic.gov.au) at 12 June 2025 11:26 AM

### PROPERTY DETAILS

Address: **9511 MURRAY VALLEY HIGHWAY KERANG 3579**  
 Lot and Plan Number: **Lot 1 PS306131**  
 Standard Parcel Identifier (SPI): **1\PS306131**  
 Local Government Area (Council): **GANNAWARRA**  
 Council Property Number: **[REDACTED]**  
 Planning Scheme: **Gannawarra**  
 Directory Reference: **Vicroads 20 G6**

[www.gannawarra.vic.gov.au](http://www.gannawarra.vic.gov.au)

[Planning Scheme - Gannawarra](#)

### UTILITIES

Rural Water Corporation: **Goulburn-Murray Water**  
 Urban Water Corporation: **Lower Murray Water**  
 Melbourne Water: **Outside drainage boundary**  
 Power Distributor: **POWERCOR**

### STATE ELECTORATES

Legislative Council: **NORTHERN VICTORIA**  
 Legislative Assembly: **MURRAY PLAINS**

### OTHER

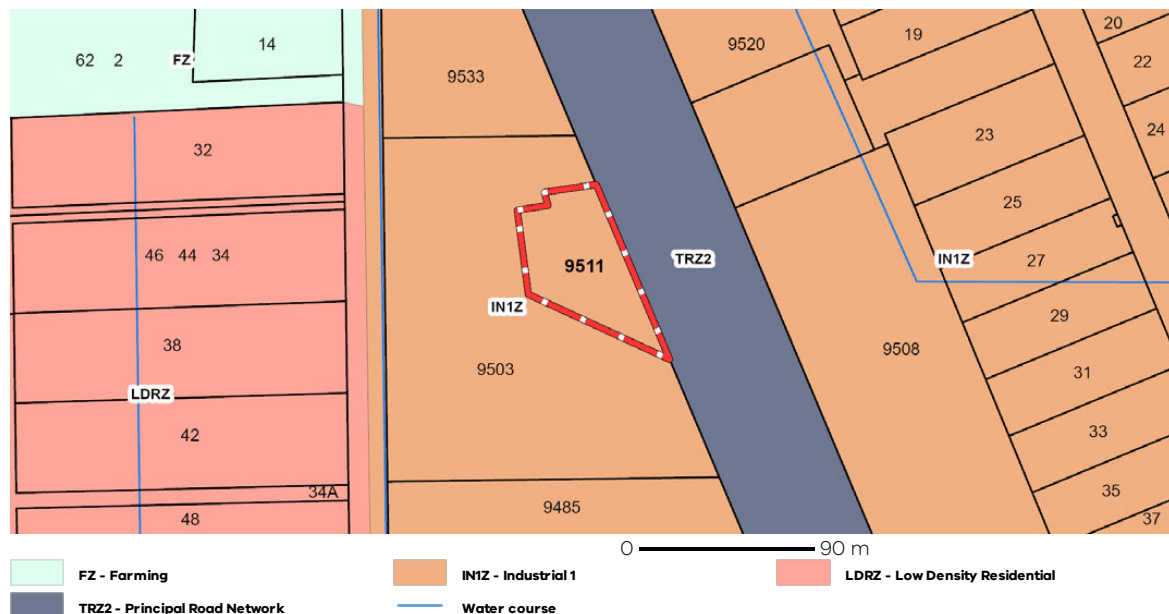
Registered Aboriginal Party: **None**

[View location in VicPlan](#)

### Planning Zones

[INDUSTRIAL 1 ZONE \(IN1Z\)](#)

[SCHEDULE TO THE INDUSTRIAL 1 ZONE \(IN1Z\)](#)



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PLANNING PROPERTY REPORT: 9511 MURRAY VALLEY HIGHWAY KERANG 3579

Page 1 of 4

## PLANNING PROPERTY REPORT



Department  
of Transport  
and Planning

### Planning Overlays

#### SPECIFIC CONTROLS OVERLAY (SCO)

#### SPECIFIC CONTROLS OVERLAY - PS MAP REF SCO2 SCHEDULE (SCO2)



SCO - Specific Controls Overlay Water course

Note: due to overlaps, some overlays may not be visible, and some colours may not match those in the legend

#### OTHER OVERLAYS

Other overlays in the vicinity not directly affecting this land

#### ENVIRONMENTAL SIGNIFICANCE OVERLAY (ESO)



ESO - Environmental Significance Overlay Water course

Note: due to overlaps, some overlays may not be visible, and some colours may not match those in the legend

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PLANNING PROPERTY REPORT: 9511 MURRAY VALLEY HIGHWAY KERANG 3579

Page 2 of 4

## PLANNING PROPERTY REPORT



Department  
of Transport  
and Planning

### Further Planning Information

Planning scheme data last updated on .

A **planning scheme** sets out policies and requirements for the use, development and protection of land. This report provides information about the zone and overlay provisions that apply to the selected land. Information about the State and local policy, particular, general and operational provisions of the local planning scheme that may affect the use of this land can be obtained by contacting the local council or by visiting <https://www.planning.vic.gov.au>

This report is NOT a **Planning Certificate** issued pursuant to Section 199 of the **Planning and Environment Act 1987**. It does not include information about exhibited planning scheme amendments, or zonings that may affect the land. To obtain a Planning Certificate go to Titles and Property Certificates at Landata - <https://www.landata.vic.gov.au>

For details of surrounding properties, use this service to get the Reports for properties of interest.

To view planning zones, overlay and heritage information in an interactive format visit <https://mapshare.maps.vic.gov.au/vicplan>

For other information about planning in Victoria visit <https://www.planning.vic.gov.au>

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PLANNING PROPERTY REPORT: 9511 MURRAY VALLEY HIGHWAY KERANG 3579

Page 3 of 4



## PLANNING PROPERTY REPORT



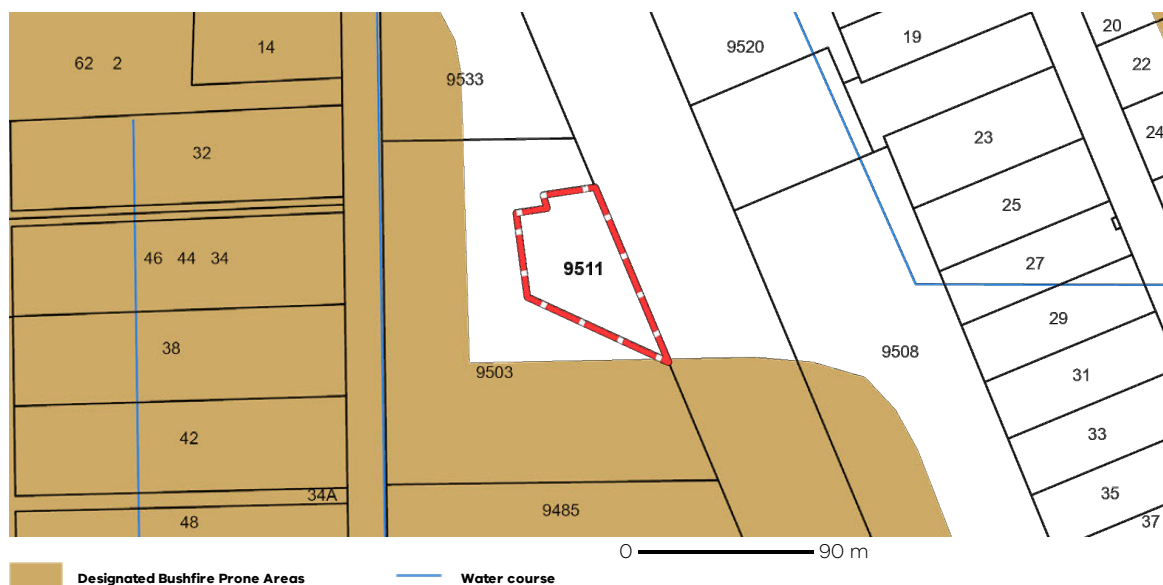
Department  
of Transport  
and Planning

### Designated Bushfire Prone Areas

**This property is in a designated bushfire prone area. Special bushfire construction requirements apply to the part of the property mapped as a designated bushfire prone area (BPA). Planning provisions may apply.**

Where part of the property is mapped as BPA, if no part of the building envelope or footprint falls within the BPA area, the BPA construction requirements do not apply.

Note: the relevant building surveyor determines the need for compliance with the bushfire construction requirements.



Designated BPA are determined by the Minister for Planning following a detailed review process. The Building Regulations 2018, through adoption of the Building Code of Australia, apply bushfire protection standards for building works in designated BPA.

Designated BPA maps can be viewed on VicPlan at <https://mapshare.vic.gov.au/vicplan/> or at the relevant local council.

Create a BPA definition plan in [VicPlan](#) to measure the BPA.

Information for lot owners building in the BPA is available at <https://www.planning.vic.gov.au>.

Further information about the building control system and building in bushfire prone areas can be found on the Victorian Building Authority website <https://www.vba.vic.gov.au>. Copies of the Building Act and Building Regulations are available from <http://www.legislation.vic.gov.au>. For Planning Scheme Provisions in bushfire areas visit <https://www.planning.vic.gov.au>.

### Native Vegetation

Native plants that are indigenous to the region and important for biodiversity might be present on this property. This could include trees, shrubs, herbs, grasses or aquatic plants. There are a range of regulations that may apply including need to obtain a planning permit under Clause 52.17 of the local planning scheme. For more information see [Native Vegetation \(Clause 52.17\)](#) with local variations in [Native Vegetation \(Clause 52.17\) Schedule](#)

To help identify native vegetation on this property and the application of Clause 52.17 please visit the Native Vegetation Information Management system <https://nvim.delwp.vic.gov.au/> and [Native vegetation \(environment.vic.gov.au\)](#) or please contact your relevant council.

You can find out more about the natural values on your property through NatureKit [NatureKit \(environment.vic.gov.au\)](#)

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## REGISTER SEARCH STATEMENT (Title Search) Transfer of Land Act 1958

Page 1 of 1

### LAND DESCRIPTION

Lot 1 on Plan of Subdivision 306131F.

### REGISTERED PROPRIETOR

Estate Fee Simple  
Sole Proprietor

BP AUSTRALIA PTY LTD

### ENCUMBRANCES, CAVEATS AND NOTICES

Any encumbrances created by Section 98 Transfer of Land Act 1958 or Section 24 Subdivision Act 1988 and any other encumbrances shown or entered on the plan set out under DIAGRAM LOCATION below.

### DIAGRAM LOCATION

SEE PS306131F FOR FURTHER DETAILS AND BOUNDARIES

### ACTIVITY IN THE LAST 125 DAYS

NIL

-----END OF REGISTER SEARCH STATEMENT-----

Additional information: (not part of the Register Search Statement)

Street Address: 9511 MURRAY VALLEY HIGHWAY KERANG VIC 3579

DOCUMENT END



## Imaged Document Cover Sheet

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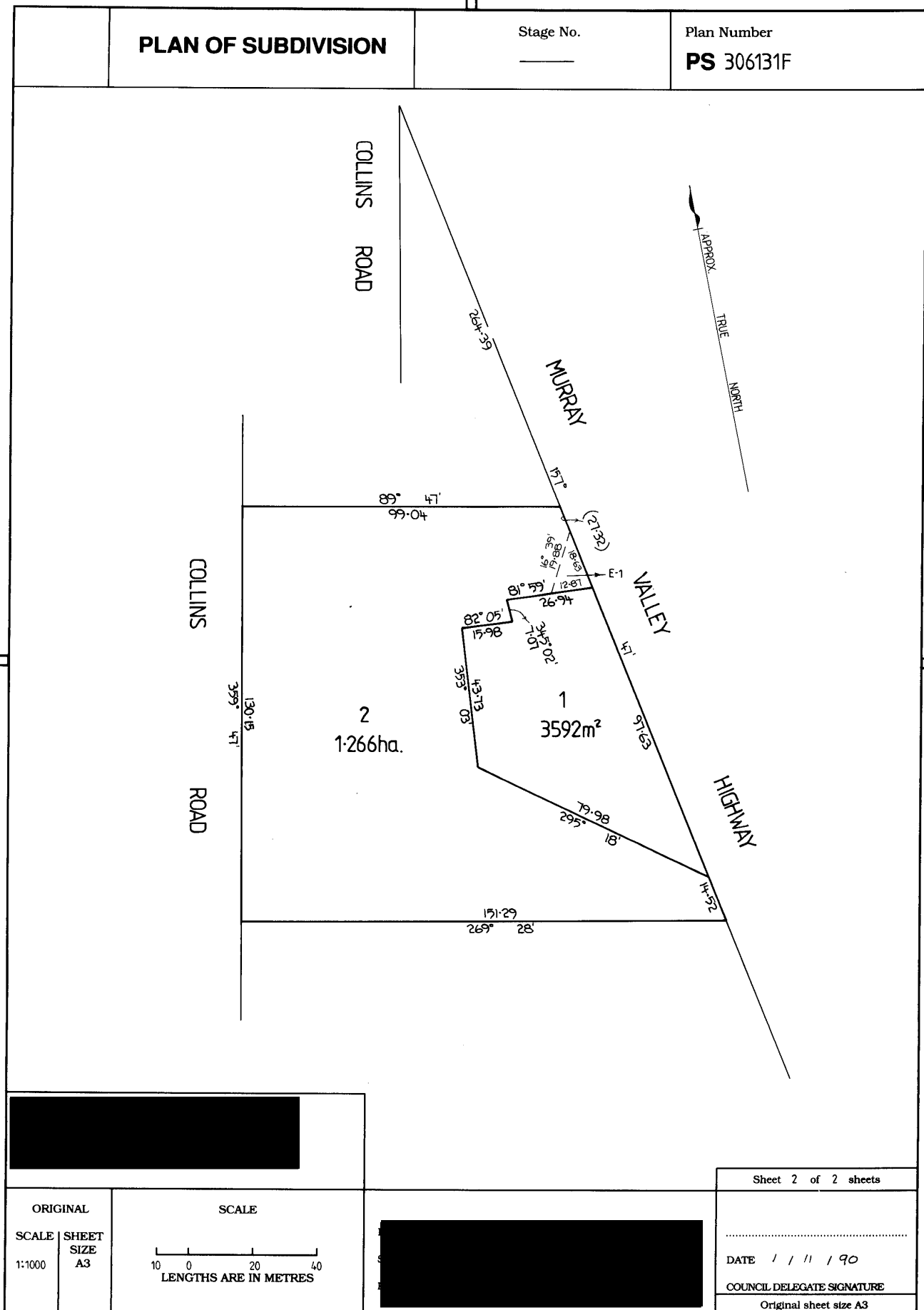
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>PLAN OF SUBDIVISION</b> | STAGE NO.<br>_____                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | LTO use only<br><b>EDITION 1</b> | Plan Number<br><b>PS 306131F</b> |
| <b>Location of Land</b><br><b>Parish:</b> KERANG<br><br><b>Township:</b> _____<br><b>Section:</b> 2<br><b>Crown Allotment:</b> 8 (PART)<br><b>Crown Portion:</b> _____<br><br><b>LTO Base Record:</b> Parish 2<br><b>Title Reference:</b> VOL. 8409 FOL. 484<br><br><b>Last Plan Reference:</b> _____<br><b>Postal Address:</b> BENDIGO ROAD KERANG 3579<br>(at time of subdivision)<br><br><b>AMG Co-ordinates</b> E 764250      Zone: 54<br>(of approx. centre of land in plan)      N 6039500 |                            | <b>Council Certificate and Endorsement</b><br>Council Name: BOROUGH OF KERANG      Ref: F 114<br>1. This plan is certified under section 6 of the Subdivision Act 1988.<br>2. <del>This plan is certified under section 11(7) of the Subdivision Act 1988.</del><br><del>Date of original certification under section 6</del> /      /<br>3. <del>This is a statement of compliance issued under section 21 of the Subdivision Act 1988.</del><br><b>OPEN SPACE</b><br>(i) A requirement for public open space under section 18 of the Subdivision Act 1988 has/has not been made.<br>(ii) The requirement has been satisfied.<br>(iii) The requirement is to be satisfied in Stage.....<br>Council delegate<br><del>Council seal</del><br>Date      1      /      11      / 90<br><br>Re-certified under section 11(7) of the Subdivision Act 1988<br><br>Council Delegate<br>Council Seal<br>Date           /           / |                                  |                                  |
| <b>Vesting of Roads and/or Reserves</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                  |                                  |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                            | <b>Staging</b> This <del>is</del> /is not a staged subdivision<br>Planning Permit No. 0010                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                  |                                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                            | <b>Depth Limitation</b> DOES NOT APPLY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                  |                                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                            | <b>Survey</b> This plan is <del>to not</del> based on survey<br>This survey has been connected to permanent marks no(s)<br>In Proclaimed Survey Area No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                  |                                  |
| <b>Easement Information</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                  |                                  |
| <b>Legend:</b> A - Appurtenant Easement    E - Encumbering Easement    R - Encumbering Easement (Road)                                                                                                                                                                                                                                                                                                                                                                                           |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                  |                                  |
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| Easement Reference                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Purpose                    | Width (Metres)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Origin                           | Land Benefited/In Favour Of      |
| E-1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | CARRIAGEWAY                | SEE DIAG SHEET '2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | THIS PLAN                        | LOT 1                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                  |                                  |
| <b>LTO use only</b><br><br>Statement of Compliance/<br>Exemption Statement<br><br>Received <input checked="" type="checkbox"/><br><br>Date      23      /      5      / 91<br><br><b>LTO use only</b><br>PLAN REGISTERED<br>TIME<br><div style="background-color: black; width: 150px; height: 40px; margin: 5px auto;"></div>                                                                                                                                                                   |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                  |                                  |
| Sheet 1 of 2 Sheets                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                  |                                  |
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APPENDIX B  
Proposal Plans

Prepared by:  


BP KERANG - OPT  
9511 MURRAY VALLEY HWY.  
KERANG, VIC

| SITE SPECIFIC DRAWINGS |                                               |
|------------------------|-----------------------------------------------|
| SHEET NUMBER           | SHEET TITLE                                   |
| NOTES                  |                                               |
| D01                    | DRAWING LIST                                  |
| ARCHITECTURAL          |                                               |
| A01                    | SITE LOCALITY PLAN                            |
| A02                    | EXISTING SITE & DEMOLITION PLAN               |
| A03                    | PROPOSED SITE PLAN                            |
| A04                    | TANKER PATH LAYOUT – 30M AD (FRONT UNLOADING) |
| A05                    | TANKER PATH LAYOUT – 30M AD (REAR UNLOADING)  |
| A06                    | TANKER PATH LAYOUT – 25M BD (REFUELING)       |
| A07                    | PROPOSED SITE ELEVATIONS 1 OF 2               |
| A08                    | PROPOSED SITE ELEVATIONS 2 OF 2               |
| A09                    | FLAGPOLE SIGNAGE DETAILS                      |
| A10                    | AREA LIGHT ILLUMINATION DETAILS               |
| DRAINAGE               |                                               |
| H01                    | PROPOSED FORECOURT CONTAINMENT PLAN           |
| H02                    | ESK20 COALESCENCE OIL–WATER SEPARATOR DETAIL  |

PRELIMINARY ISSUE

|                        |     |          |
|------------------------|-----|----------|
| ISS/AMT DESCRIPTION    | BY  | DATE     |
| - -                    | - - | - -      |
| - -                    | - - | - -      |
| - -                    | - - | - -      |
| 0 INITIAL HAZKEM ISSUE |     | 14.05.25 |

PROJECT

BP KERANG - OPT  
9511 MURRAY VALLEY HWY.  
KERANG, VIC

CLIENT

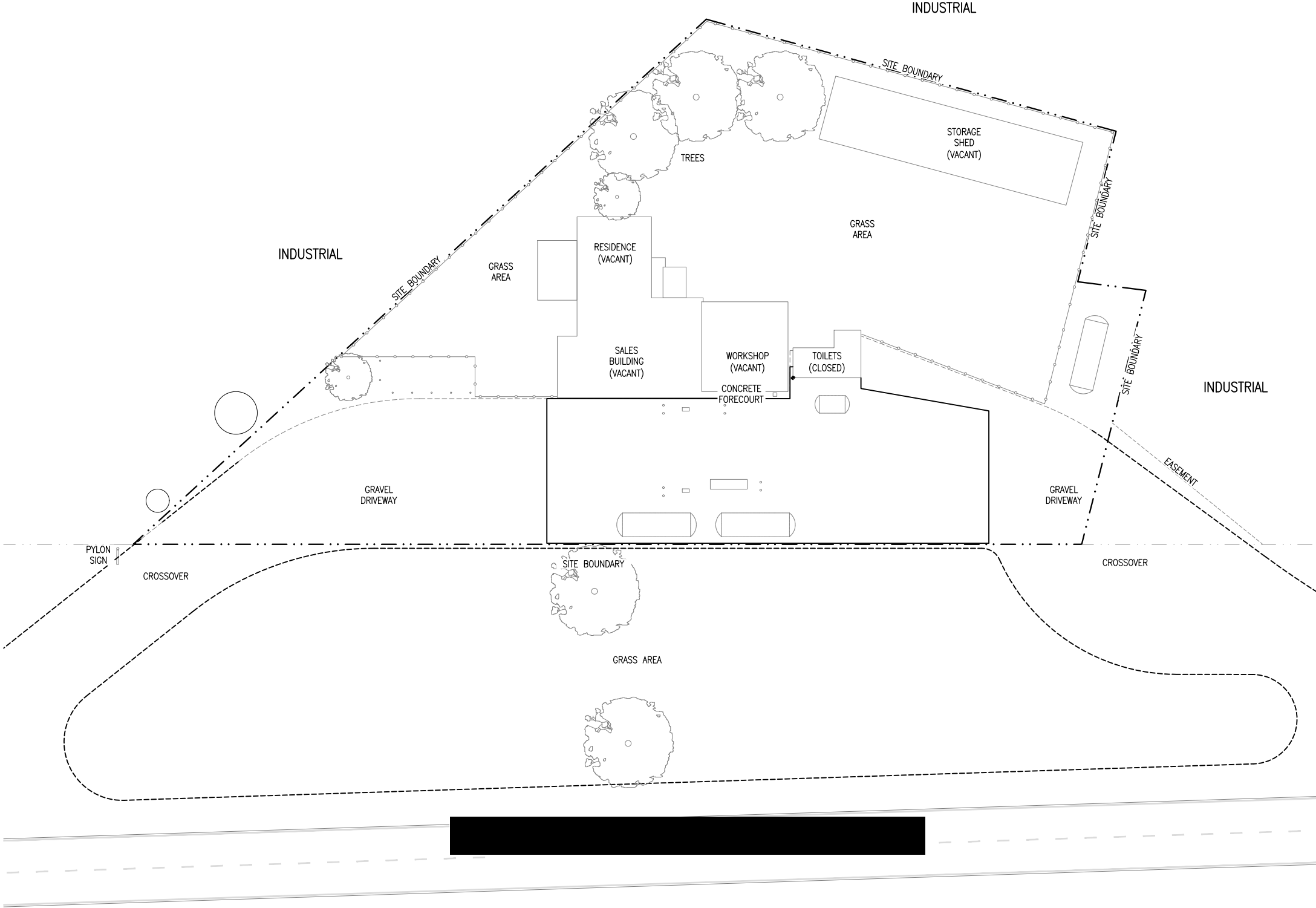
TITLE

DRAWING LIST

|            |          |       |         |
|------------|----------|-------|---------|
| PROJECT No | DESIGNED | DRAWN | SCALE   |
| HAZ-3424   |          |       | NTS @A3 |

|       |          |
|-------|----------|
| NORTH | APPROVED |
|-------|----------|

|               |           |
|---------------|-----------|
| DRAWING No    | ISSUE/AMT |
| HAZ-3424- D01 | 0         |



PRELIMINARY ISSUE

| ISS/AMT DESCRIPTION    | BY | DATE     |
|------------------------|----|----------|
| 0 INITIAL HAZKEM ISSUE |    | 14.05.25 |

PROJECT

BP KERANG - OPT  
9511 MURRAY VALLEY HWY.  
KERANG, VIC

CLIENT

TITLE

SITE LOCALITY PLAN

4m 2m 0 4m 8m 12m 16m 20m

SCALE 1: 400

| PROJECT No | DESIGNED | DRAWN | SCALE     |
|------------|----------|-------|-----------|
| HAZ-3424   |          |       | 1:400 @A3 |

NORTH

APPROVED

DRAWING No

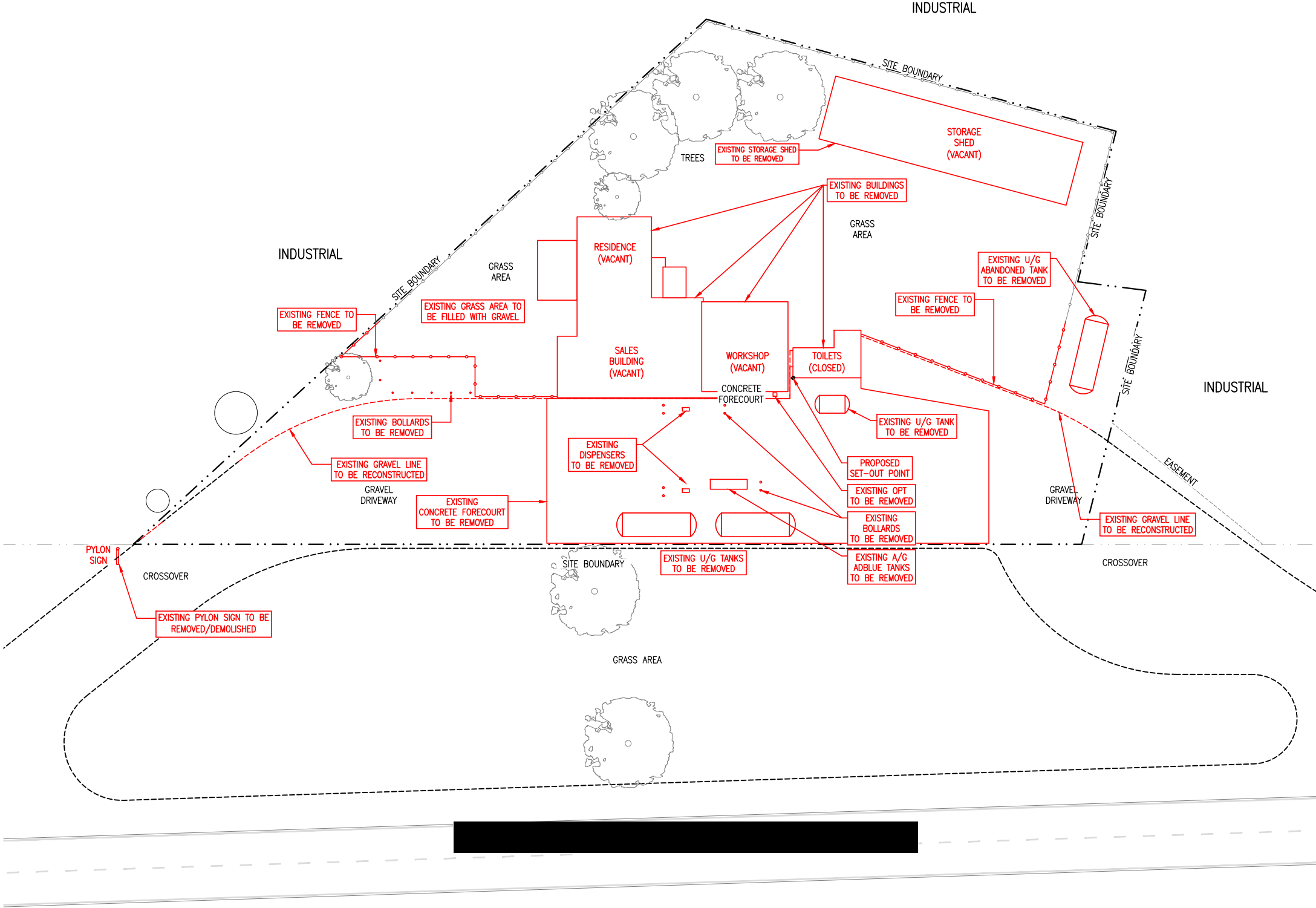
HAZ-3424- A01

ISSUE/AMT

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PRELIMINARY ISSUE

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|------------------------|----|----------|
| 1 DETAIL AMENDMENT     |    | 27.06.25 |
| 0 INITIAL HAZKEM ISSUE |    | 14.05.25 |

PROJECT

BP KERANG - OPT  
9511 MURRAY VALLEY HWY.  
KERANG, VIC

CLIENT

TITLE

EXISTING SITE & DEMOLITION PLAN

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SCALE 1 : 400

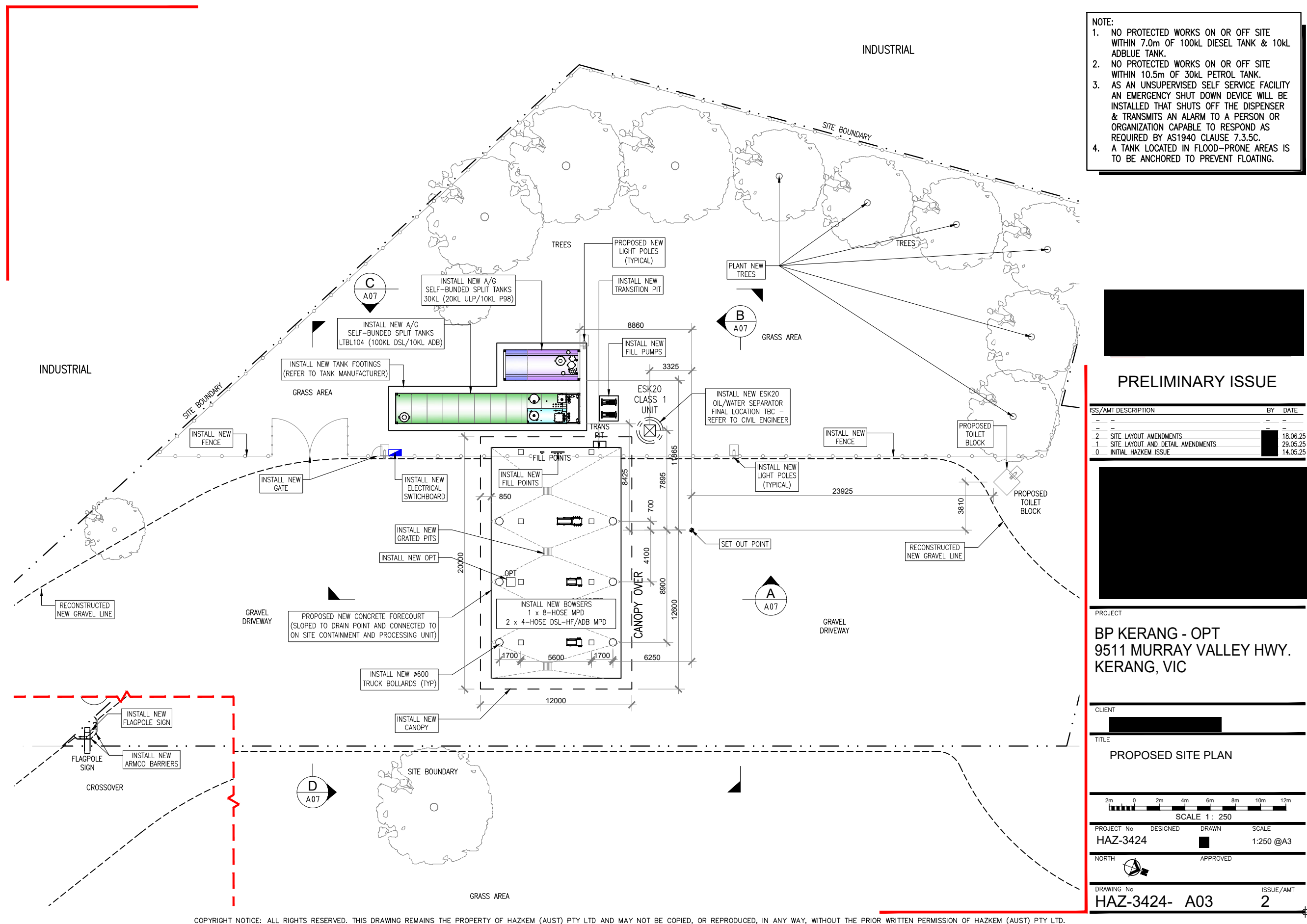
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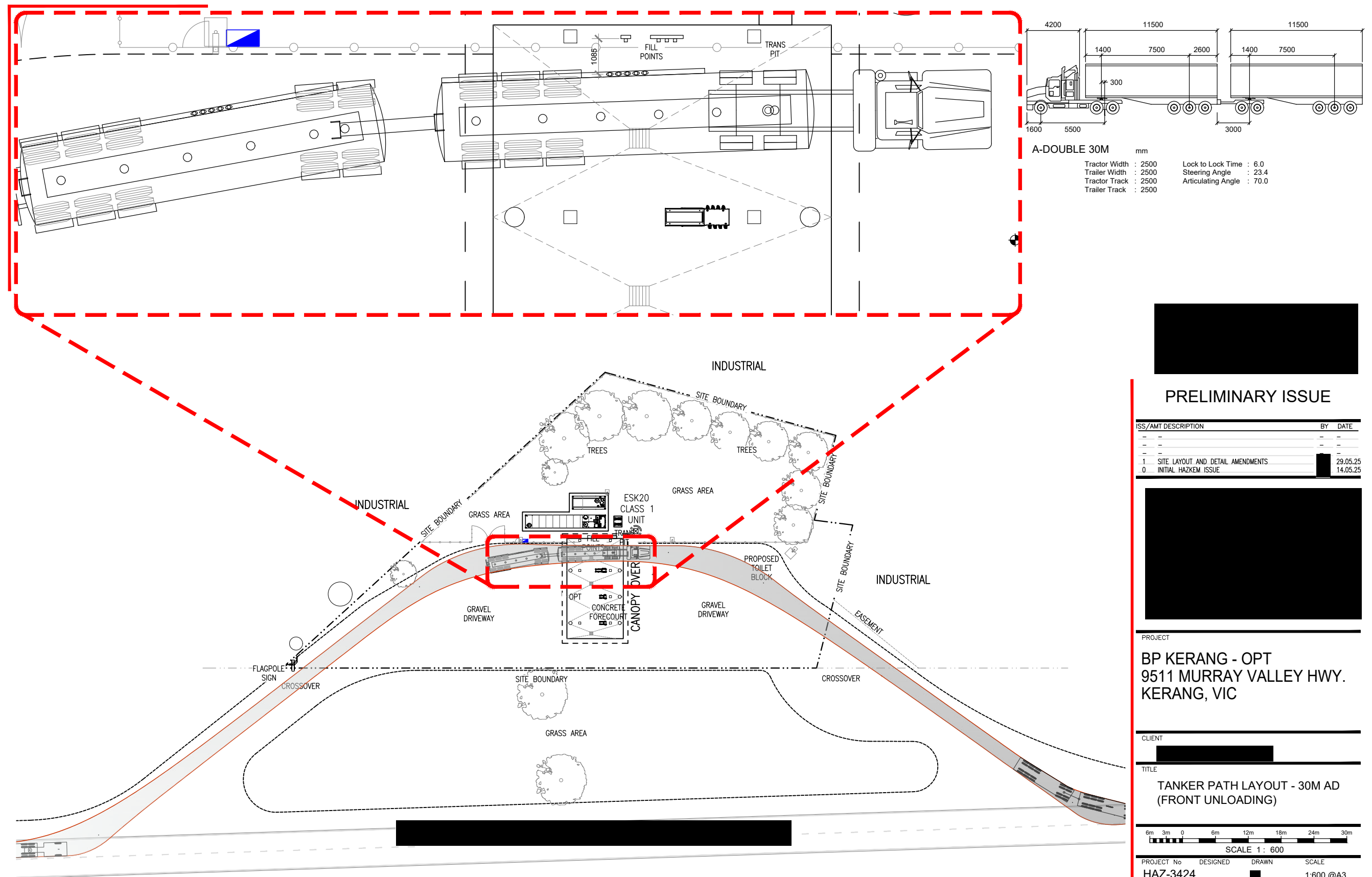
NORTH

APPROVED

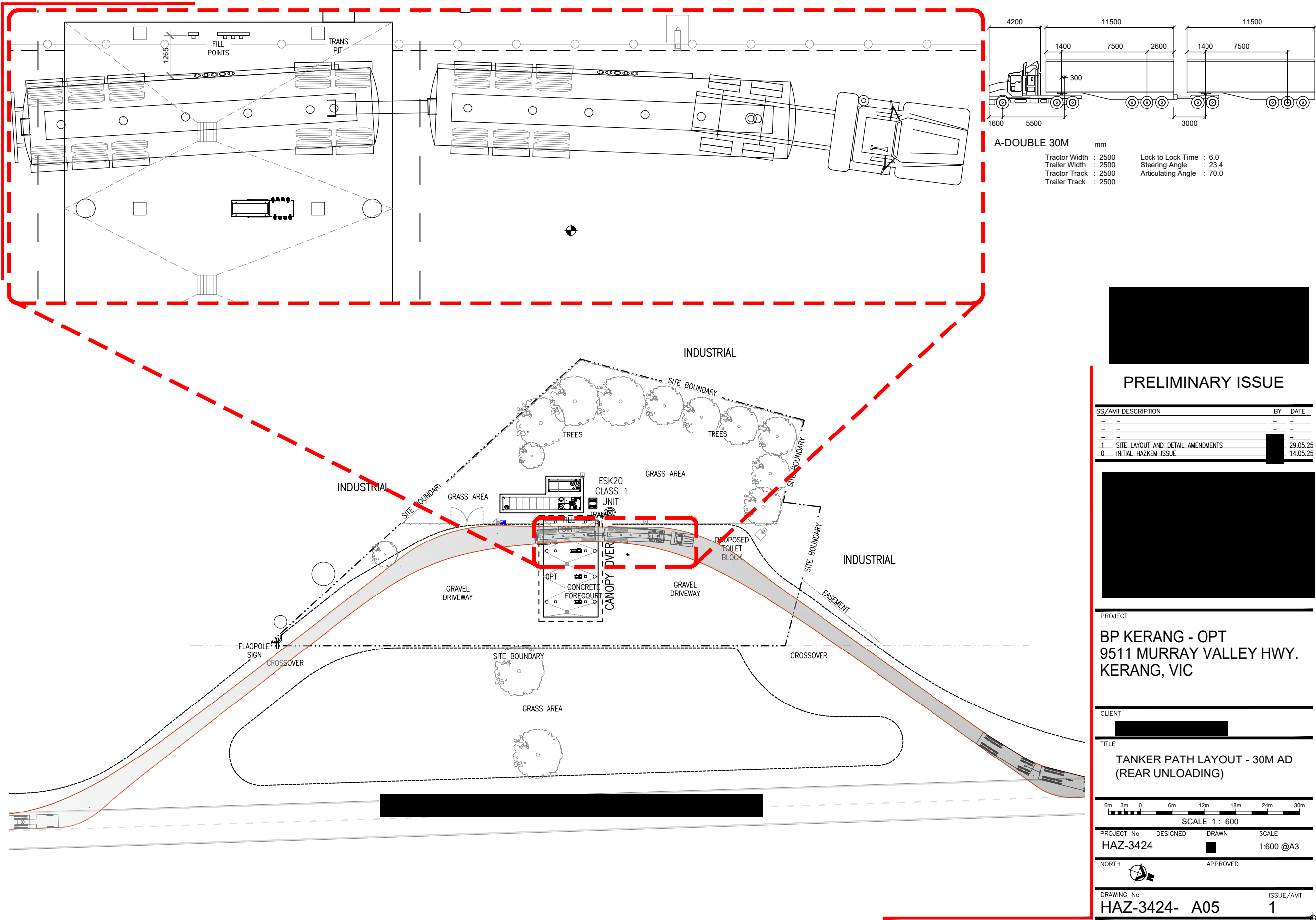
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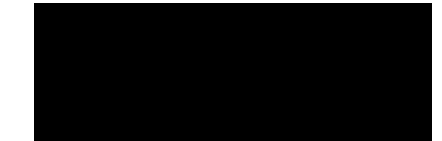
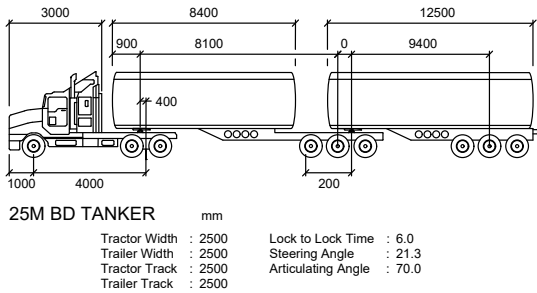
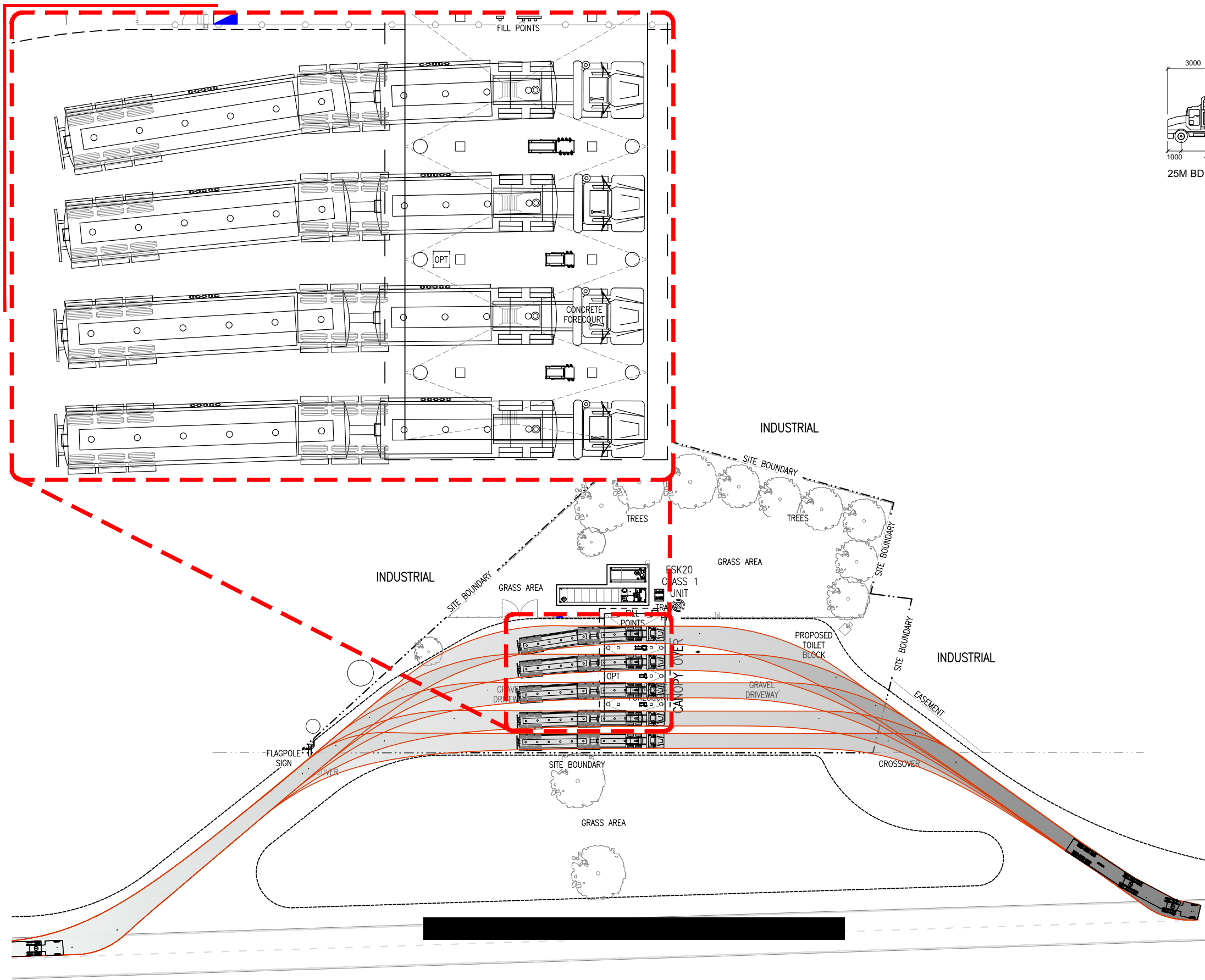
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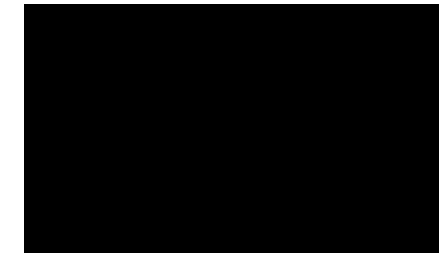
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PRELIMINARY ISSUE

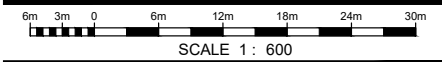
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|-------------------------------------|----|----------|
| 1 SITE LAYOUT AND DETAIL AMENDMENTS |    | 29.05.25 |
| 0 INITIAL HAZKEM ISSUE              |    | 14.05.25 |



PROJECT  
BP KERANG - OPT  
9511 MURRAY VALLEY HWY.  
KERANG, VIC

CLIENT  
[Redacted]

TITLE  
TANKER PATH LAYOUT - 25M BD  
(REFUELING)



| PROJECT No | DESIGNED | DRAWN | SCALE     |
|------------|----------|-------|-----------|
| HAZ-3424   |          |       | 1:600 @A3 |

NORTH  
[Compass rose]

| DRAWING No    | ISSUE/AMT |
|---------------|-----------|
| HAZ-3424- A06 | 1         |

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1m 0 1m 2m 3m 4m 5m 6m

SCALE 1 : 125

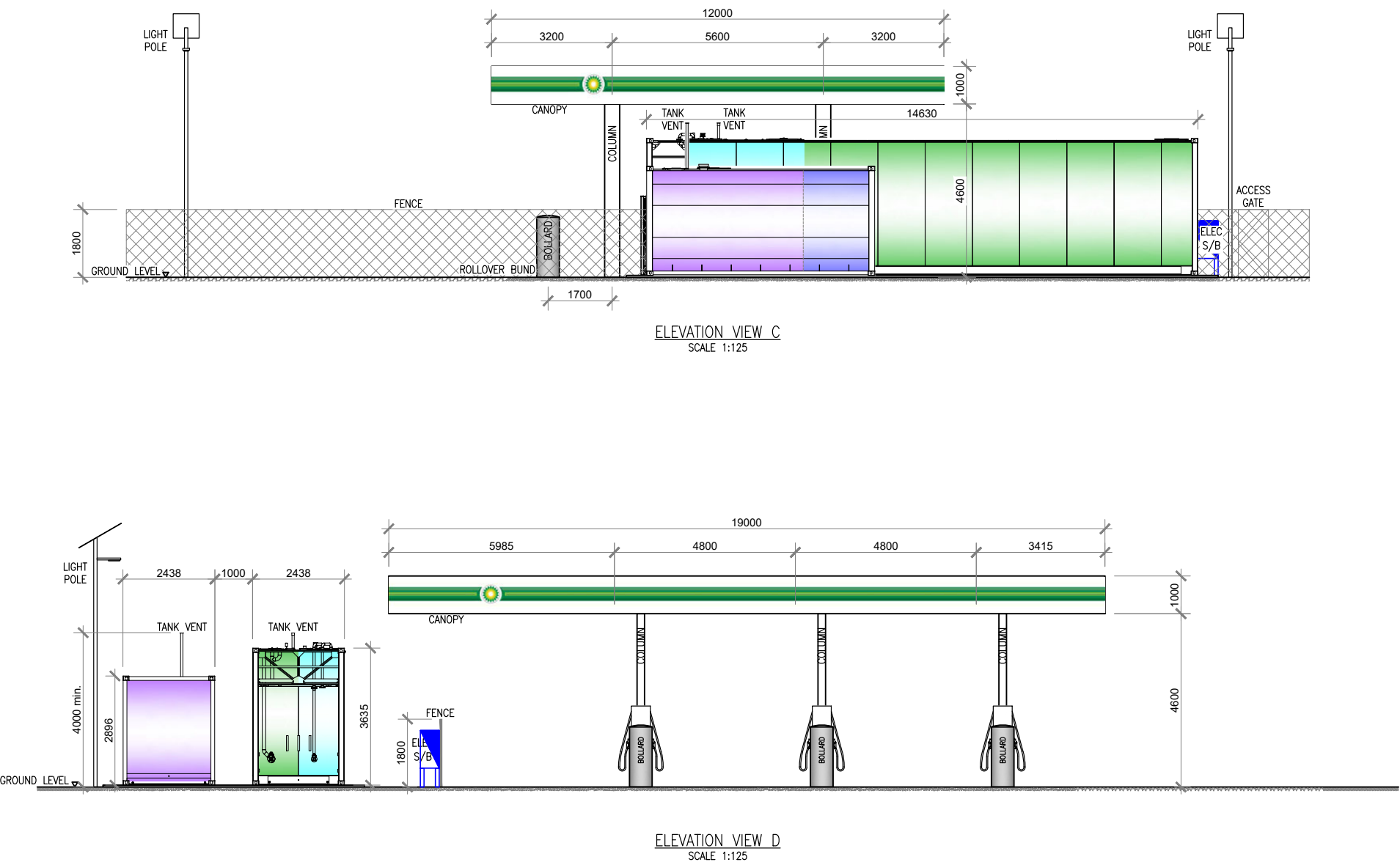
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NORTH

APPROVED



| DRAWING No    | ISSUE/AMT |
|---------------|-----------|
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PRELIMINARY ISSUE

| ISS/AMT DESCRIPTION | BY | DATE     |
|---------------------|----|----------|
| 2                   |    | 18.06.25 |
| 1                   |    | 29.05.25 |
| 0                   |    | 14.05.25 |

PROJECT

BP KERANG - OPT  
9511 MURRAY VALLEY HWY.  
KERANG, VIC

CLIENT

TITLE

PROPOSED SITE ELEVATIONS 2 OF 2

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SCALE 1: 125

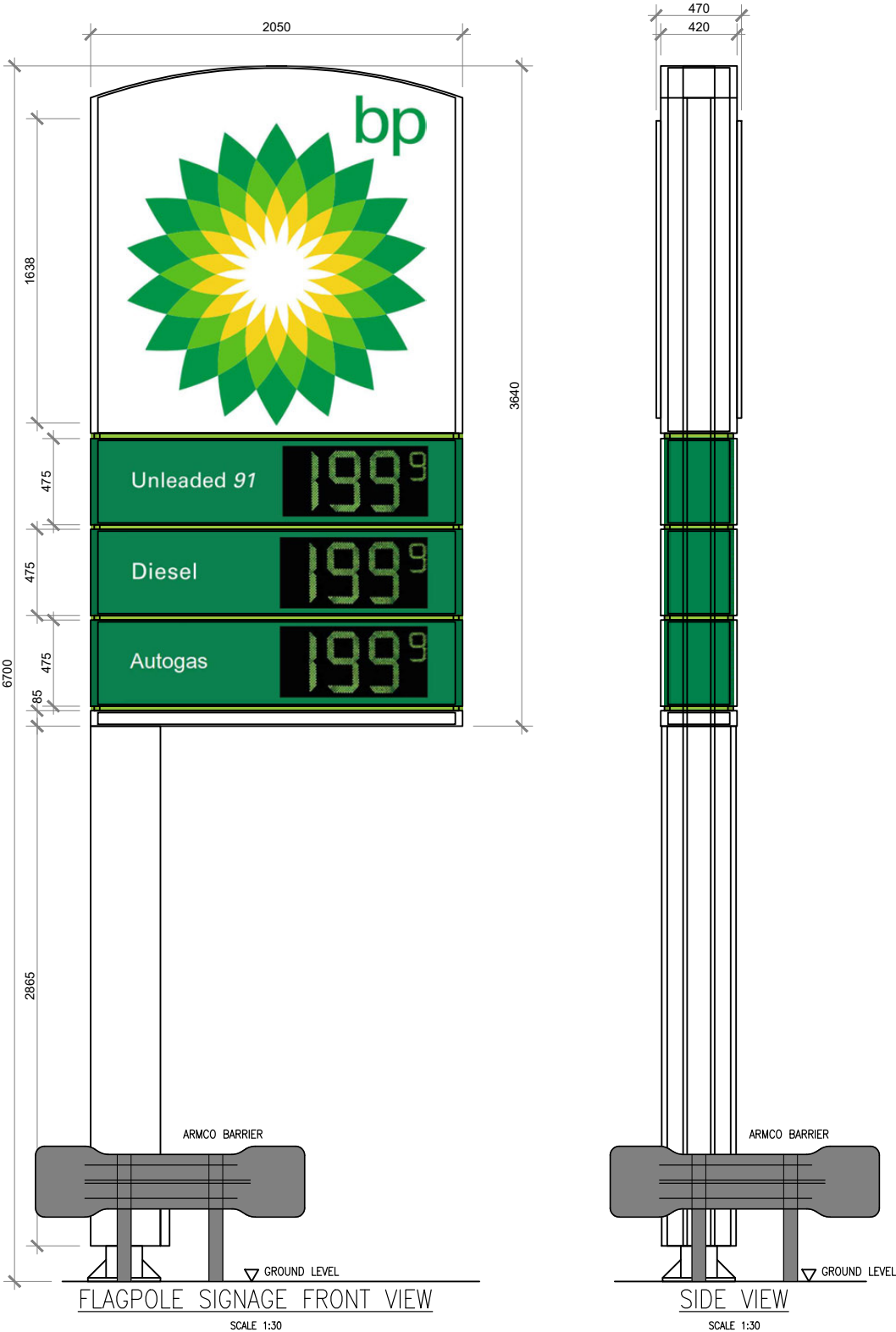
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NORTH

APPROVED

| DRAWING No    | ISSUE/AMT |
|---------------|-----------|
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PRELIMINARY ISSUE

| ISS/AMT DESCRIPTION    | BY | DATE     |
|------------------------|----|----------|
| 1 DETAIL AMENDMENTS    |    | 29.05.25 |
| 0 INITIAL HAZKEM ISSUE |    | 14.05.25 |

PROJECT

BP KERANG - OPT  
9511 MURRAY VALLEY HWY.  
KERANG, VIC

CLIENT

TITLE

FLAGPOLE SIGNAGE DETAILS

0.3m 0 0.3m 0.6m 0.9m 1.2m 1.5m

SCALE 1 : 30

| PROJECT No | DESIGNED | DRAWN | SCALE    |
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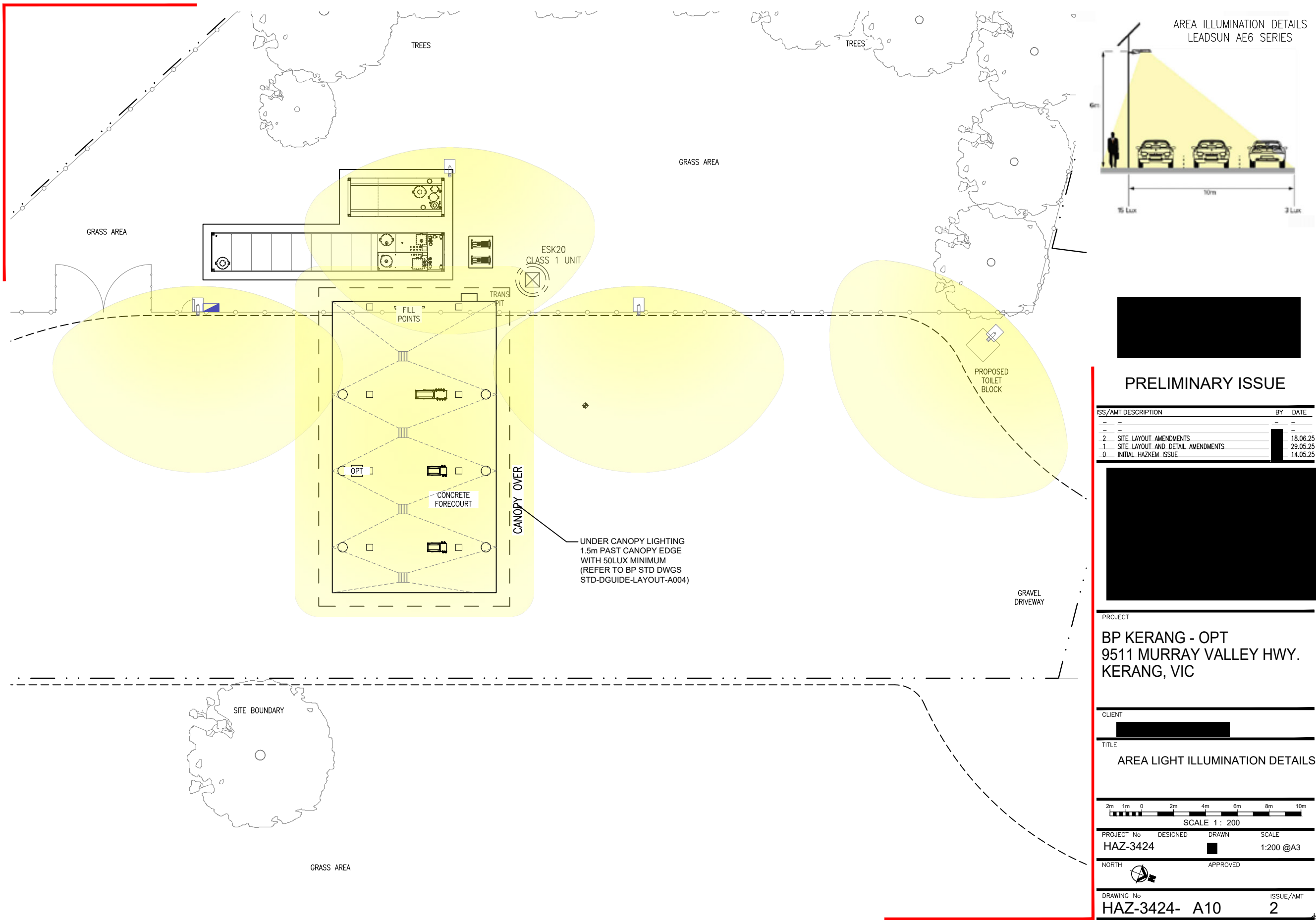
NORTH

APPROVED

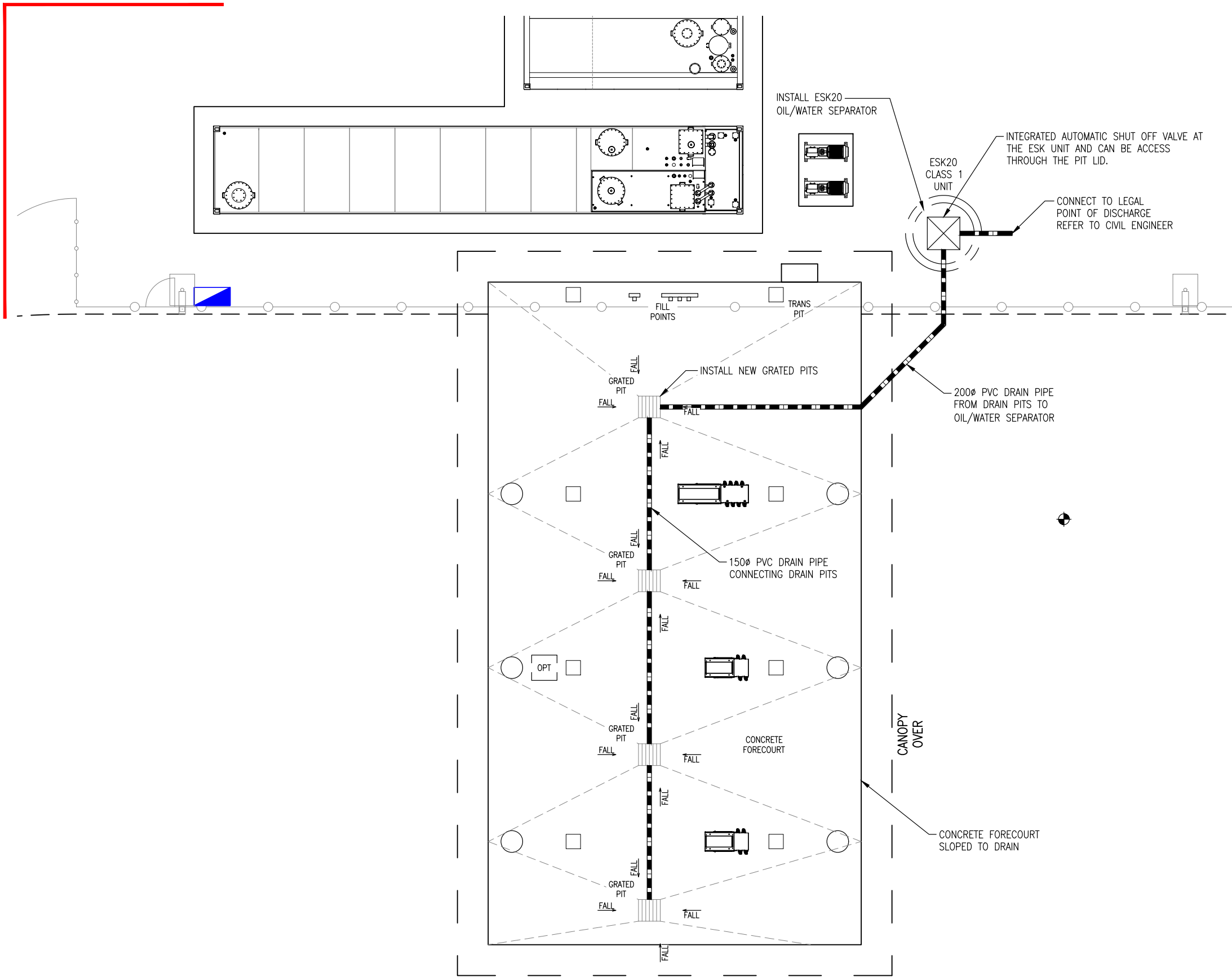
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**PRELIMINARY ISSUE**

| ISS/AMT DESCRIPTION                 | BY | DATE     |
|-------------------------------------|----|----------|
| 1 SITE LAYOUT AND DETAIL AMENDMENTS |    | 29.05.25 |
| 0 INITIAL HAZKEM ISSUE              |    | 14.05.25 |

PROJECT

**BP KERANG - OPT**  
**9511 MURRAY VALLEY HWY.**  
**KERANG, VIC**

CLIENT

TITLE

**PROPOSED FORECOURT**  
**CONTAINMENT PLAN**

1m 0.5m 0 1m 2m 3m 4m 5m

SCALE 1: 100

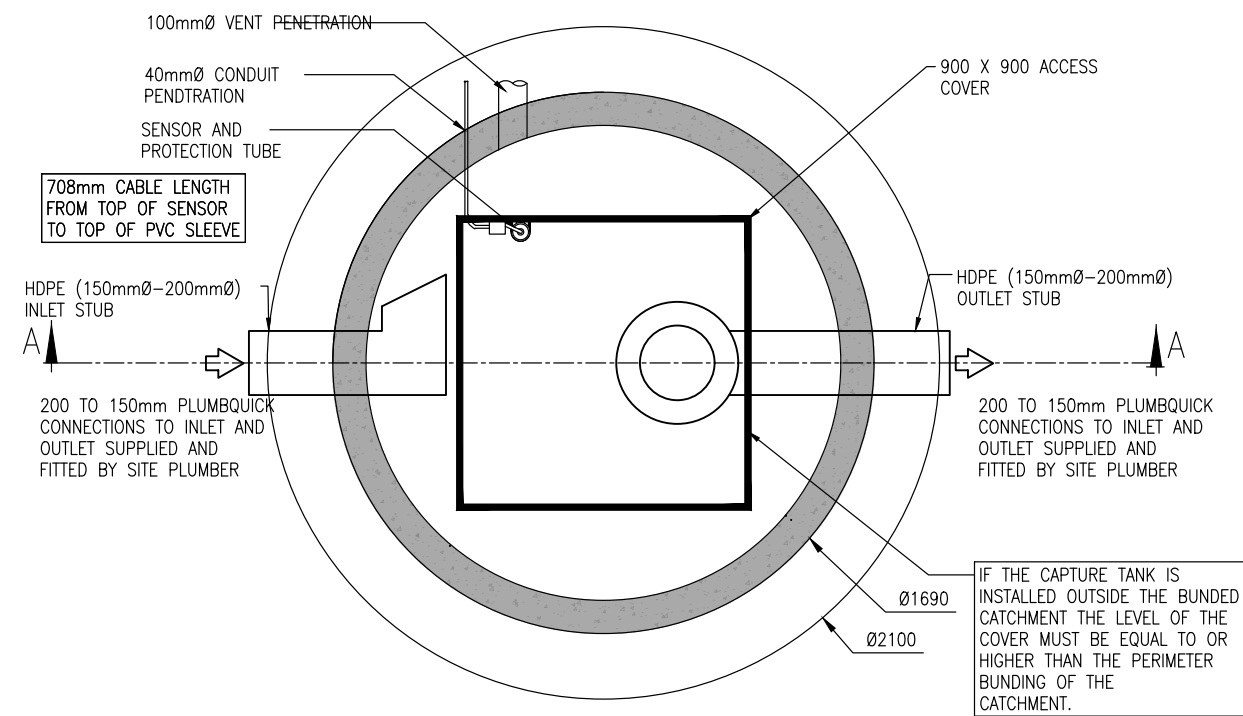
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NORTH

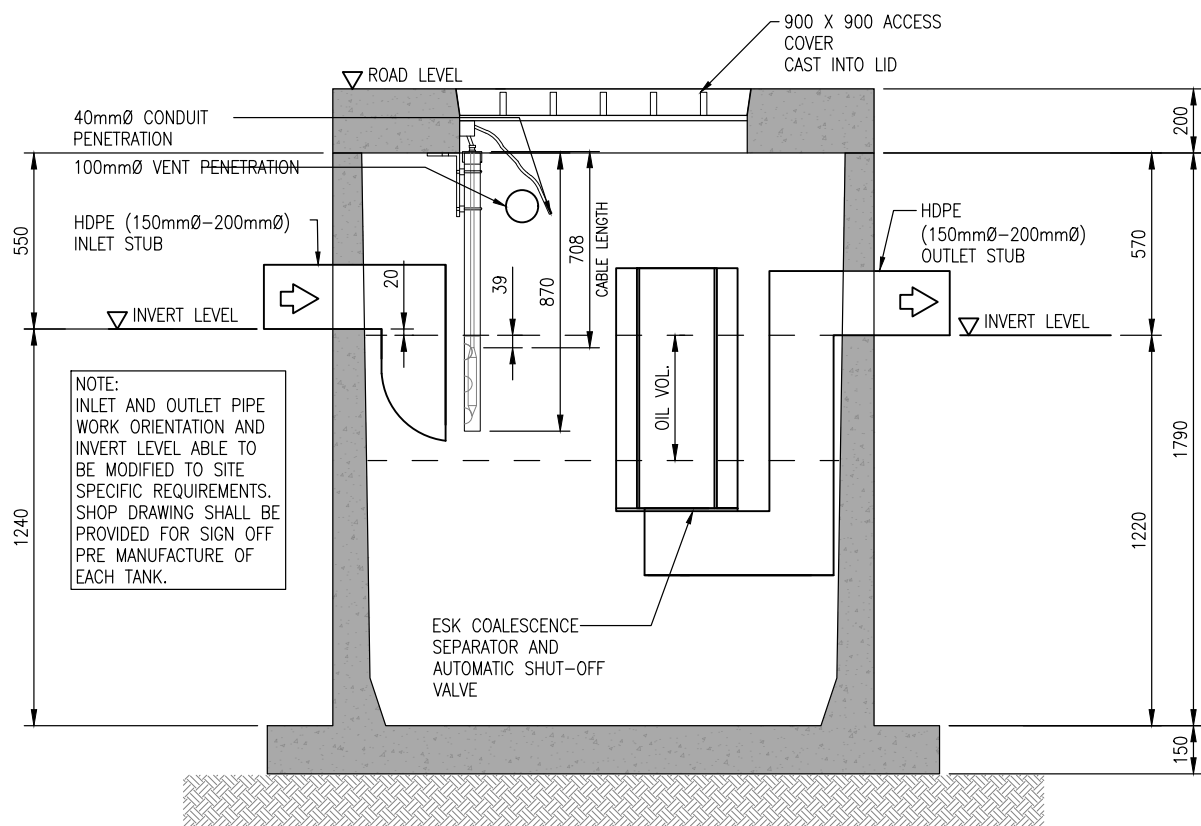
APPROVED

| DRAWING No           | ISSUE/AMT |
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| <b>HAZ-3424- H01</b> | <b>1</b>  |

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ESK20 OIL/WATER SEPARATOR PLAN  
SCALE 1:20

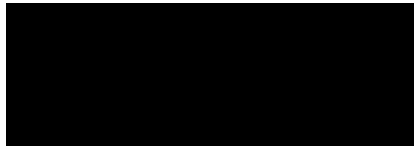


ESK20 OIL/WATER SEPARATOR LONGITUDINAL SECTION A-A  
SCALE 1:20

- GENERAL NOTES :
1. MANUFACURER TO PROVIDE ALL MATERIAL AND TANK PENETRATIONS UNLESS NOTED OTHERWISE.
  2. PRECAST STRUCTURE TO BE CONSTRUCTED BY MANUFACTURER IN ACCORDANCE WITH AS3600.
  3. STRUCTURE AND ACCESS COVERS DESIGNED TO MEET AUSTRROADS T44 LOAD RATING WITH 0.0m TO 2.0M FILL MAXIMUM (CLASS D).
  4. THE STRUCTURE THICKNESS MEASUREMENTS SHOWN ARE FOR REPRESENTATIONAL PURPOSES ONLY.
  5. DEVICE IS TO CONTAIN A COALESCENCE SEPARATION COLUMN TOGETHER WITH AUTOMATIC OUTFLOW CLOSURE VALVE THAT ACTIVATES WHEN THE LIMIT OF OIL STORED IN THE SEPARATOR IS REACHED.
  6. ESK SYSTEM IS DESIGNED AS A CLASS1 COALESCENCE SEPARATOR AS PER BNES858-1:2002.
  7. OIL ALARM INCLUDED

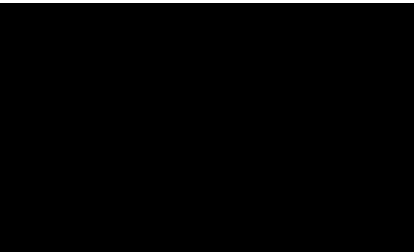
- INSTALLATION NOTES :
1. SIZE AND CLASS OF PIPE OR SQUARE KNOCKOUT SIZE TO BE SPECIFIED ON DRAWING BY CLIENT / CONTRACTOR.
  2. ADDITIONAL RISERS TO BE PROVIDED BY CONTRACTOR (IF REQUIRED)
  3. ANY BACKFILL DEPTH, SUB-BASE, AND OR ANTI-FLOTATION PROVISIONS ARE SITE-SPECIFIC DESIGN CONSIDERATIONS SHALL BE SPECIFIED BY THE ENGINEER OF RECORD.
  4. CONTRACTOR TO PROVIDE EQUIPMENT WITH SUFFICIENT LIFTING AND REACH CAPACITY TO LIFT AND SET THE STRUCTURE
  5. CONTRACTOR TO INSTALL JOINT SEALANT BETWEEN ALL STRUCTURE SECTIONS AND ASSEMBLE STRUCTURE.
  6. CONTRACTOR TO PROVIDE, INSTALL, AND GROUT INLET AND OUTLET PIPES.
  7. CONTRACTOR TO TAKE APPROPRIATE MEASURES TO PROTECT DEVICE FROM CONSTRUCTION-RELATED EROSION RUNOFF.

ESK DESIGN NOTES  
THE ESK IS A PASSIVE HIGH EFFICIENCY COALESCING SEPARATOR THAT REMOVES FREE OIL FROM CONTAMINATED STORMWATER RUNOFF AND HAS A BUILT-IN SHUTOFF VALVE TO PREVENT SPILLS AND STORAGE CAPACITY EXCESS EXITING THE DEVICE. THE DEVICE IS IDEALLY SUITED FOR SITES WHERE SPECIFIC EFFLUENT TARGETS ARE SPECIFIED, OR FOR SITES WHERE REMOVAL OF OIL AND GREASE IS THE GREATEST CONCERN E.G. FUEL STATION, AROUND TRANSFORMERS. CAR SERVICING WORKSHOPS, ETC. IT IS TYPICALLY SIZED TO REMOVE OIL DROPLETS AS SMALL AS 10 MICRONS AND ACHIEVE AN EFFLUENT CONCENTRATION OF 5MG/L OR LESS.



PRELIMINARY ISSUE

| ISS/AMT DESCRIPTION    | BY | DATE     |
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| -                      | -  | -        |
| -                      | -  | -        |
| 0 INITIAL HAZKEM ISSUE |    | 14.05.25 |



PROJECT  
BP KERANG - OPT  
9511 MURRAY VALLEY HWY.  
KERANG, VIC

CLIENT  
[Redacted]  
TITLE

ESK20 COALESCENCE OIL-WATER  
SEPARATOR DETAIL

|            |          |       |         |
|------------|----------|-------|---------|
| PROJECT No | DESIGNED | DRAWN | SCALE   |
| HAZ-3424   |          |       | NTS @A3 |
| NORTH      | APPROVED |       |         |

|               |           |
|---------------|-----------|
| DRAWING No    | ISSUE/AMT |
| HAZ-3424- H02 | 0         |

## **7.10 2026 COMMUNITY SATISFACTION SURVEY**

**Author:** Scott Bourne, Communications Coordinator  
**Authoriser:** Paul Fernée (Director Community Wellbeing)

### **RECOMMENDATION**

**That Council receive and note the results of the 2026 Community Satisfaction Survey for Gannawarra Shire Council.**

---

### **EXECUTIVE SUMMARY**

Held annually, the optional State-wide Community Satisfaction Survey asks the opinions and perceptions of local people about where they live and work and provides participating Councils with an insight into how they are performing.

Conducted in 2026 by JWS Research using guidelines provided by Local Government Victoria, this survey assesses the performance of Gannawarra Shire Council across a range of measures and provides insight into the ways to provide improved or more efficient service delivery. The survey also provides councils with a means to fulfil some statutory reporting requirements for the Local Government Performance Reporting Framework.

Council recorded its strongest result in the survey since 2017, with its overall performance remaining in line with the average of the nine small rural municipalities that used JWS to conduct this year's survey. Perceptions of performance improved across sectors the survey focused on, with several improvements being statistically significant.

### **PURPOSE**

The purpose of this report is to provide Council of the results from the 2026 Community Satisfaction Survey for Gannawarra Shire Council, which was conducted throughout 2025/26.

### **DISCUSSION**

The annual State-wide Local Government Community Satisfaction Survey surveys a random sample of 400 Gannawarra Shire residents aged 18 and over to seek participants' views regarding Council and its performance.

The 2026 Community Satisfaction Survey conducted during four interview periods, with 100 people interviewed during June 2025, August-September 2025, October-November 2025 and January-March 2026.

The survey reports on two key areas: Core Performance Measures and Individual Service Areas, which are then benchmarked against Gannawarra's previous year's results, as well as results from other small rural shires and the state-wide averages.

Gannawarra scored an index of 60 out of 100 for 'Overall Council Performance', which was a four-point increase compared to the 2025 survey and the first time since 2018 that the score has been this high. The result matched the Small Rural average and was higher than the State-wide average (score of 57).

### Overall council performance

Results shown are index scores out of 100.



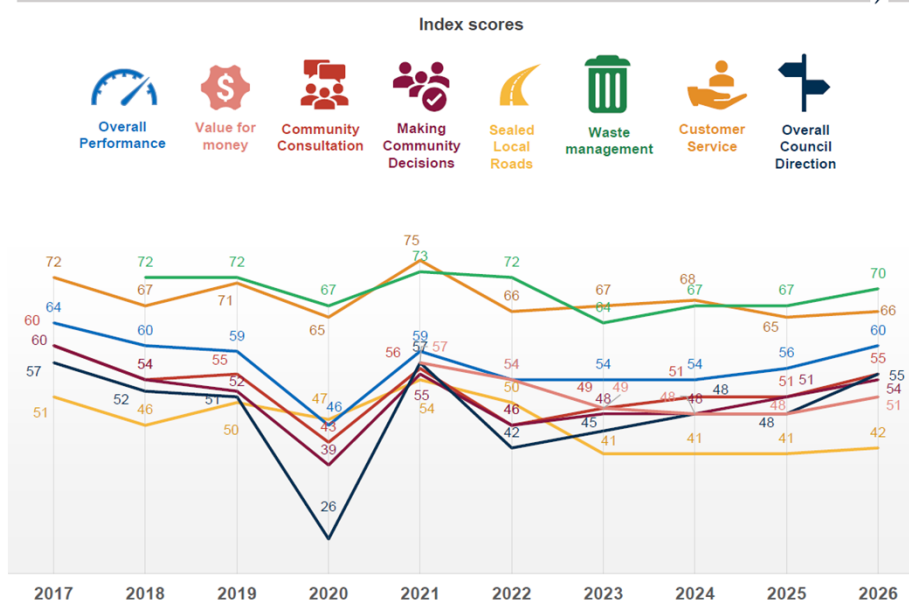
Source: 2026 Gannawarra Shire Council Community Satisfaction Survey Results – page 7

### Core Performance Measures

The 2026 Community Satisfaction Survey reported on eight core service measures, with key findings summarized below:

- Scores for all eight core service areas increased compared to the previous 12 months.
- Waste Management (score of 70) and Customer Service (score of 66) continue to be some of Council's strongest areas.
- Council continues to improve in areas where it engages with the community, specifically Community Consultation (score of 55, which increased by 4 compared to 2025), Overall Council Direction (score of 55, an increase of 7 compared to 2025) and Making Community Decisions (score of 54, an increase of 3 compared to 2025).
- Results relating to Value for Money (score of 51) increased for the first time since this question became a core measure in 2021, whilst Sealed Local Roads (score of 42) also increased for the first time since 2021.

### Summary of core measures



Source: 2026 Gannawarra Shire Council Community Satisfaction Survey Results – page 8

The 2026 results mark the first time since 2014 where key core measures, including overall performance and community consultation, have increased during the second year of a Councillor term. This is a testament to the positive relationships being fostered between Councillors and staff, and an increase in efforts by Council to engage with residents.

### **Individual Service Areas**

Council's survey results across the individual service areas highlights Council's performance in many service areas is in line with State-wide and small rural averages.

| Services                                                                                                       | Gannawarra 2026 | Gannawarra 2025 | Small Rural 2026 | Overall 2026 | Highest score              | Lowest Score                         |
|----------------------------------------------------------------------------------------------------------------|-----------------|-----------------|------------------|--------------|----------------------------|--------------------------------------|
|  Overall performance          | 60              | 56              | 60               | 57           | 65+ years                  | 35-64 years                          |
|  Value for money              | 51              | 48              | 52               | 49           | 65+ years                  | 35-64 years                          |
|  Overall council direction    | 55              | 48              | 52               | 48           | Gannawarra East            | 18-49 years                          |
|  Customer service             | 66              | 65              | 70               | 69           | 65+ years                  | 35-49 years                          |
|  Art centres & libraries      | 74              | 70              | 77               | 76           | 65+ years, Women           | 18-34 years                          |
|  Appearance of public areas   | 74              | 72              | 73               | 71           | Gannawarra East            | 35-49 years                          |
|  Waste management             | 70              | 67              | 71               | 69           | Gannawarra East, 65+ years | 50-64 years                          |
|  Recreational facilities     | 70              | 65              | 69               | 71           | Gannawarra East, 65+ years | 35-64 years                          |
|  Family support services    | 63              | 60              | 64               | 63           | 65+ years                  | 35-49 years                          |
|  Enforcement of local laws  | 62              | 58              | 60               | 60           | Women                      | 18-34 years, Men                     |
|  Informing the community    | 60              | 56              | 62               | 60           | 65+ years                  | 35-49 years                          |
|  Bus/community dev./tourism | 59              | 58              | 60               | 59           | Gannawarra East            | Men, Gannawarra Central, 18-34 years |
|  Consultation & engagement  | 55              | 51              | 57               | 53           | 65+ years, Gannawarra East | 35-49 years                          |
|  Lobbying                   | 54              | 51              | 57               | 54           | 65+ years, Gannawarra East | 35-49 years                          |
|  Community decisions        | 54              | 51              | 56               | 52           | Gannawarra East            | 35-49 years                          |
|  Sealed local roads         | 42              | 41              | 48               | 46           | 65+ years, Men             | 50-64 years                          |

Significantly *higher* / *lower* than Gannawarra Shire Council 2026 result at the 95% confidence interval.

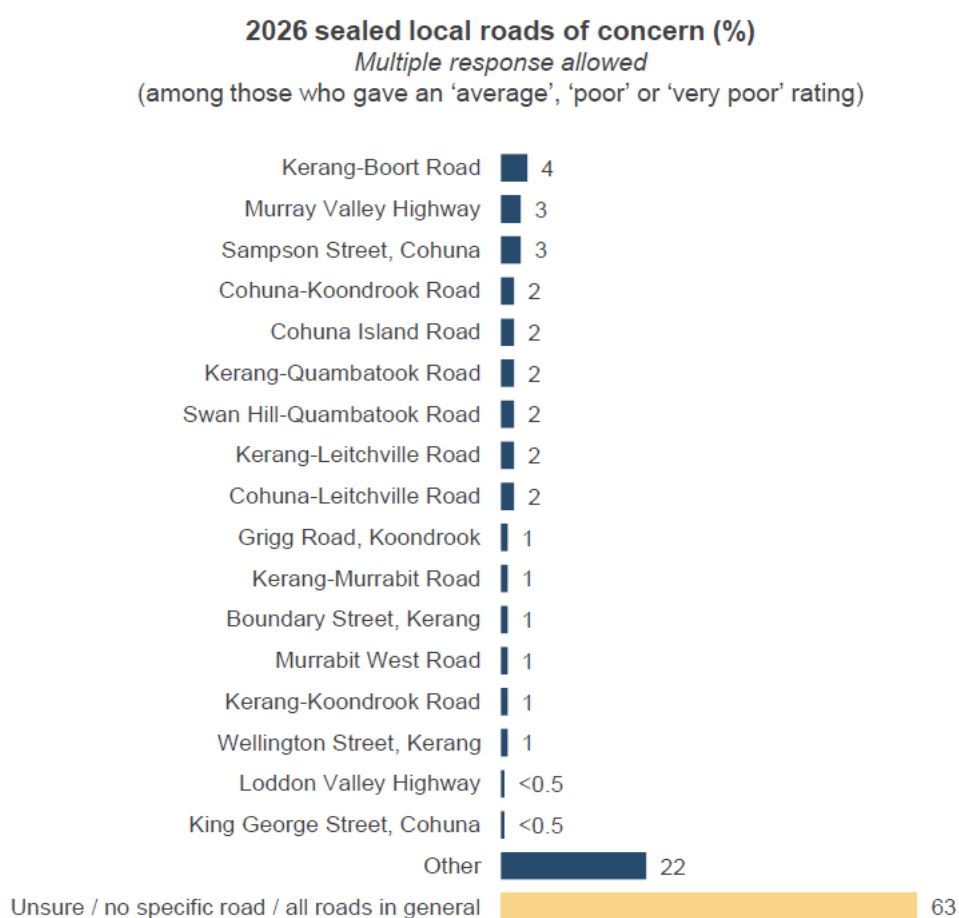
Source: 2026 Gannawarra Shire Council Community Satisfaction Survey Results – pages 10-11

Increases were recorded across all service areas, with Appearance of Public Areas (score of 74) and Arts Centres and Libraries (score of 74) continuing to be Council's best performing service areas. Many of the results were also close to, or above, the averages for other small rural shires and the state-wide averages.

### **Tailored responses**

As part of the 2026 survey, residents who described the performance of Sealed Local Roads as average, poor or very poor were able to specify which local roads were of concern to them. Residents identified concerns with all Victorian Department of Transport-managed roads in the municipality, including the area's two highways and eight arterial roads. This continues the trend that was first noted in 2025 Community Satisfaction Survey results that the State Government's management of roads within Gannawarra significantly influences the community's perception of Sealed Local Road management in the municipality (score of 42, which is one point higher than the 2025 survey).

Residents also identified Council-managed roads that they felt needed attention. These ranged from various roads within Cohuna, Kerang and Koondrook, various local roads and roads that connect local highways to districts, such as Kerang-Macorna Road, Koondrook-Murrabit Road, Lake Charm East Road, and Murphy's Lake Road.



Source: 2026 Gannawarra Shire Council Community Satisfaction Survey Tailored Questions Results – page 2

### **Focus areas for the next 12 months**

Continued improvement in community consultation and engagement should be prioritised over the next 12 months, as this area has the strongest influence on overall performance.

While Council performance in this area has significantly improved from 2025, community consultation and engagement remains among Council's lower performing service areas.

Improving the condition of sealed local roads will also be important, as this is Council's lowest performing service area and has a moderate influence on overall performance.



An emphasis also needs to be placed on engaging with residents aged 18 to 34 years. Strengthening outreach to this age group and demonstrating that Council understands and represents their interests will work to support sustained and improved, perceptions of Council performance.

### RELEVANT LAW

Some measures within the 2025 Community Satisfaction Survey are utilised for Council's statutory reporting in compliance with section 106 of the *Local Government Act 2020*.

The survey was conducted in compliance with the *Conduct of the Local Government Community Satisfaction Survey Practice Note No. 22*.

### RELATED COUNCIL DECISIONS

Council noted the 2025 Community Satisfaction Survey results at the July 2025 Ordinary Council Meeting.

### OPTIONS

Council may:

- Choose to note the results of the 2025 Community Satisfaction Survey; or
- Not to note the results of the 2025 Community Satisfaction Survey.

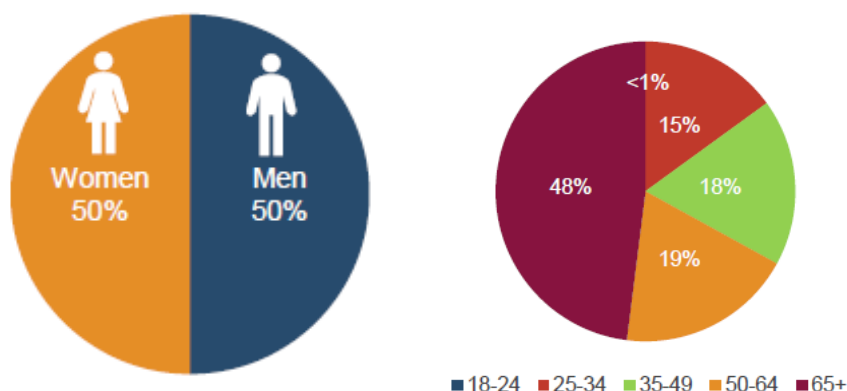
### SUSTAINABILITY IMPLICATIONS

Not applicable

### COMMUNITY ENGAGEMENT

The 2026 Community Satisfaction Survey surveyed a total of 400 residents aged 18 and over across three survey periods.

The gender and age profile of these residents is detailed in the below graph.



### INNOVATION AND CONTINUOUS IMPROVEMENT

Not applicable

### COLLABORATION

JWS Research conducted the 2026 survey in compliance with the *Conduct of the Local Government Community Satisfaction Survey Practice Note No. 22* provided by Local Government Victoria.

### FINANCIAL VIABILITY

The cost of the annual Community Satisfaction Survey is included in Council's annual budget.



**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Not applicable

**COUNCIL PLANS AND POLICIES**

*Goal 1: Liveability - Enhance the wellbeing and liveability of the Gannawarra through infrastructure development and services.*

*4. Provide ongoing support for libraries, children's services, community-led initiatives and transport connections within and beyond our shire.*

*Goal 3: Sustainability - Achieve long-term financial and environmental sustainability.*

*4. Ensure transparent, inclusive decision-making through effective leadership.*

**TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council Meeting.

**CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in this matter.

**ATTACHMENTS**

1. J 01560 CSS 2026 Gannawarra Shire Council Report [**7.10.1** - 81 pages]
2. J 01560 CSS 2026 Gannawarra Shire Council Tailored Report [**7.10.2** - 3 pages]

# **2026 Local Government Community Satisfaction Survey**

## **Gannawarra Shire Council**





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## Background and objectives

**The Victorian Community Satisfaction Survey (CSS) creates a vital interface between the council and their community.**

**Held annually, the CSS asks the opinions of local people about the place they live, work and play and provides confidence for councils in their efforts and abilities.**

Now in its twenty-seventh year, this survey provides insight into the community's views on:

- councils' overall performance, with benchmarking against other participating councils
- value for money in services and infrastructure
- community consultation and engagement
- decisions made in the interest of the community
- customer service, local infrastructure, facilities, services and
- overall council direction.

When coupled with previous data, the survey provides a reliable historical source of the community's views since 1998. A selection of results from the last ten years shows that councils in Victoria continue to provide services that meet the public's expectations.

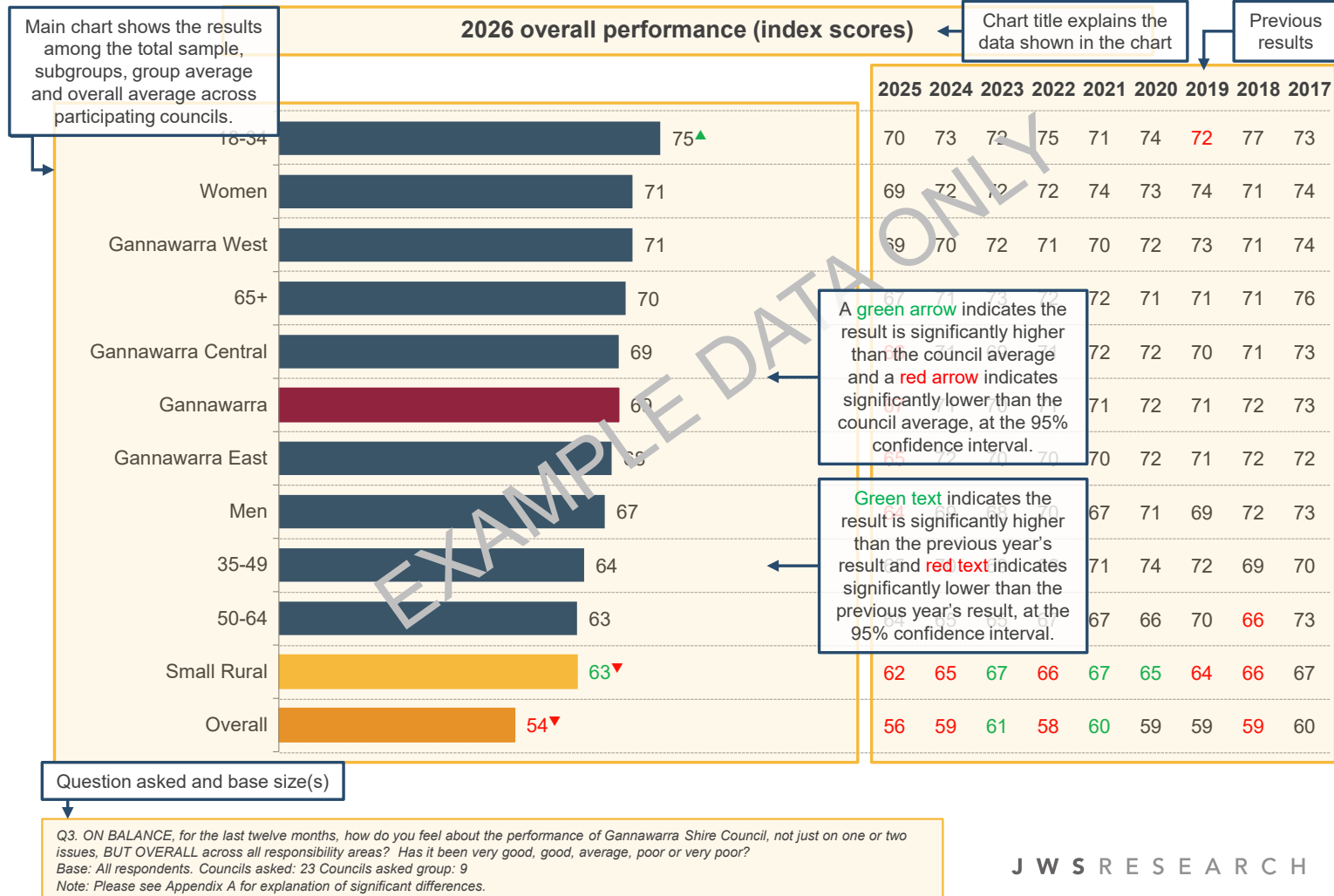
### Serving Victoria for 27 years

The CSS offers councils a long-term measure of how they are performing – essential for councils that work over the long term to provide valuable services and infrastructure to their communities.

Participating councils have various choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.

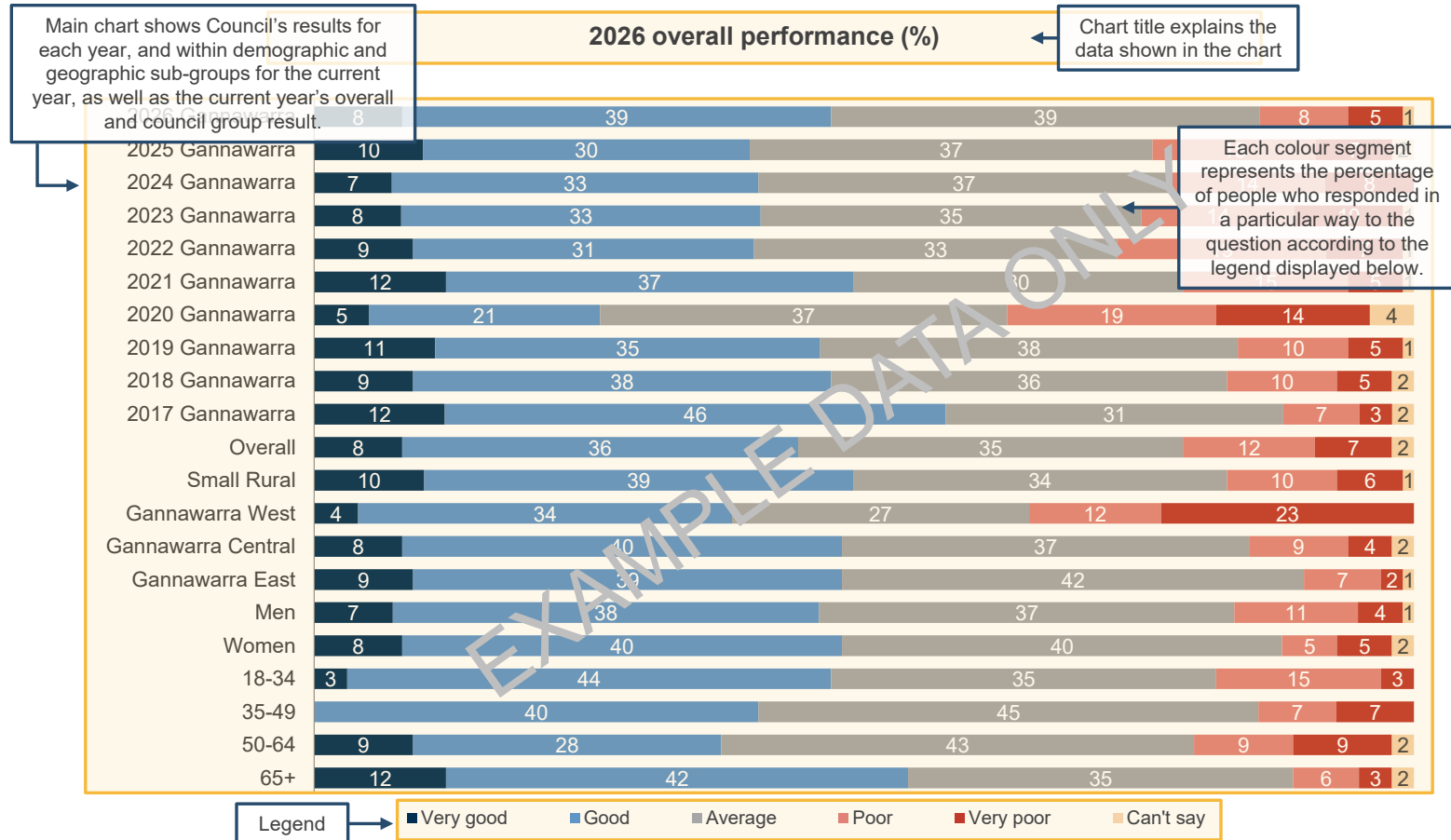


## How to read index score charts in this report





## How to read stacked bar charts in this report



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Gannawarra Shire Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?  
Base: All respondents. Councils asked: 23 Councils asked group: 9

## **Key findings and recommendations**

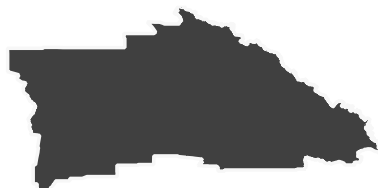




# Gannawarra Shire Council – at a glance

## Overall council performance

Results shown are index scores out of 100.



Gannawarra 60



Small Rural 60



Overall 57

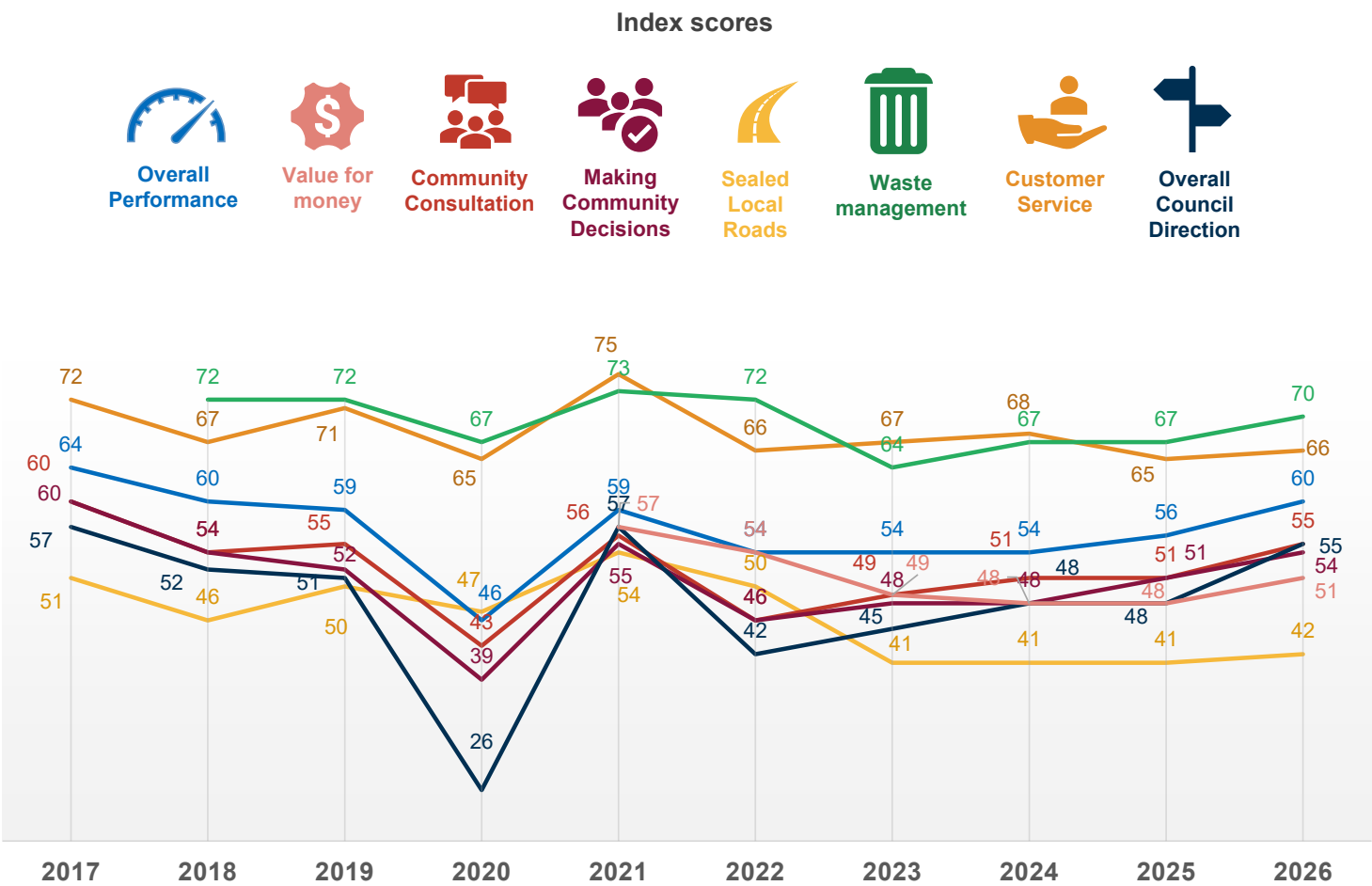
## Council performance compared to group average

| Top performing areas      |                            |          |
|---------------------------|----------------------------|----------|
|                           | Art centres & libraries    | ▼ lower  |
|                           | Appearance of public areas | = on par |
|                           | Waste management           | = on par |
|                           | Recreational facilities    | = on par |
| Bottom 3 performing areas |                            |          |
|                           | Sealed local roads         | ▼ lower  |
|                           | Community decisions        | = on par |
|                           | Lobbying                   | ▼ lower  |
|                           | Customer service           | = on par |





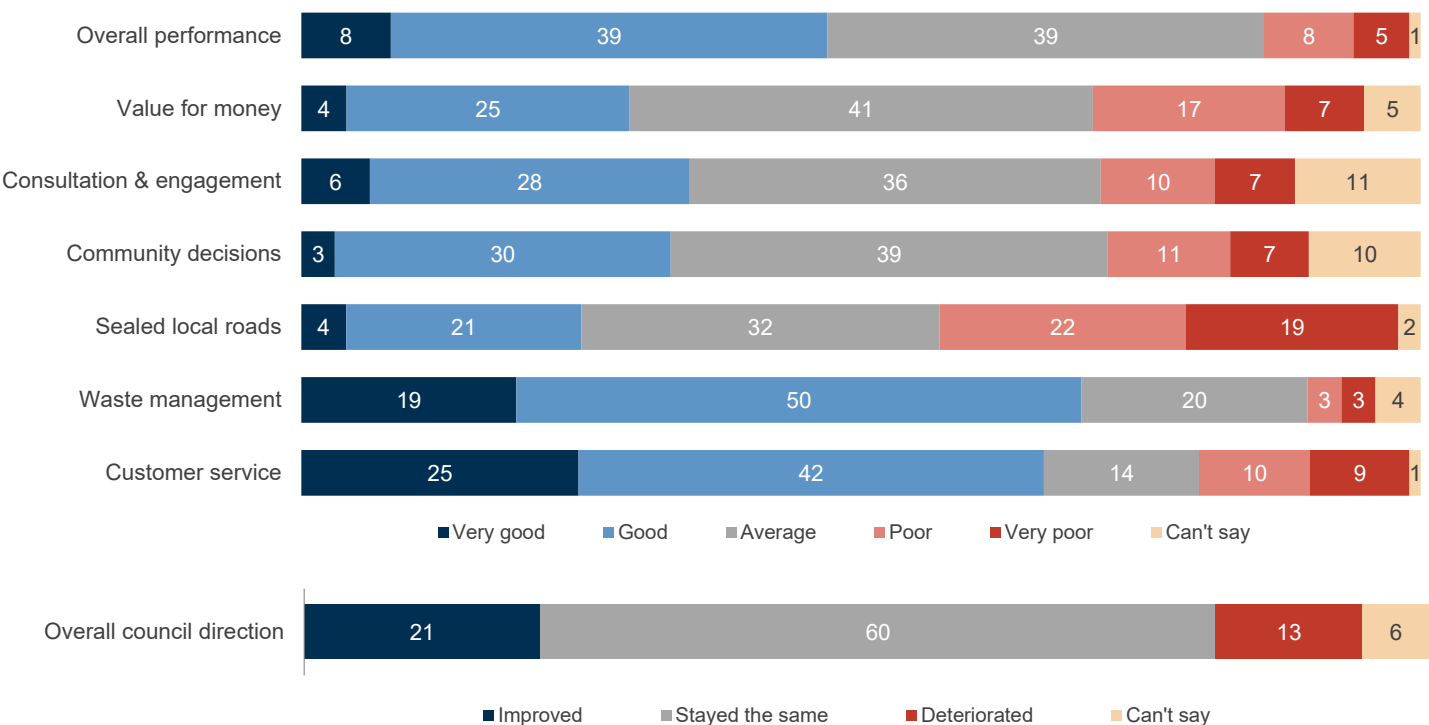
Summary of core measures





# Summary of core measures

Core measures summary results (%)





## Summary of Gannawarra Shire Council performance

| Services                                                                            |                            | Gannawarra 2026 | Gannawarra 2025 | Small Rural 2026 | Overall 2026 | Highest score              | Lowest Score     |
|-------------------------------------------------------------------------------------|----------------------------|-----------------|-----------------|------------------|--------------|----------------------------|------------------|
|    | Overall performance        | 60              | 56              | 60               | 57           | 65+ years                  | 35-64 years      |
|    | Value for money            | 51              | 48              | 52               | 49           | 65+ years                  | 35-64 years      |
|    | Overall council direction  | 55              | 48              | 52               | 48           | Gannawarra East            | 18-49 years      |
|    | Customer service           | 66              | 65              | 70               | 69           | 65+ years                  | 35-49 years      |
|    | Art centres & libraries    | 74              | 70              | 77               | 76           | 65+ years, Women           | 18-34 years      |
|    | Appearance of public areas | 74              | 72              | 73               | 71           | Gannawarra East            | 35-49 years      |
|    | Waste management           | 70              | 67              | 71               | 69           | Gannawarra East, 65+ years | 50-64 years      |
|    | Recreational facilities    | 70              | 65              | 69               | 71           | Gannawarra East, 65+ years | 35-64 years      |
|   | Family support services    | 63              | 60              | 64               | 63           | 65+ years                  | 35-49 years      |
|  | Enforcement of local laws  | 62              | 58              | 60               | 60           | Women                      | 18-34 years, Men |

Significantly **higher** / **lower** than Gannawarra Shire Council 2026 result at the 95% confidence interval.  
Please see Appendix A for explanation of significant differences.



## Summary of Gannawarra Shire Council performance

| Services                                                                          |                            | Gannawarra 2026 | Gannawarra 2025 | Small Rural 2026 | Overall 2026 | Highest score              | Lowest Score                         |
|-----------------------------------------------------------------------------------|----------------------------|-----------------|-----------------|------------------|--------------|----------------------------|--------------------------------------|
|  | Informing the community    | 60              | 56              | 62               | 60           | 65+ years                  | 35-49 years                          |
|  | Bus/community dev./tourism | 59              | 58              | 60               | 59           | Gannawarra East            | Men, Gannawarra Central, 18-34 years |
|  | Consultation & engagement  | 55              | 51              | 57               | 53           | 65+ years, Gannawarra East | 35-49 years                          |
|  | Lobbying                   | 54              | 51              | 57               | 54           | 65+ years, Gannawarra East | 35-49 years                          |
|  | Community decisions        | 54              | 51              | 56               | 52           | Gannawarra East            | 35-49 years                          |
|  | Sealed local roads         | 42              | 41              | 48               | 46           | 65+ years, Men             | 50-64 years                          |

Significantly **higher** / **lower** than Gannawarra Shire Council 2026 result at the 95% confidence interval.  
Please see Appendix A for explanation of significant differences.



## Focus areas for the next 12 months

### Overview

Perceptions of Gannawarra Shire Council's overall performance improved in the last 12 months, marking a recovery from the significant decline in 2022. This is Council's strongest result since 2017. Council's overall performance remains in line with the Small Rural group average and significantly higher than the Overall average across participating councils State-wide (the Overall average). Perceptions of performance on all metrics evaluated have improved, with several improvements being statistically significant.

### Key influences on perceptions of overall performance

Continued improvement on community consultation and engagement should be prioritised over the next 12 months, as this area has the strongest influence on overall performance. While Council performance in this area has significantly improved from 2025, community consultation and engagement remains among Council's lower performing service areas. Improving the condition of sealed local roads will also be important, as this is Council's lowest performing service area and has a moderate influence on overall performance.

### Comparison to Overall and area grouping

On most metrics, Council performs in line with the Small Rural group average. In three areas – art centres and libraries, lobbying on behalf of the community and sealed local roads – Council performs significantly lower than the Small Rural group. Council also performs in line with the Overall average on most service areas evaluated. The exceptions are the appearance of public areas, where Council performs significantly above the Overall average, and sealed local roads, where performance is significantly lower than average.

### Focus on residents aged 18 to 34 years

Despite improving at the total level, ratings on community consultation and engagement and lobbying on behalf of the community have significantly declined among residents aged 18 to 34 years. Notably, these are areas that have at least a moderate influence (strong for consultation and engagement) on overall performance. Strengthening outreach to younger residents and demonstrating that Council understands and represents their interests will work to support sustained, and improved, perceptions of Council performance.

# DETAILED FINDINGS

# Overall performance





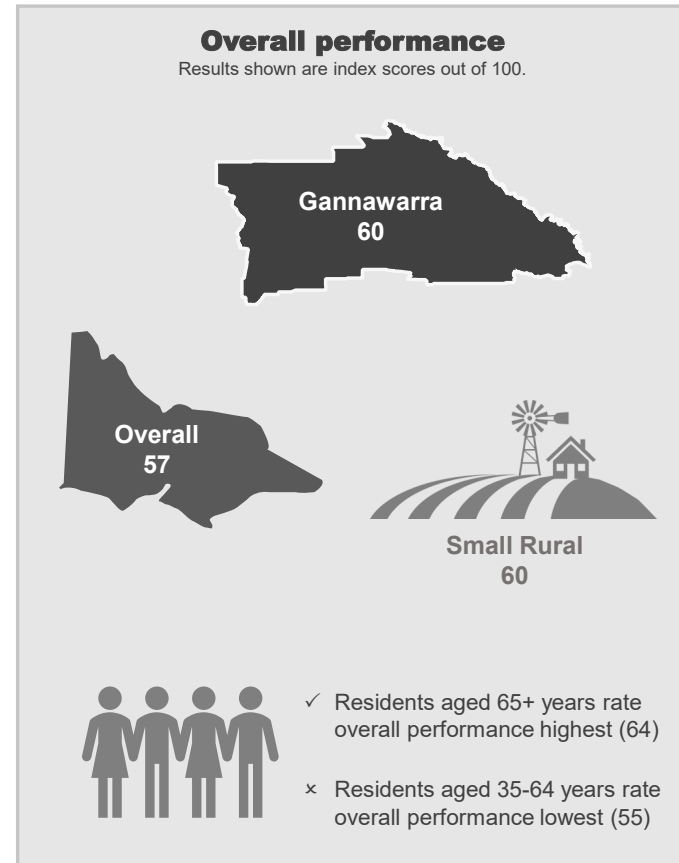
## Overall performance

The overall performance index score of 60 for Gannawarra Shire Council represents a significant four-point improvement on the 2025 result. This improvement marks a full recovery from the significant decline seen in 2022 and is Council's strongest result for overall performance since 2017.

Gannawarra Shire Council's overall performance is rated in line with the Small Rural group average (index score of 60), and significantly higher (at the 95% confidence interval) than the Overall average across participating councils State-wide (index score of 57).

- Perceptions of Council's overall performance have improved significantly among Gannawarra East residents (index score of 61, up eight points), women (61, up five points) and those aged 35 to 49 years (55, up eight points).
- Residents aged 65 years and older (index score of 64) rate overall performance significantly higher than average, while Gannawarra West residents (46) rate performance significantly lower (noting this latter cohort is based on a small sample size).

Just under three in 10 residents (29%) rate the value for money they receive from Council in infrastructure and services as 'very good' or 'good'. This slightly outweighs the 24% who rate Council as 'very poor' or 'poor', while a further 41% rate Council as 'average'.







## Overall performance

### 2026 overall performance (index scores)

|                    |      | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------|------|------|------|------|------|------|------|------|------|------|
| 65+                | 64▲  | 60   | 58   | 56   | 53   | 64   | 48   | 59   | 60   | 64   |
| Gannawarra East    | 61   | 53   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Women              | 61   | 56   | 53   | 57   | 56   | 61   | 49   | 59   | 60   | 66   |
| Small Rural        | 60   | 54   | 53   | 55   | 58   | 60   | 56   | 58   | 56   | 58   |
| Gannawarra Central | 60   | 59   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Gannawarra         | 60   | 56   | 54   | 54   | 54   | 59   | 46   | 59   | 60   | 64   |
| Men                | 58   | 56   | 55   | 51   | 52   | 58   | 43   | 59   | 59   | 63   |
| 18-34              | 57   | 63   | 60   | 58   | 64   | 54   | 48   | 66   | 68   | 67   |
| Overall            | 57▼  | 53   | 54   | 56   | 59   | 61   | 58   | 60   | 59   | 59   |
| 50-64              | 55   | 47   | 48   | 53   | 49   | 54   | 44   | 55   | 59   | 62   |
| 35-49              | 55   | 47   | 47   | 42   | 51   | 59   | 41   | 56   | 51   | 64   |
| Gannawarra West    | 46*▼ | 40   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |

Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Gannawarra Shire Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked: 23 Councils asked group: 9

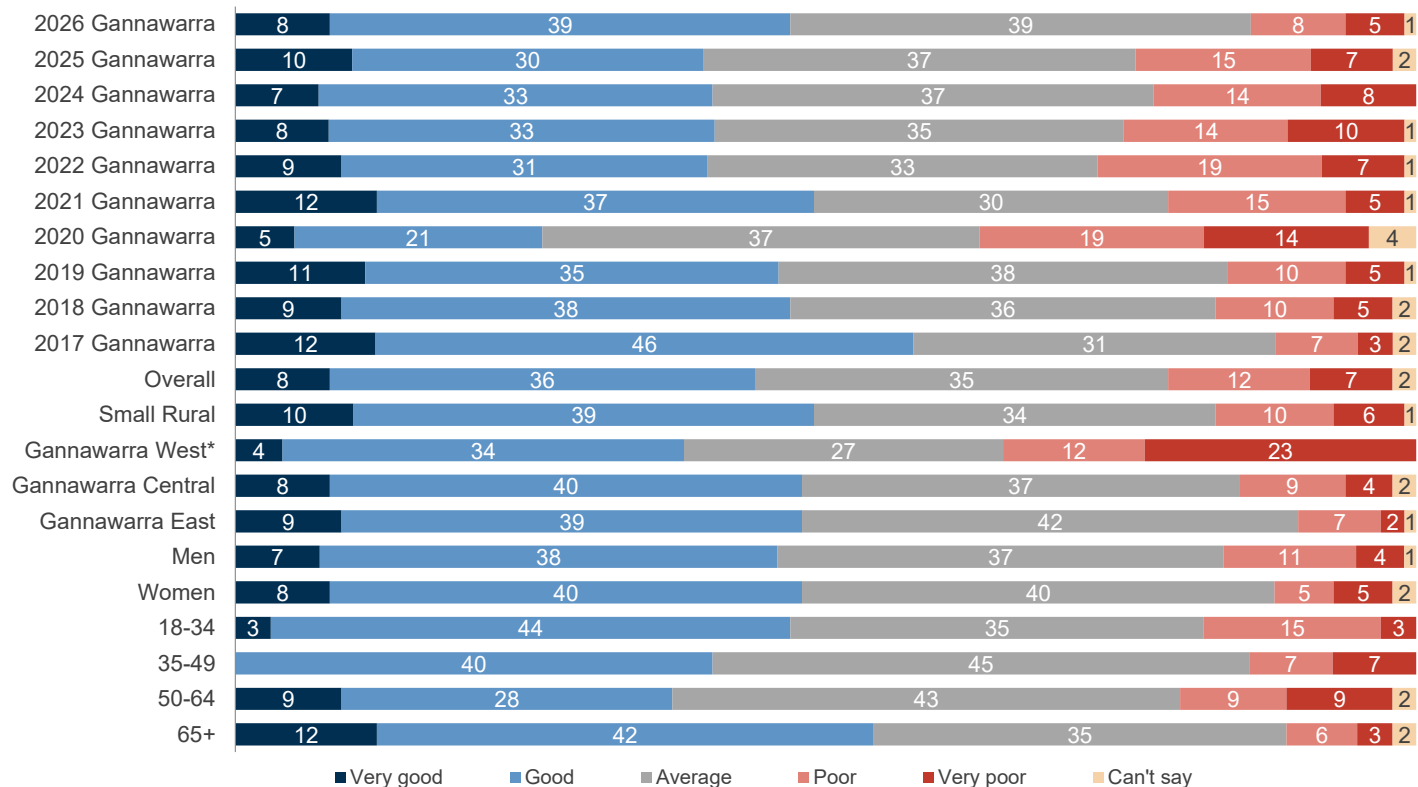
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30



## Overall performance

### 2026 overall performance (%)



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Gannawarra Shire Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

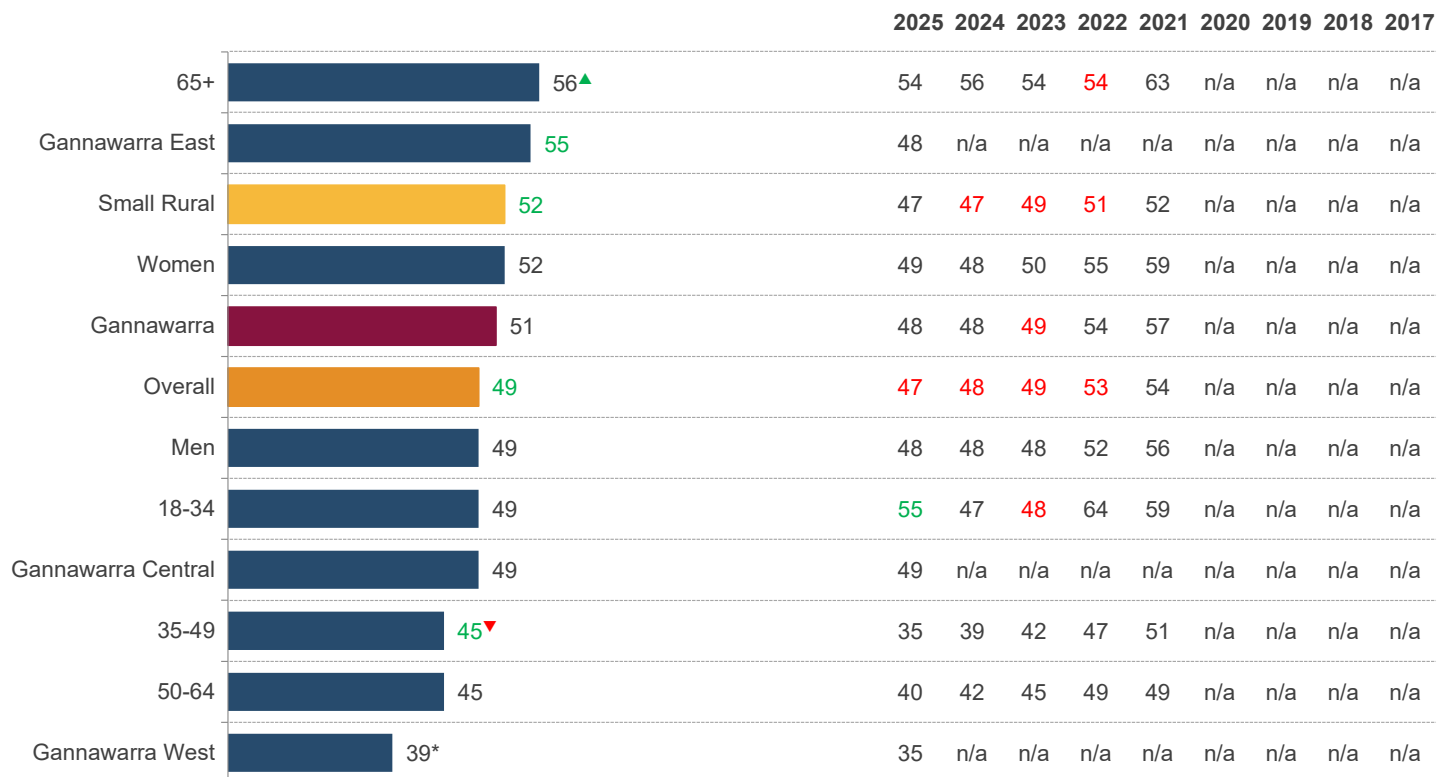
Base: All respondents. Councils asked: 23 Councils asked group: 9

\*Caution: small sample size < n=30



## Value for money in services and infrastructure

### 2026 value for money (index scores)



Q3b. How would you rate Gannawarra Shire Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked: 21 Councils asked group: 8

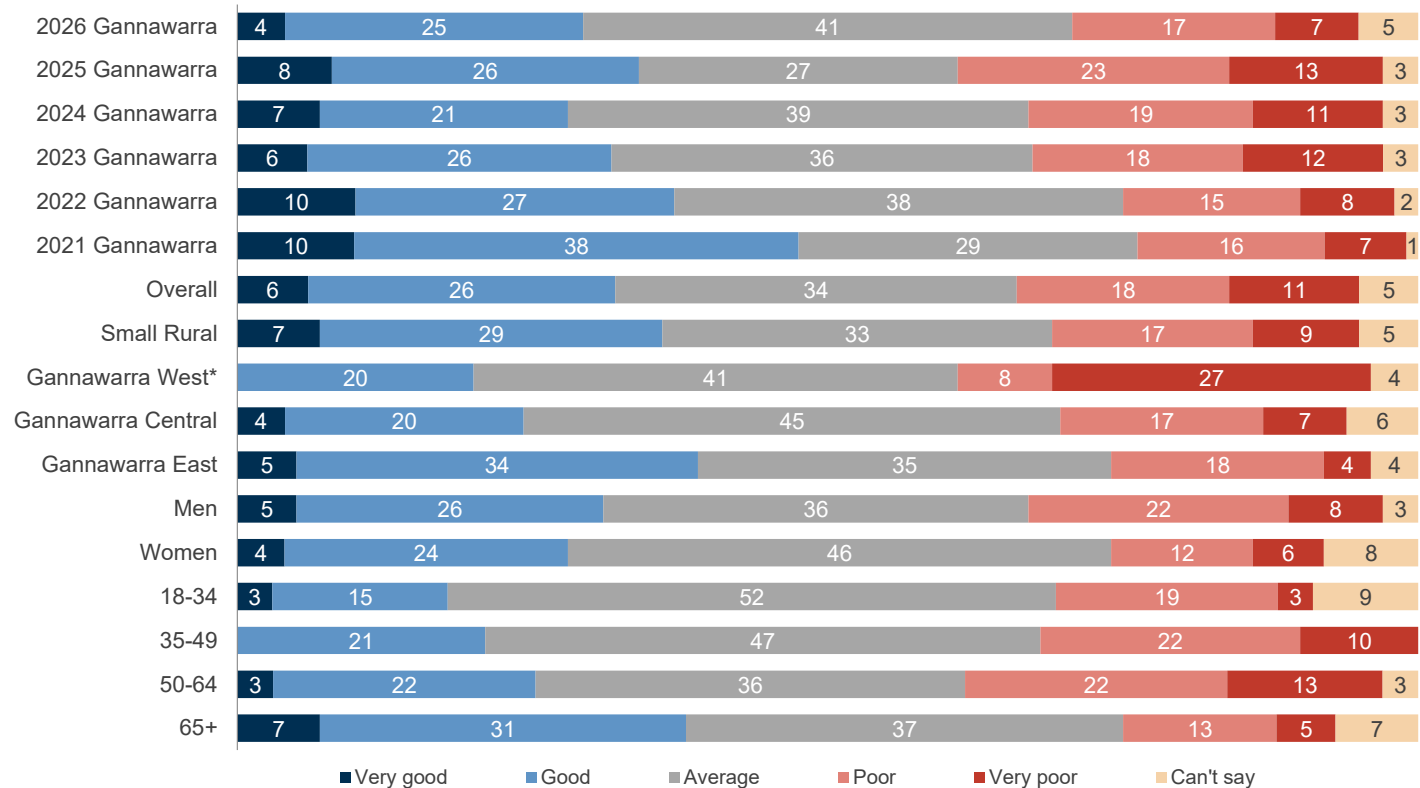
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30



## Value for money in services and infrastructure

2026 value for money (%)



Q3b. How would you rate Gannawarra Shire Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked: 21 Councils asked group: 8

\*Caution: small sample size < n=30



## Top performing service areas

Art centres and libraries and the appearance of public areas (index scores of 74 for both) are Council's top performing service areas for 2026. Notably, Council performance on art centres and libraries has improved significantly from 2025 (up four index points).

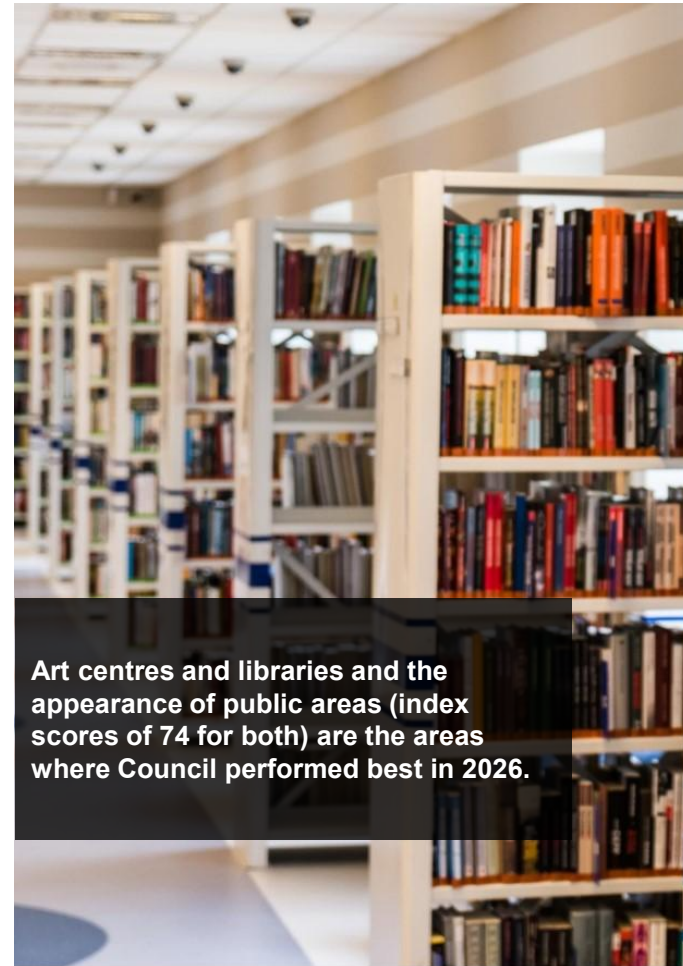
On arts centres and libraries, Council performs in line with the Overall average (index score of 76) and significantly lower than the Small Rural group average (77).

- Residents aged 65 years and older (index score of 77) provide the highest rating for art centres and libraries, while those aged 18 to 34 years (index score of 67) rate Council significantly lower than the average.
- Perceptions have significantly improved among Gannawarra East residents and those aged 35 to 64 years.

On the appearance of public areas, Council rates in line with the Small Rural group and significantly above the Overall average (index scores of 73 and 71 respectively).

- Ratings among demographic and geographic cohorts do not differ significantly from the Council average.

Both art centres and libraries and the appearance of public areas have a moderate influence on Council's overall performance rating, so maintaining these positive results should remain a key focus for Council.



**Art centres and libraries and the appearance of public areas (index scores of 74 for both) are the areas where Council performed best in 2026.**



## Low performing service areas



Council continues to rate lowest in the area of sealed local roads (index score of 42). Sealed local roads rates 12 index points lower than the next lowest rated areas, community decisions and lobbying on behalf of the community (index scores of 54 for both).

- Perceptions of sealed local roads have not recovered from a period of significant decline across 2022 to 2023 and remains well below the peak level seen in 2021 (index score of 54).
- Council rates significantly lower than the Small Rural group and Overall averages for sealed local roads (index scores of 48 and 46 respectively).
- Ratings for the condition of sealed local roads are consistent across localities, with all geographic cohorts rating Council in line with the average.

Council performs significantly lower than the Small Rural group for lobbying (index score of 57), but is in line with the group for community decisions (56).

- In both service areas, Gannawarra East residents provide the highest ratings, while Gannawarra West residents provide the lowest ratings, and significantly below the Council average (noting this latter cohort is based on a small sample size).

All three service areas have a moderate influence on perceptions of overall Council performance.



## Individual service area performance

### 2026 individual service area performance (index scores)

|                            |    | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|----------------------------|----|------|------|------|------|------|------|------|------|------|
| Art centres & libraries    | 74 | 70   | 73   | 71   | 72   | 76   | 76   | 77   | 77   | n/a  |
| Appearance of public areas | 74 | 72   | 75   | 74   | 75   | 75   | 71   | 73   | 73   | 75   |
| Waste management           | 70 | 67   | 67   | 64   | 72   | 73   | 67   | 72   | 72   | n/a  |
| Recreational facilities    | 70 | 65   | 68   | 67   | 67   | 72   | 65   | 72   | 72   | 73   |
| Family support services    | 63 | 60   | 62   | 63   | 67   | 69   | 66   | 69   | 68   | 69   |
| Enforcement of local laws  | 62 | 58   | 61   | 60   | 64   | 68   | 63   | 68   | 67   | 65   |
| Informing the community    | 60 | 56   | 55   | 56   | 54   | 60   | 51   | 60   | 62   | 63   |
| Bus/community dev./tourism | 59 | 58   | 58   | 59   | 63   | 62   | 49   | 58   | 61   | 65   |
| Consultation & engagement  | 55 | 51   | 51   | 49   | 46   | 56   | 43   | 55   | 54   | 60   |
| Lobbying                   | 54 | 51   | 48   | 49   | 47   | 55   | 39   | 52   | 54   | 58   |
| Community decisions        | 54 | 51   | 48   | 48   | 46   | 55   | 39   | 52   | 54   | 60   |
| Sealed local roads         | 42 | 41   | 41   | 41   | 50   | 54   | 47   | 50   | 46   | 51   |

Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?

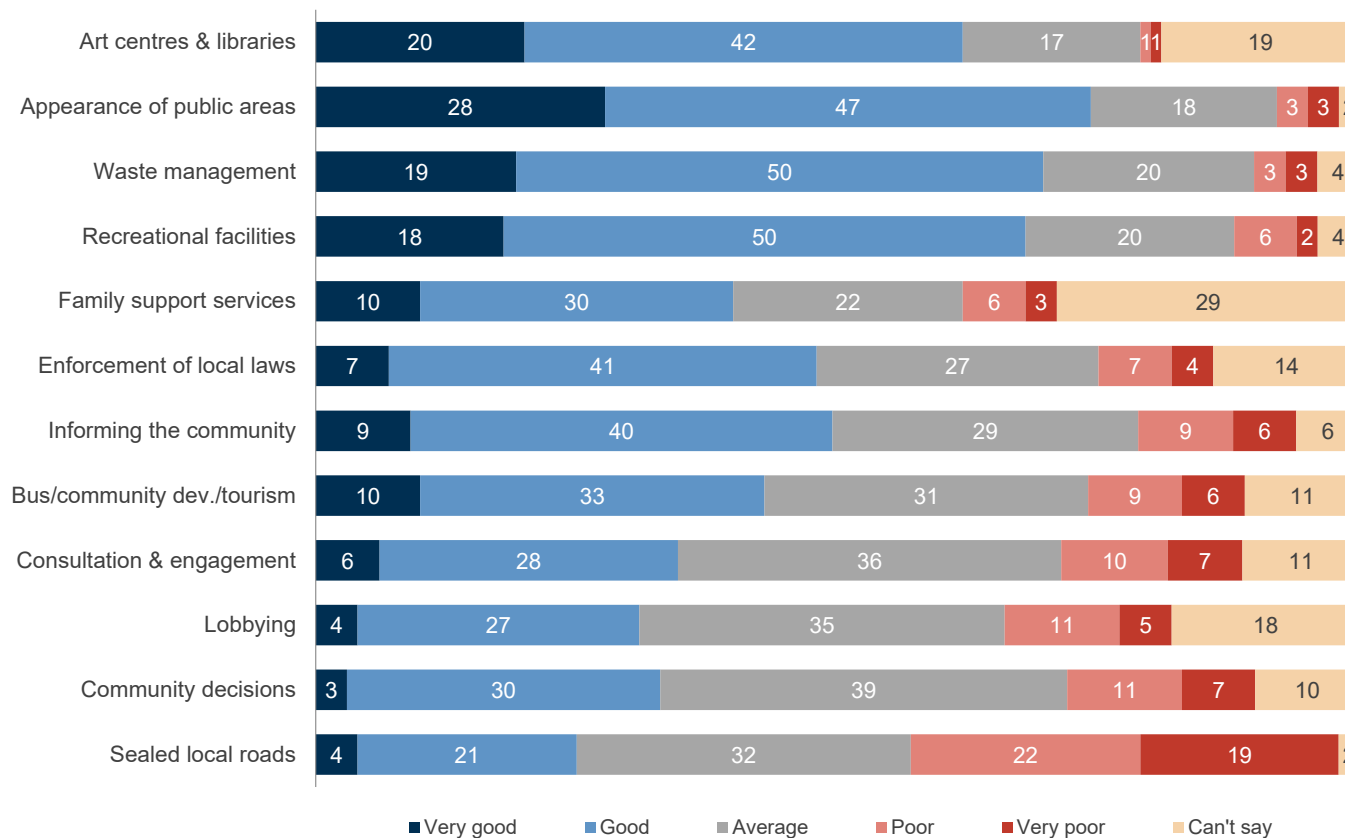
Base: All respondents. Councils asked: 23 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.



## Individual service area performance

2026 individual service area performance (%)



Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?  
Base: All respondents. Councils asked: 23 Councils asked group: 9

J W S R E S E A R C H 23





## Influences on perceptions of overall performance

The individual service area that has the strongest influence on the overall performance rating (based on regression analysis) is:

- Community consultation and engagement.

**Ensuring residents feel informed and heard on key local issues and Council activities provides the greatest opportunity to drive up overall opinion of Council's performance.**

Following on from that, other service areas with a more moderate influence on the overall performance rating are:

- Lobbying on behalf of the community
- Informing the community
- Decisions made in the interest of the community
- Recreational facilities
- The condition of sealed local roads
- The appearance of public areas
- Art centres and libraries.

Looking at these key service areas only, Council's highest performance ratings are on the appearance of public areas, art centres and libraries and recreational facilities (index scores of 74, 74 and 70 respectively),

all moderate influences on the overall performance rating.

Maintaining these positive results should remain a focus – but there is greater work to be done elsewhere.

Council performs relatively less well on the stronger influences of informing the community and lobbying (index scores of 60 and 54 respectively) and on the more moderate influence of decisions made in the community's interest (index score of 54).

**A focus on good communication with residents, demonstrating efforts to advocate for the community and transparency in Council decision making can also help to shore up positive overall perceptions of performance.**

However, most in need of Council attention is the condition of its sealed roads, where performance is currently rated as 'poor' (index score of 42). Improvements here will have a moderate influence on perceptions of overall performance.

**It will be important for Council to attend to its sealed roads to improve overall performance ratings.**



## Regression analysis explained

We use regression analysis to investigate which individual service areas such as community consultation and the condition of sealed local roads (the independent variables) are influencing respondent perceptions of Council's overall performance (the dependent variable).

In the charts that follow:

- The horizontal axis represents Council's performance index score for each individual service. Service areas appearing on the right side of the chart have a higher index score than those on the left.
- The vertical axis represents the Standardised Beta Coefficient from the multiple regression performed. This measures the contribution of each service area to the model. Service areas near the top of the chart have a greater positive effect on overall performance ratings than those located closer to the axis.

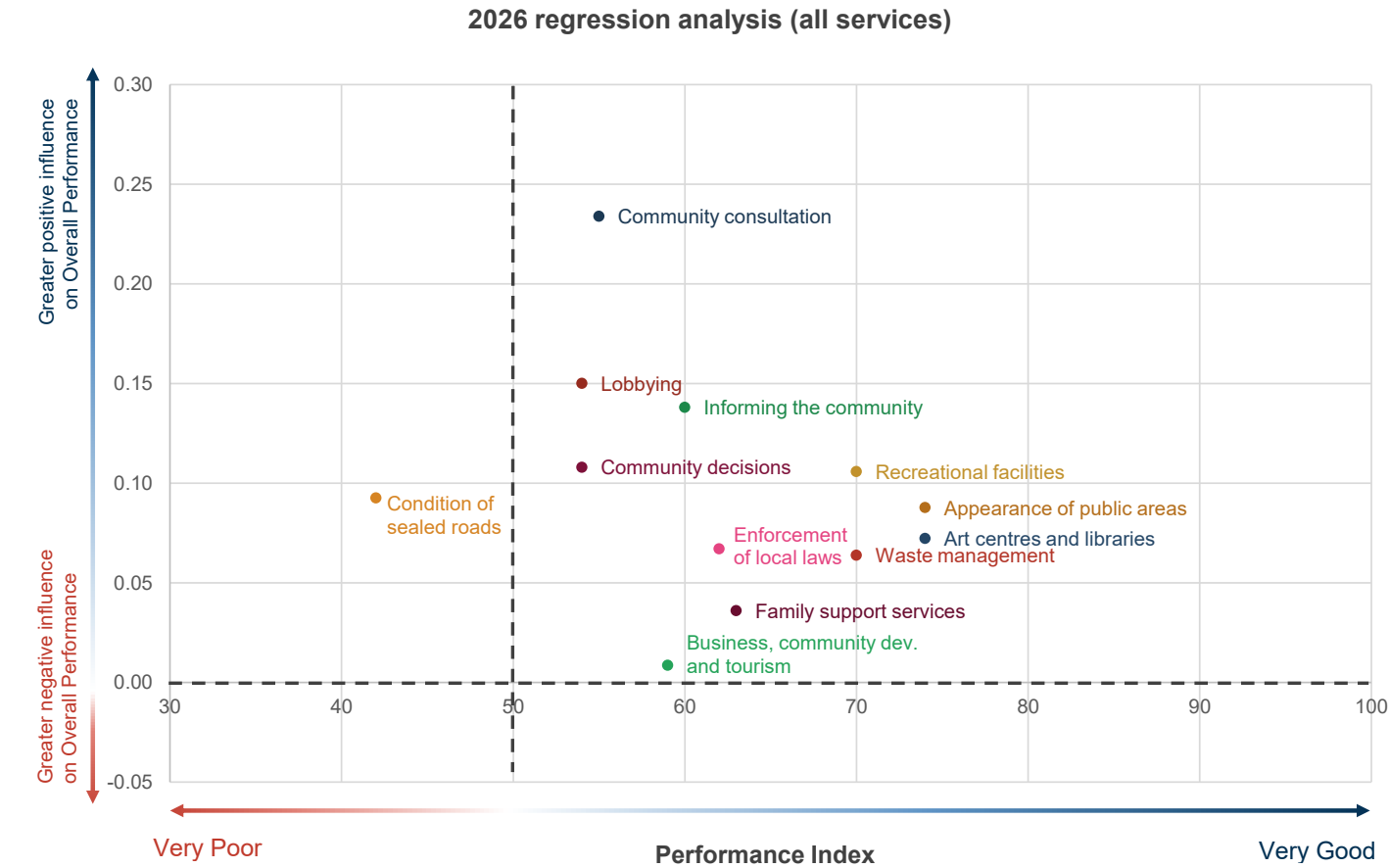
The regressions are shown on the following two charts.

1. **The first chart** shows the results of a regression analysis of *all* individual service areas selected by Council.
2. **The second chart** shows the results of a regression performed on a smaller set of service areas, being those with a moderate-to-strong influence on overall performance. Service areas with a weaker influence on overall performance (i.e. a low Standardised Beta Coefficient) have been excluded from the analysis.

**Key insights from this analysis are derived from the second chart.**



# Influence on overall performance: all services

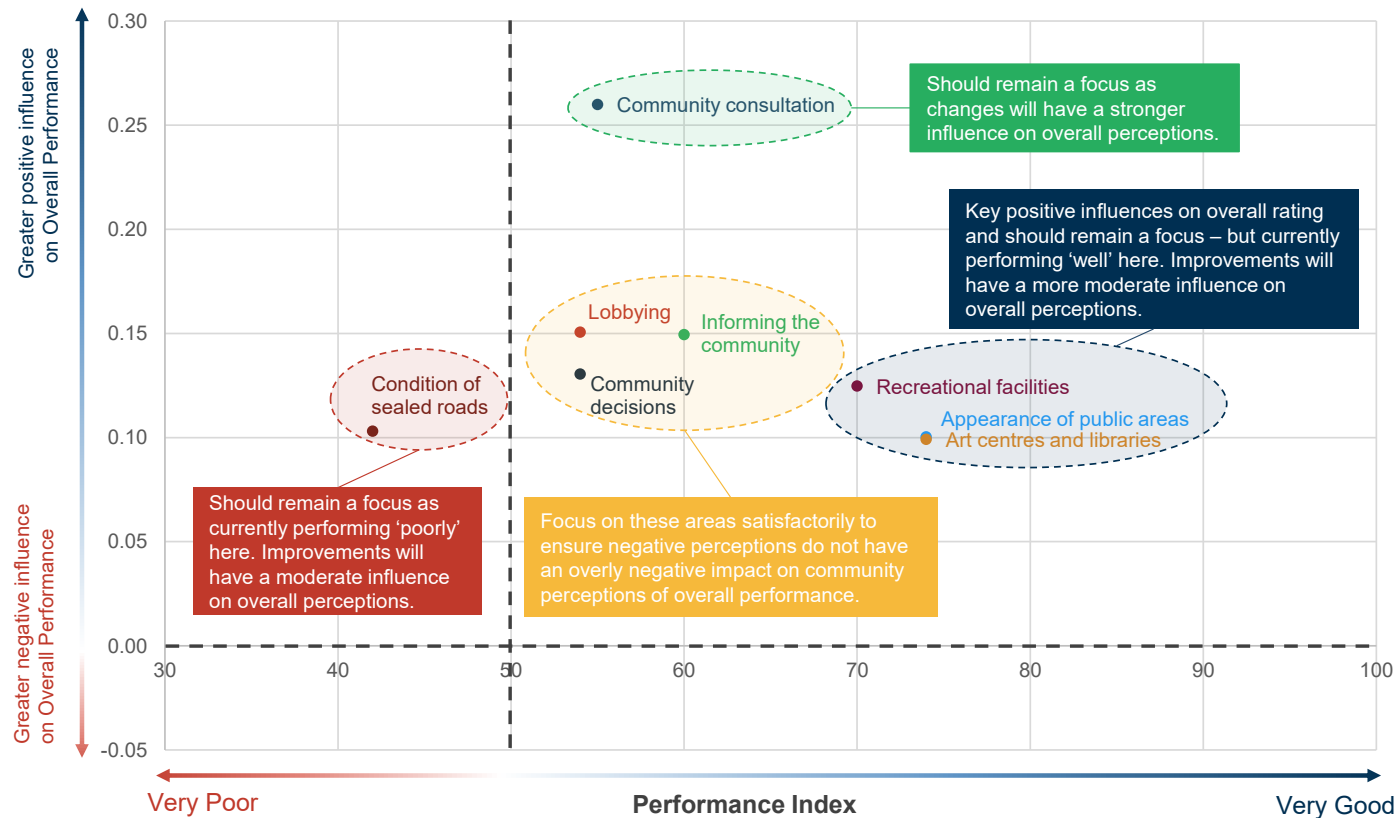


The multiple regression analysis model above (all service areas) has an  $R^2$  value of 0.621 and adjusted  $R^2$  value of 0.609, which means that 61% of the variance in community perceptions of overall performance can be predicted from these variables. The overall model effect was statistically significant at  $p = 0.0001$ ,  $F = 52.81$ . This model should be interpreted with some caution as some data is not normally distributed and not all service areas have linear correlations.



## Influence on overall performance: key services

2026 regression analysis (key services)

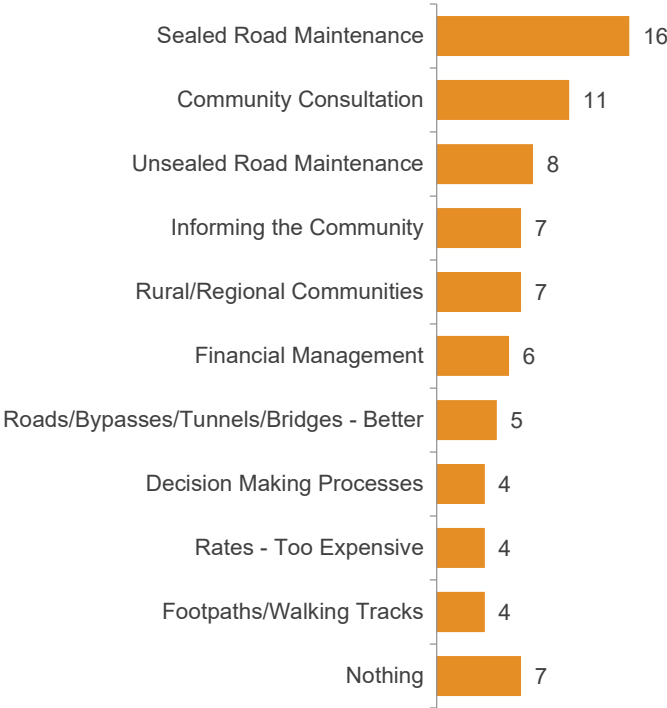


The multiple regression analysis model above (reduced set of service areas) has an  $R^2$  value of 0.612 and adjusted  $R^2$  value of 0.604, which means that 60% of the variance in community perceptions of overall performance can be predicted from these variables. The overall model effect was statistically significant at  $p = 0.0001$ ,  $F = 77.10$ .



# Areas for improvement

2026 areas for improvement (%)  
- Top mentions only -



Q17. What does Gannawarra Shire Council MOST need to do to improve its performance?  
Base: All respondents. Councils asked: 14 Councils asked group: 6  
A verbatim listing of responses to this question can be found in the accompanying dashboard.

## Customer service





## Contact with council and customer service

### Contact with council

Just under half of Council residents (48%) had contact with Council in the last 12 months. Rate of contact with Council is 10 percentage points lower than in 2025.

The rate of contact with Council has significantly decreased among residents of Gannawarra Central (51%, down 12 percentage points), women (48%, down 10 percentage points), and residents aged 35 to 49 years (45%, down 21 percentage points) and 65 years and older (45%, down 13 percentage points).



### Customer service

Council's customer service index of 66 is consistent with 2025, improving by a slight one index point. Perceptions of customer service have been relatively stable over the last few years (although higher ratings have been achieved in the past – peaking with an index score of 75 in 2021).

- Customer service is rated in line with the Small Rural group and Overall averages (index scores of 70 and 69 respectively).

Two in three residents who had contact with Council in the last 12 months provide a positive customer service rating of 'good' or 'very good' (67%). This far outweighs the 19% who provide a 'poor' or 'very poor' customer service rating.

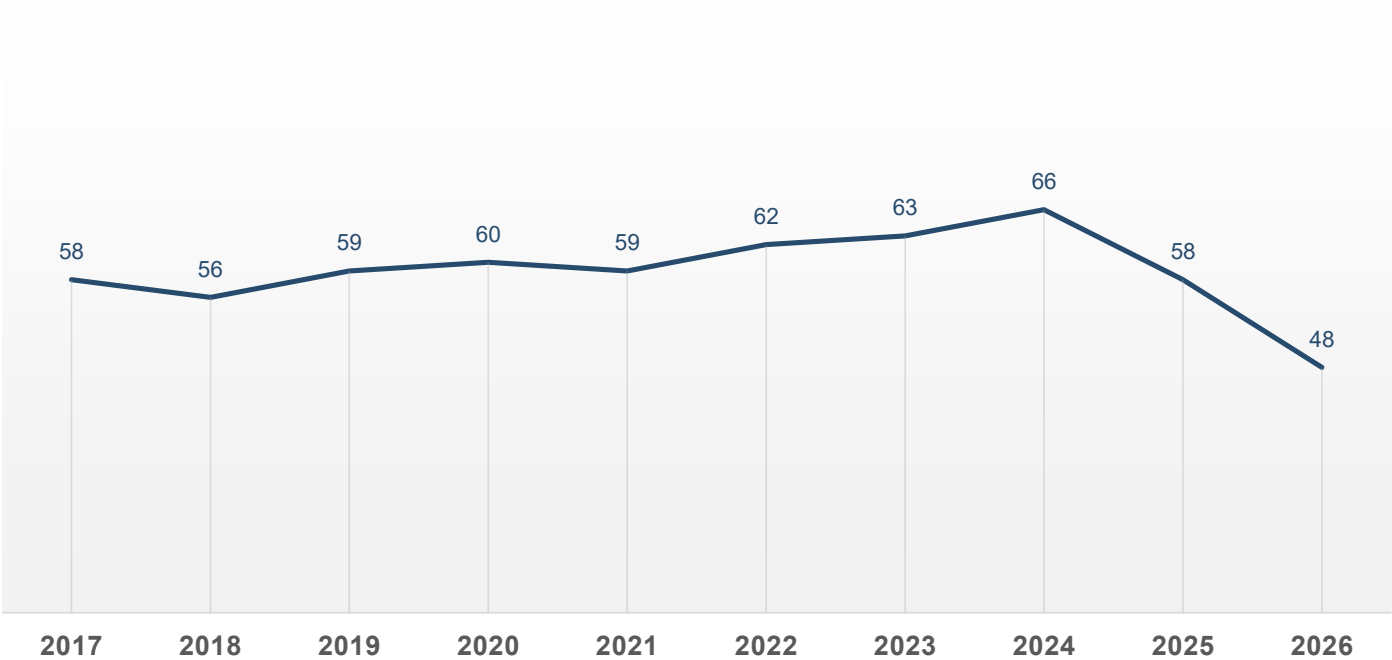
Performance ratings across all demographic and geographic cohorts do not differ significantly from the Council average.

- Residents aged 65 years and older (index score of 70) provide the highest customer service rating.
- The lowest customer service ratings are among Gannawarra West residents and those aged 35 to 49 years (index scores of 49 and 61 respectively, and noting the former cohort is based on a small sample size).



Contact with council

2026 contact with council (%)  
Have had contact



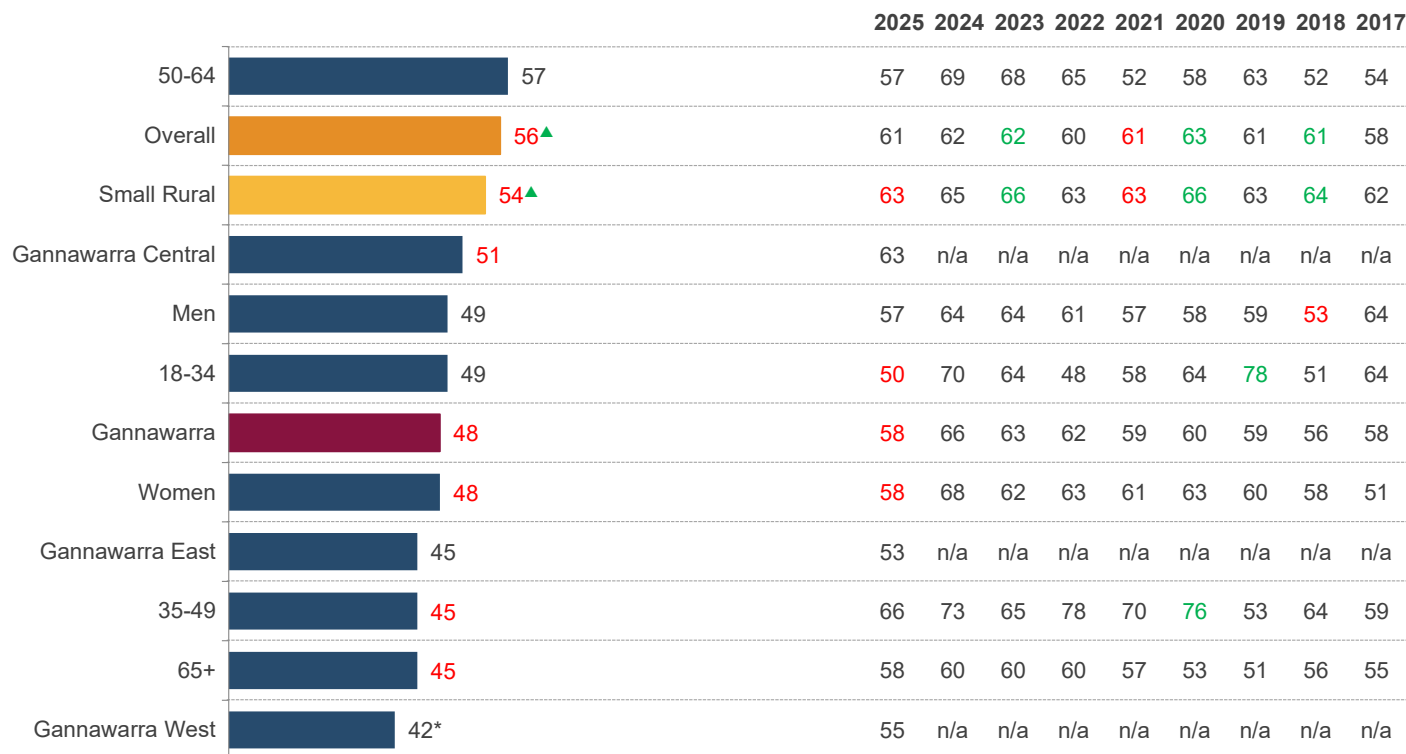
Q5. Over the last 12 months, have you or any member of your household had any contact with Gannawarra Shire Council?  
This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or X (formerly known as Twitter)?  
Base: All respondents. Councils asked: 14 Councils asked group: 7





## Contact with council

### 2026 contact with council (%)



Q5. Over the last 12 months, have you or any member of your household had any contact with Gannawarra Shire Council?  
This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or X (formerly known as Twitter)?

Base: All respondents. Councils asked: 14 Councils asked group: 7

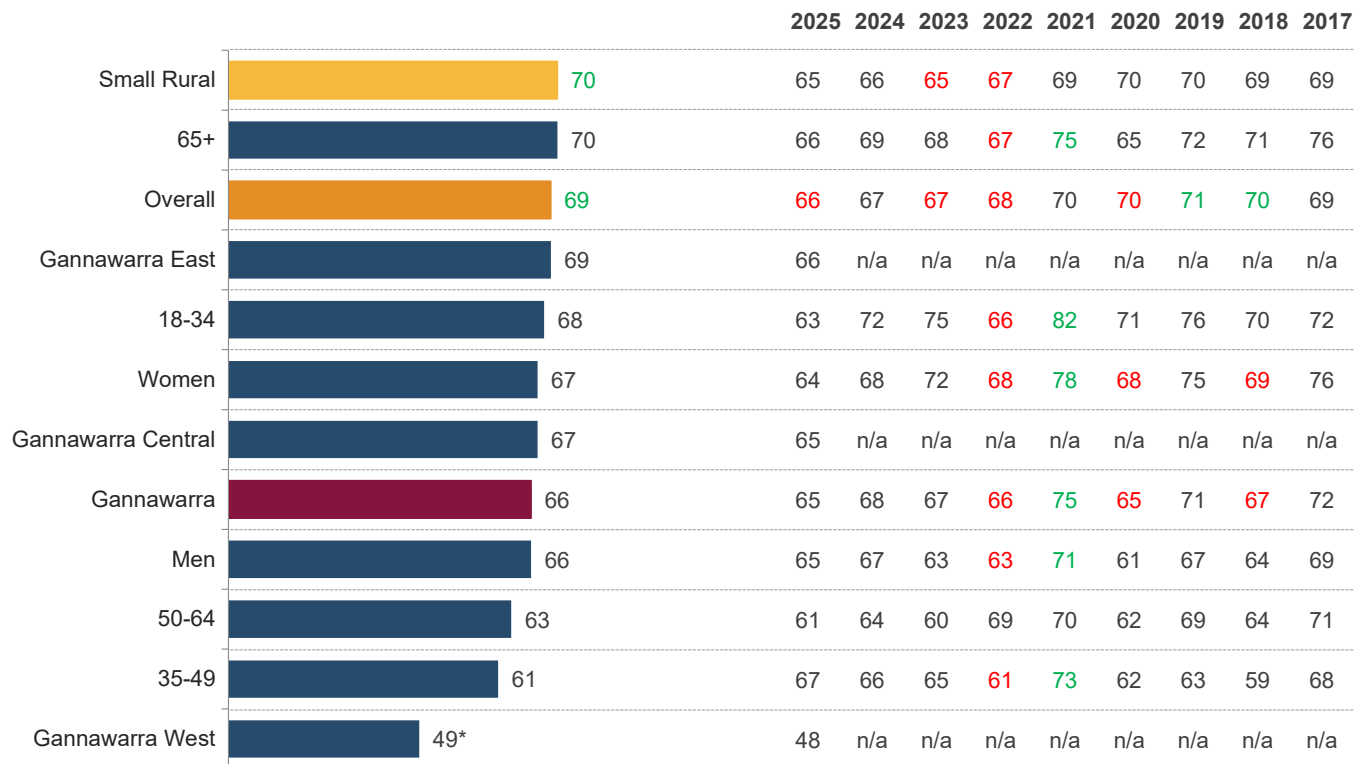
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30



## Customer service rating

### 2026 customer service rating (index scores)



Q5c. Thinking of the most recent contact, how would you rate Gannawarra Shire Council for customer service?

Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked: 22 Councils asked group: 9

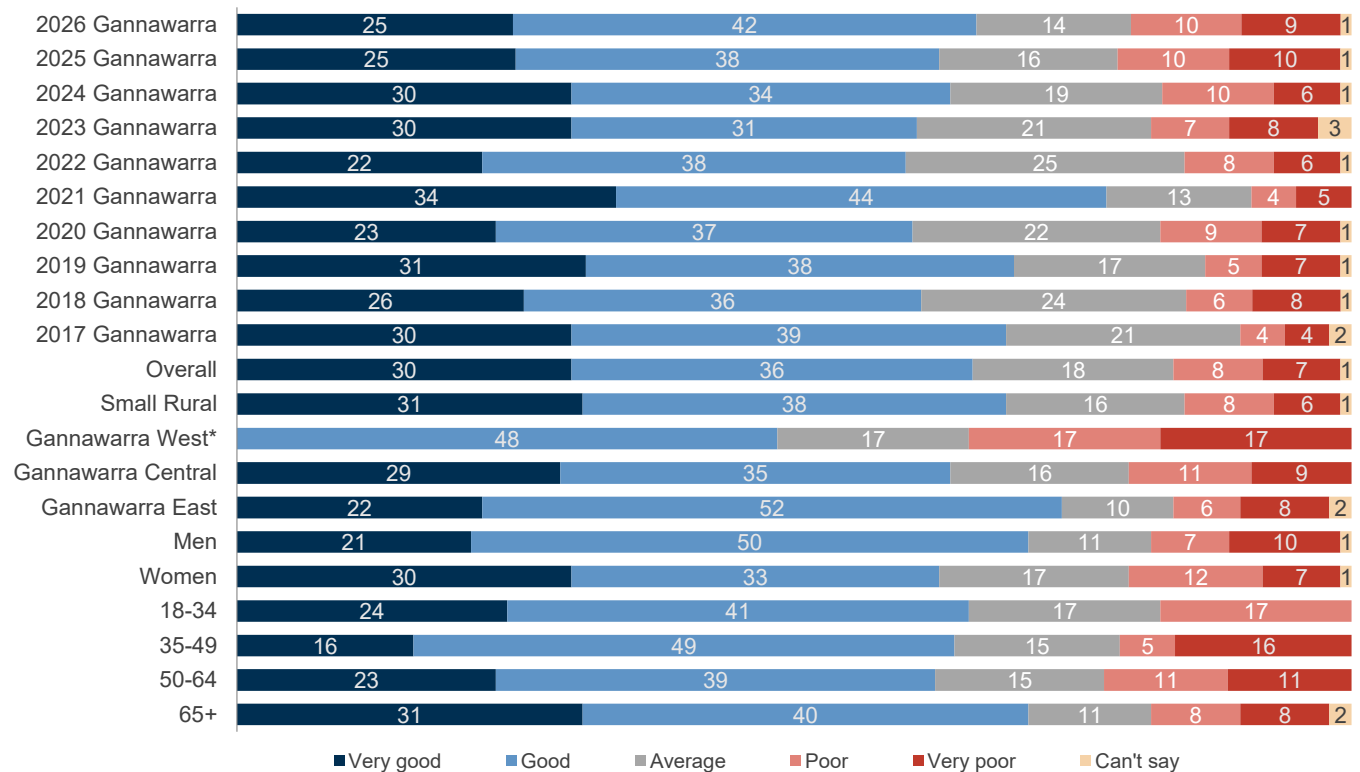
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30



## Customer service rating

### 2026 customer service rating (%)



Q5c. Thinking of the most recent contact, how would you rate Gannawarra Shire Council for customer service?

Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked: 22 Councils asked group: 9

\*Caution: small sample size < n=30



# Communication



## Communication

Consistent across nine years of evaluation, a newsletter sent via mail (28%) remains the preferred form of communication from Gannawarra Shire Council. A newsletter sent via email (22%) remains the next preferred channel, followed by social media (15%). Notably, preference for social media has been steadily declining since 2024 and decreased by a further four percentage points in the last 12 months.

Communication preferences continue to vary by age.

- Those aged under 50 years have equal preference for social media and an emailed newsletter (25% for both). While social media has historically been the preferred channel among this audience, preferences have continued a trend of decline seen over recent years (down from 40% in 2023).
- Those aged 50 years and older continue to preference a mailed Council newsletter (30%), followed by a newsletter sent via email (21%). Preference for an emailed newsletter has increased by five percentage points since 2025, narrowing the gap in preferences between the two channels.

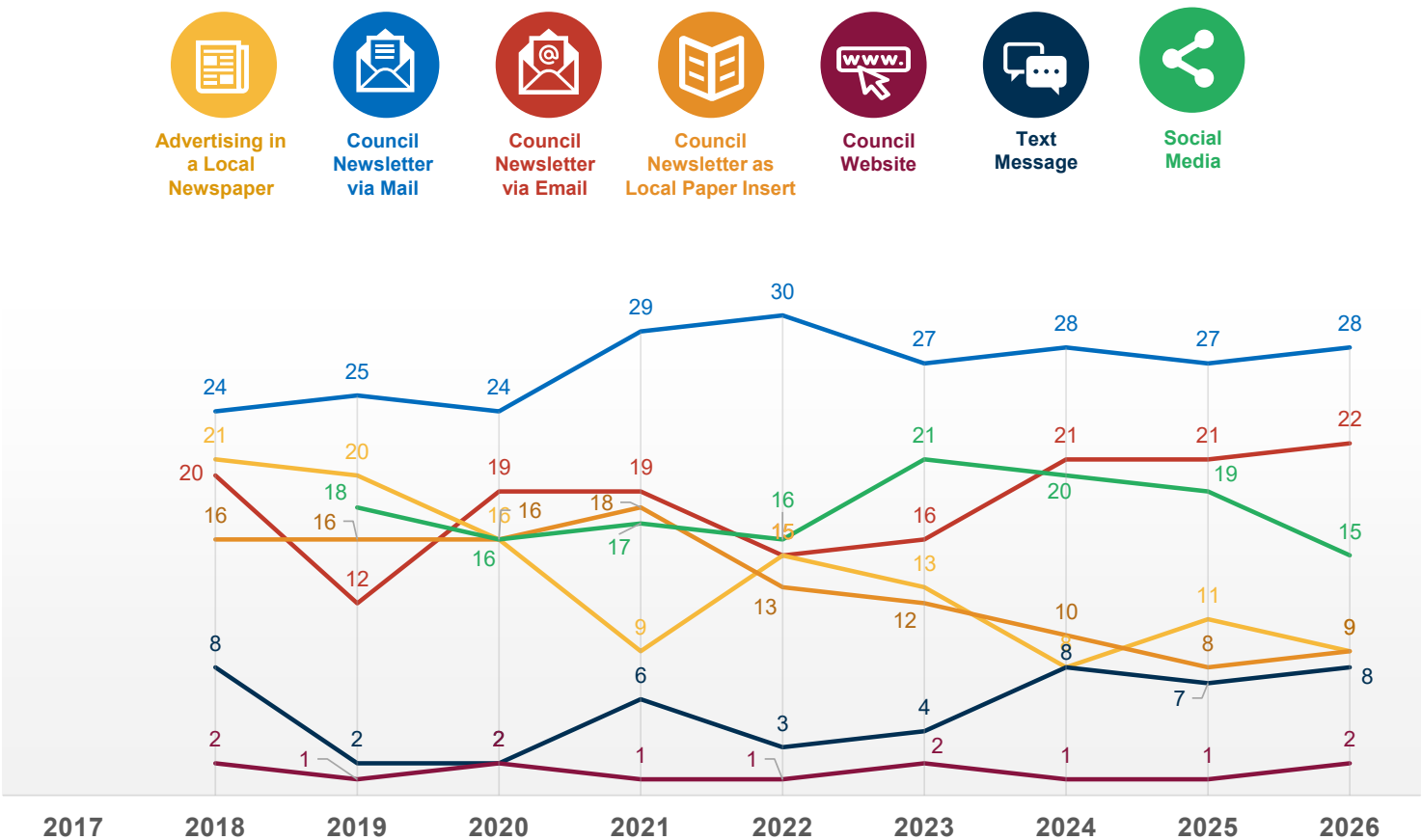
Demand for receiving Council news and information from the Council website remains low across all ages (2%), suggesting a continued preference among residents for Council to push relevant information to them, rather than proactively seeking it out.





# Best form of communication

2026 best form of communication (%)

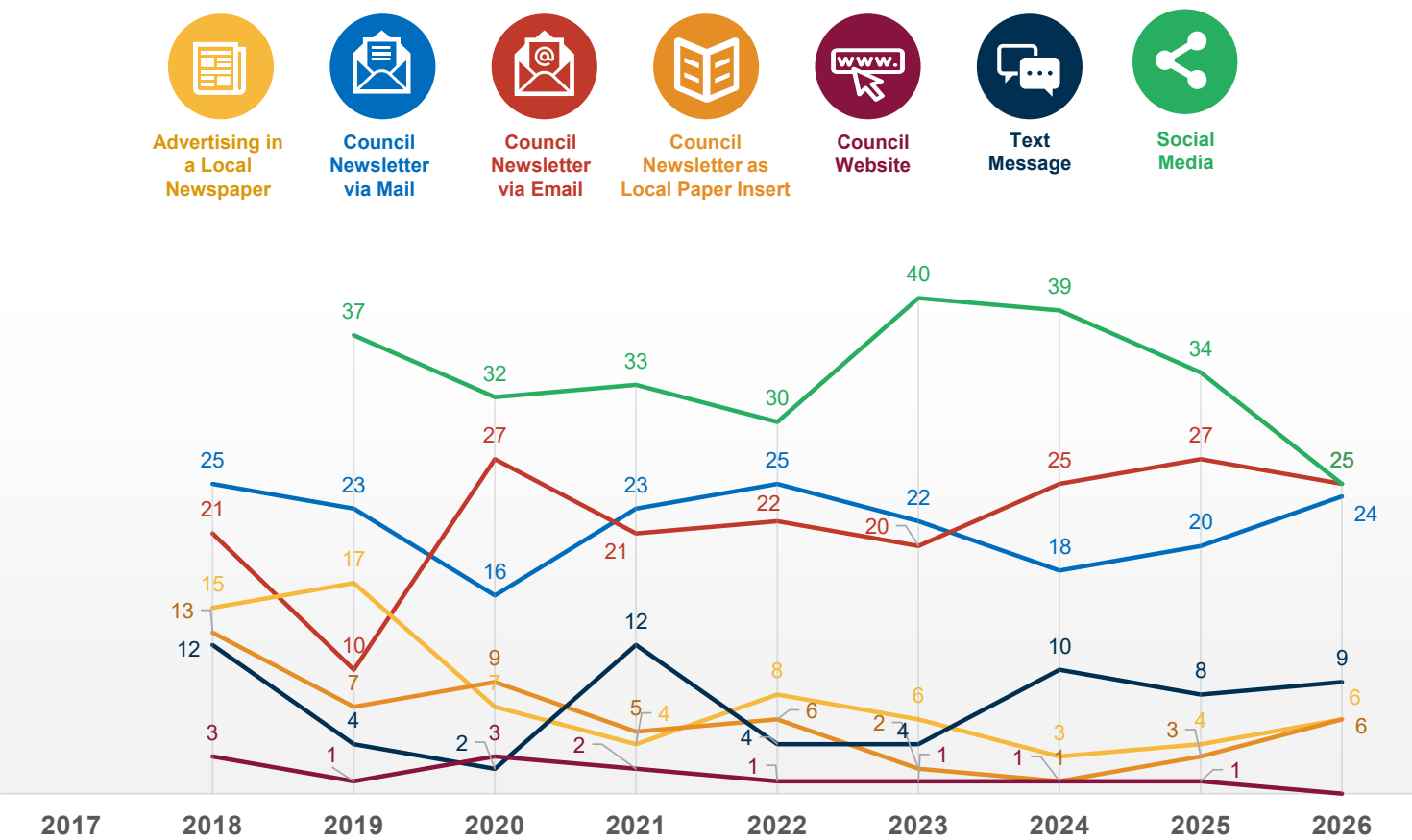


Q13. If Gannawarra Shire Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?  
Base: All respondents. Councils asked: 11 Councils asked group: 6  
Note: 'Social Media' was included in 2019.



# Best form of communication: under 50s

2026 under 50s best form of communication (%)

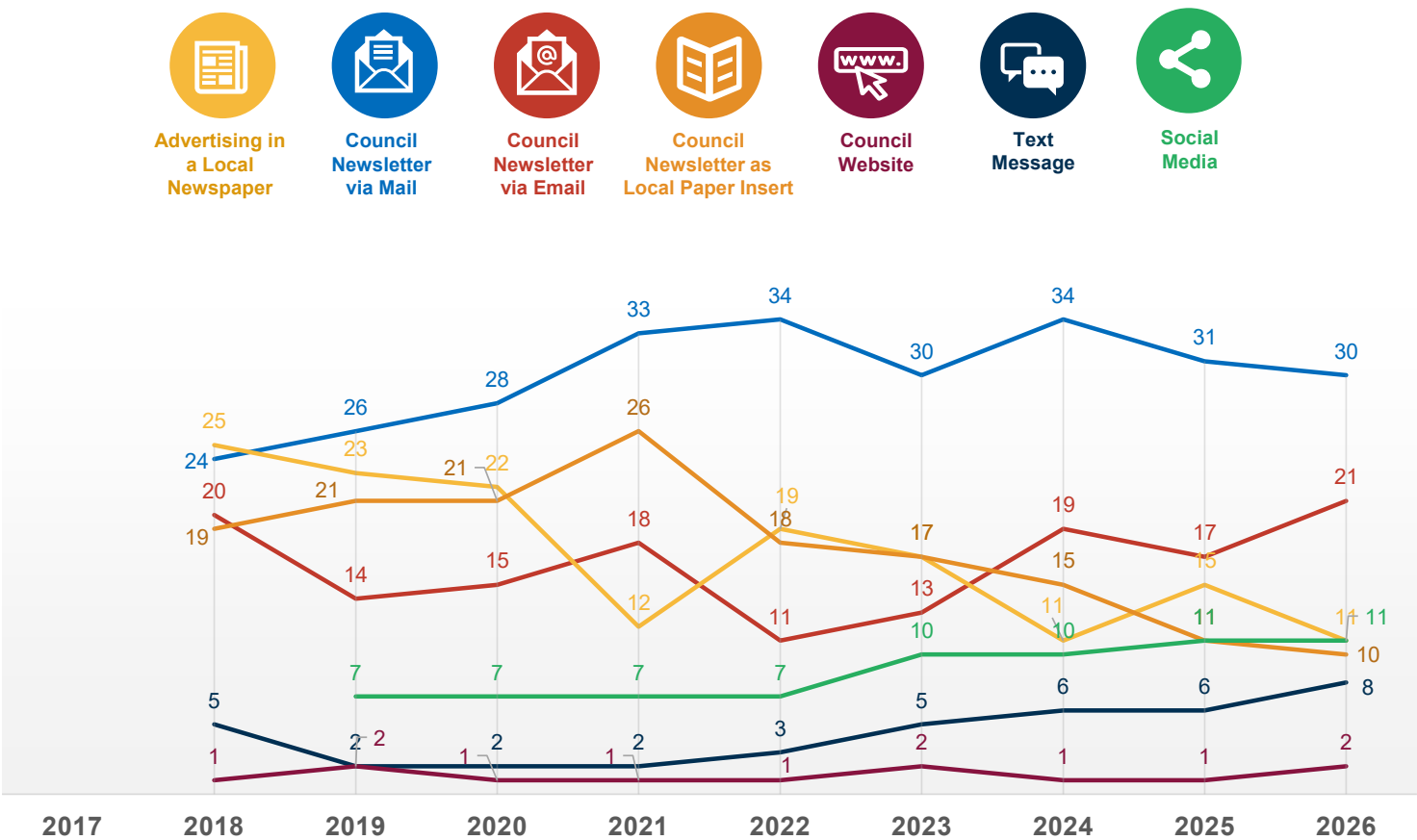


Q13. If Gannawarra Shire Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?  
Base: All respondents aged under 50, Councils asked: 11 Councils asked group: 6  
Note: 'Social Media' was included in 2019.



# Best form of communication: 50+ years

2026 50+ years best form of communication (%)



Q13. If Gannawarra Shire Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?  
Base: All respondents aged 50+ years. Councils asked: 11 Councils asked group: 6  
Note: 'Social Media' was included in 2019.





## **Council direction**



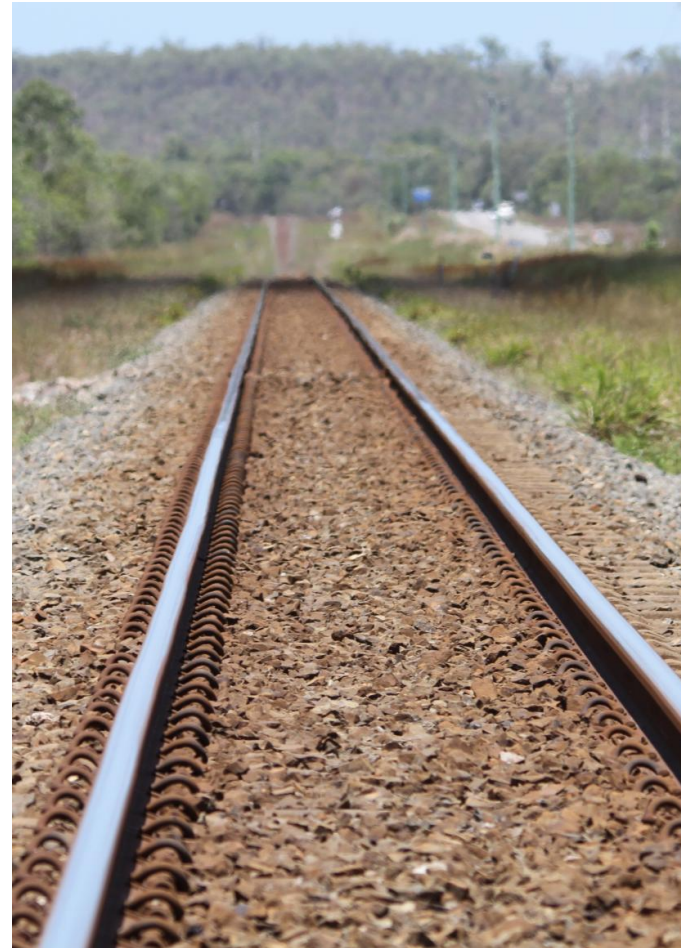
## Council direction

Over the last 12 months, 60% believe the direction of Gannawarra Shire Council's overall performance has stayed the same, unchanged since 2025.

- One in five (21%) believe the direction has improved (up four percentage points from 2025) in the last 12 months. This compares to 13% who believe the direction has deteriorated (down eight percentage points from 2025).

The rating of the direction of Council's overall performance has significantly improved from 2025 (index score of 55, up seven index points).

- Perceptions of Council's overall direction are in line with the Small Rural group average (index score of 52), and significantly higher than the Overall average (index score of 48).
- Ratings of Council direction have significantly improved among Gannawarra East residents (index score of 59, up nine points), residents aged 65 years and older (58, up seven points), men (54, up eight points) and those aged 35 to 49 years (51, up 16 points).
- Gannawarra West residents (index score of 36) rate Council's overall direction the lowest, and significantly lower than the Council average (noting this cohort is based on a small sample size).





## Overall council direction last 12 months

### 2026 overall council direction (index scores)

|                    |      | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------|------|------|------|------|------|------|------|------|------|------|
| Gannawarra East    | 59   | 50   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| 65+                | 58   | 51   | 53   | 47   | 40   | 64   | 29   | 49   | 51   | 57   |
| Women              | 55   | 50   | 46   | 48   | 40   | 64   | 26   | 54   | 53   | 62   |
| Gannawarra         | 55   | 48   | 48   | 45   | 42   | 57   | 26   | 51   | 52   | 57   |
| Men                | 54   | 46   | 50   | 41   | 44   | 51   | 26   | 48   | 51   | 53   |
| Gannawarra Central | 53   | 48   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| 50-64              | 52   | 45   | 40   | 43   | 37   | 48   | 28   | 42   | 51   | 55   |
| Small Rural        | 52   | 46   | 44   | 47   | 51   | 53   | 50   | 53   | 50   | 52   |
| 18-34              | 51   | 59   | 51   | 52   | 58   | 59   | 23   | 61   | 60   | 67   |
| 35-49              | 51   | 35   | 41   | 34   | 40   | 50   | 21   | 53   | 48   | 53   |
| Overall            | 48▼  | 46   | 45   | 46   | 50   | 53   | 51   | 53   | 52   | 53   |
| Gannawarra West    | 36*▼ | 28   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |

Q6. Over the last 12 months, what is your view of the direction of Gannawarra Shire Council's overall performance?

Base: All respondents. Councils asked: 22 Councils asked group: 9

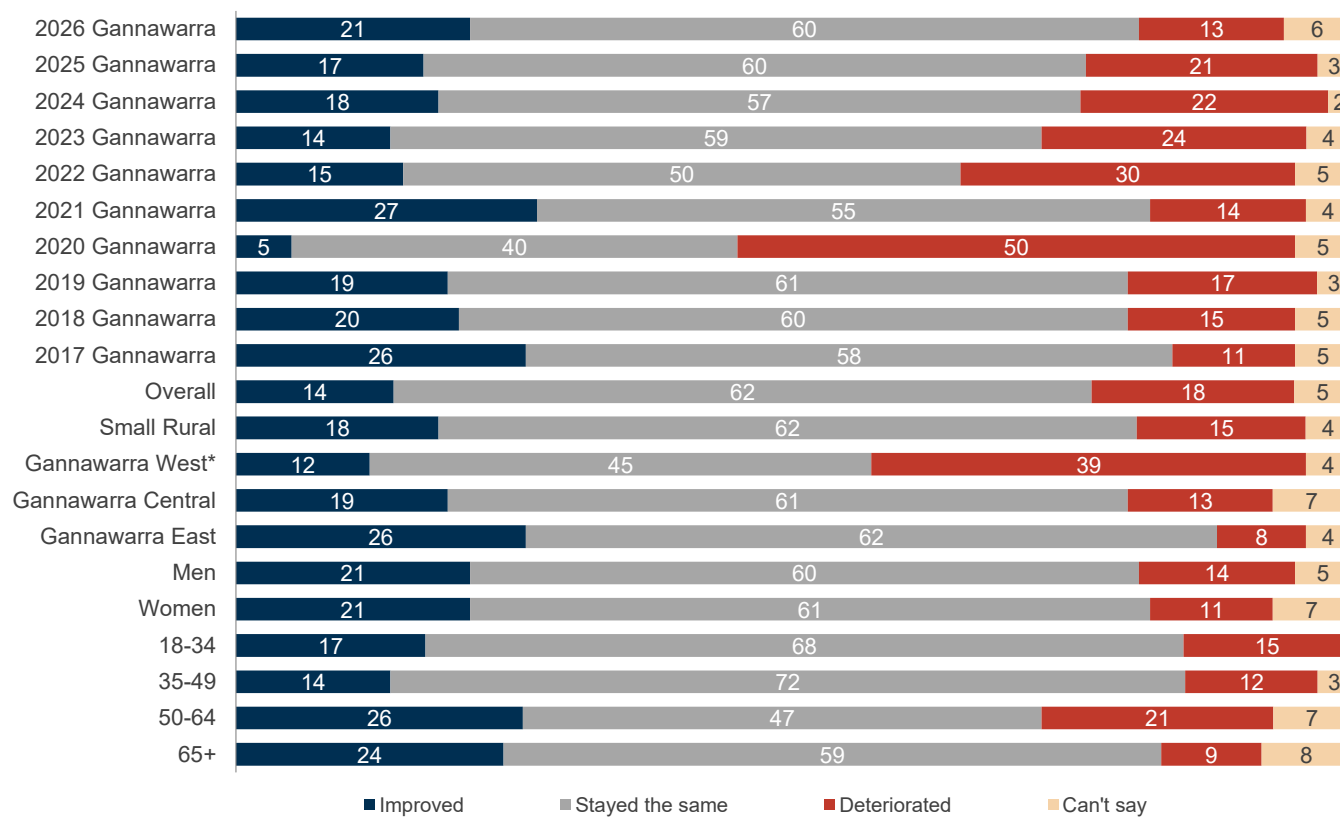
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30



## Overall council direction last 12 months

2026 overall council direction (%)



Q6. Over the last 12 months, what is your view of the direction of Gannawarra Shire Council's overall performance?

Base: All respondents. Councils asked: 22 Councils asked group: 9

\*Caution: small sample size < n=30

# Individual service areas





## Community consultation and engagement performance



### 2026 consultation and engagement performance (index scores)

|                    |     | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------|-----|------|------|------|------|------|------|------|------|------|
| 65+                | 59  | 53   | 52   | 53   | 45   | 58   | 48   | 58   | 56   | 59   |
| Gannawarra East    | 59  | 51   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Small Rural        | 57  | 51   | 51   | 53   | 54   | 56   | 54   | 56   | 54   | 55   |
| Women              | 56  | 53   | 51   | 51   | 47   | 58   | 45   | 55   | 55   | 62   |
| 50-64              | 55  | 46   | 44   | 47   | 43   | 51   | 43   | 49   | 54   | 55   |
| Gannawarra         | 55  | 51   | 51   | 49   | 46   | 56   | 43   | 55   | 54   | 60   |
| Men                | 53  | 50   | 50   | 47   | 44   | 53   | 40   | 55   | 52   | 57   |
| Gannawarra Central | 53  | 52   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Overall            | 53  | 50   | 51   | 52   | 54   | 56   | 55   | 56   | 55   | 55   |
| 18-34              | 50  | 63   | 57   | 51   | 55   | 59   | 36   | 58   | 54   | 65   |
| 35-49              | 49  | 40   | 48   | 40   | 43   | 51   | 38   | 54   | 51   | 62   |
| Gannawarra West    | 45* | 32   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |

Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?

Base: All respondents. Councils asked: 23 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.

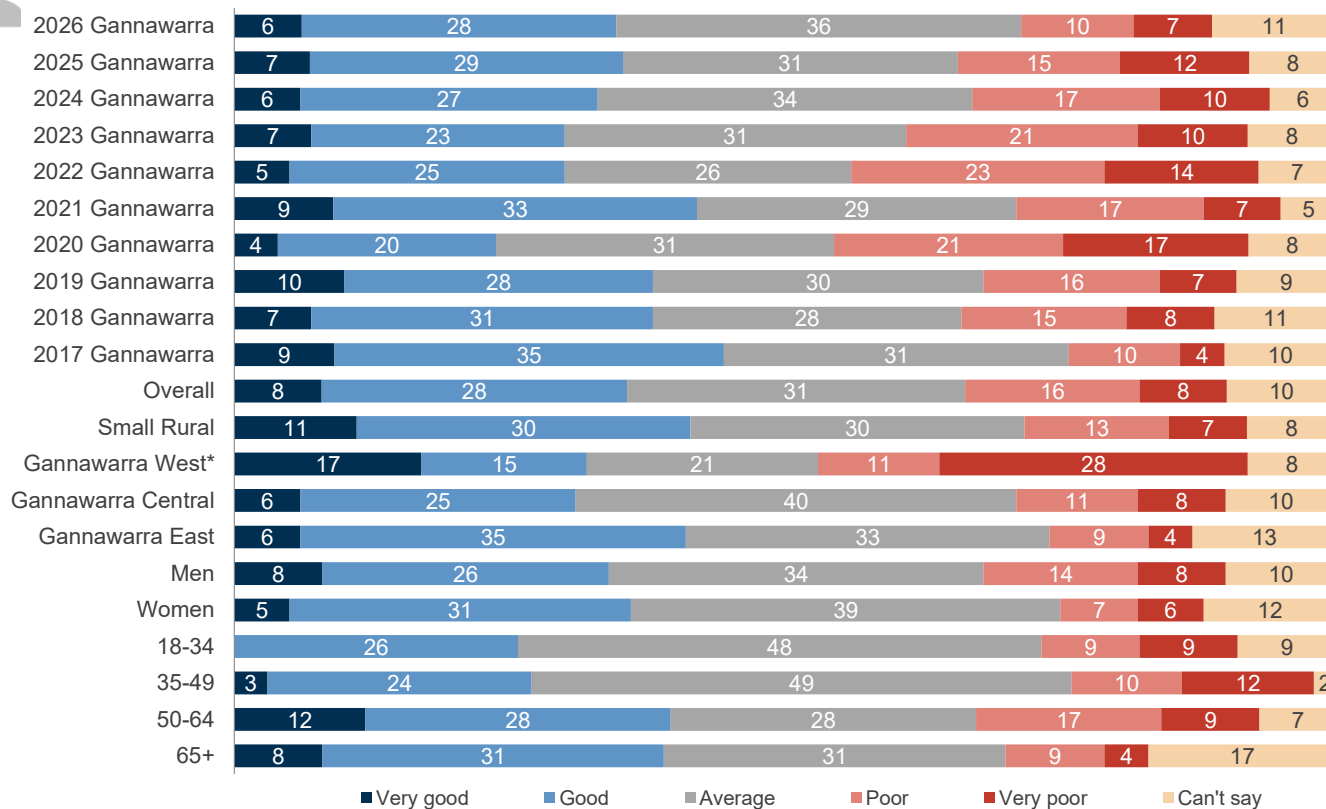
\*Caution: small sample size < n=30



## Community consultation and engagement performance



2026 consultation and engagement performance (%)



Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?

Base: All respondents. Councils asked: 23 Councils asked group: 9

\*Caution: small sample size < n=30

J W S R E S E A R C H 46



## Lobbying on behalf of the community performance



### 2026 lobbying performance (index scores)

|                    |      | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------|------|------|------|------|------|------|------|------|------|------|
| Small Rural        | 57▲  | 51   | 50   | 52   | 54   | 55   | 52   | 55   | 53   | 55   |
| 65+                | 57   | 54   | 54   | 53   | 45   | 59   | 44   | 55   | 55   | 58   |
| Gannawarra East    | 57   | 52   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| 50-64              | 55   | 47   | 40   | 48   | 49   | 51   | 35   | 45   | 57   | 53   |
| Women              | 55   | 51   | 47   | 51   | 49   | 56   | 43   | 52   | 56   | 60   |
| Overall            | 54   | 49   | 50   | 51   | 53   | 55   | 53   | 54   | 54   | 54   |
| Gannawarra         | 54   | 51   | 48   | 49   | 47   | 55   | 39   | 52   | 54   | 58   |
| Gannawarra Central | 54   | 52   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Men                | 53   | 51   | 49   | 46   | 46   | 54   | 36   | 52   | 51   | 57   |
| 18-34              | 52   | 61   | 53   | 50   | 56   | 58   | 36   | 58   | 59   | 63   |
| 35-49              | 48▼  | 40   | 40   | 38   | 43   | 49   | 36   | 49   | 44   | 58   |
| Gannawarra West    | 41*▼ | 30   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |

Q2. How has Council performed on 'Lobbying on behalf of the community' over the last 12 months?

Base: All respondents. Councils asked: 17 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30

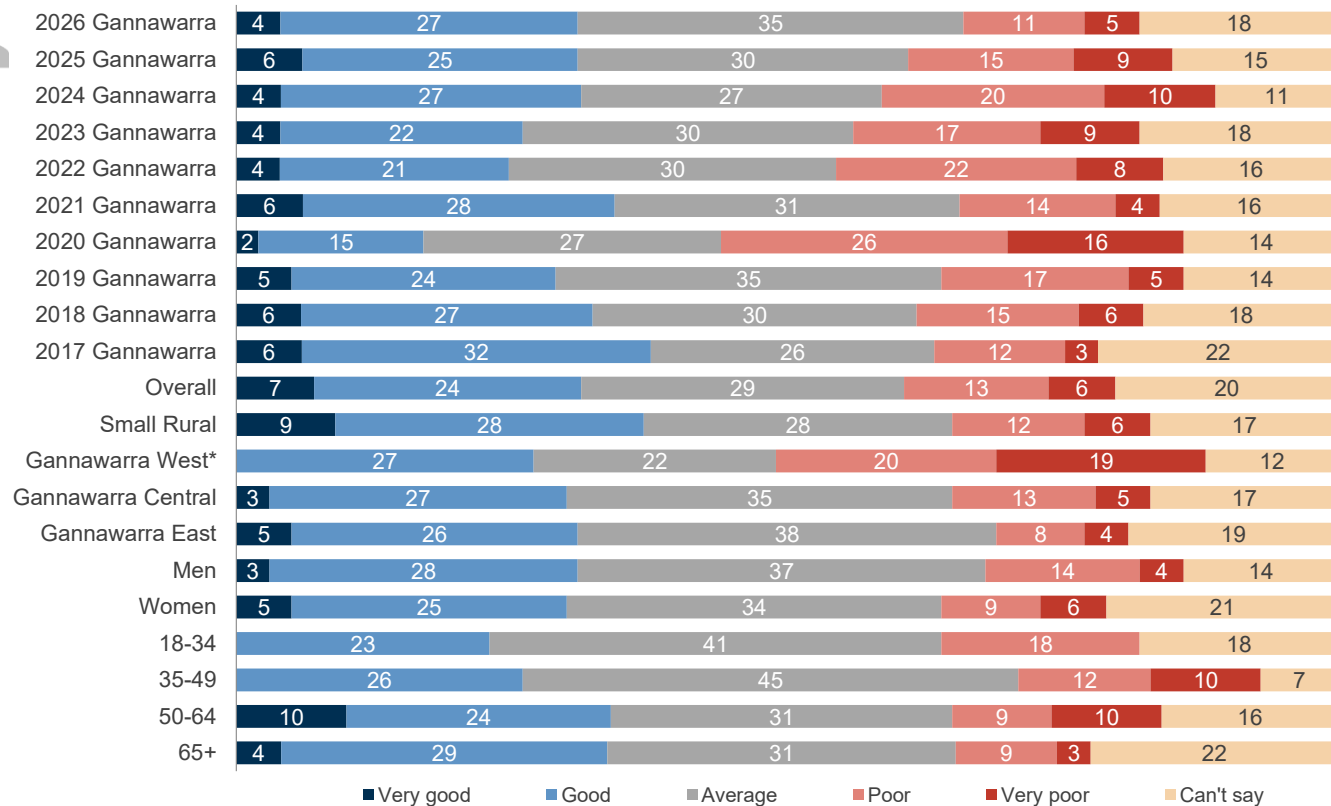




## Lobbying on behalf of the community performance



2026 lobbying performance (%)



Q2. How has Council performed on 'Lobbying on behalf of the community' over the last 12 months?

Base: All respondents. Councils asked: 17 Councils asked group: 9

\*Caution: small sample size < n=30

J W S R E S E A R C H 48

## Decisions made in the interest of the community performance



### 2026 community decisions made performance (index scores)

|                    |      | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------|------|------|------|------|------|------|------|------|------|------|
| Gannawarra East    | 58▲  | 50   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| 65+                | 57   | 53   | 53   | 51   | 46   | 57   | 42   | 54   | 55   | 59   |
| Small Rural        | 56   | 50   | 50   | 52   | 54   | 56   | 53   | 55   | 52   | 55   |
| Women              | 55   | 51   | 47   | 50   | 48   | 57   | 41   | 52   | 54   | 61   |
| Gannawarra         | 54   | 51   | 48   | 48   | 46   | 55   | 39   | 52   | 54   | 60   |
| Men                | 53   | 51   | 49   | 45   | 44   | 52   | 36   | 51   | 54   | 58   |
| 18-34              | 52   | 58   | 51   | 55   | 56   | 58   | 44   | 54   | 58   | 69   |
| Overall            | 52   | 49   | 50   | 51   | 54   | 56   | 53   | 55   | 54   | 54   |
| Gannawarra Central | 52   | 53   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| 50-64              | 50   | 46   | 45   | 44   | 45   | 49   | 38   | 50   | 55   | 55   |
| 35-49              | 49   | 42   | 39   | 36   | 38   | 51   | 27   | 47   | 47   | 58   |
| Gannawarra West    | 40*▼ | 28   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |

Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

Base: All respondents. Councils asked: 23 Councils asked group: 9

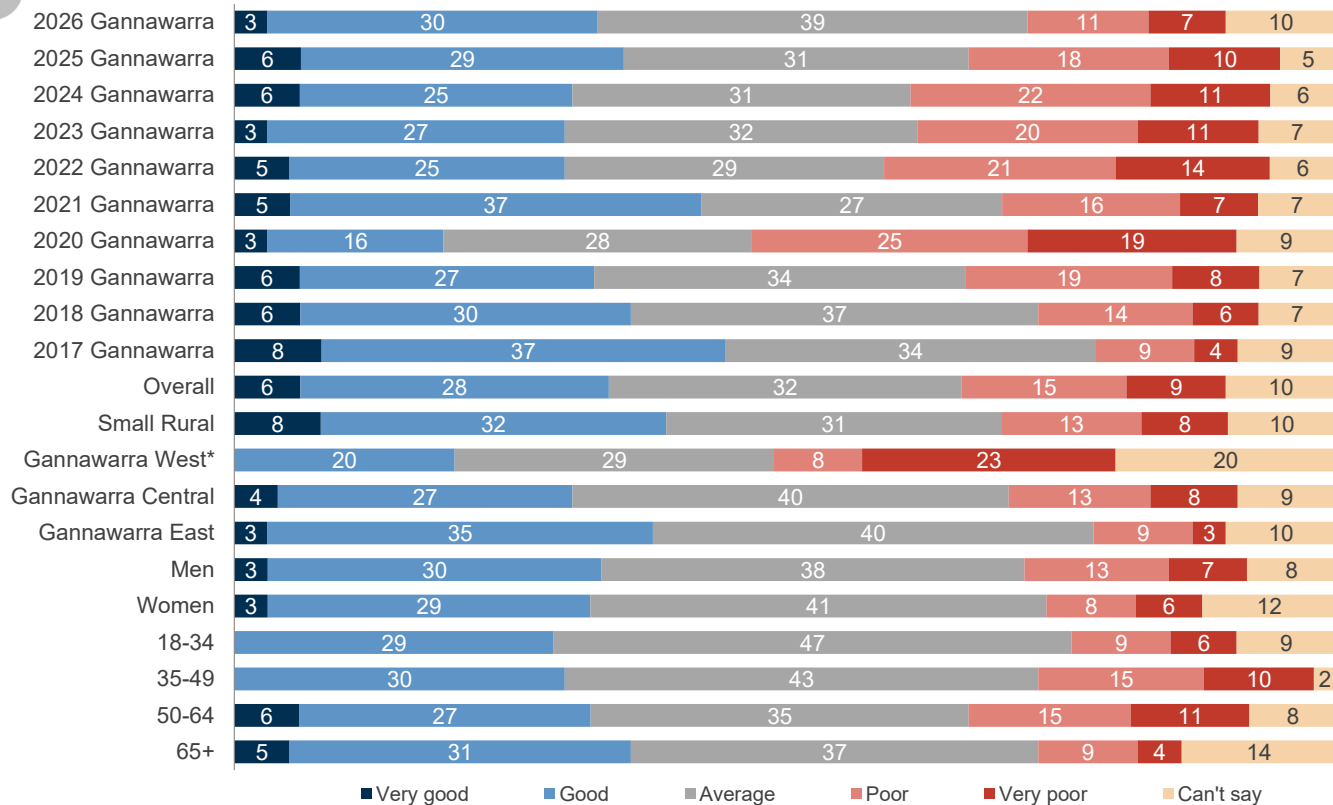
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30

## Decisions made in the interest of the community performance



2026 community decisions made performance (%)



Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

Base: All respondents. Councils asked: 23 Councils asked group: 9

\*Caution: small sample size < n=30

## The condition of sealed local roads in your area performance



### 2026 sealed local roads performance (index scores)

|                    |     | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------|-----|------|------|------|------|------|------|------|------|------|
| Small Rural        | 48▲ | 44   | 41   | 44   | 50   | 53   | 51   | 53   | 49   | 50   |
| Overall            | 46▲ | 45   | 45   | 48   | 53   | 57   | 54   | 56   | 53   | 53   |
| 65+                | 45  | 45   | 47   | 47   | 53   | 57   | 53   | 53   | 49   | 53   |
| Men                | 45  | 43   | 44   | 39   | 47   | 53   | 45   | 54   | 45   | 50   |
| Gannawarra Central | 43  | 42   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Gannawarra East    | 43  | 41   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Gannawarra         | 42  | 41   | 41   | 41   | 50   | 54   | 47   | 50   | 46   | 51   |
| 35-49              | 41  | 38   | 37   | 31   | 49   | 56   | 37   | 47   | 40   | 45   |
| 18-34              | 40  | 42   | 41   | 37   | 53   | 54   | 48   | 52   | 48   | 52   |
| Women              | 39  | 39   | 37   | 44   | 52   | 56   | 49   | 47   | 47   | 52   |
| 50-64              | 37  | 32   | 31   | 40   | 38   | 48   | 44   | 46   | 44   | 52   |
| Gannawarra West    | 29* | 29   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |

Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

Base: All respondents. Councils asked: 23 Councils asked group: 9

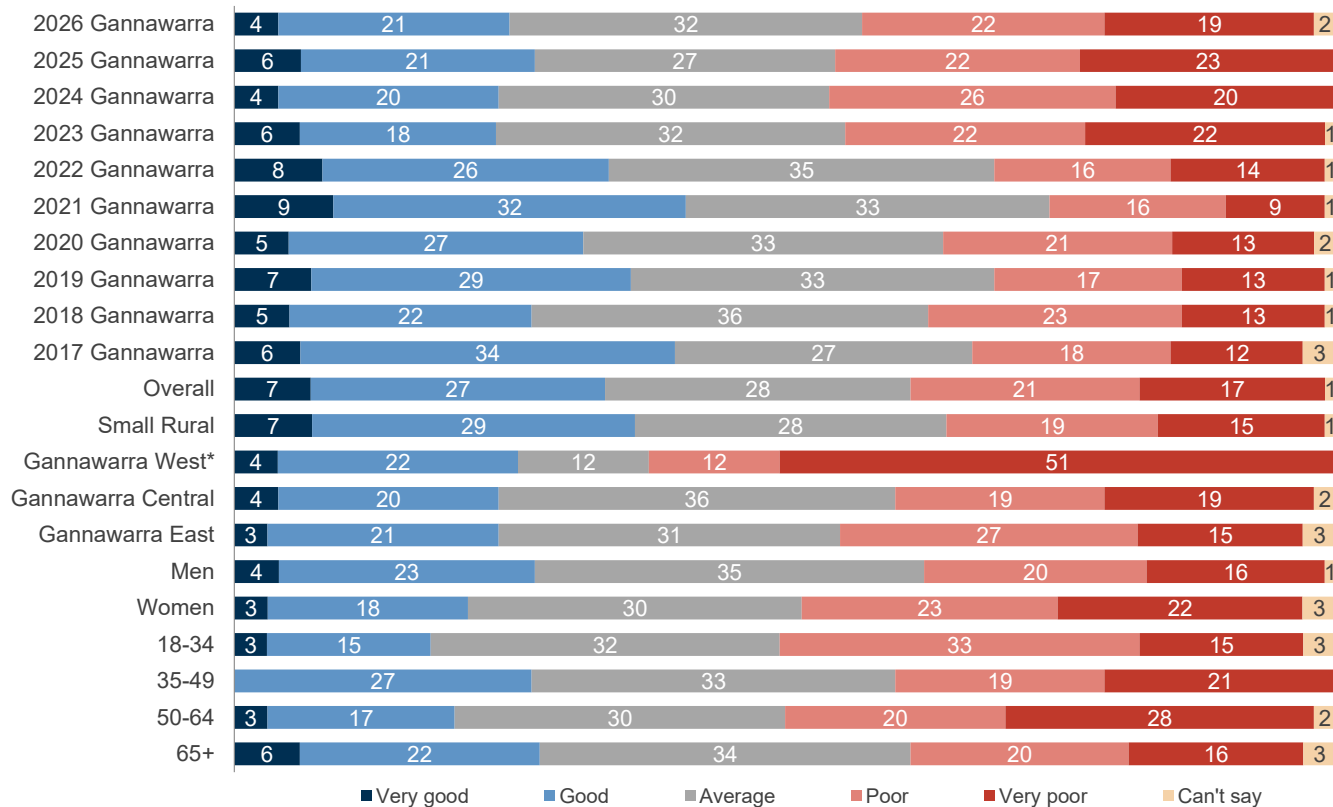
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30

## The condition of sealed local roads in your area performance



### 2026 sealed local roads performance (%)



Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

Base: All respondents. Councils asked: 23 Councils asked group: 9

\*Caution: small sample size < n=30



## Informing the community performance



### 2026 informing community performance (index scores)

|                    |     | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------|-----|------|------|------|------|------|------|------|------|------|
| 65+                | 64  | 60   | 57   | 58   | 51   | 66   | 53   | 61   | 63   | 64   |
| Gannawarra East    | 62  | 57   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Small Rural        | 62  | 57   | 56   | 58   | 59   | 61   | 58   | 58   | 56   | 58   |
| Women              | 61  | 58   | 54   | 57   | 54   | 63   | 50   | 61   | 65   | 64   |
| Gannawarra         | 60  | 56   | 55   | 56   | 54   | 60   | 51   | 60   | 62   | 63   |
| Overall            | 60  | 56   | 56   | 57   | 59   | 60   | 59   | 60   | 59   | 59   |
| Gannawarra Central | 59  | 57   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Men                | 59  | 55   | 56   | 54   | 54   | 57   | 51   | 58   | 59   | 63   |
| 50-64              | 58  | 55   | 52   | 52   | 55   | 56   | 50   | 55   | 60   | 61   |
| 18-34              | 57  | 59   | 57   | 57   | 62   | 56   | 48   | 63   | 66   | 65   |
| 35-49              | 54  | 46   | 52   | 50   | 52   | 54   | 49   | 60   | 58   | 63   |
| Gannawarra West    | 51* | 36   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |

Q2. How has Council performed on 'Informing the community' over the last 12 months?

Base: All respondents. Councils asked: 12 Councils asked group: 5

Note: Please see Appendix A for explanation of significant differences.

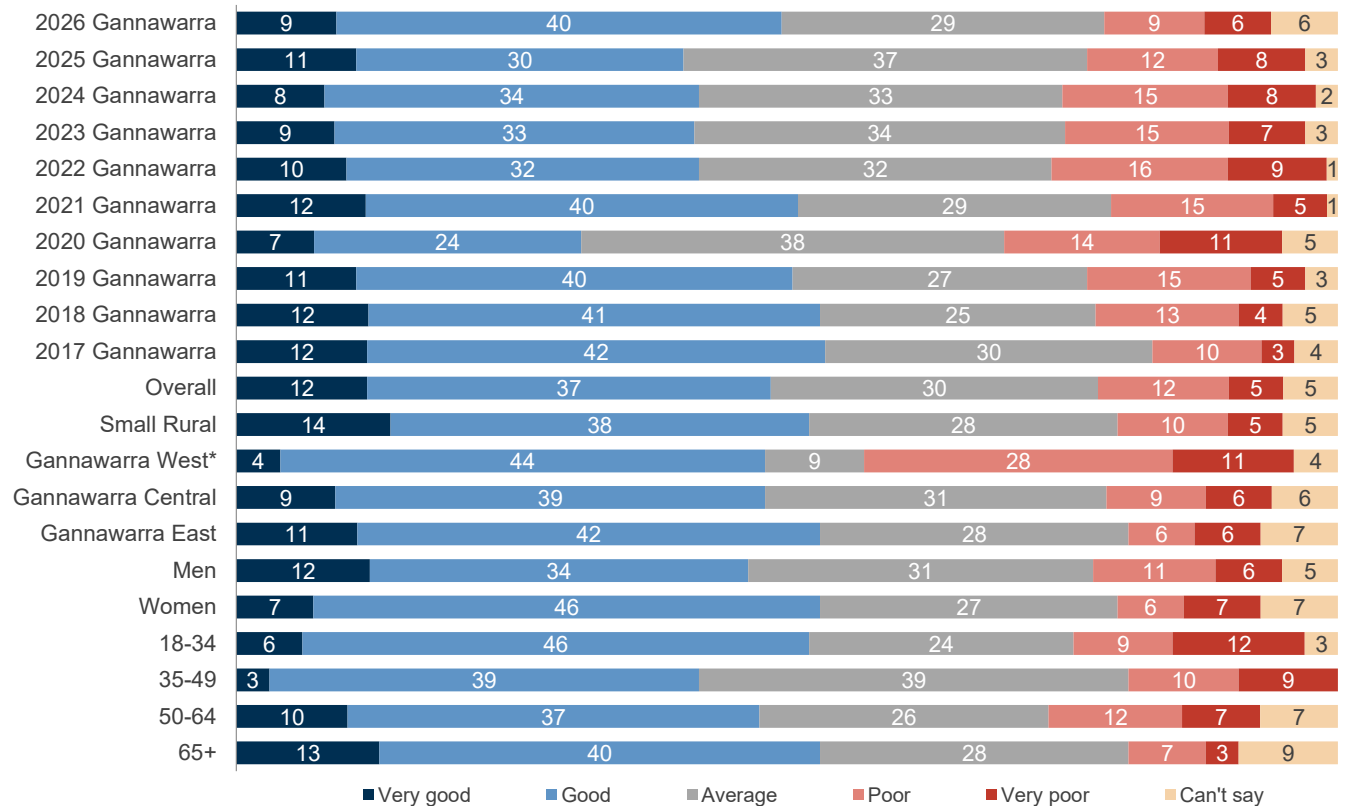
\*Caution: small sample size < n=30



## Informing the community performance



### 2026 informing community performance (%)



Q2. How has Council performed on 'Informing the community' over the last 12 months?

Base: All respondents. Councils asked: 12 Councils asked group: 5

\*Caution: small sample size < n=30



## Enforcement of local laws performance



### 2026 law enforcement performance (index scores)

|                    |     | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------|-----|------|------|------|------|------|------|------|------|------|
| Women              | 65  | 62   | 60   | 61   | 65   | 69   | 64   | 66   | 68   | 67   |
| Gannawarra East    | 63  | 61   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| 35-49              | 63  | 51   | 63   | 55   | 65   | 70   | 61   | 70   | 67   | 64   |
| 65+                | 63  | 61   | 63   | 62   | 63   | 68   | 64   | 65   | 66   | 67   |
| 50-64              | 62  | 58   | 53   | 57   | 63   | 65   | 57   | 65   | 68   | 65   |
| Gannawarra Central | 62  | 57   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Gannawarra         | 62  | 58   | 61   | 60   | 64   | 68   | 63   | 68   | 67   | 65   |
| Small Rural        | 60  | 58   | 60   | 61   | 62   | 63   | 62   | 63   | 63   | 65   |
| Overall            | 60  | 59   | 61   | 61   | 63   | 64   | 63   | 64   | 64   | 64   |
| Men                | 59  | 55   | 62   | 59   | 63   | 66   | 62   | 69   | 66   | 64   |
| 18-34              | 59  | 58   | 65   | 63   | 66   | 67   | 67   | 71   | 69   | 65   |
| Gannawarra West    | 52* | 49   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |

Q2. How has Council performed on 'Enforcement of local laws' over the last 12 months?

Base: All respondents. Councils asked: 10 Councils asked group: 5

Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30

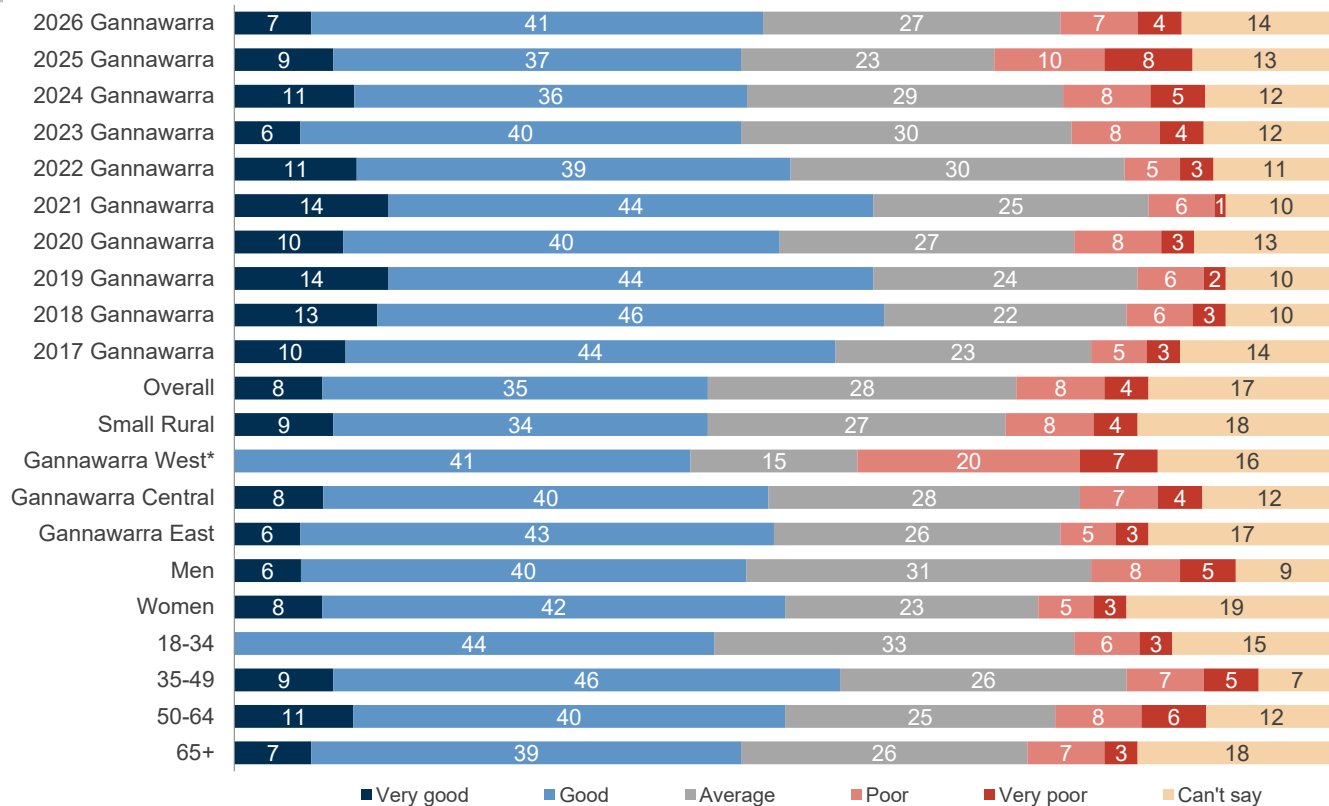




## Enforcement of local laws performance



### 2026 law enforcement performance (%)



Q2. How has Council performed on 'Enforcement of local laws' over the last 12 months?

Base: All respondents. Councils asked: 10 Councils asked group: 5

\*Caution: small sample size < n=30



## Family support services performance



### 2026 family support performance (index scores)

|                    |     | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------|-----|------|------|------|------|------|------|------|------|------|
| 65+                | 68▲ | 69   | 69   | 68   | 72   | 74   | 72   | 70   | 72   | 75   |
| Men                | 66  | 60   | 65   | 64   | 65   | 70   | 64   | 70   | 67   | 67   |
| Small Rural        | 64  | 61   | 61   | 62   | 64   | 66   | 66   | 68   | 67   | 68   |
| Gannawarra Central | 64  | 63   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Overall            | 63  | 62   | 63   | 63   | 65   | 66   | 66   | 67   | 66   | 67   |
| Gannawarra         | 63  | 60   | 62   | 63   | 67   | 69   | 66   | 69   | 68   | 69   |
| Gannawarra West    | 63* | 44   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Gannawarra East    | 63  | 58   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Women              | 61  | 61   | 60   | 63   | 69   | 68   | 68   | 67   | 69   | 71   |
| 18-34              | 61  | 60   | 65   | 60   | 72   | 61   | 62   | 72   | 67   | 72   |
| 50-64              | 61  | 54   | 59   | 64   | 61   | 71   | 65   | 65   | 66   | 65   |
| 35-49              | 58  | 46   | 51   | 55   | 56   | 66   | 57   | 66   | 65   | 61   |

Q2. How has Council performed on 'Family support services' over the last 12 months?

Base: All respondents. Councils asked: 10 Councils asked group: 5

Note: Please see Appendix A for explanation of significant differences.

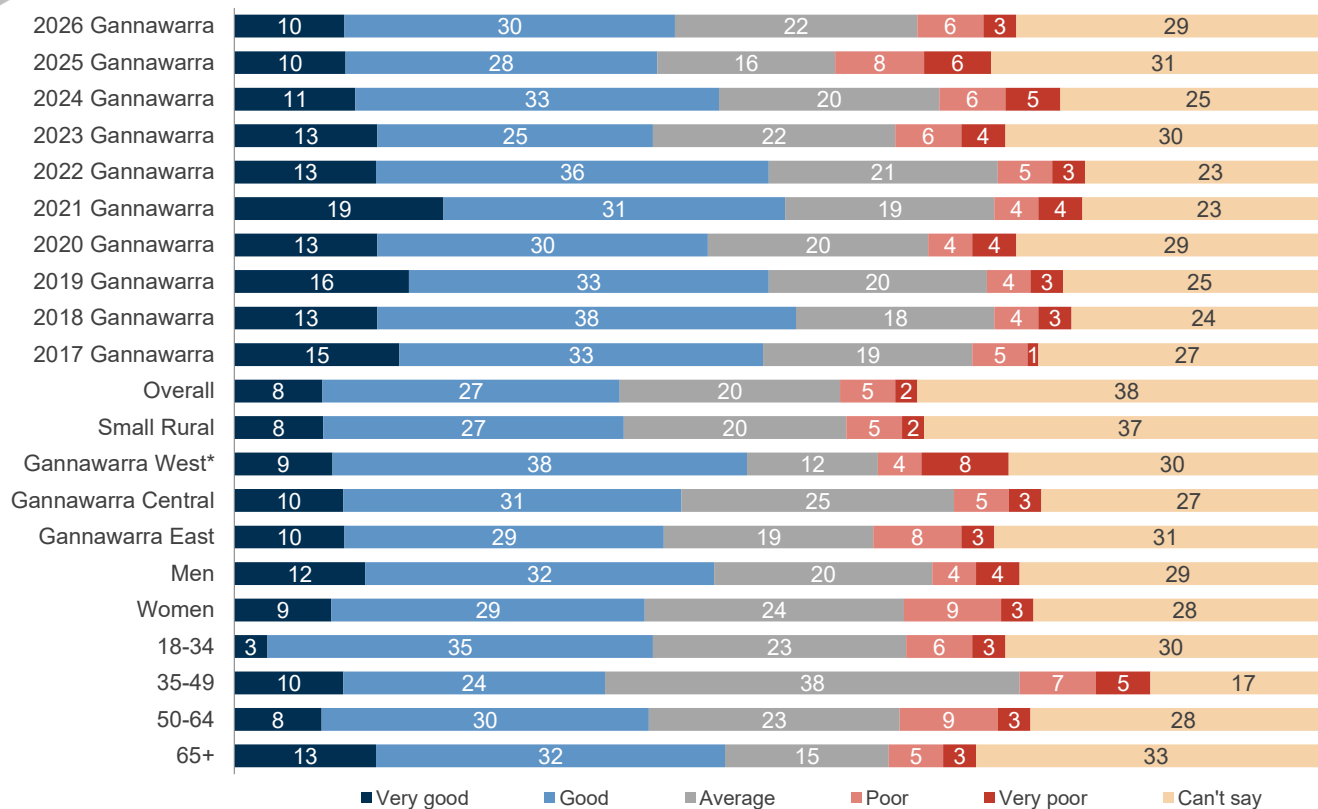
\*Caution: small sample size < n=30



## Family support services performance



2026 family support performance (%)



Q2. How has Council performed on 'Family support services' over the last 12 months?

Base: All respondents. Councils asked: 10 Councils asked group: 5

\*Caution: small sample size < n=30



## Recreational facilities performance



### 2026 recreational facilities performance (index scores)

|                    |      | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------|------|------|------|------|------|------|------|------|------|------|
| Gannawarra East    | 73   | 66   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| 65+                | 73   | 69   | 73   | 70   | 69   | 79   | 71   | 77   | 75   | 75   |
| Overall            | 71   | 67   | 68   | 68   | 69   | 71   | 70   | 70   | 69   | 70   |
| Men                | 70   | 66   | 69   | 68   | 65   | 73   | 64   | 70   | 72   | 71   |
| Gannawarra         | 70   | 65   | 68   | 67   | 67   | 72   | 65   | 72   | 72   | 73   |
| Women              | 69   | 65   | 65   | 66   | 69   | 71   | 66   | 74   | 71   | 74   |
| Small Rural        | 69   | 66   | 67   | 67   | 69   | 69   | 68   | 68   | 69   | 69   |
| Gannawarra Central | 69   | 67   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| 18-34              | 68   | 68   | 68   | 61   | 76   | 64   | 57   | 71   | 74   | 75   |
| 35-49              | 66   | 60   | 61   | 66   | 56   | 69   | 61   | 69   | 65   | 69   |
| 50-64              | 66   | 60   | 61   | 64   | 66   | 70   | 65   | 68   | 70   | 71   |
| Gannawarra West    | 54*▼ | 37   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |

Q2. How has Council performed on 'Recreational facilities' over the last 12 months?

Base: All respondents. Councils asked: 16 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

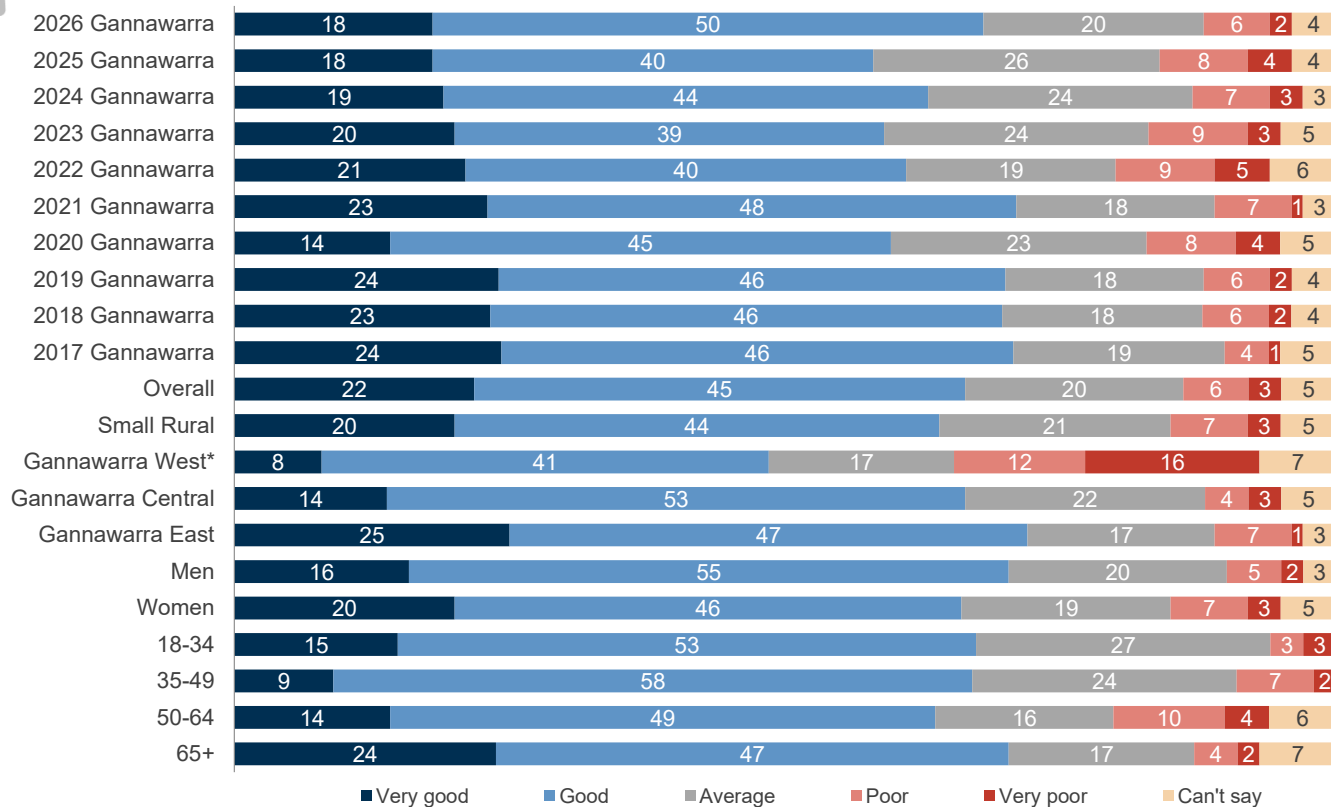
\*Caution: small sample size < n=30



## Recreational facilities performance



2026 recreational facilities performance (%)



Q2. How has Council performed on 'Recreational facilities' over the last 12 months?  
 Base: All respondents. Councils asked: 16 Councils asked group: 8  
 \*Caution: small sample size < n=30



## The appearance of public areas performance



### 2026 public areas performance (index scores)

|                    |     | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------|-----|------|------|------|------|------|------|------|------|------|
| Gannawarra East    | 77  | 72   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| 50-64              | 76  | 69   | 72   | 75   | 75   | 74   | 71   | 71   | 72   | 73   |
| 18-34              | 75  | 74   | 79   | 71   | 80   | 64   | 71   | 72   | 76   | 77   |
| 65+                | 74  | 74   | 75   | 78   | 74   | 79   | 70   | 74   | 73   | 73   |
| Women              | 74  | 71   | 71   | 72   | 77   | 75   | 73   | 75   | 73   | 75   |
| Gannawarra         | 74  | 72   | 75   | 74   | 75   | 75   | 71   | 73   | 73   | 75   |
| Men                | 74  | 73   | 78   | 75   | 74   | 75   | 69   | 71   | 73   | 74   |
| Small Rural        | 73  | 70   | 71   | 71   | 73   | 75   | 72   | 73   | 72   | 74   |
| Gannawarra Central | 72  | 72   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Overall            | 71▼ | 68   | 68   | 67   | 71   | 73   | 72   | 72   | 71   | 71   |
| 35-49              | 70  | 67   | 73   | 63   | 74   | 78   | 73   | 76   | 71   | 78   |
| Gannawarra West    | 69* | 58   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |

Q2. How has Council performed on 'The appearance of public areas' over the last 12 months?

Base: All respondents. Councils asked: 15 Councils asked group: 7

Note: Please see Appendix A for explanation of significant differences.

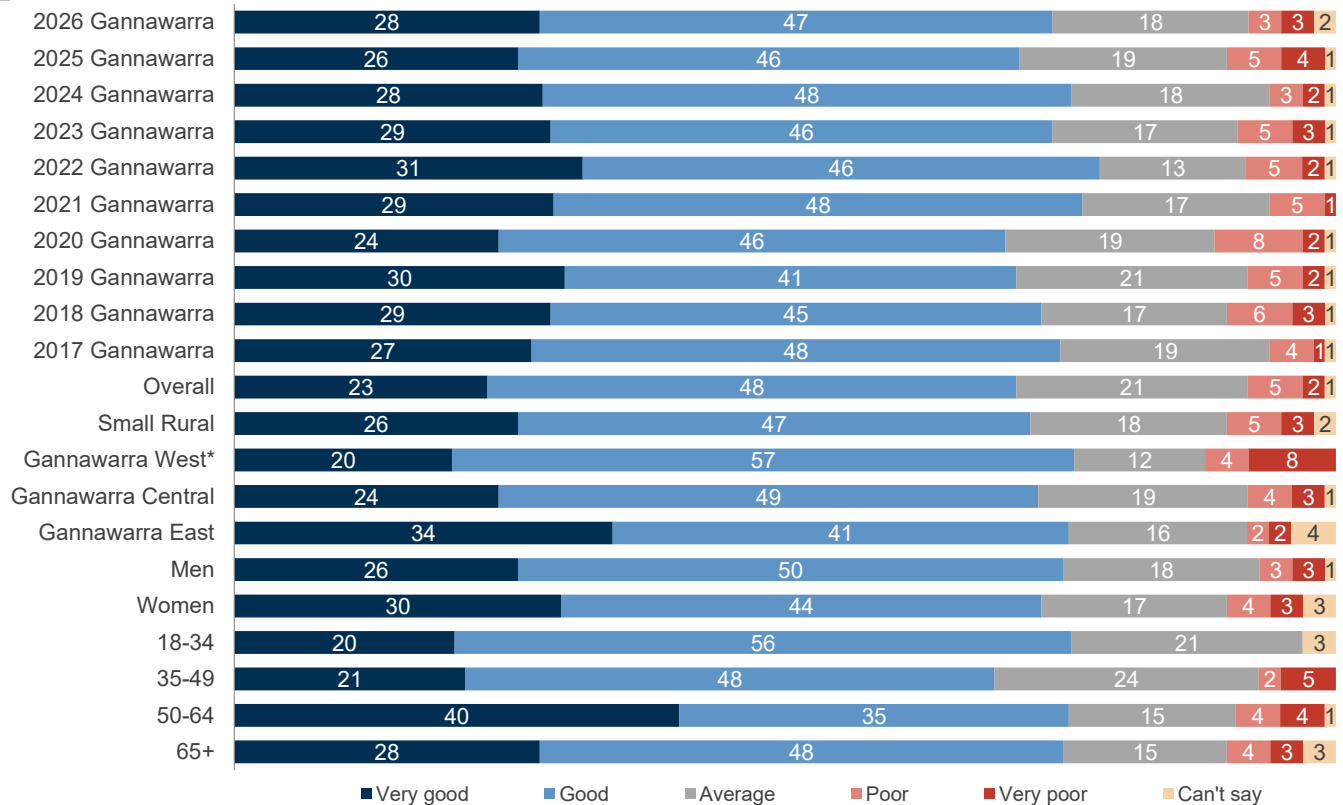
\*Caution: small sample size < n=30



## The appearance of public areas performance



2026 public areas performance (%)



Q2. How has Council performed on 'The appearance of public areas' over the last 12 months?

Base: All respondents. Councils asked: 15 Councils asked group: 7

\*Caution: small sample size < n=30



## Art centres and libraries performance



### 2026 art centres and libraries performance (index scores)

|                    |     | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------|-----|------|------|------|------|------|------|------|------|------|
| Small Rural        | 77▲ | 72   | 73   | 73   | 71   | 72   | 74   | 74   | 73   | 72   |
| 65+                | 77  | 75   | 76   | 77   | 76   | 79   | 80   | 81   | 80   | n/a  |
| Women              | 77  | 73   | 74   | 71   | 75   | 77   | 79   | 78   | 79   | n/a  |
| Overall            | 76  | 73   | 73   | 73   | 73   | 73   | 74   | 74   | 74   | 73   |
| 50-64              | 76  | 64   | 67   | 71   | 73   | 70   | 75   | 75   | 78   | n/a  |
| Gannawarra Central | 75  | 73   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Gannawarra         | 74  | 70   | 73   | 71   | 72   | 76   | 76   | 77   | 77   | n/a  |
| Gannawarra East    | 73  | 67   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| 35-49              | 71  | 64   | 70   | 62   | 61   | 74   | 72   | 73   | 73   | n/a  |
| Men                | 71  | 67   | 72   | 71   | 68   | 75   | 72   | 77   | 76   | n/a  |
| 18-34              | 67▼ | 71   | 75   | 64   | 72   | 75   | 71   | 76   | 76   | n/a  |
| Gannawarra West    | 64* | 61   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |

Q2. How has Council performed on 'Art centres and libraries' over the last 12 months?

Base: All respondents. Councils asked: 11 Councils asked group: 4

Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30

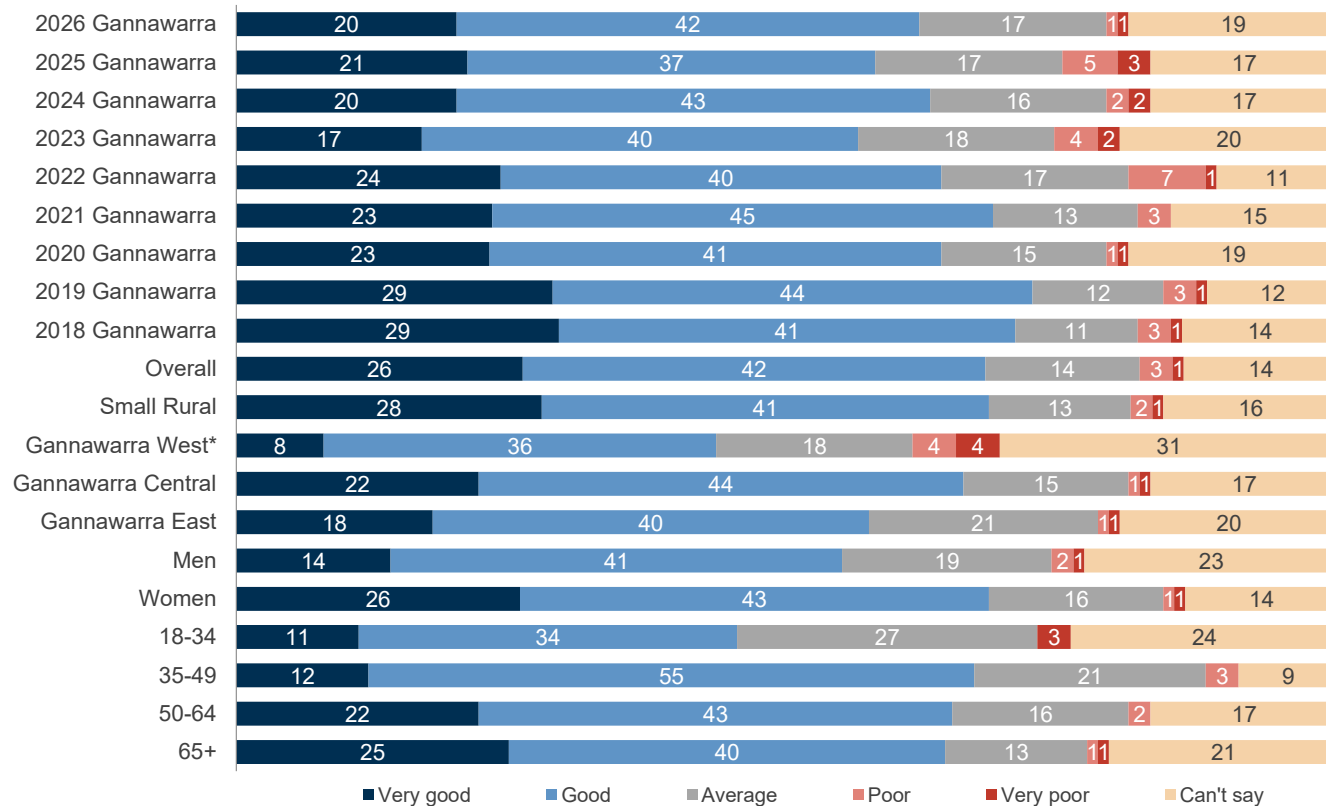




## Art centres and libraries performance



2026 art centres and libraries performance (%)



Q2. How has Council performed on 'Art centres and libraries' over the last 12 months?

Base: All respondents. Councils asked: 11 Councils asked group: 4

\*Caution: small sample size < n=30



## Waste management performance



### 2026 waste management performance (index scores)

|                    |     | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------|-----|------|------|------|------|------|------|------|------|------|
| Gannawarra East    | 73  | 68   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| 65+                | 73  | 72   | 71   | 69   | 72   | 76   | 71   | 77   | 74   | n/a  |
| 18-34              | 72  | 62   | 63   | 63   | 79   | 74   | 65   | 69   | 75   | n/a  |
| Men                | 71  | 69   | 69   | 64   | 72   | 74   | 67   | 72   | 71   | n/a  |
| Small Rural        | 71  | 66   | 67   | 66   | 68   | 68   | 64   | 66   | 69   | 70   |
| Gannawarra         | 70  | 67   | 67   | 64   | 72   | 73   | 67   | 72   | 72   | n/a  |
| Women              | 70  | 66   | 66   | 64   | 73   | 72   | 67   | 71   | 74   | n/a  |
| Gannawarra Central | 70  | 68   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Overall            | 69  | 65   | 67   | 66   | 68   | 69   | 65   | 68   | 70   | 71   |
| 35-49              | 67  | 67   | 71   | 56   | 70   | 70   | 62   | 67   | 66   | n/a  |
| 50-64              | 66  | 61   | 60   | 57   | 69   | 67   | 65   | 68   | 71   | n/a  |
| Gannawarra West    | 59* | 55   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |

Q2. How has Council performed on 'Waste management' over the last 12 months?

Base: All respondents. Councils asked: 22 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.

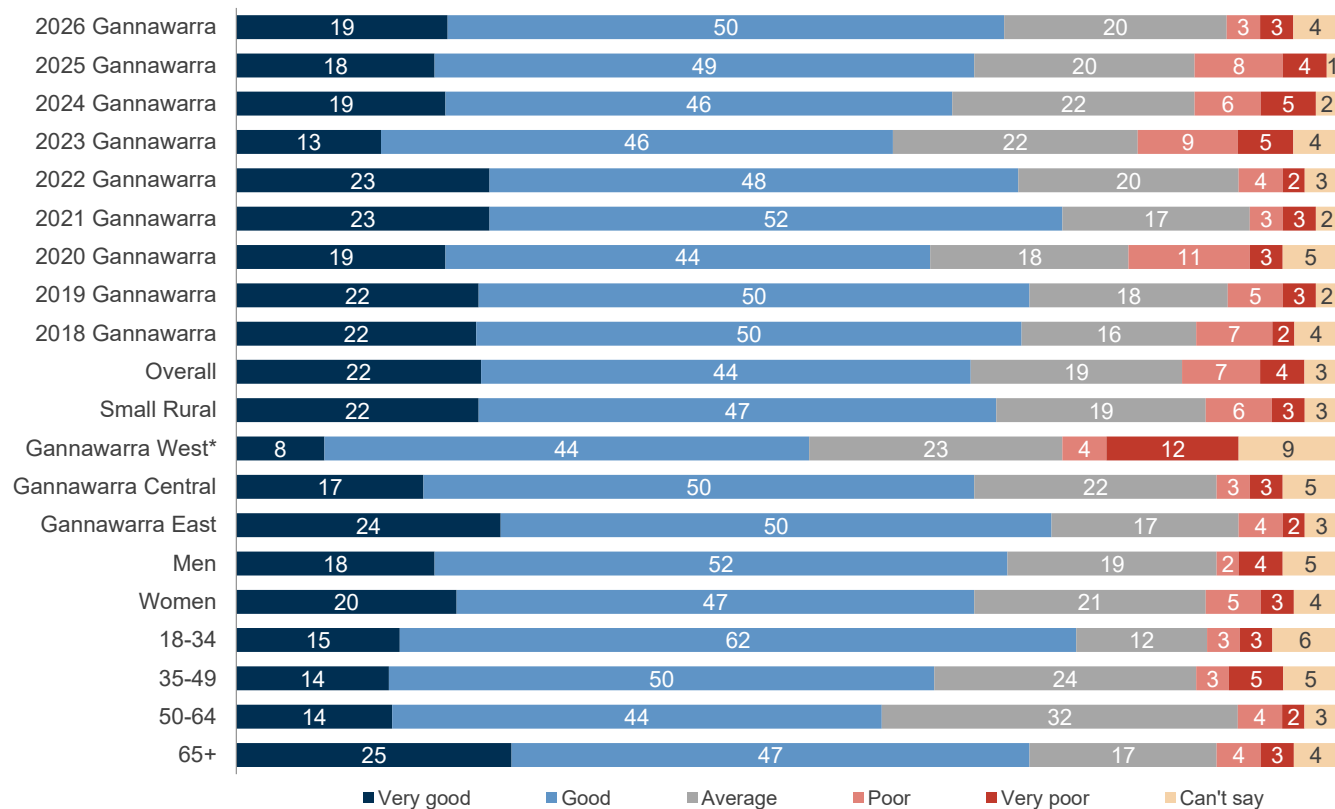
\*Caution: small sample size < n=30



## Waste management performance



2026 waste management performance (%)



Q2. How has Council performed on 'Waste management' over the last 12 months?

Base: All respondents. Councils asked: 22 Councils asked group: 9

\*Caution: small sample size < n=30

## Business and community development and tourism performance



### 2026 business/development/tourism performance (index scores)

|                    |     | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------|-----|------|------|------|------|------|------|------|------|------|
| Gannawarra East    | 63  | 62   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Women              | 61  | 58   | 57   | 60   | 63   | 63   | 50   | 59   | 64   | 67   |
| Small Rural        | 60  | 57   | 59   | 61   | 63   | 62   | 58   | 59   | 59   | 64   |
| 65+                | 60  | 62   | 61   | 64   | 60   | 66   | 55   | 59   | 64   | 66   |
| Overall            | 59  | 56   | 57   | 59   | 60   | 61   | 59   | 61   | 60   | 61   |
| Gannawarra         | 59  | 58   | 58   | 59   | 63   | 62   | 49   | 58   | 61   | 65   |
| 35-49              | 58  | 53   | 54   | 49   | 65   | 59   | 39   | 52   | 55   | 63   |
| 50-64              | 58  | 52   | 52   | 51   | 60   | 63   | 48   | 57   | 62   | 59   |
| 18-34              | 57  | 60   | 62   | 65   | 71   | 57   | 47   | 64   | 61   | 76   |
| Gannawarra Central | 57  | 55   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |
| Men                | 57  | 58   | 59   | 58   | 63   | 62   | 48   | 58   | 58   | 64   |
| Gannawarra West    | 50* | 50   | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  | n/a  |

Q2. How has Council performed on 'Business and community development and tourism' over the last 12 months?

Base: All respondents. Councils asked: 10 Councils asked group: 4

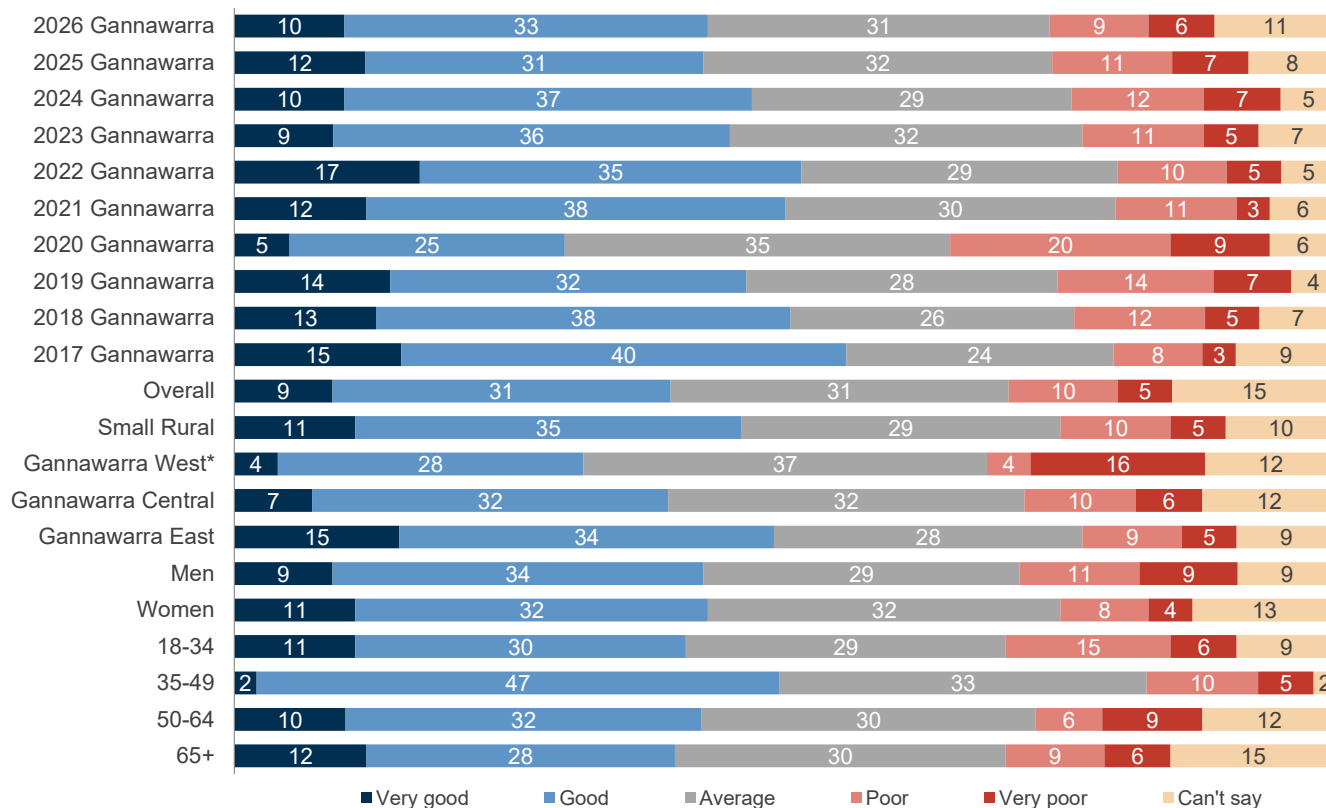
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30

## Business and community development and tourism performance



2026 business/development/tourism performance (%)



Q2. How has Council performed on 'Business and community development and tourism' over the last 12 months?

Base: All respondents. Councils asked: 10 Councils asked group: 4

\*Caution: small sample size < n=30

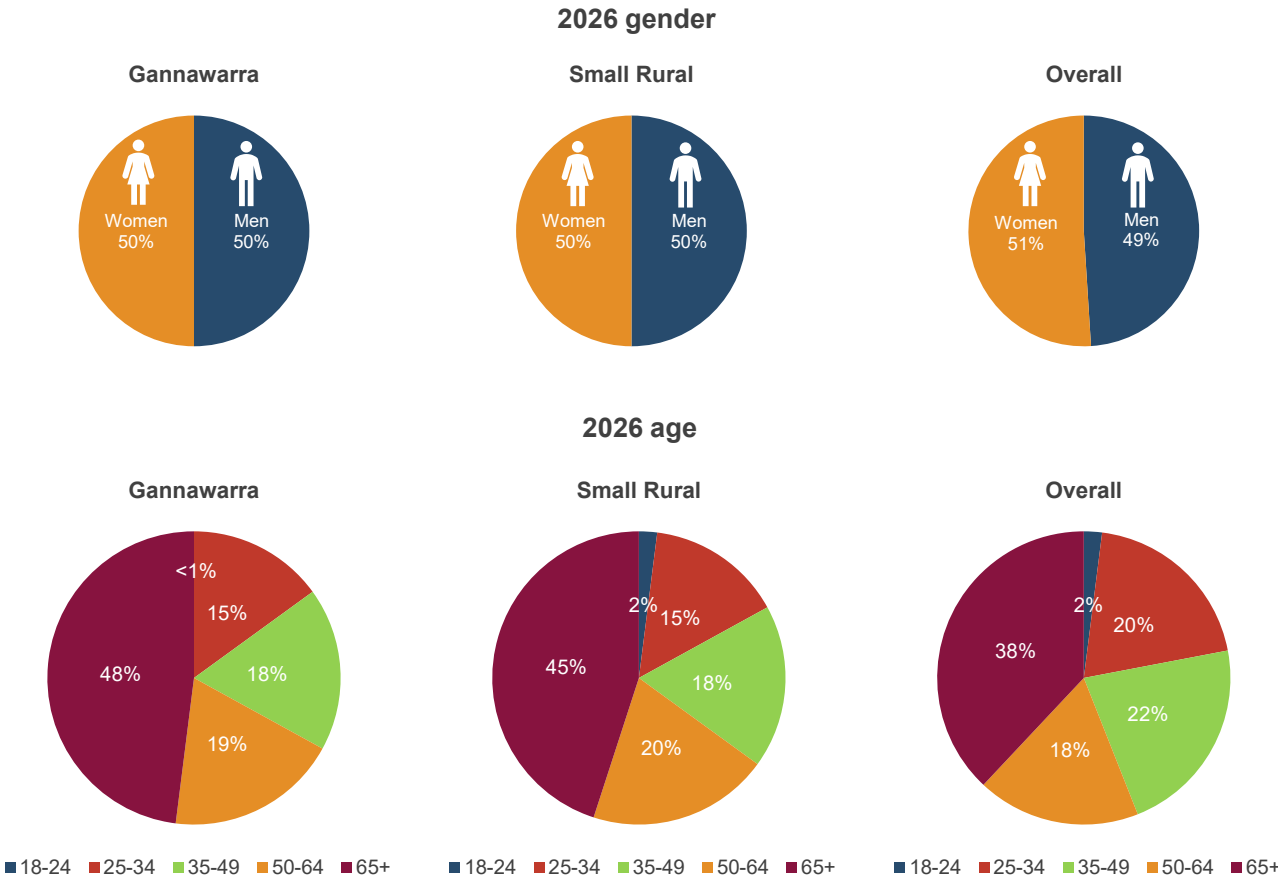
J W S R E S E A R C H 68

# Detailed demographics





# Gender and age profile



S3. How would you describe your gender? / S4. To which of the following age groups do you belong?  
Base: All respondents. Councils asked: 23 Councils asked group: 9  
An "Other" option has been included for gender, hence the results may not add to 100%.  
Please note that for the reason of simplifying reporting, interlocking age and gender reporting has not been included in this report. Interlocking age and gender analysis is still available in the dashboard and data tables provided alongside this report.

## **Appendix A: Index scores, margins of error and significant differences**





Appendix A:  
Index Scores



Index Scores

Many questions ask respondents to rate council performance on a five-point scale, for example, from ‘very good’ to ‘very poor’, with ‘can’t say’ also a possible response category. To facilitate ease of reporting and comparison of results over time, starting from the 2012 survey and measured against the state-wide result and the council group, an ‘Index Score’ has been calculated for such measures.

The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with ‘can’t say’ responses excluded from the analysis. The ‘% RESULT’ for each scale category is multiplied by the ‘INDEX FACTOR’. This produces an ‘INDEX VALUE’ for each category, which are then summed to produce the ‘INDEX SCORE’, equating to ‘60’ in the following example.

Similarly, an Index Score has been calculated for the Core question ‘Performance direction in the last 12 months’, based on the following scale for each performance measure category, with ‘Can’t say’ responses excluded from the calculation.

| SCALE CATEGORIES | % RESULT | INDEX FACTOR | INDEX VALUE       |
|------------------|----------|--------------|-------------------|
| Very good        | 9%       | 100          | 9                 |
| Good             | 40%      | 75           | 30                |
| Average          | 37%      | 50           | 19                |
| Poor             | 9%       | 25           | 2                 |
| Very poor        | 4%       | 0            | 0                 |
| Can’t say        | 1%       | --           | INDEX SCORE<br>60 |

| SCALE CATEGORIES | % RESULT | INDEX FACTOR | INDEX VALUE       |
|------------------|----------|--------------|-------------------|
| Improved         | 36%      | 100          | 36                |
| Stayed the same  | 40%      | 50           | 20                |
| Deteriorated     | 23%      | 0            | 0                 |
| Can’t say        | 1%       | --           | INDEX SCORE<br>56 |

Please note that the horizontal (x) axis of the index score bar charts in this report is displayed on a scale from 20 to 100.

Appendix A:  
Margins of error



The sample size for the 2026 Local Government Community Satisfaction Survey for Gannawarra Shire Council was n=400. Unless otherwise noted, this is the total sample base for all reported charts and tables.

The maximum margin of error on a sample of approximately n=400 interviews is +/-4.8% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples. As an example, a result of 50% can be read confidently as falling midway in the range 45.2% - 54.8%.

Maximum margins of error are listed in the table below, based on a population of 8,400 people aged 18 years or over for Gannawarra Shire Council, according to ABS estimates.

| Demographic                                       | Actual survey sample size | Weighted base | Maximum margin of error at 95% confidence interval |
|---------------------------------------------------|---------------------------|---------------|----------------------------------------------------|
| Gannawarra Shire Council                          | 400                       | 400           | +/-4.8                                             |
| Men                                               | 187                       | 200           | +/-7.1                                             |
| Women                                             | 213                       | 200           | +/-6.6                                             |
| Gannawarra West (Lalbert/Quambatook)              | 21                        | 21            | +/-21.9                                            |
| Gannawarra Central (Kerang/Kerang Lakes/Murrabit) | 228                       | 231           | +/-6.4                                             |
| Gannawarra East (Cohuna/Leitchville/Koondrook)    | 151                       | 148           | +/-7.9                                             |
| 18-34 years                                       | 34                        | 63            | +/-17.0                                            |
| 35-49 years                                       | 42                        | 71            | +/-15.3                                            |
| 50-64 years                                       | 91                        | 75            | +/-10.3                                            |
| 65+ years                                         | 233                       | 191           | +/-6.3                                             |

## Appendix A: Index score significant difference calculation



The test applied to the Indexes was an Independent Mean Test, as follows:

$$Z \text{ Score} = (\$1 - \$2) / \text{Sqrt} ((\$5^2 / \$3) + (\$6^2 / \$4))$$

Where:

- \$1 = Index Score 1
- \$2 = Index Score 2
- \$3 = unweighted sample count 1
- \$4 = unweighted sample count 2
- \$5 = standard deviation 1
- \$6 = standard deviation 2

All figures can be sourced from the detailed cross tabulations.

The test was applied at the 95% confidence interval, so if the Z Score was greater than +/- 1.954 the scores are significantly different.

## **Appendix B: Further project information**



## Appendix B: Further information

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Further information about the report can be found in this section including:

- Survey methodology and sampling
- Analysis and reporting
- Glossary of terms

### Detailed survey tabulations

Detailed survey tabulations are available in supplied Excel file.

### Contacts

For further queries about the conduct and reporting of the 2026 Local Government Community Satisfaction Survey, please contact JWS Research on

**(03) 8685 8555** or via email:

**[admin@jwsresearch.com](mailto:admin@jwsresearch.com)**

## Appendix B: Survey methodology and sampling



The 2026 results are compared with previous years, as detailed below:

- 2025, n=400 completed interviews, conducted in the period of 15<sup>th</sup> August 2024 - 16<sup>th</sup> March 2025.
- 2024, n=400 completed interviews, conducted in the period of 29<sup>th</sup> January – 18<sup>th</sup> March.
- 2023, n=400 completed interviews, conducted in the period of 27<sup>th</sup> January – 19<sup>th</sup> March.
- 2022, n=400 completed interviews, conducted in the period of 27<sup>th</sup> January – 24<sup>th</sup> March.
- 2021, n=400 completed interviews, conducted in the period of 28<sup>th</sup> January – 18<sup>th</sup> March.
- 2020, n=400 completed interviews, conducted in the period of 30<sup>th</sup> January – 22<sup>nd</sup> March.
- 2019, n=401 completed interviews, conducted in the period of 1<sup>st</sup> February – 30<sup>th</sup> March.
- 2018, n=400 completed interviews, conducted in the period of 1<sup>st</sup> February – 30<sup>th</sup> March.
- 2017, n=400 completed interviews, conducted in the period of 1<sup>st</sup> February – 30<sup>th</sup> March.

Minimum quotas of gender within age groups were applied during the fieldwork phase. Post-survey weighting was then conducted to ensure accurate representation of the age and gender profile of the Gannawarra Shire Council area.

Any variation of +/-1% between individual results and net scores in this report or the detailed survey tabulations is due to rounding. In reporting, '—' denotes not mentioned and '0%' denotes mentioned by less than 1% of respondents. 'Net' scores refer to two or more response categories being combined into one category for simplicity of reporting.

This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Gannawarra Shire Council.

Survey sample matched to the demographic profile of Gannawarra Shire Council as determined by the most recent ABS population estimates was purchased from an accredited supplier of publicly available phone records, including up to 45% mobile phone numbers to cater to the diversity of residents within Gannawarra Shire Council, particularly younger people.

A total of n=400 completed interviews were achieved in Gannawarra Shire Council. Survey fieldwork was conducted across four quarters from the 4<sup>th</sup> June 2025 until the 15<sup>th</sup> March 2026.

## Appendix B: Analysis and reporting

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In 2026, 23 Councils throughout Victoria participated in this survey. For consistency of analysis and reporting, JWS Research has aligned its presentation of data to use standard council groupings. Accordingly, the council reports for the community satisfaction survey provide analysis using these standard council groupings. Please note that councils participating across 2012-2026 vary.

### Council Groups

Gannawarra Shire Council is classified as a Small Rural council according to the following classification list:

- Metropolitan, Interface, Regional Centres, Large Rural & Small Rural.

Councils participating in the Small Rural group are:

- Ararat, Benalla, Gannawarra, Hepburn, Hindmarsh, Loddon, Mansfield, Queenscliffe and Yarriambiack.

Wherever appropriate, results for Gannawarra Shire Council have been compared against those in the Small Rural group, as well as against all other participating councils ("Overall").

## Appendix B: Core, optional and tailored questions



### Core, optional and tailored questions

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2026 Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils.

These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Value for money in services and infrastructure (Value for money)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)
- Community consultation and engagement (Consultation)
- Decisions made in the interest of the community (Making community decisions)
- Condition of sealed local roads (Sealed local roads)
- Waste management

Reporting of results for these core questions can always be compared against other participating councils in the council group and against all participating councils. Alternatively, some questions in the 2026 Local Government Community Satisfaction Survey were optional. Councils also had the ability to ask tailored questions specific only to their council.

Every council that participated in the 2026 Local Government Community Satisfaction Survey receives a customised report. Tailored questions commissioned by individual councils are reported only to the commissioning council and not otherwise shared unless by express written approval of the commissioning council.



## Appendix B: Glossary of terms



**Core questions:** Compulsory inclusion questions for all councils participating in the CSS.

**CSS:** 2026 Victorian Local Government Community Satisfaction Survey.

**Council group:** One of five classified groups, comprising: Metropolitan, Interface, Regional Centres, Large Rural and Small Rural.

**Council group average:** The average result for all participating councils in the council group.

**Highest / lowest:** The result described is the highest or lowest result across a particular demographic sub-group e.g. men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.

**Index score:** A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).

**Optional questions:** Questions which councils had an option to include or not.

**Overall average:** The average result for all participating councils.

**Percentages:** Also referred to as 'detailed results', meaning the proportion of responses, expressed as a percentage.

**Sample:** The number of completed interviews, e.g. for a council or within a demographic sub-group.

**Significantly higher / lower:** The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.

**Tailored questions:** Individual questions tailored by and only reported to the commissioning council.

**Weighting:** Weighting factors are applied to the sample for each council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the council, rather than the achieved survey sample.

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Director of Client Services  
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# **Local Government Community Satisfaction Survey**

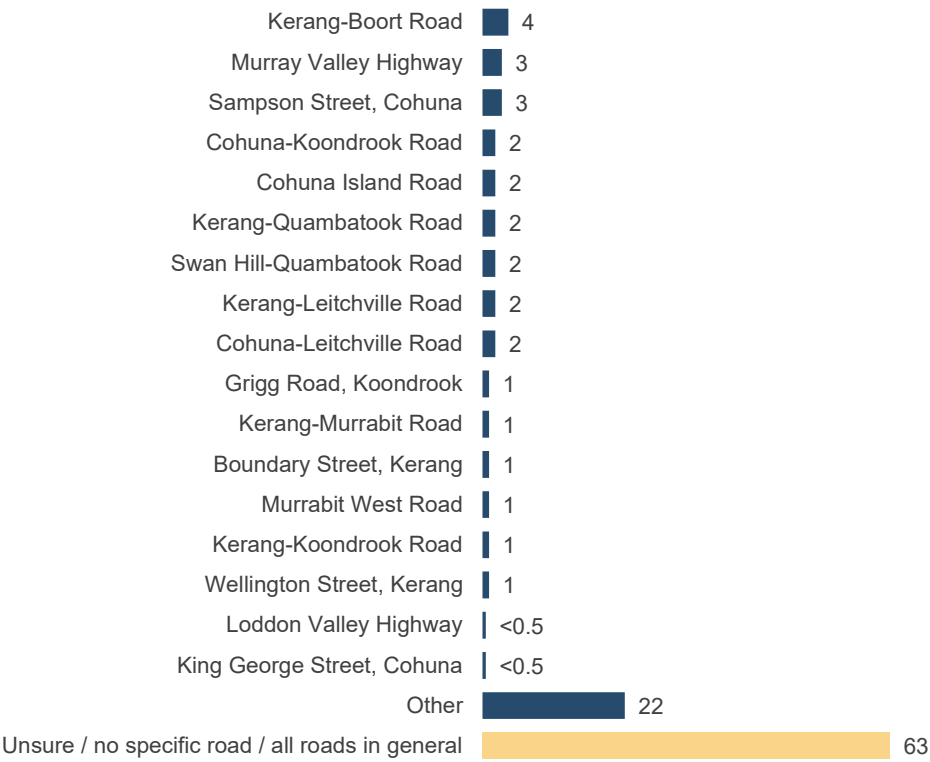
**Gannawarra Shire  
Council  
2026 Tailored Question**





# Sealed local roads of concern

2026 sealed local roads of concern (%)  
Multiple response allowed  
(among those who gave an 'average', 'poor' or 'very poor' rating)



GW1. You earlier rated the performance of sealed local roads as [INSERT RESPONSE FROM Q2(Y): average/ poor/ very poor], can you specify which particular road or roads are of concern?  
Base: Respondents that rate sealed local roads as poor or very poor (n=291).  
To further investigate the 22% 'Other' responses, please refer to verbatim responses in additional data file.

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J W S R E S E A R C H

## 7.11 THRIVING TOGETHER 2026-2030

**Author:** Narelle O'Donoghue, Manager Community Health

**Authoriser:** Paul Fernee (Director Community Wellbeing)

### RECOMMENDATION

**That Council adopt Thriving Together 2026-2030 – a plan for a diverse, inclusive and resilient Gannawarra.**

---

### EXECUTIVE SUMMARY

*Thriving Together 2026–2030 – a plan for a diverse, inclusive and resilient Gannawarra* outlines Council's commitment to strengthening community connection, equity, wellbeing and resilience.

Funded by the Victorian and Commonwealth Government through the Disaster Recovery Funding Arrangements (DRFA) following the 2022 floods, the plan was informed by three community engagement processes reaching more than 1,000 residents.

The plan builds on previous social inclusion, disability and resilience work and aligns with the Community Vision 2040 and Council Plan 2025–2029.

*Thriving Together* focuses on five priorities: welcoming and connected communities, improved accessibility, valuing diversity, keeping the community informed, and strengthening emergency preparedness and resilience.

The plan provides clear goals and actions to reduce barriers and build a more inclusive, resilient Gannawarra. Delivered in partnership with residents, organisations and community groups, alongside strengthened cross-sector collaboration, the plan supports opportunities for residents to participate in community life.

Following a community feedback period on the draft plan, two responses were received.

This report provides Council with the opportunity to consider the community feedback and adoption of *Thriving Together 2026–2030 – a plan for a diverse, inclusive and resilient Gannawarra*.

### PURPOSE

The purpose of this report is to present to Council for adoption *Thriving Together 2026-2030 – a plan for a diverse, inclusive and resilient Gannawarra* document.

### DISCUSSION

At its March 2026 Meeting, Council reviewed a draft *Thriving Together 2026–2030 – a plan for a diverse, inclusive and resilient Gannawarra* document and endorsed the document for further community feedback.

Council received two pieces of feedback on the document during the community feedback period, as follows:

| Submission No.                          | Summary of feedback provided                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Officer comment                                                                                                                                                                                                                                                                                                |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 – Kerang Resident – via online survey | <ul style="list-style-type: none"> <li>• <b>Focus Area 1:</b> Agree with strategies and priority areas: Yes.<br/><i>Comment:</i> Great initiative.</li> <li>• <b>Focus Area 2:</b> Agree with strategies and priority areas: Yes.<br/><i>Comment:</i> Require safer crossings on main highway (Kerang), particularly from Library to Atkinson Park and highway to Bowling Club – from Bendigo Road median strip to Bowling Club.</li> <li>• <b>Focus Area 3:</b> Agree with strategies and priority areas: Yes.<br/><i>Comment:</i> Partnering with local groups such as progress and traders to collaborate on projects.</li> <li>• <b>Focus Area 4:</b> Agree with strategies and priority areas: Yes.<br/><i>Comment:</i> Agree</li> <li>• <b>Focus Area 5:</b> Agree with strategies and priority areas: Yes.<br/><i>Comment:</i> Agree.</li> <li>• <b>Additional comments:</b> It would be great to also have collaboration from community groups such as progress associations and trader groups.</li> </ul> | <p>Changes incorporated:</p> <p><b>Page 17:</b> Focus Area 2 - Pedestrian crossings added to dot point 3 under priority actions.</p> <p><b>Page 19:</b> Focus Area 3 - No change recommended as the words 'community partners', 'volunteers' and 'community groups' cover the suggestion.</p>                  |
| 2 – Murrabit resident – via email       | Your article is very much focused on enabling, assisting people who experienced hurt, loss and unexpected changes - strengthening their resilience. What a great project! I wish to see that Thriving Together 2026-2030 include ideas to eliminate Khaki weeds throughout Gannawarra.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>No change.</p> <p><b>Comment:</b> Weed control falls outside the scope of <i>Thriving Together</i>.</p>                                                                                                                                                                                                     |
|                                         | Officer review – Manager Community Health                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p><b>Page 9:</b> Added under 'State': <i>Public Health and Wellbeing Act 2008, Climate Change Act 2013, Gender Equality Act 2020, and Wellbeing in Victoria: a strategy to promote good mental health 2025-2035.</i></p> <p><b>Page 9:</b> Added under 'Gannawarra Shire': Gannawarra Wellbeing Framework</p> |

Minor changes as outlined in the table above have been made to the *Thriving Together* document.

*Thriving Together* aligns with, and supports delivery of the Gannawarra Community Vision 2040, Gannawarra Council Plan 2025–2029, which incorporates the Municipal Public Health and Wellbeing Plan, Gannawarra Reconciliation Action Plan, Gannawarra Community Resilience Action Plan, Gannawarra Local Agency Meeting (GLAM) and the Buloke Loddon Gannawarra (BLG) Health Executive partnership priorities.

The plan establishes a long-term framework to ensure Gannawarra – and every resident – can continue to thrive into the future.

### RELEVANT LAW

*Thriving Together* is shaped by a comprehensive legislative framework at the local, state, federal, and international levels as highlighted on page 9 of the document.

The *Local Government Act 2020* requires community engagement, integrated planning, and consideration of equity in service delivery and the *Disability Act 2006 section 38(3)* mandates that councils develop and implement a Disability Action Plan, which the *Thriving Together* document fulfils.

The *Public Health and Wellbeing Act 2008* requires Council to have in place a Municipal Public Health and Wellbeing Plan which contributes to the priorities of the Victorian Public Health and Wellbeing Plan. These priorities include *Improving Wellbeing*: Promoting mental health and wellbeing initiatives to support individuals and communities in achieving better mental health outcomes; and *Tackling Climate Change and Its Impacts on Health*: Recognise and mitigate the health impacts of climate change, promoting sustainable practices and resilience in communities.

In addition, the *Emergency Management Act 2013* and Community Resilience Framework for Emergency Management guide the development of safer and more resilient communities across Gannawarra.

A Gender Impact Assessment as required under the *Gender Equality Act 2020* has been undertaken on the *Thriving Together* document which included the following recommendations to consider when implementing the plan:

- Embed gender and intersectional analysis into annual implementation planning and reporting.
- Collect gender-disaggregated participation data across all initiatives.
- Strengthen partnerships with women's health, family violence, disability and LGBTIQ+ organisations.
- Ensure grants and procurement processes actively support gender equity.
- Regularly review communications to ensure accessibility across genders and life stages.

### RELATED COUNCIL DECISIONS

At its March 2026 Meeting, Council resolved to seek feedback from the community on the draft *Thriving Together 2026-2030 – a plan for a diverse, inclusive and resilient Gannawarra* document.

### OPTIONS

1. Council may endorse *Thriving Together 2026-2030 – a plan for a diverse, inclusive and resilient Gannawarra* as presented.
2. Council may reject *Thriving Together 2026-2030 – a plan for a diverse, inclusive and resilient Gannawarra* and seek further revision of the document.



## SUSTAINABILITY IMPLICATIONS

*Thriving Together* contributes to long-term social sustainability of the Gannawarra community by:

- Addressing inequities that limit residents' participation and wellbeing;
- Promoting accessible community infrastructure and universal design principles;
- Supporting inclusive, resilient communities better prepared for emergencies and climate-related events (drawing on lessons from previous events and the 2022 flood);
- Strengthening volunteer networks and community-led initiatives; and
- Building local capacity and social capital.

These initiatives increase community resilience, reduce vulnerability, and support healthier, more connected rural townships over the long term.

*Thriving Together* provides the strategic direction for achieving sustainable and long-term outcomes by working in partnership with the Gannawarra community and through formalised, long-term and sustainable partnerships.

The plan enables Council to meet its legislated responsibilities for all residents to be provided with opportunities to thrive. This supports the three goals set in the Council Plan 2025-2029 – liveability, growth and sustainability.

## COMMUNITY ENGAGEMENT

The community feedback process from 19 March to 17 April 2026 included:

- Media release distributed 19 March 2026
- Facebook posts published 19 March 2026, with a reach of 1,100
- Reference in the 24 March and 7 April editions of the Gannawarra News
- Article in the April-June 2026 edition of the Gannawarra Connect
- Direct contact via email to community residents involved in the various consultation processes to develop the draft plan where an email address had been provided
- Direct email to all progress and community planning group contacts
- Direct email to 6 community newsletter contacts – articles included in March editions for Lake Charm and Murrabit
- Kerang Elders and Leaders Group meeting 20 March 2026
- Gannawarra Community Resilience Committee meeting 24 March 2026
- Gannawarra Local Agency Meeting (GLAM) partnership meeting 25 March 2026

Council's 'Have Your Say' section of the website received 43 views during the engagement period.

*Thriving Together* was developed in response to what Gannawarra residents told Council through three consultation processes reaching more than 1,000 residents. The recent community feedback process enabled the draft plan to be tested by the community.

## INNOVATION AND CONTINUOUS IMPROVEMENT

*Thriving Together* supports innovation through a range of strategies and priority actions that build on previous work and enables the co-design of activities with community members that support a diverse, inclusive and resilient Gannawarra. The plan leverages existing formal partnerships to enable the testing and refinement of new local solutions.

The process to review the previous Gannawarra Social Inclusion Strategy was innovative in that Council officers used the consultation from three major pieces of Council work to inform a modern and relevant strategy that responds to the current needs of the Gannawarra community.

*Thriving Together* embeds annual monitoring, reporting through the Annual Report, and a final evaluation in 2030, ensuring continuous improvement.

## **COLLABORATION**

Successful implementation of the plan is not something Council can do alone and relies on strong partnerships across sectors.

To develop the *Thriving Together* document, Council collaborated with a range of residents and stakeholders.

To achieve the vision of *Thriving Together* Council will continue to work alongside:

- Community groups and volunteers
- Neighbourhood Houses
- Schools and youth networks
- Aboriginal organisations and Elders
- Disability, health and community service providers
- CALD communities
- LGBTIQ+ groups
- Sport and recreation organisations
- State government partners
- Local businesses

Existing formalised partnership platforms will also be used to support the implementation of *Thriving Together*:

- Gannawarra Local Agency Meeting (GLAM)
- Buloke, Loddon, Gannawarra Wellbeing Executive
- Gannawarra Community Resilience Committee
- Gannawarra Neighbourhood House Network
- Kerang Elders and Leaders Group
- Gannawarra Community Planning Groups across 9 communities

In addition, *Thriving Together* outlines that Council will continue to develop cross-sector partnerships to ensure adequate and equitable access to services that support opportunities for all residents to participate fully in community life.

## **FINANCIAL VIABILITY**

Implementation of the actions contained within the *Thriving Together* document will be incorporated into annual business plans and budgets across Council teams. External funding will be sought to support delivery where appropriate.

## **REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

*Thriving Together* aligns to Commonwealth and Victorian human rights, anti-discrimination, multicultural and equality legislation and public health, community resilience, disability, accessibility and inclusion objectives.

These frameworks collectively reinforce Council's responsibility to promote equity, inclusion, cultural safety, human rights, and community resilience.

The plan is supported by *Wellbeing in Victoria: a strategy to promote good mental health 2025-2035*; an outcome of the Royal Commission into Victoria's Mental Health System. This state plan is aligned with the Victorian Public Health and Wellbeing Plan. The *Public Health and Wellbeing Act 2008* requires Council to work in partnership with the Victorian Government and other agencies undertaking public health initiatives, projects and programs to contribute to the achievement of the Victorian Public Health and Wellbeing Plan.

### **COUNCIL PLANS AND POLICIES**

*Goal 1: Liveability - Enhance the wellbeing and liveability of the Gannawarra through infrastructure development and services.*

*1. Celebrate our diverse identity and maximise community health, wellbeing and safety.*

### **TRANSPARENCY OF COUNCIL DECISIONS**

This report will be considered in an open Council meeting.

### **CONFLICT OF INTEREST**

The officer preparing this report declares that they have no conflict of interest in this matter.

### **ATTACHMENTS**

1. Final Draft Gannawarra Thriving Together Plan [7.11.1 - 24 pages]

GANNAWARRA SHIRE

# THRIVING TOGETHER 2026–2030

A plan for a diverse, inclusive and  
resilient Gannawarra







ACKNOWLEDGEMENT OF COUNTRY

Gannawarra Shire Council acknowledges the Barapa Barapa, Yorta Yorta and Wamba Wamba peoples as the traditional owners of the land now known as Gannawarra. We pay our respects to Elders past, present and emerging and acknowledge their rich culture and connection to Country.

INTRODUCTION

*Thriving Together 2026–2030 - a plan for a diverse, inclusive and resilient Gannawarra* outlines Council’s commitment to ensuring every resident—regardless of age, ability, cultural background, income, gender identity, or circumstances—can feel valued, welcomed, safe, and connected.

This plan builds on the previous Social Inclusion Strategy 2019-2023, strengthening its foundations with updated community priorities and insights.

It complements the Council Plan 2025-2029 and puts in place an action plan for achieving the guiding principles of the Gannawarra Community Vision 2040 - connection, liveability, equity, wellbeing, resilience and growth.

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# EXECUTIVE SUMMARY

*Thriving Together - a plan for a diverse, inclusive and resilient Gannawarra* represents Gannawarra Shire Council's renewed commitment to strengthening community connection, equity, and wellbeing for all residents.

Building on the Access and Inclusion Plan 2012-2015 and the Social Inclusion Strategy 2019-2023, this strategy sets a roadmap to ensure people of all ages, backgrounds, identities, and abilities feel valued, welcomed, and able to fully participate in community life.

Development of the plan was shaped by engagement with community members, local groups, and key stakeholders, reaching more than 1000 residents. Community input highlighted both the strengths that enable community connection and the barriers that limit participation.

Community strengths include strong volunteerism, friendly community networks, successful social meal programs, inclusive library initiatives, and active neighbourhood houses.

Challenges identified include limited transport options, financial pressures, social isolation, a strong sporting culture that can unintentionally exclude some groups, accessibility barriers, high rates of family violence, homelessness, and difficulty accessing timely information.

As a collection of small, agricultural-dependent communities, Gannawarra is significantly impacted by natural disasters and adverse events such as droughts, floods, and economic shocks. These events disproportionately affect rural communities, where socioeconomic disadvantage, limited-service access, and geographic isolation compound the impacts.

While rural communities are inherently resilient, strengthening emergency preparedness and investing in protective factors- such as community participation, inclusion, and connectedness- supports recovery and improves longterm outcomes.

## THRIVING TOGETHER 2026-2030 FOCUSES ON FIVE KEY PRIORITY AREAS INFORMED DIRECTLY BY COMMUNITY CONSULTATION:

### 1. WELCOMING AND CONNECTED COMMUNITIES

### 2. IMPROVING ACCESSIBILITY

### 3. EMBRACING AND VALUING DIVERSITY

### 4. KEEPING THE COMMUNITY INFORMED

### 5. SUPPORTING EMERGENCY PREPAREDNESS AND RESILIENCE

This plan provides a framework for ongoing collaboration with local organisations, schools, service providers, community groups, volunteers, and residents. It guides initiatives aimed at reducing barriers, strengthening inclusion, and building a more connected and resilient Gannawarra.

Development of the plan was supported by Victorian and Commonwealth Government funding under the Disaster Recovery Funding Arrangements (DRFA) following the 2022 flood event, which affected 44% of the municipality. The strategy builds on three years of recovery work and establishes a longterm framework to ensure Gannawarra- and every resident - can continue to thrive into the future.



GANNAWARRA THRIVING TOGETHER 2026 - 2030

# BACKGROUND

Gannawarra is a rural community characterised by strong community values, natural assets, and local pride. While many residents enjoy a strong sense of community, others face barriers that prevent them from participating fully in community life.

Evidence supports that people most at risk of exclusion are those living with disability, who are culturally and linguistically diverse (CALD), Aboriginal and Torres Strait Islander, people who identify as LGBTIQ+, young people, older people and community members facing socioeconomic disadvantage.

## IN RECENT YEARS, SEVERAL FACTORS HAVE INCREASED THE IMPORTANCE OF A RENEWED FOCUS ON DIVERSITY, INCLUSION AND RESILIENCE:

Rising social isolation since the COVID-19 pandemic, particularly among young people, older residents living alone, carers, low-income households, and new residents.

Increased mental health challenges.

Transport limitations that affect participation and access.

Growing cultural diversity.

Limited access to non-sporting community activities.

Increased financial pressures affecting affordability of participation.

Higher expectations for accessible infrastructure.

The need for improved communication methods, particularly for residents without digital access.

Compounding impacts of natural disasters and adverse events on small agricultural-dependent communities.

Thriving Together 2026-2030 - a plan for a diverse, inclusive and resilient Gannawarra- considers recent factors impacting on the Gannawarra community.

The plan replaces Council’s Social Inclusion Strategy 2019-2023 and meets Council’s legislative obligations under the Local Government Act 2020 and Section 38(3) of the Disability Act 2006 that mandates the development and implementation of a Disability Action Plan.

Thriving Together complements Council’s commitment to diversity, inclusion and resilience in the Council Plan 2025-2029 (incorporating Municipal Public Health and Wellbeing Plan 2025-2029) by responding directly to current community needs and aspirations.

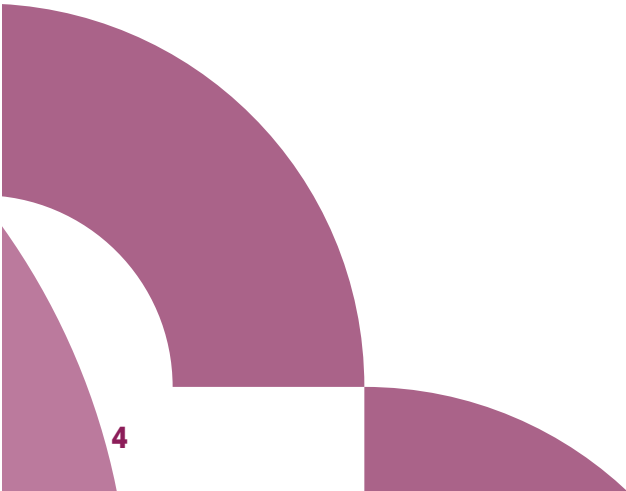
## WHAT WE HEARD FROM RESIDENTS:

"It's hard to become a local."

"There are some amazing people who make you feel welcome."

"Casual, unforced settings make it easier to get involved."

"Community meals and the library are great – everyone is welcome."





# GANNAWARRA SHIRE PROFILE

Situated in north-western Victoria along the Murray River, the Gannawarra Shire is a destination for nature-based tourism and one of Victoria's most diverse agricultural regions.

With an area of 3,736 square kilometres, Gannawarra Shire is made up of two larger towns of Kerang and Cohuna and numerous smaller communities including Koondrook, Quambatook, Leitchville, Lalbert, Lake Charm, Macorna, Murrabit, and Mystic Park (Kangaroo Lake).

The region is accessible via the Loddon Valley and Murray Valley highways. It is approximately 1.25 hours by car from Bendigo, 40 minutes from Swan Hill, and a three-hour drive from Melbourne. Additionally, regular passenger rail services are available from Kerang to Swan Hill and Bendigo, with connections extending to Melbourne.

Owing to the Torrumbarry Irrigation System and its strategic location near the eastern edge of the Mallee cropping region, the Gannawarra enjoys a robust and varied economy. This encompasses sectors such as dairy, cropping, livestock, retail trade, manufacturing, and essential government services like healthcare and education. The region also presents growing opportunities in more intensive agricultural practices, nature-based tourism and renewable energy.

The Gannawarra is celebrated for its strong sense of community pride. Residents continually motivate and inspire each other, making this region an exceptional place to live and visit.





GANNAWARRA THRIVING TOGETHER 2026 - 2030

## DEMOGRAPHIC SNAPSHOT

Gannawarra has a significantly older population, with 30.2% of residents aged 65 and over, almost double the Victorian average of 16.8%.

32.9% of people aged 65 and over lived alone in Gannawarra as at the 2021 Census. Of these 1062 residents, 65.0% (or 690 people) were female and 34.8% (or 370 people) were male.

In 2021, 7.6% of residents reported needing assistance with daily activities due to disability, an increasing figure that exceeds the state average.

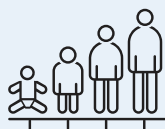
Planning for age and disability-friendly rural communities is both a challenge and an opportunity. Ensuring access to transport, healthcare, and social connections is essential to support wellbeing and reduce isolation and loneliness.

Aboriginal and Torres Strait Islander people make up 2.5% of Gannawarra's population, compared to 1% across Victoria, placing Gannawarra in the top eight LGAs in Victoria. While the median age of the general population is 51, the median age for Aboriginal and Torres Strait Islander residents is just 25, with a large proportion under 18. This highlights the need to support cultural continuity and address disparities in life expectancy.

3.3% speak a language other than English at home.

Although earlier projections suggested a population decline, the population has grown modestly, from 10,366 in 2011 to 10,683 in 2021. This steady growth reflects the success of Council's efforts to enhance liveability and economic resilience.

### DEMOGRAPHIC SNAPSHOT



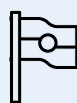
**POPULATION**  
**10,683**



**MALE**  
**49.7%**



**FEMALE**  
**50.3%**



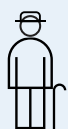
**ABORIGINAL AND  
TORRES STRAIT  
ISLANDER**  
**2.5%**



**MEDIAN AGE**  
**51 YEARS**



**MEDIAN AGE  
ABORIGINAL AND  
TORRES STRAIT  
ISLANDER**  
**25 YEARS**



**LIFE EXPECTANCY  
MALE**  
**80 YEARS**



**LIFE EXPECTANCY  
FEMALE**  
**84 YEARS**



**COUNTRY OF BIRTH  
AUSTRALIA**  
**85.7%**



**LANGUAGE OTHER  
THAN ENGLISH AT  
HOME**  
**3.3%**



**LONE PERSON  
HOUSEHOLDS**  
**33.2%**

### DATA SNAPSHOT



**EMPLOYED  
PERSONS**  
**4,551**



**UNEMPLOYMENT  
RATE**  
**3.6%**



**MEDIAN WEEKLY  
PERSONAL  
INCOME PEOPLE  
AGED 15+**  
**\$590**



**VOLUNTEER  
WORK**  
**22.9%**



**SOCIO-ECONOMIC  
DISADVANTAGE SCORE**  
**952\*\*\***



**FAMILY VIOLENCE  
INCIDENTS  
2024/25**  
**240\***



**PEOPLE  
LIVING WITH  
DISABILITY**  
**7.6%**



**LGBTIQA+\*\***  
**5.7%\*\***

Source: Australian Bureau of Statistics 2021 Census

\* Source: Crime Statistics Victoria Family Violence Data

\*\*Source: Victorian Agency for Health Information report 2020 – statewide data.

\*\*\*Lower score equals higher level of disadvantage. Gannawarra is the 14th most disadvantaged out of 79 local government areas in Victoria.

GANNAWARRA **THRIVING TOGETHER** 2026 - 2030



# **THRIVING TOGETHER 2026-2030**

## **- A PLAN FOR A DIVERSE, INCLUSIVE AND RESILIENT GANNAWARRA**

GANNAWARRA THRIVING TOGETHER 2026 - 2030

# COMMUNITY VISION

The Gannawarra Community Vision 2040 is a community vision for the future that sets down the guiding principles for the Gannawarra community-connection, liveability, equity, wellbeing, resilience and growth.

Together, we are Gannawarra, a community that is proud, connected, inclusive and future focused.

## THE COMMUNITY VISION HIGHLIGHTS STRENGTHS AND CHALLENGES AND FIVE KEY OBJECTIVES TO GUIDE COUNCIL DECISION MAKING OVER THE NEXT 15 YEARS:

**Strong leadership and financial sustainability:** Council makes transparent and well-informed decisions. Services and infrastructure are delivered responsibly, ensuring long-term sustainability across all our communities.

**A connected and welcoming place:** Everyone feels supported and included, from early years to older age. Towns are vibrant, public spaces are safe, and people can connect with each other, services, and opportunities.

**A thriving and diverse economy:** Gannawarra's economy is innovative and evolving from agriculture and tourism to renewables and manufacturing. Strategic investment supports local jobs and future industries.

**A protected and prepared environment:** Our natural environment is treasured and well cared for. We are prepared for climate change, reduce our environmental footprint, and act on shared responsibility for land and water.

**A great place to live and participate:** People enjoy Gannawarra for its quality of life, housing, recreation, and affordability. Community spirit, creativity, and learning opportunities are valued and celebrated.



## THE FOLLOWING VALUES WILL ENSURE THAT EVERYONE IN GANNAWARRA HAS THE OPPORTUNITY TO THRIVE, BY FEELING VALUED, ACCEPTED AND INCLUDED:

Everyone feels they belong and can participate in community life.

People have equitable access to spaces, services, programs, and opportunities.

Barriers to participation are understood and addressed.

Diversity is respected and celebrated.

Community members are connected, supported, and informed.

Residents have the resources they need to live a healthy and fulfilling life and to support resilience to adverse events.

## THRIVING TOGETHER 2026-2030 - A PLAN FOR A DIVERSE, INCLUSIVE AND RESILIENT GANNAWARRA





# RELEVANT POLICIES AND LEGISLATION

**COUNCIL PRIDES ITSELF ON ENGAGEMENT WITH ITS RESIDENTS AND PARTNERS AND COMMITS TO THE PRINCIPLES AND REQUIREMENTS OF FEDERAL AND STATE LEGISLATION:**

## INTERNATIONAL

United Nations Convention on the Rights of Persons with Disabilities

International Covenant on Economic, Social and Cultural Rights

International Convention on the Elimination of all Forms of Racial Discrimination

Convention on the Rights of the Child

## FEDERAL

### Commonwealth legislative framework

This Strategy is underpinned by Australia's federal anti-discrimination and human rights framework, including the *Racial Discrimination Act 1975*, *Sex Discrimination Act 1984*, *Disability Discrimination Act 1992*, *Age Discrimination Act 2004*, the *Australian Human Rights Commission Act 1986* and relevant provisions of the *Fair Work Act 2009* and *Workplace Gender Equality Act 2012*.

### National policy framework

The Strategy aligns with key national policy commitments including *Australia's Disability Strategy 2021–2031*, the *National Disability Insurance Scheme Act 2013*, the *National Agreement on Closing the Gap*, the Australian Government's multicultural policy statement *Multicultural Australia: United, Strong, Successful*, the *National Anti-Racism Framework*, and *Working for Women: A Strategy for Gender Equality*, The Australian Disaster Preparedness Framework and National Strategy for Disaster Resilience guide disaster risk reduction across Australia.

## STATE

At the state level, this Strategy draws on Victoria's key human rights, anti-discrimination and multicultural laws — including the *Equal Opportunity Act 2010 (Vic)*, the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*, the *Racial and Religious Tolerance Act 2001 (Vic)* and the *Multicultural Victoria Act 2011 (Vic)* — as well as the *Change or Suppression (Conversion) Practices Prohibition Act 2021 (Vic)*. These statutes establish the legal foundations for equality, diversity, inclusion, protection

from vilification and hate, and non-discrimination in public services, service delivery, employment and community-wide participation.

Other relevant Victorian legislation is the *Public Health and Wellbeing Act 2008*, *Climate Change Act 2013*, and the *Gender Equality Act 2020*.

In addition, the *Emergency Management Act 2013* and Community Resilience Framework for Emergency Management guides the development of safer and more resilient communities across Victoria.

*Wellbeing in Victoria: a strategy to promote good mental health 2025-2035* responds to the Royal Commission into Victoria's Mental Health System and recognises that wellbeing is essential for all people and communities in Victoria to have what they need to thrive, for now and for future generations.

## GANNAWARRA SHIRE

Charter of Human Rights

Diversity Policy

Council Plan 2025-2029 (incorporating the Gannawarra Municipal Public Health and Wellbeing Plan)

Risk Management Policy

Children and Youth Strategy

Asset Management Strategy

Communications and Engagement Strategy 2025-2029

Strategic Tourism Plan

Asset Management Policy

Compliance Policy

Customer Service Charter

Gannawarra Community Vision 2040

Children's Services Policy

Municipal Emergency Management Plan

Gannawarra Community Resilience Action Plan

Gannawarra Wellbeing Framework



To access these documents visit [www.gannawarra.vic.gov.au](http://www.gannawarra.vic.gov.au) or call into Council's offices in Kerang or Cohuna.

GANNAWARRA **THRIVING TOGETHER 2026 - 2030**

# CONSULTATION PROCESS

Between late 2024 and early 2025, Council undertook an extensive and diverse community consultation program to inform the development of the Gannawarra Community Vision 2040 and the Gannawarra Council Plan 2025–2029 (incorporating the Gannawarra Municipal Public Health and Wellbeing Plan). A total of 760 residents participated in this process.

In parallel, Council conducted a separate consultation to review the Social Inclusion Strategy, engaging a further 205 residents. This process was intentionally designed to be inclusive, ensuring the involvement of people with lived experience of social exclusion, young people, older adults, service providers, community groups, and residents from across the Shire who are not always represented in traditional Council engagement activities.

At the same time, Council completed a six-month flood recovery and resilience program titled 'Let's Talk About the Weather' as part of the Gannawarra Flood Recovery Program from the 2022 flood event. Overall 188 people participated in the program, including 97 who attended in-person events and provided feedback via feedback boards and 91 residents who completed an online survey.

## CONSULTATION ACTIVITIES INCLUDED:

---

Online and paper community surveys

---

Service provider survey

---

Listening posts in Kerang and Cohuna

---

Focus groups with students from Swan Hill Specialist School, Kerang Technical High School, Kerang Christian College and Cohuna Secondary College

---

One-on-one interviews with residents at risk of exclusion

---

Conversations with neighbourhood houses and local community centres

---

Engagement through the Social Meals program, and the Lake Charm Cooking Up a Storm program

---

One-on-one discussions with local health, disability, education, and community service providers

---

Insights from the Gannawarra School Focused Youth Network and Gannawarra Local Agency Meeting (GLAM) partnership

---

Review of community feedback from the Council Plan consultation raw data

---

Review of community feedback from the Let's Talk About the Weather program online survey

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**10**


## WHAT WE HEARD FROM THE COMMUNITY

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"New people come, but they don't know where to go or how to get involved."

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---

"The footpaths need to be wider to accommodate gophers."

---

---

"I usually stick to myself, but going to the Neighbourhood House has brought me out of my shell."

---

---

"If you're not involved in sport, it's not as easy to make friends."

---

---

"Old school attitudes and country views can make things harder."

---

---

"It's hard to know what's happening — too much goes on social media."

---



GANNAWARRA **THRIVING TOGETHER 2026 - 2030**

# KEY INSIGHTS FROM CONSULTATION



## WHAT HELPS PEOPLE FEEL INCLUDED

- Friendly community members, welcoming businesses.
- Social meals, libraries, U3A, gardening groups, “Cooking Up a Storm,” chatty cafés.
- Neighbourhood Houses acting as safe and accessible hubs.
- Community events and informal gatherings.
- Opportunities for volunteering.

## BARRIERS TO INCLUSION

- Limited transport and high travel costs.
- Lack of non-sport activities.
- Social cliques, conservative culture, judgement, and difficulty “breaking in”.
- Financial barriers to events, travel, and participation.
- Poor communication or reliance on social media for updates.
- Limited disability access in community spaces.
- Mental health challenges and lack of local support.
- Caring responsibilities that restrict participation.
- Patchy footpaths, insufficient seating, and limited accessible play spaces.

## WAYS TO IMPROVE

- More arts, culture, social, and hobby-based activities.
- Better transport options (community bus, carpool systems).
- Strengthening communication across digital and non-digital channels.
- Celebrating cultural diversity and improving cultural safety.
- Inclusive infrastructure upgrades.
- More intergenerational programming.
- Strengthening volunteer pathways.
- Creating welcoming initiatives for new residents.
- Supporting mental health through awareness and partnerships.





## VISION

**A CONNECTED,  
WELCOMING  
AND INCLUSIVE  
GANNAWARRA WHERE  
EVERYONE CAN THRIVE.**





GANNAWARRA **THRIVING TOGETHER 2026 - 2030**

# GUIDING PRINCIPLES TO SUPPORT DIVERSITY, INCLUSION AND RESILIENCE



**1. EQUITY – EVERYONE HAS FAIR ACCESS TO OPPORTUNITIES AND RESOURCES.**



**5. COLLABORATION – STRONG PARTNERSHIPS CREATE STRONGER OUTCOMES.**



**2. PARTICIPATION – COMMUNITIES THRIVE WHEN EVERYONE CAN CONTRIBUTE.**



**6. COMMUNITY-LED – LOCAL PEOPLE SHAPE LOCAL SOLUTIONS.**



**3. RESPECT & DIVERSITY – ALL PEOPLE FEEL VALUED FOR WHO THEY ARE.**



**7. TRANSPARENCY – CLEAR COMMUNICATION BUILDS TRUST AND CONFIDENCE.**



**4. ACCESSIBILITY – SPACES, SERVICES AND INFORMATION ARE USABLE BY ALL.**



**8. RESILIENCE – COMMUNITIES LOOK OUT FOR EACH OTHER AND HAVE WHAT THEY NEED TO WITHSTAND TOUGH TIMES AND LEAD HEALTHY AND FULFILLING LIVES.**



# ACTION PLAN 2026-2030

**THRIVING TOGETHER 2026-2030 FOCUSES ON FIVE KEY PRIORITY AREAS INFORMED DIRECTLY BY COMMUNITY CONSULTATION:**

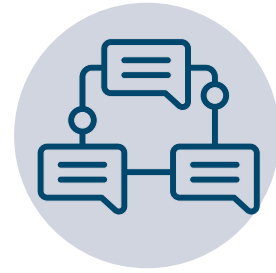
**1. WELCOMING AND CONNECTED COMMUNITIES**

**2. IMPROVING ACCESSIBILITY**

**3. EMBRACING AND VALUING DIVERSITY**

**4. KEEPING THE COMMUNITY INFORMED**

**5. SUPPORTING EMERGENCY PREPAREDNESS  
AND RESILIENCE**





GANNAWARRA **THRIVING TOGETHER 2026 - 2030**

# FOCUS AREA 1:

## WELCOMING AND CONNECTED COMMUNITIES

### GOAL:

**A MORE INCLUSIVE AND SOCIALLY  
CONNECTED COMMUNITY WHERE PEOPLE  
OF ALL BACKGROUNDS FEEL WELCOME AND  
ABLE TO PARTICIPATE.**

### STRATEGIES

1. Support community-led initiatives that expand non-sporting social activities such as arts, music, gardening, game nights, and informal meet-ups.
2. Encourage and support inclusive volunteering pathways.
3. Promote activities that cater for all ages, abilities, interests, and cultures.
4. Encourage free and low-cost events to reduce financial barriers.
5. Strengthen initiatives that welcome new residents.
6. Provide community grants to support inclusion-building initiatives.
7. Support a Creative Gannawarra Program to deliver art and culture events, programs and activities that support inclusion and celebrate diversity.

### PRIORITY ACTIONS

Support the continuation of the Gannawarra Neighbourhood House Network.

Develop an annual Events Calendar with community partners.

Establish "Welcome to Gannawarra" packs for new residents.

Explore community connector model with local volunteers.

Support regular community-led non-sport social opportunities (craft, games, music, community meals, intergenerational activities).

Support neighbourhood houses, libraries, and community halls to host accessible, inclusive programs.

Explore opportunities to co-design non-sport activities with young people.

### SUCCESS MEASURES

Increased non-sporting events and activities and associated participation rates.

Volunteer diversity and retention.

Positive feedback from participants in community intergenerational programs.

Number of free/low cost events and number of grants awarded for inclusive activities.

"Keep asking people to join in — personal invites help."

"More casual, no-pressure activities would help."

"There's not much to do outside sport."

# FOCUS AREA 2: IMPROVING ACCESSIBILITY

## GOAL:

**REDUCE BARRIERS TO PARTICIPATION BY IMPROVING COMMUNITY INFRASTRUCTURE, TRANSPORT AND ACCESSIBLE GATHERING SPACES.**

## STRATEGIES

1. Encourage accessible community hubs that support connection and inclusion.
2. Improve footpaths, crossings, and community seating to enhance accessibility.
3. Provide safe and inclusive play spaces, including sensory-friendly areas.
4. Offer low-cost or subsidised hire fees for halls and meeting rooms.
5. Promote community halls as inclusive social hubs.
6. Work with stakeholders to explore innovative transport solutions.

## PRIORITY ACTIONS

Advocate for community transport and mobility options in rural towns.

Consider disability accessibility, signage and sensory considerations when upgrading community facilities.

Increase accessible pedestrian crossings, seating, shade, and resting points across townships.

Upgrade playgrounds to include universal design and sensory features.

Establish a framework for community space improvements to guide future investment.

Promote community halls as year-round hubs with low-cost hire for activities.

Explore flexible outreach service models to better service small rural communities.

## SUCCESS MEASURES

Users' satisfaction surveys.

Audit completion on accessibility of footpaths and seating.

Playground usage.

Increased number of bookings/ hall usage.

Identify innovative community transport options.

"I am a non-driver, so getting to activities can be tricky."

"Footpaths aren't accommodating gophers."

"Transport costs make it too hard to get involved."

"We need more safe parks and spaces."

GANNAWARRA **THRIVING TOGETHER 2026 - 2030**

# FOCUS AREA 3: EMBRACING AND VALUING DIVERSITY

## GOAL:

**A COMMUNITY THAT VALUES AND SUPPORTS PEOPLE OF ALL IDENTITIES, CULTURES, AND BACKGROUNDS.**

## STRATEGIES

1. Support diverse representation in leadership and community decision-making.
2. Strengthen cultural awareness initiatives, including NAIDOC and multicultural celebrations.
3. Provide diverse food options at events.
4. Promote education and advocacy on social inclusion issues.
5. Build partnerships that support marginalised communities, people with disabilities, indigenous residents, LGBTQIA+ people, and low-income households.

## PRIORITY ACTIONS

Support the delivery of community-led multicultural recognition events with community partners.

Partner with local Aboriginal organisations to support Indigenous-led activities and cultural strengthening by continuing the implementation of the Gannawarra Reconciliation Action Plan.

Support diversity and inclusion training for clubs, volunteers, and community groups.

Increase visibility of inclusive messaging (e.g. signage, symbols of welcome).

Utilise existing partnerships to support diversity and inclusion across Gannawarra communities and determine local priorities.

Provide community leadership on initiatives that address racism, discrimination and stigma.

## SUCCESS MEASURES

Diversity in community leadership.

Training participation and completion.

Attendance at multicultural events and Reconciliation and NAIDOC activities.

Diversity in food options.

Number of partnerships.

Campaign reach and engagement.

*"There needs to be more cultural awareness."*

*"People who aren't 'locals' struggle to be accepted."*

# FOCUS AREA 4:

## KEEPING THE COMMUNITY INFORMED

### GOAL:

**ENSURE ALL COMMUNITY MEMBERS CAN EASILY ACCESS INFORMATION ABOUT OPPORTUNITIES, SUPPORTS, PROGRAMS, EVENTS, AND SERVICES.**

### STRATEGIES

1. Use diverse communication methods to reach different demographics.
2. Maintain an up-to-date, well-promoted community directory.
3. Improve outreach to rural residents and people without access to digital platforms.
4. Advocate for improved digital connectivity.
5. Regularly review communications to ensure accessibility and inclusive content.

### PRIORITY ACTIONS

Develop a monthly "What's On in Gannawarra" community newsletter (digital and printed).

Document key accessible community information locations across towns.

Collaborate with schools, health services and libraries for consistent outreach across Gannawarra communities.

Strengthen communication about services, supports and programs through multi-channel promotion.

Create a centralised online portal with easy navigation for events, services, and groups.

Support an outreach model to connect with residents without access to digital information.

Work with partners to develop a quarterly Community Connections Directory to keep residents informed of opportunities for social connection.

Provide guidance for staff in the use of inclusive language, accessible formats and diverse imagery when developing communication material.

### SUCCESS MEASURES

Reach across demographics.

Community Connections Directory usage.

Feedback from rural residents.

Regional Wellbeing Survey results.

Increased diversity in Council promotional materials.

*"It can be hard to know what is happening in the community."*

*"Use community newsletters more."*

*"Put information where people already go—waiting rooms, noticeboards, shops."*

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# FOCUS AREA 5:

## SUPPORTING EMERGENCY PREPAREDNESS AND RESILIENCE

### GOAL:

**ENSURE COMMUNITY MEMBERS HAVE  
ACCESS TO THE RESOURCES THEY NEED  
TO PREPARE AND RECOVER FROM  
EMERGENCIES.**

### STRATEGIES

1. Encourage community leadership for emergency preparedness and recovery.
2. Engage communities in decision making and support community-led solutions.
3. Develop resources to support emergency preparedness and community resilience.
4. Explore opportunities for sharing knowledge across communities.
5. Encourage volunteering.

### PRIORITY ACTIONS

- Review the Gannawarra Community Resilience Action Plan.
- Explore opportunities to add Emergency Preparedness to existing township based community plans.
- Support emergency services with community education and capacity building initiatives.
- Expand on the Emergency Dashboard on Council's website.
- Support the development of a community informed communication plan.
- Support community-led activity, events and programs.
- Engage children, young people and their families in emergency preparedness and resilience.
- Provide leadership on violence prevention, particularly against women and children.
- Explore opportunities for sharing knowledge across communities.
- Work with partners to explore volunteer opportunities to support vulnerable residents during an emergency.

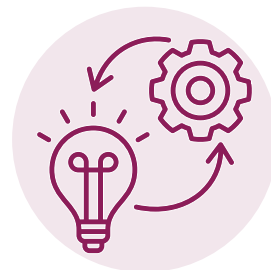
### SUCCESS MEASURES

- Updated plans and strategies.
- Engagement of partners in preparedness activity.
- Emergency Dashboard use.
- Emergency preparedness integrated into community plan.
- Increased access to information.
- Involvement of children, young people and their families.
- Violence prevention initiatives and data.

- "Communities need to work together and support one another."
- "Connections are important to overcome loneliness and thrive as a community."
- "Those who are connected to the community prior to an event are more likely to receive community support."

\*Source: Gannawarra Let's Talk About the Weather community engagement survey (2024).

# IMPLEMENTATION



Council plays a vital decision making and leadership role that affect the lives of our community. Achieving the full vision outlined in the Thriving Together plan is not something Council can do alone. Success depends on strong partnerships, shared advocacy, and collective leadership across the community.

In addition to the actions outlined in the Action Plan, Council will continue to develop cross-sector partnerships to ensure adequate and equitable access to services that support opportunities for all residents to participate fully in community life.

## COUNCIL WILL WORK ALONGSIDE:

Community groups and volunteers.

Neighbourhood Houses.

Schools and youth networks.

Aboriginal organisations and Elders.

Disability, health, and community service providers.

LGBTQIA+ groups.

CALD communities.

State Government partners.

Local businesses.

Sporting clubs and recreation groups.

## COUNCIL WILL USE EXISTING FORMALISED PARTNERSHIP PLATFORMS TO SUPPORT THE IMPLEMENTATION OF THE THRIVING TOGETHER PLAN:

Gannawarra Local Agency Meeting (GLAM).

Buloke, Loddon, Gannawarra Health and Wellbeing Executive (BLG).

Gannawarra Community Resilience Committee.

Gannawarra Neighbourhood House Network.

Gannawarra Community Planning Groups across 9 communities.

Actions will be incorporated into annual operational plans and budgets across Council teams and external funds will be sought to support the delivery of this plan.





GANNAWARRA **THRIVING TOGETHER 2026 - 2030**

# MONITORING & EVALUATION



## PROGRESS WILL BE MEASURED USING:

### COMMUNITY OUTCOMES INDICATORS

Increased participation in community activities.

Increased sense of belonging and connectedness.

Improved perceptions of inclusion and diversity.

Reduced barriers to participation.

### ACCESS & ENGAGEMENT INDICATORS

Number and diversity of activities offered.

Accessibility upgrades completed.

Participation rates among priority groups.

Community feedback and engagement data.

### COMMUNICATION INDICATORS

Use of community directory.

Reach of communications across multiple platforms.

Awareness levels of programs and services.

Council will publish an annual review in its Annual Report and a final evaluation in 2030.

# CONCLUSION

Thriving Together 2026–2030 – a plan for a diverse, inclusive and resilient Gannawarra represents a renewed, community-informed commitment to building a socially connected, welcoming and equitable Gannawarra. By strengthening participation, valuing diversity, improving accessibility, supporting community resilience, and ensuring people stay informed, Gannawarra Shire Council will support a community where all residents can feel included and thrive.





## CONTACT COUNCIL

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[www.youtube.com/GannawarraShire](https://www.youtube.com/GannawarraShire)



**8 URGENT BUSINESS**

Nil.

**9 NOTICES OF MOTION**

Nil.

## 10 QUESTION TIME

*Question Time provides an opportunity for members of the public to submit questions, in advance, to gain a response at the Council meeting.*

### QUESTIONS FROM THE GALLERY

Completed Question Time forms must be submitted to the Chief Executive Officer via email [council@gsc.vic.gov.au](mailto:council@gsc.vic.gov.au) no later than 5:00pm on the day prior to the Council meeting.

A maximum number of two questions may be submitted in writing by any one person.

Questions will be read by the author, Mayor or Chief Executive Officer.

The Mayor or Chief Executive Officer may indicate that they require further time to research an answer. In this case, an answer will be provided in writing generally within ten (10) business days.

Questions will be answered at the meeting, or later in writing, unless the Mayor or Chief Executive Officer has determined that the relevant question seeks confidential information defined in section 3 of the *Local Government Act 2020* such as:

- Council business information
- security information
- land use planning information
- law enforcement information
- legal privileged information
- personal information
- private commercial information
- confidential meeting information
- internal arbitration information
- Councillor Conduct Panel confidential information
- an issue outside the Gannawarra Shire Council core business

or if the question is:

- defamatory, indecent, abusive or objectionable in language or substance
- repetitive of a question already answered (whether at the same or an earlier meeting)
- asked to embarrass a Councillor or Council officer.

No debate or discussion of questions or answers shall be permitted and all questions and answers shall be as brief as possible.

## 11 DELEGATES REPORTS

### 11.1 DELEGATES REPORTS

**Author:** Jodie Basile, Executive Assistant to the Chief Executive Officer

**Authoriser:** Geoff Rollinson (Chief Executive Officer)

#### EXECUTIVE SUMMARY

Council has memberships with peak Local Government associations, local and regional forums, along with statutory committees. Some memberships require that a Councillor be appointed to act as a delegate to formally represent Council, typically in a voting capacity.

This Agenda item provides an opportunity for Council appointed delegates to present a verbal update on any pertinent matters arising from Council's membership with the following associations.

| COUNCILLOR COMMITTEES 2025/2026                           |                                    |
|-----------------------------------------------------------|------------------------------------|
| COMMITTEE                                                 | COUNCILLOR                         |
| Murray River Group of Councillors (MRGC)                  | Cr Garner Smith, Mayor             |
| Loddon Campaspe Group of Councils (LCGC)                  | Cr Garner Smith, Mayor             |
| Central Victorian Greenhouse Alliance (CVGA)              | Cr Daniel Bolitho                  |
| Municipal Fire Management Planning Committee (MFMPC)      | Cr Lisa Farrant                    |
| Municipal Emergency Management Planning Committee (MEMPC) | Cr Keith Link                      |
| Municipal Association of Victoria (MAV)                   | Cr Ross Stanton                    |
| Audit and Risk Committee (ARC) (x2)                       | Cr Garner Smith<br>Cr Ross Stanton |
| Transport Connections                                     | Cr Pat Quinn                       |
| Rural Councils Victoria (RCV)                             | Cr Charlie Gillingham              |
| Timber Towns Victoria (TTV)                               | Cr Pat Quinn                       |
| Community Halls Community Asset Committee                 | Cr Keith Link                      |
| Community Resilience Committee                            | Cr Keith Link                      |



## 12 CONFIDENTIAL ITEMS

### RECOMMENDATION

**That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with section 66(2)(a) of the *Local Government Act 2020*:**

#### **12.1 AUDIT AND RISK COMMITTEE - INDEPENDENT MEMBER APPOINTMENT**

This report is confidential as specified under section 3(1) of the *Local Government Act 2020*, which states:

*The grounds on which part of the Council or Committee Meeting may be closed to the public are listed in section 3(1) of the Local Government Act 2020 and are as follows:-*

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

This report includes the details of a recruitment process, the candidates' personal and professional information and reference check information.