



# Council Meeting Agenda

**Monday 23 June 2025 at 6.00 pm**  
Council Chambers (and by video conferencing)  
East Gippsland Shire Council Corporate Centre  
273 Main Street, Bairnsdale 3875



## Acknowledgement of Country

East Gippsland Shire Council acknowledges the Gunaikurnai, Monero and Bidawel people as the Traditional Custodians of this land that encompasses East Gippsland Shire, and their enduring relationship with country. The Traditional Custodians have cared and nurtured East Gippsland for tens of thousands of years.

Council values their living culture and practices and their right to self-determination. Council pays respect to all Aboriginal and Torres Strait Islander people living in East Gippsland, their Elders, past, present, and future.

## Council information

East Gippsland Shire Council live streams, records and publishes its meetings via webcasting ([youtube.com/c/EastGippyTV](https://youtube.com/c/EastGippyTV)) to enhance the accessibility of its meetings to the broader East Gippsland community.

These recordings are also archived and available for viewing by the public or used for publicity or information purposes. At the appropriate times during the meeting, any members of the gallery who are addressing the council will have their image, comments or submissions recorded.

No other person has the right to record Council meetings unless approval has been granted by the Chair.

In line with the *Local Government Act 2020*, Councillors are able to attend Council meetings electronically or in person and the meetings will be open to the public via livestreaming.

Members of the public are invited to view the Council Meeting livestreamed by following the link on Council's website or Facebook page.



## Councillors

Cr John White (Mayor)  
Cr Sonia Buckley (Deputy Mayor)  
Cr Arthur Allen  
Cr Jodie Ashworth  
Cr Tom Crook  
Cr Barry Davis  
Cr Joanne Eastman  
Cr Bernie Farquhar  
Cr Ian Trevaskis

## Executive Leadership Team

Fiona Weigall Chief Executive Officer  
Stuart McConnell General Manager Assets and Environment  
Sarah Johnston General Manager Business Excellence  
Chris Stephenson General Manager Place and Community

## Purpose of Council meetings

- (1) Council holds scheduled meetings and, when required, unscheduled meetings to conduct the business of Council.
- (2) Council is committed to transparency in decision making and, in accordance with the *Local Government Act 2020*, Council and Delegated Committee meetings are open to the public and the community are able to attend.
- (3) Meetings will only be closed to members of the public, in accordance with section 66 of the Act, if:
  - (a) there are clear reasons for particular matters to remain confidential; or
  - (b) a meeting is required to be closed for security reasons; or
  - (c) it is necessary to enable the meeting to proceed in an ordinary manner.
- (4) A meeting closed to the public for the reasons outlined in sub-rule 3(b) or 3(c) will continue to be livestreamed. In the event a livestream is not available:
  - (a) the meeting may be adjourned; or
  - (b) a recording of the proceedings may be available on the Council website.

## Governance Rules

A copy of East Gippsland Shire Council's governance rules can be found at  
<https://www.eastgippsland.vic.gov.au/council/council-policies>

## Councillors Pledge

As Councillors of East Gippsland Shire Council, we solemnly and sincerely declare and affirm that we will consider each item on this agenda in the best interests of the whole municipal community.

## Vision

East Gippsland is an inclusive and innovative community that values our natural environment, puts community at the centre of Council decision-making, and creates the conditions in which communities can thrive.

## Our Strategic Objectives

1. An inclusive and caring community that respects and celebrates diversity.
2. Planning and infrastructure that enriches the environment, lifestyle, and character of our communities.
3. A natural environment that is managed and enhanced.
4. A thriving and diverse economy that attracts investment and generates inclusive local employment.
5. A transparent organisation that listens and delivers effective, engaging and responsive services.



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# 1 Procedural

## 1.1 Recognition of Traditional Custodians

East Gippsland Shire Council acknowledges the Gunaikurnai, Monero and the Bidawel people as the Traditional Custodians of this land that encompasses East Gippsland Shire, and their enduring relationship with country. The Traditional Custodians have cared and nurtured East Gippsland for tens of thousands of years.

Council value their living culture and practices and their right to self-determination. Council pays respect to all Aboriginal and Torres Strait Islander people living in East Gippsland, their Elders, past, present, and future.

## 1.2 Apologies

## 1.3 Declaration of Conflict of Interest

## 1.4 Confirmation of Minutes

That the minutes of the Council Meeting held Tuesday 10 June 2025 be confirmed.

## 1.5 Next Meeting

The next Council Meeting is scheduled to be held on Tuesday 15 July 2025 at the Corporate Centre, 273 Main Street Bairnsdale commencing at 6.00 pm.

## 1.6 Requests for Leave of Absence

## 1.7 Condolences

That Council conveys condolences to the families of Dr David Hollands, of Orbost, and Dr Geoffrey Brown, of Bairnsdale, both long-serving medical practitioners and contributors to their communities who both recently passed away.

## 1.8 Open Forum

### 1.8.1 *Petitions*

### 1.8.2 *Questions of Council*

### 1.8.3 *Public Submissions*

## 1.9 Items for Noting

# 2 Notices of Motion

# 3 Deferred Business

# 4 Councillor Delegate Reports



## 5 Officer Reports

### 5.1 Business Excellence

#### 5.1.1 Adopt Council Plan 2025-2029

Authorised by      General Manager Business Excellence

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#### Purpose

To adopt the Council Plan 2025-2029.

#### Key Points

After each general election, Victorian Councils are required, by legislation, to prepare and adopt a Council Plan.

The draft Council Plan, provided at **Attachment 1**, is our roadmap for the next four years, detailing what we aim to achieve, how we plan to do it, and how we will measure our success.

It sets our strategic vision, priorities and major initiatives, all aligned with the Community Vision, to ensure the plan reflects what our local community aspires to.

To inform the development of our Council Plan, we undertook significant community engagement with input from over 4,000 people - one of East Gippsland's most extensive community engagement programs.

The Council Plan is structured around four key strategic themes:

- Community Wellbeing and Social Responsibility
- Prosperity
- Making the Most of What We've Go
- Managing Council Well

The Council Plan sets out the initiatives and projects that we will deliver, advocate for or partner in over the next four years.

These initiatives are designed to create tangible benefits for our community, ensuring that Council's vision is realised through practical and impactful actions.

By implementing these initiatives, we aim to foster a more inclusive, prosperous and well-managed community and endeavour to not leave anyone behind.

The Council Plan also includes the Municipal Public Health and Wellbeing Plan (MPHWP), which guides our efforts in maintaining and improving the health and wellbeing of our community. Council was granted approval from the Secretary of the Department of Health to integrate the MPHWP into the Council Plan, satisfying the requirements under Section 27 of the *Public Health and Wellbeing Act 2008*.

Council has a joint responsibility with partner agencies to protect, promote and improve the health and wellbeing of our community, as outlined in the *Public Health and Wellbeing Act 2008*.

East Gippsland's MPHWP is embedded into our Council Plan to streamline our approach to address health and wellbeing priorities through services and initiatives. This includes actions that support improved social, cultural, economic, physical, and environmental wellbeing.

Council released the draft Council Plan for community feedback from 7 May to 21 May 2025, involving extensive advertising and promotion through local print media, radio, social media, 'Community Matters', and Council's website as well as copies provided in all Service Centres and libraries.

There were 222 downloads of the draft Council Plan document from our engagement portal. Ten formal submissions were received focussing on the following themes:

- **Project Scoping and Execution:** Concerns were raised about project scoping and execution across major projects, including the WORLD centre, Lakes Splash Park, Eagle Point precinct, and Bairnsdale airport runway extension. Council has responded by outlining improvements and ongoing efforts to address these issues.
- **Maintenance and Safety:** A concern relating to maintenance in Metung, including overgrown roadsides and dead trees. Council has arranged for a fire danger assessment and committed to addressing these concerns.
- **Infrastructure Improvements:** Requests for infrastructure improvements were noted, such as highway line marking and drainage on Victoria Street.
- **Health and Wellbeing:** A submission emphasised the importance of UV protective shade in public spaces to support health and wellbeing. The draft Council Plan has been adjusted to confirm our commitment to incorporating UV protective shade sails in playgrounds and parks.
- **Gambling Harm Prevention:** The impact of gambling harm on the community was raised, with suggestions for developing a gambling harm prevention and minimisation policy. The draft Council Plan has been adjusted to incorporate reducing harm from gambling addiction.
- **Community Play Spaces:** The inclusion of community play spaces in the plan was highlighted, with submissions aligning with council goals to foster belonging, inclusivity, and local economic vitality.

Councillors considered all feedback and Council Officers will follow up with individuals on feedback submitted.

## **Recommendation**

***That Council adopts the Council Plan 2025-2029, as provided at Attachment 1.***



## **Strategic Alignment**

Section 90 of the *Local Government Act 2020* prescribes and informs the preparation of the Council Plan.

## **Consultation/Community Engagement/Impacts**

The Council Plan is shaped by extensive community engagement, including the Community Vision 2040. Over the last 12 months, Council undertook significant community engagement with input from over 4,000 people - one of East Gippsland's most extensive community engagement programs.

## **Opportunities and Risks**

Under the *Local Government Act 2020*, Council is required to prepare and adopt a Council Plan. Failure to do so would place the organisation in breach of statutory obligations.

To ensure alignment across financial planning, capital works and service priorities, the Council Plan integrates with the Annual Budget, Long-Term Financial Plan and Asset Plan.

Integrating the MPHWP into the Council Plan has addressed several strategic and operational risks that would otherwise remain if the plans were developed and implemented separately. These risks include the risk of fragmented strategic direction between health priorities and broader strategic objectives, the risk of non-compliance with Section 26 of the *Public Health and Wellbeing Act 2008* and the risk of ineffective monitoring and evaluation.

## **Climate change**

This report considers climate change risks relevant to the Officer recommendation and aligns with the Council Plan's integrated climate response, including mitigation, adaptation, and compliance with legislative obligations.

## **Conflicts of Interest**

Officers preparing this report have no conflict of interest to declare.

## **Attachments**

1. 2025-29 Council Plan draft [5.1.1.1 - 39 pages]

**DRAFT**

East Gippsland Shire Council

# **Council Plan**

**2025-29**

Incorporating the Municipal  
Health & Wellbeing Plan





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## Acknowledgement of Country

East Gippsland Shire Council acknowledges the Gunaikurnai, Monero, Bidwell, Nindi-Ngujarn Ngarigo Duduroa Dhargal, Jaithmathang people as the Traditional Custodians of this land that encompasses East Gippsland Shire, and their enduring relationship with country. The Traditional Custodians have cared for and nurtured East Gippsland for tens of thousands of years.

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## Mayor's message



*"This plan reflects your voice – and a commitment from us to keep delivering, listening and adapting."*  
– Mayor Cr John White

I'm proud to present the Council Plan 2025–29 – our strategic roadmap for the next four years. This plan sets out the outcomes we're striving for, the priorities we'll focus on, and how we'll measure our progress. It also includes the Municipal Public Health and Wellbeing Plan, which shapes our efforts to protect, promote and improve health and wellbeing across East Gippsland.

The direction of this plan has been guided by one of the most comprehensive deliberative community engagement programs we've ever undertaken. Over the last 12 months, more than 4,000 people shared their ideas, hopes, and priorities for the future of our region. Their insights helped shape this plan and ensure it aligns with our long-term Community Vision 2040.

In July and August 2024, we reached out through face-to-face conversations, a community survey and local events – connecting with more than 2,500 residents. Then in December, we brought together a deliberative engagement panel of 22 community members from across East Gippsland.

This panel explored key challenges and opportunities and provided thoughtful input into the revised Community Vision, Long-Term Financial Plan, Asset Plan, and Health and Wellbeing Plan. In January, we worked with 33 health partner organisations to help refine our health and

wellbeing priorities. And in February, we asked our community to help us prioritise services and allocate funding. Nearly 1,000 people contributed to this process, with 492 individuals sharing detailed suggestions and comments.

This level of participation reflects a strong sense of connection and shared purpose in East Gippsland. On behalf of Council, I thank everyone who took part.

The Council Plan 2025–29 reflects your voice – and a commitment from us to keep delivering, listening and adapting as we move forward. I'm confident that together, we're building a stronger, healthier, and more vibrant East Gippsland.

**Mayor Cr John White**

# Council Vision

To foster inclusive, connected, communities and places where all East Gippslanders prosper, and endeavour not to leave anyone behind.

# Our Community Vision

In 2040, our people, place, environment and economy will be inclusive, connected, sustainable and resilient for the growth and wellbeing of our unique and diverse communities.

- » **Our Communities:** Will include, encourage, respect, and value everyone.
- » **Our Place:** Will be accessible, safe, connected, and healthy.
- » **Our Environment:** Will be managed and preserved for all generations.
- » **Our Economy:** Will be sustainable, innovative, and supportive of existing and emerging industries.

# What is a Council Plan?

Our Council Plan details what we aim to achieve, how we plan to do it and how we will measure success. It includes things like improving community wellbeing, supporting communities, and making the most of what we have got. This Plan also includes the Municipal Public Health and Wellbeing Plan, which guides our activities in maintaining, improving, and encouraging community health and wellbeing.

# How to read the plan

## Strategic themes

The long-term objectives that Council aims to achieve.

## Outcomes

The outcomes Council seeks to achieve over the next four years.

## Priorities

The areas Council will focus on to achieve the outcomes.

## Our Focus

The initiatives and projects that Council will deliver to achieve the Council Plan. Council’s role in these initiatives has also been identified:

- |                 |   |
|-----------------|---|
| <b>Deliver</b>  | Council has a direct responsibility for delivery of the initiative.   |
| <b>Advocate</b> | Council actively seeking either financial or policy support from the Victorian and Australian Governments for community priorities. |
| <b>Partner</b>  | Council works with community groups and agencies to deliver the initiative  |

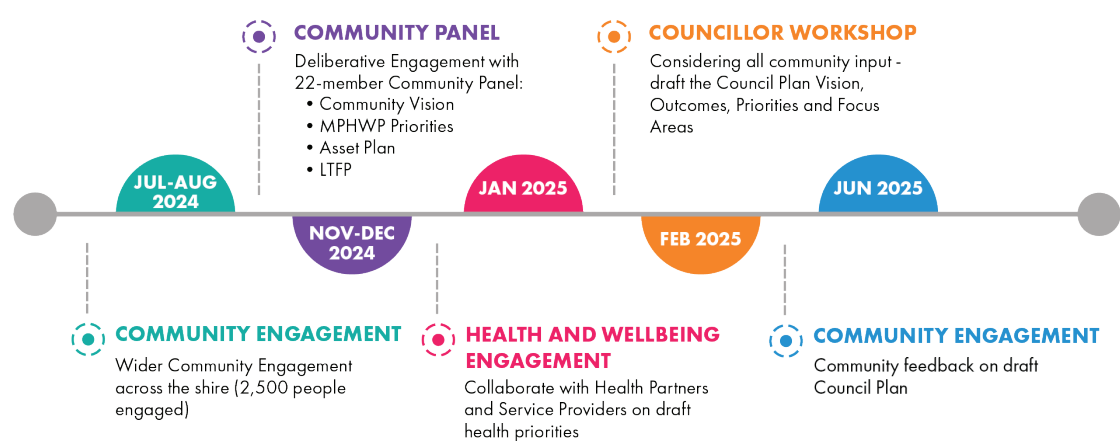
## Measures

How Council will measure and monitor performance against the four-year outcomes of the Council Plan.

♥ Our Focus Areas that deliver on Health and Wellbeing Priorities are marked with this icon.

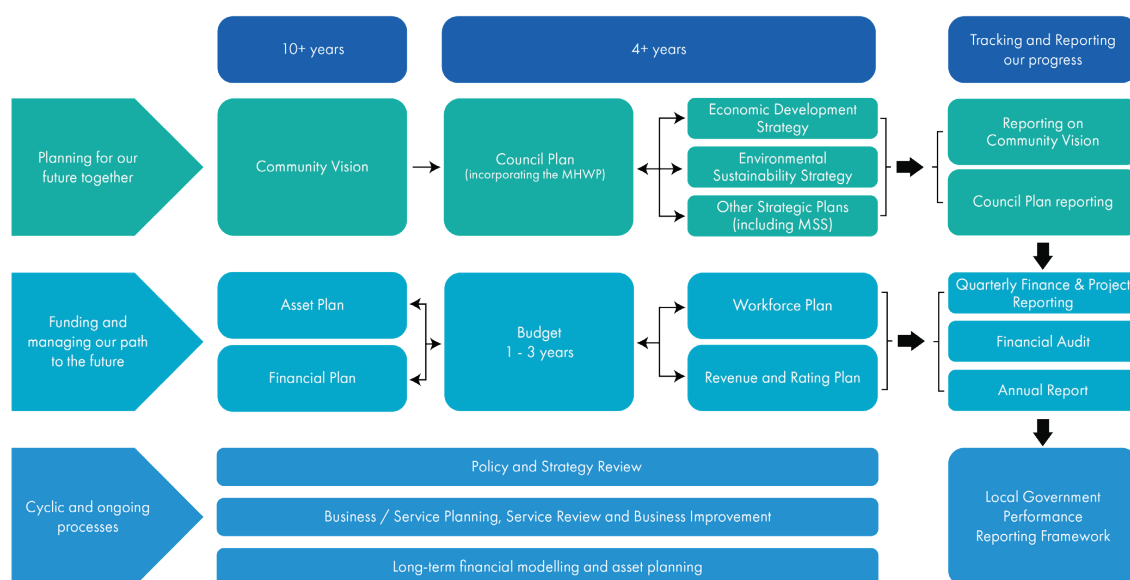


# How did we develop the Council Plan?



# How does the Council Plan fit in with our strategic planning?

Our Integrated Planning Framework aligns strategies, initiatives and goals with our community's long-term vision. It considers future planning, funding, and service delivery interdependencies to ensure East Gippsland is well-planned, financially stable, and progressing towards a prosperous future.



MHWP = Municipal Health and Wellbeing Plan  
MSS = Municipal Strategic Statement  
LGPRF = Local Government Performance Reporting

## Reporting against our Council Plan

To ensure transparency and accountability, Council regularly monitors and reports on progress against the outcomes and priorities set out in this plan. Each strategic theme includes clearly defined outcomes and associated measures that allow us to track performance over the four-year period. Progress is assessed through a combination of quantitative indicators and qualitative insights and is reported to

the community via our Annual Report and quarterly performance reports. This approach ensures that our actions remain aligned with community expectations and legislative requirements, and that we can adapt our efforts where needed to achieve meaningful results.

## Councillors

East Gippsland Shire Council is an unsubdivided municipality made up of nine Councillors who each represent the whole shire. Elections are held every four years in October; the last election was held in 2024.



**Mayor Cr John White**  
0498 001 531  
cr.white@egipps.vic.gov.au



**Deputy Mayor Cr Sonia Buckley**  
0429 567 229  
cr.sbuckley@egipps.vic.gov.au



**Cr Arthur Allen**  
0429 630 474  
cr.allen@egipps.vic.gov.au



**Cr Jodie Ashworth**  
0428 778 168  
cr.ashworth@egipps.vic.gov.au



**Cr Tom Crook**  
0429 554 064  
cr.crook@egipps.vic.gov.au



**Cr Barry Davis**  
0428 746 961  
cr.davis@egipps.vic.gov.au



**Cr Joanne Eastman**  
0428 814 390  
cr.eastman@egipps.vic.gov.au



**Cr Bernie Farquhar**  
0428 291 458  
cr.farquhar@egipps.vic.gov.au



**Cr Ian Trevaskis**  
0428 159 518  
cr.trevaskis@egipps.vic.gov.au

## East Gippsland – who we are

East Gippsland is a large and vibrant region, covering approximately 21,000 square kilometres - about 10% of Victoria. As the state's second-largest Shire, it stretches from Providence Ponds to the New South Wales border. Almost 80% of the region is Crown land, including national parks, state forests, and reserves, making it one of Australia's most important biodiversity reserves and ecotourism destinations.

The region is home to incredible natural landscapes, including the Gippsland Lakes, Mitchell and Snowy Rivers, 90 Mile Beach, and the Australian Alps. It features a mix of alpine areas, forested hills, fertile river valleys, and red gum plains, supporting unique ecosystems and wildlife. Unlike much of Victoria, where urban areas dominate, East Gippsland's towns and settlements exist as islands within vast natural environments, reflecting its strong connection to the land.

Throughout its growth into a flourishing economic and tourism hub, attracting over one million visitors annually, East Gippsland has retained its identity and sense of place. The region is also an abundant food producer year-round, with fertile soils, good rainfall and a mild climate.

East Gippsland has a significant First Nations population (3.5%), compared to the state average of 1%. First Nations People have a deep cultural and environmental connection to the land, recognising the vital link between nature and the communities that rely on it.

With 145 localities, East Gippsland's communities are shaped by rivers, roads, and mountains, influencing trade and social connections over time. To better understand and support these

communities, Council has developed a hierarchy of place, organising the region into 12 districts, from remote settlements to service towns and the municipal centre. This place-based planning approach ensures that each area's unique needs and characteristics are recognised and supported.

East Gippsland has seen significant population changes in recent years. As of 2023, the population was 49,179. The region is expected to continue growing, with projections indicating it will reach approximately 50,794 by 2025 and approximately 59,979 by 2046. This growth is largely driven by residential development and people moving into our region. While some remote rural areas might experience minimal growth or even a decline, the overall trend for East Gippsland is positive, with steady population increases anticipated in the coming decades, particularly for those seeking a seachange or treechange from city life.

Over time, housing ownership rates in East Gippsland have shown a steady increase. In 2016, about 42.2% of households fully owned their homes, and this figure rose to 46.5% by 2021. Similarly, the proportion of households with mortgages remained relatively stable, with a slight increase from 25.9% in 2016 to 25.4% in 2021. These changes reflect broader trends in housing affordability and availability, as well as shifts in the socio-economic landscape of the region.

Since the development of the last Council Plan, our community has experienced changes in demographics and the issues we face. To explore and compare these year-on-year demographic changes, please visit the ID Profile website at [profile.id.com.au/east-gippsland](https://profile.id.com.au/east-gippsland)

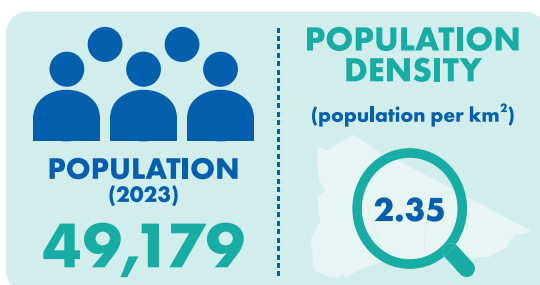
# East Gippsland at a glance

DEMOGRAPHIC DATASET

## EAST GIPPSLAND



Figures are from the 2021 Census unless otherwise stated.



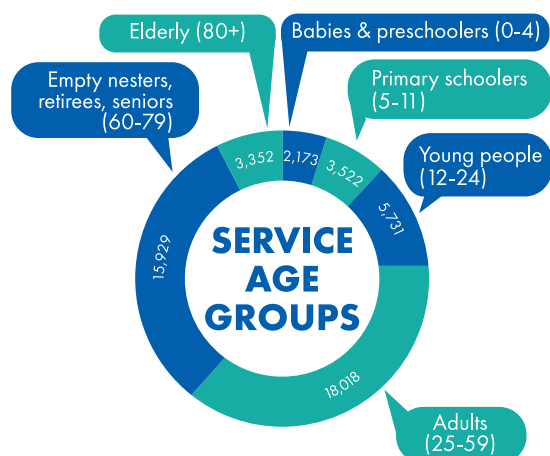
### EAST GIPPSLAND POPULATION BY DISTRICT (2023)

#### DISTRICT:

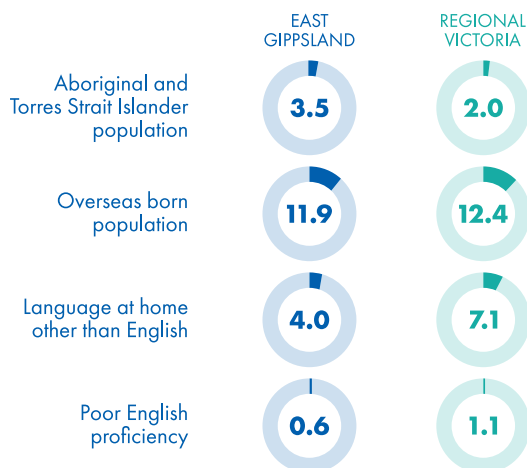
Bairnsdale	<b>17,666</b>	Mallacoota	<b>1,283</b>
Bruthen	<b>1,119</b>	Metung	<b>2,301</b>
Buchan	<b>448</b>	Omeo-Swifts Creek	<b>1,351</b>
Cann River	<b>448</b>	Orbost	<b>4,009</b>
Lakes Entrance	<b>8,716</b>	Paynesville	<b>6,491</b>
Lindenow	<b>2,520</b>	Twin Rivers	<b>2,941</b>

### AGE TRENDS

The median age of the community is 52 years, with 39% of the population aged over 60 years. Lone person households make up 29% of all households, with 32.5% of households made up of couples without children, indicative of an older population.



### IDENTITY AND DIVERSITY (%)



### MEDIAN AGE



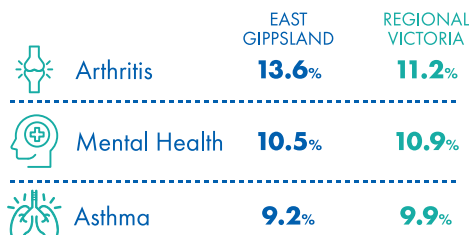
### HEALTH



Proportion of population with one or more long-term health conditions.



### TOP 3 LONG-TERM HEALTH CONDITIONS



## HOUSING

Full ownership of homes is the dominant tenure type in the East Gippsland Shire, with around a quarter of all homes being owned with a mortgage and around a fifth of homes rented. Almost one-third of all households are people who live alone. The average household size in the Shire is 2.2 persons per household.



### HOUSEHOLDS

	% EAST GIPPSLAND	% REGIONAL VICTORIA
Families with children	19.1	24.6
Families with young children	10.1	13.5
Families with mixed-age children	2.8	3.5
Families with older children	6.2	7.6
Couples without children	32.5	28.0
Lone person households	29.0	37.5

## EMPLOYMENT AND SOCIOECONOMIC WELLBEING



	% EAST GIPPSLAND	% REGIONAL VICTORIA
Labour force participation	48.4	57.4
Employment rate	95.6	95.9
Unemployment rate	4.4	4.1
Change in employment rate 2016-2021	2.0	1.9

### TOP 5 INDUSTRIES OF EMPLOYMENT (%)

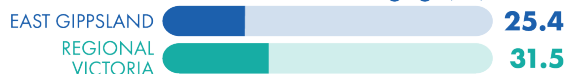
	EAST GIPPSLAND	REGIONAL VICTORIA
Healthcare & social assistance	16.3	16.2 Healthcare & social assistance
Construction	10.0	9.5 Retail trade
Retail trade	9.7	8.8 Education & training
Education & training	9.0	7.2 Agriculture, Forestry & Fishing
Agriculture, Forestry & Fishing	8.4	6.6 Accommodation & food services

## HOUSING TENURE

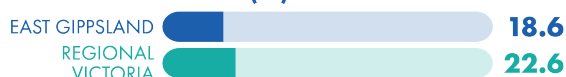
### Fully owned (%)



### Owned with a mortgage (%)



### Rented (%)



### HOUSING COSTS

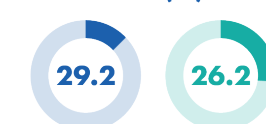
\*As at December 2024 via [housing.id.com.au/east-gippsland](https://housing.id.com.au/east-gippsland)

	EAST GIPPSLAND	REGIONAL VICTORIA
Monthly mortgage repayments	\$1,354	\$1,430
Median weekly house rental*	\$480	\$480
Median weekly unit rental*	\$370	\$395

### Mortgage stress (%)



### Rental stress (%)



### MEDIAN HOUSEHOLD INCOME



	EAST GIPPSLAND	REGIONAL VICTORIA
Median household income	\$1,115	\$1,369
<b>MAIN 3 METHODS OF TRAVEL TO WORK</b>		
Car as driver	63.3%	61.6%
Worked at home	12.6%	15.1%
Did not go to work	11.0%	11.1%

### YOUTH DISENGAGEMENT FROM EDUCATION AND EMPLOYMENT (%)



### SEIFA index of socioeconomic disadvantage

	EAST GIPPSLAND	REGIONAL VICTORIA
SEIFA index of socioeconomic disadvantage	963	985

### SEIFA socioeconomic disadvantage rank out of all Victorian LGAs

	EAST GIPPSLAND
SEIFA socioeconomic disadvantage rank out of all Victorian LGAs	63 <sup>rd</sup> (out of 80)



# Challenges

*East Gippsland Shire faces significant challenges over the next four years.*

## Our Region:

**Addressing social issues:** Many in our community don't have stable housing. We recognise the significant disadvantage in parts of our community and the challenge with access to services to support that. There is a need for clear policies and collaborative efforts with partner agencies to support the most vulnerable residents. The goal is to provide safe and secure housing options for all community members. We are working to address homelessness and encourage affordable and more diverse housing. Clear policies and collaboration with partner agencies are essential to support vulnerable residents and ensure safe, secure housing for all.

**Housing supply:** The Victorian State Government's housing strategy Plan for Victoria, which targets 11,000 new homes in East Gippsland by 2051, presents several challenges for the region. Meeting this ambitious goal requires extensive planning and coordination to ensure the necessary infrastructure, such as roads, utilities, and community services, is in place to support new developments. Securing future land and housing supply in line with the *East Gippsland Housing and Settlement Strategy 2023* involves identifying suitable locations and ensuring locations have the necessary infrastructure, utilities and social services to ensure timely affordable development and wrap around services for new residents. Balancing growth with the preservation of East Gippsland's unique environmental and cultural heritage adds complexity to planning efforts. The region must also navigate regulatory barriers while addressing the strain on resources and workforce. Overall, while growth is supported, it requires careful planning, coordination, and collaboration to overcome these challenges.

**Economies in transition:** East Gippsland is undergoing significant changes as traditional industries decline or are phased out, posing economic and social challenges for rural communities. Economic development and reinvention are crucial for improving the overall economic well-being and social cohesion of residents. Investment in the economic restructuring of small towns is essential for community and wellbeing benefits and to reduce future reliance on Commonwealth welfare programs. The *East Gippsland Economic Development Strategy 2022-2032* aims to achieve high levels of economic prosperity by valuing the natural environment, putting the community at the centre of decision-making, and fostering an inclusive and innovative community.

**Planning for climate events:** Our shire is vulnerable to coastal hazards, inundation, fire, and extreme natural events which we have seen over the last few years. Individuals, businesses, and government must work together to meet these challenges. We are committed to planning for a changing climate, assisting communities to adapt to future conditions, and enhancing community resilience to extreme weather events. The *East Gippsland Environmental Sustainability Strategy 2022-2032* outlines clear targets and a detailed roadmap for managing and mitigating the impact of climate change and achieving sustainable resource management.

**Preventing violence:** We are committed to working towards a community where everyone is safe, valued, and enjoys equity of opportunity. Acknowledging the prevalence and impact of family violence, we regard all forms of violence against women as unacceptable. Leading by example as an employer, service provider,

advocate, funder, and key stakeholder, we aim to build relationships based on respect and provide gender-equitable and non-discriminatory opportunities. Participation in the East Gippsland Partners in Prevention Network and delivery of projects and programs in partnership with key prevention stakeholders are guided by the *East Gippsland Partners in Prevention Network Strategy and Action Plan*.

**Promoting equality:** As a community leader, we have an important role in promoting equal participation for all, both in the community and as a service provider and employer. We are committed to addressing inclusiveness and recognises the importance of policy change and programs to remove systemic causes of inequality. We recognise and deliver on our obligations under the *Closing the Gap* national agreement and have a *Reconciliation Action Plan* to guide our own internal processes. Actions are being implemented to address disadvantage, challenge stereotypes, and apply a gender lens across decision-making and service delivery. Key components of this approach include leadership that models fairness and opportunity for all, accessible data and demographic insights, and support for community-led prevention efforts. Guidance and support for community prevention, availability of data and demographics, and leadership modelling fairness and opportunity for all are key components. In line with the *Gender Equality Act 2020*, Council has a *Gender Equality Action Plan (GEAP)* that delivers initiatives such as equity impact assessments, staff training, resource development, and creating a gender-equitable workforce.

#### **Our Council:**

**Ensuring financial sustainability:** Sound long-term financial management is critical to providing the financial certainty and flexibility needed for efficient and effective service delivery and asset management. The financial sustainability of Council is crucial for the long-term wellbeing of the community. Given the size and dispersed nature of the shire, along with the range of assets that

require maintenance and renewal in the context of rate caps, managing the budget effectively is essential. Additionally, an ageing population means increasing expectations on council services. We must prioritise spending and secure adequate funding and resources to meet the needs of residents while planning for future growth and development.

#### **Embracing organisational adaptability and innovation:**

To drive progress and innovation, we must foster a culture of adaptability and continuous improvement. Encouraging innovative thinking and supporting our people through this transition is essential. Addressing risk aversion and empowering our people will enable better service to the community and achievement of strategic goals.

**Navigating red tape:** The community faces challenges in navigating bureaucratic hurdles and regulatory barriers. We are committed to streamlining and simplifying our processes and reducing red tape, to improve efficiency and support economic growth and ensure we are easy to do business with.

#### **Engaging Well and recognising that**

**Community Matters:** Community engagement is crucial for us to foster trust and transparency, our policies and services need to be tailored to the real needs of the community. We are committed to ensuring active participation in decision-making processes that will leading to more effective and sustainable outcomes. We will ensure that community matters in all that we do.

**An efficient, focused organisation:** To meet the challenges of the next four years we will also need to focus on the efficiency and effectiveness of the organisation. To ensure that resources are dedicated to our highest priorities, and we focus on what matters most. Our people will need to be nurtured to deliver great outcomes, our systems and processes streamlines for efficiency, and our focus firmly on working with our communities to deliver what matters most.



# Theme 1 - Community wellbeing and social responsibility

*We foster a strong sense of belonging, inclusivity, and shared responsibility, ensuring that all members of our community are supported, valued, and empowered to thrive together.*

## **How this theme is important for the health and wellbeing of our community**

Belonging and social inclusion are critical components for mental health and overall well-being. Emphasising mental health and well-being helps reduce stigma, foster social connections, enhance physical health, boost productivity, and create safer communities. Initiatives that promote high levels of well-being play a crucial role in driving social and economic success. These initiatives result in improved learning outcomes, increased creativity, greater productivity, stronger relationships, better physical health, and longer life expectancy.

## Outcome – A connected and inclusive community, where no one is left behind

Priority – We work with local communities to deliver a shared future.

Our focus	Our role
Develop place plans that strengthen community engagement across our region. These plans will align and prioritise community needs and service levels.	Deliver
♥ Advocate for appropriate levels of accessible health and wellbeing services to address the needs of our growing and ageing community.	Advocate
♥ Support participation in recreation and physical activity and pathways for our young and not so young community members.	Deliver
♥ Work to enhance the accessibility of our towns and community health by developing and implementing Active Transport projects with a focus on promoting health and wellbeing and meeting infrastructure gaps.	Deliver
Identify the non-sporting facility needs of communities, supporting current and potential future user groups, and prioritise shared facility use.	Deliver
♥ In collaboration with community partners, advocate for improvements to public and community transport across the shire.	Advocate
Implement the <i>Sporting Facilities Plan</i> and the <i>Public Open Space Strategy</i> and undertake sporting facility planning for areas and sports not addressed through these existing plans.	Deliver
Implement engagement practices that encourage community involvement in our projects and services and respond to the engagement preferences of local communities	Deliver
♥ Provide inclusive and equitable access to our services, processes, and facilities for all community members.	Deliver
♥ Implement our <i>Reconciliation Action Plan</i> and deliver on our obligations under the <i>Closing the Gap</i> national agreement.	Deliver Partner
Manage recreation facilities, parks, and open spaces to meet the community's expectations and priorities.	Deliver

♥ Our Focus Areas that deliver on Health and Wellbeing Priorities are marked with this icon.

## Outcome – A stronger collaborative community that is actively engaged and supported

### Priority – Support the social wellbeing of our community

Our focus	Our role
♥ Work with partners to support remote community health and wellbeing, and opportunities for youth.	Partner
Implement our <i>Culture and Creativity Strategy</i> to enhance the cultural life of all our communities.	Deliver
Develop plans for our community infrastructure to ensure sustainable growth and enhance our quality of life in a financially responsible manner.	Deliver
♥ Provide a strong advocacy voice for health, education and support agencies that work on the ground to support communities.	Advocate
♥ Engage with older residents to promote involvement in the community, knowledge sharing and enhancing their sense of purpose and well-being.	Partner
♥ Develop a policy position and advocacy program for homelessness; affordable and social housing.	Deliver
♥ Support the provision of more social and affordable housing and housing diversity through land use planning.	Advocate Partner
♥ Advocate for and support initiatives that prevent all forms of violence, including family violence, by collaborating with local organisations and agencies to raise awareness through education and ensure those affected are supported.	Advocate Partner
♥ Support community organisations and health partners to deliver initiatives aimed at promoting healthy eating, active living (including active movement and shifting attitudes towards physical activity) and reducing harm from gambling addiction, alcohol, tobacco, e-cigarettes and other drugs.	Advocate Partner
♥ Value, promote and celebrate the unique cultural, social, and individual differences within our community, fostering a welcoming environment and strengthening community bonds.	Deliver Partner
♥ Collaborate with partners to ensure the needs of the most vulnerable community members are planned for and addressed.	Partner

♥ Our Focus Areas that deliver on Health and Wellbeing Priorities are marked with this icon.



## Annual targets

Measure	Target			
	25/26	26/27	27/28	28/29
Community participation in council engagement opportunities.	Increased participation year-on-year	Increased participation year-on-year	Increased participation year-on-year	Increased participation year-on-year
Percentage of the municipal population that are active library members	≥ 15%	≥ 15%	≥ 15%	≥ 15%
♥ Number of community members volunteering in Committees of Management.	≥ 500 volunteers	≥ 500 volunteers	≥ 500 volunteers	≥ 500 volunteers
♥ Number of visits to aquatic facilities per population	≥ 11 visits	≥ 11 visits	≥ 11 visits	≥ 11 visits
♥ Community perception of safety.	Baseline year	Increased perception compared to previous year	Increased perception compared to previous year	Increased perception compared to previous year
♥ Percentage of social and affordable housing within the community.	31.1% (based on December 2024 data from <a href="https://housing.id.com.au/east-gippsland">housing.id.com.au/east-gippsland</a> )	Increased percentage compared to previous year	Increased percentage compared to previous year	Increased percentage compared to previous year

## Supporting strategies, policies and plans

- » *Age-friendly Communities Strategy*
- » *Community Engagement Policy*
- » *Culture and Creativity Strategy*
- » *Events Growth Action Plan*
- » *Gender Equality Action Plan*
- » *Public Open Space Strategy*
- » *Sporting Facilities Plan*

## Council services that drive the delivery of this theme

- » Animal Management and Local Laws
- » Aquatic and Recreation Centres
- » Asset Management
- » Building Maintenance
- » Culture and Creativity
- » Committees of Management
- » Community Resilience
- » Community Planning
- » Emergency Management
- » Environment and Public Health
- » Libraries
- » School Crossings

♥ Our Focus Areas that deliver on Health and Wellbeing Priorities are marked with this icon.



## Theme 2 - Prosperity

*We embrace sustainable economic growth, fostering opportunities that enhance livelihoods, innovation, and long-term financial stability for our diverse communities.*

### **How this theme is important for the health and wellbeing of our community**

Supporting access to learning opportunities and driving economic investment through local employment is crucial for enhancing social connections, mental health, and self-expression. Continuous learning helps individuals remain adaptable in a changing world, while local employment provides a sense of purpose and community. These opportunities lay the foundation for financial stability and contribute to long-term economic growth. Together, they enable individuals to build relationships, improve their well-being, and achieve greater independence, ultimately enhancing their quality of life and fostering interconnected communities.

## Outcome – Thriving, self-sufficient communities with strong local businesses and social enterprises

Priority – Strengthen economic opportunities through local investment and employment

Our focus	Our role
Leverage local strengths to create more opportunities for businesses, enhancing economic resilience and ensuring spending positively impacts the community.	Deliver Partner
Focus our effort on initiatives that drive business and job growth for communities and industries in transition, such as the timber industry.	Deliver
♥ Foster a supportive environment where agribusinesses can flourish and contribute to the local economy.	Deliver Partner
Plan and develop council infrastructure and services to support business growth.	Deliver
♥ Advocate and work with partners to remove barriers to economic and business growth, including water, energy and digital providers.	Advocate Partner
Review the Procurement Policy to prioritise local contractors (where feasible and competitive) to support local business and job growth.	Deliver

♥ Our Focus Areas that deliver on Health and Wellbeing Priorities are marked with this icon.

### Priority – Support the growth and development of our towns

Our focus	Our role
Complete the <i>Bairnsdale 2050 Plan</i> and initiate projects that support growth, enhance the town's presentation to attract investment, and improve the quality of life for our community.	Deliver
Proactively seek new investment opportunities for our commercial and industrial areas.	Deliver Partner
Advance our planning for cultural and civic hubs, creating spaces that celebrate our heritage and support community activities.	Deliver
Investigate mechanisms to address shop vacancies to revitalise CBDs.	Deliver
Our commercial services such as caravan parks, marinas, airports and livestock exchange meet the needs of our current and future communities.	Deliver

### Priority – Promote East Gippsland's places and opportunities

Our focus	Our role
♥ Actively promote East Gippsland as a vibrant and welcoming community to attract and grow a skilled workforce.	Deliver
Promote East Gippsland's many features, advantages and experiences to investors and tourists.	Deliver Partner
Support East Gippsland's tourism offerings to attract visitors.	Deliver
Support our economy to grow, collaborate and attract new markets and increase market share.	Deliver Partner

♥ Our Focus Areas that deliver on Health and Wellbeing Priorities are marked with this icon.

Priority – Build a skilled and resilient local workforce that can adapt to new opportunities and challenges

Our focus	Our role
Support existing learning hubs to provide opportunities to study locally.	Partner
♥ Advocate for reskilling to prepare the East Gippsland workforce for new opportunities.	Advocate
♥ Advocate for wrap-around services to encourage and retain hard-to-get skills in the region, ensuring our community benefits from a stable and skilled workforce.	Advocate
Advocate for local training pathways to enhance skill development and career opportunities	Advocate

♥ Our Focus Areas that deliver on Health and Wellbeing Priorities are marked with this icon.



### Outcome – A well-functioning planning system that responds to our communities' needs

Priority – Appropriate planning processes that the community understands

Our focus	Our role
Advocate to State Government for planning process efficiencies.	Advocate
Simplify and streamline our planning and regulatory processes.	Deliver
Assist local businesses, developers and residents with navigating planning permits and other regulations.	Deliver

Priority – Land use planning – we have plans for the right things

Our focus	Our role
Secure future land and housing supply in accordance with the <i>Housing and Settlement Strategy 2023</i> , <i>Plan for Victoria</i> and associated plans for Paynesville, Eagle Point, Lucknow/East Bairnsdale, Lakes Entrance, Omeo/Swifts Creek and Lindenow.	Deliver
Deliver the Lakes Entrance Northern Growth Strategy to enable long-term land supply.	Deliver
Finalise the <i>Coastal Marine Management Plan</i> .	Deliver
Initiate strategies that facilitate adequate supply of zoned residential, industrial and commercial land to support growth shire-wide.	Deliver



### Annual targets

Measure	Target			
	25/26	26/27	27/28	28/29
Number of ABN registrations in East Gippsland	% increase year-on-year	% increase year-on-year	% increase year-on-year	% increase year-on-year
Number of visitors to our region	Increase in visitors compared to previous year	Increase in visitors compared to previous year	Increase in visitors compared to previous year	Increase in visitors compared to previous year
Feedback from local businesses on satisfaction with economic support and development efforts	Increased satisfaction compared to previous year	Increased satisfaction compared to previous year	Increased satisfaction compared to previous year	Increased satisfaction compared to previous year
Feedback from community members on their satisfaction with the planning system	≥ Large Rural Council average	≥ Large Rural Council average	≥ Large Rural Council average	≥ Large Rural Council average
Percentage of planning applications decided within the specified timeframe (60 days for regular permits and 10 days for VicSmart permits)	55%	60%	65%	70%

### Supporting strategies, policies and plans

- » Customer Experience Strategy
- » East Gippsland Events Growth Action Plan
- » East Gippsland Planning Scheme
- » Economic Development Strategy
- » Housing and Settlement Strategy
- » Planning Compliance Policy

### Council services that drive the delivery of this theme

- » Economic Development
- » Events
- » Livestock exchange
- » Planning and Building
- » Tourism

## Theme 3 - Making the most of what we've got

*By using our assets and natural resources wisely, we protect them, adapt to change, and support future generations.*

### **How this theme is important for the health and wellbeing of our community**

A healthy natural environment is vital for food, clean air, and water. Our parks reduce stress and boost mental well-being. Proper management of natural resources improves community quality of life. Efficient waste management and a circular economy minimise environmental impact. Preserving cultural heritage connects us to our history. Maintaining and wisely using assets aligns with community needs. Sustainable resource management, climate risk planning, and safeguarding heritage are priorities for a resilient future.

## Outcome – Natural assets are well-managed and protected

Priority – Promote sustainable management of natural and environmental assets

Our focus	Our role
♥ Invest in Council's natural areas to manage the threat from pests, enhance preservation of biodiversity and explore future offset opportunities. Develop management plans for key areas, work with partners to deliver on-ground works and advocate for external funding	Deliver Advocate Partner
Advocate to State and Federal governments to promote the use of public land for nature-based recreation, natural values management and economic development opportunities.	Advocate
Work with partners to champion the development of an ecological audit of the Gippsland Lakes and a Gippsland lakes research and education centre dedicated to environmental research and education, including regular auditing of the health of the Gippsland Lakes.	Advocate Partner
Advocate for agreements between State, Local Government, and the community to ensure long-term stewardship of natural areas, including incorporating local knowledge and community aspirations in the management of crown land.	Advocate
♥ Review flood mapping, schedules, and policy using the best available data, considering climate change, sea level rise, and increased rainfall intensity.	Deliver

♥ Our Focus Areas that deliver on Health and Wellbeing Priorities are marked with this icon.

Priority – Promote environmental sustainability including mitigation and planning for climate risks

Our focus	Our role
♥ Incorporate findings of the Climate Risk Assessment Project into strategic planning and decision-making to mitigate risk and adapt to a changing environment, ensuring our community is well-equipped to handle these challenges.	Deliver Partner
♥ Advocate for community-led forest management by creating opportunities for local involvement in managing sections of state forest, with a focus on biodiversity, fire mitigation, and other uses.	Advocate
Partner with community, industry and social enterprise to increase recycling and develop circular economy opportunities across East Gippsland.	Partner
♥ Implement educational programs and awareness campaigns to enhance community resilience, readiness and understanding of climate-related issues and minimise the impact of natural disasters.	Deliver Partner
Implement a transition plan to guide future waste and recycling services and education programs in response to Recycling Victoria policy.	Deliver
Design waste services for efficiency and to reduce landfill waste.	Deliver
♥ Work with communities to plan for natural disasters and emergencies, strengthening capacity, infrastructure, resilience, preparedness, and recovery	Deliver

♥ Our Focus Areas that deliver on Health and Wellbeing Priorities are marked with this icon.



**Outcome – Our cultural heritage is managed and preserved**

Priority – The management, preservation and promotion of cultural heritage of the community

Our focus	Our role
Advocate for funding to create a heritage skills knowledge hub, dedicated to preserving and promoting heritage skills.	Advocate
♥ Manage, preserve, and promote the cultural heritage of our community by delivering projects and programs designed to protect historical sites, support cultural events, and engage the community in preserving their cultural identity.	Deliver Partner
♥ Work with First Nations people to recognise and celebrate their rich cultural heritage, connection to country and rights to self-determination.	Partner

♥ Our Focus Areas that deliver on Health and Wellbeing Priorities are marked with this icon.

## Outcome – Our assets are well maintained, utilised and meet community needs

Priority – Make the most of Council assets

Our focus	Our role
Conduct a review of Council assets and actively engage with our community on the rationalisation of under-utilised and end-of life assets and promote co-location of user groups rather than exclusive use.	Deliver
Continue to prioritise the maintenance of roads, drainage and footpaths, considering how important they are for our community.	Deliver
Complete a review of our aquatic and recreation facility assets to identify appropriate maintenance and renewal programming for each site.	Deliver
♥ Ensure the accessibility of community assets by mapping accessibility features and conducting audits.	Deliver
Increase our focus on maintaining and renewal of existing assets over the creation of new ones, focussing on cost management and community need.	Deliver Partner
Work with partners to identify strategies and incentives to encourage private landowners to take an active role in managing weeds on council and Crown land adjacent to their properties.	Deliver
Review renewal and maintenance programs to ensure our infrastructure, including public amenities remains safe, reliable, and efficient.	Deliver

♥ Our Focus Areas that deliver on Health and Wellbeing Priorities are marked with this icon.



## Annual targets

Measure	Target			
	25/26	26/27	27/28	28/29
Council sealed local roads and footpaths meeting service level needs	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Capital renewal programs driven by renewal modelling using updated condition data	Baseline year	55%	60%	65%
Percentage of the Capital Program delivered by the end of the financial year	≥ 70%	≥ 70%	≥ 70%	≥ 70%
Number of people utilising the Omeo Mountain Bike Trail	Increased utilisation compared to previous year	Increased utilisation compared to previous year	Increased utilisation compared to previous year	Increased utilisation compared to previous year
Number of community members participating in environmental conservation projects	Baseline year	Increased participation compared to previous year	Increased participation compared to previous year	Increased participation compared to previous year
Community satisfaction with appearance of public areas	≥ Large Rural Council average	≥ Large Rural Council average	≥ Large Rural Council average	≥ Large Rural Council average

## Supporting strategies, policies and plans

- » Advocacy Strategy
- » Asset Management Plan
- » Culture and Creativity Strategy
- » East Gippsland Sporting Facilities Plan
- » Environmental Sustainability Strategy
- » Public Open Space Strategy
- » Roadside Vegetation Strategy

## Council services that drive the delivery of this theme

- » Aerodromes
- » Boat ramps and marinas
- » Building maintenance
- » Caravan parks and campgrounds
- » Environmental Planning and Sustainability
- » New and replaced infrastructure and Project Management
- » Open Space
- » Property Management
- » Raymond Island Ferry
- » Roads, Bridges, Footpaths and Drainage
- » Waste and Recycling Service

## Theme 4 - Managing Council well

*We ensure effective leadership, transparent decision-making, and responsible management, fostering trust and collaboration to build a resilient and forward-thinking community.*

### **How this theme is important for the health and wellbeing of our community**

By providing inclusive and equitable access to services, processes, and facilities, we ensure that everyone's needs are met, fostering trust and security. Well-managed services enhance public health, support mental and physical well-being and promote social inclusion, reducing isolation and strengthening community connections.

## Outcome – Council operates transparently and effectively with public trust

Priority – Council is transparent, easy to engage and do business with

Our focus	Our role
<p>We will enhance community engagement by:</p> <ul style="list-style-type: none"> <li>» Making our budgets and financial documents easier to understand.</li> <li>» Engaging with our community early to ensure their voices are heard from the start.</li> <li>» Targeting our engagement to the ways our communities prefer to connect with us.</li> <li>» Using a range of approaches to engage with and report back to our community.</li> </ul>	Deliver
<p>♥ Deliver high-quality, responsive, and compassionate customer service to prioritise and effectively address the needs and well-being of our community.</p>	Deliver
<p>Through our Digital Transformation Program, we will simplify systems and processes to make it easier to do business with us and help the community find what they need. This includes a transparency hub, website upgrade, online mapping services, and a new finance system for online payments and improved self-services.</p>	Deliver

♥ Our Focus Areas that deliver on Health and Wellbeing Priorities are marked with this icon.

### Outcome – Decision-making is streamlined, efficient, and responsive to community needs

Priority – Council services are efficient and effective

Our focus	Our role
Design and implement our Organisational Plan to drive continuous improvement.	Deliver
<p>Ensure that our services are efficient and meet the needs of our community by:</p> <ul style="list-style-type: none"> <li>» Develop and implement a service planning framework to inform strategic decision making and ensure our resources are allocated effectively.</li> <li>» Conduct regular service reviews to ensure continuous improvement and identify areas for enhancement.</li> <li>» Develop a strategy for financial sustainability to ensure adequate funding and resources will meet the needs of our community while planning for future growth and development.</li> <li>» Review and improve Council's approach to Project Management to deliver a rigorous, efficient and objective framework that covers all aspects of the project lifecycle.</li> <li>» Review our local laws to ensure they are clear and focus resources on the highest community priority.</li> <li>» Seek external funding for priority projects and services aligned to the priorities of Council.</li> </ul>	Deliver

### Annual targets

Measure	Target			
	25/26	26/27	27/28	28/29
Percentage of customer enquiries responded to within required timeframes	≥ 95%	≥ 95%	≥ 95%	≥ 95%
Reduction in the number of customer complaints	Fewer complaints than previous year	Fewer complaints than previous year	Fewer complaints than previous year	Fewer complaints than previous year
Community satisfaction with consultation and engagement	≥ Large Rural Council average	≥ Large Rural Council average	≥ Large Rural Council average	≥ Large Rural Council average
Increased effectiveness of Council engagement activities	Increased engagement participation compared to previous year	Increased engagement participation compared to previous year	Increased engagement participation compared to previous year	Increased engagement participation compared to previous year
Percentage of community engagement plans developed for Council projects	100%	100%	100%	100%
Efficiencies achieved from business service improvements	Increased efficiency	Increased efficiency	Increased efficiency	Increased efficiency

### Supporting strategies, policies and plans

- » Customer Experience Strategy
- » Digital Transformation Program
- » Procurement Policy
- » Public Transparency Policy
- » Risk Management Policy
- » Service Review Policy

### Council services that drive the delivery of this theme

- » Communications, Community Engagement and Civic Events
- » Community Leadership and Advocacy
- » Customer Service
- » Finance
- » Governance
- » Information Services
- » Property Management
- » Risk Management and Compliance
- » Strategy and Performance

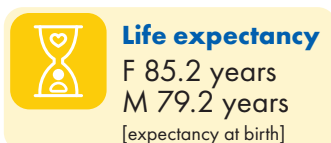
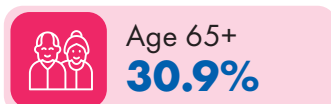
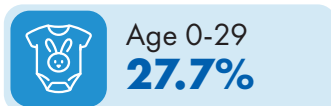
# East Gippsland Shire Council

## Health & Wellbeing

### [snapshot]



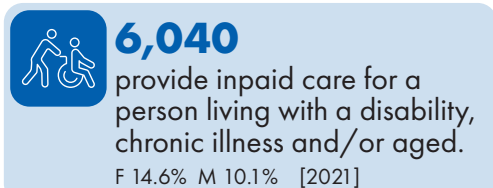
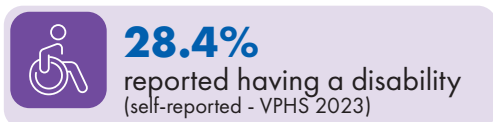
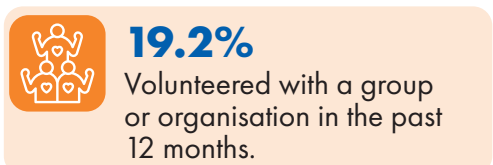
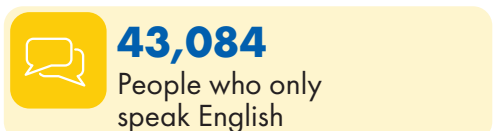
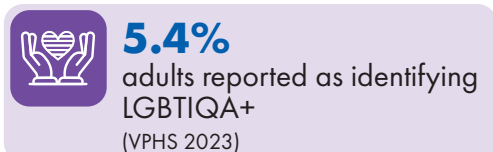
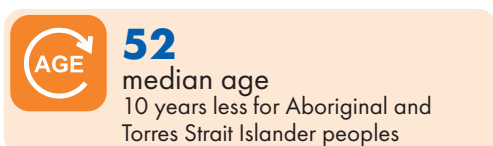
## Our People



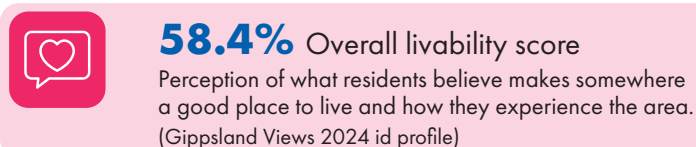
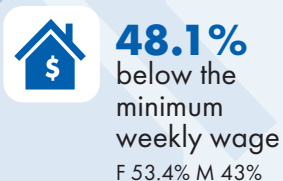
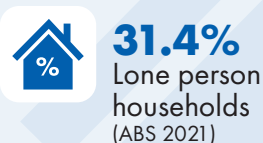
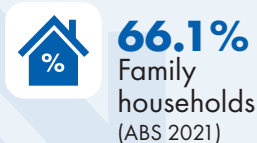
## East Gippsland Total Population

**49,179**  
[2023]

**Forecast Population 2046**  
**59,979**



## Households





# East Gippsland Shire Council

## Health & Wellbeing

### [snapshot]



## Health & Wellbeing


**83%**

feel very satisfied or satisfied with life. (high- very high satisfaction)  
(VPHS 2023)


**40.8%**

average household self-reported very good to excellent health status.  
(VPHS 2023)


**24.6%**

adults who were unable to see a GP when needed in the past 12 months.  
(VPHS 2023)


**97.5%**

average household 5-year-old children fully immunised.  
(PHN)


**24.8%**

people at risk of alcohol-related disease or injury.  
(VPHS 2023)


**32.2%**

consume sugar sweetened soft drinks daily.  
(VPHS 2023)


**23.6%**

worried about running out of money to buy food in the last 12 months.  
(sometimes-definitely)


**60.6%**

adults did not meet the physical activity guidelines.


**61.7%**

people who were overweight or obese.  
(VPHS 2023)


**16.9%**

people who smoke tobacco or vape daily.  
(VPHS 2023)


**1388**

people received specialist homelessness services in 2022-2023.  
(Homes Victoria 2023)


**39.7%**

average household population with at least one long-term health condition.


**19%**

adults experience high to very high levels of psychological distress.


**14.9%**

adults who sought professional help for a mental health problem in the last 12 months.  
(VPHS 2023)


**19.6%**

adults expressing loneliness.  
(VPHS 2023)

# East Gippsland Shire Council

## Health & Wellbeing

### [snapshot]


**35.4%**

of people complied with fruit consumption guidelines (recommended 2 serves of fruit per day).


**7%**

of people complied with vegetable consumption guidelines.

## Transport


**88.6%**

of the households owned at least one car.  
(profile id)


**0.4%**

used public transport to get to work.  
(profile id)


**4.1%**

rode a bike or walked to work.  
(profile id)

## Education and Employment


**38.2%**

persons over 15 years completed Year 12 or equivalent in 2021.


**4.4%**

unemployed labour force in 2021.  
**F** 52.2% **M** 25.1%  
(profile id)


**49%**

persons who reported being in the labour force worked full-time in 2021.  
**F** 35.5% **M** 62.2%  
(profile id)


**38.4%**

persons aged 15+ who are Employed, Part Time in 2021.  
**F** 52.2% **M** 25.1%  
(profile id)

## Violent behaviour

### Ranked 1st

East Gippsland is ranked highest in Victoria for reported incidents of Family Violence.

(VICPOL Crime Statistics Agency)


**73.4%**

affected family members identified as female


**26%**

identified as male


**18.8%**

of incidents had a child present


**2013**

incidents responded to in 2023/24 period

# Community Health and Wellbeing

## Municipal Health and Wellbeing Plan

Under the *Public Health and Wellbeing Act 2008*, Council has a responsibility to protect, promote, and improve the health and wellbeing of our community.

East Gippsland's Municipal Public Health and Wellbeing Plan is embedded into our Council Plan to streamline our approach to address health and wellbeing priorities through council services and initiatives. This includes actions that support improved social, cultural, economic, physical, and environmental wellbeing.

Our approach to health and wellbeing has been shaped through an analysis of:

- » The priorities of the *Victorian Public Health and Wellbeing Plan 2023-27* and the requirements of the *Public Health and Wellbeing Act 2008*, and *Climate Change Act 2017*.
- » The health status of our community based on information from State Government departments, the Australian Bureau of Statistics (ABS), VicHealth data, and the East Gippsland Health and Wellbeing Profile (see page 35).

## Our commitment to the health and wellbeing of our community

Council is committed to fostering a strong sense of belonging, inclusivity, and shared responsibility, and strives to ensure that all members of our community are supported, valued, and empowered to thrive together.

# Our Community Health and Wellbeing Priorities

As part of the review of our Community Vision 2040 and in preparation for the development of this Council Plan, Council engaged with over 2,500 community members in mid-2024 to discuss the key health issues facing our region. The community identified six health priorities as being most significant. These priorities align with the Victorian Public Health and Wellbeing Plan 2023-2027. To ensure we are addressing the right priorities, Council worked with health partner organisations to review community health needs and shape a plan that truly reflects East Gippsland's health and wellbeing priorities.

Our community health and wellbeing priorities are:

## **Prevent all forms of violence**

- » East Gippsland currently sits at number one for the highest number of reported family violence incidents in Victoria and has consistently rated in the top four for over a decade.  
(Victorian Police Crime Statistics Agency – Data calculated per 100 000 population).

## **Improving mental health and wellbeing**

- » Wellbeing is a key determinant of overall health, and is a complex combination of a person's physical, mental, emotional and social health factors.
- » Wellbeing is a subjective quality of life measure, based on satisfaction with present experience. By prioritising good mental health and wellbeing, we reduce stigma, increase social connection, improve physical health, promote productivity and create safer environments.

## **Active living**

- » Active living benefits everyone, regardless of age, enabling individuals to lead healthy, fulfilling, and purposeful lives. Outdoor public spaces, as well as urban parks and playgrounds, are important spaces for physical activity, social connection and general community wellbeing. Cool, UV protective shade promotes equitable, safe participation in these health-supportive behaviours.

## **Climate change and its impacts on health**

- » A safe climate, access to clean water, good quality air, safe and nutritious food, and healthy, natural environments that include cool UV protective shade, are essential for good health and wellbeing.

## **Healthy eating**

- » Good nutrition is crucial for overall health and wellbeing. It helps achieve and maintain a healthy weight, protects against chronic diseases like cardiovascular disease, type 2 diabetes, dementia, and certain cancers, and supports a strong immune system.

## **Reducing harm from alcohol and drug use**

- » While the impacts of drug use on health and wellbeing can vary, related harms can impact physical health through increased risk of chronic disease, exposure to infectious diseases, and mental health and wellbeing impacts on the individuals, families and communities.

### Working together on our health and wellbeing priorities

Council embraces a collaborative approach to improving health and wellbeing. We have a strong commitment to partnerships with a broad range of stakeholders, service providers and partners, and the wider community.

Council plays an important role in leading, supporting, and advocating for our community's health and wellbeing planning. We are committed to enhancing the quality of life for everyone, both now and in the future. It achieves this by shaping and improving the places, services, and environments - whether physical, social, natural, cultural, or economic - that impact our health and wellbeing.

Council cannot do this alone - collaboration is essential and some actions in this plan will be led by other organisations.

Council will continue to work with health experts and community partners to address the priorities of this plan. Our partners include Department of Health Victoria, hospitals and community health services, Aboriginal controlled community health organisations, emergency services, environmental departments and organisations, sporting clubs, schools, early years settings, businesses and communities.

East Gippsland health organisations and the services they provide are essential for community health and wellbeing. We acknowledge and thank all our community health partners for their continued support and dedication to deliver on East Gippsland's health priorities and broader acute health provision across our region.

### How we will measure our impact

Changes in community health and wellbeing can take years and sometime decades to see real improvements in data. To measure the impact of our work, and the work of health partner organisations, Council will report annually on quantitative data sourced from the Victorian Population Health Survey (VPHS) and the Crime Statistics Agency (CSA).



## **5.1.2 Adopt Council Budget 2025/26**

Authorised by General Manager Business Excellence

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### **Purpose**

To adopt the Council Budget for 2025/26.

### **Key Points**

Each year Council develops an Annual Budget that provides a public statement of priorities.

The draft Budget gives effect to the Council Plan 2025-29 and contains information about the services and initiatives to be funded in the draft Budget as well as major initiatives identified by in the Council Plan.

### **Budget principles**

Our draft Budget has been guided by six key principles:

1. Developed in an integrated way across our suite of strategic plans.
2. Preserving financial sustainability.
3. Having services and service levels acceptable to the community.
4. Ensuring we are keeping up with asset renewals.
5. Efficient use of ratepayers' money.
6. Renewal and upgrade of existing assets is prioritised over the creation of new assets and new assets are designed for cost management and community need.

The draft Budget is provided at **Attachment 1**.

### **Rate increases**

Council's draft Budget balances community aspirations for more of some services, while delivering on legislative obligations and keeping the financial impact on community as low as possible.

This year we have made a conscious decision to limit rate increases to 2.0% - below the Victorian Government's 3.0% rate cap. This is in direct response to the rising cost-of-living pressures on our community and will be balanced out with continued efficiency targets the development of a financial sustainability strategy that will identify a framework for realising future savings and efficiencies.

Council can assist ratepayers to set up payment plans for their annual rates and charges that meet their financial circumstances and ratepayers are encouraged to contact Council to confidentially discuss the options available. If any ratepayer is experiencing financial hardship, they are also encouraged to contact Council to discuss what assistance may be available under Council's Financial Hardship Policy.

## Financial Performance

Some key financial statistics for the draft Budget 2025/26 as compared with the forecast results for the 2024/25 year are shown below:

Key Statistics	2024/25 Forecast Actual \$'000	2025/26 Budget \$'000
Total expenditure	147,364	134,951
Surplus/(Deficit) for the year *	12,514	9,231
Adjusted underlying surplus/(Deficit) *	(16,436)	(8,506)
Cash and investment balance at year end	95,890	59,153
Cash flows from operations	24,503	35,314
Capital works expenditure	47,351	71,711

The draft Budget 2025/26 forecasts an operating surplus of \$9.231 million, after raising rates and charges of \$74.425 million, operating grants of \$23.973 million and capital grants of \$18.929 million.

### Financial sustainability

Sound long-term financial management is critical to providing the financial certainty and flexibility needed for efficient and effective service delivery and asset management. While we are financially sound, demonstrated by our strong financial sustainability indicators, we have longer term risk associated with our underlying position - a good measure of financial sustainability.

We want to ensure a strong, continued focus on being as efficient as we can. This is in line with the budgeting principles of efficient use of ratepayer money and keeping services and service levels at an acceptable level.

This is why we will develop a Financial Sustainability Strategy that will identify a framework for realising future savings and efficiencies in how we provide services to our communities.

To start, ongoing efficiency targets have been built into the budget for the next three years.

- 2025/26: \$2.5m
- 2026/27: \$1.5m
- 2027/28: \$1.5m

The following table shows Council's current and projected performance across key financial indicators measured against the Victorian Auditor General's (VAGO) risk ratings.

Indicator	Target	2025/26	2026/27	2027/28	2028/29	Risk rating
Net result %	>0%	6.4%	16.3%	9.4%	7.4%	Low
Underlying surplus/(deficit) %	>5%	(6.7%)	0.18%	1.63%	0.7%	Medium
Liquidity/Working Capital (ratio)	1.5	2.47	2.03	2.0	2.37	Low
Asset renewal %	100%	189.1%	179.6%	120.2%	92.1%	Low
Indebtedness	60%	16.7%	14.5%	15.5%	15.0%	Low
Unrestricted Cash	>80%	170.6%	110.4%	103.7%	139.8%	Low

The draft Budget 2025/26 forecasts an operating surplus of \$9.231 million, after raising rates and charges of \$74.425 million, operating grants of \$23.973 million and capital grants of \$18.929 million.

An indicator of the sustainable operating result required to enable Council to continue to provide core services is the adjusted underlying surplus/deficit. This measure adjusts the operating surplus/deficit by removing non-recurring income that is used to fund capital works as well as other non-monetary capital contributions. It is a good measure of financial sustainability and Councils ability to achieve its service delivery objectives as it is not impacted by capital income items that can mask the operating result. For the 2025/26 year it is estimated that the underlying operating result will be a deficit of \$8.506 million.

## Key highlights

Included in the draft Budget is a wide range of initiatives and projects that will be delivered in 2025/26. A summary of the capital program and significant projects within it is shown in the following table.

Project Highlights	Proposed Budget
Roads - including <ul style="list-style-type: none"> <li>• Reseal program, Shire wide - \$3.132 million</li> <li>• Gravel Road Renewal program, Shire wide - \$1 million</li> <li>• Lakes Entrance Marine Parade Upgrade – Stage 2 - \$0.738 million</li> </ul>	Total Roads \$9.678 million
Bridges – including <ul style="list-style-type: none"> <li>• Major Culvert renewals - \$0.25 million</li> </ul>	Total Bridges \$0.25 million
Drainage – including <ul style="list-style-type: none"> <li>• Eastern Beach Road drainage improvements- \$0.615 million</li> <li>• Admirals Quay, Paynesville drainage works - \$0.515 million</li> <li>• Marlo Town drainage upgrade \$0.968 million</li> </ul>	Total Drainage \$4.62 million
Footpaths and Cycleways– including <ul style="list-style-type: none"> <li>• Eagle Point School connection - \$0.490 million</li> <li>• Church Street, Lakes Entrance, Pedestrian Crossing - \$0.615 million</li> </ul>	Total Footpaths \$1.509 million
Buildings and improvements - including <ul style="list-style-type: none"> <li>• Building renewal (Council owned), Shire Wide - \$0.730 million</li> <li>• Lakes Entrance Indoor Courts - \$0.995 million</li> <li>• Gippsland Lakes Shared Community Hub - \$2.6 million</li> <li>• Bairnsdale Airport Terminal (Air Ambulance Facility) - \$1.015 million</li> </ul>	Total Property and Buildings \$8.994 million
Recreation, Leisure, Parks and Open Spaces – including <ul style="list-style-type: none"> <li>• West Bairnsdale Recreation Reserve Development - \$0.5 million</li> <li>• WORLD Sporting Precinct Stage 1 - \$5.62 million</li> <li>• Livingston Park, Omeo - \$1.56 million</li> <li>• Slip Road Maritime Precinct - \$6.7 million</li> </ul>	Total Recreation and Parks \$20.949 million
Plant and Equipment - including <ul style="list-style-type: none"> <li>• Renewal of vehicles, plant and machinery - \$4.784 million</li> <li>• Information and Communications Technology systems, Shire wide - \$5.592 million</li> </ul>	Total Plant/ Equipment \$10.958 million

Project Highlights	Proposed Budget
Waste Management – including <ul style="list-style-type: none"> <li>Bairnsdale Recycling Centre - \$0.461 million</li> <li>Cann River Transfer Station - \$0.628 million</li> </ul>	Total Waste \$2.394 million
Other Infrastructure, Aerodromes and Car Parking - including <ul style="list-style-type: none"> <li>Bairnsdale Runway extension and lighting upgrade - \$8.053 million</li> <li>Bairnsdale Aerodrome rehabilitation of taxiway and hanger apron - \$3.207 million</li> </ul>	Total Other \$12.359 million

There are a number of non-capital initiatives included in the draft Budget, being \$3.479 million for the Sarsfield Recreation Reserve upgrade, \$1.194 million for the Buchan Recreation Reserve upgrade and \$6.360 million for landfill rehabilitation projects.

To ensure accountability to the community for the delivery of these projects we are committed to reviewing Council's approach to project management to deliver a rigorous, efficient and objective framework that covers all aspects of the project lifecycle which will assist us continually improve our delivery of projects for community on time and in budget. This is coupled with a target to deliver our Capital program ensuring we are accountable to the community to meet the capital commitments we make through the Budget.

### **Budget engagement – what the Community told us and how this is captured in the draft Budget**

To inform the development of the Budget for 2025/26, we undertook significant community engagement with input from over 4,000 people - one of East Gippsland's most extensive community engagement programs.

As part of our budget engagement program, in February this year (for the first time) we provided an opportunity for our community to tell us which services matter most to them.

Through this engagement, we received 976 contributions where participants allocated funding to their preferred services. Additionally, 492 individuals left comments, offering more detailed insights and suggestions.

Community feedback has guided our understanding of which services matter most, helping us determine the resources needed to deliver them effectively. The priority services identified were:

- Aquatic and Recreation Centres
- Roads, Footpaths and Drainage
- Parks and Playgrounds
- Environmental Management and Sustainability
- Community Facilities
- Waste Services
- Recreation and Sporting Reserve Management

The following outlines how we have responded to this feedback:

- **Aquatic and recreation centres**

**What's important - community told us:**

- Aquatic and recreation facilities are important.
- Some areas of improvement and maintenance are required.
- Major upgrades, better management, and extended accessibility.

**Whats in the budget?:**

- \$5.9m on operating and maintaining aquatic and recreation facilities.

**We're also:**

- Allocating budget annually to maintain court surfaces.
- Addressing cleanliness concerns at the BARC with the cleaning contractor and ensuring our team conducts regular checks during the day.

- **Roads, footpaths and drainage**

**What's important - community told us:**

- Better roads, footpaths and bike lanes.
- Potholes fixed, drainage improved, and more streetlights to make roads safer.
- Weed control and roadside maintenance.
- Environmental plans to deal with climate challenges.

**What's in the budget?**

- \$17.3m on maintaining our 2,800km of council managed local roads, as well as footpaths, drainage and culverts.
- \$3.1m on resealing roads (\$2.8m from grant funding).
- \$1m on gravel road renewals.
- \$1.5m on new and renewed footpaths across the Shire (\$0.42m from grant funding).
- \$400,000 on kerb and channel replacements (\$0.3m from grant funding).
- \$250,000 on major culvert renewals.
- \$4.6m on various drainage projects.

**We're also:**

- Regularly inspecting our roads, drainage and footpath networks against industry standards to ensure they are safe and reliable.
- Regularly reviewing our renewal and maintenance programs to ensure infrastructure (including public amenities) and processes are efficient and cost effective.
- Undertaking major upgrades to key areas through our capital works program.
- Undertaking roadside slashing during the high fire risk season of November through to February to reduce fire risk in communities

- **Parks and playgrounds**

**What's important - community told us:**

- Parks, playgrounds, bike paths and walking tracks
- Better public facilities like toilets.
- Tree planting.

**What's in the budget?:**

- \$6.2m on maintaining our parks and playgrounds.
- \$12.9m on capital projects for parks, playgrounds, walking track upgrades and open spaces.

**We're also:**

- Frequently inspecting playgrounds with our qualified playground inspector and conducting regular maintenance to make sure they meet the right standards for their type and how much they are used.
- Allocating new open space areas in new developments, guided by our Open Space Policy



## **Environmental management and Sustainability**

### **What's important – community told us:**

- Stronger action on climate change.
- Protection of our natural environment.

### **What's in the budget:**

- \$608,000 to address a range of environmental issues like the management of natural values on Council land and energy efficiency programs.

### **We're also:**

- Implementing the fourth year of our Environmental Sustainability Strategy.
- Managing pest weed control on Council managed reserves and roadsides.

## **• Community facilities**

### **What's important – Community told us:**

- Accessible spaces and facility maintenance
- Public toilets, especially in tourist areas.
- Family-friendly spaces like playgrounds and baby change tables.
- Modern, multi-use facilities for sports, events and local businesses.

### **What's in the Budget:**

- \$2.7m on maintaining buildings and facilities.
- \$576,000 for building new toilet blocks.

### **We're also:**

- Undertaking a service review of our public toilets and facilities to ensure these amenities meet the needs and expectations of residents and visitors.
- Enhancing the proactive maintenance of our existing facilities through the development of our new Asset Management Plan.

## **• Waste services**

### **What's important – Community told us:**

- Waste bins in public spaces and improvements in waste infrastructure.
- Regular hard rubbish collections.
- Free green waste disposal year-round.
- More recycling education.
- More efficient, accessible, and environmentally friendly services.

### **What's in the budget?:**

- \$14.2m for the operation and maintenance of waste facilities.
- \$2.4m on upgrading waste facilities.

### **We're also:**

- Undertaking a Waste Service Review to assess and improve the waste management services.
- Implementing a transition plan to guide future waste and recycling services and education programs in response to Recycling Victoria policy.
- Partnering with community, industry and social enterprise to increase recycling and develop circular economy opportunities.
- Retaining the waste levy to ensure equitable funding of our waste services, reduce unintended incentives for illegal dumping and ensure compliance and other costs can be met.

- **Recreation and sporting reserve management**

**What's important – Community told us:**

- Sports and recreation facilities.
- Sporting fields.
- Building new facilities such as skate parks and bike trails.

**What's in the budget:**

- \$5.6m to continue the WORLD Sporting Precinct (\$0.777m from grant funding).
- \$995,000 allocated to design the Lakes Entrance Multi-Use Stadium which is planned to be funded from a grant that we are awaiting confirmation of.
- \$160,000 to design netball changerooms at Lindenow Recreation Reserve.
- \$631,000 to design the West Bairnsdale Recreation Reserve redevelopment.

**We're also:**

- Using the Sporting Facilities Plan (Bairnsdale and East Gippsland) developed with community to inform the maintenance of existing and the development of new facilities.
- Developing a Marine and Coastal Management Plan.
- Seeking funding to construct an indoor sports stadium in Lakes Entrance.

We then released the draft Budget for a second round of community feedback on 7 May 2025. Extensive advertising and promotion of the draft Budget was done seeking community feedback, with advertising in the local printed media, radio, social media, My Council My Community newsletter and our engagement portal on Council's website as well as copies provided in all Service Centres and libraries.

There were 254 downloads of the budget document from our engagement portal. 19 formal submissions were received with the following themes:

- **Infrastructure and Asset Improvements (6 submissions)**

Submissions highlighted the need for improved footpaths, drainage, public toilets, and marina maintenance. The submissions were framed around safety, accessibility, and equitable investment across towns.

**Our Response**

Projects relating to infrastructure and asset improvements are prioritised based on risk, funding availability, and external partnerships. Footpath priorities are guided by the Access and Mobility Framework. Council has invested \$4.6 million in drainage, \$1.5 million in footpaths and \$9.7 million in roads.

- **Community Facilities and Open Space (5 submissions)**

Requests for funding for local parks, play spaces, and community buildings, with strong support for the Orbost Arts Centre and Slab Hut.

**Our Response**

In response to the submissions regarding the Orbost Arts Centre and Slab Hut, Council has proposed a modest funding increase for the Slab Hut, aligned with CPI and tied to clear performance indicators. For the Orbost Arts Centre, Council has recommended pursuing alternative funding opportunities (such as through the Timber Transition Program) and transitioning to a Committee of Management model to enable more sustainable operational support.

- **Financial Management and Transparency (7 submissions)**

Concerns were raised about rate increases, staff costs, and the delivery of capital works.

**Our Response**

We can confirm that the proposed rate rise remains within the State Government's rate cap and reflects a balanced approach to maintaining services while managing cost pressures. Staffing levels have increased in line with service demands and externally funded programs, not solely through ratepayer contributions. We are committed to strengthening project planning, delivery, and financial oversight. While no changes have been made to the draft budget in response to these submissions, the feedback is valued and will inform ongoing improvements in transparency and accountability.

- **Marina Fees and Operations (4 submissions)**

Several berth holders opposed the proposed 12% increase in marina fees, citing affordability, lack of maintenance, and insufficient reinvestment.

**Our Response**

The proposed 12% increase is the first adjustment to berth permit fees since 2016–2017 and is less than CPI across that period. It is based on independent 2021 valuations that found fees were below market rates. Where there is maintenance required in relation to facilities, we encourage berth holders to report the issue for Council's attention. Council has commissioned condition assessments of the jetties to inform future renewal investment. The Operation and Maintenance Fee is proposed to increase by 3% in line with other fees and CPI related cost increases.

- **Governance and Accountability (3 submissions)**

Concerns relating to project scoping and execution, and the use of consultants and calls for stronger oversight and accountability in Council operations.

**Our Response**

While no direct budget changes were made, the feedback was noted as part of broader governance improvements and improvements to project management and internal capability.

Councillors considered all feedback and Council Officers will follow up with individuals on feedback submitted.

## Recommendation

### *That Council:*

1. *adopts the Budget 2025/26 as provided at Attachment 1 (including the schedule of fees and charges) in accordance with section 94 of the Local Government Act 2020;*
2. *in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020, declares the following:*
  - (a) *An amount of \$73,692,414 be declared as the amount that Council intends to raise by general rates, municipal charge and waste collection charges, which is calculated as follows:*

<b>CATEGORY</b>	<b>INCOME</b>
	<b>\$</b>
<b>General Rate</b>	41,251,552
<b>Commercial / Industrial</b>	5,954,178
<b>Farm Rate</b>	6,030,944
<b>TOTAL RATES</b>	<b>53,236,674</b>
<b>Municipal charge</b>	8,442,193
<b>Waste levy</b>	1,675,299
<b>Waste Charges</b>	
<b>Kerbside Waste/recycling collection (120 litre bin)</b>	1,340,118
<b>Kerbside Waste/recycling/green waste collection (120 litre bin)</b>	8,735,364
<b>Additional household waste bin</b>	98,500
<b>Additional Green/Recycling bin</b>	51,986
<b>Rural Waste Collection Charge</b>	112,280
<b>Total Waste Charges</b>	<b>10,338,248</b>
<b>TOTAL CHARGES</b>	<b>73,692,414</b>
<b>TOTAL RATES AND CHARGES</b>	

**(b) The general rate be declared for the period commencing 1 July 2025 and concluding on 30 June 2026:**

**i) It be further declared that subject to paragraph (iv) of this Part, the general rates be raised through the application of differential rates.**

**ii) The following rates in the dollar apply to property classifications:**

<b>Category</b>	<b>% of General rate</b>	<b>Rate in the \$</b>
<b>General/Residential Rate</b>	100%	0.00271314
<b>Commercial/Industrial Rate</b>	129%	0.00349995
<b>Farm Rate</b>	74%	0.00200773

**iii) Differential rates apply to rateable properties with the following characteristics:**

**(a) General**  
**General land is any land that is:**

- **Used primarily for residential purposes; or**
- **Unoccupied but zoned Residential, Township or Rural Living under the East Gippsland Shire Council Planning Scheme; or**
- **Any land that is not defined as Farmland or Commercial/Industrial Land.**

**(b) Commercial and Industrial**  
**Commercial and Industrial Land is any land used primarily for:**

- **the manufacture, or production of, or trade in, goods or services; or**
- **Obviously adapted for the primary use of commercial or industrial purposes; or**
- **Occupied primarily for the purpose of service delivery for tourism leisure and/or accommodation; or**
- **Unoccupied but zoned Business, Industrial, Mixed Use, Special Use or Comprehensive Development Zone under the East Gippsland Shire Council Planning Scheme; or**
- **Conforming to East Gippsland Shire Council guidelines for the classification of property as Commercial/Industrial Land.**



**(c) Farmland**

**Farmland is defined as any land which:**

- Is used primarily for a farming or agricultural business; and,**
- Conforms to the definition of “farm land” as specified within the Valuation of Land Act 1960; and,**
- Conforms to East Gippsland Shire Council guidelines for the classification of property as “farm land” as stipulated within East Gippsland Shire Council’s “Application for Farm Rate”; and**
- The ratepayer has Primary Producer status with the Australian Taxation Office and be located in a Farm Zone in accordance with Council’s planning scheme, or have a permit from Council to operate a farming business.**

**iv) Council has determined that the application of a differential rate for Farm and Commercial/Industrial Land will contribute to the equitable and efficient carrying out of its functions.**

**v) Council has determined that the differential percentage applied to Commercial/Industrial properties for the Economic Development Discretionary fund be 5 percent.**

**vi) Council has determined it will provide a rate rebate equivalent to \$65.47 to eligible properties in the ownership of pensioners who qualify for a Victorian Government approved pension rebate. This rebate is provided in accordance with section 169(1)(a) of the Local Government Act 1989 and supports the development of the municipality in that it helps support pensioners to keep and stay in their own homes.**

**(c) Municipal Charge**

**i) A municipal charge be declared for the period commencing 1 July 2025 and concluding on 30 June 2026.**

**ii) A municipal charge be declared for the purpose of covering some of the administrative costs of Council.**

**iii) The municipal charge be the sum of \$257.00 per each rateable property in respect of which a municipal charge can be levied.**

**(d) Waste Levy Charge**

**i) An annual service charge Waste Levy of \$51.00 be declared for the period commencing 1 July 2025 and concluding 30 June 2026 to cover the increased costs levied by the Environment Protection Authority on the operation of landfills as well as the increased compliance costs required for the operation of landfills.**

**ii) The charge to be levied on each property to which a municipal charge is applied.**

**(e) Waste Collection Charge**

- i) A charge for kerbside collection of waste with recycling, and for kerbside collection of waste with recycling and green waste, and a rural waste collection charge be declared for the period commencing 1 July 2024 and concluding on 30 June 2025 as follows:**

<b>Kerbside Waste/recycling collection (120 litre bin)</b>	<b>\$414.00</b>
<b>Kerbside Waste/recycling/green waste collection (120 litre bin)</b>	<b>\$473.00</b>
<b>Additional household waste bin</b>	<b>\$250.00</b>
<b>Additional Green/Recycling bin</b>	<b>\$187.00</b>
<b>Rural Waste Collection Charge</b>	<b>\$280.00</b>

- (f) Authorises the Chief Executive Officer to levy and recover the general rates, municipal charge, waste levy, kerbside waste with recycling collection charge, kerbside waste with recycling and green waste collection charge and rural waste collection charge as per section 167 of the Local Government Act 1989.**

- (g) Council allows the following payment options in accordance with section 167 of the Local Government Act 1989, as well as options outlined in Council's Financial Hardship Policy and other options available for individual circumstances:**

<b>In Full</b>	<b>Four Instalments</b>
<b>15 February 2026</b>	<b>30 September 2025</b>
	<b>30 November 2025</b>
	<b>28 February 2026</b>
	<b>31 May 2026</b>

- (h) Interest on unpaid rates and charges will be charged in accordance with section 172 of the Local Government Act 1989; and**

- 3. unlock the budgeted funds quarantined in December 2022 to support Home and Community Care transition and Aging Well which is funded under the Draft Council Plan action to Engage with older residents to promote involvement in the community, knowledge sharing and enhancing their sense of purpose and well-being.**

## Strategic Alignment

This report has been prepared and aligned with the following strategic objective set out in the Council Plan 2021-2025:

Strategic Objective 5: 5.5 Resources are managed to meet current and future needs and priorities.

The relevant provisions of the *Local Government Act 2020* prescribes and informs the preparation of the annual Budget as follows:

- Section 55(d) includes information on community engagement;
- Section 94 outline the information that is required to be contained within the Budget document;
- Section 96 outlines the requirements relating to the preparation of the Budget; and
- Section 104 outlines the requirements if Council is proposing borrowings.

The *Local Government Act 1989* prescribes and informs the preparation of the annual Budget in relation to rates and charges. Relevant provisions include:

- Sections 160 and 161 outline the requirements for the declaration of rates, including differential rates;
- Section 167 outlines the requirements relating to payment of rates and charges;
- Section 169 allows Council to grant a rebate or concession;
- Section 171 outlines the requirements if a waiver of rates is being given; and
- Section 172 allows Council to charge interest on unpaid rates and charges.

The *Local Government (Planning and Reporting) Regulations 2020* (Reporting Regulations) outline the reporting requirements for the Budget document.

## Consultation/Community Engagement/Impacts

To inform the development of the Annual Budget 2025/26, we undertook significant community engagement with input from over 4,000 people - one of East Gippsland's most extensive community engagement programs.

As part of our engagement, in February this year (for the first time) we provided an opportunity for our community to tell us which services matter most to them.

Through this engagement, we received 976 contributions where participants allocated funding to their preferred services. Additionally, 492 individuals left comments, offering more detailed insights and suggestions.

Community feedback has guided our understanding of which services matter most, helping us determine the resources needed to deliver them effectively.

Council released the draft Budget for community feedback from 7 May to 21 May 2025, involving extensive advertising and promotion through local print media, radio, social media, 'My Council My Community', and Council's website as well as copies provided in all Service Centres and libraries.

## **Opportunities and Risks**

Under the *Local Government Act 2020*, Council is required to prepare and adopt an Annual Budget. Failure to do so would place the organisation in breach of statutory obligations.

To ensure alignment across strategic planning, financial planning, capital works and service priorities, the Annual Budget integrates with the Council Plan, 10-Year Financial Plan and Asset Plan.

A significant risk has arisen through the new and expanded Victorian Government Emergency Services Volunteer Fund which replaces the Fire Services Levy. This levy is mandated to be collected by Local Government but must be passed through to State Government and imposes significant increases for our ratepayers. Whilst our strong advocacy has resulted in a freeze of the increases for our farmers for 2025/26 there is a risk that ratepayers will opt not to pay the levy component of their rate bill. As council must send a proportion of every rate payer payment directly to State Government, if ratepayers chose not to pay the levy part we may have reduced revenue collected. Estimates of worst-case scenario for this are \$1.86 million in uncollected rates. Ratepayers trying to support our advocacy efforts to State Government by not paying this part of the rate notice may also lead to debt collection which we also agree is unfair.

## **Climate change**

The Budget allocates resources across Council Plan priorities to support strategic actions that respond to climate change - by managing our assets and natural resources responsibly, building resilience, and ensuring long-term sustainability for future generations.

## **Conflicts of Interest**

Officers preparing this report have no conflict of interest to declare.

## **Attachments**

1. Draft Budget 2025/26 [5.1.2.1 - 118 pages]

**DRAFT**

East Gippsland Shire Council

**Budget  
2025-26**



## Draft Budget 2025/26

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## Message from the Mayor and CEO

This year's budget is focused on finding new and better ways to do more with less, limiting rate increases and maintaining our service delivery.

As a new Council the development of the budget has been rigorous. We operate in a constrained financial environment and how we support the community and maintain our service delivery matters to us.

We have made a conscious decision to limit rate increases to 2.0% - below the Victorian Government's 3.0% rate cap. This is in direct response to the rising cost-of-living pressures on our community and will be balanced out with continued efficiency targets through the development of a financial sustainability strategy that will identify a framework for realising future savings and efficiencies.



Rates are necessary to keep our core services available for you. In setting our rate we have struck a balance between service delivery and limiting the financial impact on families and businesses. We encourage any ratepayer experiencing financial hardship to contact us at any time.

In developing this budget, we asked you what is important to your community early. We thank the almost 1,000 people for taking the time to provide their feedback. That feedback has influenced our budget discussions and provided vital information to improve our service delivery.

You told us about a range of improvements that will make East Gippsland a better place to live, work and visit. Some of these initiatives are already underway as day-to-day operational improvements, while others are picked up in our Council Plan. As an example, you told us the cleanliness of our public toilets needs improvement, and we have committed to reviewing that service this year. Roads, footpaths and drainage are important, and we are continuing to invest through this budget.

This feedback has allowed us to consider what resources are needed to provide the services and where to invest to have the greatest impact on our community.

We are investing in good infrastructure that focusses on practical improvements that make the area safer, cleaner, and more liveable. Our investment in new and continued projects includes:

New projects in 2025/26 include:

- \$3.132m on road reseal projects
  - \$1m on our gravel road program
  - \$0.991m for footpaths and pedestrian crossings
  - \$0.5m Marlo town drainage upgrade
  - \$1.95m Slip Road Maritime Precinct, Paynesville
  - \$1.18m Bairnsdale Aerodrome rehabilitation of taxiway and hanger apron\*
- \* Project will only proceed if the grant funding application is successful

Key projects that continue from 2024/25 include:

- \$2.572m for continued digital transformation aimed at simplifying systems and processes to make it easier for our teams to do their work and for community to interact with us.
- \$5.62m to continue the WORLD Sporting Precinct
- \$1m Livingstone Park, Omeo
- \$4.75m Slip Road Maritime Precinct, Paynesville
- \$1.053m Bairnsdale Aerodrome runway extension and lighting upgrade

*\* Please note that some of these amounts are not a new allocation but include budget that has been carried forward from 2024/25 to 2025/26*

To ensure accountability to the community for the delivery of these projects we are committed to reviewing Council's approach to project management to deliver a rigorous, efficient and objective framework that covers all aspects of the project lifecycle which will assist us continually improve our delivery of projects for community on time and in budget. This is coupled with a target to deliver our Capital program ensuring we are accountable to the community to meet the capital commitments we make through the Budget.

Cost shifting and rising costs of doing business continue. This means we need to be flexible and adaptive in how we deliver the infrastructure and services our community needs. We have embedded savings targets into the budget and we are up for the challenge to deliver. We have also committed to a Financial Sustainability Strategy that will identify a framework for realising future savings and efficiencies in how we provide services.

Likewise, we are advocating strongly to support our community on key State-imposed issues such as the Emergency Services and Volunteers Fund levy, including a six-month advocacy campaign to stop the new Levy. The advocacy we undertook assisted to freeze the increases for this levy in 2025/26 for our farmers. However, this State Government levy, that we are mandated to collect and send straight to the State, will still increase the amount our community has to pay. We are continuing to advocate on behalf of our community to have this levy scrapped.

Finally, as a new Council, we have developed a new Council Plan which sets out our vision, outcomes, priorities and major initiatives for the next four years. It is our strategic to-do list and will be brought to life by year one of the budget.

The four strategic themes of the new Council Plan will serve us well as we focus on what matters for our community.

- Community wellbeing and social responsibility
- Prosperity
- Making the most of what we've got
- Managing Council well

This budget supports continuing to put our community first and we thank the community for its input, Councillors for their contribution and Council officers for their time and expertise.

**- Mayor Cr John White and Chief Executive Officer Fiona Weigall**

## How we have developed this budget

Each year we develop an Annual Budget that provides a public statement of priorities. The budget describes services that our Council intends to provide, as well as what funds will be allocated to deliver them. These priorities are aligned to the Council Plan and Community Vision.

### Our Budget 2025/26 has been guided by six key principles:

- Developed in an integrated way across our suite of strategic plans.
- Preserving Financial sustainability.
- Having services and service levels acceptable to the community.
- Ensuring we are keeping up with asset renewals.
- Efficient use of ratepayers' money.
- Renewal and upgrade of existing assets is prioritised over the creation of new assets and new assets are designed for cost management and community need.

### Developing our budget is a complex process where we:

- Identify and cost the services we will continue to deliver over the next year.
- Consider a range of economic assumptions that underpin the forecast income and expenditure.
- Examine our key plans and strategies that have been developed with our communities and stakeholders. We then identify and cost the priority actions from these plans to be delivered.
- Consider community priorities captured as part of the community consultation process.
- Ensure the Council Plan priorities are integrated and funded.
- Balance this against what we can afford to pay for so we can live within our means and ensure rates are kept as low as possible for community.

Together the Operating and Capital Budgets form the Budget 2025/26. Just like a household budget, we can't fund everything we'd like to, so we phase our expenditure over many years. For this reason, we also develop a 10-Year Financial Plan, so we have a long-term budget as well as our annual budget.

## Delivering on our Council Plan

This year our new Councillor group has been developing a Council Plan which supports the delivery of the Community Vision.

Significant community engagement was undertaken in the development of the Council Plan as well as Councillor workshops to identify the 'strategic to do list' for the next four years.

The budget aligns to these priorities which we have grouped our investment in each theme below.



**Strategic Theme 1 -  
Community wellbeing and  
social responsibility**  
**\$16.3 million**  
**16% of budget**



**Strategic Theme 2 -  
Prosperity**  
**\$7.3 million**  
**7.1% of budget**



**Strategic Theme 3 -  
Make the most of what  
we've got**  
**\$51.8 million**  
**50.8% of budget**



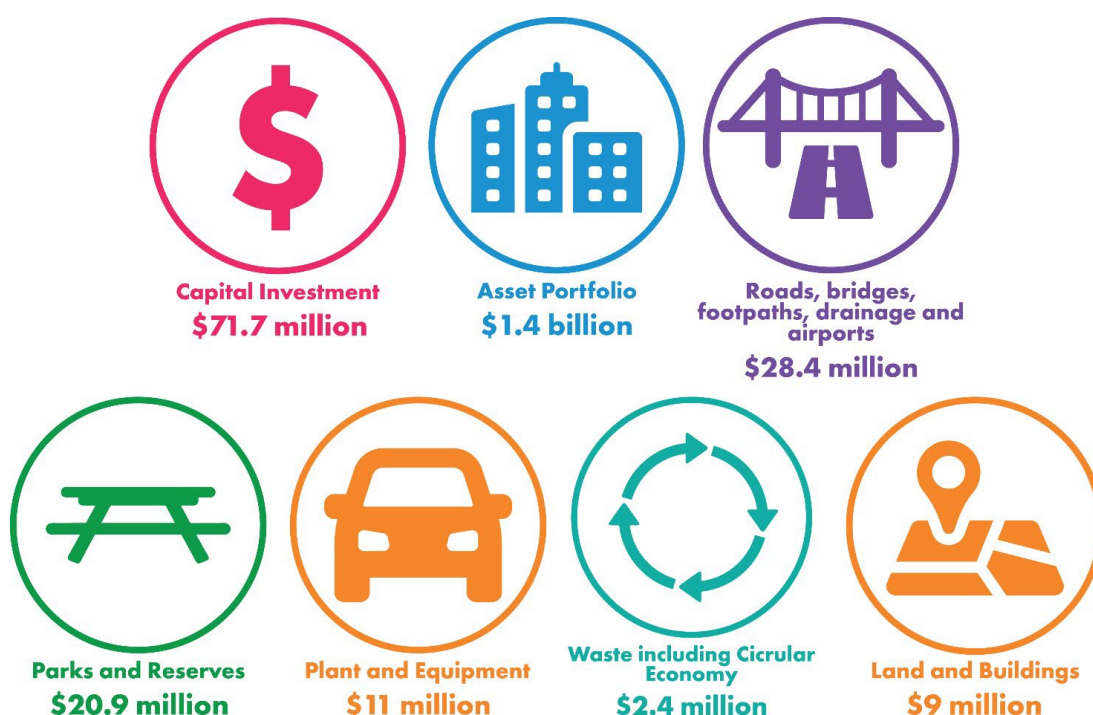
**Strategic Theme 4 -  
Managing Council well**  
**\$26.6 million**  
**26.1% of budget**

## Investing in our future

Over the past four years we have grown our capital (infrastructure) budget by 200%. Our planning helped us to get the most out of external funding opportunities. We have also rebuilt better, or new, following the Black Summer Bushfires. Our large capital program has been possible through the attraction of external funding, with our cash contribution to the program remaining static at an average of approximately \$32m per year.

In 2025/26 we will continue to have a large capital budget, as we finalise delivery of some of these externally funded major projects. We have slowed the phasing of some projects that are to be funded and delivered over multiple years to help achieve this.

### Capital investment summary 2025/26



### How the Capital Program is developed

The capital works budget is funded through an internal allocation of funds and external grants. Loans are sometimes used to fund specific projects.

The funding that comes from Council's internal cash is based on the amount that Council is required to depreciate its assets each year. With an asset portfolio of just over \$1.4 billion, our annual depreciation of assets is approximately \$32m per annum – this is about the amount we invest in the capital program.

We have been successful in attracting external grant funding for new projects in 2025/26, including funding for the Gippsland Lakes Shared Community Hub (subject to Council approval for receiving the grant). This allows us to deliver projects that would otherwise be beyond our financial reach.

New projects in 2025/26 include:

- \$3.132m on road reseal projects
  - \$1m on our gravel road program
  - \$0.991m for footpaths and pedestrian crossings
  - \$0.5m Marlo town drainage upgrade
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Key projects that continue from 2024/25 include:

- \$2.572m for continued digital transformation aimed at simplifying systems and processes to make it easier for our teams to do their work and for community to interact with us.
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*\* Please note that some of these amounts are not a new allocation but include budget that has been carried forward from 2024/25 to 2025/26*

### Economic assumptions

The assumptions below have been made to capture the key income and expense areas of our budget.

Assumption	Budget	Projections			Trend
	2025/26	2026/27	2027/28	2028/29	+/-
Rate and charges	2.00%	2.75%	2.50%	2.50%	+
Annual Growth	1.00%	1.00%	1.00%	1.00%	o
CPI	2.50%	2.75%	2.50%	2.50%	o
User Fees	3.00%	2.75%	2.50%	2.50%	o
Grants	3.00%	3.00%	2.75%	2.75%	o
Other income	3.00%	2.75%	2.50%	2.50%	o
Employee Costs	3.50%	2.75%	2.75%	2.75%	+
Lump sum contracts and provisional	4.50%	4.00%	4.00%	4.00%	o
Materials and services	4.00%	3.00%	3.00%	3.00%	o
Utilities	4.00%	4.00%	4.00%	4.00%	o
Insurances	11.00%	8.00%	8.00%	8.00%	o
Depreciation and amortisation	2.22%	0.98%	1.88%	2.24%	-

### Rates and charges

Base rate income is proposed to increase by 2%, which is in direct response to the cost-of-living pressures faced by our community and is 1% less than the Victorian Government rate cap. From 2026/27 onwards it is assumed that rates revenue will align with the conservative CPI increases.

### Annual growth

The Financial Plan assumes that growth in the rates base as well as in the use of Council services will grow by 1% each year, which has been consistently the case for numerous years.



### Consumer Price Index

The Budget assumes a conservative increase of 2.75% for 2026/27 and 2.5% for 2027/28 and 2028/29 years based on the assumptions outlined in the Victorian State Budget May 2025. This in effect builds in a strategy for cost containment and encourages efficiencies as current economic indicators reflect a greater increase in prices for various consumer goods.

### User fees

Most user fees are budgeted to increase by 3% in line with CPI. Details of the user fees can be found in the budget document Schedule 6 - Fees and Charges.

### Grants

We currently receive grants for tied (specific purpose grants) and untied financial assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by approximately 3.0% in 2026/27 and then 2.75% thereafter. This is based on historical increases received for the largest operating grant being the Victorian Grants Commission annual grant allocation and the calculation they use to distribute this across councils in Victoria which sees our area get a slightly greater share in comparison with a large amount of other councils.

### Other income

The Budget assumes that other income increases each year will be in line with conservative CPI assumptions.

### Employee costs

A new Enterprise Agreement for East Gippsland Shire Council employees was registered in December 2024 and provides for employee remuneration increases through until the expiry of the agreement in 2027. This Budget has been developed based on the increases provided in the Enterprise Agreement, with an additional uplift to allow for banding increments. Superannuation guarantee charge increases were announced as part of the 2014 Federal Budget and this Plan assumes that superannuation will increase progressively from 10% in 2021/22 to 12% by 2025/26.

Employee numbers will reduce from 2024/25 and again in 2025/26 as the Black Summer Bushfire recovery efforts conclude. Permanent employee numbers are then forecast to remain the same.

### Lump sum contracts and provisional

Lump sum contracts and provisional payments are assumed to increase above CPI each year based on cost escalations that have been experienced in the past for this type of expense.

### Materials and services

Material costs include items required for the maintenance and repair of Council buildings, roads, drains and footpaths which are more governed by market forces based on availability than CPI. Other associated costs included under this category are utilities, and consumable items for a range of services.

We utilise external expertise on a range of matters, including legal services and audit. This Budget assumes that these costs will continue to rise at a rate greater than CPI for 2025/26 and beyond.

### Utilities

This Budget assumes that these costs will continue to rise at a rate greater than CPI for 2025/26 and beyond.

### Insurances

Insurance premiums are assumed to increase significantly above CPI each year based on expected cost escalations.

### Depreciation

Depreciation has been based on the projected capital spending in the proposed Budget.

### Financial sustainability

Sound long-term financial management is critical to providing the financial certainty and flexibility needed for efficient and effective service delivery and asset management.

While we are financially sound, demonstrated by the indicators below, we want to ensure a strong continued focus on being as efficient as we can. This is in line with the budgeting principles of efficient use of ratepayer money and keeping services and service levels at an acceptable level for the community.

We have also strongly advocated to the Victorian and Commonwealth governments for our fair share of funding so we can use these funds to provide our services to the community. Victorian and Commonwealth inquiries into financial sustainability of local government are considering recommendations made across local government and we hope many of our recommendations will be implemented.

We are emerging from historically high increases in expenditure driven by the effects of the Black Summer Bushfires, so now is the time to develop a framework for realising future savings and efficiencies in how we provide services.

The full scope of this review can be found in our Long-Term Financial Plan.

The following table shows Council's current and projected performance across key financial indicators measured against the Victorian Auditor General's (VAGO) risk ratings.

Indicator	Target	2025/26	2026/27	2027/28	2028/29	Risk rating
Net result %	>0%	6.4%	16.3%	9.4%	7.4%	Low
Underlying surplus/ (deficit) %	>5%	(6.7%)	0.18%	1.63%	0.7%	Medium
Liquidity/Working Capital (ratio)	1.5	2.47	2.03	2.0	2.37	Low
Asset renewal %	100%	189.1%	179.6%	120.2%	92.1%	Low
Indebtedness	60%	16.7%	14.5%	15.5%	15.0%	Low
Unrestricted Cash	>80%	170.6%	110.4%	103.7%	139.8%	Low

### Circular economy

In a circular economy, natural resources are kept in circulation to create new economic opportunities and help conserve natural resources and reduce waste to landfill. Over the next three years we are investing:

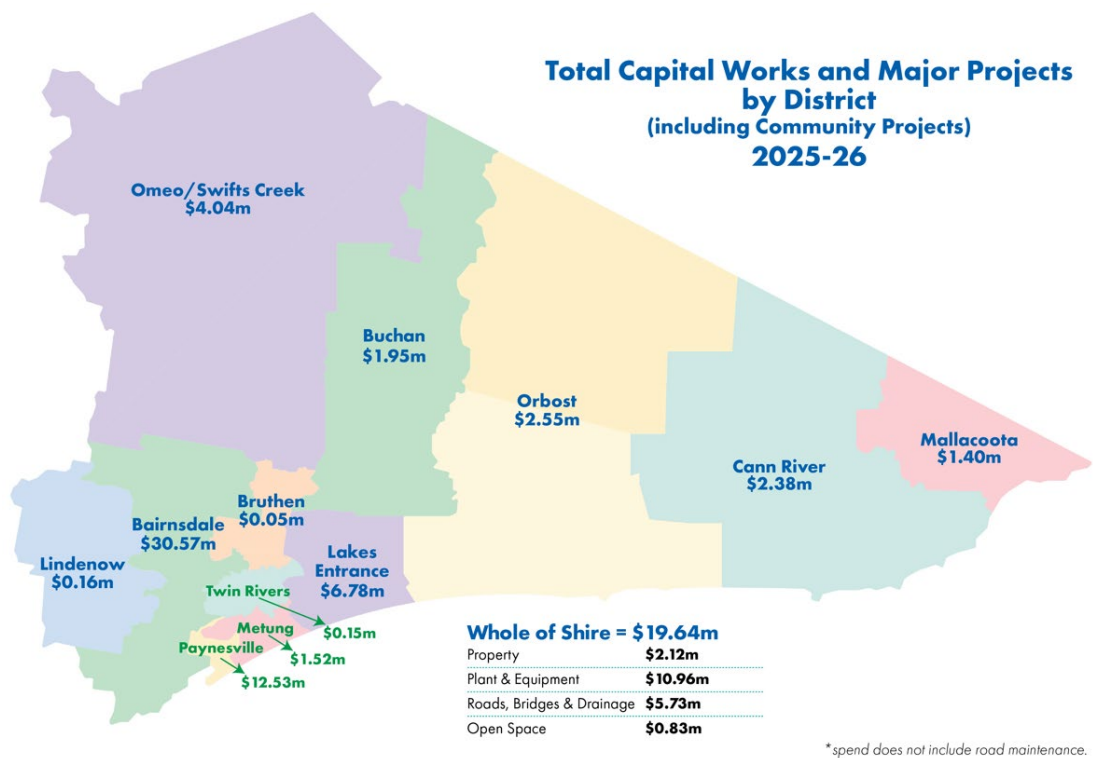
- \$1.017m in key projects that will reduce waste to landfill
- \$0.628m for the Cann River Waste Transfer Station

We are also completing a service review of our waste services which aims to ensure cost effective delivery of waste services in line with community expectations and service and regulatory requirements from the Victorian Government.

### Delivering community projects

Sometimes Council also has projects that do not involve Council assets. These show as Major Projects in our budget. Projects we are delivering in partnership with the community include:

- Sarsfield Recreation Reserve - total project budget of approximately \$2.9m



## Maintaining our assets

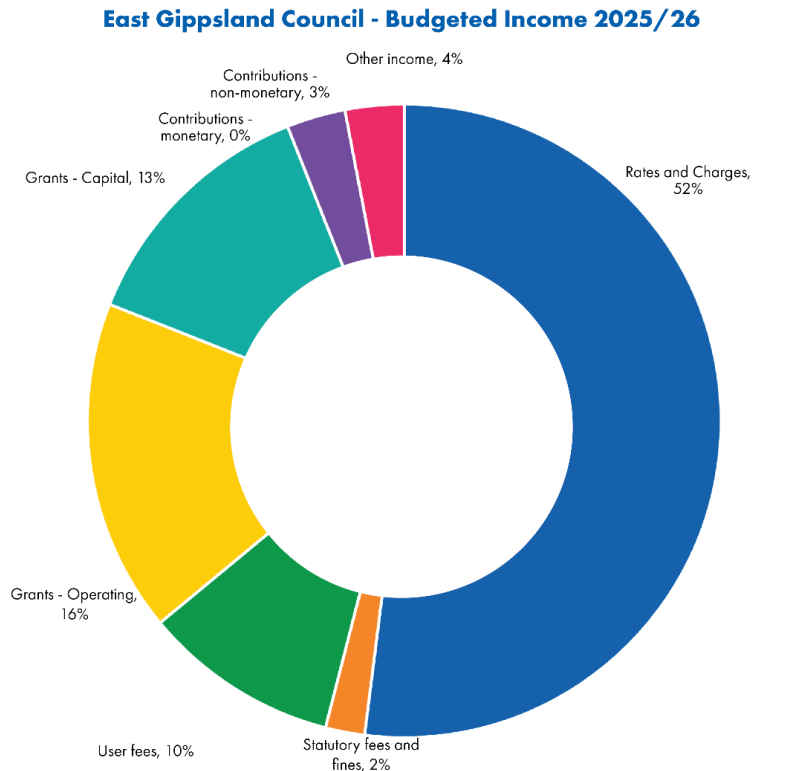
As well as replacing assets when they reach end of life, we invest heavily in the maintenance of assets. This supports all residents and visitors using our roads, buildings, open spaces and sporting facilities.

In 2025/26 our maintenance budget includes:

- Roads and bridges: \$17.3m. Includes sealed and unsealed roads, road reserves, off-street car parks, signs, bridges (timber and concrete), culverts and concreting (excluding depreciation).
- Parks and gardens: \$6.2m. Maintenance and operating costs include landscaping supplies, fuel, small plant equipment etc (excluding depreciation).
- Buildings: \$2.7m (excluding depreciation and utilities costs). Maintenance costs include repairs to Council buildings undertaken by in-house teams and contractors, and cleaning contractors.
- Waste: \$14.2m (excluding depreciation). Maintenance and operating costs for the collection, processing and disposal of waste.

## Rates, fees and charges

We have a variety of income sources including rates, fees and charges, annual allocations from the Victorian and Commonwealth governments, borrowings and contributions. The breakup of these is shown below.



### Rates support service delivery to community

Rates are necessary to keep our core services running. Our teams work around the clock to deliver essential services – from waste and recycling collections to road works and street cleaning, public health and safety, and keeping our parks and gardens in great shape for everyone to enjoy. Rates also make up a significant portion (52%) of the revenue we get to deliver services to our community.

Our approach to rate setting has been made considering the impact of hardship across our community. Any ratepayer experiencing financial hardship can apply for rate relief as outlined in our Financial Hardship Policy. We encourage you to contact us at any time.

### Rate capping – 2% is below inflation and below the rate cap

The Victorian Government introduced a rate cap for local government in 2016. The cap is the maximum amount that a council can increase its rates and charges by, overall.

In 2025-26 the rate cap is 3.0%. This means total income raised by general rates and the municipal charge can only increase by 3.0% from the base general rates and municipal charges of the previous financial year.

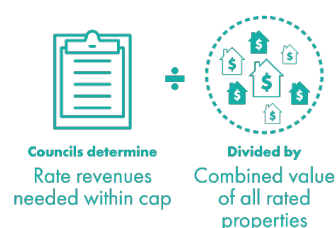
Council has set the rate increase for 2025/26 at 2% which is 1.0% less than the allowed rate cap increase. This is in direct response to the rising cost-of-living pressures on our community and will be balanced out with continued efficiency targets the development of a financial sustainability strategy that will identify a framework for realizing future savings and efficiencies in how we provide services to our communities.

## How rates are calculated

### How your council rates are calculated

Rates are a tax which fund council services and infrastructure. Rates are calculated based on the value of your property relative to others in the municipality.

#### Total rates for the municipality



#### What you pay



Other factors can influence your rates, for example:

Property values in the municipality may have changed relative to others.

## Valuation method

We use the Capital Improved Value (CIV) of each property. The CIV refers to the value of the land plus improvements, which include dwellings, other buildings, fences, landscaping and other aspects. CIV is the most used valuation base by local government with over 90% of Victorian councils applying this methodology. Based on the value of both land and all improvements on the land, it is generally easily understood by ratepayers as it equates to the market value of the property

### Property valuations

We do not control the valuation process through which the CIV is determined. Property valuations are conducted annually by the Valuer-General Victoria and provided to Council.

This is so there is independence in the valuations set and because the Valuer-General's office has the specialist skills to be able to provide this information across Victoria.

- The value of each property is used to determine the share of the total rates and charges.
- Municipal valuations are influenced significantly by property sales data.
- We must use the valuations certified by the Valuer-General Victoria in the rate calculation process.
- Property valuations are shown on the annual valuation and rate notice. Ratepayers can object to their valuation, if they believe it is not correct, provided they do so within two months of the date of issue of the rates notice each year.

### Rating differentials

The value of each property serves as the basis for calculating what each property owner will pay, one mechanism that assists with equitable distribution of rates is differential rating, which allows us to shift part of the rates levied from some groups of ratepayers to others, through different 'rates in the dollar' for each class of property.

The differential rates are determined based on factors like property valuations, the type of property, and the services provided to those properties.

We have three different rate categories depending on how a property is used. These are:

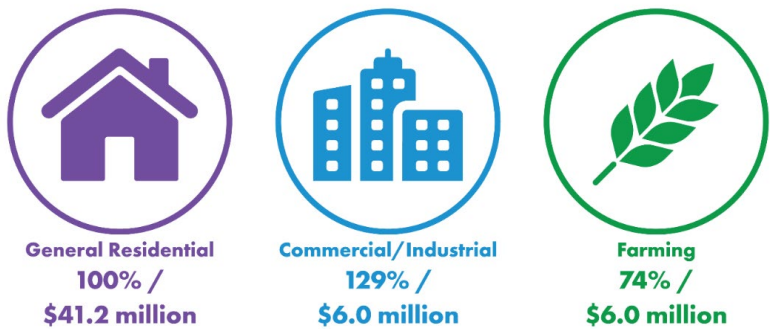
- General Residential
- Commercial/Industrial
- Farming

This distinction is based on the concept that different property categories should pay a fair and equitable contribution, considering the benefits those properties derive from the local community.

We are mindful of the impact of the annual movement in valuations for the three classes of properties and take this into account when setting the differential rates each year. For the 2025/26 year, the budget proposes that generally all property owners, on average, receive a similar percentage rate increase.

The way the rate is struck is quite complex and there will be properties that pay slightly above the 2.0% increase and some that pay below, depending on if their property valuation change is greater or less than the average valuation change for the class of property.

In 2025/26 we are intending to apply the following differentials to the rates to achieve an overall 2.0% increase:

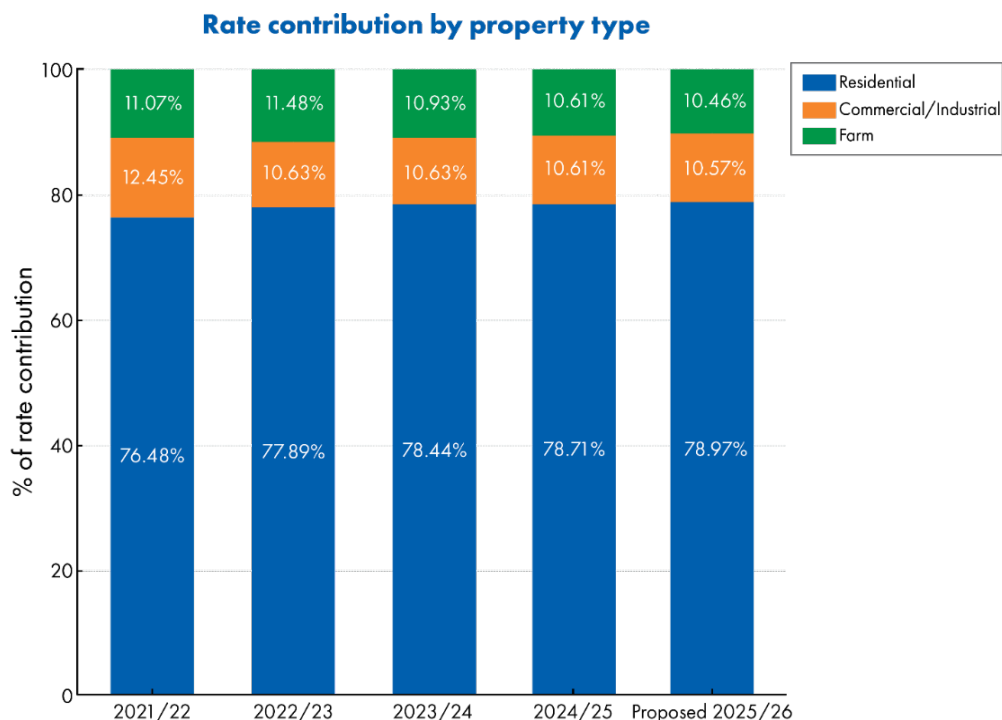


**Rates distribution**

Since 2021 the rate distribution or amount of rates each property class pays has remained relatively consistent. This demonstrates the fairness that has been applied across the different property groups when dividing the rating burden.

The table below shows the percentage of total rates and municipal charge distribution for the three classes of properties since 2021/22 through to the proposed distribution for the 2025/26 year.





### Municipal charge

There are two components to your rates and charges, one being a variable amount based on the property Capital Improved Value, the other being a fixed municipal charge.

The municipal charge is \$257 for 2025/26.

37% of farming properties are exempt from the municipal charge as they are part of a single farming enterprise.

### Fees and charges

Fees and charges have in the most part been raised by 3.0%.

Fees and charges are assessed annually to ensure efficient costing and reasonable recovery for the services provided. Some fees are benchmarked against like industries to ensure they are comparative.

This year, based on market benchmarking and reasonable cost recovery the two fees below are proposed to increase by more than 3%:

- Riveria Harbour canal jetties – a proposed average increase of approximately 30% to ensure a fair contribution for use of the harbour.
- Marina licence fees – Metung, Chinaman's Creek and Slip Bight marina licence fees are proposed to be increased by approximately 12% which is the first adjustment to berth permit fees since 2016–2017 and is less than CPI across that period. It is based on independent 2021 valuations that found fees were below market rates. Where there is maintenance required in relation to facilities, we encourage berth holders to report the issue for Council's attention. Council has commissioned condition assessments of the jetties to inform future renewal investment. The Operation and Maintenance Fee is proposed to increase by 3% in line with other fees and CPI related costs%.

Please refer to the fees and charges section for more information.

### Waste levy and waste fees and charges

Waste services operate on a full cost recovery model, and we continue to focus on reducing the amount of waste to landfill.

- The waste service charge for kerbside collection will increase by 2.0%.
- The waste levy will remain unchanged at \$51.
- Waste charges (e.g. at transfer stations) will increase on average 3.0%.
- The green waste disposal fee will increase from \$12 per cubic metre to \$14 per cubic metre and will contribute \$710,000 (70%) of the processing costs.
- A free green waste period will again be offered throughout November to support people preparing their properties ahead of the fire season. A green waste coupon will also be provided for the free disposal of up to 1.5 cubic metres of green waste at transfer stations.

The waste levy is in response to the increase in the Victorian Government's landfill levy imposed on Council as well as other compliance cost increases.

### Grant funding

Our staff work hard to source grants. This year we have budgeted for \$42.9m of grant income from the Victorian and Commonwealth governments.

This grant funding assists communities for preparedness and resilience for future emergency events, creating opportunities for economic growth, supporting investment, and liveability.

What we have received grants for:

- General purpose grant and local roads grant through the Victorian Grants Commission.
- Ongoing operational service delivery such as roadside weeds and pest management, library operations, school crossing supervision, emergency management and immunisations.
- A range of capital projects where delivery will continue in 2025-26 (budgeted as \$18.9m).

## Advocating for more equitable funding

We are proactive in seeking new investment, more equitable funding arrangements from government, and policy change that supports our community. This work is guided by our Advocacy Strategy and informed by our work with communities.

The Victorian Government provides recurrent funding that contributes to (but does not fully fund) specific Council services such as libraries, emergency management and school crossing supervisors. Many of these funding allocations have not seen inflation increases in 2024-25, or very limited increases.

We continue to advocate to the Victorian and Commonwealth governments for more equitable and sustainable funding models for delivering our services.

**Budget statements**

The Budget 2025/26 comprises of financial statements that cover six key statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*:

1. Comprehensive Income Statement
2. Balance Sheet
3. Statement of Changes in Equity
4. Statement of Cash Flows
5. Statement of Capital Works
6. Statement of Human Resources

## Financial Snapshot

Key Statistics	2024/25 Forecast \$'000	2025/26 Budget \$'000
Total Income	159,878	144,082
Total Expenditure	147,364	134,851
Surplus for the Year	12,514	9,231
Underlying operating surplus	(16,436)	(8,506)
Cash result	(21,302)	(36,737)
This is the net funding result after operations, capital works and financing activities. Refer to Statement of Cash Flows in Section 3 and also Note 4.4.1 for more details.		
Capital Works Program	47,351	71,711
Funding the Capital Works Program		
Council	21,742	50,695
Contributions and Reserves	3,561	2,087
Grants	22,048	18,929
Total funding for capital works program	47,351	71,711

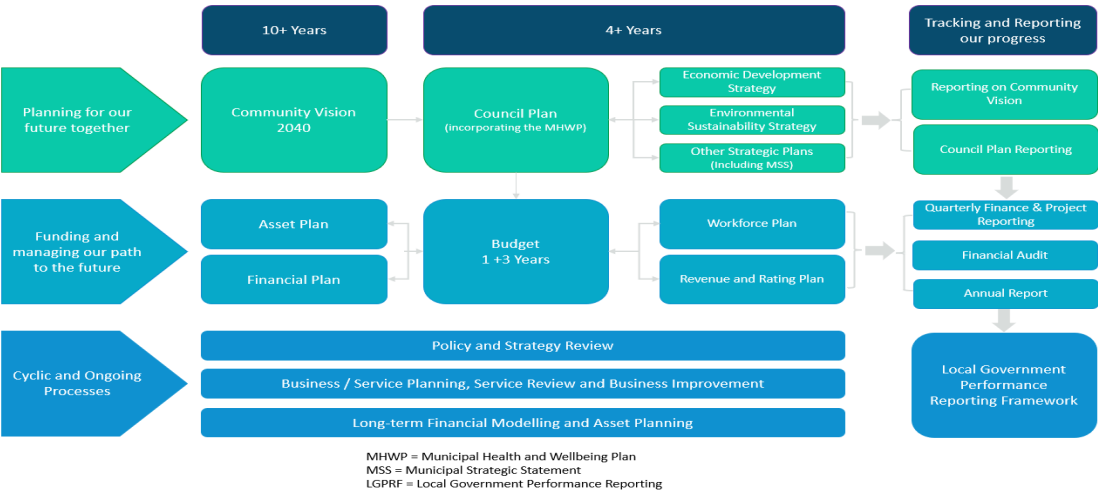
Refer to Section 4.5 Capital works for further information

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 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.



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 councils adopted Community Engagement Policy and Public Transparency Policy.

## 1.2 Our purpose

### Our Vision

*To foster inclusive, connected communities and places where all East Gippslanders prosper, and endeavour not to leave anyone behind.*

### 1.3 Themes

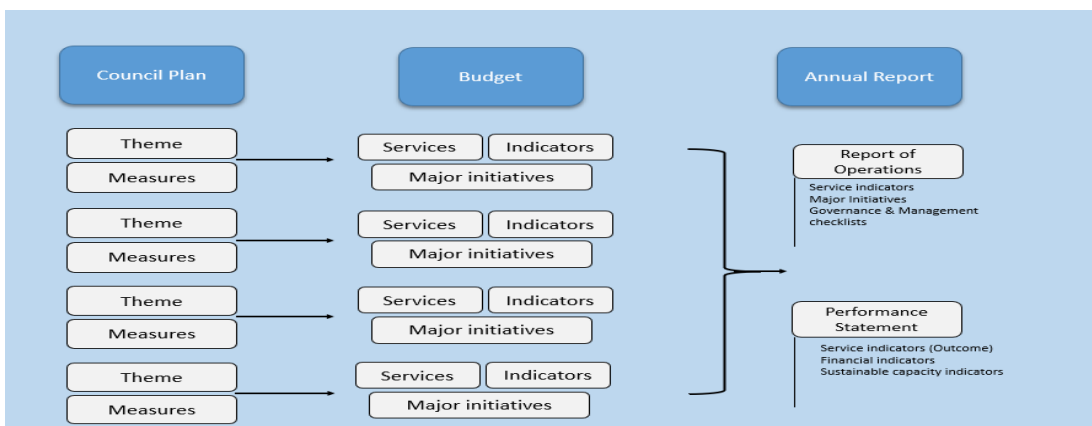
Council delivers a range of services, programs, projects and facilities for its diverse communities. Each contributes to the achievement of our strategic themes as set out in the Council Plan for the years 2025-2029. The following table lists our focus areas as described in the Council Plan. Each is defined by outcomes that describe what we want for East Gippslanders now and into the future.

Strategic Themes	Outcomes
<b>1. Community wellbeing and social responsibility</b>  <i>We foster a strong sense of belonging, inclusivity, and shared responsibility, ensuring that all members of our community are supported, valued, and empowered to thrive together.</i>	1.1 A connected and inclusive community, where no one is left behind  1.2 A stronger collaborative community that is actively engaged and supported
<b>2. Prosperity</b>  <i>We embrace sustainable economic growth, fostering opportunities that enhance livelihoods, innovation, and long-term financial stability for our diverse communities.</i>	2.1 Thriving, self-sufficient communities with strong local businesses and social enterprises  2.2 A well-functioning planning system that responds to our communities needs
<b>3. Making the most of what we've got</b>  <i>By using our assets and natural resources wisely, we protect them, adapt to change, and support future generations.</i>	3.1 Natural assets are well-managed and protected  3.2 Our cultural heritage is managed and preserved  3.3 Our assets are well maintained, utilised and meet community needs
<b>4. Managing Council well</b>  <i>We ensure effective leadership, transparent decision-making, and responsible management, fostering trust and collaboration to build a resilient and forward-thinking community.</i>	4.1 Council operates transparently and effectively with public trust  4.2 Decision-making is streamlined, efficient, and responsive to community needs



## 2. Services and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2025/26 year and how these will contribute to achieving the themes and outcomes outlined in the Council Plan. The Budget sets out the initiatives and service performance outcome indicators for key areas of Council's operations, as required by legislation to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



### 2.1 Strategic Theme 1 - Community wellbeing and Social Responsibility

We foster a strong sense of belonging, inclusivity, and shared responsibility, ensuring that all members of our community are supported, valued, and empowered to thrive together.

#### Services

Service area	Description of services provided	2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Animal Management and Local Laws	Our animal management service includes helping <i>Inc</i> contain stray stock on public roads and land, educating and enforcing responsible pet ownership, identifying and managing missing and stray pets, and providing advice regarding pet microchipping and registration. Additionally, we enforce local laws to ensure the safety and wellbeing of our community.	710	871	864
	<i>Exp</i>	(1,534)	(1,506)	(1,554)
	<i>Net Income/ (Net cost)</i>	(824)	(635)	(690)
Aquatic and Recreation Centres	We operate two indoor recreation centres (with <i>Inc</i> swimming pools) and two seasonal outdoor swimming pools. These facilities provide opportunities for individuals of all ages, genders, and abilities to engage in health, education, and leisure activities by providing recreational facilities including indoor and outdoor aquatic centres, swimming lessons, fully equipped gymnasiums, aqua aerobics and group fitness classes and a stadium.	3,122	3,293	3,220
	<i>Exp</i>	(5,684)	(5,963)	(5,914)
	<i>Net Income/ (Net cost)</i>	(2,562)	(2,670)	(2,694)
Culture and Creativity	We manage an arts and culture program presenting <i>Inc</i> workshops and skills development sessions across the visual, performing arts and heritage sectors. This supports local artists, activities and public art projects by providing information, funding and grants. The Forge Theatre and Arts Hub in Bairnsdale is East Gippsland's professional 362-seat performing arts centre, presenting visiting and local shows and performances each year from drama, comedy, music, children's theatre, dance, physical theatre and musicals.	278	253	276
	<i>Exp</i>	(1,425)	(1,417)	(1,295)
	<i>Net Income/ (Net cost)</i>	(1,147)	(1,164)	(1,019)

Service area	Description of services provided	2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Committees of Management	We support 77 Committees of Management to maintain sportsgrounds, recreation reserves and halls. The partnership aims to improve the quality of life in communities, increase participation in sport, recreation, arts and environmental activities and overall enhance our facilities. Committees of Management are committees of volunteers appointed by Council to look after Council owned or managed facilities. Some have responsibilities under the Victorian Government and look after Crown assets.	<i>Inc</i> - <i>Exp</i> (324) <i>Net Income/ (Net cost)</i> <b>(324)</b>	-  (310) <b>(310)</b>	-  (320) <b>(320)</b>
Community resilience	We provide support and advocacy for sector and community members around social inclusion, accessibility, community planning, participation, capacity building, social activities and events. Our team conducts research and development on social issues affecting our community (mental health, affordable housing, violence prevention) and works directly with community and community organisations to connect community with available services while supporting Council's community engagement functions.	<i>Inc</i> 462 <i>Exp</i> (1,399) <i>Net Income/ (Net cost)</i> <b>(937)</b>	174 (2,155) <b>(1,981)</b>	18 (939) <b>(921)</b>
Community Planning	This service is responsible for a broad range of project and community facilitation work including place facilitation functions for remote areas; developing place-based plans; developing long term plans for specific asset classes; and functions. It is future facing and delivers longer-term benefits for the community.	<i>Inc</i> 19 <i>Exp</i> (1,444) <i>Net Income/ (Net cost)</i> <b>(1,425)</b>	310 (2,034) <b>(1,724)</b>	45 (2,055) <b>(2,010)</b>
Emergency management	We have several key roles in emergency management, including implementing state preventative strategies, such as planning and building codes, and planning for natural disasters. Others include: • Local risk management and emergency planning • Community education, awareness and preparedness. • Risk reduction strategies • Equipment support • Support community recovery programs • Manage community needs in all emergency management processes • Provide support and recovery assistance to those affected by emergencies	<i>Inc</i> 968 <i>Exp</i> (5,748) <i>Net Income/ (Net cost)</i> <b>(4,780)</b>	741 (7,303) <b>(6,562)</b>	185 (1,693) <b>(1,508)</b>
Environmental and public health	Our role is to monitor and enforce public health regulations to provide community health and wellbeing. This is achieved through issuing permits and conducting inspections to gain compliance with food safety, public health and onsite wastewater management systems. We also provide vaccinations through the National Immunisation Program for infants, school children, and adults in a comfortable, safe and friendly environment across the shire.	<i>Inc</i> 504 <i>Exp</i> (892) <i>Net Income/ (Net cost)</i> <b>(388)</b>	530 (894) <b>(364)</b>	533 (930) <b>(397)</b>
Libraries	We operate six libraries - Bairnsdale, Lakes Entrance, Mallacoota, Omeo, Orbost, and Paynesville - offering books, online resources, free computer and Wi-Fi access, training, activities, and more. Our mobile library serves remote locations fortnightly. An online catalogue, digital services, and self-scanners at two branches make it easier to browse and borrow from home, work, or on the go.	<i>Inc</i> 403 <i>Exp</i> (1,192) <i>Net Income/ (Net cost)</i> <b>(789)</b>	424 (1,241) <b>(817)</b>	403 (1,253) <b>(850)</b>
School crossings	Our school crossing supervisors ensure local families get to and from school safely every morning and afternoon at 16 locations.	<i>Inc</i> 122 <i>Exp</i> (241) <i>Net Income/ (Net cost)</i> <b>(119)</b>	125 (330) <b>(205)</b>	120 (331) <b>(211)</b>

**Major Initiatives**

1	Develop place plans that strengthen community engagement across our region. These plans will align and prioritise community needs and service levels.
2	Advocate for appropriate levels of accessible health and wellbeing services to address the needs of our growing and ageing community.
3	
4	Support participation in recreation and physical activity and pathways for our young and not so young community members.
5	Work to enhance the accessibility of our towns and community health by developing and implementing Active Transport projects with a focus on promoting health and wellbeing and meeting infrastructure gaps.
6	Identify the non-sporting facility needs of communities, supporting current and potential future user groups, and prioritise shared facility use.
7	In collaboration with community partners, advocate for improvements to public and community transport across the shire.
8	Implement the Sporting Facilities Plan and the Public Open Space Strategy and undertake sporting facility planning for areas and sports not addressed through these existing plans.
9	Implement engagement practices that encourage community involvement in our projects and services and respond to the engagement preferences of local communities
10	Provide inclusive and equitable access to our services, processes, and facilities for all community members.
11	Implement our Reconciliation Action Plan and deliver on our obligations under the Closing the Gap national agreement.
12	Manage recreation facilities, parks, and open spaces to meet the community's expectations and priorities.
13	Work with partners to support remote community health and wellbeing, and opportunities for youth.
14	Implement our Cultural and Creativity Strategy to enhance the cultural life of all our communities.
15	Develop plans for our community infrastructure to ensure sustainable growth and enhance our quality of life in a financially responsible manner.
16	Provide a strong advocacy voice for health, education and support agencies that work on the ground to support communities.
17	Engage with older residents to promote involvement in the community, knowledge sharing and enhancing their sense of purpose and well-being.
18	Develop a policy position and advocacy program for homelessness; affordable and social housing.
19	Support the provision of more social and affordable housing and housing diversity through land use planning.
20	Advocate for and support initiatives that prevent all forms of violence, including family violence, by collaborating with local organisations and agencies to raise awareness through education and ensure those affected are supported.
21	Support community organisations and health partners to deliver initiatives aimed at promoting healthy eating, active living (including active movement and shifting attitudes towards physical activity) and reducing harm from gambling addiction, alcohol, tobacco, e-cigarettes and other drugs.
22	Value, promote and celebrate the unique cultural, social, and individual differences within our community, fostering a welcoming environment and strengthening community bonds.
	Collaborate with partners to ensure the needs of the most vulnerable community members are planned for and addressed.

**Service Performance Outcome Indicators**

Service	Indicator	2023/24 Actual	2024/25 Forecast	2025/26 Budget
Libraries	Participation	12.34%	14%	≥ 15%
Aquatic Facilities	Utilisation	9.93	8.89	11.10
Animal Management	Health and Safety			
		100%	100%	100%
Food Safety	Health and Safety	100%	100%	100%

DNA - Indicates that data is not available at the time of preparing the budget

\* Refer to table below for information on the calculation of Service Performance Outcome Indicators

**Service Performance Outcome Indicators**

Service	Indicator	Performance Measure	Computation
Libraries	Participation	Active library members. (Percentage of the municipal population that are active library members)	[The sum of number of active library borrowers in the last 3 financial years / the sum of the population in the last 3 years] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / municipal population
Animal Management	Health and safety	Animal management prosecutions. (Number of successful animal management prosecutions)	Number of successful animal management prosecutions/Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications. (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

## 2.2 Strategic Theme 2 - Prosperity

We embrace sustainable economic growth, fostering opportunities that enhance livelihoods, innovation, and long-term financial stability for our diverse communities.

### Services

Service area	Description of services provided	2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Economic development and business support	We aspire to nurture a thriving and diverse <i>Inc</i> economy that attracts investment and generates inclusive local employment. This extends to providing business support in the form of workshops and mentoring programs as well as investment facilitation and attraction. We work closely with other government agencies and industry, particularly around tourism and agriculture.	293	402	8
	<i>Exp</i>	(1,818)	(2,810)	(1,251)
	<i>Net Income/ (Net cost)</i>	(1,525)	(2,408)	(1,243)
Events	We support, promote and approve (through event <i>Inc</i> permits, resources and funding) over 200 events each year in partnership with our community and business sectors. These range from national days of significance through to tourism-driven events that highlight our region and what we have to offer, helping to drive our visitor economy and enhance social wellbeing and liveability.	29	-	-
	<i>Exp</i>	(336)	(362)	(370)
	<i>Net Income/ (Net cost)</i>	(307)	(362)	(370)
Livestock exchange	The East Gippsland Livestock Exchange in <i>Inc</i> Bairnsdale includes 351 pens with automatic refill water, scanning bays, weigh stations, 13 loading races, stock agent office facilities, AVDATA truck wash and shower facilities, and yarding capacity of 3,000 cattle and 3,500 sheep/lambs. The fully accredited saleyards host sales weekly, including sheep, prime cattle and, store cattle.	1,144	1,158	1,106
	<i>Exp</i>	(1,004)	(672)	(598)
	<i>Net Income/ (Net cost)</i>	140	486	508
Planning and Building	Strategic Planning guides development, promotes <i>Inc</i> sustainable design, and supports heritage conservation through regular updates to the East Gippsland Planning Scheme. Statutory Planning processes planning applications, ensuring orderly development in line with laws and policies, while providing advice, making decisions, and representing the Council at VCAT when needed. The services also enforces statutory building regulations under the Victorian Building Code. These include providing advice on building permits and legislation, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works	2,415	1,315	1,627
	<i>Exp</i>	(3,341)	(4,299)	(4,237)
	<i>Net Income/ (Net cost)</i>	(926)	(2,984)	(2,610)
Tourism	We operate accredited Visitor Information Centres <i>Inc</i> in Bairnsdale and Lakes Entrance that help over 180,000 visitors each year, assisting with places to stay, play, eat and explore. Visitor information services extend to Bruthen, Cann River, Mallacoota, Omeo, Paynesville, and Orbost. We support promotion, industry development and networking of tourism businesses including via our official visitor guide, Visit East Gippsland website and social media. Council also invests in infrastructure that enhances the visitor experience and supports the visitor economy.	84	101	86
	<i>Exp</i>	(1,001)	(963)	(801)
	<i>Net Income/ (Net cost)</i>	(917)	(862)	(715)

**Major Initiatives**

- 1 Leverage local strengths to create more opportunities for businesses, enhancing economic resilience and ensuring spending positively impacts the community.
- 2 Focus our effort on initiatives that drive business and job growth for communities and industries in transition, such as the timber industry.
- 3 Foster a supportive environment where agribusinesses can flourish and contribute to the local economy.
- 4 Plan and develop council infrastructure and services to support business growth.
- 5 Advocate and work with partners to remove barriers to economic and business growth, including water, energy and digital providers.
- 6 Review the Procurement Policy to prioritise local contractors (where feasible and competitive) to support local business and job growth.
- 7 Complete the Bairnsdale 2050 Plan and initiate projects that support growth, enhance the town's presentation to attract investment, and improve the quality of life for our community.
- 8 Proactively seek new investment opportunities for our commercial and industrial areas.
- 9 Advance our planning for cultural and civic hubs, creating spaces that celebrate our heritage and support community activities.
- 10 Investigate mechanisms to address shop vacancies to revitalise CBDs.
- 11 Our commercial services such as caravan parks, marinas, airports and livestock exchange meet the needs of our current and future communities.
- 12 Actively promote East Gippsland as a vibrant and welcoming community to attract and grow a skilled workforce.
- 13 Promote East Gippsland's many features, advantages and experiences to investors and tourists.
- 14 Support East Gippsland's tourism offerings to attract visitors.
- 15 Support our economy to grow, collaborate and attract new markets and increase market share.
- 16 Support existing learning hubs to provide opportunities to study locally.
- 17 Advocate for reskilling to prepare the East Gippsland workforce for new opportunities.
- 18 Advocate for wrap around services to encourage and retain hard-to-get skills in the region, ensuring our community benefits from a stable and skilled workforce.
- 19 Advocate for local training pathways to enhance skill development and career opportunities
- 20 Advocate to State Government for planning process efficiencies.
- 21 Simplify and streamline our planning and regulatory processes.
- 22 Assist local businesses, developers and residents with navigating planning permits and other regulations.
- 23 Secure future land and housing supply in accordance with the Housing and Settlement Strategy 2023, Plan for Victoria and associated plans for Paynesville, Eagle Point, Lucknow/East Bairnsdale, Lakes Entrance, Omeo/Swifts Creek and Lindenow.
- 24 Deliver the Lakes Entrance Northern Growth Area Structure Plan to enable long-term land supply.
- 25 Finalise the Coastal Marine Management Plan.
- 26 Initiate strategies that facilitate adequate supply of zoned residential, industrial and commercial land to support growth shire wide.

**Service Performance Outcome Indicators**

Service	Indicator	2023/24 Actual	2024/25 Forecast	2025/26 Budget
Statutory Planning	Decision making	36.41%	41.00%	55%

DNA - Indicates that data is not available at the time of preparing the budget

\* Refer to table below for information on the calculation of Service Performance Outcome Indicators

**Service Performance Outcome Indicators**

Service	Indicator	Performance Measure	Computation
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

### 2.3 Strategic Theme 3 - Make the most of what we've got

By using our assets and natural resources wisely, we protect them, adapt to change, and support future generations.

#### Services

Service area	Description of services provided	2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Boat ramps and marinas	Our waterways contribute to our economy through <i>Inc</i> industry, tourism, and recreation with over 1 million people visiting East Gippsland each year. We provide and maintain: <ul style="list-style-type: none"> <li>• 3 marinas</li> <li>• 50 jetties</li> <li>• 31 boat launching ramps</li> <li>• 68 seawalls</li> <li>• 24 fishing platforms</li> <li>• 21 fish cleaning tables</li> </ul>	1,225	1,381	1,296
	<i>Exp</i>	(593)	(739)	(631)
	<i>Net Income/ (Net cost)</i>	<b>632</b>	<b>642</b>	<b>665</b>
Aerodromes	We own and operate three airports, located at <i>Inc</i> Bairnsdale, Mallacoota and Orbost. The airports accommodate both business and recreational aircraft, including aerial firefighting, air ambulance, chartered services and a flying school. Both Bairnsdale and Mallacoota also have fuel facilities, offering AVGAS and JET A1. The airports are important to facilitate access to air ambulance, emergency and visiting professional services.	145	112	91
	<i>Exp</i>	(923)	(1,076)	(1,212)
	<i>Net Income/ (Net cost)</i>	<b>(778)</b>	<b>(964)</b>	<b>(1,121)</b>
Building maintenance	We own properties and buildings that serve various <i>Inc</i> purposes, contributing to the community through direct Council services, community-based services, recreational and sporting activities, and commercial activities, including: <ul style="list-style-type: none"> <li>• recreation facilities</li> <li>• community services buildings</li> <li>• municipal buildings</li> <li>• public amenities</li> <li>• other buildings including children's services, commercial buildings, and aerodrome facilities.</li> </ul>	210	284	159
	<i>Exp</i>	(3,287)	(3,146)	(2,729)
	<i>Net Income/ (Net cost)</i>	<b>(3,077)</b>	<b>(2,862)</b>	<b>(2,570)</b>
Caravan parks and campgrounds	We manage four caravan parks and stop-over <i>Inc</i> campgrounds at Cann River, Genoa, Mallacoota, and Swifts Creek. Marlo, Orbost, Omeo, Eagle Point, Bemm River, Eastern Beach Lakes Entrance, and Bairnsdale Riverside caravan parks are on lease arrangements.	3,396	3,002	2,976
	<i>Exp</i>	(2,777)	(2,045)	(1,924)
	<i>Net Income/ (Net cost)</i>	<b>619</b>	<b>957</b>	<b>1,052</b>
Environmental Planning and sustainability	We address a range of environmental issues on <i>Inc</i> Council-owned or managed land, including the Mosquito Management Program, pest plants and animals, and urban waterways. Our team develops environmental policies and strategies, coordinates and implements various environmental projects, and collaborates with other services to improve the Council's environmental performance. A key focus is reducing greenhouse gas emissions and utility usage within Council operations. This also includes community awareness programs and initiatives aimed at encouraging and supporting reduced energy and resource consumption.	67	85	40
	<i>Exp</i>	(589)	(1,018)	(608)
	<i>Net Income/ (Net cost)</i>	<b>(522)</b>	<b>(933)</b>	<b>(568)</b>
New and Replaced infrastructure and Project Management	This service delivers infrastructure to meet the <i>Inc</i> service needs of our community, this function manages the capital and major works program, from detailed design and community engagement through to the attraction of funding, tendering projects and managing contractors through the construction phase.	1,623	3,360	1,763
	<i>Exp</i>	(3,077)	(6,923)	(5,031)
	<i>Net Income/ (Net cost)</i>	<b>(1,454)</b>	<b>(3,563)</b>	<b>(3,268)</b>



Service area	Description of services provided	2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Open Space	We maintain over 350 hectares (about 175 <i>Inc</i> Melbourne Cricket Grounds) of open space across <i>Exp</i> East Gippsland. This includes the maintenance and ongoing improvement of sporting facilities, gardens, recreational grounds, parks and natural bushlands to create active and passive environments for enjoyment of residents and visitors.	984 (6,967) <b>(5,983)</b>	1,534 (7,018) <b>(5,484)</b>	579 (6,196) <b>(5,617)</b>
Raymond Island Ferry	The Raymond Island Ferry links Raymond Island to <i>Inc</i> Paynesville. The ferry operates from early morning <i>Exp</i> to late in the evening every day. Annually, the ferry services over 300,000 vehicles and over 250,000 pedestrians.	354 (1,848) <b>(1,494)</b>	374 (1,292) <b>(918)</b>	361 (2,037) <b>(1,676)</b>
Roads, bridges, footpaths and drainage	We maintain a 2,947km network of roads, <i>Inc</i> registered on our Public Road Register—1,294km sealed and 1,653km unsealed. We carry out <i>Exp</i> maintenance on all of our roads, mostly to a programmed schedule. We are responsible for road safety on roads we manage; advocate on road safety issues, including speed zones, to other road agencies; and consider road naming requests and tourist signage applications.	3,179 (22,502) <b>(19,323)</b>	5,175 (21,166) <b>(15,991)</b>	1,448 (17,306) <b>(15,858)</b>
Waste and recycling services	We are striving to improve our waste facilities and <i>Inc</i> services to maximise the recovery of waste before it enters landfill. We are responsible for waste <i>Exp</i> collections, processing and disposal.	4,811 (11,953) <b>(7,142)</b>	5,370 (13,657) <b>(8,287)</b>	5,553 (14,173) <b>(8,620)</b>

**Major Initiatives**

- 1 Invest in Council's natural areas to manage the threat from pests, enhance preservation of biodiversity and explore future offset opportunities. Develop management plans for key areas, work with partners to deliver on-ground works and advocate for external funding
- 2 Advocate to State and Federal governments to promote the use of public land for nature-based recreation, natural values management and economic development opportunities.
- 3 Work with partners to champion the development of an ecological audit of the Gippsland Lakes and a Gippsland lakes research and education centre dedicated to environmental research and education, including regular auditing of the health of the Gippsland Lakes.
- 4 Advocate for agreements between State, Local Government, and the community to ensure long-term stewardship of natural areas, including incorporating local knowledge and community aspirations in the management of crown land.
- 5 Review flood mapping, schedules, and policy using the best available data, considering climate change, sea level rise, and increased rainfall intensity.
- 6 Incorporate findings of the Climate Risk Assessment Project into strategic planning and decision making to mitigate risk and adapt to a changing environment, ensuring our community is well-equipped to handle these challenges.
- 7 Advocate for community-led forest management by creating opportunities for local involvement in managing sections of state forest, with a focus on biodiversity, fire mitigation, and other uses.
- 8 Partner with community, industry and social enterprise to increase recycling and develop circular economy opportunities across East Gippsland.
- 9 Implement educational programs and awareness campaigns to enhance community resilience, readiness and understanding of climate-related issues and minimise the impact of natural disasters.
- 10 Implement a transition plan to guide future waste and recycling services and education programs in response to Recycling Victoria policy.
- 11 Design waste services for efficiency and to reduce landfill waste.
- 12 Work with communities to plan for natural disasters and emergencies, strengthening capacity, infrastructure, resilience, preparedness, and recovery.
- 13 Advocate for funding to create a heritage skills knowledge hub, dedicated to preserving and promoting heritage skills.
- 14 Manage, preserve, and promote the cultural heritage of our community by delivering projects and programs designed to protect historical sites, support cultural events, and engage the community in preserving their cultural identity.
- 15 Work with First Nations people to recognise and celebrate their rich cultural heritage, connection to country and rights to self-determination.
- 16 Conduct a review of Council assets and actively engage with our community on the rationalisation of under-utilised and end-of life assets and promote co-location of user groups rather than exclusive use.
- 17 Continue to prioritise the maintenance of roads, drainage and footpaths, considering how important they are for our community.
- 18 Complete a review of our aquatic and recreation facility assets to identify appropriate maintenance and renewal programming for each site.
- 19 Ensure the accessibility of community assets by mapping accessibility features and conducting audits.
- 20 Increase our focus on maintaining and renewal of existing assets over the creation of new ones, focussing on cost management and community need.
- 21 Work with partners to identify strategies and incentives to encourage private landowners to take an active role in managing weeds on council and crown land adjacent to their properties.
- 22 Review renewal and maintenance programs to ensure our infrastructure, including public amenities remains safe, reliable, and efficient.

**Service Performance Outcome Indicators**

Service	Indicator	2023/24 Actual	2024/25 Forecast	2025/26 Target
Roads	Satisfaction	96.03%	97.00%	≥ 95%
Waste Collection	Waste diversion	49%	49%	48%

DNA - Indicates that data is not available at the time of preparing the budget

\* Refer to table below for information on the calculation of Service Performance Outcome Indicators

**Service Performance Outcome Indicators**

Service	Indicator	Performance Measure	Computation
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
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, 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

**2.4 Strategic Theme 4 - Managing Council well.**

We ensure effective leadership, transparent decision-making, and responsible management, fostering trust and collaboration to build a resilient Services

Service area	Description of services provided	2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Customer service	We have Customer Service Centres in six locations, <i>Inc</i>	62	49	48
	providing access to Council and library services, <i>Exp</i>	(2,372)	(2,548)	(2,643)
	and meeting room facilities. <i>Net Income/</i>			
	Outreach centres in Bendoc, Buchan and Cann <i>(Net cost)</i>	(2,310)	(2,499)	(2,595)
	River help with lodging forms, witness documents, accessing our website and public documents and more. Our call centre operates from 8.30 am to 5.00 pm Monday to Friday on (03) 5153 9500. East Gippsland residents may free call 1300 555 886 from a landline. An after-hours service is available outside of these times by calling (03) 5153 9500 for urgent matters.			
Community Leadership and Advocacy	Council provides leadership on issues of importance <i>Inc</i>	19	18	20
	to East Gippsland and advocates on behalf of the <i>Exp</i>	(1,360)	(1,801)	(1,898)
	community and its vision for the future. It does this through strong, transparent, accountable leadership and the development of strong relationships with key stakeholders and other levels of government. <i>Net Income/</i>			
	<i>(Net cost)</i>	(1,341)	(1,783)	(1,878)
Finance	This service predominantly provides financial based <i>Inc</i>	6,868	4,746	2,690
	services to both internal and external customers <i>Exp</i>	(1,959)	(2,250)	(2,286)
	including the management of Council's finances and the management of rates and charges. <i>Net Income/</i>			
	<i>(Net cost)</i>	4,909	2,496	404
Governance	This service provides a range of governance, <i>Inc</i>	557	299	49
	statutory and corporate support services to Council, <i>Exp</i>	(3,877)	(4,847)	(4,374)
	including coordination of business papers for meetings of the Council and its committees; <i>Net Income/</i>			
	coordination of arrangements for Council and committee meetings; and the maintenance of statutory registers and the conduct of municipal elections. An Audit Committee supports this service. This service also provides the framework, oversight and advice to support Council in complying with statutory procurement and contracting provisions. <i>(Net cost)</i>	(3,320)	(4,548)	(4,325)
Communications, Community Engagement and Civic Events	This service oversees the provision of advice on <i>Inc</i>	16	-	-
	communications, in consultation with relevant <i>Exp</i>	(796)	(1,068)	(1,484)
	stakeholders, on behalf of the Council. This service also provides community engagement support and conducts civic events to recognise and celebrate community achievements. <i>Net Income/</i>			
	<i>(Net cost)</i>	(780)	(1,068)	(1,484)
Information Services	The service provides a range of centralised, and <i>Inc</i>	483	371	338
	integrated services related to technology, data <i>Exp</i>	(5,236)	(6,180)	(7,171)
	management, cybersecurity, ICT infrastructure and telecommunications, Information Management, Business Systems and Application Management, and new and emerging technologies to assist Council to meet its business and legislative requirements and to assist staff to deliver services in a smart, productive and efficient way. <i>Net Income/</i>			
	<i>(Net cost)</i>	(4,753)	(5,809)	(6,833)

Service area	Description of services provided		2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Property Management	The management of Council's property portfolio including purchases, sales, leases and licenses to ensure land under Council's ownership or management is used effectively and in the best interests of current and future generations is delivered through this service.	<i>Inc</i>	387	187	155
		<i>Exp</i>	(616)	(624)	(515)
		<i>Net Income/ (Net cost)</i>	(229)	(437)	(360)
Risk Management and Compliance	This service oversees the Council's risk and compliance framework, fostering prudent and responsible management in decision-making and service delivery. It ensures the highest standards of legislative compliance across all Council functions and minimises risk exposure through proactive and comprehensive systems and processes. Additionally, this service addresses Occupational Health and Safety, safeguarding the health and safety of all employees, contractors, and volunteers through robust management systems, procedures, and adherence to relevant legislation.	<i>Inc</i>	1	-	1
		<i>Exp</i>	(2,019)	(2,803)	(2,905)
		<i>Net Income/ (Net cost)</i>	(2,018)	(2,803)	(2,904)
Human Resources	This service provides human resource management including recruitment, learning and development, payroll and industrial relations services.	<i>Inc</i>	610	430	275
		<i>Exp</i>	(2,704)	(2,486)	(2,466)
		<i>Net Income/ (Net cost)</i>	(2,094)	(2,056)	(2,191)
Strategy and Performance	This service supports the development of the Council Plan and organisational performance reporting functions. It drives continuous improvement and conducts regular service reviews, sets improvement targets, and ensures our people resources are allocated effectively to meet service needs.	<i>Inc</i>	4	11	10
		<i>Exp</i>	(435)	(955)	(902)
		<i>Net Income/ (Net cost)</i>	(431)	(944)	(892)

**Major Initiatives**

- 1 We will enhance community engagement by:
  - Making our budgets and financial documents easier to understand.
  - Engaging with our community early to ensure their voices are heard from the start.
  - Targeting engagement to the ways our communities prefer to connect with us.
  - Using a range of approaches to engage with and report back to our community.
- 2 Deliver high-quality, responsive, and compassionate customer service to prioritise and effectively address the needs and well-being of our community.
- 3 Through our Digital Transformation Program, we will simplify systems and processes to make it easier to do business with us and help the community find what they need. This includes a transparency hub, website upgrade, online mapping services, and a new finance system for online payments and improved self-services.
- 4 Design and implement our Organisational Plan to drive continuous improvement.
- 5 Ensure that our services are efficient and meet the needs of our community by:
  - Develop and implement a service planning framework to inform strategic decision making and ensure our resources are allocated effectively.
  - Conduct regular service reviews to ensure continuous improvement and identify areas for enhancement.
  - Develop a strategy for financial sustainability to ensure adequate funding and resources will meet the needs of our community while planning for future growth and development.
  - Review and improve Council's approach to project management to deliver a rigorous, efficient and objective framework that covers all aspects of the project lifecycle.
  - Review our local laws to ensure they are clear and focus resources on the highest community priority.
  - Seek external funding for priority projects and services aligned to the priorities of Council.

**Service Performance Outcome Indicators**

Service	Indicator	2023/24 Actual	2024/25 Forecast	2025/26 Target
Governance	Satisfaction	41%	42%	≥ Large Rural Council average

DNA - Indicates that data is not available at the time of preparing the budget

\* Refer to table below for information on the calculation of Service Performance Outcome Indicators.

**Service Performance Outcome Indicators**

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with community consultation and engagement (Community satisfaction rating out of 100 with consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with consultation and engagement efforts of Council.

## 2.5 Reconciliation with budgeted operating result

	Net Income/ (Net cost)	Expenditure	Income
	\$'000	\$'000	\$'000
Strategic Theme 1 - Community wellbeing and Social Responsibility	(10,620)	(16,284)	5,664
Strategic Theme 2 - Prosperity	(5,536)	(7,257)	1,721
Strategic Theme 3 - Make the most of what we've got	(36,475)	(51,847)	15,372
Strategic Theme 4 - Managing Council well.	(23,058)	(26,644)	3,586
<b>Total</b>	<b>(75,689)</b>	<b>(102,032)</b>	<b>26,343</b>
<b>Expenses added in:</b>			
Depreciation	(33,479)		
Finance costs	(370)		
<b>Surplus/(Deficit) before funding sources</b>	<b>(109,538)</b>		
<b>Funding sources added in:</b>			
Rates and charges revenue	62,312		
Waste charge revenue	12,113		
Victoria Grants Commission	21,392		
Capital Grants and contributions (Including non monetary assets)	22,952		
<b>Total funding sources</b>	<b>118,769</b>		
<b>Operating surplus/(deficit) for the year</b>	<b>9,231</b>		
<b>Reconciliation to Underlying Result</b>			
Less Non-recurrent capital income	(17,737)		
<b>Underlying (Deficit)</b>	<b>(8,506)</b>		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2025/26 has been supplemented with projections to 2028/29

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 2029

		Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Projections		
	NOTES			2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
<b>Income / Revenue</b>						
Rates and charges	4.1.1	72,597	74,425	76,935	79,351	81,842
Statutory fees and fines	4.1.2	2,503	2,693	2,767	2,836	2,907
User fees	4.1.3	14,298	14,268	14,875	15,231	15,596
Grants - operating	4.1.4	26,752	23,973	22,926	23,541	24,173
Grants - capital	4.1.4	22,048	18,929	26,032	13,594	11,553
Contributions - monetary	4.1.5	203	430	918	338	309
Contributions - non-monetary	4.1.5	8,438	4,000	4,000	4,000	4,000
Other income	4.1.6	13,039	5,364	4,680	4,549	4,317
<b>Total income / revenue</b>		159,878	144,082	153,133	143,440	144,697
<b>Expenses</b>						
Employee costs	4.1.7	44,446	43,368	44,334	45,538	46,723
Materials and services	4.1.8	66,357	55,602	47,751	47,821	49,804
Depreciation	4.1.9	31,572	32,270	32,493	32,891	33,411
Amortisation - intangible assets	4.1.10	1,103	1,133	1,239	1,476	1,727
Depreciation - right of use assets	4.1.11	89	76	71	71	71
Allowance for impairment losses		43	23	24	24	25
Borrowing costs		391	369	314	196	299
Net loss on disposal of property, infrastructure, plant and equipment		986	0	0	0	0
Finance costs - leases		1	1	1	1	1
Other expenses	4.1.12	2,376	2,009	1,895	1,942	1,991
<b>Total expenses</b>		147,364	134,851	128,122	129,960	134,052
<b>Surplus/(deficit) for the year</b>		12,514	9,231	25,011	13,480	10,645
<b>Other comprehensive income</b>						
<b>Items that will not be reclassified to surplus or deficit in future periods</b>						
Net asset revaluation gain		0	0	30,000	120,252	-
<b>Total other comprehensive income</b>		0	0	30,000	120,252	-
<b>Total comprehensive result</b>		12,514	9,231	55,011	133,732	10,645



**Balance Sheet**

For the four years ending 30 June 2029

		Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Projections		
	NOTES			2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		95,890	59,153	36,587	33,491	42,783
Trade and other receivables		11,693	10,276	10,825	10,137	10,177
Prepayments		711	732	754	777	800
Other assets		3,819	3,925	4,033	4,145	4,261
<b>Total current assets</b>	4.2.1	112,113	74,086	52,199	48,550	58,021
<b>Non-current assets</b>						
Trade and other receivables		154	124	160	150	140
Other financial assets		10	10	10	10	10
Property, infrastructure, plant & equipment		1,383,980	1,421,104	1,490,221	1,625,357	1,628,217
Right-of-use assets	4.2.4	504	504	504	504	504
Investment property		10,787	10,787	10,787	10,787	10,787
Intangible assets		2,560	6,942	8,637	10,835	9,337
<b>Total non-current assets</b>	4.2.1	1,397,995	1,439,471	1,510,319	1,647,643	1,648,995
<b>Total assets</b>		1,510,108	1,513,557	1,562,518	1,696,193	1,707,016
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		10,000	10,865	9,680	7,661	6,898
Trust funds and deposits		4,137	4,137	4,137	4,137	4,137
Contract and other liabilities		5,958	5,958	1,408	1,408	1,408
Provisions		14,059	8,216	9,682	10,159	10,421
Interest-bearing liabilities	4.2.3	695	728	764	801	1,549
Lease liabilities	4.2.4	79	79	79	79	79
<b>Total current liabilities</b>	4.2.2	34,928	29,983	25,750	24,245	24,492
<b>Non-current liabilities</b>						
Contract and other liabilities		419	419	419	420	420
Provisions		7,489	7,381	6,327	8,575	7,754
Interest-bearing liabilities	4.2.3	8,501	7,772	7,009	6,208	6,960
Lease liabilities	4.2.4	600	600	600	600	600
<b>Total non-current liabilities</b>	4.2.2	17,009	16,172	14,355	15,803	15,734
<b>Total liabilities</b>		51,937	46,155	40,105	40,048	40,226
<b>Net assets</b>		1,458,171	1,467,402	1,522,413	1,656,145	1,666,790
<b>Equity</b>						
Accumulated surplus		520,575	529,624	554,485	567,765	578,210
Reserves		937,596	937,778	967,928	1,088,380	1,088,580
<b>Total equity</b>		1,458,171	1,467,402	1,522,413	1,656,145	1,666,790

**Statement of Changes in Equity**

For the four years ending 30 June 2029

		Total	Accumulate d Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
<b>2025 Forecast Actual</b>					
Balance at beginning of the financial year		1,445,657	508,156	934,911	2,590
Surplus/(deficit) for the year		12,514	12,514	0	0
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(100)	-	100
Transfers from other reserves		-	5	-	(5)
<b>Balance at end of the financial year</b>		<b>1,458,171</b>	<b>520,575</b>	<b>934,911</b>	<b>2,685</b>
<b>2026 Budget</b>					
Balance at beginning of the financial year		1,458,171	520,575	934,911	2,685
Surplus/(deficit) for the year		9,231	9,231	0	0
Transfers to other reserves	4.3.1	-	(300)	-	300
Transfers from other reserves	4.3.1	0	118	0	(118)
<b>Balance at end of the financial year</b>	4.3.2	<b>1,467,402</b>	<b>529,624</b>	<b>934,911</b>	<b>2,867</b>
<b>2027</b>					
Balance at beginning of the financial year		1,467,402	529,624	934,911	2,867
Surplus/(deficit) for the year		25,011	25,011	0	0
Transfers to other reserves		0	(200)	0	200
Transfers from other reserves		0	50	0	(50)
<b>Balance at end of the financial year</b>		<b>1,522,413</b>	<b>554,485</b>	<b>964,911</b>	<b>3,017</b>
<b>2028</b>					
Balance at beginning of the financial year		1,522,413	554,485	964,911	3,017
Surplus/(deficit) for the year		13,480	13,480	0	0
Net asset revaluation gain/(loss)		120,252	0	120,252	0
Transfers to other reserves		0	(200)	0	200
<b>Balance at end of the financial year</b>		<b>1,656,145</b>	<b>567,765</b>	<b>1,085,163</b>	<b>3,217</b>
<b>2029</b>					
Balance at beginning of the financial year		1,656,145	567,765	1,085,163	3,217
Surplus/(deficit) for the year		10,645	10,645	0	0
Net asset revaluation gain/(loss)		0	0	0	0
Transfers to other reserves		0	(200)	0	200
<b>Balance at end of the financial year</b>		<b>1,666,790</b>	<b>578,210</b>	<b>1,085,163</b>	<b>3,417</b>

**Statement of Cash Flows**

For the four years ending 30 June 2029

	Notes	Forecast Actual	Budget	Projections		
		2024/25	2025/26	2026/27	2027/28	2028/29
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>						
Rates and charges		71,912	76,271	76,760	79,182	81,668
Statutory fees and fines		2,460	2,693	2,767	2,836	2,907
User fees		11,029	13,742	14,333	15,963	15,601
Grants - operating		26,358	23,973	22,926	23,541	24,173
Grants - capital		15,584	18,929	21,482	13,594	11,553
Contributions - monetary		203	430	918	338	309
Interest received		4,797	2,500	1,540	1,340	1,140
Trust funds and deposits taken		8,500	8,650	8,500	8,650	8,800
Other receipts		8,500	2,863	3,140	3,207	3,177
Employee costs		(44,808)	(42,833)	(43,797)	(44,985)	(46,156)
Materials and services		(68,864)	(54,759)	(48,959)	(49,866)	(50,597)
Expenditure on landfill		(292)	(6,486)	(126)	(1,126)	(1,126)
Trust funds and deposits repaid		(8,500)	(8,650)	(8,500)	(8,650)	(8,800)
Other payments		(2,376)	(2,009)	(1,893)	(1,942)	(1,991)
<b>Net cash provided by/(used in) operating activities</b>	4.4.1	24,503	35,314	49,091	42,082	40,658
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment		(46,143)	(71,711)	(71,214)	(44,817)	(33,166)
Proceeds from sale of property, infrastructure, plant and equipment		1,393	725	600	600	600
<b>Net cash provided by/ (used in) investing activities</b>	4.4.2	(44,750)	(70,986)	(70,614)	(44,217)	(32,566)
<b>Cash flows from financing activities</b>						
Finance costs		(391)	(369)	(314)	(196)	(299)
Proceeds from borrowings		0	0	0	0	2,500
Repayment of borrowings		(663)	(695)	(728)	(764)	(1,000)
Interest paid - lease liability		(1)	(1)	(1)	(1)	(1)
Repayment of lease liabilities		0	0	0	0	0
<b>Net cash provided by/(used in) financing activities</b>	4.4.3	(1,055)	(1,065)	(1,043)	(961)	1,200
Net increase/(decrease) in cash & cash equivalents		(21,302)	(36,737)	(22,566)	(3,096)	9,292
Cash and cash equivalents at the beginning of the financial year		117,192	95,890	59,153	36,587	33,491
<b>Cash and cash equivalents at the end of the financial year</b>		95,890	59,153	36,587	33,491	42,783

**Statement of Capital Works**

For the four years ending 30 June 2029

	NOTES	Forecast Actual	Budget	Projections		
		2024/25	2025/26	2026/27	2027/28	2028/29
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>						
Land		242	250	70	70	70
<b>Total land</b>		242	250	70	70	70
Buildings		6,307	8,744	12,783	6,345	7,445
<b>Total buildings</b>		6,307	8,744	12,783	6,345	7,445
<b>Total property</b>		6,549	8,994	12,853	6,415	7,515
<b>Plant and equipment</b>						
Plant, machinery and equipment		4,065	5,107	2,980	6,335	2,452
Fixtures, fittings and furniture		36	50	30	30	30
Computers and telecommunications		1,570	5,592	3,004	445	300
Library books		209	209	209	209	209
<b>Total plant and equipment</b>		5,880	10,958	6,223	7,019	2,991
<b>Infrastructure</b>						
Roads		11,352	9,678	17,858	13,406	10,435
Bridges		757	250	580	2,610	250
Footpaths and cycleways		443	1,509	739	1,722	1,550
Drainage		1,946	4,620	4,342	4,619	5,810
Recreational, leisure and community facilities		2,236	8,062	6,410	2,229	820
Waste management		1,876	2,394	4,119	2,639	320
Parks, open space and streetscapes		15,699	12,887	6,730	2,908	2,875
Aerodromes		262	11,585	10,410	500	100
Off street car parks		53	362	800	600	100
Other infrastructure		298	412	150	150	400
<b>Total infrastructure</b>		34,922	51,759	52,138	31,383	22,660
<b>Total capital works expenditure</b>	4.5.1	47,351	71,711	71,214	44,817	33,166
<b>Represented by:</b>						
New asset expenditure		10,394	10,685	12,859	5,272	2,399
Asset renewal expenditure		30,239	48,587	41,483	31,478	25,747
Asset expansion expenditure		0	0	0	0	0
Asset upgrade expenditure		6,718	12,439	16,872	8,067	5,020
<b>Total capital works expenditure</b>	4.5.1	47,351	71,711	71,214	44,817	33,166
<b>Funding sources represented by:</b>						
Grants		22,048	18,929	26,031	13,594	11,553
Contributions		1,635	23	615	32	0
Reserves		1,926	2,064	3,649	2,039	0
Council cash		21,742	50,695	40,919	29,152	19,113
Borrowings		0	0	0	0	2,500
<b>Total capital works expenditure</b>	4.5.1	47,351	71,711	71,214	44,817	33,166

**Statement of Human Resources**

For the four years ending 30 June 2029

	Forecast	Budget	Projections		
	Actual				
	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	44,446	<b>43,368</b>	44,334	45,538	46,723
Employee costs - capital	3,097	<b>2,470</b>	2,313	2,003	2,036
<b>Total staff expenditure</b>	<b>47,543</b>	<b>45,838</b>	<b>46,647</b>	<b>47,541</b>	<b>48,759</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	458.0	<b>437.1</b>	428.5	426.5	426.5
<b>Total staff numbers</b>	<b>458.0</b>	<b>437.1</b>	<b>428.5</b>	<b>426.5</b>	<b>426.5</b>

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2025/26	Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets and Environment	<b>15,452</b>	13,048	2,404	502	22
Place and Community	<b>10,008</b>	7,840	2,168	1,508	301
Business Excellence	<b>12,871</b>	9,308	3,563	117	540
Office of the CEO	<b>2,047</b>	1,842	205	0	0
<b>Total permanent staff expenditure</b>	<b>40,378</b>	32,038	8,340	2,127	863
Casual temporary and other expenditure	<b>2,990</b>				
<b>Total Operational expenditure</b>	<b>43,368</b>				
Capitalised labour costs	<b>2,470</b>				
<b>Total expenditure</b>	<b>45,838</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		Casual	Temporary
	2025/26	Full Time	Part time		
Assets and Environment	<b>151.6</b>	123.0	28.6	5.9	0.8
Place and Community	<b>98.5</b>	72.8	25.7	11.9	3.8
Business Excellence	<b>119.6</b>	80.4	39.2	1.2	3.0
Office of the CEO	<b>14.8</b>	13.0	1.8	0	0
<b>Total number of permanent staff</b>	<b>384.5</b>	289.2	95.3	19.0	7.6
Casual and temporary staff	<b>26.6</b>				
<b>Total Operational staff</b>	<b>411.1</b>				
Capitalised labour	<b>26.0</b>				
<b>Total staff</b>	<b>437.1</b>				

**Summary of Planned Human Resources Expenditure  
For the four years ending 30 June 2029**

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
<b>Assets and Environment</b>				
Permanent - Full time	13,048	13,654	14,029	14,414
Women	2,301	2,364	2,429	2,496
Men	10,747	11,290	11,600	11,918
Persons of self-described gender	0	0	0	0
Permanent - Part time	2,404	2,470	2,537	2,607
Women	1,007	1,035	1,063	1,092
Men	1,397	1,435	1,473	1,515
Persons of self-described gender	0	0	0	0
<b>Total Assets and Environment</b>	<b>15,452</b>	<b>16,124</b>	<b>16,566</b>	<b>17,021</b>
<b>Place and Community</b>				
Permanent - Full time	7,840	8,278	8,506	8,739
Women	4,109	4,444	4,566	4,692
Men	3,731	3,834	3,939	4,047
Persons of self-described gender	0	0	0	0
Permanent - Part time	2,168	2,312	2,361	2,359
Women	1,595	1,709	1,747	1,755
Men	573	603	614	604
Persons of self-described gender	0	0	0	0
<b>Total Place and Community</b>	<b>10,008</b>	<b>10,590</b>	<b>10,867</b>	<b>11,098</b>
<b>Business Excellence</b>				
Permanent - Full time	9,308	9,648	9,913	10,186
Women	6,960	7,235	7,434	7,638
Men	2,348	2,413	2,479	2,548
Persons of self-described gender	0	0	0	0
Permanent - Part time	3,563	3,661	3,762	3,866
Women	3,024	3,107	3,193	3,281
Men	539	554	569	585
Persons of self-described gender	0	0	0	0
<b>Total Business Excellence</b>	<b>12,871</b>	<b>13,309</b>	<b>13,675</b>	<b>14,052</b>
<b>Office of the CEO</b>				
Permanent - Full time	1,842	1,891	1,944	1,998
Women	1,416	1,453	1,494	1,536
Men	426	438	450	462
Persons of self-described gender	0	0	0	0
Permanent - Part time	205	210	216	222
Women	205	210	216	222
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
<b>Total Office of the CEO</b>	<b>2,047</b>	<b>2,101</b>	<b>2,160</b>	<b>2,220</b>
<b>Total permanent expenditure</b>	<b>40,378</b>	<b>42,125</b>	<b>43,268</b>	<b>44,391</b>
<b>Casuals, temporary and other expenditure</b>	<b>2,990</b>	<b>2,209</b>	<b>2,270</b>	<b>2,332</b>
<b>Total Operational expenditure</b>	<b>43,368</b>	<b>44,334</b>	<b>45,538</b>	<b>46,723</b>
<b>Capitalised labour costs</b>	<b>2,470</b>	<b>2,313</b>	<b>2,003</b>	<b>2,036</b>
<b>Total staff expenditure</b>	<b>45,838</b>	<b>46,647</b>	<b>47,541</b>	<b>48,759</b>

	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE
<b>Assets and Environment</b>				
Permanent - Full time	<b>123.0</b>	<b>123.0</b>	<b>123.0</b>	<b>123.0</b>
Women	23.0	23.0	23.0	23.0
Men	100.0	100.0	100.0	100.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	<b>28.6</b>	<b>28.6</b>	<b>28.6</b>	<b>28.6</b>
Women	11.2	11.2	11.2	11.2
Men	17.4	17.4	17.4	17.4
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Assets and Environment</b>	<b>151.6</b>	<b>151.6</b>	<b>151.6</b>	<b>151.6</b>
<b>Place and Community</b>				
Permanent - Full time	<b>72.8</b>	<b>72.8</b>	<b>72.8</b>	<b>72.8</b>
Women	42.8	42.8	42.8	42.8
Men	30.0	30.0	30.0	30.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	<b>25.7</b>	<b>25.7</b>	<b>25.7</b>	<b>25.7</b>
Women	18.2	18.2	18.2	18.2
Men	7.5	7.5	7.5	7.5
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Place and Community</b>	<b>98.5</b>	<b>98.5</b>	<b>98.5</b>	<b>98.5</b>
<b>Business Excellence</b>				
Permanent - Full time	<b>80.4</b>	<b>80.4</b>	<b>80.4</b>	<b>80.4</b>
Women	59.4	59.4	59.4	59.4
Men	21.0	21.0	21.0	21.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>
Women	32.8	32.8	32.8	32.8
Men	6.4	6.4	6.4	6.4
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Business Excellence</b>	<b>119.6</b>	<b>119.6</b>	<b>119.6</b>	<b>119.6</b>
<b>Office of the CEO</b>				
Permanent - Full time	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>
Women	10.0	10.0	10.0	10.0
Men	3.0	3.0	3.0	3.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	<b>1.8</b>	<b>1.8</b>	<b>1.8</b>	<b>1.8</b>
Women	1.8	1.8	1.8	1.8
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Office of the CEO</b>	<b>14.8</b>	<b>14.8</b>	<b>14.8</b>	<b>14.8</b>
<b>Total permanent staff</b>	<b>384.5</b>	<b>384.5</b>	<b>384.5</b>	<b>384.5</b>
<b>Casuals and temporary staff</b>	<b>26.6</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>
<b>Total Operational staff numbers</b>	<b>411.1</b>	<b>403.5</b>	<b>403.5</b>	<b>403.5</b>
<b>Capitalised labour</b>	<b>26.0</b>	<b>25.0</b>	<b>23.0</b>	<b>23.0</b>
<b>Total staff numbers</b>	<b>437.1</b>	<b>428.5</b>	<b>426.5</b>	<b>426.5</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 2025/26 the FGRS cap has been set at 3.00%. 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.

Taking into account the cost of living pressures in the community, Council is proposing increase the average general rates and municipal charge by only 2.00% while still maintaining service levels and a strong capital expenditure program.

This will raise total rates and charges for 2025/26 of \$74.425 million.

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

	2024/25 Forecast Actual	2025/26 Budget	Change	
	\$'000	\$'000	\$'000	%
General rates*	51,642	53,237	1,595	3.09%
Municipal charge*	8,185	8,442	257	3.14%
Waste Management charge	10,008	10,338	330	3.30%
Waste Levy	1,657	1,675	18	1.09%
Supplementary rates and rate adjustments	639	350	(289)	-45.23%
Interest on rates and charges	365	280	(85)	-23.29%
Revenue in lieu of rates	101	103	2	1.98%
<b>Total rates and charges</b>	<b>72,597</b>	<b>74,425</b>	<b>1,828</b>	<b>2.52%</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	2024/25 cents/\$CIV	2025/26 cents/\$CIV	Change
General rate for rateable residential properties	0.00265466	0.00271314	2.20%
General rate for rateable commercial/ industrial properties	0.00358379	0.00349995	(2.34%)
General rate for rateable Farm land properties	0.00199100	0.00200773	0.84%

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	2024/25 \$'000	2025/26 \$'000	Change \$'000	%
Residential	39,908	41,252	1,344	3.37%
Commercial/Industrial	5,797	5,954	157	2.71%
Farm	5,937	6,031	94	1.58%
<b>Total amount to be raised by general rates</b>	<b>51,642</b>	<b>53,237</b>	<b>1,595</b>	<b>3.09%</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	2024/25 Number	2025/26 Number	Change Number	%
Residential	28,657	29,008	351	1.22%
Commercial/Industrial	2,193	2,207	14	0.64%
Farm *	2,615	2,603	(12)	(0.46%)
<b>Total number of assessments</b>	<b>33,465</b>	<b>33,818</b>	<b>353</b>	<b>1.05%</b>

\* Of the 2,603 Farm assessments only 1,634 incur a municipal charge as 969 assessment are exempt in accordance with the eligibility for a Single Farm Enterprise.

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV)

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	2024/25 \$'000	2025/26 \$'000	Change \$'000	%
Residential	15,236,035	15,204,358	(31,677)	(0.21%)
Commercial/Industrial	1,628,053	1,701,218	73,165	4.49%
Farm	2,969,632	3,003,862	34,230	1.15%
<b>Total value of land</b>	<b>19,833,720</b>	<b>19,909,438</b>	<b>75,718</b>	<b>0.38%</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 2024/25 \$	Per Rateable Property 2025/26 \$	Change \$	%
Municipal	252.00	257.00	5	1.98%

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

Type of Charge	2024/25 \$	2025/26 \$	Change \$	%
Municipal	8,185	8,442	257	3.14%

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 and detailed disclosure of the actual service/s rendered for the amount levied

Type of Charge	Per Rateable Property 2024/25 \$	Per Rateable Property 2025/26 \$	Change \$	%
Kerbside collection with recycling (120L Bin)	406	414	8	1.97%
Kerbside collection with recycling and green waste (120L Bin)	464	473	9	1.94%
Additional Household waste bin	245	250	5	2.04%
Additional Green/Recycling bin	183	187	4	2.19%
Rural waste collection charge	274	280	6	2.19%
Waste Levy	51	51	-	0.00%

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	2024/25 \$	2025/26 \$	Change \$	%
Kerbside collection with recycling (120L Bin)	1,341	1,340	(1)	-0.07%
Kerbside collection with recycling and green waste (120L Bin)	8,498	8,735	237	2.79%
Additional Household waste bin	53	99	46	86.79%
Additional Green/Recycling bin	5	52	47	940.00%
Rural waste collection charge	110	112	2	1.82%
Waste Levy	1,657	1,675	18	1.09%
<b>Total</b>	<b>11,664</b>	<b>12,013</b>	<b>349</b>	<b>2.99%</b>

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

	2024/25 \$'000	2025/26 \$'000	Change \$'000	%
General rates *	51,642	53,237	1,595	3.09%
Municipal charge *	8,185	8,442	257	3.14%
Waste management charge	10,007	10,338	331	3.31%
Waste Levy	1,657	1,675	18	1.09%
Supplementary rates and rate adjustments	350	350	-	0.00%
Revenue in lieu of rates	100	103	3	3.00%
<b>Total Rates and charges</b>	<b>71,941</b>	<b>74,145</b>	<b>2,204</b>	<b>3.06%</b>

4.1.1(l) Fair Go Rates System Compliance

East Gippsland 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.

	2024/25	2025/26
Total Rates	\$ 58,226,584	\$ 60,471,830
Number of rateable properties	33,465	33,820
Base Average Rate	\$ 1,739.92	\$ 1,788.05
Maximum Rate Increase (set by the State Government)	2.75%	3.00%
Capped Average Rate	\$ 1,787.77	\$ 1,841.69
Maximum General Rates and Municipal Charges Revenue	\$ 59,827,815	\$ 62,285,985
Budgeted General Rates and Municipal Charges Revenue	\$ 59,827,651	\$ 61,678,867
Budgeted Supplementary Rates	\$ 250,000	\$ 250,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 60,077,651	\$ 61,928,867

4.1.1(m) The estimated total amount to be raised by general rates and municipal charge in relation to each type or class of land for 2024/25 compared with the previous financial year base rates and municipal charge.

Type or class of land	2024/25 \$'000	2025/26 \$'000	Change \$'000	%
Residential	47,756	48,707	951	1.99%
Commercial/Industrial	6,391	6,521	130	2.03%
Farm *	6,323	6,451	128	2.02%
<b>Total amount to be raised by general rates and municipal charge</b>	<b>60,470</b>	<b>61,679</b>	<b>1,209</b>	<b>2.00%</b>

\* Of the 2,603 Farm assessments only 1,634 incur a municipal charge as 969 assessment are exempt in accordance with the eligibility for a Single Farm Enterprise.

4.1.1(n) 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: estimated \$500,000 and 2024/25: \$500,000 - Rates and Municipal Charge) and supplementary charges for Kerbside Collection Waste Services and the Waste Levy (2025/26: estimated \$100,000 and 2024/25 \$100,000)
- The variation of returned levels of value (e.g. valuation appeals) estimated to be \$250,000 for 2025/26 and 2024/25 \$250,000.
- 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(o) 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 0.00271314 cents in the dollar of CIV for all rateable residential properties (100% of the general rate);
- A general rate of 0.00349995 cents in the dollar of CIV for all rateable commercial/industrial properties (129% of the general rate for residential properties; the 2024/25 differential was 135%); and
- A general rate of 0.00200773 cents in the dollar of CIV for all rateable farm properties (74% of the general rate for residential properties; the 2024/25 differential was 75%).

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 cents in the dollar as indicated above.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land that are subject to each differential rate and the uses of each differential rate, are set out below.

##### General land

General land is any land that is:

- Used primarily for residential purposes; or
- Unoccupied but zoned Residential, Township or Rural Living under the East Gippsland Shire Council Planning Scheme; or
- Any land that is not defined as Farm Land or Commercial/Industrial 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; and
- Development and provision of services to the community.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

Funds raised by the differential rate will be applied to the items of expenditure described in the Budget. 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 it may be located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land.

The characteristics of the Planning Scheme zoning are applicable to the determination of vacant land, which will be subject to the rate applicable to General land. The vacant land affected by this rate is any land that is zoned Residential, Township and/or Rural Living under the East Gippsland Shire Council Planning Scheme. The classification of land that is improved will be determined by the occupation and use 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 that are now constructed on the land or that may be constructed before the expiry of the 2025/26 financial year.

##### Commercial/Industrial land

Commercial and industrial land is any land that is:

- Used primarily for the manufacture, or production of, or trade in, goods or services; or
- Obviously adapted for the primary use of commercial or industrial purposes; or
- Occupied primarily for the purpose of service delivery for tourism, leisure and/or accommodation; or
- Unoccupied but zoned Business, Industrial, Mixed Use, Special Use or Comprehensive Development Zone under the East Gippsland Shire Council Planning Scheme; or
- Conforming to East Gippsland Shire Council guidelines for the classification of property as Commercial/Industrial 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 services to the community;
- Provision of tourism and visitor programs and services;
- Physical beautification of key business areas; and
- Encouragement of economic and employment growth through a range of programs and services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

Funds raised by the differential rate will be applied to the items of expenditure described in the Budget. 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.

An Economic Development Discretionary Fund of \$230,782 will be used for specific economic development and tourism activities as determined by Council.

The geographic location of the land within this differential rate is wherever it is located within the municipal district.

The use of 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 that will be subject to the rate applicable to Commercial and Industrial land. The vacant land affected by this rate is that which is zoned Business, Industrial, Mixed Use, Special Use or Comprehensive Development under the East Gippsland Shire Council Planning Scheme.

The classification of land that is improved will be determined by the occupation and use 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 that are now constructed on the land or that may be constructed before the expiry of the 2025/26 financial year.

**Farm Land**

In order for a property to be classified under the Differential Farm rate land must fulfil the following criteria and be defined as such.

Farming land is any land that is:

- Used primarily for a farming or agricultural business; and
- Conforming to the definition of "farm land" as specified within the *Valuation of Land Act 1960*; and
- Conforming to East Gippsland Shire Council guidelines for the classification of property as Farm Land; and
- The ratepayer has Primary Producer status with the Australian Taxation Office and be located in a Farm Zone in accordance with Council's planning scheme, or have a permit from Council to operate a farming business from that land or meets the criteria for pre existing use as a farm.

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 services to the community;
- Preservation and protection of agricultural land as a productive resource; and
- To recognise and address the special circumstances that impact farm properties, including variable income and seasonal fluctuations.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

Funds raised by the differential rate will be applied to the items of expenditure described in the Budget. 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 it is located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land.

The types of buildings on the land within this differential rate are all buildings that are now constructed on the land or that may be constructed before the expiry of the 2025/26 financial year.

**4.1.1 (p) Rating Rebates and Waivers****1. Eligible Pensioners Council Rebate**

An initiative was instigated in 2005/06 to further assist pensioners in the community who pay municipal rates. This initiative was introduced in recognition of the increased burden that municipal rates place on the resources of this sector of the community, particularly in areas where valuations have increased. Council proposes to continue to provide a rebate to properties where the ratepayer is in receipt of the Victorian Government pension concession.

In 2013/14 the rebate was set at a flat rebate of \$50 in respect of properties where the ratepayer is in receipt of the Victorian Government pension concession. The rebate is to be increased by the same increase as general rates and charges each year and as a result will be set at \$65.47 for the 2025/26 year (\$64.19 2024/25). It is estimated that the rebate will cost Council \$0.438 million in 2025/26.

**4.1.1 (q) Waste Levy**

An annual service charge Waste Levy of \$37 was introduced in the 2022/23 financial year to cover the increase in the costs levied by the Environment Protection Authority and other compliance costs for the operation of landfills. For the 2025/26 year the levy will remain at \$51 the same as the 2024/25 year.

The charge will be levied on each property in respect of which a municipal charge may be levied.

#### 4.1.2 Statutory fees and fines

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Infringements and costs	87	112	25	28.74%
Statutory planning fees	695	710	15	2.16%
Building regulatory fees	285	245	(40)	(14.04%)
Fire Hazard Fines	30	10	(20)	(66.67%)
Land Information Certificates	75	70	(5)	(6.67%)
Animal Registration Fees	520	520	0	0.00%
Parking fines	140	140	0	0.00%
Other Community Laws Licences and fines	101	101	0	0.00%
Septic Tank fees	80	80	0	0.00%
Health Registration fees	370	370	0	0.00%
Subdivision Fees	80	300	220	275.00%
Other statutory fees	40	35	(5)	(12.50%)
<b>Total statutory fees and fines</b>	<b>2,503</b>	<b>2,693</b>	<b>190</b>	<b>7.59%</b>

#### Statutory fees and fines (\$0.19 million increase)

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

Statutory fees are forecast to increase by 7.59% or \$0.19 million over the 2024/25 fee level.

A detailed listing of statutory fees is included in Section 6.

#### 4.1.3 User fees

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Waste Disposal	5,154	5,284	130	2.52%
East Gippsland Livestock Exchange	1,134	1,082	(52)	(4.59%)
Indoor Recreation Centres	3,192	3,154	(38)	(1.19%)
Outdoor Pools	83	53	(30)	(36.14%)
Caravan Parks	2,527	2,495	(32)	(1.27%)
Raymond Island Ferry	355	345	(10)	(2.82%)
Building services	25	40	15	60.00%
Visitor Information Centres	86	86	0	0.00%
Animals	15	12	(3)	(20.00%)
Immunisation	22	22	0	0.00%
Marinas	1,196	1,288	92	7.69%
Arts and Culture	166	201	35	21.08%
Customer Service Centres	49	48	(1)	(2.04%)
Aerodrome	11	11	0	0.00%
Library	23	17	(6)	(26.09%)
Eagle Point Foreshore Hub	200	60	(140)	(70.00%)
Other	60	70	10	16.67%
<b>Total user fees</b>	<b>14,298</b>	<b>14,268</b>	<b>(30)</b>	<b>(0.21%)</b>

#### User fees (\$0.03 million decrease)

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include livestock exchange operations, waste facilities, marina berth fees, caravan parks, use of recreation facilities, entertainment and other community facilities. Whilst user fees have generally increased by an average 3.0% for the 2025/26 year, the level of user fee income reflects the expected use of the specific services.

Total user fees are projected to decrease by 0.21% or \$0.03 million over the forecast for 2024/25. The decrease in user fees is mostly due to estimated usage of facilities such as the Livestock exchange and recreation centres.

The significant decrease in user fees for Eagle Point Foreshore Hub is a result of a proposal to lease out the facility via an expression of interest.

A detailed listing of fees and charges is included at Schedule 6.

## 4.1.4 Grants

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

	Forecast Actual	Budget	Change	
	2024/25 \$'000	2025/26 \$'000	\$'000	%
<b>Grants were received in respect of the following:</b>				
Summary of grants				
Commonwealth funded grants	35,746	31,958	(3,788)	(10.60%)
State funded grants	13,029	10,938	(2,091)	(16.05%)
Other	25	6	(19)	(76.00%)
<b>Total grants received</b>	<b>48,800</b>	<b>42,902</b>	<b>(5,898)</b>	<b>(12.09%)</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Financial Assistance Grants	20,368	21,392	1,024	5.03%
<b>Recurrent - State Government</b>				
Arts and Culture	60	60	0	0.00%
Community Development	23	0	(23)	(100.00%)
Environmental Management	99	105	6	6.06%
Emergency Management	120	120	0	0.00%
Library	509	516	7	1.38%
Public Health	42	46	4	9.52%
Lake Tyers Trust	256	-	(256)	(100.00%)
	1,109	847	(262)	(23.62%)
<b>Total recurrent grants</b>	<b>21,477</b>	<b>22,239</b>	<b>762</b>	<b>3.55%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Community Development	(44)	-	44	(100.00%)
Emergency Management	56	19	(37)	(66.07%)
Recreational, Leisure and Community Facilities	2,000	1,600	(400)	(20.00%)
<b>Total Non-recurrent - Commonwealth Government</b>	<b>2,012</b>	<b>1,619</b>	<b>(393)</b>	<b>(19.53%)</b>
<b>Non-recurrent - State Government</b>				
Arts and Culture	(6)	0	6	(100.00%)
Community Development	516	18	(498)	(96.51%)
Economic Development	402	8	(394)	(98.01%)
Emergency Management	427	0	(427)	(100.00%)
Recreational, Leisure and Community Facilities	1,791	73	(1,718)	(95.92%)
Regulatory	9	0	(9)	(100.00%)
Road Safety	10	10	0	0.00%
Strategic planning	32	0	(32)	(100.00%)
Skillinvest	2	0	(2)	(100.00%)
Waste	55	0	(55)	(100.00%)
<b>Total Non-recurrent - State Government</b>	<b>3,238</b>	<b>109</b>	<b>(3,129)</b>	<b>(96.63%)</b>
<b>Non-recurrent - Other</b>				
Library	13	6	(7)	(53.85%)
Community Development	2	0	(2)	(100.00%)
Economic Development	9	0	(9)	(100.00%)
Environmental Management	1	0	(1)	(100.00%)
<b>Total Non-recurrent - Other</b>	<b>25</b>	<b>6</b>	<b>(19)</b>	<b>(76.00%)</b>
<b>Total non-recurrent grants</b>	<b>5,275</b>	<b>1,734</b>	<b>(3,541)</b>	<b>(67.13%)</b>
<b>Total operating grants</b>	<b>26,752</b>	<b>23,973</b>	<b>(2,779)</b>	<b>(10.39%)</b>



<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Roads to recovery	3,162	5,206	2,044	65%
<b>Recurrent - State Government</b>				
Library	9	9	0	0.00%
<b>Total recurrent grants</b>	<b>3,171</b>	<b>5,215</b>	<b>2,044</b>	<b>64%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Buildings	1,216	1,850	634	52.14%
Drainage	157	0	(157)	(100.00%)
Footpath	302	0	(302)	(100.00%)
Parks Open Space And Streetscapes	4,163	1,310	(2,853)	(68.53%)
Recreational Leisure And Community Facilities	479	0	(479)	(100.00%)
Roads	3,887	581	(3,306)	(85.05%)
<b>Total Non-recurrent - Commonwealth Government</b>	<b>10,204</b>	<b>3,741</b>	<b>(6,463)</b>	<b>(63.34%)</b>
<b>Non-recurrent - State Government</b>				
Aerodrome	0	5,000	5,000	100.00%
Buildings	1,667	1,645	(22)	(1.32%)
Drainage	336	0	(336)	(100.00%)
Computers and Telecommunications	0	150	150	100.00%
Other Infrastructure	135	0	(135)	(100.00%)
Footpath	0	421	421	#DIV/0!
Parks Open Space And Streetscapes	5,859	1,840	(4,019)	(68.60%)
Recreational Leisure And Community Facilities	0	817	817	100.00%
Plant Machinery And Equipment	54	0	(54)	(100.00%)
Roads	0	100	100	100.00%
Recreational Leisure And Community Facilities	622	0	(622)	(100.00%)
	8,673	9,973	1,300	14.99%
<b>Total non-recurrent grants</b>	<b>18,877</b>	<b>13,714</b>	<b>(5,163)</b>	<b>(27.35%)</b>
<b>Total capital grants</b>	<b>22,048</b>	<b>18,929</b>	<b>(3,119)</b>	<b>(14.15%)</b>
<b>Total Grants</b>	<b>48,800</b>	<b>42,902</b>	<b>(5,898)</b>	<b>(12.09%)</b>

#### Grants - operating (\$2.779 million decrease)

Operating grants include all money received from Victorian and Australian Government sources for the purposes of funding the delivery of Council's services to the community. Overall, the level of operating grants is projected to decrease by 10.39% or \$2.779 million compared to 2024/25. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included above.

#### Grants - capital (\$3.119 million decrease)

Capital grants include all money received from Victorian and Australian Government and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 14.15% or \$3.119 million compared to 2024/25. Section 4.5. 'Capital Works Program' includes a more detailed analysis of the grants and contributions expected to be received during the 2025/26 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included above.

#### 4.1.5 Contributions

	Forecast Actual	Budget	Change	
	2024/25 \$'000	2025/26 \$'000	\$'000	%
Monetary	203	430	227	111.82%
Non-monetary	8,438	4,000	(4,438)	(52.60%)
<b>Total contributions</b>	<b>8,641</b>	<b>4,430</b>	<b>(4,211)</b>	<b>(48.73%)</b>

#### Contributions - monetary (\$4.211 million decrease)

Monetary contributions relate to money paid by developers in regard to public resort and recreation, drainage and car parking in accordance with planning permits issued for property development.

Monetary contributions are projected to increase by \$0.227 million or 111.82% compared to 2024/25. This is due to additional monetary contributions expected for projects in 2025/26.

Non-monetary relate to assets that are handed over to Council as a result of contributions required from developments.

Non-monetary contributions are projected to decrease by \$4.438 million or 52.6% compared to 2024/25. This is due to less assets being handed over to Council by developers expected in the 2025/26 year.

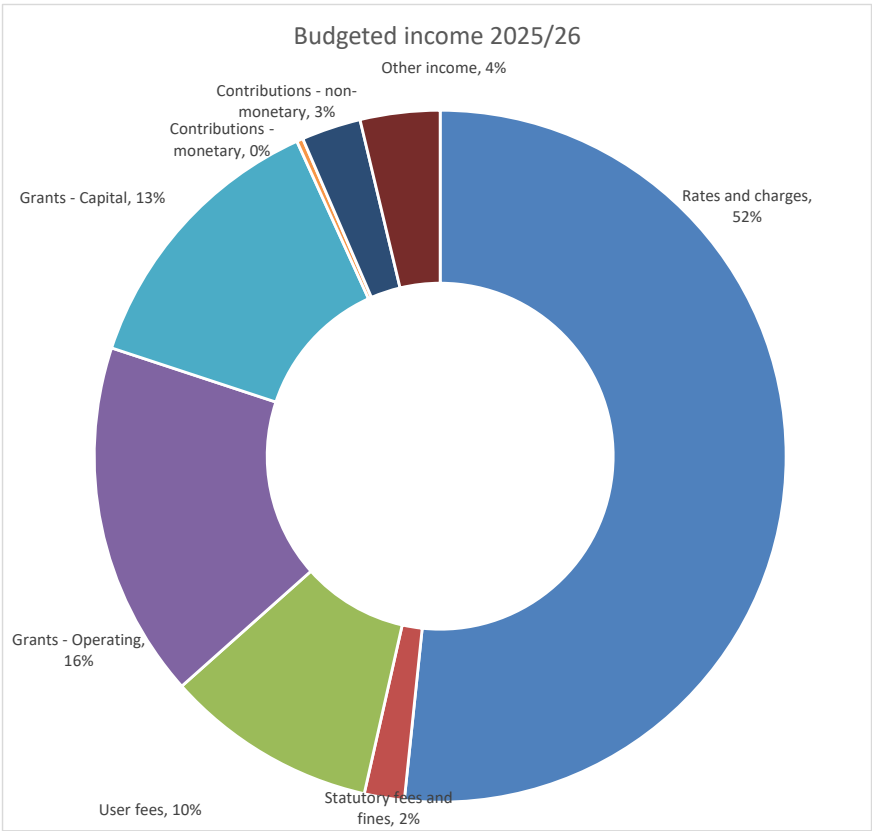
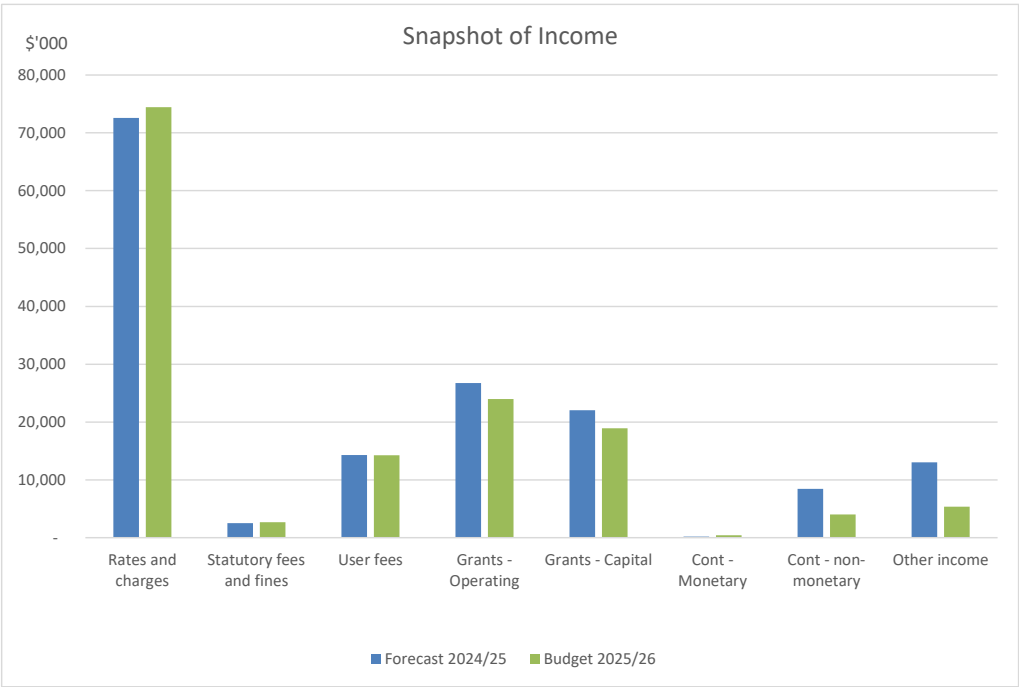
#### 4.1.6 Other income

	Forecast Actual	Budget	Change	
	2024/25 \$'000	2025/26 \$'000	\$'000	%
Interest	4,540	2,500	(2,040)	(44.93%)
Reimbursements	6,939	1,268	(5,671)	(81.73%)
Investment property rental	1,245	1,263	18	1.45%
Other Sundry	315	333	18	5.71%
<b>Total other income</b>	<b>13,039</b>	<b>5,364</b>	<b>(7,675)</b>	<b>(58.86%)</b>

#### Other income (\$7.675 million decrease)

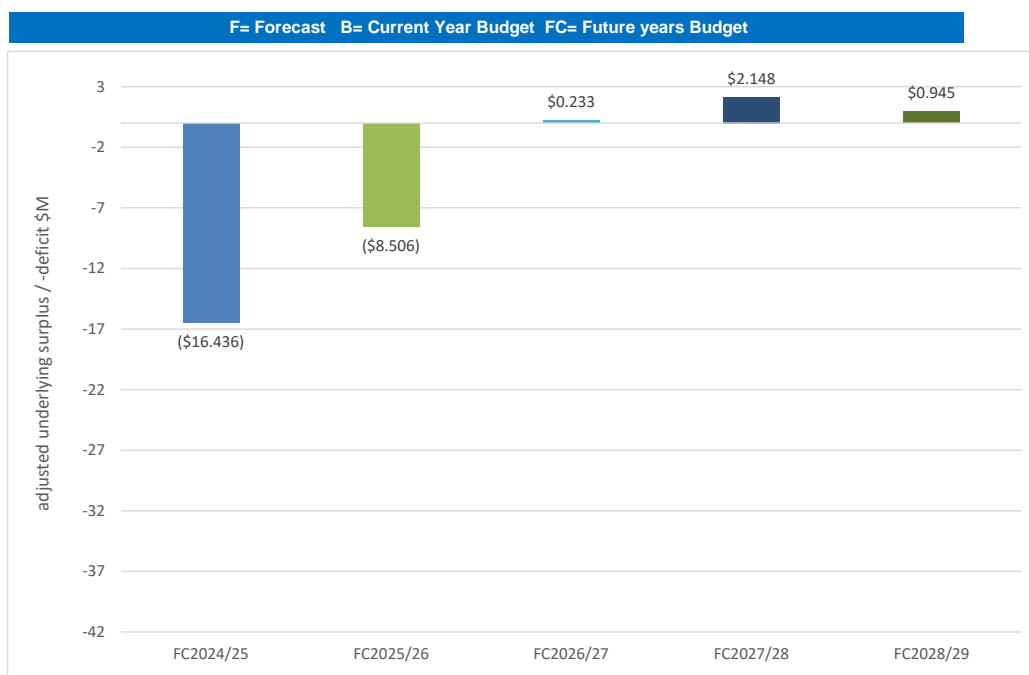
Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and reimbursements for natural disaster event expenditure.

Other income is forecast to decrease by \$7.675 million compared to 2024/25. This is a result of interest on investments income forecast to be \$2.04 million less than the 2024/25 year as a result of forecast less cash being available for investing and lower interest rate. Workcover reimbursements are also forecast to be \$0.265 million in the 2025/26 year which is a decrease of \$0.155 million from the 2024/25 year. Reimbursements for natural disaster events is forecast to be \$0.300 million in 2025/26 which is a decrease of \$5.337 million from the 2024/25 year as most of the natural disaster restoration works have been completed and nearly all reimbursements received.



**Adjusted underlying surplus/(Deficit) (\$7.93 million decrease in underlying deficit)**

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a good measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items that can often mask the operating result. The adjusted underlying result for the 2025/26 year is a deficit of \$8.506 million, which is a decrease in deficit from the forecast underlying deficit for the 2024/25 year of \$16.436 million. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes that are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year. Every second year the Raymond Island Ferry bi-annual maintenance costs of approximately \$0.850 million are incurred and this has impacted on the underlying results for the 2025/26 and 2027/28 financial years.

**4.1.7 Employee costs**

	Forecast Actual	Budget	Change	
	2024/25 \$'000	2025/26 \$'000	\$'000	%
Wages and salaries	38,178	37,016	(1,162)	(3.04%)
WorkCover	1,828	1,600	(228)	(12.47%)
Superannuation	4,300	4,627	327	7.60%
Fringe Benefits	140	125	(15)	(10.71%)
<b>Total employee costs</b>	<b>44,446</b>	<b>43,368</b>	<b>(1,078)</b>	<b>(2.43%)</b>

**Employee costs (\$1.078 million decrease)**

Employee costs include all labour related expenditure such as wages, salaries and on-costs such as allowances, leave entitlements, employer superannuation etc.

Employee costs are forecast to decrease by 2.43% or \$1.078 million compared to 2024/25. The decrease in employee costs is as a result of Bushfire funding for support programs ending in June 2025 and the associated limited tenure staff employed in those programs will not be ongoing in the 2025/26 year.

## 4.1.8 Materials and services

	Forecast Actual	Budget	Change	
	2024/25 \$'000	2025/26 \$'000	\$'000	%
<b>Contracts</b>				
Roadside Weed and Pest management	332	300	(32)	(9.64%)
Emergency Management	1,522	10	(1,512)	(99.34%)
Fire Hazard removal	40	40	0	0.00%
Cleaning	1,270	1,340	70	5.51%
Waste Services	6,884	7,587	703	10.21%
Raymond Island Ferry Operations and maintenance	76	946	870	1144.74%
Road maintenance	11,314	11,238	(76)	(0.67%)
Maintenance of Buildings	235	205	(30)	(12.77%)
Maintenance of parks, trees and Shrubs	351	170	(181)	(51.57%)
Swifts Creek Recreation Reserve Upgrade	1,628	0	(1,628)	(100.00%)
Information Technology	61	211	150	245.90%
Sarsfield Recreation Reserve Upgrade	360	3,479	3,119	866.39%
Buchan Recreation Reserve Upgrade	4,000	1,194	(2,806)	(70.15%)
Information Management	0	90	90	100.00%
Other sundry works contracts	20	15	(5)	(25.00%)
Animal Management	252	270	18	7.14%
<b>Total Contracts</b>	<b>28,345</b>	<b>27,095</b>	<b>(1,250)</b>	<b>(4.41%)</b>
<b>Other Materials and Services</b>				
General maintenance and services	9,465	5,728	(3,737)	(39.48%)
Service Agreements	1,544	1,668	124	8.03%
Office administration	8,105	3,178	(4,927)	(60.79%)
Utilities	2,439	2,314	(125)	(5.13%)
Insurance	1,794	2,160	366	20.40%
Vehicles and Plant - Maintenance and insurances	1,837	2,024	187	10.18%
Information Technology	3,464	4,191	727	20.99%
Consultants	4,082	2,100	(1,982)	(48.55%)
Grants and Contributions	2,273	1,981	(292)	(12.85%)
Waste Levy	2,384	2,557	173	7.26%
Training and associated costs	625	606	(19)	(3.04%)
<b>Total other materials and services</b>	<b>38,012</b>	<b>28,507</b>	<b>(9,505)</b>	<b>(25.01%)</b>
<b>Total materials and services</b>	<b>66,357</b>	<b>55,602</b>	<b>(10,755)</b>	<b>(16.21%)</b>

## Materials and services (\$10.755 million decrease)

Materials and services include the purchase of consumables, and payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by 16.21% or \$10.755 million compared to 2024/25. There were a number of projects that were funded from grants that were completed in the 2024/25 year and will not continue into the 2025/26 year. The most significant decreases were for a number bushfire recovery projects (\$5.106 million decrease).

Contracts are forecast to decrease by \$1.25 million compared to 2024/25. There were several projects undertaken by contract in 2024/25 that have been completed or have a reduced contract budget for the completion in the 2025/26 year. The most significant of these projects are the Swifts Creek Recreation Reserve Upgrade (\$1.628 million decrease), and the Buchan Recreation Reserve upgrade (\$2.806 million decrease). There are other decreases in contractor cost such as the Emergency Management (\$1.512 million) which relate to bushfire recovery and flood support projects that will be completed in the 2024/25 year. These decreases are partly offset by increases such as the Sarsfield Recreation Reserve upgrade (\$3.119 million).

Other materials and services decreased by 25.01% or \$9.505 million compared to 2024/25. There was a reduction in general maintenance and services of \$3.737 million with the main decreases being for agency staff (\$0.405 million reduction), Bushfire recovery projects (\$0.233 million reduction) and natural disaster restoration works (\$3.0 million reduction). Office administration costs decreased by \$4.927 million compared to 2024/25. The most significant reductions relate to bushfire support projects (\$1.279 million), Economic Development Discretionary Fund (\$0.576 million), Council election (\$0.522 million) and other grant funded projects that are now completed (\$1.924 million).

## 4.1.9 Depreciation

	Forecast Actual	Budget	Change	
	2024/25 \$'000	2025/26 \$'000	\$'000	%
Property	4,856	4,407	(449)	(9.25%)
Plant & equipment	3,776	3,498	(278)	(7.36%)
Infrastructure	22,940	24,365	1,425	6.21%
<b>Total depreciation</b>	<b>31,572</b>	<b>32,270</b>	<b>698</b>	<b>2.21%</b>

**Depreciation (\$0.698 million increase)**

Depreciation is an accounting measure that attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.698 million for 2025/26 is the result of the capitalisation of new assets and the associated depreciation as a result.

**4.1.10 Amortisation - Intangible assets**

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Intangible assets	1,103	1,133	30	2.72%
<b>Total amortisation - intangible assets</b>	<b>1,103</b>	<b>1,133</b>	<b>30</b>	<b>2.72%</b>

**Amortisation - Intangible assets (\$0.03 million increase)**

The intangible asset relates to the airspace asset created when a new landfill cell is opened for use. The life of the intangible airspace asset is amortised (expensed) over the estimated life of the landfill cell.

**4.1.11 Depreciation - Right of use assets**

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Right of use assets	89	76	(13)	(14.61%)
<b>Total depreciation - right of use assets</b>	<b>89</b>	<b>76</b>	<b>(13)</b>	<b>(14.61%)</b>

**Depreciation - Right of use Assets (\$0.013 million decrease)**

The intangible asset relates to the right of use assets that are created when a new lease agreement comes into effect. The life of the right of use assets is amortised (expensed) over the remaining lease term.

**4.1.12 Borrowing Costs**

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Borrowing costs	391	369	(22)	(5.63%)
<b>Total borrowing costs</b>	<b>391</b>	<b>369</b>	<b>(22)</b>	<b>(5.63%)</b>

**Borrowing costs (\$0.022 million decrease)**

Borrowing costs are expected to decrease as a result of no new loans and decreasing loan balances. There are also new borrowings proposed for the 2028/29 year. The interest rates applied to each loan varies and is as follows:

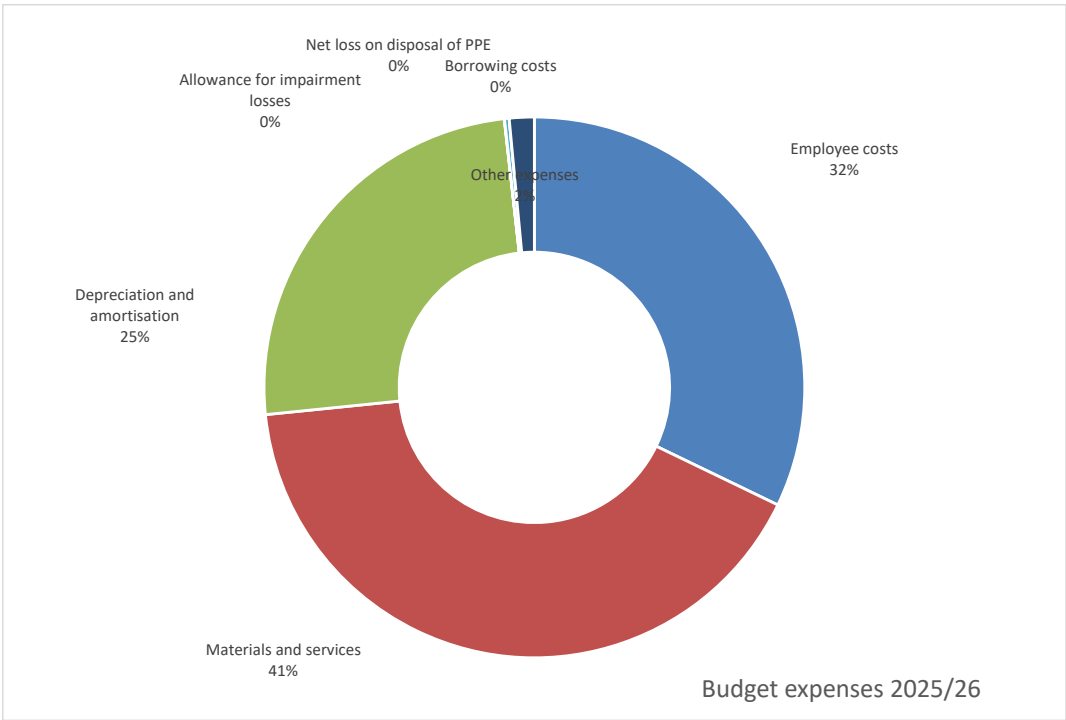
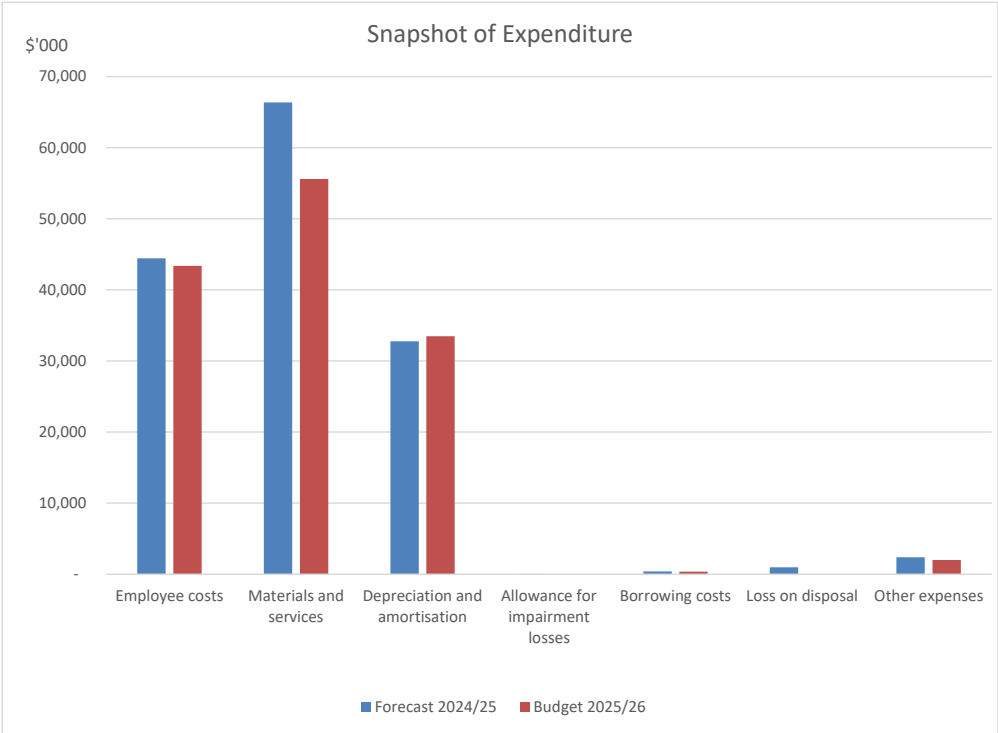
- Tambo Bluff - existing loan - 9.5%.
- Eagle Point Community Hub - 2023/24 year for 10 years - 3.162% Fixed (this includes the discount from Treasury Victoria).
- World Sporting Precinct Loan - 2023/24 year and for 10 years - assumed to be 2.415% (with the discount from Treasury Victoria applied).
- New loans - 2028/29 - assume an interest rate of 5% that will vary over time depending on the market interest rate.

**4.1.13 Other expenses**

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Auditors External	66	67	1	1.52%
Auditors Internal	48	48	0	0.00%
Councillor allowances	387	427	40	10.34%
Operating lease rentals	373	127	(246)	(65.95%)
Memberships/Subscriptions	433	434	1	0.23%
Bank Fees and Charges	212	208	(4)	(1.89%)
Legal Fees	785	578	(207)	(26.37%)
Other	72	120	48	66.67%
<b>Total other expenses</b>	<b>2,376</b>	<b>2,009</b>	<b>(367)</b>	<b>(15.45%)</b>

**Other expenses (\$0.367 million decrease)**

Other expenses relate to a range of unclassified items including Councillor allowances, audit fees, legal costs, memberships and subscriptions, bank charges and other miscellaneous expenditure items. Other expenses are forecast to decrease by \$0.367 million or 15.45% compared to 2024/25.





## 4.2 Balance Sheet

### 4.2.1 Assets

#### Current Assets (\$38.027 million decrease) and Non-Current Assets (\$41.476 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in floats and the value of investments in deposits or other highly liquid investments with short term maturities of 90 days or less. Cash and cash equivalents are forecast to reduce by \$36.737 million at the end of the 2025/26 year as a result of the forecast balance at the end of the 2024/25 year including cash to fund incomplete capital and landfill rehabilitation projects of \$34.232 million that will now be completed in the 2025/26 year. For the details on the use of cash and cash equivalents refer to the Statement of cashflows in section 3.

Property, infrastructure, plant and equipment make up the largest component of Council's worth and represent the value of all the land, buildings, roads, vehicles, equipment, etc. that has been built up by Council over many years. The \$37.124 million increase in this balance is attributable to the net result of the capital works program (\$71.711 million less \$5.592 million transferred to intangible assets), depreciation of assets (\$32.27 million), the sale of plant and equipment (\$0.725 million) and developer contributed assets (\$4 million). Intangible assets has increased by \$4.382 million as a result of additional intangible assets of \$5.592 million added during the year less the amortisation of intangible assets of \$1.133 million.

### 4.2.2 Liabilities

#### Current Liabilities (\$4.945 million decrease) and Non Current Liabilities (\$0.837 million decrease)

Loan principal repayments of \$0.728 million and \$0.079 million of lease payments are expected to be paid during the 2026/27 year therefore these expected payments are required to be shown as a current liability at the end of the 2025/26 year. The Landfill Rehabilitation provision has decreased by \$6.485 million as at 30 June 2026 based on the expected rehabilitation works to be undertaken in the 2025/26 financial year less the expected works to be undertaken in the 2026/27 year. Employee entitlement provisions are expected to increase by \$0.534 million. Trade and other payables are forecast to increase by \$0.865 million given the timing of materials and services and capital expenditure during the 2025/26 year.

Interest-bearing loans and borrowings are borrowings of Council. The forecast loan principal repayment in the 2026/27 year of \$0.728 million moves from non-current liabilities to current liabilities at the end of the 2025/26 year.

### 4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast Actual	Budget	Projections		
	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	9,859	9,196	8,501	7,773	7,009
Amount proposed to be borrowed	0	0	0	0	2,500
Amount projected to be redeemed	(663)	(695)	(728)	(764)	(1,000)
<b>Amount of borrowings as at 30 June</b>	<b>9,196</b>	<b>8,501</b>	<b>7,773</b>	<b>7,009</b>	<b>8,509</b>

#### 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 Actual	Budget
	2024/25	2025/26
	\$	\$
<b>Right-of-use assets</b>		
Property	484	484
Equipment	20	20
<b>Total right-of-use assets</b>	<b>504</b>	<b>504</b>
<b>Lease liabilities</b>		
<b>Current lease liabilities</b>		
Property and Equipment	79	79
<b>Total current lease liabilities</b>	<b>79</b>	<b>79</b>
<b>Non-current lease liabilities</b>		
Property and Equipment	600	600
<b>Total non-current lease liabilities</b>	<b>600</b>	<b>600</b>
<b>Total lease liabilities</b>	<b>679</b>	<b>679</b>

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities.

#### 4.3 Statement of changes in Equity

##### 4.3.1 Reserves

##### Reserves (\$0.182 millions increase)

There is no movement forecast in the asset reserve for the 2025/26 year.

Statutory reserves are expected to increase by \$0.182 million as a result of the public open space contributions received less the use of Public Open Space and Car Parking Reserve funds towards capital projects.

##### 4.3.2 Equity

##### Equity (\$9.231 million increase)

Total equity always equals net assets and is made up of Reserves and Accumulated Surplus.

Accumulated surplus is the value of all net assets less reserves that have accumulated over time. The increase in accumulated surplus is the result of the 2025/26 operating surplus of \$12.514 million plus the transfer to reserve of \$0.3 million less the transfer from reserve of \$0.118 million.

Included in the accumulated surplus are funds identified as discretionary reserves. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. During the 2025/26 year \$0.3 million is budgeted to be transferred to a Discretionary Reserve for the purpose of Replacement of the Raymond Island Ferry. The total discretionary allocation of these funds at the end of the 2025/26 year is forecast to be \$3.9 million.

An additional discretionary reserve was established for the potential future aftercare costs associated with the Orbost Landfill site during the 2019/20 financial year. The Orbost landfill was reopened in 2020 to enable the acceptance of bushfire waste. This waste contained contaminated waste and the ongoing monitoring and aftercare costs associated with this site will be required many years into the future. As part of the bushfire waste disposal project, funds were raised in 2019/20 (\$7.662 million transferred to reserve) and also 2020/21 (\$1.964 million) to cover the estimated future costs that may be incurred together with some new strategic waste facility projects in the future and therefore the cash for these projects is part of cash at year end. An amount of \$1.907 million is planned to be utilised in the 2025/26 year for a number of waste projects including the Cann River Transfer Station and a number of facilities at the Bairnsdale landfill. . In the two years from 2026/27 to 2027/28 a further \$5.042 million is proposed to be used for completing the Bairnsdale Recycling Centre, the Bairnsdale Composting facility and the upgrade of the Metung and Buchan Waste Transfer Station facilities.

#### 4.4 Statement of Cash Flows

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

###### Operating activities \$35.314 million inflow (\$10.811 million inflow increase)

Rates and Charges are forecast to increase by \$4.359 million. The proposed increase in rates and charges for the 2025/26 year is the result of the proposed rate increase of 2% plus growth and receipts for rate arrears. Operating grants are forecast to decrease by \$1.197 million as a result of some non recurrent grants for projects that will not be ongoing in 2025/26. Capital grant funding is expected to increase by \$1.419 million as a result of the timing for the payment of the grant funds for capital projects. The expected cash inflow for user fees and charges is expected to increase by \$2.713 million as a result of proposed fee increases for the 2025/26 year together with the timing for the receipt of payment for invoices raised at the end of the 2024/25 year. There is an expected decrease in the cashflow from interest earned on invested funds of \$2.297 million as a result of less surplus cash being available for investing. The other significant cashflow movement is a decrease in other receipts of \$5.637 million as a result of an expected decrease in reimbursements for the 2025/26 year mainly for natural disasters reimbursements in the previous financial year. Materials and services are expected to decrease by \$7.911 million as a number of grant funded projects were completed in the 2024/25 year. Employee costs are expected to decrease by \$1.975 million as a result of limited tenure roles for bushfire funded support programs ending in June 2025.

The net cash flow from operating activities does not equal the surplus/(deficit) for the year, as Council's expected revenues and expenses include non-cash items that have been excluded from the Cash Flow Statement. It also takes into account balance sheet movements relevant to operating income and expenditure in the cash flow. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
<b>Surplus (deficit) for the year</b>	12,514	9,231	(3,283)	(26.23%)
Contributions - non-monetary	(8,438)	(4,000)	4,438	(52.60%)
Depreciation and amortisation	32,764	33,479	715	2.18%
Loss on disposal of property, infrastructure, plant and equipment	986	0	(986)	0.00%
Finance costs	392	370	(22)	(5.61%)
Net movement in current assets and liabilities	(13,715)	(3,766)	9,949	(72.54%)
<b>Cash flows available from operating activities</b>	24,503	35,314	10,811	44.12%

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

###### Investing activities \$70.986 million outflow (\$26.236 million increase in outflows)

The outflows in cash from investing activities have increased as a result of the increase in cash outflow of \$25.568 million for the payment for property, plant and equipment and infrastructure as set out in the capital works program. There is also a decrease in cash inflow as a result of a reduction of \$0.668 million in proceeds from the sale of property plant and equipment.

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

###### Financing activities \$1.065 million outflow (\$0.01 million inflow decrease)

For 2025/26 there are no new borrowing proceeds. There is an increase in loan repayments of \$0.032 million in the 2025/26 year as well as an decrease in finance costs of \$0.022 million in the 2025/26 year.

## 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2025/26 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 Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change \$'000	%
Property	6,549	8,994	2,445	37.3%
Plant and equipment	5,880	10,958	5,078	86.36%
Infrastructure	34,922	51,759	16,837	48.2%
<b>Total</b>	<b>47,351</b>	<b>71,711</b>	<b>24,360</b>	<b>51.4%</b>

#### Property (\$8.994 million)

The property class comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.

For the 2025/26 year \$8.994 million will be expended on building and building improvement projects. The more significant projects include Gippsland Lakes Shared Community Hub\* (\$2.6 million), the Shire-wide Building Renewal Program(\$0.73) million, Cann River – Changing Places Facility (\$0.156) million, Bairnsdale Airport Terminal (Air Ambulance Facility) (\$1.015 million) and Lakes Entrance Indoor Courts(\$0.995) million.

#### Plant and equipment (\$10.958 million)

Plant and equipment includes plant, machinery and equipment, computers and telecommunications equipment, and library books.

For the 2025/26 year, \$10.958 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$4.784 million), upgrade and replacement of information and communications technology (ICT) (\$5.592 million) and the purchase of library books (\$0.209 million).

#### Infrastructure (\$51.759 million)

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation and community facilities, parks, open space and streetscapes, off-street car parks and other structures.

For the 2025/26 year \$9.678 million will be expended on roads. This includes gravel road resheets of \$1 million, road reseals of \$3.132 million, Francis & Pyke Street, Bairnsdale - Roundabout of \$0.15 million, Lakes Entrance Marine Parade Upgrade - Stage 2 \$ 0.738 million and Corringale Road, Newmerella renewal \$0.807 million

Bridge construction works to renew Major culverts will be \$ 0.250 million.

Footpath and Cycleways works of \$1.509 million are planned. Church Street, Lakes Entrance, Pedestrian Crossing will be constructed at a cost of \$0.616 million, Bruthen footpath pedestrian fencing for \$0.045 million, Eagle Point School Connection for \$0.49 million and the Nicholson Street, Orbst Footpath renewal will cost \$0.152 million.

Drainage works of \$4.62 million will be undertaken, this includes Lanes Road, Lucknow – Drainage Solution of \$0.3 million, Admirals Quay, Paynesville – Drainage Works, \$0.515 million and Marlo Town drainage upgrade for \$0.968 million

Recreation and community facilities will be upgraded at a cost of \$8.062 million, the largest of these projects being the WORLD Sporting Precinct at a cost of \$5.62 million and West Bairnsdale Recreation Reserve Development at \$ 0.631 million.

Waste projects of \$2.394 million are planned, including the Cann River Waste Transfer Station at \$0.628 million, Bairnsdale Recycling Centre at 0.607 million and Bairnsdale Landfill Staff Amenities Building at \$0.362 million.

Parks, Open Space and Streetscape works at a cost of \$12.887 million will be undertaken. Which include Slip Road Maritime Precinct \$6.7 million, Krauatungalung Walk Stage 2 \$0.749 million, Metung Boardwalk Revitalisation \$0.49 million and Livingston Park, Omeo Stage 1 & 2 \$1.56 million.

The Bairnsdale Aerodrome and runway are to be upgraded at a cost of \$11.36 million. Car parking works of \$0.362 million as well as other Infrastructure works of \$0.412 million are also planned.

	Project Cost	Asset expenditure types				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	8,994	312	6,337	2,345	0	3,495	0	180	5,319	0
Plant and equipment	10,958	69	10,701	188	0	159	0	0	10,799	0
Infrastructure	51,759	10,304	31,549	9,906	0	15,275	23	1,884	34,577	0
<b>Total</b>	<b>71,711</b>	<b>10,685</b>	<b>48,587</b>	<b>12,439</b>	<b>0</b>	<b>18,929</b>	<b>23</b>	<b>2,064</b>	<b>50,695</b>	<b>0</b>

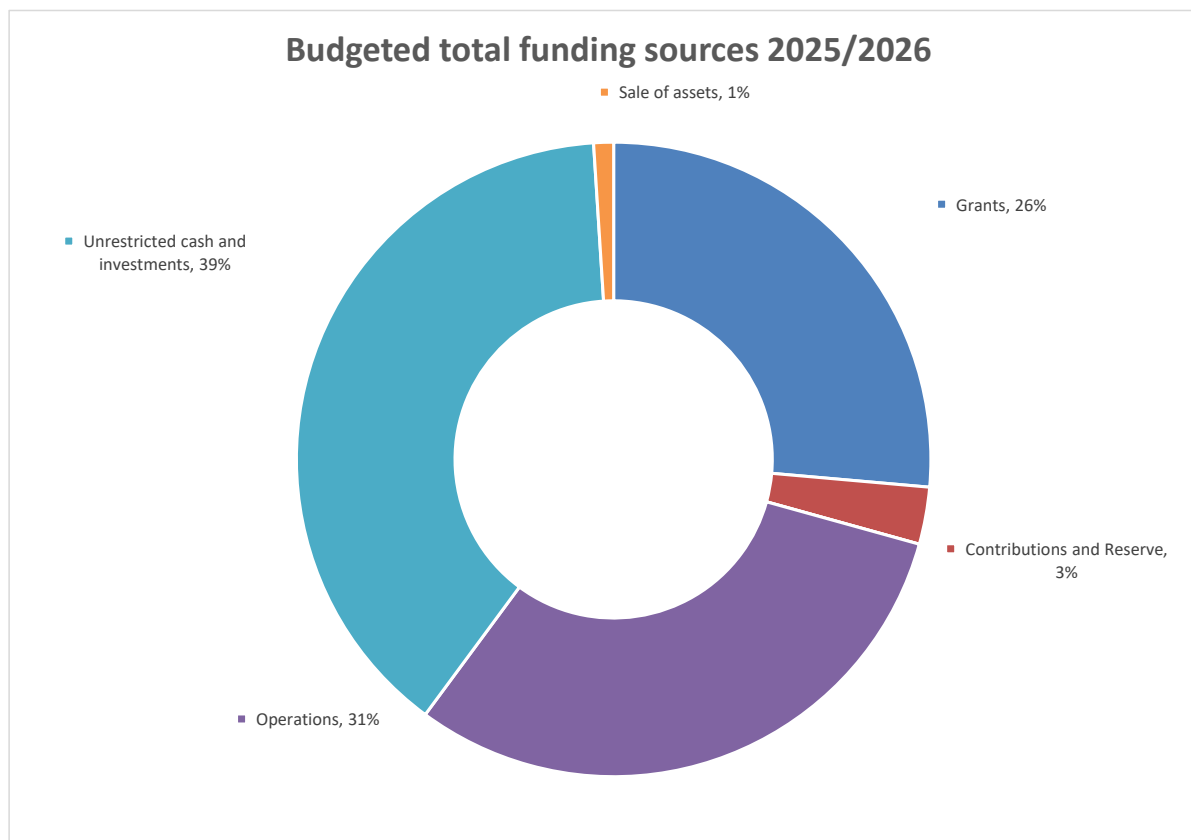
#### Asset renewal (\$48.587 million), new assets (\$10.685 million) and upgrade (\$12.439 million)

A distinction is made between expenditure on new assets, asset renewal, asset upgrade and asset expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

The major projects included in the above categories that constitute expenditure on new assets are the WORLD Sporting Precinct (\$5.62 million), Omeo Mountain Bike trails (\$0.663 million) and Krauatungalung Walk (\$0.985 million). Various other small projects make up the remainder of new capital works expenditure. The remaining capital expenditure represents renewals, expansion and upgrades of existing assets.

## Funding sources

Sources of funding	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Variance \$'000
<b>Works carried forward</b>			
<b>Current year funding</b>			
Grants	0	4,972	4,972
Contributions	0	0	0
Loans	0	0	0
<b>Council cash</b>			
- reserve cash and investments	0	812	812
- unrestricted cash and investments	0	27,872	27,872
<b>Total works carried forward</b>	<b>0</b>	<b>33,656</b>	<b>33,656</b>
<b>New works</b>			
<b>Current year funding</b>			
Grants	22,048	13,957	(8,091)
Contributions	1,635	23	(1,612)
Loans	0	0	0
<b>Council cash</b>			
- operations	21,742	22,098	356
- proceeds on sale of assets	0	725	725
- reserve cash and investments	1,926	1,252	(674)
- unrestricted cash and investments	0	0	0
<b>Total new works</b>	<b>47,351</b>	<b>38,055</b>	<b>(9,296)</b>
<b>Total funding sources</b>	<b>47,351</b>	<b>71,711</b>	<b>24,360</b>



**Grants - Capital (\$18.929 million)**

Capital grants include all money received from Victorian and Australian Government sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for new projects in 2025/26 including Roads to Recovery projects (\$5.206 million), Slip Road Maritime Precinct (\$2 million) Bairnsdale Runway 04/22 Extension & Lighting Upgrade (\$5 million) , WORLD Sporting Precinct Stage 1 (\$0.777 million), Gippsland Lakes Shared Community Hub (\$ 1.25 million) and Bairnsdale Airport Terminal (Air Ambulance Facility) (\$0.6) million.

**Contributions (\$0.023 million)**

Council receives contributions from external groups and agencies towards the funding of some capital works projects. In 2025/26 it is expected that council will receive contributions towards Corringale Road, Newmerrella renewal (\$0.023 million).

**Council cash - operations (\$22.098 million)**

Council generates cash from its operating activities that is used as a funding source for the capital works program. It is forecast that \$22.098 million will be generated from operations in the 2025/26 year to fund the capital works program in 2025/26.

**Council cash - proceeds from sale of assets (\$0.725 million)**

Proceeds from sale of assets include motor vehicle sales of \$0.725 million in accordance with Council's vehicle fleet renewal policy .

**Reserve cash - reserve cash and investments (\$2.064 million)**

Council has cash reserves that are set aside for specific purposes. During 2025/26 it is proposed to utilise \$1.468 million for a number of waste projects and \$0.18 for Property Acquisitions - Tambo Bluff. These are all using discretionary reserve funds. There is also \$0.065 million of car parking reserve for car parking in various locations and \$0.053 million for public open space reserve usage for a playground upgrade.

**Council cash - unrestricted cash and investments (\$27.872 million)**

In addition to reserve investments, Council has uncommitted cash and investments that represent unrestricted cash and investments and funds preserved from the previous year, mainly as a result of capital projects that have been carried forward for completion in 2025/26. The total anticipated to be carried forward as unrestricted cash and investments for these incomplete works is \$27.872 million. The 2025/26 capital works program, excluding the carry forward projects from 2024/25, will not use any unrestricted cash and investments.



## 4.5.2 Current Budget 2025/26

Project No	Capital Works Area 2025/2026	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Reserves \$'000	Council cash \$'000	Borrowings \$'000
	<b>PROPERTY</b>										
	<b>Land</b>										
	Property Acquisitions - Tambo Bluff	180	180	0	0	0	0	0	180	0	0
11717	Property Acquisitions	70	70	0	0	0	0	0	0	70	0
	<b>Total Land</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>180</b>	<b>70</b>	<b>0</b>
	<b>Buildings</b>										
12128	Mallacoota Foreshore Holiday Park Toilet Block 1	330	0	330	0	0	0	0	0	330	0
	Council Managed Caravan Park - Fire Safety Works	300	0	150	150	0	0	0	0	300	0
12321	Leased Caravan Parks - upgrade powerheads	300	0	150	150	0	0	0	0	300	0
	Gippsland Lakes Shared Community Hub*	2,600	0	1,300	1,300	0	1,250	0	0	1,350	0
	Bairnsdale GELLEN Building Accessibility	30	0	15	15	0	0	0	0	30	0
	AJ Freeman Reserve Toilet decommission, Paynesville	25	0	25	0	0	0	0	0	25	0
	Orbost Lochiel Park & Mechanics Hall Toilet Decommission	5	0	5	0	0	0	0	0	5	0
11569	Building Renewal (Council Owned)	730	0	730	0	0	0	0	0	730	0
	Energy Efficiency Upgrades	100	0	0	100	0	0	0	0	100	0
	Visitor Information Centres - Internal Refit	246	62	61	123	0	0	0	0	246	0
	Orbost Service Centre - Upgrade handrails on front entry steps	13	0	0	13	0	0	0	0	13	0
	Lakes Entrance Service Centre office space	19	0	0	19	0	0	0	0	19	0
	BARC Courts - major reseal	150	0	150	0	0	0	0	0	150	0
	BARC Basketball Scoreboards - replacement	50	0	50	0	0	0	0	0	50	0
	Upgrade Corporate Signage at Service Centre's	50	0	0	50	0	0	0	0	50	0
	Lakes Entrance Indoor Courts	850	0	425	425	0	700	0	0	150	0
	<b>Total Buildings</b>	<b>5,798</b>	<b>62</b>	<b>3,391</b>	<b>2,345</b>	<b>0</b>	<b>1,950</b>	<b>0</b>	<b>0</b>	<b>3,848</b>	<b>0</b>
	<b>TOTAL PROPERTY</b>	<b>6,048</b>	<b>312</b>	<b>3,391</b>	<b>2,345</b>	<b>0</b>	<b>1,950</b>	<b>0</b>	<b>180</b>	<b>3,918</b>	<b>0</b>
	<b>PLANT AND EQUIPMENT</b>										
	<b>Plant, Machinery and Equipment</b>										
11577	Plant Replacement Program	2,117	0	2,117	0	0	0	0	0	2,117	0
11578	Vehicle Fleet Replacement Program	1,052	0	1,052	0	0	0	0	0	1,052	0
12174	Caravan Park Equipment Renewal Program	15	0	15	0	0	0	0	0	15	0
	<b>Total Plant, Machinery and Equipment</b>	<b>3,184</b>	<b>0</b>	<b>3,184</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,184</b>	<b>0</b>
	<b>Fixtures, Fittings and Furniture</b>										
11583	Office Furniture and Equipment	50	0	50	0	0	0	0	0	50	0
	<b>Total Fixtures, Fittings and Furniture</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>

Project No	Capital Works Area 2025/2026	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Reserves \$'000	Council cash \$'000	Borrowings \$'000
	<b>Computers and Telecommunications</b>										
	Public Space CCTV Refresh*	300	60	240	0	0	150	0	0	150	0
	Internal CCTV	150	0	150	0	0	0	0	0	150	0
11585	ICT Renewal	300	0	300	0	0	0	0	0	300	0
11670	Asset Management Software	375	0	187	188	0	0	0	0	375	0
	<b>Total Computers and Telecommunications</b>	<b>1,125</b>	<b>60</b>	<b>877</b>	<b>188</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>975</b>	<b>0</b>
	<b>Library books</b>										
11586	Purchase Library Resources	200	0	200	0	0	0	0	0	200	0
11456	Premiers Reading Challenge	9	9	0	0	0	9	0	0	0	0
	<b>Total Library books</b>	<b>209</b>	<b>9</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>
	<b>TOTAL PLANT AND EQUIPMENT</b>	<b>4,568</b>	<b>69</b>	<b>4,311</b>	<b>188</b>	<b>0</b>	<b>159</b>	<b>0</b>	<b>0</b>	<b>4,409</b>	<b>0</b>
	<b>INFRASTRUCTURE</b>										
	<b>Roads</b>										
11587	Gravel Road Renewal Program	1,000	0	1,000	0	0	0	0	0	1,000	0
11591	Dust Suppression	200	0	200	0	0	190	0	0	10	0
	Lakes Entrance Marine Parade Upgrade - Stage 2	700	0	700	0	0	581	0	0	119	0
	Palmers Road Upgrade, Lakes Entrance	100	0	100	0	0	0	0	0	100	0
12296	Creation of Cormorant Drive, Metung	300	300	0	0	0	150	0	0	150	0
	Francis & Pyke Street, Bairnsdale - Roundabout	150	120	30	0	0	100	0	0	50	0
	Jennings Street Upgrade, Bairnsdale	20	0	10	10	0	0	0	0	20	0
12200	Connleys Road, Omeo Upgrade, Stage 2	556	0	278	278	0	535	0	0	21	0
12337	Little River Road, Gabion Wall Reconstruction	400	0	400	0	0	300	0	0	100	0
12338	Buchan Orbost Road - Major Slip Repair	700	0	700	0	0	0	0	0	700	0
12339	Corringale Road, Newmerrella renewal	759	0	759	0	0	621	23	0	115	0
	Road Safety and Intersection Improvement Program	50	0	25	25	0	0	0	0	50	0
11588	Reseal Program	3,132	0	3,132	0	0	2,810	0	0	322	0
12285	Rehabilitation Program	390	0	390	0	0	300	0	0	90	0
11825	Kerb & Channel Replacement Program	400	0	400	0	0	300	0	0	100	0
11589	Safety Barrier Renewal Program	50	0	50	0	0	0	0	0	50	0
	<b>Total Roads</b>	<b>8,907</b>	<b>420</b>	<b>8,174</b>	<b>313</b>	<b>0</b>	<b>5,887</b>	<b>23</b>	<b>0</b>	<b>2,997</b>	<b>0</b>
	<b>Bridges</b>										
11592	Major Culvert Renewal Program	250	0	250	0	0	0	0	0	250	0
	<b>Total Bridges</b>	<b>250</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>

Project No	Capital Works Area 2025/2026	Project Cost	Asset expenditure types				Summary of Funding Sources					
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings	
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Footpaths and Cycleways												
12346	Nicholson Street, Orbost Footpath renewal	139	0	139	0	0	0	0	0	139	0	
12347	Bruthen footpath pedestrian fencing	30	0	22	8	0	0	0	0	30	0	
	Lake Tyers Beach Road Footpath from Bream Rd to Princes Hwy	102	0	102	0	0	0	0	0	102	0	
	Church Street, Lakes Entrance, Pedestrian Crossing	616	576	40	0	0	421	0	0	195	0	
	Dalmahoy Street, Bairnsdale - New Footpath	11	11	0	0	0	0	0	0	11	0	
12260	McKean Street Pedestrian Crossings	93	93	0	0	0	0	0	0	93	0	
Total Footpaths and Cycleways			991	680	303	8	0	421	0	0	570	0
Drainage												
	Marlo Town drainage upgrade	500	0	250	250	0	0	0	0	500	0	
12290	Bogong St, Lakes Entrance Drainage renewal	350	0	350	0	0	0	0	0	350	0	
12262	Eastern Beach Road Drainage Improvements	615	308	0	307	0	0	0	0	615	0	
12414	Lanes Road, Lucknow – Drainage Solution	300	0	150	150	0	0	0	0	300	0	
Total Drainage			1,765	308	750	707	0	0	0	0	1,765	0
Recreational, Leisure & Community Facilities												
	Lindenow Recreation Reserve Netball Changerooms	160	160	0	0	0	0	0	0	160	0	
12351	West Bairnsdale Recreation Reserve Redevelopment	500	0	250	250	0	0	0	0	500	0	
	Bairnsdale City Oval Netball Court Lighting Upgrade	150	0	150	0	0	0	0	0	150	0	
12231	Eagle Point Foreshore Erosion Management	100	100	0	0	0	0	0	0	100	0	
	Forward Designs Marine Assets	150	0	150	0	0	0	0	0	150	0	
Total Recreational, Leisure & Community Facilities			1,060	260	550	250	0	0	0	0	1,060	0
Waste Management												
	Bairnsdale Landfill Fire Ring Main	226	0	226	0	0	0	0	226	0	0	
	Bairnsdale Landfill Staff Amenities Building	325	0	325	0	0	0	0	325	0	0	
	Extension to existing Recycling Storage Area - Bairnsdale WTS	265	0	0	265	0	0	0	265	0	0	
	Bairnsdale Landfill Recycling Storage Shed	146	146	0	0	0	0	0	146	0	0	
	Modifications to Lakes Entrance WTS Recycling Centre Shed	45	0	45	0	0	0	0	45	0	0	
Total Waste Management			1,007	146	596	265	0	0	0	1,007	0	0

Project No	Capital Works Area 2025/2026	Project Cost	Asset expenditure types				Summary of Funding Sources				
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
	<b>Parks, Open Space and Streetscapes</b>										
11963	Johnsonville Playspace	150	150	0	0	0	0	0	150	0	
12423	Bosworth Road Dog Park Upgrades	94	94	0	0	0	90	0	4	0	
12355	Livingston Park, Omeo Stage 1 & 2	560	0	560	0	0	0	0	560	0	
11969	Slip Road Maritime Precinct	1,950	0	975	975	0	0	0	1,950	0	
12356	Toonalook Waters Revegetation Plan	66	0	66	0	0	0	0	66	0	
	Port of Bairnsdale	250	0	125	125	0	0	0	250	0	
12157	Krautungalung Walk Stage 2 - section 4	499	499	0	0	0	450	0	49	0	
12357	Metung Boardwalk Revitalisation	300	0	300	0	0	0	0	300	0	
	Omeo Mountain Bike Access Tracks	300	300	0	0	0	0	0	300	0	
12358	Eagle Point Foreshore Trail	200	0	200	0	0	0	0	200	0	
12018	Tambo Bluff to Kings Cove footpath connection	30	30	0	0	0	0	0	30	0	
12244	Benambra Dejarlais Park/Public Toilet	200	80	60	60	0	0	0	200	0	
12245	Street Furniture Renewal (inc Signs)	50	0	50	0	0	0	0	50	0	
	<b>Total Parks, Open Space and Streetscapes</b>	<b>4,649</b>	<b>1,153</b>	<b>2,336</b>	<b>1,160</b>	<b>0</b>	<b>540</b>	<b>0</b>	<b>4,109</b>	<b>0</b>	
	<b>Aerodromes</b>										
11965	Bairnsdale Runway 04/22 Extension & Lighting Upgrade	7,000	0	3,500	3,500	0	5,000	0	0	2,000	
	Bairnsdale Aerodrome rehabilitation of taxiway & hanger apron*	1,180	0	1,180	0	0	0	0	1,180	0	
	New Hangers at Bairnsdale Airport	100	50	0	50	0	0	0	100	0	
	<b>Total Aerodromes</b>	<b>8,280</b>	<b>50</b>	<b>4,680</b>	<b>3,550</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>3,280</b>	
	<b>Off Street Car Parks</b>										
	Parking Upgrade Lakes Entrance	90	0	0	90	0	0	0	45	45	
	Extension to Carpark - Slip Bight Marine Jetty 5	200	0	0	200	0	0	0	20	180	
	McCulloch Street, Bairnsdale Carpark	50	0	0	50	0	0	0	0	50	
	<b>Total Off Street Car Parks</b>	<b>340</b>	<b>0</b>	<b>0</b>	<b>340</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>275</b>	
	<b>Other Infrastructure</b>										
11605	Quick Response Fund	190	0	152	38	0	0	0	0	190	
	<b>Total Other Infrastructure</b>	<b>190</b>	<b>0</b>	<b>152</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>190</b>	
	<b>TOTAL INFRASTRUCTURE</b>	<b>27,439</b>	<b>3,017</b>	<b>17,791</b>	<b>6,631</b>	<b>0</b>	<b>11,848</b>	<b>23</b>	<b>1,072</b>	<b>14,496</b>	
	<b>TOTAL NEW CAPITAL WORKS</b>	<b>38,055</b>	<b>3,398</b>	<b>25,493</b>	<b>9,164</b>	<b>0</b>	<b>13,957</b>	<b>23</b>	<b>1,252</b>	<b>22,823</b>	

\* These projects will only proceed if the grant funding application is successful.

## 4.5.3 Works carried forward from the 2024/2025 year

Capital Works Area 2025/2026	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Reserves \$'000	Council cash \$'000	Borrowings \$'000
<b>PROPERTY</b>										
<b>Buildings</b>										
11930 Mallacoota Foreshore Holiday Park Fire Safety	416	0	416	0	0	0	0	0	416	0
12043 Gilsenan Reserve Toilet Replacement	186	0	186	0	0	0	0	0	186	0
12248 Lakes Entrance Indoor Courts	145	0	145	0	0	100	0	0	45	0
12323 Visitor Information Centres - Internal Refit	44	0	44	0	0	0	0	0	44	0
12235 Bairnsdale Airport Terminal (Air Ambulance Facility)	1,015	0	1,015	0	0	600	0	0	415	0
11718 Omeo Justice Precinct	105	0	105	0	0	0	0	0	105	0
12129 Gippsland Lakes Yacht Club	9	0	9	0	0	0	0	0	9	0
12080 Mallacoota Hall Upgrades	200	0	200	0	0	200	0	0	0	0
12284 Cann River – Changing Places Facility	156	0	156	0	0	120	0	0	36	0
12128 Mallacoota Foreshore Holiday Park Toilet Block 1	60	0	60	0	0	0	0	0	60	0
12362 Community Resilience and Development Program Phase 2	569	0	569	0	0	525	0	0	44	0
12240 Lakes Entrance Service Centre - Courtyard Upgrade	41	0	41	0	0	0	0	0	41	0
<b>Total Buildings</b>	<b>2,946</b>	<b>0</b>	<b>2,946</b>	<b>0</b>	<b>0</b>	<b>1,545</b>	<b>0</b>	<b>0</b>	<b>1,401</b>	<b>0</b>
<b>TOTAL PROPERTY</b>	<b>2,946</b>	<b>0</b>	<b>2,946</b>	<b>0</b>	<b>0</b>	<b>1,545</b>	<b>0</b>	<b>0</b>	<b>1,401</b>	<b>0</b>
<b>PLANT AND EQUIPMENT</b>										
<b>Plant, Machinery and Equipment</b>										
11577 Plant Replacement Program	1,515	0	1,515	0	0	0	0	0	1,515	0
11578 Vehicle Replacement Program	100	0	100	0	0	0	0	0	100	0
12220 Replace Ferry Landings at Paynesville & Raymond Island	308	0	308	0	0	0	0	0	308	0
<b>Total Plant, Machinery and Equipment</b>	<b>1,923</b>	<b>0</b>	<b>1,923</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,923</b>	<b>0</b>
<b>Computers and Telecommunications</b>										
11672 Internal CCTV	174	0	174	0	0	0	0	0	174	0
11807 Renewal of Corporate Systems	1,330	0	1,330	0	0	0	0	0	1,330	0
11805 Photocopiers / Printers Renewal	26	0	26	0	0	0	0	0	26	0
12415 Civica Project	264	0	264	0	0	0	0	0	264	0
12131 Digital Services	2,572	0	2,572	0	0	0	0	0	2,572	0
11940 Public Space CCTV Refresh	101	0	101	0	0	0	0	0	101	0
<b>Total Computers and Telecommunications</b>	<b>4,467</b>	<b>0</b>	<b>4,467</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,467</b>	<b>0</b>
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>6,390</b>	<b>0</b>	<b>6,390</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,390</b>	<b>0</b>

Capital Works Area 2025/2026	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Reserves \$'000	Council cash \$'000	Borrowings \$'000
<b>INFRASTRUCTURE</b>										
<b>Roads</b>										
12296 Creation of Cormorant Drive, Metung	119	0	119	0	0	0	0	0	119	0
12339 Corringale Road, Newmerrella renewal	48	0	48	0	0	0	0	0	48	0
12335 Payne Street Upgrade	16	0	16	0	0	0	0	0	16	0
12336 Roadknight St, Lakes Entrance	87	0	87	0	0	0	0	0	87	0
12337 Little River Road, Gabion Wall Reconstruction	76	0	76	0	0	0	0	0	76	0
12396 Slippery Pinch Road – erosion repair	40	0	40	0	0	0	0	0	40	0
12333 Lake Tyers Beach Road Drainage Upgrade Stage 2	117	0	117	0	0	0	0	0	117	0
12140 Power Station Road, Bairnsdale	75	0	75	0	0	0	0	0	75	0
12197 Murphy Street, Bairnsdale Upgrade	74	0	74	0	0	0	0	0	74	0
12200 Connleys Road, Omeo Upgrade, Stage 2	81	0	81	0	0	0	0	0	81	0
12361 Lakes Entrance Marine Parade Upgrade - Stage 2	38	0	38	0	0	0	0	0	38	0
<b>Total Roads</b>	<b>771</b>	<b>0</b>	<b>771</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>771</b>	<b>0</b>
<b>Footpaths and Cycleways</b>										
12219 Eagle Point School Connection	490	490	0	0	0	0	0	0	490	0
12346 Nicholson Street, Orbst Footpath renewal	13	13	0	0	0	0	0	0	13	0
12347 Bruthen footpath pedestrian fencing	15	15	0	0	0	0	0	0	15	0
<b>Total Footpaths and Cycleways</b>	<b>518</b>	<b>518</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>518</b>	<b>0</b>
<b>Drainage</b>										
12261 Stirling / David Road Metung, Drainage upgrade	399	0	399	0	0	0	0	0	399	0
12252 Raymond Island Township Road & Drainage Upgrade	142	0	142	0	0	0	0	0	142	0
12195 Marine Parade, Marlo Drainage Renewal	230	0	230	0	0	0	0	0	230	0
12297 Mississippi Creek, Scriveners Road - Stage 2	149	0	149	0	0	0	0	0	149	0
12134 LENGA Drainage	580	0	580	0	0	0	0	0	580	0
11712 Marlo Town drainage upgrade	468	0	468	0	0	0	0	0	468	0
12378 Admirals Quay, Paynesville – Drainage Works	515	0	515	0	0	0	0	0	515	0
12290 Bogong St, Lakes Entrance Drainage renewal	55	0	55	0	0	0	0	0	55	0
12062 Integrated Water Management Bairnsdale	256	0	256	0	0	0	0	0	256	0
12350 Rupert Street, Bairnsdale Drainage renewal	61	0	61	0	0	0	0	0	61	0
<b>Total Drainage</b>	<b>2,855</b>	<b>0</b>	<b>2,855</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,855</b>	<b>0</b>
<b>Recreational, Leisure &amp; Community Facilities</b>										
11950 WORLD Sporting Precinct Stage 1	5,620	5,620	0	0	0	777	0	0	4,843	0
12366 Nowa Nowa Boat Jetty	478	0	478	0	0	0	0	0	478	0
12354 Seawall Renewal Program	324	0	324	0	0	0	0	0	324	0
12231 Eagle Point Beach Regeneration	18	0	18	0	0	0	0	0	18	0
12351 West Bairnsdale Recreation Reserve Redevelopment	131	0	131	0	0	40	0	0	91	0
12352 Lucknow Recreation Reserve & Surrounds improvement works	46	0	46	0	0	0	0	0	46	0
12067 Bastion Point Geotactile Groin Wall	385	0	385	0	0	0	0	0	385	0
<b>Total Recreational, Leisure &amp; Community Facilities</b>	<b>7,002</b>	<b>5,620</b>	<b>1,382</b>	<b>0</b>	<b>0</b>	<b>817</b>	<b>0</b>	<b>0</b>	<b>6,185</b>	<b>0</b>

Capital Works Area 2025/2026	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Reserves \$'000	Council cash \$'000	Borrowings \$'000
<b>Waste Management</b>										
11958 Cann River Waste Transfer Station	628	0	628	0	0	0	0	0	628	0
12170 Bairnsdale Recycling Centre	461	0	461	0	0	0	0	461	0	0
12171 Bairnsdale Composting Facility	100	0	100	0	0	0	0	100	0	0
12412 Bairnsdale Landfill Fire Ring Main	161	0	161	0	0	0	0	161	0	0
12413 Bairnsdale Landfill Staff Amenities Building	37	0	37	0	0	0	0	37	0	0
<b>Total Waste Management</b>	<b>1,387</b>	<b>0</b>	<b>1,387</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>759</b>	<b>628</b>	<b>0</b>
<b>Parks, Open Space and Streetscapes</b>										
11961 Foreshore Management Plan Implementation - Marlo	374	0	0	374	0	0	0	0	374	0
11969 Slip Road Maritime Precinct	4,750	0	2,375	2,375	0	2,000	0	0	2,750	0
11963 East Bairnsdale Play Area Renewal	200	0	200	0	0	75	0	0	125	0
12013 Livingstone Park, Omeo Stage 1 & 2	1,000	0	1,000	0	0	0	0	0	1,000	0
12158 Omeo Mountain Bike Trails - Stage 2	663	663	0	0	0	0	0	0	663	0
12355 Swifts Creek Playspace Upgrade	25	0	25	0	0	0	0	0	25	0
11906 QRF Dinni Birrak Walk - Backwater Ct Paynesville	113	0	113	0	0	0	0	0	113	0
12357 Metung Boardwalk Revitalisation	190	0	190	0	0	0	0	0	190	0
12060 Krautungalung Walk Stage 1	236	236	0	0	0	300	0	0	-64	0
12157 Krautungalung Walk Stage 2 - section 4	250	250	0	0	0	60	0	0	190	0
12281 Skidale Reserve	60	0	60	0	0	0	0	53	7	0
12071 Raymond Island Koala Experience	207	0	207	0	0	175	0	0	32	0
12244 Benambra Streetscape Improvements	75	0	75	0	0	0	0	0	75	0
12356 Toonalook Waters Revegetation Plan	44	0	44	0	0	0	0	0	44	0
12358 Eagle Point Foreshore Trail	51	0	51	0	0	0	0	0	51	0
<b>Total Parks, Open Space and Streetscapes</b>	<b>8,238</b>	<b>1,149</b>	<b>4,340</b>	<b>2,749</b>	<b>0</b>	<b>2,610</b>	<b>0</b>	<b>53</b>	<b>5,575</b>	<b>0</b>
<b>Aerodromes</b>										
11965 Bairnsdale Runway 04/22 Extension & Lighting Upgrade	1,053	0	527	526	0	0	0	0	1,053	0
12203 Bairnsdale Aerodrome rehabilitation of taxiway & hanger apron	2,027	0	2,027	0	0	0	0	0	2,027	0
12318 Apron Extension Orbost Airport	225	0	225	0	0	0	0	0	225	0
<b>Total Aerodromes</b>	<b>3,305</b>	<b>0</b>	<b>2,779</b>	<b>526</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,305</b>	<b>0</b>
<b>Off Street Car Parks</b>										
11838 Parking Upgrade Lakes Entrance	10	0	10	0	0	0	0	0	10	0
12359 Extension to Carpark - Slip Bight Marine Jetty 5	12	0	12	0	0	0	0	0	12	0
<b>Total Off Street Car Parks</b>	<b>22</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22</b>	<b>0</b>

Capital Works Area 2025/2026		Asset expenditure types				Summary of Funding Sources				
Capital Works Area	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Other Infrastructure</b>										
12105 EV Charge Points -Streetscapes	120	0	120	0	0	0	0	0	120	0
12230 Dragway Demolition	84	0	84	0	0	0	0	0	84	0
12422 Buchan Dump Point	18	0	18	0	0	0	0	0	18	0
<b>Total Other Infrastructure</b>	<b>222</b>	<b>0</b>	<b>222</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>222</b>	<b>0</b>
<b>TOTAL INFRASTRUCTURE</b>	<b>24,320</b>	<b>7,287</b>	<b>13,758</b>	<b>3,275</b>	<b>0</b>	<b>3,427</b>	<b>0</b>	<b>812</b>	<b>20,081</b>	<b>0</b>
<b>TOTAL CARRIED FORWARD CAPITAL WORKS FROM 2024/25</b>	<b>33,656</b>	<b>7,287</b>	<b>23,094</b>	<b>3,275</b>	<b>0</b>	<b>4,972</b>	<b>0</b>	<b>812</b>	<b>27,872</b>	<b>0</b>



## 4.6 Major Projects (Non-Capital)

Major Projects (Non-Capital) 2025/26		Project Cost	Summary of funding sources			
	\$'000		Grants	Contrib.	Council cash	Borrowings
			\$'000	\$'000	\$'000	\$'000
4.6.1 New Works - Landfill Rehabilitation Projects						
50009 Bosworth Road Aftercare	21		0	0	21	0
50011 Orbost Landfill Aftercare	10		0	0	10	0
50012 Mallacoota Landfill Aftercare	7		0	0	7	0
50020 Lakes Entrance Landfill Aftercare	32		0	0	32	0
Cann River Landfill Aftercare	6		0	0	6	0
50017 Bairnsdale Cell 1 Aftercare	13		0	0	13	0
50018 Bairnsdale Cell 2 Aftercare	11		0	0	11	0
50016 Bairnsdale Cell 3a Aftercare	12		0	0	12	0
50022 Bairnsdale Cell 3b Aftercare	13		0	0	13	0
Raymond Island Ferry Slipping	850		0	0	850	0
Total New Works Landfill Rehabilitation Projects 2025/26	975		0	0	975	0
4.6.2 New Works - Community Assets						
1475 Sarsfield Recreation Reserve Upgrade	3,479		1600	107	1,772	0
1476 Buchan Recreation Reserve Upgrade including SRV	1,194		40	0	1,154	0
Total New Works Community Assets 2025/26	4,673		1,640	107	2,926	0
Total New Works Major Projects 2025/26	5,648		1,640	107	3,901	0
4.6.3 Carry Forward Landfill Rehabilitation Projects from 2024/25						
50015 Cann River Capping	1,590		0	0	1,590	0
50016 Bairnsdale Cell 3a capping	2,365		0	0	2,365	0
50022 Bairnsdale Cell 3b capping	2,405		0	0	2,405	0
Total Carry Forward Landfill Rehabilitation Projects from 2024/25	6,360		0	0	6,360	0
TOTAL MAJOR PROJECTS (NON-CAPITAL) 2025/26	12,008		1,640	107	10,261	0

## 4.7 Capital Works 2026/27

Capital Works Area 2026/2027		Project Cost	Asset expenditure types				Summary of Funding Sources				
Project No.			New	Renewal	Upgrade	Expansion	Grants	Contrib.	Reserves	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY											
Land											
	Property Acquisitions	70	70	0	0	0	0	0	0	70	0
	Total Land	70	70	0	0	0	0	0	0	70	0
Buildings											
	Council Managed Caravan Park - Fire Safety Works	300	0	150	150	0	0	0	0	300	0
	Caravan Park Infrastructure Renewal Program	100	0	100	0	0	0	0	0	100	0
	Orbost Lochiel Park & Mechanics Hall Toilet Decommission	55	0	55	0	0	0	0	0	55	0
	Changing Places Facility - Omeo*	294	0	147	147	0	200	0	0	94	0
	Gippsland Lakes Shared Community Hub*	10,611	0	5,306	5,305	0	5,101	0	0	5,510	0
	Bairnsdale GELLEN Building Accessibility	273	0	136	137	0	0	0	0	273	0
	Building Renewal (Council Owned)	800	0	800	0	0	0	0	0	800	0
	Energy Efficiency Upgrades	100	0	0	100	0	0	0	0	100	0
	Sporting Facility Upgrades Program	250	0	125	125	0	0	0	0	250	0
	Total Buildings	12,783	0	6,819	5,964	0	5,301	0	0	7,482	0
	TOTAL PROPERTY	12,853	70	6,819	5,964	0	5,301	0	0	7,552	0
PLANT AND EQUIPMENT											
Plant, Machinery and Equipment											
	Plant Replacement Program	1,651	0	1,651	0	0	0	0	0	1,651	0
	Vehicle Fleet Replacement Program	914	0	914	0	0	0	0	0	914	0
	Caravan Park Equipment Renewal Program	15	0	15	0	0	0	0	0	15	0
	Raymond Island Alternative Vehicle Transport	50	50	0	0	0	0	0	0	50	0
	Raymond Island Ferry Chains & Wheel Replacement	350	0	350	0	0	0	0	0	350	0
	Total Plant, Machinery and Equipment	2,980	50	2,930	0	0	0	0	0	2,980	0
Fixtures, Fittings and Furniture											
	Office Furniture and Equipment	30	0	30	0	0	0	0	0	30	0
	Total Fixtures, Fittings and Furniture	30	0	30	0	0	0	0	0	30	0
Computers and Telecommunications											
	ICT Renewal	300	0	300	0	0	0	0	0	300	0
	Photocopies / Printers Renewal	300	0	300	0	0	0	0	0	300	0
	Scanner Refresh	150	0	150	0	0	0	0	0	150	0
	Server Equipment Cloud Services	254	0	254	0	0	0	0	0	254	0
	Digital Services	2,000	0	2,000	0	0	0	0	0	2,000	0
	Total Computers and Telecommunications	3,004	0	3,004	0	0	0	0	0	3,004	0

Project No.	Capital Works Area 2026/2027	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Reserves \$'000	Council cash \$'000	Borrowings \$'000
	<b>Library books</b>										
	Purchase Library Resources	200	0	200	0	0	0	0	0	200	0
	Premiers Reading Challenge	9	9	0	0	0	9	0	0	0	0
	<b>Total Library books</b>	<b>209</b>	<b>9</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>
	<b>TOTAL PLANT AND EQUIPMENT</b>	<b>6,223</b>	<b>59</b>	<b>6,164</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>6,214</b>	<b>0</b>
	<b>INFRASTRUCTURE</b>										
	<b>Roads</b>										
	Gravel Road Renewal Program	1,000	0	1,000	0	0	0	0	0	1,000	0
	Final Seal Program	200	0	200	0	0	0	0	0	200	0
	Dust Suppression	200	0	200	0	0	190	0	0	10	0
	Roadknight St, Lakes Entrance	820	0	410	410	0	720	0	0	100	0
	Palmers Road Upgrade*, Lakes Entrance	150	0	150	0	0	0	0	0	150	0
	Francis & Pyke Street, Bairnsdale - Roundabout	1,771	1,417	354	0	0	1,359	0	0	412	0
	Jennings Street Upgrade, Bairnsdale	816	0	408	408	0	0	0	0	816	0
	Murphy Street, Bairnsdale Upgrade	1,500	0	1,125	375	0	1,085	0	0	415	0
	Connleys Road, Omeo Upgrade, Stage 2	1,412	0	706	706	0	957	0	0	455	0
	Corringale Road, Newmerella road renewal	379	0	379	0	0	342	23	0	14	0
	Boundary Road, Lindenow South - Protective Treatment*	4,013	0	4,013	0	0	3,785	0	0	228	0
	Bogong High Plains Road	146	0	117	29	0	0	0	0	146	0
	Sealed Road Renewal Program	951	0	951	0	0	0	0	0	951	0
	Road Safety and Intersection Improvement Program	50	0	25	25	0	0	0	0	50	0
	Reseal Program	3,500	0	3,500	0	0	811	0	0	2,689	0
	Rehabilitation Program	500	0	500	0	0	0	0	0	500	0
	Kerb & Channel Replacement Program	400	0	400	0	0	0	0	0	400	0
	Safety Barrier Renewal Program	50	0	50	0	0	0	0	0	50	0
	<b>Total Roads</b>	<b>17,858</b>	<b>1,417</b>	<b>14,488</b>	<b>1,953</b>	<b>0</b>	<b>9,249</b>	<b>23</b>	<b>0</b>	<b>8,586</b>	<b>0</b>
	<b>Bridges</b>										
	Major Culvert Renewal Program	250	0	250	0	0	0	0	0	250	0
	Footbridge Renewal Program	330	0	330	0	0	0	0	0	330	0
	<b>Total Bridges</b>	<b>580</b>	<b>0</b>	<b>580</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>580</b>	<b>0</b>
	<b>Footpaths and Cycleways</b>										
	Lake Tyers Beach Road Footpath from Bream Rd to Princes Hwy	100	0	100	0	0	0	0	0	100	0
	Dalmahoy Street, Bairnsdale - New Footpath	102	102	0	0	0	0	0	0	102	0
	Metung/Tambo Bluff/Kings Cove Footpath Connection	100	100	0	0	0	0	0	0	100	0
	New Path Program - Designs	50	50	0	0	0	0	0	0	50	0
	New Path Program	387	387	0	0	0	0	0	0	387	0
	<b>Total Footpaths and Cycleways</b>	<b>739</b>	<b>639</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>739</b>	<b>0</b>

Project No.	Capital Works Area 2026/2027	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Reserves \$'000	Council cash \$'000	Borrowings \$'000
	<b>Drainage</b>										
	Marlo Town drainage upgrade	450	0	225	225	0	0	0	0	450	0
	Eastern Beach Road Drainage Improvements	800	400	0	400	0	0	0	0	800	0
	Raymond Island Township Road & Drainage	292	0	219	73	0	0	0	0	292	0
	Robin Street, Lakes Entrance Drainage Renewal	650	0	487	163	0	0	0	0	650	0
	Rupert Street, Bairnsdale Drainage renewal	2,150	0	1,612	538	0	470	0	0	1,680	0
	<b>Total Drainage</b>	<b>4,342</b>	<b>400</b>	<b>2,543</b>	<b>1,399</b>	<b>0</b>	<b>470</b>	<b>0</b>	<b>0</b>	<b>3,872</b>	<b>0</b>
	<b>Recreational, Leisure &amp; Community Facilities</b>										
	WORLD Sporting Precinct	4,000	900	2,200	900	0	0	0	0	4,000	0
	Sports Courts & Fields Program	250	0	125	125	0	0	0	0	250	0
	Lindenow Recreation Reserve Netball Changerooms*	832	832	0	0	0	500	32	0	300	0
	Bairnsdale City Oval Netball Court Lighting Upgrade*	528	0	528	0	0	240	10	0	278	0
	Leisure Facility Equipment Renewal Program	50	0	50	0	0	0	0	0	50	0
	Aquatic Facility Plant Equipment Renewal Program	200	0	200	0	0	0	0	0	200	0
	Bastion Point Geotextile Groyne Wall	200	0	200	0	0	0	0	0	200	0
	Forward Designs Marine Assets	50	0	50	0	0	0	0	0	50	0
	Boating Infrastructure Program	300	0	300	0	0	200	0	0	100	0
	<b>Total Recreational, Leisure &amp; Community Facilities</b>	<b>6,410</b>	<b>1,732</b>	<b>3,653</b>	<b>1,025</b>	<b>0</b>	<b>940</b>	<b>42</b>	<b>0</b>	<b>5,428</b>	<b>0</b>
	<b>Waste Management</b>										
	Street Litter Bin Enclosure Project	20	20	0	0	0	0	0	0	20	0
	Cann River Waste Transfer Station	1,000	0	1,000	0	0	0	0	1,000	0	0
	Bairnsdale Landfill Recycling Storage Shed	1,460	1,460	0	0	0	0	0	1,460	0	0
	Bairnsdale Composting Facility	1,139	1,139	0	0	0	0	0	1,139	0	0
	Bairnsdale Cell 4a	500	500	0	0	0	0	0	0	500	0
	<b>Total Waste Management</b>	<b>4,119</b>	<b>3,119</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,599</b>	<b>520</b>	<b>0</b>

Project No.	Capital Works Area 2026/2027	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Reserves \$'000	Council cash \$'000	Borrowings \$'000
	<b>Parks, Open Space and Streetscapes</b>										
	Swifts Creek Playspace Upgrade*	572	0	458	114	0	347	0	0	225	0
	Johnsonville Playspace*	300	300	0	0	0	50	0	0	250	0
	Toonalook Waters Revegetation Plan	42	0	42	0	0	0	0	0	42	0
	Orbost Forest Park Upgrade Stage 2*	760	0	380	380	0	450	0	0	310	0
	Krauatungalung Walk Stage 2 - section 4	3,247	3,247	0	0	0	3,050	0	0	197	0
	Metung Boardwalk Revitalisation	400	0	400	0	0	0	0	0	400	0
	Eagle Point Foreshore Trail*	689	276	206	207	0	365	0	0	324	0
	Tambo Bluff to Kings Cove footpath connection	100	100	0	0	0	0	0	0	100	0
	Bairnsdale Streetscape - Nicholson to Bailey St*	520	0	520	0	0	500	0	0	20	0
	Bairnsdale Streetscape - Service Street	50	0	50	0	0	0	0	0	50	0
	Street Furniture Renewal (inc Signs)	50	0	50	0	0	0	0	0	50	0
	<b>Total Parks, Open Space and Streetscapes</b>	<b>6,730</b>	<b>3,923</b>	<b>2,106</b>	<b>701</b>	<b>0</b>	<b>4,762</b>	<b>0</b>	<b>0</b>	<b>1,968</b>	<b>0</b>
	<b>Aerodromes</b>										
	Bairnsdale Runway 04/22 Extension & Lighting Upgrade	7,000	0	3,500	3,500	0	5,000	0	0	2,000	0
	Bairnsdale Aerodrome rehabilitation of taxiway & hanger apron*	310	0	310	0	0	0	0	0	310	0
	New Hangers at Bairnsdale Airport*	500	250	0	250	0	300	0	0	200	0
	Apron Extension Orbost Airport	2,500	1,250	0	1,250	0	0	0	0	2,500	0
	Aerodrome Infrastructure Renewal	100	0	100	0	0	0	0	0	100	0
	<b>Total Aerodromes</b>	<b>10,410</b>	<b>1,500</b>	<b>3,910</b>	<b>5,000</b>	<b>0</b>	<b>5,300</b>	<b>0</b>	<b>0</b>	<b>5,110</b>	<b>0</b>
	<b>Off Street Car Parks</b>										
	Parking Upgrade Lakes Entrance	100	0	0	100	0	0	0	50	50	0
	McCulloch Street, Bairnsdale Carpark*	600	0	0	600	0	0	550	0	50	0
	Off-Street Parking Renewal	100	0	0	100	0	0	0	0	100	0
	<b>Total Off Street Car Parks</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>550</b>	<b>50</b>	<b>200</b>	<b>0</b>
	<b>Other Infrastructure</b>										
	Quick Response Fund	150	0	120	30	0	0	0	0	150	0
	<b>Total Other Infrastructure</b>	<b>150</b>	<b>0</b>	<b>120</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>0</b>
	<b>TOTAL INFRASTRUCTURE</b>	<b>52,138</b>	<b>12,730</b>	<b>28,500</b>	<b>10,908</b>	<b>0</b>	<b>20,721</b>	<b>615</b>	<b>3,649</b>	<b>27,153</b>	<b>0</b>
	<b>TOTAL NEW CAPITAL WORKS 2026/2027</b>	<b>71,214</b>	<b>12,859</b>	<b>41,483</b>	<b>16,872</b>	<b>0</b>	<b>26,031</b>	<b>615</b>	<b>3,649</b>	<b>40,919</b>	<b>0</b>

\* These projects will only proceed if the grant funding application is successful.

## 4.8 Major Projects (Non-Capital)

Major Projects (Non-Capital) 2026/27	Project Cost \$'000	Summary of funding sources			
		Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Bosworth Road Aftercare	21	0	0	21	0
Orbost Landfill Aftercare	10	0	0	10	0
Mallacoota Landfill Aftercare	7	0	0	7	0
Lakes Entrance Landfill Aftercare	32	0	0	32	0
Cann River Aftercare	6	0	0	6	0
Bairnsdale Cell 1 Aftercare	14	0	0	14	0
Bairnsdale Cell 2 Aftercare	11	0	0	11	0
Bairnsdale Cell 3a Aftercare	12	0	0	12	0
Bairnsdale Cell 3b Aftercare	13	0	0	13	0
<b>Total New Works Major Projects 2026/27</b>	<b>126</b>	<b>0</b>	<b>0</b>	<b>126</b>	<b>0</b>

## 4.9 Capital Works 2027/28

Project No.	Capital Works Area 2027/2028	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Reserves \$'000	Council cash \$'000	Borrowings \$'000
	<b>PROPERTY</b>										
	<b>Land</b>										
	Property Acquisitions	70	70	0	0	0	0	0	0	70	0
	<b>Total Land</b>	70	70	0	0	0	0	0	0	70	0
	<b>Buildings</b>										
	Council Managed Caravan Park - Fire Safety Works	300	0	150	150	0	0	0	0	300	0
	Caravan Park Infrastructure Renewal Program	150	0	150	0	0	0	0	0	150	0
	Raymond Island Community Hall - upgrade*	645	0	0	645	0	600	0	0	45	0
	Building Renewal (Council Owned)	800	0	800	0	0	0	0	0	800	0
	Lakes Entrance Indoor Courts*	4,000	0	2,000	2,000	0	4,000	0	0	0	0
	Sporting Facility Upgrades Program	250	0	125	125	0	0	0	0	250	0
	Leisure & Aquatic Facility Renewal program	200	0	200	0	0	0	0	0	200	0
	<b>Total Buildings</b>	6,345	0	3,425	2,920	0	4,600	0	0	1,745	0
	<b>TOTAL PROPERTY</b>	6,415	70	3,425	2,920	0	4,600	0	0	1,815	0
	<b>PLANT AND EQUIPMENT</b>										
	<b>Plant, Machinery and Equipment</b>										
	Plant Replacement Program	1,781	0	1,781	0	0	0	0	0	1,781	0
	Vehicle Fleet Replacement Program	1,779	0	1,779	0	0	0	0	0	1,779	0
	Caravan Park Equipment Renewal Program	15	0	15	0	0	0	0	0	15	0
	Raymond Island Alternative Vehicle Transport	760	760	0	0	0	0	0	0	760	0
	Replace Ferry Landings at Paynesville & Raymond Island	2,000	0	2,000	0	0	0	0	0	2,000	0
	<b>Total Plant, Machinery and Equipment</b>	6,335	760	5,575	0	0	0	0	0	6,335	0
	<b>Fixtures, Fittings and Furniture</b>										
	Office Furniture and Equipment	30	0	30	0	0	0	0	0	30	0
	<b>Total Fixtures, Fittings and Furniture</b>	30	0	30	0	0	0	0	0	30	0
	<b>Computers and Telecommunications</b>										
	CCTV Cameras at Waste Transfer Stations	85	85	0	0	0	0	0	0	85	0
	ICT Renewal	300	0	300	0	0	0	0	0	300	0
	Bairnsdale Landfill and Aerodrome Private WAN	60	0	12	48	0	0	0	0	60	0
	<b>Total Computers and Telecommunications</b>	445	85	312	48	0	0	0	0	445	0
	<b>Library books</b>										
	Purchase Library Resources	200	0	200	0	0	0	0	0	200	0
	Premiers Reading Challenge	9	9	0	0	0	9	0	0	0	0
	<b>Total Library books</b>	209	9	200	0	0	9	0	0	200	0
	<b>TOTAL PLANT AND EQUIPMENT</b>	7,019	854	6,117	48	0	9	0	0	7,010	0

Project No.	Capital Works Area 2027/2028	Project Cost	Asset expenditure types				Summary of Funding Sources				
			New	Renewal	Upgrade	Expansion	Grants	Contrib.	Reserves	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
	INFRASTRUCTURE										
	Roads										
	Gravel Road Renewal Program	1,000	0	1,000	0	0	0	0	0	1,000	
	Final Seal Program	200	0	200	0	0	0	0	0	200	
	Dust Suppression	200	0	200	0	0	190	0	0	10	
	Roadknight St, Lakes Entrance	645	0	323	322	0	625	0	0	20	
	Golf Links Road (hwy to Palmers Rd), Lakes Entrance	721	0	721	0	0	700	0	0	21	
	Lake Tyers Beach Road Drainage Upgrade Stage 2	666	0	666	0	0	640	0	0	26	
	Murphy Street, Bairnsdale Upgrade	1,839	0	1,379	460	0	800	0	0	1,039	
	Payne Street Upgrade, Bairnsdale	2,185	0	1,092	1,093	0	550	0	0	1,635	
	Calvert Street Upgrade, Bairnsdale	200	0	100	100	0	0	0	0	200	
	Sealed Road Renewal Program	500	0	500	0	0	0	0	0	500	
	Road Safety and Intersection Improvement Program	50	0	25	25	0	0	0	0	50	
	Reseal Program	3,750	0	3,750	0	0	310	0	0	3,440	
	Rural Road Maintenance Seal	500	0	500	0	0	0	0	0	500	
	Rehabilitation Program	500	0	500	0	0	0	0	0	500	
	Kerb & Channel Replacement Program	400	0	400	0	0	0	0	0	400	
	Safety Barrier Renewal Program	50	0	50	0	0	0	0	0	50	
	Total Roads	13,406	0	11,406	2,000	0	3,815	0	0	9,591	
	Bridges										
	Healeys Road, timber bridge renewal	660	0	660	0	0	500	0	0	160	
	Hollands & O'Briens Road, timber bridge renewal	1,000	0	1,000	0	0	900	0	0	100	
	Lees Road, Mossiface, Timber Bridge Renewal	700	0	700	0	0	600	0	0	100	
	Major Culvert Renewal Program	250	0	250	0	0	0	0	0	250	
	Total Bridges	2,610	0	2,610	0	0	2,000	0	0	610	
	Footpaths and Cycleways										
	Lake Tyers Beach Road Footpath from Bream Rd to Princes Hwy	922	0	922	0	0	0	0	0	922	
	McKean Street to Main Road, Bairnsdale - New Footpath	100	100	0	0	0	0	0	0	100	
	New Path Program	700	700	0	0	0	0	0	0	700	
	Total Footpaths and Cycleways	1,722	800	922	0	0	0	0	0	1,722	
	Drainage										
	Raymond Island Township Road & Drainage	219	0	164	55	0	0	0	0	219	
	Doherty Street, Bairnsdale drainage with easement upgrade	100	0	100	0	0	0	0	0	100	
	Robin Street, Lakes Entrance Drainage Renewal	650	0	487	163	0	0	0	0	650	
	Rupert Street, Bairnsdale Drainage renewal	2,150	0	1,612	538	0	470	0	0	1,680	
	Mississippi Creek, Lakes Entrance Crossing Upgrade*	1,500	0	300	1,200	0	1,500	0	0	0	
	Total Drainage	4,619	0	2,663	1,956	0	1,970	0	0	2,649	



Project No.	Capital Works Area 2027/2028	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Reserves \$'000	Council cash \$'000	Borrowings \$'000
	<b>Recreational, Leisure &amp; Community Facilities</b>										
	Sports Courts & Fields Program	300	0	150	150	0	0	0	0	300	0
	Lindenow Recreation Reserve Netball Changerooms*	832	832	0	0	0	500	32	0	300	0
	WORLD Sporting Precinct Additional Lighting Works	77	0	0	77	0	0	0	0	77	0
	Leisure Facility Equipment Renewal Program	50	0	50	0	0	0	0	0	50	0
	Aquatic Facility Plant Equipment Renewal Program	200	0	200	0	0	0	0	0	200	0
	Forge Theatre Technical Equipment Program	20	0	10	10	0	0	0	0	20	0
	Bastion Point Geotextile Groyne Wall	400	0	400	0	0	0	0	0	400	0
	Forward Designs Marine Assets	50	0	50	0	0	0	0	0	50	0
	Boating Infrastructure Program	300	0	300	0	0	200	0	0	100	0
	<b>Total Recreational, Leisure &amp; Community Facilities</b>	2,229	832	1,160	237	0	700	32	0	1,497	0
	<b>Waste Management</b>										
	Skip Bins	100	100	0	0	0	0	0	0	100	0
	Bairnsdale Composting Facility	1,139	1,139	0	0	0	0	0	1,139	0	0
	Upgrade Metung Waste Transfer Station	450	338	113	0	0	0	0	450	0	0
	Upgrade Buchan Waste Transfer Station	450	338	113	0	0	0	0	450	0	0
	Bairnsdale Cell 4a	500	500	0	0	0	0	0	0	500	0
	<b>Total Waste Management</b>	2,639	2,414	225	0	0	0	0	2,039	600	0
	<b>Parks, Open Space and Streetscapes</b>										
	Skatepark & BMX Facility Program	250	0	125	125	0	0	0	0	250	0
	Toonalook Waters Revegetation Plan	4	0	4	0	0	0	0	0	4	0
	Shaving Point Park, Metung	200	0	200	0	0	0	0	0	200	0
	Port of Bairnsdale*	750	0	375	375	0	500	0	0	250	0
	Public Art Program	100	0	100	0	0	0	0	0	100	0
	Metung Boardwalk Revitalisation	400	0	400	0	0	0	0	0	400	0
	Eagle Point Foreshore Trail*	254	102	76	76	0	0	0	0	254	0
	Trail Renewal Program	100	0	100	0	0	0	0	0	100	0
	Bairnsdale Streetscape - Service Street	750	0	750	0	0	0	0	0	750	0
	Bairnsdale Streetscape - Bailey Street (north)	50	0	50	0	0	0	0	0	50	0
	Street Furniture Renewal (inc Signs)	50	0	50	0	0	0	0	0	50	0
	<b>Total Parks, Open Space and Streetscapes</b>	2,908	102	2,230	576	0	500	0	0	2,408	0
	<b>Aerodromes</b>										
	Apron / Taxiway to new hangers at Bairnsdale Airport	400	200	0	200	0	0	0	0	400	0
	Aerodrome Infrastructure Renewal	100	0	100	0	0	0	0	0	100	0
	<b>Total Aerodromes</b>	500	200	100	200	0	0	0	0	500	0
	<b>Off Street Car Parks</b>										
	Bairnsdale CBD Car Parking	500	0	500	0	0	0	0	0	500	0
	Off-Street Parking Renewal	100	0	0	100	0	0	0	0	100	0
	<b>Total Off Street Car Parks</b>	600	0	500	100	0	0	0	0	600	0

Project No.	Capital Works Area 2027/2028	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Reserves \$'000	Council cash \$'000	Borrowings \$'000
	<b>Other Infrastructure</b>										
	Quick Response Fund	150	0	120	30	0	0	0	0	150	0
	<b>Total Other Infrastructure</b>	150	0	120	30	0	0	0	0	150	0
	<b>TOTAL INFRASTRUCTURE</b>	31,383	4,348	21,936	5,099	0	8,985	32	2,039	20,327	0
	<b>TOTAL NEW CAPITAL WORKS 2027/2028</b>	44,817	5,272	31,478	8,067	0	13,594	32	2,039	29,152	0

\* These projects will only proceed if the grant funding application is successful.

#### 4.10 Major Projects (Non-Capital)

Major Projects (Non-Capital) 2027/28	Project Cost \$'000	Summary of funding sources			
		Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Bairnsdale 4 capping	1,000	0	0	1,000	0
Bosworth Road Aftercare	21	0	0	21	0
Orbost Landfill Aftercare	10	0	0	10	0
Mallacoota Landfill Aftercare	7	0	0	7	0
Lakes Entrance Landfill Aftercare	32	0	0	32	0
Cann River Aftercare	6	0	0	6	0
Bairnsdale Cell 1 Aftercare	14	0	0	14	0
Bairnsdale Cell 2 Aftercare	11	0	0	11	0
Bairnsdale Cell 3a Aftercare	12	0	0	12	0
Bairnsdale Cell 3b Aftercare	13	0	0	13	0
Raymond Island Ferry Slipping	850	0	0	850	0
<b>Total New Works Major Projects 2027/28</b>	1,976	0	0	1,976	0

## 4.11 Capital Works 2028/29

Project No.	Capital Works Area 2028/2029	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Reserves \$'000	Council cash \$'000	Borrowings \$'000
	<b>PROPERTY</b>										
	<b>Land</b>										
	Property Acquisitions	70	70	0	0	0	0	0	0	70	0
	<b>Total Land</b>	<b>70</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>0</b>
	<b>Buildings</b>										
	Council Managed Caravan Park - Fire Safety Works	300	0	300	0	0	0	0	0	300	0
	Caravan Park Infrastructure Renewal Program	150	0	0	150	0	0	0	0	150	0
	Toilet Block Replacement Program	295	0	295	0	0	0	0	0	295	0
	Community Halls and Centres Renewal Program	500	0	500	0	0	0	0	0	500	0
	Building Renewal (Council Owned)	1,300	0	1,300	0	0	0	0	0	1,300	0
	Energy Efficiency Upgrades	100	0	0	100	0	0	0	0	100	0
	Council Operational Facilities Renewal Program	500	0	500	0	0	0	0	0	500	0
	Lakes Entrance Indoor Courts*	4,000	0	2,000	2,000	0	4,000	0	0	0	0
	Sporting Facility Upgrades Program	300	0	150	150	0	0	0	0	300	0
	<b>Total Buildings</b>	<b>7,445</b>	<b>0</b>	<b>5,045</b>	<b>2,400</b>	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>3,445</b>	<b>0</b>
	<b>TOTAL PROPERTY</b>	<b>7,515</b>	<b>70</b>	<b>5,045</b>	<b>2,400</b>	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>3,515</b>	<b>0</b>
	<b>PLANT AND EQUIPMENT</b>										
	<b>Plant, Machinery and Equipment</b>										
	Plant Replacement Program	1,116	0	1,116	0	0	0	0	0	1,116	0
	Vehicle Fleet Replacement Program	1,321	0	1,321	0	0	0	0	0	1,321	0
	Caravan Park Equipment Renewal Program	15	0	15	0	0	0	0	0	15	0
	<b>Total Plant, Machinery and Equipment</b>	<b>2,452</b>	<b>0</b>	<b>2,452</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,452</b>	<b>0</b>
	<b>Fixtures, Fittings and Furniture</b>										
	Office Furniture and Equipment	30	0	30	0	0	0	0	0	30	0
	<b>Total Fixtures, Fittings and Furniture</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>
	<b>Computers and Telecommunications</b>										
	ICT Renewal	300	0	300	0	0	0	0	0	300	0
	<b>Total Computers and Telecommunications</b>	<b>300</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>0</b>
	<b>Library books</b>										
	Purchase Library Resources	200	0	200	0	0	0	0	0	200	0
	Premiers Reading Challenge	9	9	0	0	0	9	0	0	0	0
	<b>Total Library books</b>	<b>209</b>	<b>9</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>
	<b>TOTAL PLANT AND EQUIPMENT</b>	<b>2,991</b>	<b>9</b>	<b>2,982</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>2,982</b>	<b>0</b>

Project No.	Capital Works Area 2028/2029	Project Cost	Asset expenditure types				Summary of Funding Sources				
			New	Renewal	Upgrade	Expansion	Grants	Contrib.	Reserves	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
	INFRASTRUCTURE										
	Roads										
	Gravel Road Renewal Program	1,000	0	1,000	0	0	0	0	0	1,000	0
	Final Seal Program	200	0	200	0	0	0	0	0	200	0
	Dust Suppression	200	0	200	0	0	190	0	0	10	0
	Lake Tyers Beach Road Drainage Upgrade Stage 2	666	0	666	0	0	640	0	0	26	0
	Reconstruction of Giles & Rupert Streets, Bairnsdale	1,150	0	1,150	0	0	0	0	0	1,150	0
	Bogong High Plains Road	1,460	0	1,168	292	0	1,000	0	0	460	0
	Sealed Road Renewal Program	1,100	0	1,100	0	0	1,100	0	0	0	0
	Road Safety and Intersection Improvement Program	50	0	25	25	0	0	0	0	50	0
	Reseal Program	3,059	0	3,059	0	0	2,414	0	0	645	0
	Rural Road Maintenance Seal	500	0	500	0	0	0	0	0	500	0
	Rehabilitation Program	500	0	500	0	0	500	0	0	0	0
	Kerb & Channel Replacement Program	500	0	500	0	0	0	0	0	500	0
	Safety Barrier Renewal Program	50	0	50	0	0	0	0	0	50	0
	Total Roads	10,435	0	10,118	317	0	5,844	0	0	4,591	0
	Bridges										
	Major Culvert Renewal Program	250	0	250	0	0	0	0	0	250	0
	Total Bridges	250	0	250	0	0	0	0	0	250	0
	Footpaths and Cycleways										
	Footpath Renewal Program	800	0	800	0	0	0	0	0	800	0
	New Path Program - Designs	50	50	0	0	0	0	0	0	50	0
	New Path Program	700	700	0	0	0	0	0	0	700	0
	Total Footpaths and Cycleways	1,550	750	800	0	0	0	0	0	1,550	0
	Drainage										
	LENGA Drainage	2,500	1,250	625	625	0	0	0	0	0	2,500
	Mississippi Creek Crossing Upgrade *	1,610	0	322	1,288	0	1,500	0	0	110	0
	Stormwater Renewal Program	1,700	0	1,700	0	0	0	0	0	1,700	0
	Total Drainage	5,810	1,250	2,647	1,913	0	1,500	0	0	1,810	2,500
	Recreational, Leisure & Community Facilities										
	Sports Courts & Fields Program	300	0	150	150	0	0	0	0	300	0
	Leisure Facility Equipment Renewal Program	50	0	50	0	0	0	0	0	50	0
	Aquatic Facility Plant Equipment Renewal Program	100	0	100	0	0	0	0	0	100	0
	Forge Theatre Technical Equipment Program	20	0	10	10	0	0	0	0	20	0
	Forward Designs Marine Assets	50	0	50	0	0	0	0	0	50	0
	Boating Infrastructure Program	300	0	300	0	0	200	0	0	100	0
	Total Recreational, Leisure & Community Facilities	820	0	660	160	0	200	0	0	620	0

Project No.	Capital Works Area 2028/2029	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Reserves \$'000	Council cash \$'000	Borrowings \$'000
	<b>Waste Management</b>										
	Street Litter Bin Enclosure Project	20	20	0	0	0	0	0	0	20	0
	Bairnsdale Cell 5	300	300	0	0	0	0	0	0	300	0
	<b>Total Waste Management</b>	<b>320</b>	<b>320</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>320</b>	<b>0</b>
	<b>Parks, Open Space and Streetscapes</b>										
	Foreshore Management Plan Implementation	600	0	600	0	0	0	0	0	600	0
	Playground Renewal Program	500	0	400	100	0	0	0	0	500	0
	Open Space Renewal Program	300	0	300	0	0	0	0	0	300	0
	Metung Boardwalk Revitalisation	475	0	475	0	0	0	0	0	475	0
	Trail Renewal Program	100	0	100	0	0	0	0	0	100	0
	Lindenow Streetscape Improvements	50	0	50	0	0	0	0	0	50	0
	Bairnsdale Streetscape - Bailey Street (north)	750	0	750	0	0	0	0	0	750	0
	Myer Street Streetscape - Lakes Entrance	50	0	50	0	0	0	0	0	50	0
	Street Furniture Renewal (inc Signs)	50	0	50	0	0	0	0	0	50	0
	<b>Total Parks, Open Space and Streetscapes</b>	<b>2,875</b>	<b>0</b>	<b>2,775</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,875</b>	<b>0</b>
	<b>Aerodromes</b>										
	Aerodrome Infrastructure Renewal	100	0	100	0	0	0	0	0	100	0
	<b>Total Aerodromes</b>	<b>100</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>
	<b>Off Street Car Parks</b>										
	Off-Street Parking Renewal	100	0	0	100	0	0	0	0	100	0
	<b>Total Off Street Car Parks</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>
	<b>Other Infrastructure</b>										
	Quick Response Fund	150	0	120	30	0	0	0	0	150	0
	Community Infrastructure Projects	250	0	250	0	0	0	0	0	250	0
	<b>Total Other Infrastructure</b>	<b>400</b>	<b>0</b>	<b>370</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>
	<b>TOTAL INFRASTRUCTURE</b>	<b>22,660</b>	<b>2,320</b>	<b>17,720</b>	<b>2,620</b>	<b>0</b>	<b>7,544</b>	<b>0</b>	<b>0</b>	<b>12,616</b>	<b>2,500</b>
	<b>TOTAL NEW CAPITAL WORKS 2028/2029</b>	<b>33,166</b>	<b>2,399</b>	<b>25,747</b>	<b>5,020</b>	<b>0</b>	<b>11,553</b>	<b>0</b>	<b>0</b>	<b>19,113</b>	<b>2,500</b>

\* These projects will only proceed if the grant funding application is successful.

## 4.12 Major Projects (Non-Capital)

Major Projects (Non-Capital) 2028/29	Project Cost \$'000	Summary of funding sources			
		Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Bairnsdale 4 capping	1,000	0	0	1000	0
Bosworth Road Aftercare	21	0	0	21	0
Orbost Landfill Aftercare	10	0	0	10	0
Mallacoota Landfill Aftercare	7	0	0	7	0
Lakes Entrance Landfill Aftercare	32	0	0	32	0
Cann River Aftercare	6	0	0	6	0
Bairnsdale Cell 1 Aftercare	13	0	0	13	0
Bairnsdale Cell 2 Aftercare	11	0	0	11	0
Bairnsdale Cell 3a Aftercare	12	0	0	12	0
Bairnsdale Cell 3b Aftercare	13	0	0	13	0
<b>Total New Works Major Projects 2028/29</b>	<b>1,126</b>	<b>0</b>	<b>0</b>	<b>1,126</b>	<b>0</b>

### 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	Target	Actual 2023/24	Forecast 2024/25	Target 2025/26	Target Projections			Trend
Governance										
Consultation and engagement (Council decisions made and implemented with community input)	Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with the consultation and engagement efforts of Council			41%	42%	≥ Large Rural Council average	≥ Large Rural Council average	≥ Large Rural Council average	≥ Large Rural Council average	+
Roads										
Condition (sealed local roads are maintained at the adopted condition standard)	Sealed local roads below the intervention level Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads			96%	97%	≥ 95%	≥ 95%	≥ 95%	≥ 95%	o
Statutory planning										
Service standard (planning application processing and decisions are in accordance with legislative requirements)	Planning applications decided within the relevant required time Number of planning application decisions made within the relevant required time / Number of planning application decisions made			36%	41%	55%	60%	65%	70%	+
Waste management										
Waste diversion (amount of waste diverted from landfill is maximised)	Kerbside collection waste diverted from landfill Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins			49%	49%	48%	47%	46%	46%	+

## Targeted performance indicators - Financial

Indicator	Measure	Notes	Target	Actual 2023/24	Forecast 2024/25	Target 2025/26	Target Projections			Trend
Liquidity										
Working Capital (sufficient working capital is available to pay bills as and when they fall due)	Current assets compared to current liabilities Current assets / current liabilities	1	>150%	282.70%	320.98%	247.09%	202.71%	200.25%	236.90%	+
Obligations										
Asset renewal (assets are renewed as planned)	Asset renewal compared to depreciation Asset renewal and upgrade expense / Asset depreciation	2	>100%	126.50%	117.06%	189.11%	179.59%	120.23%	92.09%	o
Stability										
Rates concentration (revenue is generated from a range of sources)	Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	3	>60%	65.56%	55.45%	58.91%	59.94%	60.07%	60.63%	+
Efficiency										
Expenditure level (resources are used efficiently in the delivery of services)	Expenses per property assessment Total expenses / no. of property assessments	4	No target set	\$3,991	\$4,404	\$3,988	\$3,751	\$3,767	\$3,847	+



## 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	Target	Actual 2023/24	Forecast 2024/25	Budget 2025/26	Projections			Trend
							2026/27	2027/28	2028/29	+/-
<b>Operating position</b>										
<b>Adjusted underlying result</b> (an adjusted underlying surplus is generated in the ordinary course of business)	<b>Adjusted underlying surplus (or deficit)</b> Adjusted underlying surplus (deficit) / Adjusted underlying revenue	5	>5%	(23.30%)	(12.55%)	<b>(6.73%)</b>	0.18%	1.63%	0.70%	+
<b>Liquidity</b>										
<b>Unrestricted cash</b> (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> Unrestricted cash / current liabilities	6	>80%	137.45%	191.16%	<b>170.59%</b>	110.42%	103.68%	139.76%	o
<b>Obligations</b>										
<b>Loans and borrowings</b> (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> Interest bearing loans and borrowings / rate revenue	7	<60%	14.11%	12.67%	<b>11.42%</b>	10.10%	8.83%	10.40%	+
<b>Loans and borrowings</b> (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> Interest and principal repayments on interest bearing loans and borrowings / rate revenue		<5%	0.57%	1.45%	<b>1.43%</b>	1.35%	1.21%	1.59%	+
<b>Indebtedness</b> (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> Non-current liabilities / own source revenue		<60%	18.17%	16.60%	<b>16.72%</b>	14.46%	15.50%	15.03%	+
<b>Stability</b>										
<b>Rates effort</b> (rating level is set based on the community's capacity to pay)	<b>Rates compared to property values</b> Rate revenue / CIV of rateable properties in the municipal district	8	No target set	0.36%	0.37%	<b>0.37%</b>	0.35%	0.33%	0.31%	o
<b>Efficiency</b>										
<b>Revenue level</b> (resources are used efficiently in the delivery of services)	<b>Average rate per property assessment</b> General rates and municipal charges / no. of property assessments	9	No target set	\$1,765	\$1,795	<b>\$1,831</b>	\$1,870	\$1,909	\$1,950	+

### 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. Targeted performance indicators****1. Working Capital**

The proportion of current liabilities represented by current assets. Working capital is forecast to remain steady at an acceptable level with no short term cash issues. Council aims to have a working capital ratio on average of at least 150%.

**2. Asset renewal**

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage of 100 or greater indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Planned asset renewal for all years is greater than 100 percent.

**3. Rates concentration**

Reflects the extent of reliance on rate revenue to fund Council's ongoing services. Trend analysis indicates Council will become slightly more reliant on rate revenue compared to all other revenue sources.

**4. Expenditure level**

This measures operating expenditure per rate assessment. This will vary from year to year mainly depending on the level of operating grants as when operating grants increase then correspondingly expenditure for grant funded programs will also increase.

**5b. Financial performance indicators****5. Adjusted underlying result**

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The ratio is expected to fluctuate every second year from 2025/26 as a result of the bi-annual cyclic Raymond Island Ferry maintenance expenditure of approximately \$0.850 million. A result greater than 0% indicates surpluses are being generated consistently and represents a lower risk of Council not being able to fund works and services. It is also noted that the 2024/25 year result is impacted by \$11.2 million of projects that were incomplete at the end of the 2023/24 year, which were primarily funded from grants received, that were completed in the 2024/25 year.

**6. Unrestricted Cash**

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. This indicator measures Council's ability to fund current liabilities with unrestricted cash if they all fell due at year end. Council would aim for a result of 80% or greater for this indicator. The forecast result are all exceeding the benchmark of greater than 80%.

**7. Debt compared to rates**

Trend indicates Council's increasing reliance on debt against its annual rate revenue as a result of some planned new borrowings. This indicator will then trend downwards as the loans are repaid.

**8. Rates effort**

This shows that it is expected that the percentage increase in Capital Improved Value of rateable properties will continue to be greater than the percentage increase in the rates and charges.

**9. Revenue level**

The indicator is forecasting that rates and municipal charges will increase by the rate cap each year plus growth.

## 6. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory and non-statutory nature that will be  
Fees and charges are based on information available at the time of publishing and may vary during the

**GST Code** refers to the classification of the supply type for the determination of Goods and Services

G = GST applicable

E = GST exempt

### Fee Status

Non-Statutory - These fees are set by Council

Statutory - These fees are set by legislation

Note 1: Marina fees for Slip Bight Marina are subject to approval by the Minister for Energy,

Note 2: Marina fees for Metung Marina are subject to approval by the Minister for Energy, Environment

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## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
<b>BUILDING FEES</b>							
Plans and Occupancy Permit Search Fee Post 1997	Each	Non - Statutory	G	\$80.00	\$82.00	2.00	2.50%
Plans and Occupancy Permit Search Fee Pre 1997	Each	Non - Statutory	G	\$145.00	\$149.00	4.00	2.76%
Building Permit Lodgement fee (8.23 Fee Units)	Each	Statutory	E	\$134.40	8.23 fee units	0.00	0.00%
Certificate Regulation 51(1) (3.19 Fee Units)	Each	Statutory	E	\$52.10	3.19 fee units	0.00	0.00%
Certificate Regulation 51(2) (3.19 Fee Units)	Each	Statutory	E	\$52.10	3.19 fee units	0.00	0.00%
Storm Water Regulation 133 (9.77 Fee Units)	Each	Statutory	E	\$225.25	9.77 fee units	0.00	0.00%
Place of Public Entertainment application	Each	Non - Statutory	G		\$450.00	New	
Council Consent (Siting) Parts 5, 6 and 8 (19.61 Fee Units)	Each	Statutory	E	\$436.50	27.45 fee units	0.00	0.00%
Report and Consent Additional Regulation (each)	Each	Non - Statutory	E		50% of Report and Consent Fee	New	
Council Consent (Heritage) Section 29A (5.75 Fee Units)	Each	Statutory	E	\$83.90	5.75 fee units	0.00	0.00%
Notification to Neighbours for Council Consent and Report	Each	Non - Statutory	G	\$100.00	\$103.00	3.00	3.00%
Pool/Spa Inspection fee including lodgement of Certificate of Barrier Compliance	Each	Non - Statutory	G		\$385.00	New	
Private swimming pool/spa information search fee (3.19 Fee Units)	Each	Statutory	E	\$52.10	3.19 fee units	0.00	0.00%
Private swimming pool/spa registration fee (2.15 Fee Units)	Each	Statutory	E	\$35.10	2.15 fee units	0.00	0.00%
Lodgement of Certificate of Pool and Spa Barrier Compliance (1.38 Fee Units)	Each	Statutory	E	\$22.50	1.38 fee units	0.00	0.00%
Lodgement of certificate of Pool and Spa Barrier Non Compliance (26 Fee Units)	Each	Statutory	E	\$424.55	26 fee units	0.00	0.00%
<b>PLANNING AND DEVELOPMENT</b>							
Certificate of compliance	Each	Statutory	E	22 fee units	22 fee units	0.00	0.00%
Fee for requesting the Minister to prepare an amendment to a planning scheme excepted from certain requirements prescribed under section 20(A) of the Act	Each	Statutory	E	65 fee units	65 fee units	0.00	0.00%
Fee for requesting the Minister to prepare an amendment to a planning scheme excepted from the requirements referred to in section 20(4) of the Act	Each	Statutory	E	270 fee units	270 fee units	0.00	0.00%
Document review, advice and approvals for major developments that are not otherwise covered by a statutory fee	Hourly	Non - Statutory	G	\$56.90	\$58.60	1.70	2.99%
<b>Planning and Subdivision Fees For New Applications</b>							
Application - Class 1 - Use	Each	Statutory	E	89 fee units	89 fee units	0.00	0.00%
Application - Class 2 - Single dwelling/ancillary up to \$10,000	Each	Statutory	E	13.5 fee units	13.5 fee units	0.00	0.00%
Application - Class 3 - Single dwelling/ancillary \$10,001 to \$100,000	Each	Statutory	E	42.5 fee units	42.5 fee units	0.00	0.00%
Application - Class 4 - Single dwelling/ancillary \$100,001 to \$500,000	Each	Statutory	E	87 fee units	87 fee units	0.00	0.00%
Application - Class 5 - Single dwelling/ancillary \$500,001 to \$1,000,000	Each	Statutory	E	94 fee units	94 fee units	0.00	0.00%
Application - Class 6 - Single dwelling/ancillary \$1,000,001 to no more than \$2,000,00	Each	Statutory	E	101 fee units	101 fee units	0.00	0.00%
Application - Class 7 - VicSmart up to and including \$10,000	Each	Statutory	E	13.5 fee units	13.5 fee units	0.00	0.00%
Application - Class 8 - VicSmart greater than \$10,000	Each	Statutory	E	29 fee units	29 fee units	0.00	0.00%
Application - Class 9 - VicSmart to subdivide or consolidate land	Each	Statutory	E	13.5 fee units	13.5 fee units	0.00	0.00%
Application - Class 10 - Vicsmart (other than a class 7, class 8 or class 9 permit)	Each	Statutory	E	13.5 fee units	13.5 fee units	0.00	0.00%
Application - Class 11 - Development (other than class 2,3,7, 8 or subdivision) up to \$100,000	Each	Statutory	E	77.5 fee units	77.5 fee units	0.00	0.00%
Application - Class 12 - Development (other than class 4,5,8 or subdivision) \$100,001 to \$1,000,000	Each	Statutory	E	104.5 fee units	104.5 fee units	0.00	0.00%
Application - Class 13 - Development (other than class 6, 8 or subdivision) \$1,000,001 to \$5,000,000	Each	Statutory	E	230.5 fee units	230.5 fee units	0.00	0.00%
Application - Class 14 - Development (other than class 8 or subdivision) \$5,000,001 to \$15,000,000	Each	Statutory	E	587.5 fee units	587.5 fee units	0.00	0.00%
Application - Class 15 - Development (other than class 8 or subdivision) \$15,000,001 to \$50,000,000	Each	Statutory	E	1732.5 fee units	1732.5 fee units	0.00	0.00%
Application - Class 16 - Development (other than class 8 or subdivision) greater than \$50,000,000	Each	Statutory	E	3894 fee units	3894 fee units	0.00	0.00%
Application - Class 21 - to a) create, vary or remove restrictions, b) create or remove a right of way, c) create, vary or remove an easement other than right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant	Each	Statutory	E	89 fee units	89 fee units	0.00	0.00%
Application - Class 17 - Subdivide building (other than class 9)	Each	Statutory	E	89 fee units	89 fee units	0.00	0.00%
Application - Class 18 - Subdivide land into 2 lots (other than class 9 or 16)	Each	Statutory	E	89 fee units	89 fee units	0.00	0.00%
Application - Class 19 - boundary realignment or consolidate 2 or more lots	Each	Statutory	E	89 fee units	89 fee units	0.00	0.00%
Application - Class 20 - Subdivide land (other than class 9, 16, 17, 18)	Each	Statutory	E	89 fee units per 100 lots created	89 fee units per 100 lots created	0.00	0.00%
Application - Class 22 - A permit not otherwise provided for in the regulation	Each	Statutory	E	89 fee units	89 fee units	0.00	0.00%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
Application - Combined permit application	Each	Statutory	E	Sum of the highest fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	Sum of the highest fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	0.00	0.00%
Application - Combined permit application and planning scheme amendment	Each	Statutory	E	Under S 96A(4)(a) of the Act, the sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	Under S 96A(4)(a) of the Act, the sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	0.00	0.00%
Application - Certification of plan of subdivision	Each	Statutory	E	11.8 fee units	11.8 fee units	0.00	0.00%
Application - Alteration of a plan under section 10(2) of the Subdivision Act	Each	Statutory	E	7.5 fee units	7.5 fee units	0.00	0.00%
Application - Amendment of certified plan under section 11(1) of the Subdivision Act	Each	Statutory	E	9.5 fee units	9.5 fee units	0.00	0.00%
Satisfaction Matters. Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Ministers, public authority or municipal council.	Each	Statutory	E	22 fee units	22 fee units	0.00	0.00%
Time Extension to Planning Permit	Each	Non - Statutory	G	\$225.60	\$232.40	6.80	3.01%
Copy of Planning Permit	Each	Non - Statutory	G	\$74.00	\$76.20	2.20	2.97%
Title Search	Each	Non - Statutory	G	\$53.30	\$54.90	1.60	3.00%
Advertising of Ending, Amending or Satisfaction Matters for a Section 173 Agreements (less than 10 notices) plus any outgoing (paid advertisements, postage, etc.)	Each	Non - Statutory	G	\$129.40	\$133.30	3.90	3.01%
Advertising of Section 173 Agreements (for each additional notice above 10 notices)	Each	Non - Statutory	G	\$4.00	\$4.10	0.10	2.50%
Written planning advice	Each	Non - Statutory	G	\$115.90	\$119.40	3.50	3.02%
Written planning advice – individual property owner/prospective purchaser	Each	Non - Statutory	G	\$58.00	\$59.70	1.70	2.93%
Satisfaction Matters resulting from a planning permit condition or Section 173 Agreement obligation	Each	Non - Statutory	G	\$229.80	\$236.70	6.90	3.00%
Fee for an agreement to a proposal to amend or end an agreement under S 173 of the Act	Each	Statutory	E	44.5 fee units	44.5 fee units	0.00	0.00%
<b>Planning and Subdivision Fees For Amended Applications</b>						0.00	
<b>Application - Amendment to a permit to change the use allowed or allow a new use</b>	Each	Statutory	E	89 fee units	89 fee units	0.00	0.00%
Application - Amendment to a permit (other than use or development for single dwelling on single lot or ancillary) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit	Each	Statutory	E	89 fee units	89 fee units	0.00	0.00%
Application - Amendment to a class 2 permit, class 3, class 4, class 5 or class 6 permit, if the cost of any additional development permitted by the amendment is \$10,000 or less	Each	Statutory	E	13.5 fee units	13.5 fee units	0.00	0.00%
Application - Amendment to a class 2 permit, class 3, class 4, class 5 or class 6 permit, if the cost of any additional development permitted by the amendment is more than \$10,000 but not more than \$100,000	Each	Statutory	E	42.5 fee units	42.5 fee units	0.00	0.00%
Application - Amendment to a class 2 permit, class 3, class 4, class 5 or class 6 permit, if the cost of any additional development permitted by the amendment is more than \$100,000 but not more than \$500,000	Each	Statutory	E	87 fee units	87 fee units	0.00	0.00%
Application - Amendment to a class 2 permit, class 3, class 4, class 5 or class 6 permit, if the cost of any additional development permitted by the amendment is more than \$500,000	Each	Statutory	E	94 fee units	94 fee units	0.00	0.00%
Application - Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is \$10,000 or less	Each	Statutory	E	13.5 fee units	13.5 fee units	0.00	0.00%
Application - Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is more than \$10,000	Each	Statutory	E	29 fee units	29 fee units	0.00	0.00%
Application - Amendment to Class 9 permit	Each	Statutory	E	13.5 fee units	13.5 fee units	0.00	0.00%
Application - Amendment to Class 10 permit	Each	Statutory	E	13.5 fee units	13.5 fee units	0.00	0.00%
Application - Amendment to a class 11 permit, class 12, class 13, class 14, class 15 or class 16 permit if the estimated cost of the additional development to be permitted by the amendment is \$100,000 or less	Each	Statutory	E	77.5 fee units	77.5 fee units	0.00	0.00%
Application - Amendment to a class 12, class 13, class 14, class 15 or class 16 permit if the estimated cost of the additional development to be permitted by the amendment is more than \$100,000 but not more than \$1,000,000	Each	Statutory	E	104.5 fee units	104.5 fee units	0.00	0.00%
Application - Amendment to a class 12, class 13, class 14, class 15 or class 16 permit if the estimated cost of the additional development to be permitted by the amendment is more than \$1,000,000	Each	Statutory	E	230.5 fee units	230.5 fee units	0.00	0.00%
Application - Amendment to Class 17 permit	Each	Statutory	E	89 fee units	89 fee units	0.00	0.00%
Application - Amendment to Class 18 permit	Each	Statutory	E	89 fee units	89 fee units	0.00	0.00%
Application - Amendment to Class 19 permit	Each	Statutory	E	89 fee units	89 fee units	0.00	0.00%
Application - Amendment to Class 20 permit	Each	Statutory	E	89 fee units per 100 lots created	89 fee units per 100 lots created	0.00	0.00%
Application - Amendment to Class 21 permit	Each	Statutory	E	89 fee units	89 fee units	0.00	0.00%
Application to amend an application for a permit under S57A(3)(a) of the Act after notice is given	Each	Statutory	E	40% of the application fee for that class of permit	40% of the application fee for that class of permit	0.00	0.00%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
Application to amend an 'application to amend a permit' under S57A(3)(a) of the Act after notice is given	Each	Statutory	E	40% of the application fee for that class of permit	40% of the application fee for that class of permit	0.00	0.00%
Application to amend an application for a permit or application to amend an application to amend a permit where the amendment has the effect of changing the class of that permit to a new class	Each	Statutory	E	Where the new class is higher than the original calls the applicant must pay an additional fee being the difference between the original class of application and the amended class of permit	Where the new class is higher than the original calls the applicant must pay an additional fee being the difference between the original class of application and the amended class of permit	0.00	0.00%
Application - Combined application to amend permit	Each	Statutory	E	The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made	0.00	0.00%
<b>Engineering Checking Fees</b>							
Checking of Engineering plans	Each	Statutory	E	75% of Estimated cost of construction of the works proposed in the engineering plan (maximum fees)	75% of Estimated cost of construction of the works proposed in the engineering plan (maximum fees)	0.00	0.00%
Engineering plan prepared by Council	Each	Statutory	E	3.5% of the cost of works proposed in the engineering plan (maximum fees)	3.5% of the cost of works proposed in the engineering plan (maximum fees)	0.00	0.00%
Supervision of works	Each	Statutory	E	2.5% of the estimated cost of construction of works (maximum fees)	2.5% of the estimated cost of construction of works (maximum fees)	0.00	0.00%
<b>CARAVAN PARK REGISTRATIONS</b>							
Registration Transfer	Each	Statutory	E	5 fee units	5 fee units	0.00	0.00%
Registration fee (per site)	Each	Statutory	E	See below	See below	0.00	0.00%
Registration Not exceeding 25 sites (3 year registration)	Each	Statutory	E	17 fee units	17 fee units	0.00	0.00%
Registration Exceeding 25 but not exceeding 50 sites (3 year registration)	Each	Statutory	E	34 fee units	34 fee units	0.00	0.00%
Registration Exceeding 50 but not exceeding 100 sites (3 year registration)	Each	Statutory	E	68 fee units	68 fee units	0.00	0.00%
Registration Exceeding 100 but not exceeding 150 sites (3 year registration)	Each	Statutory	E	103 fee units	103 fee units	0.00	0.00%
Registration Exceeding 150 but not exceeding 200 sites (3 year registration)	Each	Statutory	E	137 fee units	137 fee units	0.00	0.00%
Registration Exceeding 200 but not exceeding 250 sites (3 year registration)	Each	Statutory	E	171 fee units	171 fee units	0.00	0.00%
Registration Exceeding 250 but not exceeding 300 sites (3 year registration)	Each	Statutory	E	205 fee units	205 fee units	0.00	0.00%
Registration Exceeding 300 but not exceeding 350 sites (3 year registration)	Each	Statutory	E	240 fee units	240 fee units	0.00	0.00%
Registration Exceeding 350 but not exceeding 400 sites (3 year registration)	Each	Statutory	E	274 fee units	274 fee units	0.00	0.00%
Registration Exceeding 400 but not exceeding 450 sites (3 year registration)	Each	Statutory	E	308 fee units	308 fee units	0.00	0.00%
Registration Exceeding 450 but not exceeding 500 sites (3 year registration)	Each	Statutory	E	342 fee units	342 fee units	0.00	0.00%
Registration Exceeding 500 but not exceeding 550 sites (3 year registration)	Each	Statutory	E	376 fee units	376 fee units	0.00	0.00%
Registration Exceeding 550 but not exceeding 600 sites (3 year registration)	Each	Statutory	E	411 fee units	411 fee units	0.00	0.00%
Registration Exceeding 600 but not exceeding 650 sites (3 year registration)	Each	Statutory	E	445 fee units	445 fee units	0.00	0.00%
Registration Exceeding 650 but not exceeding 700 sites (3 year registration)	Each	Statutory	E	479 fee units	479 fee units	0.00	0.00%
Registration Exceeding 700 but not exceeding 750 sites (3 year registration)	Each	Statutory	E	513 fee units	513 fee units	0.00	0.00%
Registration Exceeding 750 but not exceeding 800 sites (3 year registration)	Each	Statutory	E	547 fee units	547 fee units	0.00	0.00%
Registration Exceeding 800 but not exceeding 850 sites (3 year registration)	Each	Statutory	E	582 fee units	582 fee units	0.00	0.00%
Registration Exceeding 850 but not exceeding 900 sites (3 year registration)	Each	Statutory	E	616 fee units	616 fee units	0.00	0.00%
Registration Exceeding 900 but not exceeding 950 sites (3 year registration)	Each	Statutory	E	650 fee units	650 fee units	0.00	0.00%
Registration Exceeding 950 but not exceeding 1000 sites (3 year registration)	Each	Statutory	E	684 fee units	684 fee units	0.00	0.00%
Registration Exceeding 1000 but not exceeding 1050 sites (3 year registration)	Each	Statutory	E	719 fee units	719 fee units	0.00	0.00%
Registration Exceeding 1050 but not exceeding 1100 sites (3 year registration)	Each	Statutory	E	753 fee units	753 fee units	0.00	0.00%
Registration Exceeding 1100 but not exceeding 1150 sites (3 year registration)	Each	Statutory	E	787 fee units	787 fee units	0.00	0.00%
Registration Exceeding 1150 but not exceeding 1200 sites (3 year registration)	Each	Statutory	E	821 fee units	821 fee units	0.00	0.00%
Registration Exceeding 1200 but not exceeding 1250 sites (3 year registration)	Each	Statutory	E	855 fee units	855 fee units	0.00	0.00%
Registration Exceeding 1250 but not exceeding 1300 sites (3 year registration)	Each	Statutory	E	890 fee units	890 fee units	0.00	0.00%
Registration Exceeding 1300 but not exceeding 1350 sites (3 year registration)	Each	Statutory	E	924 fee units	924 fee units	0.00	0.00%
Registration Exceeding 1350 but not exceeding 1400 sites (3 year registration)	Each	Statutory	E	958 fee units	958 fee units	0.00	0.00%
Registration Exceeding 1400 but not exceeding 1450 sites (3 year registration)	Each	Statutory	E	992 fee units	992 fee units	0.00	0.00%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
<b>FOOD PREMISES</b>							
Core Business (Class 1)	Annual	Non - Statutory	E	\$731.00	\$753.00	22.00	3.01%
Core Business (Class 2)	Annual	Non - Statutory	E	\$731.00	\$753.00	22.00	3.01%
Core Business (Class 3)	Annual	Non - Statutory	E	\$248.00	\$255.00	7.00	2.82%
Non-Core Business (Class 1)	Annual	Non - Statutory	E	\$419.00	\$432.00	13.00	3.10%
Non-Core Business (Class 2)	Annual	Non - Statutory	E	\$419.00	\$432.00	13.00	3.10%
Community Groups	Annual	Non - Statutory	E	\$98.00	\$101.00	3.00	3.06%
Registration - Temporary Stalls (Other than Not-For-Profit)	Daily	Non - Statutory	E	\$59.00	\$61.00	2.00	3.39%
Registration Renewal - Temporary Stalls (Other than Not-For-Profit)	Annual	Non - Statutory	E	\$248.00	\$255.00	7.00	2.82%
Food and Water Sample Administration Fee - 2nd Non-Compliant Sample	Each	Non - Statutory	G	\$175.00	\$180.00	5.00	2.86%
New registered premises application fee Food Class 1 and 2 (plus Renewal fee)	Each	Non - Statutory	G	\$288.00	\$297.00	9.00	3.13%
New registered premises application fee Food Class 3 (plus Renewal fee)	Each	Non - Statutory	G	\$144.00	\$148.00	4.00	2.78%
New registered premises application fee Health premises (plus Renewal fee)	Each	Non - Statutory	G	\$88.00	\$91.00	3.00	3.41%
Solicitors request for information on a food premises Class 1, 2 and 3	Each	Non - Statutory	G	\$295.00	\$304.00	9.00	3.05%
Solicitors request for information on a health premises	Each	Non - Statutory	G	\$295.00	\$304.00	9.00	3.05%
Solicitors request for information on a caravan park	Each	Non - Statutory	G	\$295.00	\$304.00	9.00	3.05%
<b>HEALTH</b>							
Prescribed Accommodation less than 25 beds	Each	Non - Statutory	E	\$248.00	\$255.00	7.00	2.82%
Prescribed Accommodation 25 beds or greater	Each	Non - Statutory	E	\$377.00	\$388.00	11.00	2.92%
Prescribed Accommodation Transfer (50% of renewal fee)	Each	Non - Statutory	E	50% of renewal fee	50% of renewal fee		
Septic Tank - Application to Install	Each	Statutory	E	\$800.00	\$800.00	0.00	0.00%
Septic Tank - Permit to Alter Existing System	Each	Statutory	E	\$610.00	\$610.00	0.00	0.00%
Septic Tank - Permit to Install Renewal	Each	Statutory	E	\$135.00	\$135.00	0.00	0.00%
Search Fee - Copy of Septic Plan/Permit	Each	Non - Statutory	E	\$27.00	\$28.00	1.00	3.70%
Registration - Health Premises	Annual	Non - Statutory	E	\$267.00	\$275.00	8.00	3.00%
Registration Transfer - Health Premises (50% of renewal fee)	Each	Non - Statutory	E	50% of renewal fee	50% of renewal fee		
Vaccinations - Hepatitis B (single dose)	Each	Non - Statutory	E	\$33.00	\$34.00	1.00	3.03%
Vaccinations - Influenza vaccination at a Council session (single dose)	Each	Non - Statutory	E	\$28.00	\$29.00	1.00	3.57%
Vaccinations - Influenza vaccination at a workplace (single dose) - Stain	Each	Non - Statutory	E	\$39.00	\$40.00	1.00	2.56%
Vaccinations - Whooping Cough (single dose)	Each	Non - Statutory	E	\$56.00	\$58.00	2.00	3.57%
Registration/Renewal - Aquatic Facility (3 year registration)	Each	Statutory	E	\$228.00	\$228.00	0.00	0.00%
Registration Transfer - Aquatic Facility (50% of renewal fee)	Each	Statutory	E	\$114.00	\$114.00	0.00	0.00%
<b>PUBLICATIONS</b>							
Freedom of Information Request Fee	Each	Statutory	E	\$32.66	\$32.66	0.00	0.00%
Freedom of Information Request (In the public's interest)	Each	Statutory	E	Refer to fee description	Refer to fee description		
Freedom of Information Access Search Charge	Hourly	Statutory	G	\$24.50	\$24.50	0.00	0.00%
Freedom of Information Access Supervision Charge	Quarter of Hour	Statutory	G	\$6.10	\$6.10	0.00	0.00%
Freedom of Information Access Photocopying Charge	A4 Black and White Page	Statutory	G	\$0.20	\$0.20	0.00	0.00%
Note - Other reasonable costs for access may be charged in accordance with Freedom of Information (Access Charges) Regulations 2014.							
<b>AERODROME</b>							
Weekly Storage	Weekly	Non - Statutory	G	\$62.00	\$64.00	2.00	3.23%
Aircraft overnight parking < 24 hours	Daily	Non - Statutory	G		\$10.00	New	
<b>RAYMOND ISLAND FERRY</b>							
Ferry Pass - Owners of developed land - Cars, Motor Cycles - First Vehicle (Portable Pass)	Annual	Non - Statutory	G	Free	Free		
Owners of developed land - Cars, Motor Cycles - Second Vehicle (Portable Pass) - free for holders of a Centrelink Pensioner Concession Card, Veterans' Affairs Pension Concession Card, Gold Card War Widow and Gold Card TPI.	Annual	Non - Statutory	G	Free	Free		
Owners of developed land - Cars, Motor Cycles - Second and Subsequent Vehicles (Portable Pass subject to annual renewal) - previously this was third and subsequent vehicle but the second vehicle free pass is no longer available except for holders of a Centrelink Pensioner Concession Card, Veterans' Affairs Pension Concession Card, Gold Card War Widow and Gold Card TPI.	Annual	Non - Statutory	G	\$320.00	\$330.00	10.00	3.13%
Ferry Pass - Non-owners of developed land - Cars, Motor Cycles (Non portable)	Annual	Non - Statutory	G	\$320.00	\$330.00	10.00	3.13%
Ferry Pass - Trucks and Buses (Non portable)	Annual	Non - Statutory	G	\$590.00	\$608.00	18.00	3.05%
Cars (per return trip) *	Each	Non - Statutory	G	\$14.00	\$15.00	1.00	7.14%
Cars with Trailers, Caravans (per return trip) * - applies to those vehicles not holding an annual Ferry Pass	Each	Non - Statutory	G	\$22.00	\$23.00	1.00	4.55%
Motor Cycles (per return trip) *	Each	Non - Statutory	G	\$7.00	\$7.50	0.50	7.14%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
Hazardous Chemical Truck (per return trip)	Each	Non - Statutory	G	\$42.00	\$43.00	1.00	2.38%
Out of Hours Service (per return trip)	Each	Non - Statutory	G	\$290.00	\$300.00	10.00	3.45%
Trucks and Buses 20GVM or less (per return trip) *	Each	Non - Statutory	G	\$22.00	\$23.00	1.00	4.55%
Trucks and Buses greater than 20GVM (per return trip) *	Each	Non - Statutory	G	\$32.00	\$33.00	1.00	3.13%
Commercial vehicle towing a trailer (per return trip) *	Each	Non - Statutory	G	\$33.00	\$34.00	1.00	3.03%
Truck and Buses 20GVM or less towing a trailer (per return trip) *	Each	Non - Statutory	G	\$43.00	\$44.00	1.00	2.33%
Truck and Buses greater than 20GVM towing a trailer (per return trip)*	Each	Non - Statutory	G	\$61.00	\$63.00	2.00	3.28%
Hazardous Chemical Truck towing a trailer (per return trip)	Each	Non - Statutory	G	\$81.00	\$83.00	2.00	2.47%
Replacement fee for lost passes (requires a statutory declaration or similar evidence of lost pass)	Each	Non - Statutory	G	\$35.00	\$35.00	0.00	0.0%
Note - All single trips "each" fees, marked with an * may be purchased in blocks of 10 return trips for the cost of 9 trips							
<b>LOCAL LAWS</b>							
Animal Infringement Fees (Based on Monetary Units Act. Penalties currently according to the range listed, depending on offence)	Each	Statutory	E	\$99.00 to \$1980.00	\$99.00 to \$1980.00	0.00	0.00%
Impounding of Livestock Fees (Based on Monetary Units Act. Penalties currently according to the range listed, depending on offence)	Each	Statutory	E	\$395.00 to \$790.00	\$395.00 to \$790.00	0.00	0.00%
Parking Infringement Fees (Based on Monetary Units Act. Penalties currently according to the range listed, depending on offence)	Each	Statutory	E	\$99.00 to \$198.00	\$99.00 to \$198.00	0.00	0.00%
Litter Infringement Fees (Based on Monetary Units Act. Penalties currently according to the range listed, depending on offence)	Each	Statutory	E	\$395.00 to \$9880.00	\$395.00 to \$9880.00	0.00	0.00%
Vehicles on nature strip for display purposes (up to 4 vehicles)	Annual	Non - Statutory	E	\$495.00	\$510.00	15.00	3.03%
Goods on footpath (1m x 1m)	Annual	Non - Statutory	E	\$85.00	\$85.00	0.00	0.00%
Permit - A Frame Sign	Annual	Non - Statutory	E	\$85.00	\$85.00	0.00	0.00%
Permit - Grazing	Annual	Non - Statutory	E	\$125.00	\$125.00	0.00	0.00%
Domestic Animal Business (For period starting 10/4 each year)	Annual	Non - Statutory	E	\$244.00	\$250.00	6.00	2.46%
Permit - Other	Each	Non - Statutory	E	\$125.00	\$125.00	0.00	0.00%
Fine - Local Laws	Each	Statutory	E	1 penalty unit under Local Government Act. Currently \$100	1 penalty unit under Local Government Act. Currently \$100	0.00	0.00%
General Local Laws Impoundment - Administration	Each	Non - Statutory	G	\$51.50	\$53.00	1.50	2.91%
General Local Laws Impoundment - Call Out - Business Hours	Hourly	Non - Statutory	G	\$51.50	\$53.00	1.50	2.91%
General Local Laws Impoundment - Call Out - After Hours	Hourly	Non - Statutory	G	\$86.00	\$89.00	3.00	3.49%
General Local Laws Impoundment - Release Fee	Each	Non - Statutory	G	\$86.00	\$89.00	3.00	3.49%
Inspection Fee - Other	Each	Non - Statutory	G	\$131.45	\$135.00	3.55	2.70%
Public Event Permit	Each	Non - Statutory	G	\$125.24	\$129.00	3.76	3.00%
<b>LOCAL LAWS - fees apply from 10 April each year</b>							
Category 1 Cat/Dog - Unsterilised; Dangerous dogs; Menacing dogs; OR Restricted breed dogs to which a description below does not apply - (full fee)	Each	Non - Statutory	E	\$207.00	\$210.00	3.00	1.45%
Category 1 Cat/Dog - Unsterilised; Dangerous dogs; Menacing dogs; OR Restricted breed dogs to which a description below does not apply - (pensioner)	Each	Non - Statutory	E	\$103.00	\$105.00	2.00	1.94%
Category 2 Cat/Dog - Sterilised; Microchipped; Obedience training with recognised organisation; Over 10 years of age; OR animal kept for breeding with a Domestic Animal Business - (full fee)	Each	Non - Statutory	E	\$70.00	\$72.00	2.00	2.86%
Category 2 Cat/Dog - Sterilised; Microchipped; Obedience training with recognised organisation; Over 10 years of age - ; OR animal kept for breeding with a Domestic Animal Business (pensioner)	Each	Non - Statutory	E	\$35.50	\$36.00	0.50	1.41%
Category 3 Cat/Dog - Animals that are sterilised and implanted with a prescribed permanent identification device (microchip) or permanently identified in the prescribed manner; OR Working dog - livestock, OR member of an Applicable Organisation - (full fee)	Each	Non - Statutory	E	\$35.50	\$36.00	0.50	1.41%
Category 3 Cat/Dog - Animals that are sterilised and implanted with a prescribed permanent identification device (microchip) or permanently identified in+A33 the prescribed manner; OR Working dog - livestock, OR member of an Applicable Organisation - (pensioner)	Each	Non - Statutory	E	\$19.00	\$19.50	0.50	2.63%
Dog/Cat Impoundment Release Base Fee (excludes Contractor fee)	Each	Non - Statutory	E	\$76.00	\$78.00	2.00	2.63%
Permit - keeping more than two dogs or two cats	Each	Non - Statutory	E	\$58.00	\$59.00	1.00	1.72%
Cat Trap Replacement Fee	Each	Non - Statutory	E	\$214.00	\$220.00	6.00	2.80%
Hoarding Permit	Each	Non - Statutory	E	\$125.00	\$129.00	4.00	3.20%
Hoarding Permit - Additional Fee (after two weeks)	Per Square Metre Per Week	Non - Statutory	E	\$6.50	\$7.00	0.50	7.69%



## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
<b>LIBRARY</b>							
Inter Library Loan Charge	Each	Non - Statutory	G	\$4.10	\$4.20	0.10	2.44%
Inter Library Loan - Fine (Overdue <4 weeks)	Each	Non - Statutory	E	\$10.80	\$11.10	0.30	2.78%
Inter Library Loan - Fine (Overdue 4-6 weeks)	Each	Non - Statutory	E	\$21.70	\$22.40	0.70	3.23%
Inter Library Loan - Plastic Loan Straps (Replacement)	Each	Non - Statutory	G	\$4.40	\$4.50	0.10	2.27%
Laminating Pouch A4	Each	Non - Statutory	G	\$0.70	\$0.70	0.00	0.00%
Laminating Pouch A5	Each	Non - Statutory	G	\$0.50	\$0.50	0.00	0.00%
Scanning	Each	Non - Statutory	G	Free	Free		
Repairs - General	Each	Non - Statutory	G	Up to \$26.60	Up to \$26.60	0.00	0.00%
Repairs - Pages (per item - Torn, Loose)	Each	Non - Statutory	G	\$4.60	\$4.60	0.00	0.00%
Recovering Charge (per Item)	Each	Non - Statutory	E	Up to \$31.80	Up to \$31.80		
Replace Barcode (per item)	Each	Non - Statutory	G	\$3.80	\$3.90	0.10	2.63%
Replace Library Card (per item)	Each	Non - Statutory	G	\$3.80	\$3.90	0.10	2.63%
Replace Due Date Slip (per Item)	Each	Non - Statutory	G	\$1.50	\$1.50	0.00	0.00%
Replace Talking Book CD	Each	Non - Statutory	G	Up to \$42.50	Up to \$42.50		
Replace playaway battery cover	Each	Non - Statutory	G	\$2.20	\$2.30	0.10	4.55%
Replace a Page (per Item)	Each	Non - Statutory	G	\$6.90	\$7.10	0.20	2.90%
Replace Talking Book Case (per Item)	Each	Non - Statutory	G	Up to \$42.50	Up to \$42.50		
Replace CD/DVD Case (per Item)	Each	Non - Statutory	G	\$4.50	\$4.60	0.10	2.22%
Library bag	Each	Non - Statutory	G	\$5.70	\$5.90	0.20	3.51%
<b>PHOTOCOPYING</b>							
Photocopying Black and White (per A4 page)	Each	Non - Statutory	G	\$0.30	\$0.30	0.00	0.00%
Photocopying colour (per A4 page)	Each	Non - Statutory	G	\$1.30	\$1.30	0.00	0.00%
Photocopying (per A3 page)	Each	Non - Statutory	G	\$0.50	\$0.50	0.00	0.00%
Photocopying - Colour (per A3 page)	Each	Non - Statutory	G	\$2.10	\$2.10	0.00	0.00%
Laminating Pouch A3	Each	Non - Statutory	G	\$1.20	\$1.20	0.00	0.00%
<b>PLAN COPYING</b>							
Plan Copying (per A0 copy)	Each	Non - Statutory	G	\$19.10	\$19.70	0.60	3.14%
Plan Copying/Photocopying - Multiple Copies (A0)	Each	Non - Statutory	G	\$15.30	\$15.80	0.50	3.27%
Plan Copying (per A1 copy)	Each	Non - Statutory	G	\$19.10	\$19.70	0.60	3.14%
Plan Copying/Photocopying - Multiple Copies (A1)	Each	Non - Statutory	G	\$15.30	\$15.80	0.50	3.27%
Plan Copying (per A2 copy)	Each	Non - Statutory	G	\$19.10	\$19.70	0.60	3.14%
Plan Copying/Photocopying - Multiple Copies (A2)	Each	Non - Statutory	G	\$15.30	\$15.80	0.50	3.27%
<b>FACILITY HIRE - BAIRNSDALE LIBRARY</b>							
Bairnsdale - Meeting Room 2 - Community Groups, excluding kitchen	Hourly	Non - Statutory	G	\$8.00	\$8.00	0.00	0%
Bairnsdale - Meeting Room 2 - Community Groups, excluding kitchen (8 hours)	Daily	Non - Statutory	G	\$48.00	\$48.00	0.00	0%
Bairnsdale - Meeting Room 2 - Government/Private, excluding kitchen	Hourly	Non - Statutory	G	\$24.00	\$24.00	0.00	0%
Bairnsdale - Meeting Room 2 - Government/Private, excluding kitchen (8 hours)	Daily	Non - Statutory	G	\$144.00	\$144.00	0.00	0%
Bairnsdale - Community Meeting Room - Community Groups, excluding kitchen	Hourly	Non - Statutory	G	\$12.00	\$12.00	0.00	0%
Bairnsdale - Community Meeting Room - Community Groups, excluding kitchen (8 hours)	Daily	Non - Statutory	G	\$72.00	\$72.00	0.00	0%
Bairnsdale - Community Meeting Room - Government/Private, excluding kitchen	Hourly	Non - Statutory	G	\$36.00	\$36.00	0.00	0%
Bairnsdale - Community Meeting Room - Government/Private, excluding kitchen (8 hours)	Daily	Non - Statutory	G	\$216.00	\$216.00	0.00	0%
<b>FACILITY HIRE - EAGLE POINT FORESHORE HUB</b>							
Eagle Point Foreshore Hub - Meeting room - Community Groups	Hourly	Non - Statutory	G	\$8.00	\$8.00	0.00	0%
Eagle Point Foreshore Hub - Meeting room - Community Groups (8 Hours)	Daily	Non - Statutory	G	\$48.00	\$48.00	0.00	0%
Eagle Point Foreshore Hub - Meeting room - Private / Government	Hourly	Non - Statutory	G	\$24.00	\$24.00	0.00	0%
Eagle Point Foreshore Hub - Meeting room - Private / Government (8 hours)	Daily	Non - Statutory	G	\$144.00	\$144.00	0.00	0%
Eagle Point Foreshore Hub - Cleaning	Hourly	Non - Statutory	G	\$60.00	\$60.00	0.00	0%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
<b>FACILITY HIRE - WORLD SPORT PRECINCT</b>							
<b>HOCKEY</b>							
Full field - No lights	Hourly	Non - Statutory	G		\$64.40	New	
Full field - Lights	Hourly	Non - Statutory	G		\$107.15	New	
Full field - Off peak week day	Hourly	Non - Statutory	G		\$51.50	New	
Turf	Hourly	Non - Statutory	G		\$20.00	New	
<b>NETBALL</b>							
Outdoor Netball Courts - No Lights	Hourly/Court	Non - Statutory	G		\$10.00	New	
Outdoor Netball Courts - Lights	Hourly/Court	Non - Statutory	G		\$20.00	New	
<b>FACILITY HIRE - OTHER</b>							
Paynesville - Community Hall, including kitchen - Permanent Users	Hourly	Non - Statutory	G	\$7.00	\$7.00	0.00	0.00%
Paynesville - Community Hall, including kitchen - Permanent Users (8 hours)	Daily	Non - Statutory	G	\$42.00	\$42.00	0.00	0.00%
Paynesville - Community Hall, including kitchen - Community Groups	Hourly	Non - Statutory	G	\$14.00	\$14.00	0.00	0.00%
Paynesville - Community Hall, including kitchen - Community Groups (8 hours)	Daily	Non - Statutory	G	\$84.00	\$84.00	0.00	0.00%
Paynesville - Community Hall, including kitchen - Government/Private	Hourly	Non - Statutory	G	\$42.00	\$42.00	0.00	0.00%
Paynesville - Community Hall, including kitchen - Government/Private (8 hours)	Daily	Non - Statutory	G	\$252.00	\$252.00	0.00	0.00%
Paynesville Service Centre - Meeting Rooms 1 or 2 - Permanent Users	Hourly	Non - Statutory	G	\$4.00	\$4.00	0.00	0.00%
Paynesville Service Centre - Meeting Rooms 1 or 2 - Permanent Users	Daily	Non - Statutory	G	\$24.00	\$24.00	New	
Paynesville Service Centre - Meeting Rooms 1 or 2 - Community Groups	Hourly	Non - Statutory	G	\$8.00	\$8.00	0.00	0.00%
Paynesville Service Centre - Meeting Rooms 1 or 2 - Community Groups (8 hours)	Daily	Non - Statutory	G	\$48.00	\$48.00	0.00	0.00%
Paynesville Service Centre - Meeting Rooms 1 or 2 - Government/Private	Hourly	Non - Statutory	G	\$24.00	\$24.00	0.00	0.00%
Paynesville Service Centre - Meeting Rooms 1 or 2 - Government/Private (8 hours)	Daily	Non - Statutory	G	\$144.00	\$144.00	0.00	0.00%
Paynesville Service Centre - Office - Permanent Users	Hourly	Non - Statutory	G	\$3.00	\$3.00	0.00	0.00%
Paynesville Service Centre - Office - Permanent Users (8 hours)	Daily	Non - Statutory	G	\$18.00	\$18.00	0.00	0.00%
Paynesville Service Centre - Office - Community Groups	Hourly	Non - Statutory	G	\$6.00	\$6.00	0.00	0.00%
Paynesville Service Centre - Office - Community Groups (8 hours)	Daily	Non - Statutory	G	\$36.00	\$36.00	0.00	0.00%
Paynesville Service Centre - Office - Government/Private	Hourly	Non - Statutory	G	\$18.00	\$18.00	0.00	0.00%
Paynesville Service Centre - Office - Government/Private (8 hours)	Daily	Non - Statutory	G	\$108.00	\$108.00	0.00	0.00%
Lakes Entrance Service Centre - Meeting Room Hire - Community Groups	Hourly	Non - Statutory	G	\$8.00	\$8.00	0.00	0.00%
Lakes Entrance Service Centre - Meeting Room Hire - Community Groups (8 hours)	Daily	Non - Statutory	G	\$48.00	\$48.00	0.00	0.00%
Lakes Entrance Service Centre - Meeting Room Hire - Government/Private	Hourly	Non - Statutory	G	\$24.00	\$24.00	0.00	0.00%
Lakes Entrance Service Centre - Meeting Room Hire - Government/Private (8 hours)	Daily	Non - Statutory	G	\$144.00	\$144.00	0.00	0.00%
Orbost Service Centre - The Bemm Office - Community Groups	Hourly	Non - Statutory	G	\$6.00	\$6.00	0.00	0.00%
Orbost Service Centre - The Bemm Office - Community Groups (8 hours)	Daily	Non - Statutory	G	\$36.00	\$36.00	0.00	0.00%
Orbost Service Centre - The Bemm Office - Government/Private	Hourly	Non - Statutory	G	\$18.00	\$18.00	0.00	0.00%
Orbost Service Centre - The Bemm Office - Government/Private (8 hours)	Daily	Non - Statutory	G	\$108.00	\$108.00	0.00	0.00%
Orbost Service Centre - The Brodribb Room - Community Groups	Hourly	Non - Statutory	G	\$8.00	\$8.00	0.00	0.00%
Orbost Service Centre - The Brodribb Room - Community Groups (8 hours)	Daily	Non - Statutory	G	\$48.00	\$48.00	0.00	0.00%
Orbost Service Centre - The Brodribb Room - Government/Private	Hourly	Non - Statutory	G	\$24.00	\$24.00	0.00	0.00%
Orbost Service Centre - The Brodribb Room - Government/Private (8 hours)	Daily	Non - Statutory	G	\$144.00	\$144.00	0.00	0.00%
Mallacoota Service Centre - Meeting Room Hire - Community Groups	Hourly	Non - Statutory	G	\$8.00	\$8.00	0.00	0.00%
Mallacoota Service Centre - Meeting Room Hire - Community Groups (8 hours)	Daily	Non - Statutory	G	\$48.00	\$48.00	0.00	0.00%
Mallacoota Service Centre - Meeting Room Hire - Government/Private	Hourly	Non - Statutory	G	\$24.00	\$24.00	0.00	0.00%
Mallacoota Service Centre - Meeting Room Hire - Government/Private (8 hours)	Daily	Non - Statutory	G	\$144.00	\$144.00	0.00	0.00%
Ormeo Service Centre - Training room - Permanent Users	Hourly	Non - Statutory	G	\$4.00	\$4.00	0.00	0.00%
Ormeo Service Centre - Training room - Permanent Users (8 hours)	Daily	Non - Statutory	G	\$24.00	\$24.00	0.00	0.00%
Ormeo Service Centre - Training room - Community Groups	Hourly	Non - Statutory	G	\$8.00	\$8.00	0.00	0.00%
Ormeo Service Centre - Training room - Community Groups (8 hours)	Daily	Non - Statutory	G	\$48.00	\$48.00	0.00	0.00%
Ormeo Service Centre - Training room - Government/Private	Hourly	Non - Statutory	G	\$24.00	\$24.00	0.00	0.00%
Ormeo Service Centre - Training room - Government/Private (8 hours)	Daily	Non - Statutory	G	\$144.00	\$144.00	0.00	0.00%
Ormeo Service Centre - Meeting room - Permanent Users	Hourly	Non - Statutory	G	\$3.00	\$3.00	0.00	0.00%
Ormeo Service Centre - Meeting room - Permanent Users (8 hours)	Daily	Non - Statutory	G	\$18.00	\$18.00	0.00	0.00%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
Omeo Service Centre - Meeting room - Community Groups	Hourly	Non - Statutory	G	\$6.00	\$6.00	0.00	0.00%
Omeo Service Centre - Meeting room - Community Groups (8 hours)	Daily	Non - Statutory	G	\$38.00	\$38.00	0.00	0.00%
Omeo Service Centre - Meeting room - Government/Private	Hourly	Non - Statutory	G	\$18.00	\$18.00	0.00	0.00%
Omeo Service Centre - Meeting room - Government/Private (8 hours)	Daily	Non - Statutory	G	\$108.00	\$108.00	0.00	0.00%
Deposit for facility hire	Each	Non - Statutory	G		\$200.00	New	
Cleaning Fee for facility hire	Hourly	Non - Statutory	G		\$30.00	New	
Note: Hire Fee for room other than Room listed above will be calculated as per room hire fee structure						New	
<b>JETTIES - PRIVATE</b>							
<b>General Fees</b>							
Administration Fee New License	Each	Non - Statutory	G	\$69.00	\$71.00	2.00	2.90%
Transfer Jetty License Fee	On Jetty Property Sale	Non - Statutory	G	\$81.00	\$83.00	2.00	2.47%
Application to Build New/Extend Existing Private Jetty	Each	Non - Statutory	G	\$211.00	\$217.00	6.00	2.84%
Administration Fee for Late Payment	On Each Letter	Non - Statutory	G	\$41.00	\$42.00	1.00	2.44%
<b>CHINAMAN'S CREEK PRIVATE JETTIES</b>							
Jetty - Residential rate (per m2)	Annual	Non - Statutory	G	\$16.00	\$16.00	0.00	0.00%
Jetty 158 Each License	Annual	Non - Statutory	G	\$593.00	\$611.00	18.00	3.04%
Jetty 159 Each License	Annual	Non - Statutory	G	\$478.00	\$492.00	14.00	2.93%
Jetty 160 Each License	Annual	Non - Statutory	G	\$493.00	\$508.00	15.00	3.04%
Jetty 161 Each Mooring	Annual	Non - Statutory	G	\$434.00	\$447.00	13.00	3.00%
Jetty 201 Each License	Annual	Non - Statutory	G	\$454.00	\$468.00	14.00	3.08%
Jetty 307 Each License	Annual	Non - Statutory	G	\$502.00	\$517.00	15.00	2.99%
<b>MALLACOOTA INLET JETTIES</b>							
<b>Rental Fees</b>							
Jetty M1 Each License	Annual	Non - Statutory	G	\$964.00	\$993.00	29.00	3.01%
Jetty M2 Each License	Annual	Non - Statutory	G	\$1,500.00	\$1,545.00	45.00	3.00%
Jetty M3 Each License	Annual	Non - Statutory	G	\$857.00	\$883.00	26.00	3.03%
Jetty M4 (Share) Each License	Annual	Non - Statutory	G	\$241.00	\$248.00	7.00	2.90%
Jetty M6 Each License	Annual	Non - Statutory	G	\$964.00	\$993.00	29.00	3.01%
Jetty M7 Each License	Annual	Non - Statutory	G	\$964.00	\$993.00	29.00	3.01%
Jetty M8 (Share) Each License	Annual	Non - Statutory	G	\$428.00	\$441.00	13.00	3.04%
Jetty M9 Each License	Annual	Non - Statutory	G	\$964.00	\$993.00	29.00	3.01%
Jetty M10 (Share) Each License	Annual	Non - Statutory	G	\$322.00	\$332.00	10.00	3.11%
Jetty M11 Each License	Annual	Non - Statutory	G	\$964.00	\$993.00	29.00	3.01%
Jetty M14 Each License	Annual	Non - Statutory	G	\$857.00	\$883.00	26.00	3.03%
Jetty M15 Each License	Annual	Non - Statutory	G	\$857.00	\$883.00	26.00	3.03%
Jetty M16 Each License	Annual	Non - Statutory	G	\$857.00	\$883.00	26.00	3.03%
Jetty M17 (Share) Each License	Annual	Non - Statutory	G	\$428.00	\$441.00	13.00	3.04%
Jetty M18 (Share) Each License	Annual	Non - Statutory	G	\$428.00	\$441.00	13.00	3.04%
Jetty M19 (Share) Each License	Annual	Non - Statutory	G	\$428.00	\$441.00	13.00	3.04%
Jetty M20 Each License	Annual	Non - Statutory	G	\$857.00	\$883.00	26.00	3.03%
Jetty M21 (Share) Each License	Annual	Non - Statutory	G	\$428.00	\$441.00	13.00	3.04%
Jetty M22 Each License	Annual	Non - Statutory	G	\$857.00	\$883.00	26.00	3.03%
Jetty M23 Each License	Annual	Non - Statutory	G	\$857.00	\$883.00	26.00	3.03%
Jetty M24 Each License	Annual	Non - Statutory	G	\$857.00	\$883.00	26.00	3.03%
Jetty M25 Each License	Annual	Non - Statutory	G	\$857.00	\$883.00	26.00	3.03%
Jetty M26 Each License	Annual	Non - Statutory	G	\$857.00	\$883.00	26.00	3.03%
Jetty M27 Each License	Annual	Non - Statutory	G	\$857.00	\$883.00	26.00	3.03%
Jetty M28 (Share) Each License	Annual	Non - Statutory	G	\$428.00	\$441.00	13.00	3.04%
Jetty M29 (Share) Each License	Annual	Non - Statutory	G	\$428.00	\$441.00	13.00	3.04%
Jetty M30 Each License	Annual	Non - Statutory	G	\$857.00	\$883.00	26.00	3.03%
Jetty M31 (Share) Each License	Annual	Non - Statutory	G	\$509.00	\$524.00	15.00	2.95%
Jetty M32 Each License	Annual	Non - Statutory	G	\$1,017.00	\$1,048.00	31.00	3.05%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
Jetty M33 Each License	Annual	Non - Statutory	G	\$1,017.00	\$1,048.00	31.00	3.05%
Jetty M34 (Share) Each License	Annual	Non - Statutory	G	\$295.00	\$304.00	9.00	3.05%
Jetty M35 Each License	Annual	Non - Statutory	G	\$1,179.00	\$1,214.00	35.00	2.97%
Jetty M36 Each License	Annual	Non - Statutory	G	\$1,179.00	\$1,214.00	35.00	2.97%
Jetty M37 Each License	Annual	Non - Statutory	G	\$1,179.00	\$1,214.00	35.00	2.97%
Jetty M38 Each License	Annual	Non - Statutory	G	\$1,179.00	\$1,214.00	35.00	2.97%
Jetty M39 Each License	Annual	Non - Statutory	G	\$1,017.00	\$1,048.00	31.00	3.05%
Jetty M40 Each License	Annual	Non - Statutory	G	\$1,017.00	\$1,048.00	31.00	3.05%
Jetty M41 (Share) Each License	Annual	Non - Statutory	G	\$509.00	\$524.00	15.00	2.95%
<b>BRODRIBB RIVER MARLO JETTIES</b>							
Jetty M51 to M55 Each License	Annual	Non - Statutory	G	\$278.00	\$286.00	8.00	2.88%
Pole Mooring M56	Annual	Non - Statutory	G	\$145.00	\$149.00	4.00	2.76%
<b>RIVIERA HARBOUR CANAL JETTIES</b>							
Full Share	Annual	Non - Statutory	E	\$336.00	\$443.00	107.00	31.85%
Half Share	Annual	Non - Statutory	E	\$168.00	\$222.00	54.00	32.14%
Quarter Share	Annual	Non - Statutory	E	\$84.00	\$110.00	26.00	30.95%
Administration Fee for Late Payment (per letter)	Each	Non - Statutory	G	\$41.00	\$42.00	1.00	2.44%
<b>MARINA FEES</b>							
<b>General Fees</b>							
Administration Fee	Each	Non - Statutory	G	\$41.00	\$41.00	0.00	0.00%
Commission Fee on sub letting of multiple year agreements only	Each	Non - Statutory	G	\$57.00	\$57.00	0.00	0.00%
Casual Daily Hire - Off Peak 1 May to 30 November - Berth Daily Prorata plus 100%. Shoulder 1 March to 30 April - Berth Daily Prorata plus 125%. Peak 1 December to 28 February - Berth Daily Prorata plus 155%	Daily	Non - Statutory	G	Refer to fee description	Refer to fee description		
Casual Weekly Hire - Off Peak 1 May to 30 November - Berth Daily Prorata plus 75%. Shoulder 1 March to 30 April - Berth Daily Prorata plus 110%. Peak 1 December to 28 February - Berth Daily Prorata plus 130%	Weekly	Non - Statutory	G	Refer to fee description	Refer to fee description		
Casual Calendar Monthly Hire (30 days). Off Peak 1 May to 30 November - Berth Daily Prorata plus 50%. Shoulder 1 March to 30 April - Berth Daily Prorata plus 75%. Peak 1 December to 28 February - Berth Daily Prorata plus 105%	Monthly	Non - Statutory	G	Refer to fee description	Refer to fee description		
Community Use Fee	Each	Non - Statutory	G	\$114.40	\$400.00	285.60	249.65%
Commission Fee on sale of berth of multiple year agreement. 2% of sale price.	Each	Non - Statutory	G	Refer to fee description	Refer to fee description		
<b>Chinaman's Creek Marina</b>							
<b>Operations and Maintenance Fee</b>							
K, N and P Berths	Annual	Non - Statutory	G	\$666.00	\$686.00	20.00	3.00%
L and M Moorings	Annual	Non - Statutory	G	\$210.00	\$216.00	6.00	2.86%
Replacement of Lost Key	Each	Non - Statutory	G	\$41.00	\$41.00	0.00	0.00%
<b>Rental Fee</b>							
K pen 3.5m x 10m	Annual	Non - Statutory	G	\$1,015.00	\$1,137.00	122.00	12.02%
K pen 4m x 12m	Annual	Non - Statutory	G	\$1,390.00	\$1,557.00	167.00	12.01%
N pen 3.5m x 10m	Annual	Non - Statutory	G	\$1,015.00	\$1,137.00	122.00	12.02%
N pen 4.3m x 15m	Annual	Non - Statutory	G	\$1,870.00	\$2,094.00	224.00	11.98%
P pen 5m x 12m	Annual	Non - Statutory	G		\$1,568.00	New	
P pen 5m x 12m (20 Year Permit)	Multi Year	Non - Statutory	G		\$31,360.00	New	
P pen 5m x 12m (15 Year Permit)	Multi Year	Non - Statutory	G		\$23,520.00	New	
P pen 5m x 12m (10 Year Permit)	Multi Year	Non - Statutory	G		\$15,680.00	New	
P pen 5m x 12m (5 Year Permit)	Multi Year	Non - Statutory	G		\$7,840.00	New	
L mooring pen 11m x 3m	Annual	Non - Statutory	G	\$270.00	\$302.00	32.00	11.85%
M mooring 12m	Annual	Non - Statutory	G	\$210.00	\$235.00	25.00	11.90%
M mooring 13m	Annual	Non - Statutory	G	\$220.00	\$246.00	26.00	11.82%
M mooring 14m	Annual	Non - Statutory	G	\$285.00	\$319.00	34.00	11.93%
M mooring 15m	Annual	Non - Statutory	G	\$375.00	\$420.00	45.00	12.00%
M mooring 16m	Annual	Non - Statutory	G	\$460.00	\$515.00	55.00	11.96%
M mooring 18m	Annual	Non - Statutory	G	\$585.00	\$655.00	70.00	11.97%
K pen 3.5m x 10m (20 Year Permit)	Multi Year	Non - Statutory	G	\$20,300.00	\$22,740.00	2440.00	12.02%
K pen 3.5m x 10m (15 Year Permit)	Multi Year	Non - Statutory	G	\$15,225.00	\$17,055.00	1830.00	12.02%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
K pen 3.5m x 10m (10 Year Permit)	Multi Year	Non - Statutory	G	\$10,150.00	\$11,370.00	1220.00	12.02%
K pen 3.5m x 10m (5 Year Permit)	Multi Year	Non - Statutory	G	\$5,075.00	\$5,685.00	610.00	12.02%
<b>Metung Dry Berth Marina</b>							
Operations and Maintenance Fee	Annual	Non - Statutory	G	\$160.00	\$165.00	5.00	3.13%
Dry Berth Rental	Annual	Non - Statutory	G	\$1,485.00	\$1,663.00	178.00	11.99%
<b>Metung Marina</b>							
Operations and Maintenance Fee	Annual	Non - Statutory	G	\$756.00	\$779.00	23.00	3.04%
Replacement of Lost/Temporary Key	Each	Non - Statutory	G	\$41.00	\$41.00	0.00	0.00%
<b>Rental fee</b>							
Berth Unserved 9 metre (Alongside)	Annual	Non - Statutory	G	\$1,530.00	\$1,714.00	184.00	12.03%
Berth 9 metre Pen - Served	Annual	Non - Statutory	G	\$1,830.00	\$2,050.00	220.00	12.02%
Berth 10 metre	Annual	Non - Statutory	G	\$2,670.00	\$2,990.00	320.00	11.99%
Berth 12 metre	Annual	Non - Statutory	G	\$3,350.00	\$3,752.00	402.00	12.00%
Berth 14 metre	Annual	Non - Statutory	G	\$4,160.00	\$4,659.00	499.00	12.00%
Alongside berth rental determined by area of vessel (per m2)	Annual	Non - Statutory	G	\$45.00	\$50.00	5.00	11.11%
Berth - 9 metre - 20 Year Permit	Annual	Non - Statutory	G	\$36,600.00	\$41,000.00	4400.00	12.02%
Berth - 9 metre - 15 Year Permit	Annual	Non - Statutory	G	\$27,450.00	\$30,750.00	3300.00	12.02%
Berth - 9 metre - 10 Year Permit	Annual	Non - Statutory	G	\$18,300.00	\$20,500.00	2200.00	12.02%
Berth - 9 metre - 5 Year Permit	Annual	Non - Statutory	G	\$9,150.00	\$10,250.00	1100.00	12.02%
Berth - 10 metre - 20 Year Permit	Multi Year	Non - Statutory	G	\$53,400.00	\$59,800.00	6400.00	11.99%
Berth - 10 metre - 15 Year Permit	Multi Year	Non - Statutory	G	\$40,050.00	\$44,850.00	4800.00	11.99%
Berth - 10 metre - 10 Year Permit	Multi Year	Non - Statutory	G	\$26,700.00	\$29,900.00	3200.00	11.99%
Berth - 10 metre - 5 Year Permit	Multi Year	Non - Statutory	G	\$13,350.00	\$14,950.00	1600.00	11.99%
Berth - 12 metre - 20 Year Permit	Multi Year	Non - Statutory	G	\$67,000.00	\$75,040.00	8040.00	12.00%
Berth - 12 metre - 15 Year Permit	Multi Year	Non - Statutory	G	\$50,250.00	\$56,280.00	6030.00	12.00%
Berth - 12 metre - 10 Year Permit	Multi Year	Non - Statutory	G	\$33,500.00	\$37,520.00	4020.00	12.00%
Berth - 12 metre - 5 Year Permit	Multi Year	Non - Statutory	G	\$16,750.00	\$18,760.00	2010.00	12.00%
Berth - 14 metre - 20 Year Permit	Multi Year	Non - Statutory	G	\$83,200.00	\$93,180.00	9980.00	12.00%
Berth - 14 metre - 15 Year Permit	Multi Year	Non - Statutory	G	\$62,400.00	\$69,885.00	7485.00	12.00%
Berth - 14 metre - 10 Year Permit	Multi Year	Non - Statutory	G	\$41,600.00	\$46,590.00	4990.00	12.00%
Berth - 14 metre - 5 Year Permit	Multi Year	Non - Statutory	G	\$20,800.00	\$23,295.00	2495.00	12.00%
<b>Slip Bight Marina</b>							
Operation and Maintenance Fee. Jetty 1-4	Annual	Non - Statutory	G	\$1,440.00	\$1,483.00	43.00	2.99%
Operation and Maintenance Fee. Jetty 5	Annual	Non - Statutory	G	\$756.00	\$779.00	23.00	3.04%
Replacement of Lost Key	Each	Non - Statutory	G	\$41.00	\$41.00	0.00	0.00%
<b>Slip Bight Marina Rental fee</b>							
8 metre berth	Annual	Non - Statutory	G	\$1,375.00	\$1,540.00	165.00	12.00%
10 metre berth	Annual	Non - Statutory	G	\$1,645.00	\$1,842.00	197.00	11.98%
8 metre berth 4m jetty	Annual	Non - Statutory	G	\$1,530.00	\$1,714.00	184.00	12.03%
10 metre berth 4m jetty	Annual	Non - Statutory	G	\$1,830.00	\$2,050.00	220.00	12.02%
12 metre berth 4m jetty	Annual	Non - Statutory	G	\$2,670.00	\$2,990.00	320.00	11.99%
14 metre berth 4m jetty	Annual	Non - Statutory	G	\$3,350.00	\$3,752.00	402.00	12.00%
18 metre berth 4m jetty	Annual	Non - Statutory	G	\$4,570.00	\$5,118.00	548.00	11.99%
8 metre berth 8m jetty	Annual	Non - Statutory	G	\$1,685.00	\$1,887.00	202.00	11.99%
10 metre berth 8m jetty	Annual	Non - Statutory	G	\$2,020.00	\$2,262.00	242.00	11.98%
12 metre berth 8m jetty	Annual	Non - Statutory	G	\$2,950.00	\$3,304.00	354.00	12.00%
14 metre berth 8m jetty	Annual	Non - Statutory	G	\$3,700.00	\$4,144.00	444.00	12.00%
16 metre berth 8m jetty	Annual	Non - Statutory	G	\$4,160.00	\$4,659.00	499.00	12.00%
Alongside berth rental determined by area of vessel (per m2)	Annual	Non - Statutory	G	\$36.00	\$40.00	4.00	11.11%
8 metre berth 20 Year Permit	Multi Year	Non - Statutory	G	\$27,500.00	\$30,800.00	3300.00	12.00%
8 metre berth 15 Year Permit	Multi Year	Non - Statutory	G	\$20,625.00	\$23,100.00	2475.00	12.00%
8 metre berth 10 Year Permit	Multi Year	Non - Statutory	G	\$13,750.00	\$15,400.00	1650.00	12.00%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
8 metre berth 5 Year Permit	Multi Year	Non - Statutory	G	\$6,875.00	\$7,700.00	825.00	12.00%
8 metre berth 4m jetty 20 Year Permit	Multi Year	Non - Statutory	G	\$30,600.00	\$34,280.00	3680.00	12.03%
8 metre berth 4m jetty 15 Year Permit	Multi Year	Non - Statutory	G	\$22,950.00	\$25,710.00	2760.00	12.03%
8 metre berth 4m jetty 10 Year Permit	Multi Year	Non - Statutory	G	\$15,300.00	\$17,140.00	1840.00	12.03%
8 metre berth 4m jetty 5 Year Permit	Multi Year	Non - Statutory	G	\$7,650.00	\$8,570.00	920.00	12.03%
8 metre berth 8m jetty 20 Year Permit	Multi Year	Non - Statutory	G	\$33,700.00	\$37,740.00	4040.00	11.99%
8 metre berth 8m jetty 15 Year Permit	Multi Year	Non - Statutory	G	\$25,275.00	\$28,305.00	3030.00	11.99%
8 metre berth 8m jetty 10 Year Permit	Multi Year	Non - Statutory	G	\$16,850.00	\$18,870.00	2020.00	11.99%
8 metre berth 8m jetty 5 Year Permit	Multi Year	Non - Statutory	G	\$8,425.00	\$9,435.00	1010.00	11.99%
10 metre berth 20 Year Permit	Multi Year	Non - Statutory	G	\$32,900.00	\$36,840.00	3940.00	11.98%
10 metre berth 15 Year Permit	Multi Year	Non - Statutory	G	\$24,675.00	\$27,630.00	2955.00	11.98%
10metre berth 10 Year Permit	Multi Year	Non - Statutory	G	\$16,450.00	\$18,420.00	1970.00	11.98%
10metre berth 5 Year Permit	Multi Year	Non - Statutory	G	\$8,225.00	\$9,210.00	985.00	11.98%
10 metre berth 4m jetty 20 Year Permit	Multi Year	Non - Statutory	G	\$36,600.00	\$41,000.00	4400.00	12.02%
10 metre berth 4m jetty 15 Year Permit	Multi Year	Non - Statutory	G	\$27,450.00	\$30,750.00	3300.00	12.02%
10 metre berth 4m jetty 10 Year Permit	Multi Year	Non - Statutory	G	\$18,300.00	\$20,500.00	2200.00	12.02%
10 metre berth 4m jetty 5 Year Permit	Multi Year	Non - Statutory	G	\$9,150.00	\$10,250.00	1100.00	12.02%
10 metre berth 8m jetty 20 Year Permit	Multi Year	Non - Statutory	G	\$40,400.00	\$45,240.00	4840.00	11.98%
10 metre berth 8m jetty 15 Year Permit	Multi Year	Non - Statutory	G	\$30,300.00	\$33,930.00	3630.00	11.98%
10 metre berth 8m jetty 10 Year Permit	Multi Year	Non - Statutory	G	\$20,200.00	\$22,620.00	2420.00	11.98%
10 metre berth 8m jetty 5 Year Permit	Multi Year	Non - Statutory	G	\$10,100.00	\$11,310.00	1210.00	11.98%
12 metre berth 4m jetty 20 Year Permit	Multi Year	Non - Statutory	G	\$53,400.00	\$59,800.00	6400.00	11.99%
12 metre berth 4m jetty 15 Year Permit	Multi Year	Non - Statutory	G	\$40,050.00	\$44,850.00	4800.00	11.99%
12 metre berth 4m jetty 10 Year Permit	Multi Year	Non - Statutory	G	\$26,700.00	\$29,900.00	3200.00	11.99%
12 metre berth 4m jetty 5 Year Permit	Multi Year	Non - Statutory	G	\$13,350.00	\$14,950.00	1600.00	11.99%
12 metre berth 8m jetty 20 Year Permit	Multi Year	Non - Statutory	G	\$59,000.00	\$66,080.00	7080.00	12.00%
12 metre berth 8m jetty 15 Year Permit	Multi Year	Non - Statutory	G	\$44,250.00	\$49,560.00	5310.00	12.00%
12 metre berth 8m jetty 10 Year Permit	Multi Year	Non - Statutory	G	\$29,500.00	\$33,040.00	3540.00	12.00%
12 metre berth 8m jetty 5 Year Permit	Multi Year	Non - Statutory	G	\$14,750.00	\$16,520.00	1770.00	12.00%
14 metre berth 4m jetty 20 Year Permit	Multi Year	Non - Statutory	G	\$67,000.00	\$75,040.00	8040.00	12.00%
14 metre berth 4m jetty 15 Year Permit	Multi Year	Non - Statutory	G	\$50,250.00	\$56,280.00	6030.00	12.00%
14 metre berth 4m jetty 10 Year Permit	Multi Year	Non - Statutory	G	\$33,500.00	\$37,520.00	4020.00	12.00%
14 metre berth 4m jetty 5 Year Permit	Multi Year	Non - Statutory	G	\$16,750.00	\$18,760.00	2010.00	12.00%
14 metre berth 8m jetty 20 Year Permit	Multi Year	Non - Statutory	G	\$74,000.00	\$82,880.00	8880.00	12.00%
14 metre berth 8m jetty 15 Year Permit	Multi Year	Non - Statutory	G	\$55,500.00	\$62,160.00	6660.00	12.00%
14 metre berth 8m jetty 10 Year Permit	Multi Year	Non - Statutory	G	\$37,000.00	\$41,440.00	4440.00	12.00%
14 metre berth 8m jetty 5 Year Permit	Multi Year	Non - Statutory	G	\$18,500.00	\$20,720.00	2220.00	12.00%
16 metre berth 8m jetty 20 Year Permit	Multi Year	Non - Statutory	G	\$83,200.00	\$93,180.00	9980.00	12.00%
16 metre berth 8m jetty 15 Year Permit	Multi Year	Non - Statutory	G	\$62,400.00	\$69,885.00	7485.00	12.00%
16 metre berth 8m jetty 10 Year Permit	Multi Year	Non - Statutory	G	\$41,600.00	\$46,590.00	4990.00	12.00%
16 metre berth 8m jetty 5 Year Permit	Multi Year	Non - Statutory	G	\$20,800.00	\$23,295.00	2495.00	12.00%
18 metre berth 4m jetty 20 Year Permit	Multi Year	Non - Statutory	G	\$91,400.00	\$102,360.00	10960.00	11.99%
18 metre berth 4m jetty 15 Year Permit	Multi Year	Non - Statutory	G	\$68,550.00	\$76,770.00	8220.00	11.99%
18 metre berth 4m jetty 10 Year Permit	Multi Year	Non - Statutory	G	\$45,700.00	\$51,180.00	5480.00	11.99%
18 metre berth 4m jetty 5 Year Permit	Multi Year	Non - Statutory	G	\$22,850.00	\$25,590.00	2740.00	11.99%
<b>Slip Bight Marina Jetty 5</b>							
10 Metre	Annual	Non - Statutory	G	\$4,360.00	\$4,883.00	523.00	12.00%
12 Metre	Annual	Non - Statutory	G	\$5,020.00	\$5,622.00	602.00	11.99%
12 Metre Multi Hull	Annual	Non - Statutory	G	\$6,950.00	\$7,784.00	834.00	12.00%
14 Metre	Annual	Non - Statutory	G	\$5,850.00	\$6,552.00	702.00	12.00%
14 Metre Multi Hull	Annual	Non - Statutory	G	\$8,320.00	\$9,318.00	998.00	12.00%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
16 Metre	Annual	Non - Statutory	G	\$6,865.00	\$7,689.00	824.00	12.00%
18 Metre	Annual	Non - Statutory	G	\$7,640.00	\$8,557.00	917.00	12.00%
10 Metre 5 Year Permit	Multi Year	Non - Statutory	G	\$21,800.00	\$24,415.00	2615.00	12.00%
12 Metre 5 Year Permit	Multi Year	Non - Statutory	G	\$25,100.00	\$28,110.00	3010.00	11.99%
12 Metre Multi Hull 5 Year Permit	Multi Year	Non - Statutory	G	\$34,750.00	\$38,920.00	4170.00	12.00%
14 Metre 5 Year Permit	Multi Year	Non - Statutory	G	\$29,250.00	\$32,760.00	3510.00	12.00%
14 Metre Multi Hull 5 Year Permit	Multi Year	Non - Statutory	G	\$41,600.00	\$46,590.00	4990.00	12.00%
16 Metre 5 Year Permit	Multi Year	Non - Statutory	G	\$34,325.00	\$38,445.00	4120.00	12.00%
18 Metre 5 Year Permit	Multi Year	Non - Statutory	G	\$38,200.00	\$42,785.00	4585.00	12.00%
10 Metre 10 Year Permit	Multi Year	Non - Statutory	G	\$43,600.00	\$48,830.00	5230.00	12.00%
12 Metre 10 Year Permit	Multi Year	Non - Statutory	G	\$50,200.00	\$56,220.00	6020.00	11.99%
12 Metre Multi Hull 10 Year Permit	Multi Year	Non - Statutory	G	\$69,500.00	\$77,840.00	8340.00	12.00%
14 Metre 10 Year Permit	Multi Year	Non - Statutory	G	\$58,500.00	\$65,520.00	7020.00	12.00%
14 Metre Multi Hull 10 Year Permit	Multi Year	Non - Statutory	G	\$83,200.00	\$93,180.00	9980.00	12.00%
16 Metre 10 Year Permit	Multi Year	Non - Statutory	G	\$68,650.00	\$76,890.00	8240.00	12.00%
18 Metre 10 Year Permit	Multi Year	Non - Statutory	G	\$76,400.00	\$85,570.00	9170.00	12.00%
10 Metre 15 Year Permit	Multi Year	Non - Statutory	G	\$65,400.00	\$73,245.00	7845.00	12.00%
12 Metre 15 Year Permit	Multi Year	Non - Statutory	G	\$75,300.00	\$84,330.00	9030.00	11.99%
12 Metre Multi Hull 15 Year Permit	Multi Year	Non - Statutory	G	\$104,250.00	\$116,760.00	12510.00	12.00%
14 Metre 15 Year Permit	Multi Year	Non - Statutory	G	\$87,750.00	\$98,280.00	10530.00	12.00%
14 Metre Multi Hull 15 Year Permit	Multi Year	Non - Statutory	G	\$124,800.00	\$139,770.00	14970.00	12.00%
16 Metre 15 Year Permit	Multi Year	Non - Statutory	G	\$102,975.00	\$115,335.00	12360.00	12.00%
18 Metre 15 Year Permit	Multi Year	Non - Statutory	G	\$114,600.00	\$128,355.00	13755.00	12.00%
10 Metre 20 Year Permit	Multi Year	Non - Statutory	G	\$87,200.00	\$97,660.00	10460.00	12.00%
12 Metre 20 Year Permit	Multi Year	Non - Statutory	G	\$100,400.00	\$112,440.00	12040.00	11.99%
12 Metre Multi Hull 20 Year Permit	Multi Year	Non - Statutory	G	\$139,000.00	\$155,680.00	16680.00	12.00%
14 Metre 20 Year Permit	Multi Year	Non - Statutory	G	\$117,000.00	\$131,040.00	14040.00	12.00%
14 Metre Multi Hull 20 Year Permit	Multi Year	Non - Statutory	G	\$166,400.00	\$186,360.00	19960.00	12.00%
16 Metre 20 Year Permit	Multi Year	Non - Statutory	G	\$137,300.00	\$153,780.00	16480.00	12.00%
18 Metre 20 Year Permit	Multi Year	Non - Statutory	G	\$152,800.00	\$171,140.00	18340.00	12.00%
<b>PLANNING SCHEME AMENDMENTS</b>							
Consideration of Request and Supportive Submissions	Each	Statutory	E	206 fee units	206 fee units	0.00	0.00%
Consideration of up to 10 Submissions seeking change to an amendment	Each	Statutory	E	1021 fee units	1021 fee units	0.00	0.00%
Consideration of 11 to 20 Submissions seeking change to an amendment	Each	Statutory	E	2040 fee units	2040 fee units	0.00	0.00%
Consideration of greater than 20 Submissions seeking change to an amendment	Each	Statutory	E	2727 fee units	2727 fee units	0.00	0.00%
Adoption and Requesting Approval	Each	Statutory	E	32.5 fee units	32.5 fee units	0.00	0.00%
<b>WORKS WITHIN ROAD RESERVES</b>							
<b>Speed limit greater than 50 kph - Works OTHER than Minor Works</b>							
Conducted on any part of roadway, shoulder or pathway	Each	Statutory	G	\$391.92	\$391.92	0.00	0.00%
Not conducted on any part of roadway, shoulder or pathway	Each	Statutory	G	\$391.92	\$391.92	0.00	0.00%
<b>Speed limit greater than 50 kph - Minor Works</b>							
Conducted on any part of roadway, shoulder or pathway	Each	Statutory	G	\$195.96	\$195.96	0.00	0.00%
Not conducted on any part of roadway, shoulder or pathway	Each	Statutory	G	\$97.98	\$97.98	0.00	0.00%
<b>Speed limit NOT more than 50 kph - Works OTHER than Minor Works</b>							
Conducted on any part of roadway, shoulder or pathway	Each	Statutory	G	\$381.60	\$381.60	0.00	0.00%
Not conducted on any part of roadway, shoulder or pathway	Each	Statutory	G	\$97.98	\$97.98	0.00	0.00%
<b>Speed limit NOT more than 50 kph - Minor Works</b>							
Conducted on any part of roadway, shoulder or pathway	Each	Statutory	G	\$190.80	\$190.80	0.00	0.00%
Not conducted on any part of roadway, shoulder or pathway	Each	Statutory	G	\$97.98	\$97.98	0.00	0.00%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
<b>FORGE THEATRE AND ARTS HUB</b>							
<b>VENUE HIRE AND STAFFING - COMMERCIAL HIRERS *note: staffing additional unless otherwise specified</b>							
McKean Room - minimum 3 hours	Hourly	Non - Statutory	G	\$43.00	\$43.00	0.00	0.00%
McKean Room - Daily (up to 8 hours)	Daily	Non - Statutory	G	\$197.00	\$197.00	0.00	0.00%
McKean Room - (minimum 3 hours) With AV equipment	Hourly	Non - Statutory	G	\$72.00	\$72.00	0.00	0.00%
McKean Room - (up to 8 hours) With AV equipment	Daily	Non - Statutory	G	\$383.00	\$383.00	0.00	0.00%
Theatre Hire - Non-Ticketed Event/Conference - minimum 3 hours	Hourly	Non - Statutory	G	\$186.00	\$186.00	0.00	0.00%
Non-Ticketed Event/Conference Theatre Hire - per day (up to 8 hours access) - Non-Ticketed Event/Conference Includes: Standard Equipment, 5 hrs Duty Technician, 5 hrs FOH Team Leader, standard cleaning	Daily	Non - Statutory	G	\$1,915.00	\$1,915.00	0.00	0.00%
Ticketed Event/Performance Theatre Hire - (up to 8 hours access) - Ticketed Event/Performance. Includes: Standard Equipment, 5 hrs Duty Technician, 5 hrs FOH Team Leader, 2 hrs Box Office Officer, 4 hrs each 2 x Ushers, standard cleaning	Daily	Non - Statutory	G	\$2030+ 5% of Box Office takings (less credit card fees) or No hire fee but 10% of Net Box Office whichever is the greater	\$2030+ 5% of Box Office takings (less credit card fees) or No hire fee but 10% of Net Box Office whichever is the greater	0.00	0.00%
Theatre Hire - Ticketed Event/Performance additional performance hours	Hourly	Non - Statutory	G	\$186.00	\$186.00	0.00	0.00%
Ticketing Fees	Per Performance	Non - Statutory	G	3.5% of Sales	3.5% of Sales		
Technical Staffing - per person - per hour - minimum 3 hours	Hourly	Non - Statutory	G	\$63.00	\$63.00	0.00	0.00%
Front of House Staffing - per person - per hour - minimum 3 hours	Hourly	Non - Statutory	G	\$58.00	\$58.00	0.00	0.00%
Stage occupancy charge	Daily	Non - Statutory	G	\$155.00	\$155.00	0.00	0.00%
Sound and Lighting - Equipment/Service Hire (from External Provider) (per hire) - Commercial / Community (cost only)	Each	Non - Statutory	G	Cost + 15%	Cost + 15%		
Projector Hire - per performance (up to 8 hours)	Per Performance/ Event	Non - Statutory	G	\$72.50	\$72.50	0.00	0.00%
Yamaha Vivace Baby Grand piano - hire	Per Performance/ Event	Non - Statutory	G	\$129.50	\$129.50	0.00	0.00%
Piano tuning	Per Performance/ Event	Non - Statutory	G	\$248.50	\$248.50	0.00	0.00%
Hazer Machine (includes fluid)	Per Performance/ Event	Non - Statutory	G	\$88.00	\$88.00	0.00	0.00%
Gaffer Tape	Per Performance/ Event	Non - Statutory	G	\$26.00	\$26.00	0.00	0.00%
Lighting gels - non-standard stock	Per Performance/ Event	Non - Statutory	G	Cost + 15%	Cost + 15%		
Merchandise Fees - on all items sold at the venue	Per Performance/ Event	Non - Statutory	G	10% of Gross Sales. Applied once sales reach \$300.00	10% of Gross Sales. Applied once sales reach \$300.00		
DVD Player	Per day	Non - Statutory	G	\$26.00	\$26.00	0.00	0.00%
<b>VENUE HIRE AND STAFFING - COMMUNITY NOT FOR PROFIT AND SCHOOLS HIRERS staffing additional unless otherwise specified</b>							
McKean Room - (up to 8 hours)	Daily	Non - Statutory	G	\$129.50	\$129.50	0.00	0.00%
McKean Room - minimum 3 hours	Hourly	Non - Statutory	G	\$26.00	\$26.00	0.00	0.00%
McKean Room - Including AV equipment (minimum 3 hrs)	Hourly	Non - Statutory	G	\$41.50	\$41.50	0.00	0.00%
McKean Room - Including AV equipment (up to 8 hrs)	Daily	Non - Statutory	G	\$248.50	\$248.50	0.00	0.00%
Theatre Hire - Bump In/Out or Rehearsal hours - minimum 3 hours, includes Duty Technician	Hourly	Non - Statutory	G	\$67.50	\$67.50	0.00	0.00%
Theatre Hire - Additional Performance hours	Hourly	Non - Statutory	G	\$114.00	\$114.00	0.00	0.00%
Theatre Hire Ticketed Event/Performance (up to 8 hours) Includes: Standard Equipment, McKean Room up to 8 hours, , 5 hrs Duty Technician, 5 hrs FOH Team Leader, 2 hrs Box Office, 7 hrs of 2 Usher, standard cleaning	Daily	Non - Statutory	G	\$1,521.50	\$1,521.50	0.00	0.00%
Theatre Hire Additional Ticketed Performance on the same day Includes: 5 hrs Theatre access, Standard Equipment, 5 hrs use of McKean Room and standard cleaning	Per Performance	Non - Statutory	G	\$491.50	\$491.50	0.00	0.00%
Theatre Hire Non-Ticketed Event/Conference (up to 8 hours access) Includes: Standard Equipment, up to 10 hours staffing and standard cleaning.	Daily	Non - Statutory	G	\$1,149.00	\$1,149.00	0.00	0.00%
Ticketing set up fee	Each	Non - Statutory	G	\$103.50	\$103.50	0.00	0.00%
Technical Staffing - per person - minimum 3 hours	Hourly	Non - Statutory	G	\$63.00	\$63.00	0.00	0.00%
Front of House Staffing - per person - minimum 3 hours	Hourly	Non - Statutory	G	\$58.00	\$58.00	0.00	0.00%
Stage occupancy charge	Daily	Non - Statutory	G	\$77.50	\$77.50	0.00	0.00%



## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
<b>VENUE HIRE AND STAFFING - LOCAL BUSINESSES (INCLUDING PERFORMING ARTS BUSINESSES SUCH AS DANCE, DRAMA AND MUSIC SCHOOLS) : staffing additional unless otherwise specified</b>							
McKean Room - (up to 8 hours)	Daily	Non - Statutory	G	\$150.00	\$150.00	0.00	0.00%
McKean Room - minimum 3 hours	Hourly	Non - Statutory	G	\$31.00	\$31.00	0.00	0.00%
McKean Room - Including AV equipment -(minimum 3 hours)	Hourly	Non - Statutory	G	\$46.50	\$46.50	0.00	0.00%
McKean Room - Including AV equipment (up to 8 hours)	Daily	Non - Statutory	G	\$310.50	\$310.50	0.00	0.00%
Theatre Hire - Bump In/Out or Rehearsal hours - minimum 3 hours hire, includes Duty Technician	Hourly	Non - Statutory	G	\$83.00	\$83.00	0.00	0.00%
Theatre Hire Additional Performance hours - includes Duty Technician	Hourly	Non - Statutory	G	\$129.50	\$129.50	0.00	0.00%
<b>Theatre Hire Non-Ticketed Event/Conference</b> (up to 8 hours access per day) Includes: Standard Equipment, up to 10 hrs of staffing and standard cleaning	Daily	Non - Statutory	G	\$1,645.50	\$1,645.50	0.00	0.00%
<b>Theatre Hire Non-Ticketed Event/Conference</b> (up to 8 hours access per day) Includes: Standard Equipment, up to 10 hrs of staffing and standard cleaning.	Daily	Non - Statutory	G	\$2,028.50	\$2,028.50	0.00	0.00%
<b>Theatre Hire Season of 3 or more Ticketed performances</b> (held on separate days) Includes: Standard Equipment McKean Room up to 8 hours, 5 hrs Duty Technician, 5 hrs FOH Team Leader, 2 hrs Box Office, 7 hrs x 2 Usher and standard cleaning	Per Performance	Non - Statutory	G	\$1,925.00	\$1,925.00	0.00	0.00%
<b>Theatre Hire Additional Ticketed Performance on the same day</b> Includes: 5 hrs Theatre access, Standard Equipment, 5 hrs use of McKean Room, hire of 1 x Radio Microphone and standard cleaning	Per Performance	Non - Statutory	G	\$507.00	\$507.00	0.00	0.00%
Technical Staffing - per person (minimum 3 hours)	Hourly	Non - Statutory	G	\$63.00	\$63.00	0.00	0.00%
Front of House Staffing - per person (minimum 3 hours)	Hourly	Non - Statutory	G	\$58.00	\$58.00	0.00	0.00%
Stage occupancy charge	Daily	Non - Statutory	G	\$77.50	\$77.50	0.00	0.00%
Ticketing Fees	Per Performance	Non - Statutory	G	3% of sales	3% of sales		
<b>Non-Standard Equipment Hire - Not-for-Profit and Schools Hirers and Local Business Hirers</b>							
Yamaha Vivace Baby Grand piano (tuning additional)	Per Performance/Event	Non - Statutory	G	\$62.00	\$62.00	0.00	0.00%
Piano tuning	Per Performance/Event	Non - Statutory	G	\$248.50	\$248.50	0.00	0.00%
Hazer Machine (includes fluid)	Per Performance/Event	Non - Statutory	G	\$31.00	\$31.00	0.00	0.00%
Projector	Per Performance/Events	Non - Statutory	G	\$31.00	\$31.00	0.00	0.00%
Rostra sections (each) – per performance/event	Per Performance/Event	Non - Statutory	G	Free	Free		
Gaffer Tape	Per Performance/Event	Non - Statutory	G	\$26.00	\$26.00	0.00	0.00%
Lighting gels - non-standard stock	Per Performance/Event	Non - Statutory	G	Cost + 15%	Cost + 15%		
Whiteboard - Local Business only - NFP free of charge	Per day	Non - Statutory	G	\$26.00	\$26.00	0.00	0.00%
DVD Player - Local Business only - NFP free of charge	Per day	Non - Statutory	G	\$18.50	\$18.50	0.00	0.00%
Use of Black folding walls x 2 - at Forge Theatre	per wall set/per day	Non - Statutory	G	\$36.00	\$36.00	0.00	0.00%
Use of Black folding walls - at outside location, includes transport	per wall set/per day	Non - Statutory	G	\$72.50	\$72.50	0.00	0.00%
<b>VENUE RECOVERABLE COSTS - ALL HIRERS - Unless otherwise stated</b>							
Additional Cleaning Costs - weekdays	Hourly	Non - Statutory	G	\$62.00	\$62.00	0.00	0.00%
Advertising placement (per placement)	Each	Non - Statutory	G	Cost + 15%	Cost + 15%		
E Blast (Marketing Email)	Each	Non - Statutory	G	\$155.50	\$155.50	0.00	0.00%
Arts Program Brochure Entry - Commercial Hirers	Each	Non - Statutory	G	\$160.50	\$160.50	0.00	0.00%
Arts Program Brochure Entry - Internal, Not for Profit, Community & Local Hirers	Each	Non - Statutory	G	\$129.50	\$129.50	0.00	0.00%
Poster Drop - all hirers	Each	Non - Statutory	G	\$114.00	\$114.00	0.00	0.00%
Catering supplied for Performers	Each	Non - Statutory	G	Cost + 15%	Cost + 15%		
Refund fee (on tickets refunded at the hirer's request) *does not apply in the case of refunds required due to pandemic or other natural causes meaning the show can't proceed as planned	Per Performance	Non - Statutory	G	3% of sales	3% of sales		
Fee for variation to On Premises Liquor Licence	per performance	Non - Statutory	G	\$125 or as charged by VCGLR	\$125 or as charged by VCGLR		
Hire of BBQ & Gas bottle	Per Event	Non - Statutory	G	\$52.00	\$52.00	0.00	0.00%
Hire of Marquee & weights	Per Event	Non - Statutory	G	\$52.00	\$52.00	0.00	0.00%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
<b>RATES/PROPERTY DATA</b>							
Land Information Certificate (LIC)	Each	Statutory	E	\$29.70	\$29.70	0.00	0.00%
Copies of Previous Year Rate Notices	Each Notice	Non - Statutory	G	\$20.70	\$21.30	0.60	2.90%
Historic Rates and Valuation information, (within 10 years only - post 2014/2015)	Each Request	Non - Statutory	G	\$20.70	\$21.30	0.60	2.90%
Historic Rates and Valuation information, -(between 2002/2003 and 2014/2015)	Each Request	Non - Statutory	G	\$32.60	\$32.60	0.00	0.00%
Historic Rates and Valuation information (pre 2002/2003) - minimum 1 hour fee.	Per hour	Non - Statutory	G	\$81.25	\$83.70	2.45	3.02%
Land Information Certificate Urgent Fee (in addition to LIC fee)	Each	Non - Statutory	G	\$101.50	\$104.50	3.00	2.96%
<b>VISITOR INFORMATION CENTRES</b>							
Affiliate Membership (Non-EG businesses)	Annual	Non - Statutory	G	\$100.00	\$103.00	3.00	3.00%
Bronze Membership	Annual	Non - Statutory	G	\$250.00	\$257.50	7.50	3.00%
Silver Membership	Annual	Non - Statutory	G	\$350.00	\$360.50	10.50	3.00%
Gold Membership	Annual	Non - Statutory	G	\$500.00	\$515.00	15.00	3.00%
Platinum Membership	Annual	Non - Statutory	G	\$990.00	\$1,020.00	30.00	3.03%
Diamond Membership	Annual	Non - Statutory	G	\$1,550.00	\$1,597.00	47.00	3.03%
A Frame Size Advert - supplied by operator, displayed at Bairnsdale or Lakes Entrance Visitor Information Centres (limited availability)	6 month	Non - Statutory	G	\$207.00	\$213.00	6.00	2.90%
Brochure Display - Not for profit	Annual	Non - Statutory	G	Free	Free		
<b>TIPPING FEES</b>							
General Waste - Minimum Fee (up to 80 litre bag)	Each	Non - Statutory	G	\$5.00	\$5.00	0.00	0.00%
General Waste (Bin)	Each	Non - Statutory	G	\$13.00	\$13.00	0.00	0.00%
General Waste (Car / Station Wagon)	Each	Non - Statutory	G	\$27.00	\$28.00	1.00	3.70%
General Waste (Ute Level)	Each	Non - Statutory	G	\$53.00	\$55.00	2.00	3.77%
General Waste (Ute High)	Each	Non - Statutory	G	\$108.00	\$111.00	3.00	2.78%
Waste - Domestic Household (Trailer (6x4) up to .3m high)	Each	Non - Statutory	G	\$40.00	\$41.00	1.00	2.50%
Waste - Domestic Household (Non Weighbridge Site)	Cubic Metres	Non - Statutory	G	\$53.00	\$55.00	2.00	3.77%
Waste - Household/Putrescible (Weighbridge Site)	Tonne	Non - Statutory	G	\$262.00	\$270.00	8.00	3.05%
Waste - Commercial/Industrial/Building (Sorted - Non Weighbridge Site)	Cubic Metres	Non - Statutory	G	\$95.00	\$98.00	3.00	3.16%
Waste - Commercial/Industrial/Building (Sorted Bag/Bin)	Each	Non - Statutory	G	\$23.00	\$24.00	1.00	4.35%
Waste - Commercial/Industrial/Building (Sorted Car/Station Wagon)	Each	Non - Statutory	G	\$48.00	\$49.00	1.00	2.08%
Waste - Commercial/Industrial/Building (Sorted - Ute)	Each	Non - Statutory	G	\$95.00	\$98.00	3.00	3.16%
Waste - Commercial/Industrial/Building (Sorted - Ute High)	Each	Non - Statutory	G	\$190.00	\$196.00	6.00	3.16%
Waste - Commercial/Industrial/Building (Sorted Trailer (6x4))	Each	Non - Statutory	G	\$70.00	\$72.00	2.00	2.86%
Waste - Commercial/Industrial/Building (Unsorted - Non Weighbridge Site)	Cubic Metres	Non - Statutory	G	\$110.00	\$113.00	3.00	2.73%
Waste - Commercial/Industrial/Building (Unsorted - Bag/Bin)	Each	Non - Statutory	G	\$28.00	\$29.00	1.00	3.57%
Waste - Commercial/Industrial/Building (Unsorted - Car/Station Wagon)	Each	Non - Statutory	G	\$56.00	\$58.00	2.00	3.57%
Waste - Commercial/Industrial/Building (Unsorted - Ute)	Each	Non - Statutory	G	\$112.00	\$115.00	3.00	2.68%
Waste - Commercial/Industrial/Building (Unsorted - Ute High)	Each	Non - Statutory	G	\$219.00	\$226.00	7.00	3.20%
Waste - Commercial/Industrial/Building (Unsorted - Trailer (6x4) up to .3m high)	Each	Non - Statutory	G	\$83.00	\$86.00	3.00	3.61%
Waste - Commercial/Industrial/Building (Sorted - Weighbridge Site)	Tonne	Non - Statutory	G	\$274.00	\$282.00	8.00	2.92%
Waste - Commercial/Industrial/Building (Unsorted - Weighbridge Site)	Tonne	Non - Statutory	G	\$344.00	\$354.00	10.00	2.91%
Waste - Commercial/Industrial/Building - Penalty for incorrectly classing as sorted when it is unsorted	Each	Non - Statutory	G	\$250.00	\$258.00	8.00	3.20%
Concrete, Brick and Tile (Sorted - Non Weighbridge Site)	Cubic Metres	Non - Statutory	G	\$189.00	\$195.00	6.00	3.17%
Concrete, Brick and Tile (Weighbridge Site)	Tonne	Non - Statutory	G	\$126.00	\$130.00	4.00	3.17%
Packaged Organic Waste	Tonne	Non - Statutory	G	\$487.00	\$502.00	15.00	3.08%
Bulk Waste - Commercial Compactor Trucks (Non Weighbridge Site)	Cubic Metres	Non - Statutory	G	\$143.00	\$147.00	4.00	2.80%
Bulk Waste - Commercial Compactor Trucks (Weighbridge Site)	Tonne	Non - Statutory	G	\$284.00	\$293.00	9.00	3.17%
Tree Prunings - Stumps and Logs >0.3m (Non Weighbridge Site)	Cubic Metres	Non - Statutory	G	\$202.00	\$208.00	6.00	2.97%
Tree Prunings - Stumps and Logs >0.3m (Weighbridge Site)	Tonne	Non - Statutory	G	\$284.00	\$293.00	9.00	3.17%
Tyre (Car / Motorcycle)	Each	Non - Statutory	G	\$9.00	\$9.00	0.00	0.00%
Tyre (Light Truck / 4x4)	Each	Non - Statutory	G	\$19.00	\$20.00	1.00	5.26%
Tyre (Truck)	Each	Non - Statutory	G	\$30.00	\$31.00	1.00	3.33%
Tyre (Tractor)	Each	Non - Statutory	G	\$146.00	\$150.00	4.00	2.74%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
Tyre (Large Earthmoving)	Each	Non - Statutory	G	\$442.00	\$455.00	13.00	2.94%
Tyre Car/Motorcycle on Rim	Each	Non - Statutory	G	\$20.00	\$21.00	1.00	5.00%
Tyre (Light Truck/4x4) on Rim	Each	Non - Statutory	G	\$36.00	\$37.00	1.00	2.78%
Tyre (Truck) on Rim	Each	Non - Statutory	G	\$60.00	\$62.00	2.00	3.33%
Tyre (Tractor) on Rim	Each	Non - Statutory	G	\$296.00	\$305.00	9.00	3.04%
Tyre (Large Earthmoving) on Rim	Each	Non - Statutory	G	\$888.00	\$915.00	27.00	3.04%
Steel, White Goods, Batteries (sorted)	Each	Non - Statutory	G	Free	Free		
Refrigerators	Each	Non - Statutory			\$10.00	New	New
Motor Oil	Each	Non - Statutory	G	Free	Free		
Mattress (Single)	Each	Non - Statutory	G	\$19.00	\$20.00	1.00	5.26%
Mattress - Double and above	Each	Non - Statutory	G	\$26.00	\$27.00	1.00	3.85%
Mattress - King	Each	Non - Statutory	G	\$33.00	\$34.00	1.00	3.03%
Gas Bottle (10kg or smaller)	Each	Non - Statutory	G	\$11.00	\$11.00	0.00	0.00%
Prescribed Waste - Asbestos - Minimum Charge (less than 20kg)	Each	Non - Statutory	G	\$6.00	\$6.00	0.00	0.00%
Prescribed Waste - Asbestos	Tonne	Non - Statutory	G	\$332.00	\$342.00	10.00	3.01%
Prescribed Waste - Low Level Contaminated Soil	Tonne	Non - Statutory	G	\$307.00	\$316.00	9.00	2.93%
Security Load Confirmation	Load	Non - Statutory	G	\$125.00	\$129.00	4.00	3.20%
Recyclable Plastic Drums - All Sizes (Non Drum muster)	Each	Non - Statutory	G	\$1.00	\$1.00	0.00	0.00%
Dead Animal Large (Sheep, Cow, Horse)	Tonne	Non - Statutory	G	\$266.00	\$274.00	8.00	3.01%
Dead Animal - Dog, Cat, Lamb, Calf (Less than 4 months)	Each	Non - Statutory	G	\$10.00	\$10.00	0.00	0.00%
Clean Fill	Cubic Metres	Non - Statutory	G	\$54.00	\$56.00	2.00	3.70%
Clean Fill	Tonne	Non - Statutory	G	\$40.00	\$41.00	1.00	2.50%
E-waste	Each	Non - Statutory	G	Free	Free		
Polystyrene	Each	Non - Statutory	G	Free	Free		
Contaminated Waste/Recyclables - Commercial Loads	Each	Non - Statutory	G	\$256.00	\$264.00	8.00	3.13%
Asbestos disposal bag - single	Each	Non - Statutory	G	\$3.00	\$3.00	0.00	0.00%
Solar Panel	Each	Non - Statutory	G	\$6.00	\$6.00	0.00	0.00%
<b>COMINGLED RECYCLABLES AND CARDBOARD/MIXED PAPERS</b>							
Comingled Recyclables and Cardboard/Mixed Papers	Cubic Metres	Non - Statutory	G	Free	Free		
<b>DOMESTIC WASTE - KERBSIDE BIN COLLECTION</b>							
120 Litre Mobile Waste Bin - New/Replacement (full fee)	Each	Non - Statutory	G	\$98.00	\$101.00	3.00	3.06%
120 Litre Mobile Waste Bin - New/Replacement (pensioner)	Each	Non - Statutory	G	\$87.00	\$90.00	3.00	3.45%
240 Litre Mobile Waste Bin - New/Replacement (full fee)	Each	Non - Statutory	G	\$110.00	\$113.00	3.00	2.73%
240 Litre Mobile Waste Bin - New/Replacement (pensioner)	Each	Non - Statutory	G	\$97.00	\$100.00	3.00	3.09%
<b>GARDEN ORGANICS CHARGES</b>							
Garden Waste	Per Cubic Metre	Non - Statutory	G	\$12.00	\$14.00	2.00	16.67%
<b>FIRE HAZARDS</b>							
Non-Compliance Fine (10 penalty units under Monetary Units Act.)	Each	Statutory	E	\$1,975.90	\$1,975.90	0.00	0.00%
Fire hazard clearance charges for private properties: (Slashing costs will be charged out at cost plus an administration fee of \$100)	Each	Statutory	E	Refer to fee description	Refer to fee description		
<b>BAIRNSDALE AQUATIC AND RECREATION CENTRE / LAKES ENTRANCE AQUADOME</b>							
<b>CASUAL ENTRY</b>							
Casual Adult Swim	Each Visit	Non - Statutory	G	\$7.70	\$7.80	0.10	1.30%
Casual Concession Swim	Each Visit	Non - Statutory	G	\$6.50	\$6.60	0.10	1.54%
Casual Child (5-15yrs) Swim	Each Visit	Non - Statutory	G	\$6.50	\$6.60	0.10	1.54%
Casual Child (0-4yrs) Swim (Accompanying adult fee applies)	Each Visit	Non - Statutory	G	Free	Free		
Adult Swim when accompanying Child under 10	Each Visit	Non - Statutory	G	\$6.50	\$6.60	0.10	1.54%
Family Swim	Each Visit	Non - Statutory	G	\$17.60	\$17.70	0.10	0.57%
Casual Group Fitness (Land and Water Based)	Each Visit 60 minutes	Non - Statutory	G	\$16.00	\$16.10	0.10	0.63%
Casual Group Fitness (Land and Water Based) Concession	Each Visit 60 minutes	Non - Statutory	G	\$13.90	\$13.70	-0.20	-1.44%
Casual Group Fitness (Land and Water Based)	Each Visit 30 minutes	Non - Statutory	G	\$9.30	\$9.40	0.10	1.08%
Casual Group Fitness (Land and Water Based) Concession	Each Visit 30 minutes	Non - Statutory	G		\$8.00	New	
Casual Health Club	Each Visit	Non - Statutory	G	\$16.30	\$16.60	0.30	1.84%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
Casual Health Club Concession	Each Visit	Non - Statutory	G	\$14.10	\$14.10	0.00	0.00%
Casual Teen Gym	Each Visit	Non - Statutory	G	\$10.30	\$10.40	0.10	0.97%
Casual Gold entry (Includes use of gym, group fitness and pool)	Each Visit	Non - Statutory	G	\$22.90	\$23.00	0.10	0.44%
Living Longer Living Stronger	45min Session	Non - Statutory	G	\$7.00	\$7.00	0.00	0.00%
Personal Training	Each Visit, 60 mins	Non - Statutory	G	\$55.00	\$65.00	10.00	18.18%
Personal Training 2 :1	Each Visit, 60 mins	Non - Statutory	G		\$35.75	NEW	
Personal Training	Each Visit, 45 mins	Non - Statutory	G	\$45.00	\$55.00	10.00	22.22%
Personal Training 2 :1	Each Visit, 45 mins	Non - Statutory	G		\$30.25	NEW	
Personal Training	Each Visit, 30 mins	Non - Statutory	G	\$30.00	\$40.00	10.00	33.33%
Personal Training 2 :1	Each Visit, 30 mins	Non - Statutory	G		\$22.00	NEW	
Pre Booked Bulk Group Adult	Each Child, Each Visit, minimum 12 Person	Non - Statutory	G		\$5.90	NEW	
Pre Booked Bulk Group Child	Each Child, Each Visit, minimum 12 Children	Non - Statutory	G	\$5.10	\$5.20	0.10	1.96%
Huge Pool Inflatable Per Child (in addition to pool entry)	Session	Non - Statutory	G	\$4.00	\$4.40	0.40	10.00%
Evolt Body scan	Per person	Non - Statutory	G	\$10.30	\$10.50	0.20	1.94%
Visit pass cards							
10 pass Adult (10% discount off single entry)	Each	Non - Statutory	G	\$68.90	\$70.20	1.30	1.89%
10 pass Concession/Child (10% discount off single entry)	Each	Non - Statutory	G	\$58.70	\$59.70	1.00	1.70%
10 pass Family (Concession) (10% discount off single entry)	Each	Non - Statutory	G	\$158.40	\$159.30	0.90	0.57%
Casual Health Club Visit pass x 10 (10% discount off single entry)	Each	Non - Statutory	G	\$146.70	\$149.40	2.70	1.84%
Casual Health Club Concession Visit pass x 10 (10% discount off single entry)	Each	Non - Statutory	G	\$125.10	\$127.00	1.90	1.52%
Personal Training (10% off 10 sessions)	10 session pass - 60 minute sessions	Non - Statutory	G	\$495.00	\$585.00	90.00	18.18%
Personal Training (20% off 20 sessions)	20 session pass - 60 minute sessions	Non - Statutory	G		\$1,040.00	NEW	
Personal Training (10% off 10 sessions)	10 session pass - 45 minute sessions	Non - Statutory	G	\$405.00	\$495.00	90.00	22.22%
Personal Training (20% off 20 sessions)	20 session pass - 45 minute sessions	Non - Statutory	G		\$880.00	NEW	
Personal Training (10% off 10 sessions)	10 session pass - 30 minute sessions	Non - Statutory	G	\$270.00	\$360.00	90.00	33.33%
Personal Training (20% off 20 sessions)	20 session pass - 30 minute sessions	Non - Statutory	G		\$640.00	NEW	
Schools - Aquatic Education							
Aquatic Education (July to December)	Each Participant, Each 45 mins Session	Non - Statutory	E	\$9.30	\$9.60	0.30	3.23%
Aquatic Education (July to December)	Each Participant, Each 30 mins Session	Non - Statutory	E		\$7.70	NEW	
Aquatic Education (January to June)	Each Participant, Each 45 mins Session	Non - Statutory	E	\$9.60	\$9.90	0.30	3.12%
Aquatic Education (January to June)	Each Participant, Each 30 mins Session	Non - Statutory	E		\$7.90	NEW	
Aquatic Programs							
Swim Lesson 30 minute - Fortnightly Direct Debit	Fortnightly	Non - Statutory	G	\$25.10	\$25.90	0.80	3.19%
Swim Lesson 30 Minute (Concession) Fortnightly Direct Debit	Fortnightly	Non - Statutory	G	\$21.40	\$22.00	0.60	2.80%
Swim Lesson 30 Minutes (Multiple child ) Fortnightly Direct Debit	Fortnightly	Non - Statutory	G	\$21.40	\$22.00	0.60	2.80%
Swim Lesson 45 minute Fortnightly Direct Debit	Fortnightly	Non - Statutory	G	\$30.00	\$31.00	1.00	3.33%
Swim Lesson 45 minute (Concession) Fortnightly Direct Debit	Fortnightly	Non - Statutory	G	\$25.60	\$26.40	0.80	3.12%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
Swim Lesson 45 minute (Multiple Child) Fortnightly Direct Debit	Fortnightly	Non - Statutory	G	\$25.60	\$26.40	0.80	3.12%
Swim Lesson 30 minute - Non direct debit	per session	Non - Statutory	G	\$20.70	\$21.40	0.70	3.38%
Swim Lesson 45 minute - Non direct debit	per session	Non - Statutory	G	\$25.90	\$26.80	0.90	3.47%
Intensive Lessons - One instructor to 1 child - Fortnightly Direct Debit	30 mins Session	Non - Statutory	E	\$80.00	\$82.40	2.40	3.00%
Intensive Lessons - Concession - One instructor to 1 child - Fortnightly Direct Debit	30 mins Session	Non - Statutory	E	\$68.00	\$70.00	2.00	2.94%
Intensive Lessons - 2:1 Fortnightly Direct Debit	30 mins Session	Non - Statutory	E		\$65.90	NEW	
Intensive Lessons - 2:1 Concession Fortnightly Direct Debit	30 mins Session	Non - Statutory	E		\$56.00	NEW	
Intensive Lesson - 1 Child	30 mins Session	Non - Statutory	E	\$50.00	\$51.50	1.50	3.00%
Intensive Lesson - Concession - 1 Child	30 mins Session	Non - Statutory	E	\$42.50	\$43.80	1.30	3.06%
Intensive Lesson - 2:1	30 mins Session	Non - Statutory	E		\$41.20	NEW	
Intensive Lessons- 2:1 Concession	30 mins Session	Non - Statutory	E		\$35.00	NEW	
Intensive Lesson- 3:1	30 mins Session	Non - Statutory	E		\$28.00	NEW	
Holiday Intensive Swim Program	Per week	Non - Statutory	E	\$60.00	\$65.00	5.00	8.33%
<b>Aquatic Hire</b>							
Lane Hire - Casual (No entry fee payable)	Per Lane, Per Hour	Non - Statutory	G	\$46.40	\$46.70	0.30	0.65%
Pool Hire	Half Daily (4 Hours)	Non - Statutory	G	\$671.70	\$695.20	23.50	3.50%
Pool Hire	Daily (8 Hours)	Non - Statutory	G	\$1,231.65	\$1,274.80	43.15	3.50%
Huge Pool Inflatable Hire	Per 1.5 hour	Non - Statutory	G	\$414.00	\$420.00	6.00	1.45%
<b>Group Fitness - Standard Programs</b>							
<b>Boot Camp and Limited Duration Programs</b>							
Member (Minimum 12 participants)	Session	Non - Statutory	G	\$11.40	\$11.60	0.20	1.75%
Non Member (Minimum 12 participants)	Session	Non - Statutory	G	\$15.70	\$15.80	0.10	0.64%
<b>Preschool Fun Fitness</b>							
<b>Teen Fun Fitness</b>							
Casual (minimum 10 participants)	60min Session	Non - Statutory	G	\$9.60	\$9.80	0.20	2.08%
<b>MEMBERSHIPS (Direct Debit or Pay in Advance)</b>							
<b>Membership Start up Fees</b>							
Late payment fee - Direct debit only	Each	Non - Statutory	G	\$10.00	\$10.00	0.00	0.00%
<b>Fortnightly Membership Fees</b>							
Corporate Membership Single	Fortnightly	Non - Statutory	G	\$34.90	\$35.00	0.10	0.29%
Gold Membership	Fortnightly	Non - Statutory	G	\$43.80	\$44.00	0.20	0.46%
Gold Membership (Concession)	Fortnightly	Non - Statutory	G	\$37.30	\$37.40	0.10	0.27%
Gold Family Membership	Fortnightly	Non - Statutory	G	Combination of member types less 20%	Combination of member types less 20%		
Gold Membership - Off Peak (8am to 3.30pm only)	Fortnightly	Non - Statutory	G	\$30.60	\$30.70	0.10	0.33%
DRY Membership (Gym and Group Fitness)	Fortnightly	Non - Statutory	G	\$36.20	\$36.30	0.10	0.28%
DRY Membership Concession (Gym and Group Fitness)	Fortnightly	Non - Statutory	G	\$30.80	\$30.90	0.10	0.32%
Junior Membership	Fortnightly	Non - Statutory	G	\$17.10	\$17.20	0.10	0.58%
WET Membership (Pool, Spa and Sauna)	Fortnightly	Non - Statutory	G	\$31.30	\$31.40	0.10	0.32%
WET Membership (Concession) (Pool, Spa and Sauna)	Fortnightly	Non - Statutory	G	\$26.60	\$26.70	0.10	0.38%
Tourist Park 12 months	Fortnightly	Non - Statutory	G	\$98.80	\$98.90	0.10	0.10%
<b>Term Memberships</b>							
Dry 3 month term (no suspension)	3 Monthly	Non - Statutory	G	\$252.90	\$260.50	7.60	3.01%
Dry 6 month term (no suspension)	6 Monthly	Non - Statutory	G	\$497.80	\$513.20	15.40	3.09%
Dry 12 month term (no suspension)	12 Monthly	Non - Statutory	G	\$993.60	\$1,011.00	17.40	1.75%
Dry (Concession) 3 month term (no suspension)	3 Monthly	Non - Statutory	G	\$215.00	\$221.40	6.40	2.98%
Dry (Concession) 6 month term (no suspension)	6 Monthly	Non - Statutory	G	\$423.20	\$436.20	13.00	3.07%
Dry (Concession) 12 month term (no suspension)	12 Monthly	Non - Statutory	G	\$844.60	\$859.40	14.80	1.75%
Wet 3 month term (no suspension)	3 Monthly	Non - Statutory	G	\$219.40	\$226.00	6.60	3.01%
Wet 6 month term (no suspension)	6 Monthly	Non - Statutory	G	\$432.60	\$445.20	12.60	2.91%
Wet 12 month term (no suspension)	12 Monthly	Non - Statutory	G	\$865.30	\$877.00	11.70	1.35%
Wet (Concession) 3 month term (no suspension)	3 Monthly	Non - Statutory	G	\$186.50	\$192.10	5.60	3.00%
Wet (Concession) 6 month term (no suspension)	6 Monthly	Non - Statutory	G	\$367.70	\$378.40	10.70	2.91%
Wet (Concession) 12 month term (no suspension)	12 Monthly	Non - Statutory	G	\$735.50	\$754.50	19.00	2.58%
Junior 3 month term (no suspension)	3 Monthly	Non - Statutory	G	\$136.10	\$140.20	4.10	3.01%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
Junior 6 month term (no suspension)	6 Monthly	Non - Statutory	G	\$268.10	\$276.20	8.10	3.02%
Junior 12 month term (no suspension)	12 Monthly	Non - Statutory	G	\$534.10	\$544.10	10.00	1.87%
Gold - Off Peak (8am to 3.30pm only) 3 month term (no suspension)	3 Monthly	Non - Statutory	G	\$215.30	\$221.80	6.50	3.02%
Gold - Off Peak (8am to 3.30pm only) 6 month term (no suspension)	6 Monthly	Non - Statutory	G	\$424.40	\$436.90	12.50	2.95%
Gold - Off Peak (8am to 3.30pm only) 12 month term (no suspension)	12 Monthly	Non - Statutory	G	\$848.70	\$860.70	12.00	1.41%
Gold 3 month term (no suspension)	3 Monthly	Non - Statutory	G	\$302.20	\$311.30	9.10	3.01%
Gold 6 month term (no suspension)	6 Monthly	Non - Statutory	G	\$595.10	\$613.30	18.20	3.06%
Gold 12 month term (no suspension)	12 Monthly	Non - Statutory	G	\$1,190.30	\$1,208.20	17.90	1.50%
Gold (Concession) 3 month term (no suspension)	3 Monthly	Non - Statutory	G	\$256.90	\$264.60	7.70	3.00%
Gold (Concession) 6 month term (no suspension)	6 Monthly	Non - Statutory	G	\$505.90	\$521.30	15.40	3.04%
Gold (Concession) 12 month term (no suspension)	12 Monthly	Non - Statutory	G	\$1,011.70	\$1,027.00	15.30	1.51%
Tourist Park 12 months	12 Monthly	Non - Statutory	G	\$2,425.00	\$2,497.80	72.80	3.00%
<b>Holiday Memberships</b>							
Holiday Family Gold	Weekly	Non - Statutory	G	\$100.40	\$103.40	3.00	2.99%
Holiday Single Gold	Weekly	Non - Statutory	G	\$33.70	\$34.70	1.00	2.97%
Holiday Child (Swim Only)	Weekly	Non - Statutory	G	\$24.50	\$25.20	0.70	2.86%
<b>Stadium (BARC) Facility Hire</b>							
Room Hire - Multi Purpose Room	Hourly	Non - Statutory	G	\$45.30	\$46.70	1.40	3.09%
Room Hire - Multi Purpose Room with cleaning charge	Hourly	Non - Statutory	G	\$90.60	\$93.30	2.70	2.98%
Room Hire- Café	Hourly	Non - Statutory	G		\$35.00	New	
Staff Hire Charge (per staff per hour)	Each	Non - Statutory	G	\$53.10	\$53.10	0.00	0.00%
Court Hire and patron entry - per court non-peak	Hourly	Non - Statutory	G	\$40.90	\$42.10	1.20	2.93%
Court Hire and patron entry - per court peak (Mon-Fri 4.30pm-7.30pm)	Hourly	Non - Statutory	G	\$53.10	\$54.70	1.60	3.01%
Court Hire - per day (8 hours)	Day	Non - Statutory	G	\$283.50	\$292.00	8.50	3.00%
Stadium Hire - per day (8 Hours)	Day	Non - Statutory	G	\$794.70	\$818.50	23.80	2.99%
Casual Rate - per person (No set-up)	Hourly	Non - Statutory	G	\$5.00	\$5.10	0.10	2.00%
Casual Rate - Family/Group rate ( Max 5 people - no set up)	Each	Non - Statutory	G	\$10.70	\$10.80	0.10	0.93%
Basketball (Monthly Hire)	Monthly	Non - Statutory	G	\$4,730.00	\$4,730.00	0.00	0.00%
Stadium non sporting event (Fete, Trade shows with indoor stands) - includes cleaning	Day	Non - Statutory	G	\$485.00	\$499.60	14.60	3.01%
Stalls in stadium non sporting event (Fete, Trade shows with indoor stands) - includes cleaning	Day	Non - Statutory	G	\$61.10	\$62.90	1.80	2.95%
Structured Sport Fee (Senior) - Indoor cricket, netball, roller derby etc.	Each entry	Non - Statutory	G	\$8.80	\$8.91	0.11	1.25%
Structured Sport Fee (Junior) - Indoor cricket, netball, roller derby etc.	Each Entry	Non - Statutory	G	\$6.60	\$6.70	0.10	1.52%
<b>Children's Programs</b>							
After School Care (Per Session) (maximum 3 hours)	Daily	Non - Statutory	E	\$35.70	\$35.70	0.00	0.00%
After School Care (Per Early Start Session) (maximum 4 hours)	Daily	Non - Statutory	E	\$47.20	\$47.20	0.00	0.00%
Holiday Program - In and Out day (8am - 6pm)	Daily	Non - Statutory	E	\$86.10	\$86.10	0.00	0.00%
Children's Birthday Parties - per person (No Host) (per 2 hour session)	Session	Non - Statutory	G		\$27.50	New	
Children's Birthday Parties - per person (With Party Host and Activity) (per 2 hour session)	Session	Non - Statutory	G	\$30.30	\$40.00	9.70	32.01%
<b>BAIRNSDALE AND ORBOST OUTDOOR POOLS</b>							
<b>Aquatic</b>							
Adult Swim	Each Visit	Non - Statutory	G	\$6.50	\$6.70	0.20	3.08%
Concession/Student/Child Swim	Each Visit	Non - Statutory	G	\$5.60	\$5.70	0.10	1.79%
Adult with Child Under 10	Each Visit	Non - Statutory	G	\$5.60	\$5.70	0.10	1.79%
Family Swim	Each Visit	Non - Statutory	G	\$15.50	\$15.70	0.20	1.29%
Lane Hire	Per Lane, Per Hour	Non - Statutory	G	\$46.40	\$47.80	1.40	3.02%
Pool Hire 4 hours	Half Daily (4 Hours)	Non - Statutory	G	\$671.40	\$691.50	20.10	2.99%
Pool Hire 8 hours	Daily (8 hours)	Non - Statutory	G	\$1,231.70	\$1,268.70	37.00	3.00%
School Bulk - Provide Own Instructor	Per Child, Each Visit	Non - Statutory	G	\$5.10	\$5.20	0.10	1.96%
School Bulk - Using Recreation Centre Instructor (all year)	Per Child, Each Visit	Non - Statutory	G	\$9.60	\$9.70	0.10	1.04%
<b>Orbost Outdoor Pool Memberships (Season Passes)</b>							
Adult Season Pass	Each	Non - Statutory	G	\$125.20	\$129.00	3.80	3.04%
Concession/Student/Child Season Pass	Each	Non - Statutory	G	\$106.50	\$109.70	3.20	3.00%
Family Season Pass (per 15 week season)	Each	Non - Statutory	G	\$270.10	\$278.20	8.10	3.00%

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
<b>Bairnsdale Outdoor Pool Memberships (Season Passes)</b>							
Adult Season Pass	Each	Non - Statutory	G	\$90.60	\$90.60	0.00	0.00%
Concession/Student/Child Season Pass	Each	Non - Statutory	G	\$77.00	\$77.00	0.00	0.00%
Family Season Pass	Each	Non - Statutory	G	\$191.50	\$191.50	0.00	0.00%
<b>Orbost Outdoor Pool Aquatic Education</b>							
Swim Lesson (30 mins)	Session	Non - Statutory	E	\$15.50	\$15.50	0.00	0.00%
Swim Lesson (2nd Child/Concession) (30 mins)	Session	Non - Statutory	E	\$13.30	\$13.30	0.00	0.00%
Holiday Intensive Swim Program (30 mins)	30 mins Session	Non - Statutory	E	\$60.00	\$60.00	0.00	0.00%
Private Lessons	Session	Non - Statutory	E	\$51.80	\$51.80	0.00	0.00%
<b>CANN RIVER CARAVAN PARK - NO CHARGE</b>							
<b>MALLACOOTA CARAVAN PARK</b>							
Waterfront Site Powered Peak (2 adults)	Daily	Non - Statutory	G	\$67.00	\$69.00	2.00	2.99%
Waterfront Site Unpowered Peak (2 adults)	Daily	Non - Statutory	G	\$54.00	\$56.00	2.00	3.70%
Waterfront Site Powered Off Peak (2 adults)	Daily	Non - Statutory	G	\$38.00	\$39.00	1.00	2.63%
Waterfront Site Unpowered Off Peak (2 adults)	Daily	Non - Statutory	G	\$29.00	\$30.00	1.00	3.45%
Standard Site Powered Peak (2 adults)	Daily	Non - Statutory	G	\$56.00	\$58.00	2.00	3.57%
Standard Site Unpowered Peak (2 adults)	Daily	Non - Statutory	G	\$44.00	\$46.00	2.00	4.55%
Standard Site Powered Off Peak (2 adults)	Daily	Non - Statutory	G	\$31.00	\$32.00	1.00	3.23%
Standard Site Unpowered Off Peak (2 adults)	Daily	Non - Statutory	G	\$23.00	\$24.00	1.00	4.35%
Extra Adult (17 and over) peak periods	Daily	Non - Statutory	G	\$12.00	\$12.00	0.00	0.00%
Extra Adult (17 and over) Off Peak periods	Daily	Non - Statutory	G	\$8.50	\$9.00	0.50	5.88%
Extra Child (5 to 16 years)	Daily	Non - Statutory	G	\$7.00	\$7.00	0.00	0.00%
Extra Child (Under 5 years)	Daily	Non - Statutory	G	Free	Free		
Camp Park Moorings Off Peak	Daily	Non - Statutory	G	\$8.00	\$8.00	0.00	0.00%
Camp Park Jetty Off Peak	Daily	Non - Statutory	G	\$12.50	\$13.00	0.50	4.00%
Shower Fee - Non Patron	Each	Non - Statutory	G	\$7.00	\$7.00	0.00	0.00%
Administration Fee for Booking Cancellation	Each Application	Non - Statutory	G	\$38.00	\$35.00	-3.00	-7.89%
Online booking administration fee	Each Application	Non - Statutory	G	\$2.50	\$3.00	0.50	20.00%
Additional casual car site (per car)	Daily	Non - Statutory	G	\$6.00	\$6.00	0.00	0.00%
<b>Dynamic Pricing strategy</b> In off peak season the park has the ability to move between the off peak price and peak price subject to occupancy, and booking demands as per commercial caravan and tourism industry demands							
<b>Peak</b> 25 December to 28 January Easter Period (4 nights) Thursday - Sunday inclusive Melbourne Cup Weekend (4 nights) Friday – Monday inclusive							
<b>Off-Peak - Dynamic Pricing</b> 1 February to 25 December							
Recreational Vehicles under 10 metres in length will be charged the same as other patrons as they only occupy one site. The larger RVs occupy 2 sites but will be given a discount to encourage patronage in off peak and shoulder periods only;							
Site fees only cover one car per site;							
Check in time for sites, moorings and jetties is 12pm. Check out time for sites, moorings and jetties is 10am;							
Camp Park moorings and jetties are charged together with a site fee; and							
<b>SWIFTS CREEK CARAVAN PARK</b>							
Unpowered Site Off Peak (2 adults)	Daily	Non - Statutory	G	\$19.00	\$20.00	1.00	5.26%
Unpowered Site Peak (2 adults)	Daily	Non - Statutory	G	\$21.00	\$22.00	1.00	4.76%
Powered Site Off Peak (2 adults)	Daily	Non - Statutory	G	\$29.00	\$30.00	1.00	3.45%
Powered Site Peak (2 adults)	Daily	Non - Statutory	G	\$35.00	\$36.00	1.00	2.86%
Shower fee (non patron)	Each	Non - Statutory	G	\$7.00	\$7.00	0.00	0.00%
Extra Adult	Daily	Non - Statutory	G	Free	Free		
Extra Child 5 to 17 years	Daily	Non - Statutory	G	Free	Free		
Child under 5	Daily	Non - Statutory	G	Free	Free		

## Fees and Charges 2025-26

Fee Description	BASIS	FEE STATUS	GST CODE	Adopted Fee at 01 July 2024	Proposed Fee at 01 July 2025	Increase (\$)	Increase (%)
<b>LIVESTOCK EXCHANGE</b>							
<b>Yarding Fees</b>							
Bulls	Each	Non - Statutory	G	\$26.00	\$26.80	0.80	3.08%
Prime Cattle	Each	Non - Statutory	G	\$11.50	\$11.80	0.30	2.61%
Sheep	Each	Non - Statutory	G	\$2.30	\$2.40	0.10	4.35%
Store Cattle	Each	Non - Statutory	G	\$12.50	\$12.90	0.40	3.20%
Cow and Calf Unit (per Unit)	Each	Non - Statutory	G	\$13.50	\$13.90	0.40	2.96%
<b>Prime Market Fees</b>							
Live-Weight and Scanning	Each	Non - Statutory	G	\$9.50	\$9.80	0.30	3.16%
Unweighed Cattle Scanning	Each	Non - Statutory	G	\$4.45	\$4.60	0.15	3.37%
Cow and Calf Unit Scanning (per Unit)	Each	Non - Statutory	G	\$5.80	\$6.00	0.20	3.45%
Hook Cattle	Each	Non - Statutory	G	\$12.50	\$12.90	0.40	3.20%
Hook Bulls	Each	Non - Statutory	G	\$22.00	\$22.70	0.70	3.18%
<b>Store Market Fees</b>							
Weighing fee	Each	Non - Statutory	G	\$2.60	\$2.70	0.10	3.85%
Unweighed Cattle Scanning	Each	Non - Statutory	G	\$4.45	\$4.60	0.15	3.37%
Cow and Calf Unit Scanning	Each	Non - Statutory	G	\$5.80	\$6.00	0.20	3.45%
<b>Agent's Selling Fees</b>							
Agent's Selling Fees (Sheep Sales)	Each	Non - Statutory	G	\$435.00	\$435.00	0.00	0.00%
Agent's Selling Fees (Cattle Sales) - 200 head or less	Each	Non - Statutory	G	\$435.00	\$435.00	0.00	0.00%
Agent's Selling Fees (Cattle Sales) - greater than 200 head	Each	Non - Statutory	G	\$435.00	\$435.00	0.00	0.00%
Sale Cancellation Fee (less than 24 hours notice)	Each	Non - Statutory	G		\$200.00	New	
<b>In-Transit Yard Use Fees</b>							
In-Transit Sheep	Each	Non - Statutory	G	\$1.55	\$1.60	0.05	3.23%
In-Transit Cattle	Each	Non - Statutory	G	\$7.50	\$7.70	0.20	2.67%
In-Transit Bulls	Each	Non - Statutory	G	\$15.50	\$16.00	0.50	3.23%
Crush Use	Each	Non - Statutory	G	Free	Free		
<b>Other Services</b>							
Post Breeder Tags (Sheep)	Each	Non - Statutory	G	\$3.60	\$3.70	0.10	2.78%
Post Breeder Tags (Cattle)	Each	Non - Statutory	G	\$20.50	\$21.10	0.60	2.93%
Post Breeder Tags (Sheep) after 2nd warning	Each	Non - Statutory	G	\$20.00	\$20.60	0.60	3.00%
Post Breeder Tags (Cattle) after 2nd warning	Each	Non - Statutory	G	\$42.00	\$43.30	1.30	3.10%
Private (Cattle) Weigh/Scan Service	Each	Non - Statutory	G	\$12.50	\$12.90	0.40	3.20%
Sheep Scanning	Each	Non - Statutory	G	\$0.40	\$0.40	0.00	0.00%
Small Animal Disposal (Lamb or Calf under 4 months)	Each	Non - Statutory	G		\$10.00	New	
Large Animal Disposal (Sheep or Cow)	Each	Non - Statutory	G		\$266.00	New	
<b>Livestock Carrier Service Fees</b>							
Truck Wash Meter Charges (per Minute)	Each	Non - Statutory	G	\$1.50	\$1.50	0.00	0.00%
Shower Facilities	Each	Non - Statutory	G	Free	Free		
Rest Area Parking	Each	Non - Statutory	G	Free	Free		
<b>PLOT PLANS - GEOGRAPHIC INFORMATION SYSTEMS (GIS)</b>							
Plot Plan - A3 Black and White (per page)	Each	Non - Statutory	G	\$10.70	\$11.00	0.30	2.80%
Plot Plan - A3 Colour (per page)	Each	Non - Statutory	G	\$12.80	\$13.20	0.40	3.12%
Aerial Photograph - A3 Colour (per page)	Each	Non - Statutory	G	\$21.40	\$22.00	0.60	2.80%
Plot Plan - A1 Black and White (per page)	Each	Non - Statutory	G	\$35.30	\$36.40	1.10	3.12%
Plot Plan - A1 Colour (per page)	Each	Non - Statutory	G	\$43.80	\$45.10	1.30	2.97%
Aerial Photograph - A1 Colour (per page)	Each	Non - Statutory	G	\$53.80	\$55.40	1.60	2.97%
Plot Plan - A0 Black and White (per page)	Each	Non - Statutory	G	\$53.80	\$55.40	1.60	2.97%
Plot Plan - A0 Colour (per page)	Each	Non - Statutory	G	\$64.20	\$66.10	1.90	2.96%
Aerial Photograph - A0 Colour (per page)	Each	Non - Statutory	G	\$84.90	\$87.40	2.50	2.94%
<b>Environmental Sustainability</b>							
Council's public electric vehicle (EV) charges	per kWh	Non - Statutory	G	\$0.40	\$0.57	0.17	42.50%



## Glossary

Term	Definition
Act	<i>Local Government Act 2020</i>
1989 Act	<i>Local Government Act 1989</i>
Accounting Standards	Australian accounting standards are set by the Australian Accounting Standards Board (AASB) and have the force of law for Corporations law entities under section 296 of the <i>Corporations Act 2001</i> . They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors.
Adjusted underlying revenue	The adjusted underlying revenue means total income other than non-recurrent grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure from sources other than grants and non-monetary contributions. <i>Local Government (Planning and Reporting) Regulations 2020 - Schedule 3</i>
Adjusted underlying surplus (or deficit)	The adjusted underlying surplus (or deficit) means adjusted underlying revenue less total expenditure. It is a measure of financial sustainability of councils that can be masked in the net surplus (or deficit) by capital-related items.  <i>Local Government (Planning and Reporting) Regulations 2020 - Schedule 3</i>
Annual budget	The budget under section 94 of the Act.
Annual report	The annual report prepared by Council under section 98 of the Act. The annual report to the community contains a report of operations and audited financial and performance statements.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Asset renewal Gap	The gap between the required level of asset renewal expenditure and the actual expenditure on asset renewal
Asset upgrade expenditure	Expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life.
Borrowing strategy	A borrowing strategy is the process by which Council's current external funding requirements can be identified, existing funding arrangements managed and future requirements monitored.

Term	Definition
Balance sheet	<p>The balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year.</p> <p>The balance sheet should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.</p>
Comprehensive income statement	<p>The comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.</p>
Financial Statements	<p>Section 98 of the Act require the following documents to include financial statements:</p> <p>Budget Annual Report</p> <p>The financial statements to be included in the Budget include:</p> <p>Comprehensive Income Statement Balance Sheet Statement of Changes in Equity Statement of Cash Flows Statement of Capital Works</p> <p>The financial statements must be in the form set out in the Local Government Model Financial Report.</p>
Statement of capital works	<p>The statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The statement of capital works should be prepared in accordance with Regulations 7 and 8.</p> <p><i>Local Government (Planning and Reporting) Regulations 2020 – Regulations 7 and 8</i></p>
Statement of cash flows	<p>The statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of reconciliation between opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows. The cash flow statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.</p>
Statement of changes in equity	<p>Shows the expected movement in Accumulated Surplus and reserves for the year. The statement of changes in equity should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.</p>
Budget preparation requirement	<p>Under section 94 of the Act, a council is required to prepare and adopt an annual budget by 30 June each year.</p>

Term	Definition
Capital expenditure	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' may be used that indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital works program	A detailed list of capital works expenditure that will be undertaken during the 2024/25 financial year. Regulations 8 and 9 requires that the budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.
Carry forward capital works	Carry forward capital works are those works that are incomplete in the current budget year and will be completed in the following budget year.
Council Plan	Means a Council Plan prepared by a council under section 90 of the <i>Local Government Act 2020</i> . This document sets out the strategic objectives of the council and strategies for achieving the objectives as part of the overall strategic planning framework required by the Act.
Department of Government Services DoGS)	Local Government Victoria is part of the Department of Government Services (DoGS). It was previously part of the former: • Department of Jobs, Precincts and Regions (DJPR)
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes. Councils can by resolution change the purpose of these reserves.
External influences in the preparation of a budget	Matters arising from third party actions over which Council has little or no control e.g. change in legislation.
Financial sustainability	A key outcome of the strategic resource plan. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Financing activities	Financing activities means those activities that relate to changing the size and composition of the financial structure of the entity, including equity, and borrowings not falling within the definition of cash.
Four way budgeting methodology	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
Infrastructure	Non-current property, plant and equipment excluding land.
Infrastructure Renewal Gap	The gap between the required level of asset renewal expenditure and the actual expenditure on asset renewal.
Internal influences in the preparation of a budget	Matters arising from Council actions over which there is some element of control (e.g. approval of unbudgeted capital expenditure).
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, and investments not falling within the definition of cash.

Term	Definition
Key assumptions	When preparing a balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.
Legislative framework	The Act, Regulations and other laws and statutes that set a council's governance, planning and reporting requirements.
Local Government Model Financial Report	Local Government Model Financial Report published by DELWP from time to time including on DELWP's website.
Local Government( Planning and Reporting) Regulations 2020	Regulations, made under section 325 of the Act prescribe: <ul style="list-style-type: none"> <li>(a) The content and preparation of the financial statements of a Council</li> <li>(b) The performance indicators and measures to be included in a budget, revised budget and annual report of a Council</li> <li>(c) The information to be included in a Council Plan, budget, revised budget and annual report</li> <li>(d) Other matters required to be prescribed under sections 7 and 8 of the Act</li> </ul>
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist <i>Local Government (Planning and Reporting) Regulations 2020 – Regulation 5.</i>
Non-financial resources	Means the resources other than financial resources required to deliver the services and initiatives in the budget
Non-recurrent grant	Means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's four year budget.
Operating activities	Operating activities means those activities that relate to the provision of goods and services.
Operating expenditure	Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities; and that result in a decrease in equity during the reporting period.
Operating performance (impact of current year on 2023/24 budget)	This statement shows the expected operating result as compared to the budget result in the current year separating operating and capital components of revenue and expenditure.
Operating revenue	Operating revenue is defined as inflows or other enhancements or savings in outflows of future economic benefits in the form of increases in assets or reductions in liabilities and that result in an increase in equity during the reporting period.
Own-source revenue	Means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).  <i>Local Government (Planning and Reporting) Regulations 2020 – Schedule 3</i>
Performance statement	Means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report

Term	Definition
Rate cap	The cap set by the Victorian Government on the percentage of rate increase that councils can apply to their general rates and charges.
Rate structure (rating information)	Site value (SV), capital improved value (CIV) or net annual value (NAV) are the main bases upon which rates may be levied. Council has elected to use CIV as the base for levying rates.
Revenue and Rating Plan	Council must prepare and adopt a Revenue and Rating Plan by the next 30 June after a general election for a period of at least the next 4 financial years. Section 93 of the Act.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	<i>Local Government (Planning and Reporting) Regulations 2020.</i>
Restricted cash	Cash and cash equivalents, within the meaning of the AAS, that are not available for use other than a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.
Revised budget	The revised budget prepared by a council under section 95 of the Act. Section 95 of the Act permits a council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the council.
Services, Initiatives and Major Initiatives	<p>Section 98 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the council's strategic objectives as specified in the Council Plan.</p> <p>The budget must also include major initiatives, being initiatives identified by the council as priorities to be undertaken during the financial year.</p> <p>The services delivered by a council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives means actions that are once-off in nature and/or lead to improvements in service.</p> <p>Major initiatives means significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the budget.</p>
Statement of Capital Works	Means a statement that shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared in accordance with the model statement of capital works in the Local Government Model Financial Report.
Statement of Human Resources	A statement that shows all council staff expenditure and the number of full time equivalent council staff.
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.

Term	Definition
Community Plan/Vision	A “community owned” document or process that identifies the long term needs and aspirations of the council, and the medium and short term goals and objectives that are framed within the long term plan.
Underlying surplus/(deficit)	The adjusted underlying result excludes non-recurring capital grants, non-monetary contributions and the impact of revaluations of Councils buildings and other infrastructure and is a measure of financial sustainability
Unrestricted cash	Unrestricted cash represents all cash and cash equivalents other than restricted cash
Valuations of Land Act 1960	The <i>Valuations of Land Act 1960</i> requires a council to revalue all rateable properties.

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### 5.1.3

## Adopt Four-Year Rating and Revenue Plan 2025/26 to 2028/29

Authorised by General Manager Business Excellence

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### Purpose

To adopt the Four-Year Rating and Revenue Plan 2025/26 to 2028/29 (the Plan).

### Key Points

We provide a wide range of services and facilities to our community. To do this, we must collect revenue to cover the costs of delivering these services.

Our revenue sources include:

- rates and charges (including waste charges);
- grants from other levels of government;
- statutory fees and fines;
- User fees;
- contributions – both cash and non-cash – from other parties (i.e. developers, community groups); and
- other revenue (sale of assets, interest on investments).

Rates and charges are our most significant source of income, accounting for 52 per cent of total revenue.

Our Plan, provided at **Attachment 1**, explains how we calculate the revenue needed to fund our activities and how this will be divided between ratepayers and other users of services.

The Plan sets out the decisions made in relation to rating options to ensure equity and fairness in the distribution of rates. It also outlines the principles used in decision-making for other revenue sources such as fees and charges.

The Plan does not set revenue targets, rather it sets out how these will be divided across ratepayers and users of services.

### Differential rates

The value of each property serves as the basis for calculating what each property owner will pay. One mechanism that assists with equitable distribution of rates is differential rating, which allows us to shift part of the rates levied from some groups of ratepayers to others, through different 'rates in the dollar' for each class of property.

The differential rates are determined based on factors like property valuations, the type of property, and the services provided to those properties.

We have three classes of property that we apply differential rates to:

1. Residential
2. Commercial/Industrial
3. Farm

This is based on the fact that different property categories should pay a fair and equitable contribution, considering the benefits those properties derive from the community.

Since 2021, the rate distribution between classes has remained relatively consistent. This demonstrates the fairness that has been applied across the different property groups when dividing the rating burden.

This year we propose to divide the rates up in a way that ensures each class of property has the same average increase of approximately 2 per cent - which is aligned with the proposed rate increase.

This prioritises fairness and equity among the property types as well as ensuring the distribution is simple to understand and consistent for our ratepayers.

### **Average increases**

Based on a proposed 2 per cent rate increase for 2025/26 (below the rate cap), the average increase in the rates and municipal charge per property class is:

- Residential: Average \$33 (average 1.99% increase per property assessment).
- Commercial/Industrial: Average \$59 (average 2.03% increase per property assessment).
- Farm: Average \$49 (average 2.02% increase per property assessment).

### **If you need help to pay your rates**

The approach to rate setting has been made considering the impact of cost-of-living pressures across the community. Any ratepayer experiencing financial hardship can apply for rate relief as outlined in the Financial Hardship Policy. Council also offers payment arrangements that ensure payments can be made in smaller increments across a longer period of time. For more information, please visit here; [Payment Assistance and Hardship](#)

### **Recommendation**

***That Council adopts the Four-Year Rating and Revenue Plan 2025/26 - 2028/29, as provided at Attachment 1.***

## **Strategic Alignment**

This report has been prepared and aligned with the following strategic objectives set out in the Council Plan 2021-2025:

Strategic Objective 5: 5.5 Resources are managed to meet current and future needs and priorities.

Section 93 of the *Local Government Act 2020* prescribes and informs the preparation of the Revenue and Rating Plan.

## **Consultation/Community Engagement/Impacts**

Council released the draft Plan for community feedback from 7 May to 21 May 2025. Extensive advertising and promotion of the draft Plan was done seeking community feedback, with advertising in the local printed media, radio, social media, My Council My Community, on Council's website as well as copies provided in all Service Centres and libraries.

Two formal submissions were received with the following themes:

- supporting the draft Plan; and
- the level of rating

We thank both submitters for providing feedback, and we will follow up with them on the feedback received.

## **Opportunities and Risks**

The Plan outlines how we will support the collection of revenue to cover the costs of delivering services prudent financial management and meets the obligations of relevant legislation.

## **Climate change**

This report is assessed as having no direct impact on climate change.

## **Conflicts of Interest**

Officers preparing this report have no conflict of interest to declare.

## **Attachments**

1. East Gippsland Draft Four Year Revenue and Rating Plan 2025/26 to 2028/29 [5.1.3.1 - 38 pages]

East Gippsland Shire Council

# **Four Year Revenue and Rating Plan**

2025/26 to  
2028/29







### Acknowledgement of Country

East Gippsland Shire Council acknowledges the Gunaikurnai, Monero and the Bidawal people as the Traditional Custodians of this land that encompasses East Gippsland Shire, and their enduring relationship with country. the Traditional Custodians have cared and nurtured East Gippsland for tens of thousands of years.

Council values their living culture and practices and their right to self-determination. council pays respect to all Aboriginal and Torres Strait Islander people living in East Gippsland, their Elders, past, present, and future.

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## 1 Purpose

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for East Gippsland Shire Council which in conjunction with other income sources will adequately finance the objectives in the Council Plan.

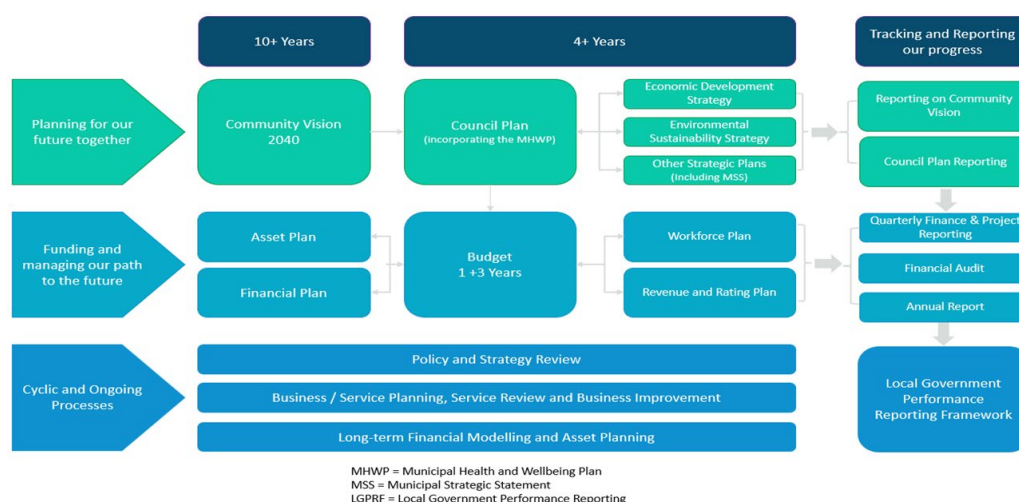
In the 2025 to 2029 Council Plan, there are four themes:

- Community Wellbeing and Social Responsibility
- Prosperity
- Making the Most of What We've Got
- Managing Council Well

*The Local Government Act 2020* (the 2020 Act) requires each Council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes the revenue raising framework within which the Council proposes to work. This Plan is an important part of East Gippsland Shire Council's integrated planning framework, all of which is created to achieve the Community Vision 2040.

Strategies outlined in this plan align with the themes contained in the Council Plan and will feed into our budgeting and long-term financial planning documents, as well as other strategic planning documents under our Council's strategic planning framework.

The Integrated Planning and Reporting Framework guides us in identifying community needs and aspirations over the long-term through the Community Vision and Long-Term Financial Plan; the medium-term through the Council Plan, Workforce Plan, and Revenue and Rating Plan; and short-term through Department Plans and the Budget. East Gippsland Shire Council holds itself accountable through the Organisational and Financial Performance Reports and the Annual Report.



This Rating and Revenue Plan will explain how Council calculates the revenue needed to fund its activities, and how the funding burden will be apportioned between ratepayers and other users of Council facilities and services.

In particular, this Rating and Revenue Plan will set out decisions that Council has made in relation to rating options available to it under the 2020 Act to ensure the fair and equitable distribution of rates across property owners. It will also set out principles that are used in decision making for other revenue sources such as fees and charges.

It is also important to note that this plan does not set revenue targets for Council, it outlines the strategic framework and decisions that inform how Council will go about calculating and collecting its revenue.

## 1.1 Overview

Council provides a number of services and facilities to our local community, and in doing so, must collect revenue to cover the cost of providing these services and facilities.

Council's revenue sources include:

- Rates and charges
- Waste and garbage charges
- Grants from other levels of Government
- Statutory Fees and Fines
- User Fees
- Cash and non-cash contributions from other parties (i.e. developers, community groups)
- Other income - interest from investments, sale of Assets

Rates are the most significant revenue source for Council and on average make up over 50% of its annual income.

For the 2025/26 year rates and charges are estimated to be 52% of total income, with 20% from operating and capital grants and 10% from user fees.

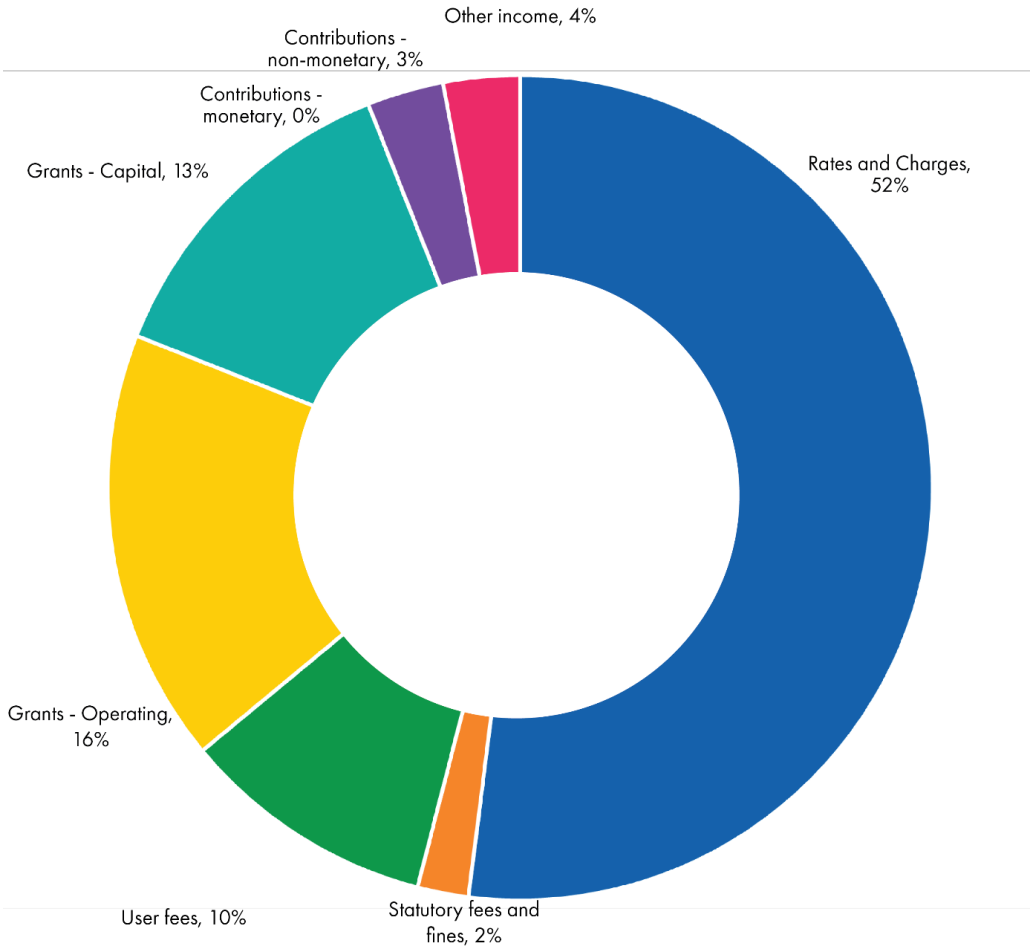
The introduction of rate capping under the Victorian Government's Fair Go Rates System (FGRS) has brought a renewed focus to Council's long-term financial sustainability. Maintaining service delivery levels and investing in community assets remain key priorities for Council.

Council provides a wide range of services to the community, often for a fee or charge. The nature of these fees and charges generally depends on whether they relate to statutory or discretionary services. Some of these, such as statutory planning fees are set by State Government statute and are commonly known as regulatory fees. In these cases, councils usually have no control over service pricing. However, in relation to other services, Council has the ability to set a fee or charge and will set that fee based on the principles outlined in this Revenue and Rating Plan.

Council revenue can also be adversely affected by changes to funding from other levels of government. Some grants are tied to the delivery of council services, whilst many are tied directly to the delivery of new community assets, such as roads or sports pavilions. It is important for Council to be clear about what grants it intends to apply for, and the obligations that grants create in the delivery of services or infrastructure.



East Gippsland Council - Budgeted Income 2025/26



## **1.2 Community Engagement**

To inform the development of Council's integrated planning documents and assist in the review of the Community Vision 2040, Council undertook a significant community engagement campaign with input from over 4000 people - one of East Gippsland's most extensive community engagement program to date.

This engagement has shaped the Council Plan, Long-Term Financial Plan and Asset Plan.

The Revenue and Rating Plan outlines most appropriate and affordable revenue and rating approach for East Gippsland Shire Council which in conjunction with other income sources will adequately finance the objectives in the Council Plan.

The following public consultation process was undertaken to consider feedback from community:

- Draft Revenue and Rating Plan was released for community feedback from 7 – 21 May 2025,
- There was extensive advertising and promotion of the Plan with advertising in the local print media, radio, social media, My Council My Community, the engagement Portal on Council's website, as well as copies provided in all Service Centres and libraries,
- Council considered feedback on the plan; and
- The Revenue and Rating Plan was presented at the 23 June 2025 Council meeting for adoption.

## 2 Legislative Framework

### 2.1 Local Government Act

The *Local Government Act 2020* (the 2020 Act) empowers Councils to declare general rates, municipal charges, service rates and charges, and special rates and charges. The following sections of the 2020 Act support the legislative framework that is applicable for the Revenue and Rating Plan.

#### Section 9 – Overarching Governance Principles

A Council is required to give effect to the following overarching governance principles:

- Priority is to be given to achieving the best outcomes for the municipal community, including future generations.
- The economic, social and environmental sustainability of the municipal district is to be promoted.
- The municipal community is engaged in strategic planning and strategic decision making.
- The ongoing financial viability of the Council is to be ensured. In giving effect to the overarching governance principles.

#### Section 94 – The Budget

A Council is required to adopt a Budget by 30 June each year that includes:

- The total amount that the Council intends to raise by rates and charges.
- A statement as to whether the rates will be raised by the application of a uniform rate or a differential rate.
- A description of any fixed component of the rates, if applicable.
- If the Council proposes to declare a uniform rate, the matters specified in Section 160 of the *Local Government Act 1989* (the 1989 Act).
- If the Council proposes to declare a differential rate for any land, the matters specified in Section 161(2) of the 1989 Act.

A Council must ensure that, if applicable, the Budget also contains a statement:

- That the Council intends to apply for a special order to increase the Council's average rate cap for the financial year or any other financial year; or
- That the Council has made an application to the Essential Services Commission (ESC) for a special order and is waiting for the outcome of the application; or
- That a special order has been made in respect of the Council and specifying the average rate cap that applies for the financial year, or any other financial year.

### Section 101 – Financial Management Principles

A Council is required to consider the financial management principles that include:

- Revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans.
- Financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community.

## 2.2 Local Government Act 1989

The 1989 Act continues to be the authority for rating purposes. The legislative framework set out in the 1989 Act determine East Gippsland Shire Council's ability to develop a rating system. The framework provides significant flexibility for Council to tailor a system that suits its needs.

Section 155 of the 1989 Act provides that a council may declare the following rates and charges on rateable land:

- General Rates under Section 158
- Municipal Charges under Section 159
- Service Rates and Charges under Section 162
- Special Rates and Charges under Section 163

The recommended strategy in relation to service rates and charges and special rates and charges are discussed later in this document.

In raising rates, East Gippsland Shire Council is required to primarily use the valuation of the rateable property to levy rates.

Section 157(1) of the 1989 Act provides Council with the following three options in terms of which valuation base to apply:

- Site valuation
- Capital Improved Valuation (CIV)
- Net Annual Value (NAV)

This Revenue and Rating Plan outlines the principles and strategic framework that East Gippsland Shire Council will utilise in calculating and distributing the rating burden to property owners, however, the quantum of rate revenue and rating differential amounts will be determined in the annual East Gippsland Shire Council Budget.

## 2.3 Rating Framework

The legislative provisions that outline rates and charges are still contained in the 1989 Act pending transition to the 2020 Act.

The selection of rating philosophies and the choice between the limited rating options available under the *Local Government Act* is a difficult one for all councils, and it is most likely that a perfect approach is almost impossible to achieve in any local government environment.

The purpose of this Plan is therefore to consider what rating options are available to East Gippsland Shire Council under the 1989 Act and how Council's choices in applying these options contribute towards meeting an equitable Revenue and Rating Plan.

East Gippsland Shire Council can have influence over a limited range of options available in the legislation and include the following:

- The choice of valuation base to be utilised (of the three available choices under the *Local Government Act*).
- Uniform versus differential rating for various classes of property.
- What is the most equitable level of differential rating across the property classes.
- Consideration of the application of a fixed service charge for waste collection and municipal administration.
- The application of rates and charges.
- Other levies applied under the *Local Government Act*.

It is important to note that the focus of this Rating and Revenue Plan is different to that of the Long-Term Financial Plan and Annual Budget. In these latter documents, the key concern is the quantum of rates required to be raised for East Gippsland Shire Council to deliver the services and capital expenditure required. In this Rating and Revenue Plan, the focus instead is on how the obligation to pay this quantum will be equitably distributed amongst Council's ratepayers.

Rates are property taxes that allow East Gippsland Shire Council to raise revenue to fund essential public services and major initiatives to benefit the municipal population. Importantly, it is a taxation system that includes flexibility for councils to utilise different tools in its rating structure to accommodate issues of equity and to ensure fairness in rating for all ratepayers. Rates and charges are an important source of revenue, accounting for over 50% of operating revenue received by Council. The collection of rates is an important factor in funding East Gippsland Shire Council services.

Planning for future rate increases is therefore an essential component of the long-term financial planning process and plays a significant role in funding both additional service delivery and the increasing costs related to providing Council services.

East Gippsland Shire Council is aware of the balance between rate revenue (as an important income source) and community ability to pay. With the introduction of the Victorian Government's FGRS, all rate increases are capped to a rate declared by the Minister for Local Government, which is announced in December for the following financial year.

## 2.4 Taxation principles

The Victorian Government's Local Government Better Practice Guide: Revenue and Rating Strategy 2014 states that when developing a Rating Strategy, with reference to differential rates, the Council should give consideration to the following key good practice taxation principles:

- Wealth Tax
- Equity
- Efficiency
- Simplicity
- Benefit
- Capacity to Pay
- Diversity

### Wealth Tax

The "wealth tax" principle implies that the rates paid are dependent upon the value of a ratepayer's real property and have no correlation to the individual ratepayer's consumption of services or the perceived benefits derived by individual ratepayers from the expenditures funded from rates.

### Equity

*Horizontal equity* – ratepayers in similar situations should pay similar amounts of rates (ensured mainly by accurate property valuations, undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation).

*Vertical equity* – those who are better off should pay more rates than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a "relativity" dimension to the fairness of the tax burden).

### Efficiency

Economic efficiency is measured by the extent to which production and consumption decisions by people are affected by rates.

### Simplicity

How easily a rates system can be understood by ratepayers and the practicality and ease of administration.

### Benefit

The extent to which there is a nexus between consumption/benefit and the rate burden.

### Capacity to Pay

The capacity of ratepayers or groups of ratepayers to pay rates.

### Diversity

The capacity of ratepayers within a group to pay rates.

The rating challenge for Council therefore is to determine the appropriate balancing of competing considerations.

## **2.5 Rate capping**

The Fair Go Rates System sets out the maximum amount councils may increase rates in a year. The cap applies to both general rates and municipal charges and is calculated based on Council's average rates and charges.

From the 2019-year, general revaluations of all properties have been undertaken on an annual basis. As a result, the actual rate increase for an individual rateable property may differ from the rate cap percentage due to changes in its valuation.

Where the change in an individual property valuation is higher than the average for all rateable properties, the rate increase for that property may be greater than the cap. Where the change in the property valuation is lower than the average for all properties, the rate increase may be lower than the cap.

## 3 Rates and Charges

### 3.1 Rates and Charges Revenue Principles

Rates are property taxes that allow Council to raise revenue to fund essential public services to cater to their municipal population. Importantly, it is a taxation system that includes flexibility for councils to utilise different tools in its rating structure to accommodate issues of equity and to ensure fairness in rating for all ratepayers.

Property rates as an overall source of revenue will:

- Be reviewed annually;
- Not change dramatically from one year to the next; and
- Be sufficient to fund current expenditure commitments and deliverables outlined in the Council Plan, Long Term Financial Plan and Asset Plan

### 3.2 Rating Structure

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

- **General Rates** - Based on property values (using the Capital Improved Valuation methodology), which are indicative of capacity to pay and form the central basis of rating under the 1989 Act;
- **Service Charges** - A 'user pays' component for council services to reflect benefits provided by Council to ratepayers who benefit from a service; and
- **Municipal Charge** - A 'fixed rate' portion per property to cover some of the administrative costs of Council.



### 3.3 Valuation method

Under Section 157 of the 1989 Act, Council may use the Site Value, Net Annual Value or Capital Improved Value system of valuation. For the purposes of calculating the Site Value, Net Annual Value or Capital Improved Value of rateable land, a Council must use the current valuations made in respect of the land under the *Valuation of Land Act 1960*.

#### Policy

**East Gippsland Shire Council uses the Capital Improved Value system of valuation.**

The reasons for this are:

- Capital Improved Value is the most used valuation base by local government with over 90% of Victorian councils applying this methodology. Based on the value of both land and all improvements on the land, it is generally easily understood by ratepayers as it equates to the market value of the property.
- CIV is also considered to be the closest approximation to an equitable basis for distribution of the rating burden.
- CIV provides Council with the option to levy a full range of differential rates if required and there is no limit on the number or types of differential rates that can be levied. Limited differential rating is available under the other rating bases.

### 3.4 Impact of Revaluations

The purpose of this section is to provide an overview of the rate revaluation and supplementary valuation processes.

#### Key Points:

- Property revaluations are undertaken annually and do not generate extra revenue. Valuations can, however, have a significant impact on the rates that individual properties are allocated, as the total rates pool is redistributed based on the updated property values.
- Valuations are undertaken as at 1 January each year and will be in effect for the rates levied from 1 July for a period of one year.
- Ratepayers can object to their property valuation

#### 3.4.1 Property Valuations

The *Valuation of Land Act 1960* is the principal piece of legislation in determining property valuations. Under the *Valuation of Land Act 1960*, the Victorian Valuer-General conducts property valuations on an annual basis, in this way we do not control the valuation process through which the valuation is determined.

This is so there is independence in the valuations set and because the Valuer-General's office has the specialist skills to be able to provide this information across Victoria.

- The value of each property is used to determine the share of the total rates and charges.
- Municipal valuations are influenced significantly by property sales data.
- We must use the valuations certified by the Valuer-General Victoria in the rate calculation process.
- Property valuations are shown on the annual valuation and rate notice.
- Ratepayers can object to their valuation, if they believe it is not correct, provided they do so within two months of the date of issue of the rates notice each year.

East Gippsland Shire Council needs to be mindful of the impacts of revaluations on the various property types in implementing the differential rating strategy to ensure that rises and falls in Council rates remain affordable and that rating 'shocks' are mitigated to some degree. This is explained more below.

#### 3.4.2 No Windfall Gain

There is a common misconception that if a property's valuation rises, then Council receives and 'windfall gain' with additional income. This is not so, as the revaluation process results in a redistribution of the rate levied across all properties in the municipality. Any increase to total valuations of the municipality is offset by a reduction to the rate-in-the-dollar used to calculate the rate for each property. Rates collected by East Gippsland Shire Council are capped at an annual increase rate as set out by the Minister for Local Government.

#### 3.4.3 How this Affects Rates

The general revaluation process enables East Gippsland Shire Council to re-apportion the rate income across the municipality in accordance with movements in property value. Properties which have increased in value by more than the average will receive a rate increase less than the headline rate.

#### 3.4.4 Supplementary Valuations

Supplementary valuations are carried out for a variety of reasons including rezoning, subdivisions, amalgamations, renovations, new constructions, extensions, occupancy changes and corrections. The Victorian Valuer-General is tasked with undertaking supplementary valuations and advises Council on a monthly basis of valuation and Australian Valuation Property Classification Code (AVPCC) changes. Supplementary valuations bring the value of the affected property into line with the general valuation of other properties within the municipality. Objections to supplementary valuations can be lodged in accordance with Part Three of the *Valuation of Land Act 1960*. Any objections must be lodged with Council within two months of the issue of the supplementary rates notice.

### 3.4.5 Objections to Property Valuations

Part Three of the *Valuation of Land Act 1960* provides that a property owner may lodge an objection against the valuation of a property or the Australian Valuation Property Classification Code (AVPCC) within two months of the issue of the original or amended (supplementary) Rates and Valuation Charges Notice (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land. A property owner must lodge their objection to the valuation or the Australian Valuation Property Classification Code in writing to East Gippsland Shire Council. Property owners also have the ability to object to the site valuations on receipt of their Land Tax Assessment. Property owners can appeal their land valuation within two months of receipt of their Council Rate Notice (via Council) or within two months of receipt of their Land Tax Assessment (via the State Revenue Office).

## 3.5 Differential Rates

The value of each property serves as the basis for calculating what each property owner will pay, one mechanism that assists with equitable distribution of rates is differential rating, which allows us to shift part of the rates levied from some groups of ratepayers to others, through different 'rates in the dollar' for each class of property.

Under the 1989 Act (Section 161), East Gippsland Shire Council is entitled to apply differential rates, provided it uses Capital Improved Value as its base for rating.

The maximum differential allowed is no more than four times the lowest differential.

The regulations relating to differential rates is outlined below.

- A Council may raise any general rates in the application of a differential rate, if Council considers that the differential rate will contribute to the equitable and efficient carrying out of its functions.
- If a Council declares a differential rate for any land, the Council must:
  - Specify the objectives of the differential rate, which must be consistent with the equitable and efficient carrying out of the Council's functions and must include the following:
    - A definition of the types of classes of land which are subject to the rate and a statement of the reasons for the use and level of that rate.
    - An identification of the type of classes which are subject to the rate in respect of the uses, geographic location (other than location on the basis of whether or not the land is within a specific ward in Council's district).
  - Specify the characteristics of the land, which are the criteria for declaring the differential rate.

East Gippsland Shire Council must have regard to any Ministerial Guidelines before declaring a differential rate for any land. The Minister issued Guidelines in April 2013. These Guidelines attempt to spell out clearly what types and classes of land may be considered for differentials, and also those that are not appropriate or need to be 'carefully considered', in this way the differential rates are determined based on factors like property valuations, the type of property, and the services provided to those properties.

Council has utilised a differential rating system since 2004/05, when a Farm rate differential and a Commercial/Industrial rate differential were introduced.

We currently have three different rate categories depending on how a property is used. These are:

- General Residential
- Commercial/Industrial
- Farming

This distinction is based on the concept that different property categories should pay a fair and equitable contribution, considering the benefits those properties derive from the local community.

In considering how the differential rates were applied Council has taken into account the following notice of motion resolved at the 16 July 2024 Council meeting:

*“Requests that Officers prepare a report to Council prior to preparation of the draft 2025/26 budget and its release for advertising and community feedback, outlining the:*

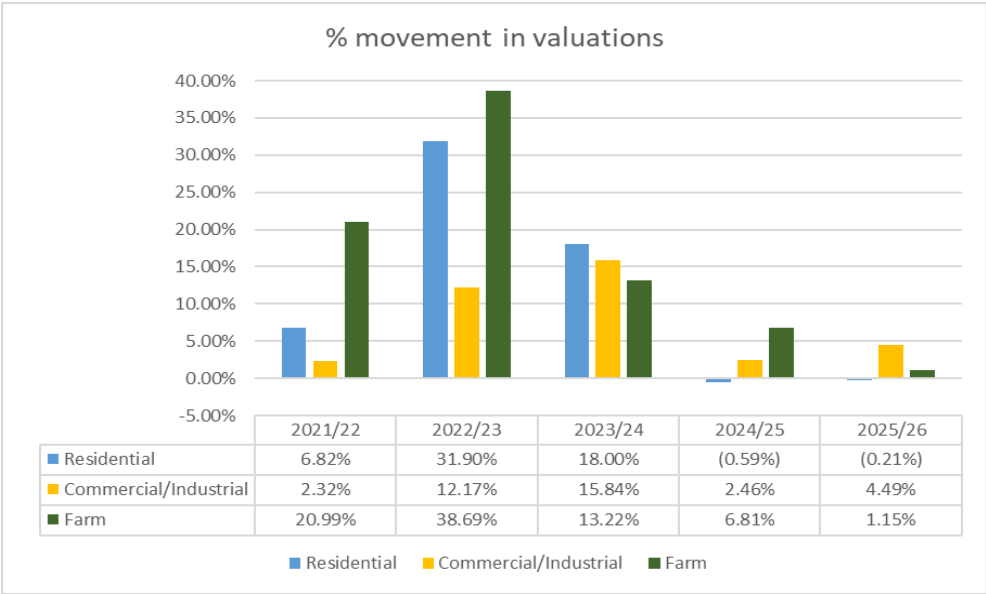
- *evidence and options used to set rating differentials across the existing three property classes; and*
- *consultation options available for Council in relation to the setting of rates, and in particular differential rates.”*

In doing this analysis Council considered:

- Property valuation movements over the last 5 years
- The Rates Distribution over the last 5 years
- Differentials applied for the last 5 years
- Services provided to different property classes
- Fairness and equity among the property types
- Simplicity in application to help ratepayers to understanding
- Consistency and predictability

3.5.1 Property Valuations

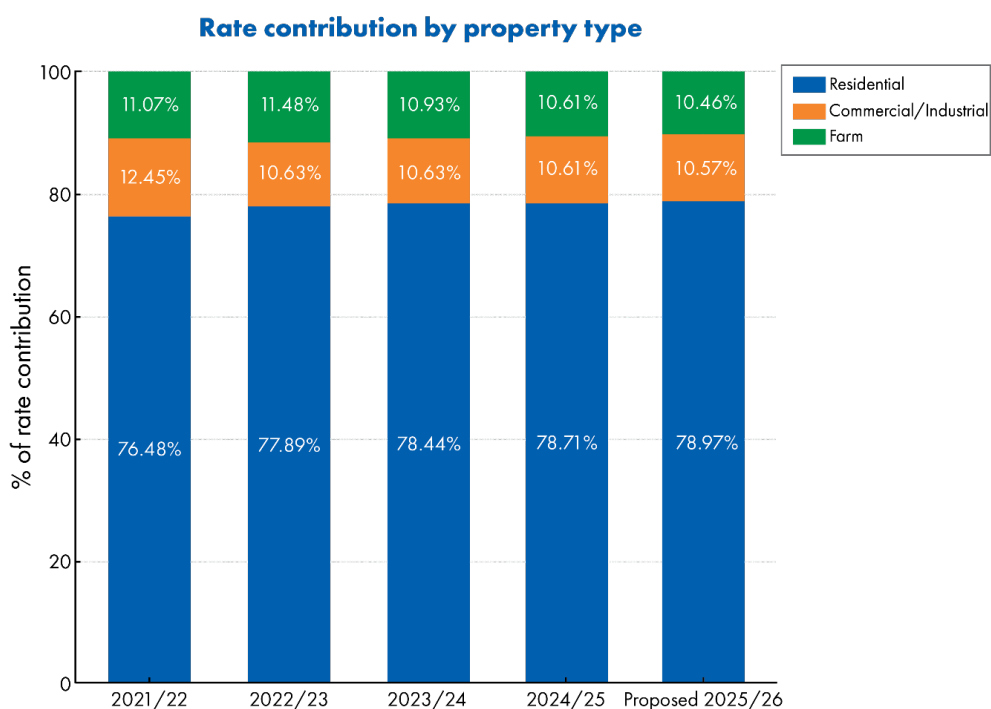
The graph below shows the movements in Valuations of our property classes over the last five years. This shows a significant upward trend across all classes of properties, especially farms after COVID-19.



### 3.5.2 Rates distribution

Since 2021 the rate distribution or amount of rates each property class pays has remained relatively consistent. This demonstrates the fairness that has been applied across the different property groups when dividing the rating burden.

The table below shows the percentage of total rates and municipal charge distribution for the three classes of properties since 2021/22 through to the proposed distribution for the 2025/26 year.



### 3.5.3 Differentials applied for the last 5 years

Class	20/21	21/22	22/23	23/24	24/25
Residential	100%	100%	100%	100%	100%
Commercial/Industrial	145%	145%	140%	140%	135%
Farm	80%	80%	80%	80%	75%

### 3.5.4 Services provided to different property classes

The rationale for a discount to farm properties over time has been because farm properties do not receive or require the same service levels as general properties and that in general terms, they account for a large percentage of the higher value properties within the Shire. The farm rate has also been used at times to provide additional relief to farmers during periods of hardship due to seasonal conditions (e.g. drought, flood) and other factors.

The rationale for Commercial/Industrial properties has been that these types of properties benefit from increased service levels for things like construction and maintenance of infrastructure assets, provision of tourism and visitor programs and services, streetscaping of key business areas, encouragement of economic and employment growth through services and programs.

### 3.5.5 Other principles used in determining the differential rates

Finally, the principles of Fairness and equity among the property types, Simplicity in application to help ratepayers to understanding and consistency and predictability to not create any rate shocks are taken into consideration.

#### Policy

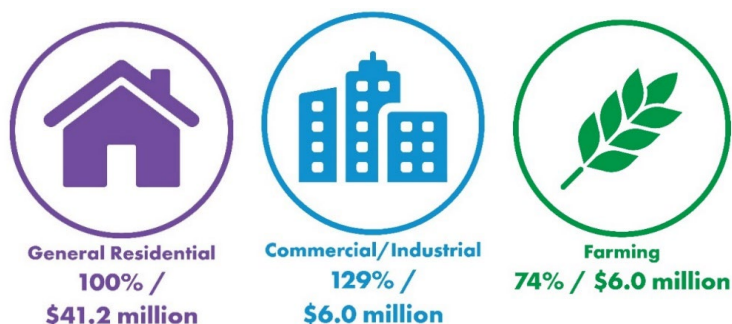
**Council considered a range of options for differential rating in the 2025/26 year as part of the budget preparation.**

**When the different elements above were considered, Council is proposing to use the differential in a way that divides rates up in a way that ensures each class of property has the same average increase of approximately 2 per cent - which is aligned with the proposed rate increase.**

**In 2025/26 we are intending to apply the following differentials to the rates to achieve an overall 2 per cent on average for each property class.**

**This prioritises fairness and equity among the property types as well as ensuring the distribution is simple to understand and consistent for our ratepayers.**

Differential rates will be applied in the percentages shown below:



The formula for calculating General Rates, excluding any additional charges, arrears or additional supplementary rates is:

**Property Valuation** (Capital Improved Value) x **Rate in the Dollar** (Differential Rate Type)



### 3.5.6 Definitions for the three classes of property

#### General Rate

General land is any land that is:

- Used primarily for residential purposes; or
- Unoccupied but zoned Residential, Township or Rural Living under the East Gippsland Shire Council Planning Scheme; or
- Any land that is not defined as Farmland or Commercial/Industrial Land.

#### Objectives

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; and
- Development and provision of services to the community.

#### Characteristics

The characteristics of the Planning Scheme zoning are applicable to the determination of vacant land, which will be subject to the rate applicable to General land. The vacant land affected by this rate is any land that is zoned Residential, Township and/or Rural Living under the East Gippsland Shire Council Planning Scheme. The classification of land that is improved will be determined by the occupation and use of that land and have reference to the Planning Scheme zoning.

#### Types and Classes

Rateable land having the relevant characteristics described below:

- used primarily for residential purposes; or
- any land that is not defined as Farmland or Commercial/Industrial Land.

#### Use of Rate

Funds raised by the differential rate will be applied to the items of expenditure described in the Budget adopted 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 and to achieve the objectives specified above.

#### Use of Land

The use of the land within this differential rate, in the case of improved land, is any use of land.

#### Geographic Location

Wherever located within the municipal district.

#### Planning Scheme Zoning

The characteristics of the Planning Scheme zoning are applicable to the determination of vacant land, which will be subject to the rate applicable to General land. The vacant land affected by this rate is any land that is zoned Residential, Township and/or Rural Living under the East Gippsland Shire Council Planning Scheme. The classification of land that is improved will be determined by the occupation and use of that land and have reference to the Planning Scheme zoning.

#### Types of Buildings

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

### Commercial/Industrial Rate

Commercial and industrial land is any land that is:

- Used primarily for the manufacture, or production of, or trade in, goods or services; or
- Obviously adapted for the primary use of commercial or industrial purposes; or
- Occupied primarily for the purpose of service delivery for tourism, leisure and/or accommodation; or
- Unoccupied but zoned Business, Industrial, Mixed Use, Special Use or Comprehensive Development Zone under the East Gippsland Shire Council Planning Scheme; or
- Conforming to East Gippsland Shire Council guidelines for the classification of property as Commercial/Industrial Land.

### Objectives

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 services to the community;
- Provision of tourism and visitor programs and services;
- Physical beautification of key business areas; and
- Encouragement of economic and employment growth through a range of programs and services.

### Characteristics

The characteristics of Planning Scheme zoning are applicable to the determination of vacant land that will be subject to the rate applicable to Commercial and Industrial land. The vacant land affected by this rate is that which is zoned Business, Industrial, Mixed Use, Special Use or Comprehensive Development under the East Gippsland Shire Council Planning Scheme.

### Types and Classes

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

### Use of Rate

Included in the 129% differential rate for Commercial/Industrial properties is a 5% component that is allocated to an Economic Development Discretionary Fund to be used for specific economic development and tourism activities as determined by Council.

### Use of Land

The use of land within this differential rate, in the case of improved land, is any use of land.

### Geographic Location

The geographic location of the land within this differential rate is wherever it is located within the municipal district.

#### Planning Scheme Zoning

The characteristics of Planning Scheme zoning are applicable to the determination of vacant land that will be subject to the rate applicable to Commercial and Industrial land. The vacant land affected by this rate is that which is zoned Business, Industrial, Mixed Use, Special Use or Comprehensive Development under the East Gippsland Shire Council Planning Scheme.

#### Types of Buildings

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

### Farm Rate

In order for a property to be classified under the Differential Farm rate land must fulfil the following criteria and be defined as such. Farming land is any land that is:

- Used primarily for a farming or agricultural business; and
- Any land which is “Farm Land” within the meaning of Section 2(1) of the *Valuation of Land Act 1960*.
  - Farm Land means any rateable land that is 2 or more hectares in area;
  - used primarily for primary producing purposes from its activities on the land; used primarily for grazing (including agistment), dairying, pig-farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities; and
- Conforming to East Gippsland Shire Council guidelines for the classification of property as Farm Land; and
- The ratepayer has Primary Producer status with the Australian Taxation Office and be located in a Farm Zone in accordance with Council’s planning scheme or have a permit from Council to operate a farming business on that land or meets the criteria for pre-existing use as a farm.

That is used by a business –

- That has a significant and substantial commercial purpose of character;
- That seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
- That is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

### Objectives

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 services to the community;
- Preservation and protection of agricultural land as a productive resource; and
- To recognise and address the special circumstances that impact farm properties, including variable income and seasonal fluctuations.

### Characteristics

The characteristics of the planning scheme zoning are applicable to the determination of farm land which will be subject to the rate of commercial land. The classification of the land will be determined by the occupation of that land for its best use and have reference to the planning scheme zoning.

### Types and Classes

Farm Land having the relevant characteristics described below:

- used primarily for primary production purposes; or
- any land that is not defined as General Land or Commercial/Industrial Land.

### Use of Rate

Funds raised by the differential rate will be applied to the items of expenditure described in the adopted Budget. 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.

### Use of Land

The use of land within this differential rate, in the case of improved land, is any use of land.

### Geographic Location

The geographic location of the land within this differential rate is wherever it is located within the municipal district.

### Planning Scheme Zoning

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

### Types of Buildings

All buildings which are already constructed on the land, or which are constructed prior to the end of the financial year.

### 3.6 Other types of Charges

#### 3.6.1 Municipal Charge

Another rating option available to Councils is the application of a municipal charge. Under Section 159 of the 1989 Act, Council may declare a municipal charge to cover some of the administrative costs of the Council. The legislation is not definitive on what comprises administrative costs and does not require Council to specify what is covered by the charge.

The application of a municipal charge represents a choice to raise a portion of the rates by a flat fee for all properties, rather than sole use of the CIV valuation method.

Under the 1989 Act, a Council's total revenue from a municipal charge in a financial year must not exceed 20% of the combined sum of the Council's total revenue from the municipal charge and the revenue from general rates (total rates).

Council has applied a municipal charge since amalgamation occurred in December 1994.

The municipal charge applies equally to all properties and is based upon the recovery of a fixed cost of providing administrative services irrespective of valuation. The same contribution amount per assessment to cover a portion of councils administrative costs can be seen as an equitable method of recovering these costs.

It also had a 'softening' effect for higher valued properties, such as commercial/industrial and farming properties. It was of particular benefit to the farming sector in that there are exemptions available to properties that qualify under the 1989 Act as a single farm enterprise and a large proportion of farm properties would be in the higher valued property bracket due to their size.

#### Policy

**Continue to apply a municipal charge based on the principles of equity (equal contribution from all). For 2025/26 the fee is proposed as \$257. The revenue to be raised through the application of a municipal charge for the 2025/26 year is approximately 14 per cent of total rates and municipal charges.**

#### 3.6.2 Service Rates and Charges

Section 162 of the 1989 Act provides council with the opportunity to raise service rates and charges for any of the following services:

- Waste, recycling or resource recovery services;
- Any other prescribed service

#### Kerbside Collection Charge

Council currently applies a service charge for the collection and disposal of refuse on residential properties (compulsory within the designated waste collection areas) and rural properties (optional) and providing waste services for the municipality (street litter bins for instance). Council retains the objective of setting the service charge for waste at a level that fully recovers the cost of the waste services, including providing for the cost of rehabilitation of the Council's landfill once it reaches the end of its useful life.

It is recommended that council retain the existing waste service charge – should council elect not to have a waste service charge, this same amount would be required to be raised by way of an increased general rate – meaning that residents in higher valued properties would substantially pay for the waste service of lower valued properties.

Whilst this same principle applies for rates in general, the mix of having a single fixed charge combined with valuation driven rates for the remainder of the rate invoice provides a balanced and equitable outcome.

#### Waste Levy

A Waste Levy service charge of \$37 was introduced in the 2022/23 year. The waste levy applies to all property assessments on the same basis as the application of the municipal charge. The Waste Levy service charge is proposed to remain at \$51 in the 2025/26 year. It is estimated that the Waste Levy will raise revenue of \$1.695 million in the 2025/26 year.

As a result of the significant increase in the Environment Protection Authority (EPA) levy charges on waste to landfill, together with the increased costs for landfill compliance requirements, the application of a waste levy has been determined to be an equitable spread of these externally imposed waste management expenses. It is proposed that the kerbside collection charge unit rates increase at the rate increase percentage of 2 percent for the 2025/26 year. It is proposed that waste facility user charges will generally increase by 3 percent in the 2025/26 year.

#### 3.6.3 Special Charge Schemes

The 1989 Act recognises that councils need help to provide improved infrastructure for their local communities. Legislation allows councils to pass on the cost of capital infrastructure to the owner of a property that generally receives a unique benefit from the construction works. The technical explanation of a Special Charge comes from legislation (under the 1989 Act) that allows councils to recover the cost of works from property owners who will gain special benefit from that work.

The purposes for which special rates and special charges may be used include road construction, kerb and channelling, footpath provision, drainage, and other capital improvement projects.

The special rate or special charges may be declared on the basis of any criteria specified by the council in the rate (Section 163 (2)). In accordance with Section 163 (3), Council must specify:

- the wards, groups, uses or areas for which the special rate or charge is declared; and
- the land in relation to which the special rate or special charge is declared;
- the manner in which the special rate or special charge will be assessed and levied; and
- details of the period for which the special rate or special charge remains in force.

The special rates and charges provisions are flexible and can be used to achieve a wide range of community objectives. The fundamental principle of special rates and charges is that “special benefit” applies to those being levied. For example, they could be used to fund co-operative fire prevention schemes. This would ensure that there were no ‘free-riders’ reaping the benefits but not contributing to fire prevention.

Landscaping and environmental improvement programs that benefit small or localised areas could also be funded using special rates or charges.



## 4 Collection and Administration of Rates and Charges

The purpose of this section is to outline the rate payment options, processes, and the support provided to ratepayers facing financial hardship

### Policy - Rate Payment Options

Council aims to make the payment of rates as flexible as possible for ratepayers. There are numerous options for paying rates and charges including:

#### Four instalments

Payments are due on the prescribed dates below:

- 1st Instalment: 30 September
- 2nd Instalment: 30 November
- 3rd Instalment: 28 February
- 4th Instalment: 31 May

#### Lump sum

Council also allows a person to pay a rate or charge in a single lump sum payment. The date for this payment is set by the Minister for Local Government and is currently 15 February.

#### Flexible payment plans

Council also offers flexible payment plans (weekly or fortnightly) that allows the ratepayer to spread the payment of rates and charges across the year or multiple years.

#### Interest on arrears and overdue rates

Statutory interest can be charged on overdue rates in accordance with the 1989 Act that do not have an approved payment plan.

As outlined above Council has numerous options for paying rates. Penalty interest is used as an incentive to engage with Council to set up a payment arrangement or get Hardship assistance.

#### Debt recovery

Council makes every effort to contact ratepayers at their correct address, but it is the ratepayers' responsibility to properly advise Council of their contact details. The 1989 Act Sections 230 and 231 requires both the vendor and buyer of property, or their agents (e.g. solicitors and or conveyancers), to notify Council by way of notice of disposition or acquisition of an interest in land.

If an account becomes overdue, Council will issue a final notice which will include accrued penalty interest and advise the ratepayer of their options to enter into a payment plan or apply for assistance under Council's Financial Hardship Policy. If the account remains unpaid with no payment plan in place, Council may take further action to recover the debt. If the account accrues more than two years of arrears with no payment plan in place, Council may commence legal action to recover the overdue amount. All fees and court costs incurred will be recoverable from the ratepayer.

### Rebates

A rebate is a mechanism through which a targeted group receives a discount or concession to achieve certain objectives. Essentially rebates are funded through the general rate pool. More specifically, the amount required to fund the rebate is calculated and incorporated into the total rates and charges requirement. For transparency, the amount of any rebate or concession funded by ratepayers should be declared on an annual basis.

Council may grant rebates or concessions in accordance with the 1989 Act to assist the proper development of the municipal district, to preserve, maintain and restore historical, environmental, architectural or scientific buildings or places of interest important within and to the municipality, or to generally assist the proper development of all or part of the municipal district. Generally, conditions or undertakings are required and if not met, require the rebate or concession to be repaid in part or in full, as the case may be.

### Pensioner Rebates

Council introduced a pensioner rate rebate of 5% of the calculated rate in the 2005/06 rating year. The pensioner rate rebate was introduced to provide rate relief to eligible pensioners, in addition to the Victorian Government concession. The rebate recognises pensioners' limited income source.

In 2013/14 the Council pensioner rate rebate was altered from 5% of the calculated rate to a fixed amount of \$50.00. This resulted from an analysis of the implementation of the pensioner rebate that demonstrated that at 5% of the calculated rate, the upper 30% of higher valued properties were receiving 45% of Council's allocated budget for the rebate, with the remaining 55% of the allocated budget distributed amongst the remaining 70% of lower valued properties. This scenario was inconsistent with the principle of ensuring a fair and equitable distribution of rates and charges.

When the Council Pensioner Rate Rebate was introduced, it was proposed to increase in line with increases in the government concession. However, Victorian Government concessions do not increase in line with the Consumer Price Index (CPI) but rather, increase by a percentage set by the relevant Minister. In the past, this has been slightly less than the corresponding CPI increase. Consequently, in 2014/15 Council resolved to increase the Council-provided concession by CPI.

This change ensured that any concessional offset amount provided to ratepayers was applied on a consistent, fair and equitable basis. Therefore, as the rates increases included an amount attributed to CPI movements, it was considered appropriate that any concessions be increased by the same percentage. This further ensured that eligible pensioners were quarantined as much as possible from rate increases and that the value of the concession was consistent across rating periods.

In 2018/19 a further change in approach was adopted, with Council's Pensioner Rate Rebate amount increasing by the same percentage as the rate cap. As the proposed rate increase for the 2025/26 year is less than the rate cap, the rebate has been increased by 2.00% the same percentage increase as rates. This resulted in the rebate for 2025/26 being set at \$65.47 up from \$64.19 in 2024/25.

### Policy

**Council have considered that this rebate should continue for 2025/26.**

### Financial Hardship Policy

Sections 170, 171 and 171A of the 1989 Act gives Council the power to defer and/or waive in whole or part, the payment of rates and charges if Council determines the enforcement of the requirement to pay would cause hardship to the ratepayer.

Whilst Council must consider its overall revenue requirements from a strategic perspective taking into account the needs of the community as a whole, it is important that Council has a further mechanism to consider the needs of individuals who are suffering financial hardship.

The purpose of the Hardship Policy is to provide Council with a policy framework to provide rate relief to individuals who need assistance.

Council recognised that during times of financial difficulty, mounting bills can feel incredibly overwhelming.

Hardship options include a reduced payment plan, an extension of time before rates are due to be paid, or a full or partial waiver of rates and charges.

This type of support is offered to all ratepayers who are experiencing hardship or financial hardship.

Ratepayers seeking to apply for this be required to submit an application form, which is available at the Council offices, on the webpage: [Payment Assistance and Hardship \(eastgippsland.vic.gov.au\)](https://www.eastgippsland.vic.gov.au) or posted upon request.

Council also works in partnership with a free financial counselling service provider who can help assess ratepayer's financial situation, as well as give information and options with debt issues.

### State Government Imposed Emergency Services and Volunteers Fund

In December 2024 the Victorian Government introduced a new levy which replaces the Fire Services Property Levy. The new levy is expanded to fund the State Emergency Service, Triple Zero Victoria, the State Control Centre, Forest Fire Management Victoria and Emergency Recovery Victoria.

The Victorian Government introduced this expanded levy without consultation and Council has spent from December 2024 to June 2025 heavily advocating against the expanded levy as it is an increase in what our community will have to pay and does not go to local Council at all, but rather directly to State Government.

*The Fire Service Property Amendment (Emergency Services and Volunteers Fund) Bill 2025* however was passed in May and mandates that the Levy must be collected by Council with the money collected sent through to the State Government, in this way the levy **is a State Government levy and not a Council charge.**

The Emergency Services and Volunteer Fund is based on two components, a fixed charge, and a variable charge which is linked to the Capital Improved Value of the property. To reiterate the levy is not included in the rate cap and increases in the levy are at the discretion of the State Government.

## 5 Fees and Charges

### 5.1 Pricing Policy

The following pricing principles provide guidance for East Gippsland Shire Council's approach in setting appropriate levels of fees, fines and charges, taking into account community benefit, user groups and Community (Council) Plan objectives. This policy applies to all fees and charges that are listed in the Fees and Charges Schedule, which is published in the Annual Budget. This policy seeks to ensure that the following key objectives are met:

- **Efficiency** – the fees are simple to understand and administer.
- **Equity** – the fees are fairly applied across a range of users and consider users' capability to pay.
- **Effectiveness** – the fees provide appropriate signals to users, value for money and ensure that everyone contributes appropriately to the delivery of services.
- **Transparency** – the method of determining pricing is consistent.

#### 5.1.1 Pricing Options

The first step is to consider whether the fee is statutory in nature (in which case Council has no discretion over the fee setting) or whether the fee and fee level is resolved by Council.

Where the fee is a Council discretionary fee, Council then needs to primarily determine the relationship between the fee levels and the associated expenditure with which the fee is related to.

The options available to Council are to either:

- Set the fee at a level that exceeds related costs therefore creating a revenue flow for Council that assists in offsetting funds required from rates; or
- Set the fee at a level that results in full cost recovery, therefore making the respective service revenue neutral for Council; or
- Set the fee at a subsidised level where Council rate funding (and/or grants) is required for the service.

In providing services to the community, Council determines the extent of cost recovery for particular services consistent with the level of both individual and collective benefit that the services provided are in-line with the community's expectations.

Services are provided on the basis of one of the following pricing methods:

- Statutory Pricing
- Market Pricing
- Full Cost Recovery Pricing
- Subsidised Pricing

#### Statutory Pricing

Pricing applied for fees and charges are generally advised by the Victorian Government department responsible for the corresponding services or legislation. Generally, Councils will have limited discretion in applying these fees.

### Market Pricing

Price set above full cost recovery and in-line with benchmarked market prices where the service is considered discretionary and without strong community benefit. Market price often represents full cost recovery plus an allowance for profit. Market prices will be used when other providers exist in the given market, and Council needs to meet its obligations under the government's Competitive Neutrality Policy. It should be noted that if a market price is lower than Council's full cost price, then the market price would represent Council subsidising that service. If this situation exists, and there are other suppliers existing in the market at the same price, this may mean that Council is not the most efficient supplier in the marketplace. In this situation, Council will consider whether there is a community service obligation and whether Council should be providing this service at all.

### Full cost recovery pricing

Priced to ensure Council recovers all direct and indirect costs incurred by council. This pricing should be used in particular where a service provided by council benefits individual customers specifically, rather than the community as a whole. In principle, fees and charges should be set at a level that recovers the full cost of providing the services unless there is an overriding policy or imperative in favour of subsidisation.

### Subsidised pricing

The price is set between full subsidy (no charge) and full cost recovery based on the level of community benefit and accessibility of the service (e.g. recreation facilities). Accessible pricing applies where Council subsidises a service by not passing the full cost of that service onto the customer. Subsidies may range from full subsidies (i.e. Council provides the service free-of-charge) to partial subsidies, where Council provides the service to the user with a discount. The subsidy can be funded from Council's rate revenue or other sources such as Australian and Victorian Government funding programs. Full Council subsidy pricing and partial cost pricing should be based on knowledge of the full cost of providing a service.

Council considers the following criteria when determining the level of subsidy applied to fees and charges:

- Is the service designed as a benefit to the community (public good)?
- Is the service private in nature but has public benefits?
- Is there a need for the service?
- Can the community pay for the service?
- What is the nature of the service?

### National Competition Policy (Australian Government) and Competitive Neutrality Policy (Victorian Government)

Council's policy framework is to be assessed in the context of both the Australian Government and Victorian Government guidance material regarding competitive neutrality. In setting its pricing, Council is required to price services that compete in the open market on a 'level playing field' basis and to be transparent in regard to any decision to depart from a commercial basis for pricing. Competitive neutrality requires that Council's business activities should not enjoy a net competitive advantage over their private sector competitors as a result of public sector ownership. Where there are significant competitors in the marketplace, Council is required to consider and justify any subsidy in the case of significant services which compete with the private sector.

### User fees and Charges

User fees and charges are those that Council will charge for the delivery of services and use of community infrastructure.

Examples of user fees and charges include:

- Caravan Park fees
- Livestock Exchange fees
- Marina fees
- Leisure Centre, Gym, and Pool visitation and membership fees
- Theatre fees
- Waste facilities fees
- Leases and facility hire fees

The provision of infrastructure and services form a key part of council's role in supporting the local community. In providing these, council must consider a range of 'Best Value' principles including service cost and quality standards, value-for-money, and community expectations and values. Council must also balance the affordability and accessibility of infrastructure and services with its financial capacity and in the interests of long-term financial sustainability.

Councils must also comply with the government's Competitive Neutrality Policy for significant business activities they provide and adjust their service prices to neutralise any competitive advantages when competing with the private sector.

In providing services to the community, council must determine the extent of cost recovery for services consistent with the level of both individual and collective benefit that the services provide and in line with the community's expectations.

As per the Victorian Auditor General's Office report "*Fees and charges – cost recovery by local government*" recommendations, council has developed a user fee pricing process to help guide the fair and equitable setting of prices. The process for setting fee prices includes such principles as:

- Both direct and indirect costs to be taken into account when setting prices;
- Accessibility, affordability and efficient delivery of services must be taken into account; and
- Competitive neutrality with commercial providers.

Council will develop a schedule of fees and charges as part of its annual budget each year. Proposed pricing changes will be included in this table and will be communicated to stakeholders, where relevant, before the budget is adopted, giving them the chance to review and provide valuable feedback before the fees are adopted by Council.

## **5.2 Statutory Fees and Charges**

Statutory fees and fines are those which council collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are generally advised by the state government department responsible for the corresponding services or legislation, and generally councils will have limited discretion in applying these fees.

Examples of statutory fees and fines include:

- Planning and subdivision fees
- Building and Inspection fees
- Infringements and fines
- Land Information Certificate fees

Penalty and fee units are used in Victoria's Acts and Regulations to describe the amount of a fine or a fee.

## 6 Grants and Contributions

### 6.1 Government Grants

Grant revenue represents income usually received from other levels of government. Some grants are singular and attached to the delivery of specific projects, whilst others can be of a recurrent nature and may or may not be linked to the delivery of projects.

Council will pro-actively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

When preparing its financial plan, Council considers project proposals, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for. Council will only apply for and accept external funding if it is consistent with the Community Vision and does not lead to the distortion of Council Plan priorities.

Grant assumptions are then clearly detailed in Council's budget. No project that is reliant on grant funding will proceed until a signed funding agreement is in place.

### 6.2 Contributions

Contributions represent funds received by council, usually from non-government sources, and are usually linked to projects.

Contributions can be made to council in the form of either cash payments or asset being handed over to Council ownership.

Examples of contributions include:

- Monies collected from developers under planning and development agreements
- Monies collected under developer contribution plans and infrastructure contribution plans
- Contributions from user groups towards upgrade of facilities
- Assets handed over to council from developers at the completion of a subdivision, such as roads, drainage, and streetlights

Contributions should always be linked to a planning or funding agreement. Council will not undertake any work on a contribution-funded project until a signed agreement outlining the contribution details is in place.

Contributions linked to developments can be received well before any Council expenditure occurs. In this situation, the funds will be identified and held separately for the specific works identified in the agreements.



## 7 Other Revenue

Council earns other sources of revenue from sale of assets, lease and licensing, interest on investments and interest on rate arrears. The amount of revenue earned from these sources fluctuates from year-to-year, such as the level of cash and investments, and outstanding rates and charges balances.

### 7.1 Interest On Investments

Council receives interest on funds managed as part of its investment portfolio, where funds are held in advance of expenditure, or for special purposes. The investment portfolio is managed in accordance with Council's Investment Policy, which seeks to earn the best return on funds, whilst minimising risk.

### 7.2 Sale of Assets

Assets will only be considered for disposal where there is no clear Council or community need for that asset in the foreseeable future. All property considered for disposal will undergo an evaluation based on both financial and community benefit factors. Existing holdings or strategic acquisitions must meet existing needs, new identified needs or adopted strategies.

To enhance community benefit opportunities for the alternative use of property (including asset realisation) will be investigated. Regular reviews of asset holdings will be conducted to identify opportunities for asset realisation and consolidation. Asset management plans, asset usage, the ability for Council to maintain assets, land use planning documents and community benefit will be considerations in such reviews.

### 7.3 Lease and Licensing

Council provides a range of assets for use by the public, community groups and other organisations to contribute to the achievement of Council's strategic objectives and desired service delivery. Sources of income may be received from leasing and licensing arrangements managed through East Gippsland Shire Council's Lease and Licensing Policy. The Policy applies to all Council-managed assets, including Council-owned, Crown Land (where Council is the appointed Committee of Management) and any other land Council has control over, where an occupancy agreement is to be offered to a community group or other organisation. The Leasing Policy outlines what occupancy agreements are covered

#### 5.1.4

### Adopt 10-Year Financial Plan 2025/26 to 2034/35

Authorised by General Manager Business Excellence

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#### **Purpose**

To adopt the 10-Year Financial Plan 2025/26 to 2034/35 (the Financial Plan).

#### **Key Points**

The Financial Plan at **Attachment 1** outlines the funding commitments needed to support delivery of the key strategic plans including the Council Plan, Asset Plan and Revenue and Rating Plan.

The Financial Plan demonstrates our financial sustainability over the next ten years with the key assumptions we have used to forecast income and expenditure.

This Financial Plan is the product of hard thinking, focused discussions and quality evidence, shaped and informed by community engagement. This includes a set of strategic actions that outline our risk-based approach to financial sustainability and funding priorities.

#### **Strategic Planning Principles**

The Financial Plan is developed in the context of the following strategic planning principles:

- Developed in an integrated way across our suite of strategic plans.
- Preserving Financial sustainability.
- Having services and service levels acceptable to the community.
- Ensuring we are keeping up with asset renewals.
- Efficient use of rate payers' money.
- Renewal and upgrade of existing assets is prioritised over the creation of new assets and new assets are designed for cost management and community need.

#### **Strategic Actions**

The following strategic actions outline our risk-based approach to financial sustainability and funding priorities, they are a result of deep thinking and focused discussions informed by our community consultation.

#### **Financial sustainability**

We will be guided by the risk levels recommended by the Victorian Auditor General's Office (VAGO) for our Financial Sustainability Indicators.

- All key financial sustainability indicators will remain at low risk except for the underlying result.
- The underlying result remains at medium risk until the Financial Sustainability Strategy is completed which will recommend appropriate measures Council should implement to improve its financial sustainability.
- Ongoing efficiency savings are built into the 2025/26, 2026/27 and 2027/28 years with further savings to be identified as part of the Financial Sustainability Strategy.

- As part of the Financial Sustainability Strategy examine all aspects of the budget including operating, capital and project budgets ensuring efficient and accountable service delivery and project and contract management.
- Council will consider risk appetite levels as they apply to financial sustainability and will build any mitigations needed into long term financial planning.

### **Asset management**

- Through the asset management plans we will increase our focus on maintenance and renewal of existing assets over the creation of new ones, focusing on cost management and community need.

### **Service levels**

- Service levels are to remain largely at similar levels pending the outcomes of our ongoing service review program and Financial Sustainability Strategy.
- As part of the service review process the most appropriate fees and charges are considered to balance the key principles of service cost and quality standards, value-for-money, community expectations, affordability and accessibility. This is aligned with the three pricing strategies of market pricing (benchmarked), full cost recovery (cost neutral) and subsidised.

### **Borrowings**

- All new borrowings are a Council decision based on individual business cases and should only be for new assets that are aligned to the intergenerational needs of the community. A borrowing policy will be drafted for Council consideration to confirm the policy position.

### **Underlying result**

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary contributions, and capital contributions from other sources. It is a good measure of financial sustainability and Councils ability to achieve its service delivery objectives as it is not impacted by capital income items that can mask the operating result. The Financial Plan is projecting that Council will remain in a sound financial position in the medium to longer term based on the assumptions used for the 10-year period.

The adjusted underlying deficit for 2024/25 is forecast to be \$16.4 million. This is mainly the result of \$11.2 million of expenditure in 2024/25 that related to grant funding received in previous financial years. There is also an additional \$2.291 million of expenditure for major projects being delivered on behalf of community groups where the timing for the works has been updated. There is also an underlying deficit in 2025/26 of \$8.506 million. This is mainly due to the timing for some works planned for 2024/25 being moved to the 2025/26 year together with \$2.9 million of major projects being delivered on behalf of the community where funding has been received in prior years. The 2025/26 year also includes the bi-annual Raymond Island Ferry major maintenance of \$0.850 million.

All years from 2026/27 onwards are forecasting small underlying surpluses.

### **Recommendation**

***That Council adopts the 10-Year Financial Plan 2025/26 to 2034/35, as provided at Attachment 1.***

## **Strategic Alignment**

This report has been prepared and aligned with the following strategic objectives set out in the Council Plan 2021-2025:

Strategic Objective 5: 5.5 Resources are managed to meet current and future needs and priorities.

The relevant provisions of the *Local Government Act 2020* prescribes and informs the preparation of the Financial Plan as follows:

- section 91 outlines the requirements for the Financial Plan; and
- section 55 (g) outlines the requirement for deliberative engagement for the Financial Plan.

## **Consultation/Community Engagement/Impacts**

We undertook a significant community engagement campaign with input from over 4000 people to assist us in developing our suite of strategic plans, including the Long-term Financial Plan. This is one of East Gippsland's most extensive community engagement programs to date.

As part of this engagement program, in December 2024, 25 community members from diverse geographic locations, age groups and genders formed the East Gippsland Community Panel.

The Community Panel made recommendations to Council for consideration in the development of the Financial Plan. The recommendations were all reviewed by Council and have either been included in the Financial Plan or will be included as part of other relevant policies and reviews.

Council released the draft Financial Plan for community feedback on the 7 May 2025. Extensive advertising and promotion of the draft Budget was done seeking community feedback, with advertising in the local printed media, radio, social media, My Council My Community and our engagement portal on Council's website as well as copies provided in all Service Centres and libraries.

One formal submission was received that supported the draft Financial Plan.

## **Opportunities and Risks**

The Financial Plan outlines the funding commitments needed to support delivery of the key strategic plans including the Council Plan, Asset Plan and Revenue and Rating Plan.

The Financial Plan demonstrates our financial sustainability over the next ten years and includes a set of strategic actions that outline our risk-based approach to financial sustainability and funding priorities.

## **Climate change**

This report is assessed as having no direct impact on climate change.

## **Conflicts of Interest**

Officers preparing this report have no conflict of interest to declare.

## **Attachments**

1. 10 Year Financial Plan 2025-26 to 2034-35 [5.1.4.1 - 37 pages]

**DRAFT**

East Gippsland Shire Council

# **Financial Plan**

**2025/26  
to 2034/35**





### Acknowledgement of Country

East Gippsland Shire Council acknowledges the Gunaikurnai, Monero and the Bidawal people as the Traditional Custodians of this land that encompasses East Gippsland Shire, and their enduring relationship with country. the Traditional Custodians have cared and nurtured East Gippsland for tens of thousands of years.

Council values their living culture and practices and their right to self-determination. council pays respect to all Aboriginal and Torres Strait Islander people living in East Gippsland, their Elders, past, present, and future.

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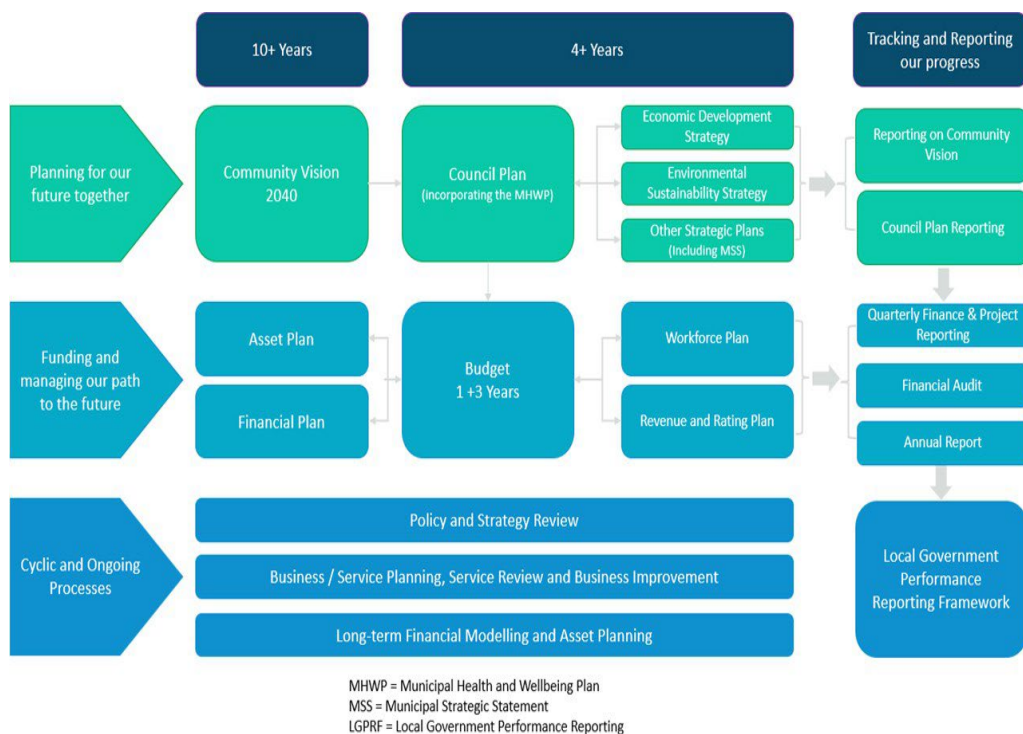
## 1 Legislative Requirements

The *Local Government Act 2020* (the Act) requires Councils to prepare a Long-Term Financial Plan (the Financial Plan) in the year following a general election.

The Integrated Planning and Reporting Framework guides Council in identifying community needs and aspirations over:

- The long-term through the Community Vision and Financial Plan;
- The medium-term through the Council Plan, Workforce Plan, and Revenue and Rating Plan; and
- The short-term through the Department Plans and Budget.

Council holds itself accountable through the Organisational and Financial Performance Reports and the Annual Report.





2 About this Financial Plan

The Financial Plan outlines the funding commitments needed to support delivery of the key strategic plans including the Council Plan, Asset Plan and Revenue and Rating Plan.

The Financial Plan demonstrates our financial sustainability over the next ten years with the key assumptions we have used to forecast income and expenditure.

This Financial Plan is the product of hard thinking, focused discussions and quality evidence, shaped and informed by community engagement. This includes a set of strategic actions that outline our risk-based approach to financial sustainability and funding priorities.

2.1 Asset Plan Integration

It is essential that any approach towards strategic financial planning be integrated to the Asset Plan. This will ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council’s assets into the future.

The Asset Plan outlines our approach to managing and maintaining our assets, including infrastructure, community facilities, and open spaces. It ensures that we take a risk-based approach to invest in and maintain our assets to meet current and future community needs and that we manage assets across their life cycle in a financially sustainable manner.

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

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

2.2 Strategic Planning Principles

This Financial Plan provides a 10-year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. Council has identified the strategic themes that will support the aspirations of the Community Vision 2040 and direction of the Council Plan. The table below shows the alignment of the Long-Term Financial Plan to the Council Plan.

Council Plan			Long Term Financial Plan Alignment
Theme	Outcome	Priority	
Community Wellbeing and Social Responsibility	A connected and inclusive community where no one is left behind	We work with local communities to deliver a shared future	<ul style="list-style-type: none"> <li>Allocate funds to community programs that promote inclusivity and support vulnerable groups.</li> <li>Financial support for community engagement initiatives and collaborative projects.</li> </ul>
	A stronger collaborative community that is actively engaged and supported	Support the social well-being of our community	<ul style="list-style-type: none"> <li>Investment in community centers and resources that facilitate active engagement and support networks.</li> <li>Budgeting for health, wellness, and social services that enhance community well-being.</li> </ul>
Prosperity	Thriving, self-sufficient communities with strong local businesses and social enterprises	Strengthen economic opportunities through local investment and employment	<ul style="list-style-type: none"> <li>Funding for local business development programs and social enterprise support.</li> <li>Investment in infrastructure projects that create jobs and stimulate local economy.</li> </ul>
		Support the growth and development of our towns	<ul style="list-style-type: none"> <li>Financial planning for urban development and town revitalisation projects.</li> </ul>
	A well-functioning planning system that responds to our communities needs	Land use planning – we've got plans for the right things	<ul style="list-style-type: none"> <li>Allocation for efficient land use planning and responsive development policies.</li> </ul>
Making the Most of What We've Got	Natural assets are well-managed	Promote sustainable management of natural and environmental assets	<ul style="list-style-type: none"> <li>Funding for conservation and sustainable management of natural resources.</li> <li>Budgeting for environmental sustainability initiatives and climate risk mitigation.</li> </ul>
		Promote environmental sustainability including mitigation and planning for climate risks	<ul style="list-style-type: none"> <li>Investment in climate adaptation strategies.</li> </ul>
	Our Cultural heritage is managed and preserved	The management, preservation and promotion of cultural heritage of the community	<ul style="list-style-type: none"> <li>Financial support for cultural heritage preservation and promotion programs.</li> <li>Allocation for heritage sites maintenance and community cultural events.</li> </ul>
	Our assets are well maintained, utilised and meet community needs	Make the most of council assets	<ul style="list-style-type: none"> <li>Budgeting for regular maintenance and optimisation of council assets.</li> </ul>
Managing Council Well	Council operates transparently and effectively with public trust	Council is transparent, easy to engage and do business with	<ul style="list-style-type: none"> <li>Financial strategies that ensure transparency and accountability in council operations.</li> <li>Investment in technology and processes that enhance public engagement and service accessibility.</li> </ul>
	Decision-making is streamlined, efficient, and responsive to community needs	Council services are efficient and effective.	<ul style="list-style-type: none"> <li>Budgeting for initiatives that improve decision-making efficiency and responsiveness.</li> <li>Allocation for continuous improvement of council services and operational efficiency.</li> </ul>

The Financial Plan is developed in the context of the following strategic planning principles:

- Developed in an integrated way across our suite of strategic plans.
- Preserving Financial sustainability.
- Having services and service levels acceptable to the community.
- Ensuring we are keeping up with asset renewals.
- Efficient use of rate payers' money.
- Renewal and upgrade of existing assets is prioritised over the creation of new assets and new assets are designed for cost management and community need.

### **2.3 Financial Management Principles**

The Financial Plan demonstrates the following financial management principles:

- Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Management of the following financial risks:
  - The financial viability of the Council to ensure financial sustainability in the future.
  - The management of current and future liabilities of the Council.
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community.

### **2.4 Community Engagement**

We undertook a significant community engagement campaign with input from over 4000 people to assist us in developing our suite of strategic plans, including the Long-term Financial Plan. This is one of East Gippsland's most extensive community engagement programs to date.

As part of this engagement program, in December 2024, 25 community members from diverse geographic locations, age groups and genders formed the East Gippsland Community Panel.

The Community made recommendations to Council for consideration in the development of the Long-term Financial Plan.

The recommendations were all reviewed by Council and have either been included in the Long-term Financial Plan or will be included as part of other relevant policies and reviews.

Recommendations presented to Council are detailed below:

Recommendation	Rationale	Our Response
Council to investigate using assets where possible to maximise income.	To assist with generating additional income.	This Plan considers how we maximise income or recover a reasonable cost from services that operate from Council assets, such as marinas, livestock exchange, caravan parks and recreation centres. Service reviews also consider the cost of delivering services vs income we can generate and we are committed to doing two service reviews a year.
For Council to continue to improve communications with community about the financial issues faced.	To improve transparency of Council to the community.	The information in the annual budget and this plan will provide details of financial challenges on how Council is dealing with them when planning for financial sustainability in the long term. The Council Plan details the continued focus of simplifying how we communicate key financial information.
Council strives to find additional efficiencies and report back to the community.	This is to ensure value for money.	Ongoing efficiency savings are built into 25/26, 26/27 and 27/28 with further savings to be identified as part of the Financial Sustainability Strategy (see below).
Recommendation to use qualified local consultants in place of external consultants to ensure a competitive tender process to ensure competitive price and keeping contractors local.	Using local consultants ensures value for money by reducing costs. It supports the local economy.	This has been picked up in the Council Plan as a focus area. Budget has been aligned to reviewing the Procurement Policy and implementing a new procurement management system.
It is recommended that the Council explore opportunities to recycle materials and produce recycled products for use in production or resale to other producers.	This will create an additional source of income for Council, as well as contribute to the circular economy.	<b>Recommendation related to commitments within the Waste Action Plan:</b> The Council's Waste Action Plan aims to offset rising landfill costs and EPA levies by partnering with recyclers to manage materials, generating income from items like metals and vehicle batteries, while the new Resource Recovery Facility at Bairnsdale Landfill will divert recyclables and reduce landfill. Additionally, the plan includes expanding the Mallacoota "Kitchen to Compost" site, processing up to 25,000 tonnes of organic waste, and exploring technologies like pyrolysis and anaerobic digestion for energy productions.
We recommend establishing a working group of experts, community and Council staff on the Carbon Economy, to capitalize on the economic benefits of selling offset and Carbon Credits.	This would result in an additional source of income for Council.	<b>Recommendation related to commitments in the Environmental Sustainability Strategy:</b> Council has established an emission reduction target for 2032. This is likely to require some offsetting of emissions. There is an opportunity to explore the benefits of sell credits derived from Council activities (i.e. landfill gas capture), noting that as we approach 2032 it is likely that any credits will be required to offset residual Council emission.

## 2.5 Financial Sustainability Strategy

Sound long-term financial management is critical to providing the financial certainty and flexibility needed for efficient and effective service delivery and asset management.

Whilst we are financially sound demonstrated by the indicators below, we want to ensure a strong continued focus on being as efficient as we can – this is in line with the budgeting principles of efficient use of ratepayers' money and keeping services and service levels at an acceptable level for the community.

We have also strongly advocated to the State and Federal Governments for our fair share of funding so we can use these funds to provide our services to the community. The State and Federal inquiries into financial sustainability of local government are considering recommendations made across Local Government and we hope many of our recommendations will be implemented.

We are emerging from historically high increases in expenditure driven by the effects of the Black Summer Bushfires so now is the time to develop a framework for realising future savings and efficiencies in how we provide services to our communities.

### Scope of the Strategy:

- Establishing a long-term vision of a financially sustainable organisation to provide direction to the Council and establish appropriate governance for financially responsible decision making.
- Assessment of the capacity to pay of the community and the impact on considerations for rate settings and affordability of fees and charges for services.
- Review our long-term modelling to ensure it includes all reasonable financial estimates.
- Assessment of the current level of income.
- Examine all aspects of the budget including operating, capital and project budgets and the progress of projects against timeframes.
- Consider the efficiency of current services and administration and then consider what we are in the business of doing.
- Review assets to define how we rationalise under-utilised and end-of life assets and the trade-off for the impact on delivery of services.
- Consider the maturity of asset management and the accuracy of current projections of the required asset renewals.
- Consider revenue opportunities.
- Recommend appropriate measures Council should implement to improve its financial sustainability.

## 2.6 Strategic Actions

The following strategic actions outline our risk-based approach to financial sustainability and funding priorities, they are a result of deep thinking and focused discussions informed by our community consultation.

### Financial sustainability

We will be guided by the risk levels recommended by the Victorian Auditor General's Office (VAGO) for our Financial Sustainability Indicators.

- All key financial sustainability indicators will remain at low risk except for the underlying result.
- The underlying result remains at medium risk until the Financial Sustainability Strategy is completed which will recommend appropriate measures Council should implement to improve its financial sustainability.
- Ongoing efficiency savings are built into the 2025/26, 2026/27 and 2027/28 years with further savings to be identified as part of the Financial Sustainability Strategy.

- As part of the Financial Sustainability Strategy examine all aspects of the budget including operating, capital and project budgets ensuring efficient and accountable service delivery and project and contract management.
- Council will consider risk appetite levels as they apply to financial sustainability and will build any mitigations needed into long term financial planning.

#### **Asset management**

- Through the asset management plans we will increase our focus on maintenance and renewal of existing assets over the creation of new ones, focusing on cost management and community need.

#### **Service levels**

- Service levels are to remain largely at similar levels pending the outcomes of our ongoing service review program and Financial Sustainability Strategy.
- As part of the service review process the most appropriate fees and charges are considered to balance the key principles of service cost and quality standards, value-for-money, community expectations, affordability and accessibility. This is aligned with the three pricing strategies of market pricing (benchmarked), full cost recovery (cost neutral) and subsidised.

#### **Borrowings**

- All new borrowings are a Council decision based on individual business cases and should only be for new assets that are aligned to the intergenerational needs of the community. A borrowing policy will be drafted for Council consideration to confirm the policy position.

### 3 Financial Performance Statement

#### 3.1 Financial Sustainability Indicators

Council is committed to remaining in a strong financial position and utilises VAGO's financial sustainability indicators when making assessments regarding financial risks and forward planning.

This section defines the measures that demonstrate Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

The table below shows the forecast result for the six key VAGO financial sustainability indicators over the 10 years of the Financial Plan.

Indicator	Target	Forecast											Risk rating
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Net result %	>0%	7.8%	6.4%	16.3%	9.4%	7.4%	7.0%	9.6%	4.2%	4.3%	3.6%	5.3%	Low
Underlying surplus/ (deficit) %	>5%	(12.55%)	(6.73%)	0.18	1.63%	0.70%	0.81%	4.08%	0.71%	1.57%	0.86%	2.83%	Medium
Liquidity/ Working Capital (ratio)	1.5	3.21	2.47	2.03	2.0	2.37	2.33	2.19	2.14	2.16	2.16	2.37	Low
Asset renewal %	100%	117.1%	189.1%	179.6%	120.2%	92.1%	120.5%	127.7%	103.2%	104.4%	101.1%	101%	Low
Indebtedness - Non-current liabilities /own source revenue %	60%	16.6%	16.7%	14.5%	15.5%	15.0%	14.6%	14.7%	11.9%	10.3%	11.2%	10.5%	Low
Unrestricted Cash/ Current Liabilities %	>80%	191.2%	170.6%	110.4%	103.7%	139.8%	135.8%	125.9%	122.0%	120.0%	120.8%	137.2%	Low

## 3.2 VAGO's Key Sustainability Indicators Risk Ratings

Ratio	Calculation	Description	VAGO risk rating
Net result %	Net result/total revenue	A positive result indicates a surplus, and the larger the percentage, the stronger the result. A negative result indicates a deficit. Operating deficits cannot be sustained in the long term.	<p>Less than negative 10% Insufficient revenue is being generated to fund operations and asset renewal</p> <p>Negative 10 to 0% Risk of long term run down to cash reserves and inability to fund asset renewals</p> <p>More than 0% Generating surpluses consistently</p>
Adjusted underlying result	Adjusted underlying surplus (or deficit)/adjusted underlying revenue	This measures an entity's ability to generate surplus in the ordinary course of business, excluding non-recurrent capital grants, non-monetary asset contributions and other contributions, to fund capital expenditure from its net result. A surplus or increasing surplus suggests an improvement in the operating position.	<p>Less than 0% Insufficient surplus being generated to fund operations</p> <p>0-5% Surplus being generated to fund operations</p> <p>More than 5% Generating strong surpluses to fund operations</p>
Liquidity	Current assets/current liabilities	This measures an entity's ability to pay existing liabilities in the next 12 months. A ration of 1or more means that an entity has more cash and liquid assets than short-term liabilities.	<p>Less than 0.75 Immediate sustainability issues</p> <p>0.75-1.0 Need for caution with cashflow</p> <p>More than 1 No immediate issues with repaying short term liabilities</p>
Indebtness	Non-current liabilities/own-sourced revenue	This assesses an entity's ability to pay the principal and interest on its borrowings when they are due from the funds its generates. The lower the ration, the less revenue the entity is required to use to repay its total debt. Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.	<p>More than 60% Potentially long-term concern over ability to repay debt</p> <p>40-60% Some concern over ability to repay debt</p> <p>40% or less No concern over ability to repay debt</p>
Renewal gap	Renewal and upgrade expenditure/depreciation	This compares the rate of spending on renewing, restoring and replacing existing assets with depreciation. Ratios higher than 1 indicate that spending on existing assets is faster than the depreciation rate.	<p>Less than 0.5 Spending on existing assets has not kept pace with consumption</p> <p>0.5 – 1.0 May indicate insufficient spending on renewal of existing assets</p> <p>More than 1 Low risk of insufficient spending on asset base</p>



## 4 Economic assumptions

### 4.1 Economic assumption forecasts

This section presents information regarding economic assumptions. The assumptions comprise the annual escalations for each line item of the Comprehensive Income Statement.

Assumption	% of income/ expense	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
CPI		2.50%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Rates increases	51.6%	2.00%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Statutory fees and fines	1.8%	3.00%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees	9.9%	3.00%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating	1.8%	3.00%	3.00%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Grants - Victoria Grants Commission	14.8%	3.00%	3.00%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Grants - Capital	13%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Contributions - monetary (Noncapital as capital contributions are based on the capital program)	0.3%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Contributions – Non-monetary	2.8%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other income	4%	3.00%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee costs	32.1%	3.50%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Lump sum contracts and provisionals	20.1%	4.50%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Materials and services and other expenses	17.8%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Borrowings	0.3%	3.00%	3.00%	3.00%	3% to 5%	3% to 5%	3% to 5%	3% to 5%	3% to 5%	3% to 5%	3% to 5%
Depreciation and amortisation	24.9%	2.22%	0.98%	1.88%	2.24%	0.62%	0.95%	0.88%	1.3%	0.67%	0.63%
Utilities	1.7%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Insurances	1.6%	11.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Other expenses	1.5%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

## 4.2 Economic assumptions commentary

### Consumer Price Index

The Financial Plan assumes a conservative increase of 2.75% for the 2026/27 year and then 2.50% thereafter and has been based on the assumptions outlined in the Victorian State Government Budget May 2025. This in effect builds in a strategy for cost containment and encourages efficiencies as current economic indicators reflect a greater increase in prices for various consumer goods.

### Annual Growth

The Financial Plan assumes that growth in the rates base as well as in the use of Council services will grow by 1% each year which has been consistently the case for numerous years.

### Rates and Charges

Base rate income is proposed to increase by 2% in the 2025/26 Financial Year, which is in direct response to the cost-of-living pressures face by our community and is 1% less than the State Government Rate Cap. From 2026/27 onwards it is assumed that the rates revenue will align with the conservative CPI increases.

### Statutory Fees and Fines

The Financial Plan applies a conservative increase of 2.75% for the 2026/27 year and then a 2.50% increase for all future years for statutory fees as they are outside of the control of Council.

### User fees

Most user fees are budgeted to increase by 3% for 2025/26 in line with CPI. Details of the user fees can be found in the schedule of fees and charges included in the 2025/26 Budget.

### Grants

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance Grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by approximately 2.75% except for the 2026/27 year where it is assumed that the Victorian Grants Commission annual grant will increase by 3%. This is based on historical increases received for the Victorian Grants Commission annual grant allocation and the calculation they use to distribute this across councils in Victoria which sees our area get a slightly greater share in comparison with a large amount of other councils.

Capital grants include all monies received from state and federal sources for the purpose of funding the capital works program. The amount of capital grant funding received each year can vary significantly depending on the types of works included in the capital works program each year. For this Financial Plan, forecast is as per estimates provided on specific capital projects.

### Other income

The Financial Plan assumes that other income increases each year will be in line with conservative CPI assumptions.

### Employee costs

A new Enterprise Agreement for East Gippsland Shire Council employees was registered in December 2024 and provides for employee remuneration increases through until the expiry of the agreement in 2027. This Plan has been developed based on the increases provided in the Enterprise Agreement, with an additional uplift to allow for banding increments. Superannuation guarantee charge increases were announced as part of the 2014 Federal Budget and this Plan assumes that superannuation will increase progressively from 10% in 2021/22 to 12% by 2025/26.

Employee numbers will reduce from 2024/25 and again in 2025/26 as the black summer bushfire recovery efforts conclude. Employee numbers are then forecast to remain the same.

### Lump sum contracts and provisionals

Lump sum contracts and provisional payments are assumed to increase above CPI each year based on cost escalations that have been experienced in the past for this type of expense.

**Materials and Services and other expenses**

Material costs include items required for the maintenance and repair of Council buildings, roads, drains and footpaths which are more governed by market forces based on availability than CPI. Other associated costs included under this category are utilities, and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. This Plan assumes that these costs will continue to rise at a rate greater than CPI for 2025/26 and beyond.

**Depreciation and amortization**

Depreciation and amortisation have been based on the projected capital spending contained within this Plan and periodic revaluations

**Utilities**

This Plan assumes that these costs will continue to rise at a rate greater than CPI for 2025/26 and beyond.

**Insurances**

Insurance premiums are assumed to increase significantly above CPI each year based on expected cost escalations.

## **5. Financial Plan Statements**

This section presents information in regard to the Financial Plan Statements for the 10 years from 2025/26 to 2034/35. The following statements for the 10 years are provided with commentary following each statement.

- 5.1 Comprehensive Income Statement
- 5.2 Balance Sheet
- 5.3 Statement of Changes in Equity
- 5.4 Statement of Cash Flows
- 5.5 Statement of Capital Works
- 5.6 Statement of Human Resources
- 5.7 Summary of Planned Human Resources Expenditure

## 5.1 Comprehensive Income Statement

Income Statement	Forecast / Budget					Projections					
	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income / Revenue</b>											
Rates and charges	72,597	74,425	76,935	79,351	81,842	84,410	87,057	89,785	92,596	95,494	98,481
Statutory fees and fines	2,503	2,693	2,767	2,836	2,907	2,980	3,055	3,131	3,209	3,289	3,372
User fees	14,298	14,268	14,875	15,231	15,596	15,969	16,352	16,745	17,147	17,559	17,981
Grants - Operating	26,752	23,973	22,926	23,541	24,173	24,822	25,488	26,173	26,876	27,599	28,341
Grants - Capital	22,048	18,929	26,032	13,594	11,553	10,230	14,295	4,978	5,480	3,230	5,480
Contributions - monetary	203	430	918	338	309	312	315	318	322	325	328
Contributions - non-monetary	8,438	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Other income	13,039	5,364	4,680	4,549	4,317	4,388	4,461	4,536	4,613	4,692	4,773
<b>Total income / Revenue</b>	<b>159,878</b>	<b>144,082</b>	<b>153,133</b>	<b>143,440</b>	<b>144,697</b>	<b>147,111</b>	<b>155,023</b>	<b>149,666</b>	<b>154,243</b>	<b>156,188</b>	<b>162,756</b>
<b>Expenses</b>											
Employee costs	44,446	43,368	44,334	45,538	46,723	48,271	49,656	51,080	52,542	54,045	55,589
Materials and services	66,357	55,602	47,751	47,821	49,804	50,753	52,344	53,894	56,187	57,278	59,015
Depreciation	31,572	32,270	32,493	32,891	33,411	33,632	33,969	34,286	34,755	35,001	35,236
Amortisation - intangible assets	1,103	1,133	1,239	1,476	1,727	1,727	1,727	1,727	1,727	1,727	1,727
Depreciation - right of use assets	89	76	71	71	71	71	71	71	71	71	71
Bad and doubtful debts - allowance for impairment losses	43	23	24	24	25	25	26	27	27	28	29
Borrowing costs	391	369	314	196	299	328	260	219	175	129	98
Finance Costs - leases	1	1	1	1	1	1	1	1	1	1	1
Net loss on disposal of property, infrastructure, plant and equipment	986	0	0	0	0	0	0	0	0	0	0
Other expenses	2,376	2,009	1,895	1,942	1,991	2,040	2,091	2,144	2,197	2,252	2,308
<b>Total expenses</b>	<b>147,364</b>	<b>134,851</b>	<b>128,122</b>	<b>129,960</b>	<b>134,052</b>	<b>136,848</b>	<b>140,145</b>	<b>143,449</b>	<b>147,682</b>	<b>150,532</b>	<b>154,074</b>
<b>Surplus/(deficit) for the year</b>	<b>12,514</b>	<b>9,231</b>	<b>25,011</b>	<b>13,480</b>	<b>10,645</b>	<b>10,263</b>	<b>14,878</b>	<b>6,217</b>	<b>6,561</b>	<b>5,656</b>	<b>8,682</b>
<b>Other comprehensive income</b>											
<b>Items that will not be reclassified to surplus or deficit in future periods</b>											
Net asset revaluation gain/(loss)	0	0	30,000	120,252	0	0	30,000	135,345		0	0
<b>Total comprehensive result</b>	<b>12,514</b>	<b>9,231</b>	<b>55,011</b>	<b>133,732</b>	<b>10,645</b>	<b>10,263</b>	<b>44,878</b>	<b>141,562</b>	<b>6,561</b>	<b>5,656</b>	<b>8,682</b>

**5.1.1 RATES AND CHARGES**

Under the Victorian Government's Fair Go Rates System (FGRS) Council has no ability to raise revenue from rates and charges in excess of the annual rate cap announced by the Minister for Local Government. The exception being if Council applies for a variation. The rates and charges revenue in the 10 Year Financial Plan has a rates increase of 2% for the 2025/26 year (1% less than the rate cap) and all other years assume that the annual increase in rates and charges will be in accordance with the rate cap. Supplementary rates and charges are additional income raised as a result of growth in new or extended properties. Current estimates of rates and charges revenue are outlined in the table below.

**RATES AND CHARGES ESTIMATES**

Description	Forecast /	Budget	Projections								
	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rates and Charges raised	59,827	61,679	63,760	65,762	67,824	69,948	72,137	74,390	76,712	79,103	81,566
Waste Service charges	10,008	10,338	10,746	11,141	11,550	11,973	12,411	12,864	13,332	13,817	14,318
Waste Levy	1,657	1,675	1,675	1,675	1,675	1,675	1,675	1,675	1,675	1,675	1,675
Supplementary rates and charges	639	350	360	370	380	390	399	410	420	431	442
Rating Agreements	101	103	106	108	111	114	117	120	123	126	129
Penalty interest on rates and charges	365	280	288	295	302	310	318	326	334	342	351
<b>Total</b>	<b>72,597</b>	<b>74,425</b>	<b>76,935</b>	<b>79,351</b>	<b>81,842</b>	<b>84,410</b>	<b>87,057</b>	<b>89,785</b>	<b>92,596</b>	<b>95,494</b>	<b>98,481</b>

## 5.2 Balance Sheet

Balance Sheet	Forecast /	Budget		Projections							
	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	95,890	59,153	36,587	33,491	42,783	42,503	42,898	42,264	41,468	42,714	46,838
Trade and other receivables	11,693	10,276	10,825	10,137	10,177	10,296	10,800	10,374	10,645	10,729	11,140
Prepayments	711	732	754	777	800	824	849	874	901	928	956
Other assets	3,819	3,925	4,033	4,145	4,261	4,379	4,502	4,628	4,758	4,891	5,029
<b>Total current assets</b>	<b>112,113</b>	<b>74,086</b>	<b>52,199</b>	<b>48,550</b>	<b>58,021</b>	<b>58,002</b>	<b>59,049</b>	<b>58,140</b>	<b>57,772</b>	<b>59,262</b>	<b>63,963</b>
<b>Non-current assets</b>											
Trade and other receivables	154	124	160	150	140	120	100	80	60	40	20
Property, infrastructure, plant & equipment	1,383,980	1,421,104	1,490,221	1,625,357	1,628,217	1,639,888	1,683,572	1,824,996	1,831,527	1,835,468	1,839,300
Right-of-use assets	504	504	504	504	504	504	504	504	504	504	504
Investment property	10,787	10,787	10,787	10,787	10,787	10,787	10,787	10,787	10,787	10,787	10,787
Intangible assets	2,560	6,942	8,637	10,835	9,337	8,314	11,229	9,732	8,234	10,676	9,888
Other financial assets	10	10	10	10	10	10	10	10	10	10	10
<b>Total non-current assets</b>	<b>1,397,995</b>	<b>1,439,471</b>	<b>1,510,319</b>	<b>1,647,643</b>	<b>1,648,995</b>	<b>1,659,623</b>	<b>1,706,202</b>	<b>1,846,109</b>	<b>1,851,122</b>	<b>1,857,485</b>	<b>1,860,509</b>
<b>Total assets</b>	<b>1,510,108</b>	<b>1,513,557</b>	<b>1,562,518</b>	<b>1,696,193</b>	<b>1,707,016</b>	<b>1,717,625</b>	<b>1,765,251</b>	<b>1,904,249</b>	<b>1,908,894</b>	<b>1,916,747</b>	<b>1,924,472</b>
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	10,000	10,865	9,680	7,661	6,898	7,723	8,049	7,605	7,876	7,739	8,001
Trust funds and deposits	4,137	4,137	4,137	4,137	4,137	4,137	4,137	4,137	4,137	4,137	4,137
Contract and other liabilities	5,958	5,958	1,408	1,408	1,408	1,408	1,408	1,408	1,408	1,408	1,408
Provisions	14,059	8,216	9,682	10,159	10,421	10,286	12,007	12,563	11,914	13,680	12,963
Interest-bearing liabilities	695	728	764	801	1,549	1,224	1,284	1,348	1,345	418	440
Lease liabilities	79	79	79	79	79	79	79	79	79	79	79
<b>Total current liabilities</b>	<b>34,928</b>	<b>29,983</b>	<b>25,750</b>	<b>24,245</b>	<b>24,492</b>	<b>24,857</b>	<b>26,964</b>	<b>27,140</b>	<b>26,759</b>	<b>27,461</b>	<b>27,028</b>
<b>Non-current liabilities</b>											
Contract and other liabilities	419	419	419	420	420	420	420	420	420	420	420
Provisions	7,489	7,381	6,327	8,575	7,754	7,578	9,504	8,112	7,922	9,835	9,751
Interest-bearing liabilities	8,501	7,772	7,009	6,208	6,960	7,117	5,832	4,484	3,139	2,721	2,281
Lease liabilities	600	600	600	600	600	600	600	600	600	600	600
<b>Total non-current liabilities</b>	<b>17,009</b>	<b>16,172</b>	<b>14,355</b>	<b>15,803</b>	<b>15,734</b>	<b>15,715</b>	<b>16,356</b>	<b>13,616</b>	<b>12,081</b>	<b>13,576</b>	<b>13,052</b>
<b>Total liabilities</b>	<b>51,937</b>	<b>46,155</b>	<b>40,105</b>	<b>40,048</b>	<b>40,226</b>	<b>40,572</b>	<b>43,320</b>	<b>40,756</b>	<b>38,840</b>	<b>41,037</b>	<b>40,080</b>
<b>Net assets</b>	<b>1,458,171</b>	<b>1,467,402</b>	<b>1,522,413</b>	<b>1,656,145</b>	<b>1,666,790</b>	<b>1,677,053</b>	<b>1,721,931</b>	<b>1,863,493</b>	<b>1,870,054</b>	<b>1,875,710</b>	<b>1,884,392</b>
<b>Equity</b>											
Accumulated surplus	520,575	529,624	554,485	567,765	578,210	588,273	602,951	608,968	615,329	620,785	629,267
Reserves	937,596	937,778	967,928	1,088,380	1,088,580	1,088,780	1,118,980	1,254,525	1,254,725	1,254,925	1,255,125
<b>Total equity</b>	<b>1,458,171</b>	<b>1,467,402</b>	<b>1,522,413</b>	<b>1,656,145</b>	<b>1,666,790</b>	<b>1,677,053</b>	<b>1,721,931</b>	<b>1,863,493</b>	<b>1,870,054</b>	<b>1,875,710</b>	<b>1,884,392</b>

## 5.3 Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2025 Forecast Actual</b>				
Balance at beginning of the financial year	1,445,657	508,156	934,911	2,590
Surplus/(deficit) for the year	12,514	12,514	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfers to other reserves	0	(100)	0	100
Transfers from other reserves	0	5	0	(5)
<b>Balance at end of the financial year</b>	<b>1,458,171</b>	<b>520,575</b>	<b>934,911</b>	<b>2,685</b>
<b>2026</b>				
Balance at beginning of the financial year	1,458,171	520,575	934,911	2,685
Surplus/(deficit) for the year	9,231	9,231	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfers to other reserves	0	(300)	0	300
Transfers from other reserves	0	118	0	(118)
<b>Balance at end of the financial year</b>	<b>1,467,402</b>	<b>529,624</b>	<b>934,911</b>	<b>2,867</b>
<b>2027</b>				
Balance at beginning of the financial year	1,467,402	529,624	934,911	2,867
Surplus/(deficit) for the year	25,011	25,011	0	0
Net asset revaluation increment/(decrement)	30,000	0	30,000	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	50	0	(50)
<b>Balance at end of the financial year</b>	<b>1,522,413</b>	<b>554,485</b>	<b>964,911</b>	<b>3,017</b>
<b>2028</b>				
Balance at beginning of the financial year	1,522,413	554,485	964,911	3,017
Surplus/(deficit) for the year	13,480	13,480	0	0
Net asset revaluation increment/(decrement)	120,252	0	120,252	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>1,656,145</b>	<b>567,765</b>	<b>1,085,163</b>	<b>3,217</b>
<b>2029</b>				
Balance at beginning of the financial year	1,656,145	567,765	1,085,163	3,217
Surplus/(deficit) for the year	10,645	10,645	0	0
Net asset revaluation increment/(decrement)	0	0	-	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>1,666,790</b>	<b>578,210</b>	<b>1,085,163</b>	<b>3,417</b>
<b>2030</b>				
Balance at beginning of the financial year	1,666,790	578,210	1,085,163	3,417
Surplus/(deficit) for the year	10,263	10,263	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>1,677,053</b>	<b>588,273</b>	<b>1,085,163</b>	<b>3,617</b>



	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
<b>2031</b>				
Balance at beginning of the financial year	1,677,053	588,273	1,085,163	3,617
Surplus/(deficit) for the year	14,878	14,878	0	0
Net asset revaluation increment/(decrement)	30,000	0	30,000	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>1,721,931</b>	<b>602,951</b>	<b>1,115,163</b>	<b>3,817</b>
<b>2032</b>				
Balance at beginning of the financial year	1,721,931	602,951	1,115,163	3,817
Surplus/(deficit) for the year	6,217	6,217	0	0
Net asset revaluation increment/(decrement)	135,345	0	135,345	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>1,863,493</b>	<b>608,968</b>	<b>1,250,508</b>	<b>4,017</b>
<b>2033</b>				
Balance at beginning of the financial year	1,863,493	608,968	1,250,508	4,017
Surplus/(deficit) for the year	6,561	6,561	0	0
Net asset revaluation increment/(decrement)	0	0	-	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>1,870,054</b>	<b>615,329</b>	<b>1,250,508</b>	<b>4,217</b>
<b>2034</b>				
Balance at beginning of the financial year	1,870,054	615,329	1,250,508	4,217
Surplus/(deficit) for the year	5,656	5,656	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>1,875,710</b>	<b>620,785</b>	<b>1,250,508</b>	<b>4,417</b>
<b>2035</b>				
Balance at beginning of the financial year	1,875,710	620,785	1,250,508	4,417
Surplus/(deficit) for the year	8,682	8,682	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>1,884,392</b>	<b>629,267</b>	<b>1,250,508</b>	<b>4,617</b>

## 5.4 Statement of Cash Flows

Statement of Cash Flows	Forecast / Actual 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>											
Rates and charges	71,912	76,271	76,760	79,182	81,668	84,230	86,871	89,594	92,400	95,292	98,272
Statutory fees and fines	2,460	2,693	2,767	2,836	2,907	2,980	3,055	3,131	3,209	3,289	3,372
User fees	11,029	13,742	14,333	15,963	15,601	15,906	15,906	17,228	16,936	17,534	17,634
Grants - operating	26,358	23,973	22,926	23,541	24,173	24,822	25,488	26,173	26,876	27,599	28,341
Grants - capital	15,584	18,929	21,482	13,594	11,553	10,230	14,295	4,978	5,480	3,230	5,480
Contributions - monetary	203	430	918	338	309	312	315	318	322	325	328
Interest received	4,797	2,500	1,540	1,340	1,140	1,040	1,040	1,040	1,040	1,040	1,040
Trust funds and deposits taken	8,500	8,650	8,500	8,650	8,800	8,950	9,100	9,250	9,400	9,550	9,700
Other receipts	8,500	2,863	3,140	3,207	3,177	3,349	3,420	3,496	3,572	3,651	3,732
Employee costs	(44,808)	(42,833)	(43,797)	(44,985)	(46,156)	(47,686)	(49,054)	(50,460)	(51,905)	(53,390)	(54,915)
Materials and services	(69,156)	(61,245)	(49,085)	(50,992)	(51,723)	(50,852)	(52,305)	(55,823)	(57,425)	(57,721)	(60,262)
Trust funds and deposits repaid	(8,500)	(8,650)	(8,500)	(8,650)	(8,800)	(8,950)	(9,100)	(9,250)	(9,400)	(9,550)	(9,700)
Other payments	(2,376)	(2,009)	(1,893)	(1,942)	(1,991)	(2,040)	(2,091)	(2,144)	(2,197)	(2,252)	(2,308)
<b>Net cash provided by/(used in) operating activities</b>	<b>24,503</b>	<b>35,314</b>	<b>49,091</b>	<b>42,082</b>	<b>40,658</b>	<b>42,291</b>	<b>46,940</b>	<b>37,531</b>	<b>38,308</b>	<b>38,597</b>	<b>40,714</b>
<b>Cash flows from investing activities</b>											
Payments for property, infrastructure, plant and equipment	(46,143)	(71,711)	(71,214)	(44,817)	(33,166)	(42,674)	(45,660)	(37,261)	(38,181)	(36,476)	(36,673)
Proceeds from sale of property, infrastructure, plant and equipment	1,393	725	600	600	600	600	600	600	600	600	600
Proceeds from sale of investments	0	0	0	0	0	0	0	0	0	0	0
<b>Net cash provided by/ (used in) investing activities</b>	<b>(44,750)</b>	<b>(70,986)</b>	<b>(70,614)</b>	<b>(44,217)</b>	<b>(32,566)</b>	<b>(42,074)</b>	<b>(45,060)</b>	<b>(36,661)</b>	<b>(37,581)</b>	<b>(35,876)</b>	<b>(36,073)</b>
<b>Cash flows from financing activities</b>											
Finance costs	(391)	(369)	(314)	(196)	(299)	(328)	(260)	(219)	(174)	(129)	(98)
Proceeds from borrowings	0	0	0	0	2,500	1,500	0	0	0	0	0
Repayment of borrowings	(663)	(695)	(728)	(764)	(1,000)	(1,668)	(1,224)	(1,284)	(1,348)	(1,345)	(418)
Interest paid - lease liability	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
<b>Net cash provided by/(used in) financing activities</b>	<b>(1,055)</b>	<b>(1,065)</b>	<b>(1,043)</b>	<b>(961)</b>	<b>1,200</b>	<b>(497)</b>	<b>(1,485)</b>	<b>(1,504)</b>	<b>(1,523)</b>	<b>(1,475)</b>	<b>(517)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(21,302)</b>	<b>(36,737)</b>	<b>(22,566)</b>	<b>(3,096)</b>	<b>9,292</b>	<b>(280)</b>	<b>395</b>	<b>(634)</b>	<b>(796)</b>	<b>1,246</b>	<b>4,124</b>
Cash and cash equivalents at the beginning of the financial year	117,192	95,890	59,153	36,587	33,491	42,783	42,503	42,898	42,264	41,468	42,714
<b>Cash and cash equivalents at the end of the financial year</b>	<b>95,890</b>	<b>59,153</b>	<b>36,587</b>	<b>33,491</b>	<b>42,783</b>	<b>42,503</b>	<b>42,898</b>	<b>42,264</b>	<b>41,468</b>	<b>42,714</b>	<b>46,838</b>

## 5.5 Statement of Capital Works

Capital Works	Forecast / Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>											
Land	242	250	70	70	70	70	70	70	70	70	70
<b>Total land</b>	<b>242</b>	<b>250</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>
Buildings	6,307	8,744	12,783	6,345	7,445	2,600	2,700	3,100	2,800	3,200	3,200
<b>Total buildings</b>	<b>6,307</b>	<b>8,744</b>	<b>12,783</b>	<b>6,345</b>	<b>7,445</b>	<b>2,600</b>	<b>2,700</b>	<b>3,100</b>	<b>2,800</b>	<b>3,200</b>	<b>3,200</b>
<b>Total property</b>	<b>6,549</b>	<b>8,994</b>	<b>12,853</b>	<b>6,415</b>	<b>7,515</b>	<b>2,670</b>	<b>2,770</b>	<b>3,170</b>	<b>2,870</b>	<b>3,270</b>	<b>3,270</b>
<b>Plant and equipment</b>											
Plant, machinery and equipment	4,065	5,107	2,980	6,335	2,452	2,945	2,980	3,851	3,111	2,836	2,563
Fixtures, fittings and furniture	36	50	30	30	30	30	30	30	30	30	30
Computers and telecommunications	1,570	5,592	3,004	445	300	775	1,413	300	300	940	1,010
Library books	209	209	209	209	209	209	209	209	209	209	209
<b>Total plant and equipment</b>	<b>5,880</b>	<b>10,958</b>	<b>6,223</b>	<b>7,019</b>	<b>2,991</b>	<b>3,959</b>	<b>4,632</b>	<b>4,390</b>	<b>3,650</b>	<b>4,015</b>	<b>3,812</b>
<b>Infrastructure</b>											
Roads	11,352	9,678	17,858	13,406	10,435	16,645	18,688	12,126	13,971	11,571	13,471
Bridges	757	250	580	2,610	250	650	350	1,100	350	350	350
Footpaths and cycleways	443	1,509	739	1,722	1,550	1,600	1,600	2,100	1,500	2,000	2,000
Drainage	1,946	4,620	4,342	4,619	5,810	2,960	3,610	3,950	2,150	3,950	4,150
Recreational, leisure and community facilities	2,236	8,062	6,410	2,229	820	4,015	4,840	5,125	3,670	3,370	3,350
Waste management	1,876	2,394	4,119	2,639	320	2,750	2,020	400	3170	2,600	820
Parks, open space and streetscapes	15,699	12,887	6,730	2,908	2,875	4,325	5,050	2,800	2,750	2,750	2,850
Aerodromes	262	11,585	10,410	500	100	100	100	100	100	100	100
Off street car parks	53	362	800	600	100	100	100	100	100	100	100
Other infrastructure	298	412	150	150	400	2,900	1,900	1,900	3,900	2,400	2,400
<b>Total infrastructure</b>	<b>34,922</b>	<b>51,759</b>	<b>52,138</b>	<b>31,383</b>	<b>22,660</b>	<b>36,045</b>	<b>38,258</b>	<b>29,701</b>	<b>31,661</b>	<b>29,191</b>	<b>29,591</b>
<b>Total capital works expenditure</b>	<b>47,351</b>	<b>71,711</b>	<b>71,214</b>	<b>44,817</b>	<b>33,166</b>	<b>42,674</b>	<b>45,660</b>	<b>37,261</b>	<b>38,181</b>	<b>36,476</b>	<b>36,673</b>
<b>Represented by:</b>											
New asset expenditure	10,394	10,685	12,859	5,272	2,399	2,134	2,283	1,863	1,909	1,094	1,100
Asset renewal expenditure	30,239	48,587	41,483	31,478	25,747	36,273	38,811	31,672	32,454	31,734	31,906
Asset expansion expenditure	0	0	0	0	0	0	0	0	0	0	0
Asset upgrade expenditure	6,718	12,439	16,872	8,067	5,020	4,267	4,566	3,726	3,818	3,648	3,667
<b>Total capital works expenditure</b>	<b>47,351</b>	<b>71,711</b>	<b>71,214</b>	<b>44,817</b>	<b>33,166</b>	<b>42,674</b>	<b>45,660</b>	<b>37,261</b>	<b>38,181</b>	<b>36,476</b>	<b>36,673</b>
<b>Funding sources represented by:</b>											
Grants	22,048	18,929	26,031	13,594	11,553	10,230	14,295	4,978	5,480	3,230	5,480
Contributions	1,635	23	615	32	0	0	0	0	0	0	0
Council cash	21,742	50,695	40,919	29,152	19,113	30,944	31,365	32,283	32,701	33,246	31,193
Reserves	1,926	2,064	3,649	2,039	0	0	0	0	0	0	0
Borrowings	0	0	0	0	2,500	1,500	0	0	0	0	0
<b>Total capital works expenditure</b>	<b>47,351</b>	<b>71,711</b>	<b>71,214</b>	<b>44,817</b>	<b>33,166</b>	<b>42,674</b>	<b>45,660</b>	<b>37,261</b>	<b>38,181</b>	<b>36,476</b>	<b>36,673</b>

## 5.6 Statement of Human Resources

Staff expenditure	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Total staff expenditure</b>										
Female	20,617	21,558	22,143	22,712	23,308	23,944	24,598	25,270	25,960	26,670
Male	19,761	20,567	21,125	21,679	22,567	23,250	23,952	24,673	25,414	26,175
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total staff expenditure</b>	<b>40,378</b>	<b>42,125</b>	<b>43,268</b>	<b>44,391</b>	<b>45,875</b>	<b>47,194</b>	<b>48,550</b>	<b>49,943</b>	<b>51,374</b>	<b>52,844</b>
<b>Permanent full time</b>										
Female	14,786	15,496	15,923	16,362	16,789	17,252	17,728	18,217	18,719	19,236
Male	17,252	17,975	18,469	18,975	19,789	20,396	21,019	21,659	22,317	22,993
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>32,038</b>	<b>33,471</b>	<b>34,392</b>	<b>35,337</b>	<b>36,578</b>	<b>37,648</b>	<b>38,747</b>	<b>39,876</b>	<b>41,037</b>	<b>42,229</b>
<b>Permanent part time</b>										
Female	5,831	6,062	6,219	6,350	6,519	6,692	6,870	7,053	7,241	7,434
Male	2,509	2,592	2,657	2,704	2,778	2,854	2,933	3,014	3,096	3,182
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>8,340</b>	<b>8,653</b>	<b>8,876</b>	<b>9,054</b>	<b>9,297</b>	<b>9,547</b>	<b>9,803</b>	<b>10,066</b>	<b>10,337</b>	<b>10,615</b>
<b>Total Permanent staff expenditure</b>	<b>40,378</b>	<b>42,125</b>	<b>43,268</b>	<b>44,391</b>	<b>45,875</b>	<b>47,194</b>	<b>48,550</b>	<b>49,943</b>	<b>51,374</b>	<b>52,844</b>
Casuals, temporary and other expenditure	2,990	2,209	2,270	2,332	2,396	2,462	2,530	2,599	2,671	2,744
<b>Total Operating staff expenditure</b>	<b>43,368</b>	<b>44,334</b>	<b>45,538</b>	<b>46,723</b>	<b>48,271</b>	<b>49,656</b>	<b>51,080</b>	<b>52,542</b>	<b>54,045</b>	<b>55,589</b>
Capitalised labour costs	2,470	2,313	2,003	2,036	1,870	1,905	1,941	1,978	2,016	2,055
<b>Total Operating and Capital labour costs</b>	<b>45,838</b>	<b>46,647</b>	<b>47,541</b>	<b>48,759</b>	<b>50,141</b>	<b>51,561</b>	<b>53,021</b>	<b>54,520</b>	<b>56,061</b>	<b>57,644</b>

Staff numbers	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Total permanent staff numbers</b>										
Female	199.19	199.19	199.19	199.19	199.19	199.19	199.19	199.19	199.19	199.19
Male	185.36	185.36	185.36	185.36	185.36	185.36	185.36	185.36	185.36	185.36
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total permanent staff numbers</b>	<b>384.55</b>	<b>384.55</b>	<b>384.55</b>	<b>384.55</b>	<b>384.55</b>	<b>384.55</b>	<b>384.55</b>	<b>384.55</b>	<b>384.55</b>	<b>384.55</b>
<b>Permanent full time</b>										
Female	135.20	135.20	135.20	135.20	135.20	135.20	135.20	135.20	135.20	135.20
Male	154.00	154.00	154.00	154.00	154.00	154.00	154.00	154.00	154.00	154.00
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>289.20</b>	<b>289.20</b>	<b>289.20</b>	<b>289.20</b>	<b>289.20</b>	<b>289.20</b>	<b>289.20</b>	<b>289.20</b>	<b>289.20</b>	<b>289.20</b>
<b>Permanent part time</b>										
Female	63.99	63.99	63.99	63.99	63.99	63.99	63.99	63.99	63.99	63.99
Male	31.36	31.36	31.36	31.36	31.36	31.36	31.36	31.36	31.36	31.36
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>95.35</b>	<b>95.35</b>	<b>95.35</b>	<b>95.35</b>	<b>95.35</b>	<b>95.35</b>	<b>95.35</b>	<b>95.35</b>	<b>95.35</b>	<b>95.35</b>
Total permanent staff numbers	384.55	384.55	384.55	384.55	384.55	384.55	384.55	384.55	384.55	384.55
Casuals, temporary and other expenditure	26.60	19.00	19.00	19.00	19.00	19.00	19.00	19.00	19.00	19.00
Capitalised	26.00	25.00	23.00	23.00	22.00	22.00	22.00	22.00	22.00	22.00
<b>Total staff numbers</b>	<b>437.15</b>	<b>428.55</b>	<b>426.55</b>	<b>426.55</b>	<b>425.55</b>	<b>425.55</b>	<b>425.55</b>	<b>425.55</b>	<b>425.55</b>	<b>425.55</b>

## Summary of expenditure

Directorate	Permanent Full Time				Permanent Part Time				2025/26
	Female	Male	Self-described	Total	Female	Male	Self-described	Total	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets and Environment	2,301	10,747	0	13,048	1,007	1,397	0	2,404	15,452
Place and Community	4,109	3,731	0	7,840	1,595	573	0	2,168	10,008
Business Excellence	6,960	2,348	0	9,308	3,024	539	0	3,563	12,871
Office of the CEO	1,416	426	0	1,842	205	0	0	205	2,047
<b>Total permanent staff expenditure</b>	<b>14,786</b>	<b>17,252</b>	<b>0</b>	<b>32,038</b>	<b>5,831</b>	<b>2,509</b>	<b>0</b>	<b>8,340</b>	<b>40,378</b>
Casuals, temporary and other expenditure									2,990
<b>Total Employee Costs - Operating</b>	<b>14,786</b>	<b>17,252</b>	<b>0</b>	<b>32,038</b>	<b>5,831</b>	<b>2,509</b>	<b>0</b>	<b>8,340</b>	<b>43,368</b>
Capitalised labour costs									2,470
<b>Total employee costs including capitalised labour</b>	<b>14,786</b>	<b>17,252</b>	<b>0</b>	<b>32,038</b>	<b>5,831</b>	<b>2,509</b>	<b>0</b>	<b>8,340</b>	<b>45,838</b>

## 5.7 Summary of Planned Human Resources Expenditure

For the ten years ended 30 June 2035

Directorate	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2034/34 \$'000	2034/35 \$'000
<b>Assets and Environment</b>										
Permanent - Full time	13,048	13,654	14,029	14,414	15,025	15,489	15,965	16,454	16,956	17,472
Women	2,301	2,364	2,429	2,496	2,575	2,645	2,718	2,793	2,870	2,949
Men	10,747	11,290	11,600	11,918	12,451	12,843	13,246	13,661	14,086	14,524
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	2,404	2,470	2,537	2,607	2,679	2,752	2,828	2,906	2,986	3,068
Women	1,007	1,035	1,063	1,092	1,122	1,153	1,185	1,217	1,251	1,285
Men	1,397	1,435	1,473	1,515	1,557	1,599	1,643	1,689	1,735	1,783
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Assets and Environment</b>	<b>15,452</b>	<b>16,124</b>	<b>16,566</b>	<b>17,021</b>	<b>17,704</b>	<b>18,241</b>	<b>18,793</b>	<b>19,359</b>	<b>19,942</b>	<b>20,540</b>
<b>Place and Community</b>										
Permanent - Full time	7,840	8,278	8,506	8,739	9,229	9,533	9,845	10,166	10,496	10,834
Women	4,109	4,444	4,566	4,692	4,971	5,133	5,299	5,470	5,645	5,825
Men	3,731	3,834	3,939	4,047	4,258	4,400	4,546	4,696	4,851	5,009
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	2,168	2,312	2,361	2,359	2,424	2,491	2,559	2,629	2,702	2,776
Women	1,595	1,709	1,747	1,755	1,803	1,853	1,904	1,956	2,010	2,065
Men	573	603	614	604	621	638	655	673	692	711
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Place and Community</b>	<b>10,008</b>	<b>10,590</b>	<b>10,867</b>	<b>11,098</b>	<b>11,653</b>	<b>12,024</b>	<b>12,404</b>	<b>12,795</b>	<b>13,197</b>	<b>13,610</b>

Directorate	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2034/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Business Excellence</b>										
Permanent - Full time	9,308	9,648	9,913	10,186	10,572	10,875	11,186	11,506	11,834	12,171
Women	6,960	7,235	7,434	7,638	7,954	8,185	8,422	8,665	8,916	9,173
Men	2,348	2,413	2,479	2,548	2,618	2,690	2,764	2,840	2,918	2,998
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	3,563	3,661	3,762	3,866	3,972	4,082	4,194	4,309	4,428	4,550
Female	3,024	3,107	3,193	3,281	3,372	3,464	3,560	3,658	3,758	3,861
Male	539	554	569	585	601	617	634	652	670	688
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Business Excellence</b>	<b>12,871</b>	<b>13,309</b>	<b>13,675</b>	<b>14,052</b>	<b>14,545</b>	<b>14,957</b>	<b>15,380</b>	<b>15,815</b>	<b>16,262</b>	<b>16,721</b>
<b>Office of the CEO</b>										
Permanent - Full time	1,842	1,891	1,944	1,998	1,751	1,751	1,751	1,751	1,751	1,751
Women	1,416	1,453	1,494	1,536	1,289	1,289	1,289	1,289	1,289	1,289
Men	426	438	450	462	462	462	462	462	462	462
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	205	210	216	222	222	222	222	222	222	222
Women	205	210	216	222	222	222	222	222	222	222
Men	0	0	0	0	0	0	0	0	0	0
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Office of the CEO</b>	<b>2,047</b>	<b>2,101</b>	<b>2,160</b>	<b>2,220</b>	<b>1,973</b>	<b>1,973</b>	<b>1,973</b>	<b>1,973</b>	<b>1,973</b>	<b>1,973</b>
<b>Total permanent employee costs</b>	<b>40,378</b>	<b>42,125</b>	<b>43,268</b>	<b>44,391</b>	<b>45,875</b>	<b>47,194</b>	<b>48,550</b>	<b>49,943</b>	<b>51,374</b>	<b>52,844</b>
<b>Casuals, temporary and other expenditure</b>	<b>2,990</b>	<b>2,209</b>	<b>2,270</b>	<b>2,332</b>	<b>2,396</b>	<b>2,462</b>	<b>2,530</b>	<b>2,599</b>	<b>2,671</b>	<b>2,744</b>
<b>Total Operating staff expenditure</b>	<b>43,368</b>	<b>44,334</b>	<b>45,538</b>	<b>46,723</b>	<b>48,271</b>	<b>49,656</b>	<b>51,080</b>	<b>52,542</b>	<b>54,045</b>	<b>55,589</b>
<b>Total capitalised labour costs</b>	<b>2,470</b>	<b>2,313</b>	<b>2,003</b>	<b>2,036</b>	<b>1,870</b>	<b>1,905</b>	<b>1,941</b>	<b>1,978</b>	<b>2,016</b>	<b>2,055</b>
<b>Total Operating and Capital labour costs</b>	<b>45,838</b>	<b>46,647</b>	<b>47,541</b>	<b>48,759</b>	<b>50,141</b>	<b>51,561</b>	<b>53,021</b>	<b>54,520</b>	<b>56,061</b>	<b>57,644</b>



Directorate	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2034/34	2034/35
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Assets and Environment</b>										
Permanent - Full time	123.0	123.0	123.0	123.0	123.0	123.0	123.0	123.0	123.0	123.0
Women	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0
Men	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	28.6	28.6	28.6	28.6	28.6	28.6	28.6	28.6	28.6	28.6
Women	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2
Men	17.4	17.4	17.4	17.4	17.4	17.4	17.4	17.4	17.4	17.4
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Assets and Environment</b>	<b>151.6</b>	<b>151.6</b>	<b>151.6</b>	<b>151.6</b>	<b>151.6</b>	<b>151.6</b>	<b>151.6</b>	<b>151.6</b>	<b>151.6</b>	<b>151.6</b>
<b>Place and Community</b>										
Permanent - Full time	72.8	72.8	72.8	72.8	72.8	72.8	72.8	72.8	72.8	72.8
Women	42.8	42.8	42.8	42.8	42.8	42.8	42.8	42.8	42.8	42.8
Men	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	25.7	25.7	25.7	25.7	25.7	25.7	25.7	25.7	25.7	25.7
Women	18.2	18.2	18.2	18.2	18.2	18.2	18.2	18.2	18.2	18.2
Men	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Place and Community</b>	<b>98.5</b>	<b>98.5</b>	<b>98.5</b>	<b>98.5</b>	<b>98.5</b>	<b>98.5</b>	<b>98.5</b>	<b>98.5</b>	<b>98.5</b>	<b>98.5</b>
<b>Business Excellence</b>										
Permanent - Full time	80.4	80.4	80.4	80.4	80.4	80.4	80.4	80.4	80.4	80.4
Women	59.4	59.4	59.4	59.4	59.4	59.4	59.4	59.4	59.4	59.4
Men	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	39.2	39.2	39.2	39.2	39.2	39.2	39.2	39.2	39.2	39.2
Women	32.8	32.8	32.8	32.8	32.8	32.8	32.8	32.8	32.8	32.8
Men	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Business Excellence</b>	<b>119.6</b>	<b>119.6</b>	<b>119.6</b>	<b>119.6</b>	<b>119.6</b>	<b>119.6</b>	<b>119.6</b>	<b>119.6</b>	<b>119.6</b>	<b>119.6</b>

Directorate	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2034/34	2034/35
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Office of the CEO</b>										
Permanent - Full time	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0
Women	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Men	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Women	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Men	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Office of the CEO</b>	<b>14.8</b>	<b>14.8</b>	<b>14.8</b>	<b>14.8</b>	<b>14.8</b>	<b>14.8</b>	<b>14.8</b>	<b>14.8</b>	<b>14.8</b>	<b>14.8</b>
<b>Total permanent staff</b>	<b>384.5</b>	<b>384.5</b>	<b>384.5</b>	<b>384.5</b>	<b>384.5</b>	<b>384.5</b>	<b>384.5</b>	<b>384.5</b>	<b>384.5</b>	<b>384.5</b>
<b>Casuals, temporary and other expenditure</b>	<b>26.6</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>
<b>Total Permanent and Casual staff numbers</b>	<b>411.1</b>	<b>403.5</b>	<b>403.5</b>	<b>403.5</b>	<b>403.5</b>	<b>403.5</b>	<b>403.5</b>	<b>403.5</b>	<b>403.5</b>	<b>403.5</b>
<b>Total Capitalised staff numbers</b>	<b>26.0</b>	<b>25.0</b>	<b>23.0</b>	<b>23.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>
<b>Total all staff numbers</b>	<b>437.1</b>	<b>428.5</b>	<b>426.5</b>	<b>426.5</b>	<b>425.5</b>	<b>425.5</b>	<b>425.5</b>	<b>425.5</b>	<b>425.5</b>	<b>425.5</b>

## 6. Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Target	Forecast Actual 2024/25	Budget 2025/26	2026/27	2027/28	2028/29	Projections						Trend	
								2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	+/-	
Operating position															
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	>5%	(12.55%)	(6.73%)	0.18%	1.63%	0.70%	0.81%	4.08%	0.71%	1.57%	0.86%	2.83%	+	
Liquidity															
Working Capital	Current assets / current liabilities	>150%	321%	247%	203%	200%	237%	233%	219%	214%	216%	216%	237%	o	
Unrestricted cash	Unrestricted cash / current liabilities	>80%	191.2%	170.6%	110.4%	103.7%	139.8%	135.8%	125.9%	122.0%	120.0%	120.8%	137.2%	o	
Obligations															
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	<60%	12.7%	11.4%	10.1%	8.8%	10.4%	9.9%	8.2%	6.5%	4.8%	3.3%	2.8%	+	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	<5%	1.5%	1.4%	1.4%	1.2%	1.6%	2.4%	1.7%	1.7%	1.6%	1.5%	0.5%	+	
Indebtedness	Non-current liabilities / own source revenue	<60%	16.6%	16.7%	14.5%	15.5%	15.0%	14.6%	14.7%	11.9%	10.3%	11.2%	10.5%	+	
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	>100%	117.1%	189.1%	179.6%	120.2%	92.1%	120.5%	127.7%	103.2%	104.4%	101.1%	101.0%	-	
Stability															
Rates concentration	Rate revenue / adjusted underlying revenue	>60%	55.45%	58.91%	59.94%	60.07%	60.63%	61.18%	59.58%	62.15%	61.71%	62.89%	62.11%	+	
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.37%	0.37%	0.35%	0.33%	0.31%	0.29%	0.27%	0.25%	0.24%	0.22%	0.21%	-	

Indicator	Measure	Forecast Actual	Budget		Projections									Trend
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	+/-	
Efficiency														
Expenditure level	Total expenses/ no. of property assessments	\$4,404	\$3,988	\$3,751	\$3,767	\$3,847	\$3,889	\$3,943	\$3,996	\$4,073	\$4,111	\$4,166	+	
Revenue level	General Rates and Municipal charges / no. of property assessments	\$1,795	\$1,831	\$1,870	\$1,909	\$1,950	\$1,991	\$2,033	\$2,075	\$2,119	\$2,163	\$2,208	+	
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	11%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	o	

Indicator	Measure	Forecast 2024/25	Budget 2025/26	2026/27	2027/28	2028/29	2029/30	Projections				2032/33	2033/34	2034/35	Trend +/-
Sustainable Capacity															
Population	Total expenses/ Municipal population	\$2,947	\$2,670	\$2,512	\$2,523	\$2,576	\$2,604	\$2,640	\$2,676	\$2,728	\$2,753	\$2,790		o	
Population	Value of infrastructure / Municipal population	\$27,680	\$28,141	\$29,217	\$31,551	\$31,294	\$31,206	\$31,720	\$34,044	\$33,828	\$33,565	\$33,302		+	
Population	Municipal population / Kilometres of local roads	17	17	17	17	17	18	18	18	18	18	19		o	
Own-source revenue	Own source revenue / Municipal population	\$2,049	\$1,916	\$1,946	\$1,979	\$2,012	\$2,050	\$2,090	\$2,130	\$2,171	\$2,213	\$2,256		o	
Recurrent grants	Recurrent grants / Municipal population	\$493	\$544	\$564	\$578	\$576	\$568	\$656	\$558	\$593	\$557	\$608		+	

**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

**Calculation of Adjusted Underlying surplus / (deficit)**

The following table shows how the adjusted underlying result has been calculated.

Adjusted Underlying Result	Forecast / Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total Income	159,878	144,082	153,133	143,440	144,697	147,111	155,023	149,666	154,243	156,188	162,756
Total expenses	147,364	134,851	128,122	129,960	134,052	136,848	140,145	143,449	147,682	150,532	154,074
<b>Surplus/(deficit) for the year</b>	<b>12,514</b>	<b>9,231</b>	<b>25,011</b>	<b>13,480</b>	<b>10,645</b>	<b>10,263</b>	<b>14,878</b>	<b>6,217</b>	<b>6,561</b>	<b>5,656</b>	<b>8,682</b>
<b>Less non-operating income and expenses</b>											
Grants - Capital (non-recurrent)	(18,877)	(13,714)	(20,163)	(7,300)	(5,700)	(5,150)	(4,915)	(1,198)	(200)	(350)	(200)
Contributions - monetary (capital)	(1,635)	(23)	(615)	(32)	0	0	0	0	0	0	0
Contributions - non-monetary	(8,438)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
<b>Adjusted underlying surplus/(deficit)</b>	<b>(16,436)</b>	<b>(8,506)</b>	<b>233</b>	<b>2,148</b>	<b>945</b>	<b>1,113</b>	<b>5,963</b>	<b>1,019</b>	<b>2,361</b>	<b>1,306</b>	<b>4,482</b>
* Recurrent Capital Grants - R2R	3,162	5,206	5,860	6,285	5,844	5,071	9,371	3,771	5,271	2,871	5,271

Note: Recurrent Capital funding for R2R is planned to be relatively consistent each year with the exception of the 2030/31, 2031/32 and 2033/34 years where the amounts fluctuate as a result of the timing for projects funded by R2R funding. Whilst there is an underlying deficit forecast for the 2025/26 year all other years are forecast to be underlying surpluses. Whilst the target for the underlying surplus is a result greater than 5% to ensure it is at low risk, the underlying results indicate that over the 10 years it will remain at a medium financial risk.

Also to note is that the Raymond Island Ferry Slipping of \$850k per year will impact on the underlying result every 2nd year from 2025/26.

There are also costs in the 2024/25 that relate to completing bushfire funded support programs where the funding was received in prior years.

## 7. Strategies and Plans

This section describes the strategies and plans that support the 10-year financial projections included in the Financial Plan.

### 7.1 Borrowing Strategy

#### 7.1.1 Policy Position

All new borrowings are a Council decision based on individual an business case and should only be for new assets that are aligned to the intergenerational needs of the community. A borrowing policy will be drafted for Council consideration to confirm the policy position.

#### 7.1.2 Current Debt Position

The total amount borrowed as at 30 June 2025 is forecast to be \$9.196M.

Council has three current loans of \$1.650M that is being repaid from the Tambo Bluff Special Charge scheme participants. The new borrowings of \$7.043M in the 2023/24 year are the draw down of loan funds approved under the Victorian governments Community Infrastructure Low Interest Loan Scheme for the Eagle Point Community Hub project and the WORLD Sporting Precinct project. New borrowings in 2028/29 and 2029/30 are for drainage works for the Lakes Entrance Northern Growth Area (LENGA).

The interest rate for current and future loans is as follows:

- Tambo Bluff - 9.5%
- Eagle Point Community Hub - 3% variable (this includes the discount) and will vary from time to time depending on the market interest rates.
- World Sporting Precinct Loan - 3% variable (this includes the discount) and will vary from time to time depending on the market interest rates.
- New loans - assume an interest rate of 5% that will vary over time depending on the market interest rate.

#### 7.1.3 Future Borrowing Requirements

Council is proposing new borrowings for the 2028/29 year of \$2.5M and in 2029/30 of \$1.5M for the drainage works required in relation to LENGA.

No other new borrowings are forecast over the 10 years of the Plan.

All of the Performance Indicators for Council's borrowings are forecast to be well below the target indicators over the 10 years of the Plan. See the forecast borrowings and Performance Indicators in the tables below.

	Forecast / Actual 2024/25	Budget 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance</b>	9,859	9,196	8,501	7,773	7,009	8,509	8,341	7,117	5,833	4,485	3,140
Plus New loans	0	0	0	0	2,500	1,500	0	0	0	0	0
Less Principal repayment	(663)	(695)	(728)	(764)	(1,000)	(1,668)	(1,224)	(1,284)	(1,348)	(1,345)	(418)
<b>Closing balance</b>	<b>9,196</b>	<b>8,501</b>	<b>7,773</b>	<b>7,009</b>	<b>8,509</b>	<b>8,341</b>	<b>7,117</b>	<b>5,833</b>	<b>4,485</b>	<b>3,140</b>	<b>2,722</b>
Interest payment	391	369	314	196	299	328	260	219	174	129	98

#### 7.1.4 Performance Indicators

Performance Indicator	Target	Forecast / Actual 2024/25	Budget 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		%	%	%	%	%	%	%	%	%	%	%
Total borrowings / Rate revenue	Below 60%	12.7%	11.4%	10.1%	8.8%	10.4%	9.9%	8.2%	6.5%	4.8%	3.3%	2.8%
Debt servicing / Rate revenue	Below 5%	0.5%	0.5%	0.4%	0.2%	0.4%	0.4%	0.3%	0.2%	0.2%	0.1%	0.1%
Debt commitment / Rate revenue	Below 10%	1.5%	1.4%	1.4%	1.2%	1.6%	2.4%	1.7%	1.7%	1.6%	1.5%	0.5%
Indebtedness / Own source revenue	Below 60%	16.6%	16.7%	14.5%	15.5%	15.0%	14.6%	14.7%	11.9%	10.3%	11.2%	10.5%

## 7.2. Reserves Strategy

### 7.2.1 Current Non-Discretionary Reserves

The Recreation Land Reserve receives developer contributions for future development of public open space.

The Car Parking Reserve receives developer funds for future development of public car parks.

Development Contribution Plans receive contribution from developers upon the sale of land in a prescribed planning area.

Lakes Entrance Northern Growth Area receive contributions in accordance with the development plan.

The Road Upgrading Reserve receives contributions from developers for the future upgrade of specific roads as required by development plans.

### 7.2.2 Current Discretionary Reserves

The Raymond Island Ferry Replacement Reserve is planned to increase by \$300K each year as an allocation of accumulated surplus to be utilised when the Ferry is replaced in the future.

The Orbest Landfill Bushfire Waste Reserve is the amount of surplus funds that were generated during the period that the 2019/20 bushfire contaminated waste was being disposed at the Orbest landfill site. These funds will be held to fund additional aftercare and monitoring costs that may result from the use of the Orbest Landfill and part of the Bairnsdale landfill for depositing of contaminated bushfire waste. They will also be used over time to fund new strategic waste projects.

A discretionary reserve for the Tambo Bluff Property Sales is utilised to allocate Tambo Bluff property sales income to Tambo Bluff property purchases to be able to consolidate into saleable blocks.

### 7.2.3 Reserve Usage Projections

It is proposed that \$5K of Car Parking reserve funds will be utilised in 2024/25, \$65K in 2025/26 and \$50K in 2026/27 to contribute to car parking upgrades. In 2025/26 \$53K of Public Open Space reserve funds will be contributing to a playground upgrade. There will also be public open space contributions made into the reserve of \$100K in 2024/25, \$300k in 2025/26 and \$200K in each subsequent year.

The discretionary Orbest Landfill Bushfire Waste reserve is projected to utilise \$8.749M over a number of years from 2024/25 to 2027/28 for the upgrade of the Bairnsdale Regional Landfill and Transfer Station, Bairnsdale Resource Centre, Bairnsdale Recycling Facility, the Cann River Waste Transfer Station, Bairnsdale Composting Facility, Buchan Transfer station upgrade and Metung Transfer Station upgrade. The Tambo Bluff Property sales Reserve will also be utilised to fund land purchases in the Tambo Bluff development. Each year \$300k is allocated to the Raymond Island Ferry Replacement Reserve.

A summary of both Restricted and Discretionary Reserves is shown below.

<b>Reserves</b>	<b>Restricted / Discretionary</b>	<b>Forecast 2024/25 \$000's</b>	<b>2025/26 \$000's</b>	<b>2026/27 \$000's</b>	<b>2027/28 \$000's</b>	<b>2028/29 \$000's</b>	<b>2029/30 \$000's</b>	<b>2030/31 \$000's</b>	<b>2031/32 \$000's</b>	<b>2032/33 \$000's</b>	<b>2033/34 \$000's</b>	<b>2034/35 \$000's</b>
<b>Public Open Space Reserve</b>	<b>Restricted</b>											
<b>Opening balance</b>		2,074	2,174	2,421	2,621	2,821	3,021	3,221	3,421	3,621	3,821	4,021
Transfer to reserve		100	300	200	200	200	200	200	200	200	200	200
Transfer from reserve		0	(53)	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>2,174</b>	<b>2,421</b>	<b>2,621</b>	<b>2,821</b>	<b>3,021</b>	<b>3,221</b>	<b>3,421</b>	<b>3,621</b>	<b>3,821</b>	<b>4,021</b>	<b>4,221</b>
<b>Car Parking Reserve</b>	<b>Restricted</b>											
<b>Opening balance</b>		193	188	123	73	73	73	73	73	73	73	73
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(5)	(65)	(50)	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>188</b>	<b>123</b>	<b>73</b>	<b>73</b>	<b>73</b>	<b>73</b>	<b>73</b>	<b>73</b>	<b>73</b>	<b>73</b>	<b>73</b>
<b>Development Contribution Plans</b>	<b>Restricted</b>											
<b>Opening balance</b>		196	196	196	196	196	196	196	196	196	196	196
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>
<b>Lakes Entrance Northern Growth Area</b>	<b>Restricted</b>											
<b>Opening balance</b>		1	1	1	1	1	1	1	1	1	1	1
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Road Upgrading</b>	<b>Restricted</b>											
<b>Opening balance</b>		126	126	126	126	126	126	126	126	126	126	126
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>126</b>	<b>126</b>	<b>126</b>	<b>126</b>	<b>126</b>	<b>126</b>	<b>126</b>	<b>126</b>	<b>126</b>	<b>126</b>	<b>126</b>
<b>Reserves Summary</b>	<b>Total Restricted</b>	<b>Forecast 2024/25 \$000's</b>	<b>2025/26 \$000's</b>	<b>2026/27 \$000's</b>	<b>2027/28 \$000's</b>	<b>2028/29 \$000's</b>	<b>2029/30 \$000's</b>	<b>2030/31 \$000's</b>	<b>2031/32 \$000's</b>	<b>2032/33 \$000's</b>	<b>2033/34 \$000's</b>	<b>2034/35 \$000's</b>
<b>Opening balance</b>		2,590	2,685	2,867	3,017	3,217	3,417	3,617	3,817	4,017	4,217	4,417
Transfer to reserve		100	300	200	200	200	200	200	200	200	200	200
Transfer from reserve		(5)	(118)	(50)	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>2,685</b>	<b>2,867</b>	<b>3,017</b>	<b>3,217</b>	<b>3,417</b>	<b>3,617</b>	<b>3,817</b>	<b>4,017</b>	<b>4,217</b>	<b>4,417</b>	<b>4,617</b>



<b>Reserves</b>		Forecast 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Raymond Island Ferry Replacement	Discretionary	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>Opening balance</b>		3,300	3,600	3,900	4,200	4,500	4,800	5,100	5,400	5,700	6,000	6,300
Transfer to reserve		300	300	300	300	300	300	300	300	300	300	300
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>3,600</b>	<b>3,900</b>	<b>4,200</b>	<b>4,500</b>	<b>4,800</b>	<b>5,100</b>	<b>5,400</b>	<b>5,700</b>	<b>6,000</b>	<b>6,300</b>	<b>6,600</b>
Tambo Bluff Property Sales	Discretionary											
<b>Opening balance</b>		396	328	148	148	148	148	148	148	148	148	148
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(68)	(180)	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>328</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>
Orbost Landfill Bushfire Waste	Discretionary											
<b>Opening balance</b>		8,749	7,404	5,638	2,039	0	0	0	0	0	0	0
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(1,345)	(1,766)	(3,599)	(2,039)	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>7,404</b>	<b>5,638</b>	<b>2,039</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Reserves Summary	Total Discretionary											
<b>Opening balance</b>		12,445	11,332	9,686	6,387	4,648	4,948	5,248	5,548	5,848	6,148	6,448
Transfer to reserve		300	300	300	300	300	300	300	300	300	300	300
Transfer from reserve		(1,413)	(1,946)	(3,599)	(2,039)	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>11,332</b>	<b>9,686</b>	<b>6,387</b>	<b>4,648</b>	<b>4,948</b>	<b>5,248</b>	<b>5,548</b>	<b>5,848</b>	<b>6,148</b>	<b>6,448</b>	<b>6,748</b>
Reserves Summary	Total Restricted and Discretionary	Forecast 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>Opening balance</b>		15,035	14,017	12,553	9,404	7,865	8,365	8,865	9,365	9,865	10,365	10,865
Transfer to reserve		400	600	500	500	500	500	500	500	500	500	500
Transfer from reserve		(1,418)	(2,064)	(3,649)	(2,039)	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>14,017</b>	<b>12,553</b>	<b>9,404</b>	<b>7,865</b>	<b>8,365</b>	<b>8,865</b>	<b>9,365</b>	<b>9,865</b>	<b>10,365</b>	<b>10,865</b>	<b>11,365</b>

## **5.2 Assets and Environment**

### **5.2.1 Adopt Asset Plan 2026 - 2035 and Asset Management Policy**

Authorised by General Manager Assets and Environment

---

#### **Purpose**

To seek adoption of the Asset Plan 2026-2035 (Plan) and Asset Management Policy (Policy).

#### **Key Points**

##### **Draft Asset Plan 2026 – 2035 (Attachment 1)**

The Plan sets out our strategic approach to manage our infrastructure and community assets that support services across our unique localities. It is an important part of how we plan for the future and works alongside our other key documents. It supports the Community Vision 2040 and Council Plan 2025-2029 which outlines the kind of future our community wants, one that is connected, resilient, inclusive and sustainable.

Victorian Councils are required, by legislation, to review and adopt the Plan by 31 October in the year following the general election according to Section 92 of the *Local Government Act 2020* (the Act).

Council released the draft Plan for community feedback on 7 May 2025. There were 10 downloads of the draft Plan document from our engagement portal. Three formal submissions were received with the following themes:

- Visibility and Prioritisation of Local Infrastructure - Submissions highlight interest in ensuring that upgrades and new community assets are recognised and considered in the draft Plan.
- Clarity and transparency - submissions sought clearer explanations of how Council and Committees of Management operate to deliver services through our facilities.

After reviewing the submissions, the wording in Table 5 was updated to clarify that Council already utilises a committee of management model. A paragraph was added below Table 5 highlighting Council's thorough approach to gathering community feedback when planning facility upgrades or renewals.

##### **Draft Asset Management Policy (Attachment 2)**

The Policy outlines our commitment to managing the asset portfolio effectively and sustainably. The Policy is reviewed every four years in alignment with the adoption of a new Community Vision and Council Plan following local government elections.

The draft Policy was updated with an additional key principle for identifying and reporting on the asset value and level of asset investment by locality within the municipality.

An Equity Impact Assessment (EIA) was completed for the draft Policy. It provides two recommendations that prioritise strengthening community engagement to encourage diverse voices and incorporating gender and accessibility audits in future asset planning. These recommendations will be implemented through the internal planning processes.

The EIA is available for viewing in Council's internal SharePoint site.

## **Recommendation**

### ***That Council:***

- 1. adopts the Asset Plan 2026–2035 as provided at Attachment 1; and***
- 2. adopts the Asset Management Policy as provided at Attachment 2.***

## **Strategic Alignment**

This report has been prepared and aligned with the following strategic objectives set out in the Council Plan 2021-2025:

Strategic Objective 5: 5.5 Resources are managed to meet current and future needs and priorities.

## **Consultation/Community Engagement/Impacts**

Council released the draft Plan for community feedback from 7 May 2025 to 21 May 2025. Advertising and promotion of the draft Budget were carried out to gather community feedback, with advertisements placed in local printed media, radio, social media, My Council My Community, on Council's website, and copies provided in all Service Centres and libraries.

## **Opportunities and Risks**

The risks of this proposal have been assessed. If the draft Plan is not adopted by 31 October 2025, Council would be in breach of Section 92 of the Act. Additionally, if the draft Policy is not adopted, the four-year review period will pass, and the existing Policy will become outdated.

Adopting the draft Plan and draft Policy provides the foundation for sound management of Council's assets over the next four years.

## **Climate change**

This report is assessed as having no direct impact on climate change.

## **Options**

**The options available are that Council:**

1. Adopt the Plan and Policy; or
2. Not adopt the draft Plan and draft Policy and provide advice about revisions to the draft Plan and/or draft Policy.

## **Conflicts of Interest**

Officers preparing this report have no conflict of interest to declare.

## **Attachments**

1. Draft Asset Plan 2026-2035 [5.2.1.1 - 47 pages]
2. Draft Asset Management Policy [5.2.1.2 - 11 pages]

**DRAFT**

East Gippsland Shire Council

**Asset Plan**

**FY2026-2035**



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## **Acknowledgement of Country**

East Gippsland Shire Council acknowledges the Gunaikurnai, Monero and the Bidawel people as the Traditional Custodians of this land that encompasses East Gippsland Shire, and their enduring relationship with Country. The Traditional Custodians have cared and nurtured East Gippsland for tens of thousands of years.

Council values their living culture and practices and their right to self-determination. Council pays respect to all Aboriginal and Torres Strait Islander people living in East Gippsland, their Elders, past, present and future.

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## Executive Summary

This Asset Plan sets out our strategic approach to managing over \$1.36 billion in infrastructure and community assets that support services across our 171 unique localities. These assets which include – roads, bridges, buildings, stormwater drainage, open spaces, maritime infrastructure, waste facilities – are critical for delivering services that support the quality of life, safety and wellbeing of our communities.

This Plan is an important part of how Council plans for the future and works alongside other key documents. It supports the Community Vision 2040 which outlines the kind of future our community wants, one that is connected, resilient, inclusive and sustainable. The vision was developed with input from our community and reflects what people value most: safe and liveable towns, strong local services, vibrant local economies and caring for our environment and cultural heritage.

The Council Plan 2025-2029 turns this vision into practical goals over the next four years. This Plan plays a key role in helping deliver those goals by making sure we have the right assets, provided in the right condition and in the right places to support services our communities rely on.

The Long Term Financial Plan helps us understand how much we can afford to spend while this Plan helps us decide where that money should go to be the best value for our community and meet the outcomes in our Council Plan and Community Vision. By aligning these key documents with the Plan, we will make the most of what we have and that we look after our assets properly without spending more than we can afford.

Over the next 10 year period, we expect to invest approximately \$818 million in our asset portfolio, including:

- \$455 million in recurrent maintenance and operations so that assets achieve their intended useful lives.
- \$259 million in asset renewal so that assets continue to provide the same level of service.
- \$103 million for upgrades and new assets to meet future growth and service needs.

This investment strategy prioritises our asset renewals, ensuring that our existing infrastructure continues to deliver safe and reliable services while addressing emerging community expectations and changing service standards. Our investment strategy is based on current asset condition data, service level requirements and key risk prioritisation.

Looking ahead, we are committed to continuously improving our asset management practices by:

- enhancing the quality and currency of our asset data so that we can continue to improve our evidence-based decision-making approach and understanding of the asset renewal gap
- integrating service planning with how we manage our assets
- improving our ability to predict the best time for us to intervene so that services are not impacted and
- reviewing the service needs of our asset portfolio where assets that don't meet current and future service needs are decommissioned, transferred or repurposed appropriately.

This plan will be reviewed every four years according to Council's deliberative engagement processes along with the Community Vision, Council Plan and Long-Term Financial Plan.

# 1 Introduction

East Gippsland Shire Council is responsible for the stewardship of approximately \$1.36 billion in community assets. These include roads, footpaths, bridges, buildings, drains, parks, recreation facilities, foreshore assets and waste facilities, as well as natural bushland and biodiversity reserves. We manage this large and diverse portfolio of assets to support the delivery of a range of services to our community.

These assets have been established and invested in progressively over many years, by multiple generations. As the custodian of community assets, we have the responsibility for managing these assets in a prudent cost-effective and sustainable manner, while also supporting community safety, amenity and wellbeing outcomes for current and future generations.

This Asset Plan communicates the way we manage our community's assets to support delivery of services such as sport, recreation and leisure transport, community health, stormwater management and waste management services. The plan provides a strategic and financial view of how we will manage the community assets over the next ten (10) years and beyond, and how they will integrate to delivering on our Community Vision.

## 1.1 Purpose of Asset Plan

This Asset Plan has been prepared to meet the requirements of section 92 of the *Local Government Act 2020* and is part of our integrated approach to planning our long-term goals.

The purpose of this Asset Plan is to:

- Better inform the community on the assets under our custodianship, our challenges on service levels, costs and financial capacity.
- Improve the effectiveness of asset management planning through a more engaged community and informed Council.
- Demonstrate our strategic and planned approach to asset acquisition, maintenance, upgrade and disposal of assets, to support achievement of our Community and Council Plan themes and objectives.
- Demonstrate we will responsibly manage our assets to meet the service delivery needs of our community into the future in a sustainable and cost-effective way.
- Ensure that we comply with our legislative obligations.

## 1.2 Scope of Asset Plan

While we manage an extensive portfolio of assets, this Asset Plan only covers all fixed, physical infrastructure that is under our control and is recognised as an asset of the East Gippsland Shire Council. Our infrastructure assets addressed in this plan include:

- |                              |                              |
|------------------------------|------------------------------|
| ▪ Road infrastructure        | ▪ Stormwater drainage assets |
| ▪ Buildings                  | ▪ Open space assets          |
| ▪ Bridges and major culverts | ▪ Waste facilities           |

The Asset Plan is an overview document that summarises the key elements of the more detailed asset management plans that we have developed for each of the above infrastructure asset classes. It is also supported by an Asset Management Strategy that guides Council's future management of its assets.

### 1.3 Our Asset Portfolio

Our assets are currently valued at approximately \$1.36 billion. This includes land, infrastructure assets and non-infrastructure assets. This includes a land portfolio valued at \$197 million comprising of freehold, leasehold land, land under roads and reserves, which underpin our infrastructure base. The Asset Plan provides guidance on all our assets excluding Land and Plant and Equipment. Table 1 outlines the asset classes and their quantities along with their financial values.










Asset Class		Quantity	Current Value (at 30 June 2024) (\$ '000)
	Road Infrastructure	1,298 km Sealed roads 1,720 km Unsealed roads 317 km footpaths and shared paths 550 m kerb and channel	\$705,024
	Buildings	676 Buildings	\$151,133
	Bridges and Major Culverts	191 Road bridges 24 Foot bridges 130 Major culverts	\$99,589
	Stormwater Drainage Assets	166 km stormwater drains 6,122 drainage pits	\$66,914
	Open Space Assets	124 Parks 68 Playgrounds 50 Jetties 3 Marinas 39 Sports courts 11 Cricket pitches 10 Skate parks 7 BMX tracks 24 Fishing platforms 69 Boardwalks 74 km walking trails 93 Barbecues 23 Significant trees 2 Outdoor Pools	\$48,211
	Waste Facilities	18 transfer stations 2 Landfill sites 15 Transfer trailers 1 split bin (at Gelantipy)	\$7,856
	Other Infrastructure and Works in Progress	3 Aerodromes	\$67,580
	Plant and Equipment	Fleet vehicles, major plant, minor plant, ferry, ICT equipment, library books, etc.	\$18,634
	Land	Council owned land	\$197,201
<b>TOTAL</b>			<b>\$1,362,142</b>

Table 1 – Our Asset Portfolio

## 2 Strategic Context

### 2.1 Regulatory Framework

We operate in a complex legislative and policy environment that directly influences the way we do business. The principal legislation in Victoria governing the establishment and operation of Councils is the *Local Government Act 2020*. This defines the purposes and functions of local government, as well as providing the legal framework for establishing and administering Councils.

This Act requires all Councils to develop an integrated, long-term and transparent approach to planning organised around a ten (10) year community vision. This Asset Plan is an important part of our integrated planning framework and drives our approach to asset management. Figure 1 illustrates our integrated planning framework and shows how our Community Vision will be delivered through the Council Plan, Long Term Financial Plan (Financial Plan), Asset Plan and other key Council strategies and plans.

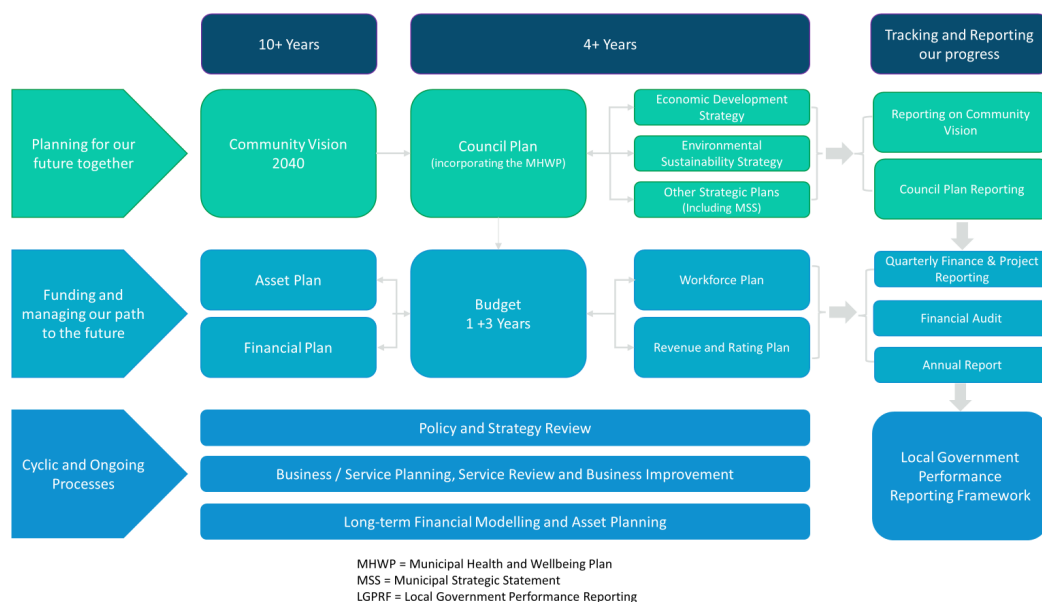


Figure 1 - Integrated Planning Framework

The Asset Plan is shaped by key documents that guide how the community's future is planned and funded:

- Community Vision 2040 – Describes the future the community wants to achieve.
- Council Plan – Outlines what the Council will do in the short to medium term to help achieve that vision.
- Financial Plan – Shows how financial resources will be allocated over time to support the vision.
- Asset Plan – Explains how Council will fund and manage assets (like buildings and roads) to support services that help achieve the community's long-term vision.

## 2.2 Community Vision

Our Community Vision 2040 is a long-term vision for our region. It expresses the aspirations, values, and priorities of the East Gippsland community, and will help shape what we want achieved in our community by 2040.

***In 2040, our people, place, environment and economy will be inclusive, connected, sustainable and resilient for the growth and wellbeing of our unique and diverse communities.***

- Our communities will include, encourage, respect and value everyone
  - Our Place will be accessible, safe, connected, and healthy
  - Our Environment will be managed and preserved for all generations
- Our Economy will be sustainable, innovative, and supportive of existing and emerging industries



Figure 2 - Our Community Vision Themes

Our Community Vision is focused on four strategic themes as shown in Figure 2. Community assets are an important enabler of this vision. We recognise our stewardship role in effectively managing the community assets and aim to fulfil our obligations to future communities to provide sustainable assets and services.

## 2.3 Council Plan

Our Council Plan 2025-2029 sets out our strategic direction over the next four (4) years and identifies how Council will contribute towards achieving the Community's Vision between 2025 and 2029 and how success will be measured. Table 2 outlines the alignment between the Council Plan 2025-2029 and Asset Plan FY2026-2035.

Council Plan Theme	Council Plan Outcome	Council Plan Priority	Asset Plan Alignment
Community Wellbeing and Social Responsibility	A connected and inclusive community where no one is left behind	We work with local communities to deliver a shared future	Ensure asset investments and infrastructure developments support community connectivity, accessibility, and local engagement.
	A stronger collaborative community that is actively engaged and supported	Support the social well-being of our community	Align asset planning to support community hubs, accessible public spaces, and facilities that enhance community well-being and engagement.
Prosperity	Thriving, self-sufficient communities with strong local businesses and social enterprises	Strengthen economic opportunities through local investment and employment	Prioritise asset projects that promote local business growth, provide infrastructure for new industries, and enhance regional economic resilience.
		Support the growth and development of our towns	Align asset development with strategic town plans to improve public spaces, attract investment, and support local growth.
	A well-functioning planning system that responds to our communities needs	Land use planning – we've got plans for the right things	Align infrastructure planning and asset investments with growth strategies and support sustainable development.
Making the Most of What We've Got	Natural assets are well-managed	Promote sustainable management of natural and environmental assets	Manage and maintain natural habitat assets to preserve biodiversity, promote sustainability, and adapt to environmental changes.
		Promote environmental sustainability including mitigation and planning for climate risks	Incorporate environmental considerations in asset management, supporting climate resilience and sustainable practices.
	Our Cultural heritage is managed and preserved	The management, preservation and promotion of cultural heritage of the community	Program assets to ensure that cultural heritage is preserved, maintained, and accessible to promote community identity and engagement.
	Our assets are well maintained, utilised and meet community needs	Make the most of Council assets	Review underutilised to consider disposal options or alternative uses of community facilities and end of life assets to ensure a cost-effective asset base, improve data accuracy and currency, and align current and future asset investments with community needs now and, in the future,
Managing Council Well	Council operates transparently and effectively with public trust	Council is transparent, easy to engage and do business with	Promote transparency by ensuring asset management decisions and budgets are communicated clearly and reflect community engagement.
	Decision-making is streamlined, efficient, and responsive to community needs	Council services are efficient and effective.	Ensure asset management processes are efficient, data-driven and evidence based, and focused on continuous improvement to meet service needs.

Table 2: Alignment between the Council Plan 2025-2029 and Asset Plan 2026-2035.

## 2.4 Financial Plan

Our Financial Plan provides a long-term view of the resources that we anticipate will be available and how these will be allocated and prioritised over the next ten (10) years. It identifies our current and projected financial capacity to continue delivering quality services, facilities and infrastructure while identifying critical new capital investment, to respond to our future challenges and support our diverse communities' prosperity, health and wellbeing.

This Asset Plan is based on and linked with the budgets and projections outlined in our Financial Plan, to ensure affordability and ongoing financial sustainability. The Financial Plan in combination with the Asset Plan supports us in achieving this.

## 2.5 Environmental Sustainability Strategy

Our Environmental Sustainability Strategy is aligned with our Community Vision and outlines the environmental objectives we strive to achieve, including:

- Managing and mitigating the impact of climate change
- Achieving sustainable resource management
- Facilitating living and working within the capacity of the local environment.

This will guide our asset management actions and ensure that we embed sustainability into everything we do, in designing, constructing, operating, maintaining, renewing and decommissioning our infrastructure assets over their respective life cycle.








## 2.6 Asset Plan

The *Local Government Act 2020* requires Council to develop an Asset Plan as a public-facing document to inform the community on how the Council-controlled infrastructure assets are to be managed to achieve the Community Vision and supporting Council Plan objectives.

This Asset Plan, with a focus of ten (10) years, sets out how Council's stewardship of the community's assets will respond to our Community Vision within the Financial Plan parameters and Environmental Sustainability objectives. It also sets out how evidence-based decision-making is informed by our asset management systems and practices.

## 2.7 How Our Assets Support the Delivery of Services

Assets play a critical role in the delivery of the goals and outcomes identified in our Community Vision by supporting the delivery of services such as sport, recreation, transport, community health, stormwater management and waste management services. Without fit for purpose and well managed assets, the delivery of our services can suffer or diminish. Table 3 provides an overview of our infrastructure asset classes and how they enable provision of services to our community and alignment to our Community Vision.

Community Vision Theme	Community Vision Aspirations	Asset related Council Services and Programs	Assets Classes supporting Services and Programs		Specific Asset Examples	How
<b>COMMUNITIES</b>	<b><i>Our communities will include, encourage, respect and value everyone</i></b>	<ul style="list-style-type: none"> <li>Aged services</li> <li>All abilities services</li> <li>Early Years services</li> <li>Youth programs</li> <li>Health and well-being services</li> <li>Cultural services</li> <li>Theatre services</li> <li>Indigenous services</li> <li>Library services</li> <li>Immunisations</li> <li>Customer service and call centres</li> <li>Place plans and facilitation</li> </ul>	 	<ul style="list-style-type: none"> <li>Buildings</li> <li>Open Space Assets</li> </ul>	<ul style="list-style-type: none"> <li>Community Centres and Halls</li> <li>Arts and Cultural facilities</li> <li>Forge Theatre and Arts Hub</li> <li>Kindergartens and Maternal and Child Health Centres</li> <li>Aquatic centres and sports and recreation pavilions</li> <li>Sports fields and sporting Infrastructure</li> <li>Play spaces</li> <li>Outdoor Pools</li> <li>Office Buildings</li> </ul>	<p>Community centres, halls, arts and performing venues, and other building facilities provide inclusive and accessible spaces and programs for community gathering and social connections and promote health and well-being, build resilience and reduce vulnerability and social isolation.</p> <p>Cultural precincts and arts and performance venues are vibrant places for the community to connect, learn and create.</p>
<b>PLACE</b>	<b><i>Our Place will be accessible safe, connected and healthy</i></b>	<ul style="list-style-type: none"> <li>Sport, recreation and events</li> <li>Leisure and aquatic services</li> <li>Infrastructure development</li> <li>Roads, bridges and footpaths maintenance</li> <li>Building maintenance</li> <li>Property leasing and licensing</li> <li>Sportsground maintenance</li> <li>Playground inspections and maintenance</li> <li>Public amenities</li> <li>Emergency management</li> <li>School crossing supervision</li> </ul>	  	<ul style="list-style-type: none"> <li>Road infrastructure</li> <li>Open Space Assets</li> <li>Bridges and Major Culverts</li> </ul>	<ul style="list-style-type: none"> <li>Local roads and drainage</li> <li>Footpaths and shared paths/trails</li> <li>Bridges and major culverts</li> <li>On and off-streetcar parks</li> <li>Aquatic centres and sports and recreation pavilions</li> <li>Parks and reserves</li> <li>Playgrounds</li> <li>Trees</li> <li>Streetscapes</li> <li>Public toilets</li> <li>Barbecues</li> <li>Drinking fountains</li> <li>Outdoor seats and picnic tables</li> <li>Outdoor Pools</li> </ul>	<p>Local roads, bridges and pathways provide safe, accessible, integrated and resilient transport and pedestrian networks to keep the community connected within and outside their townships.</p> <p>Parks, paths/trails, sporting facilities and aquatic and leisure centres provide inclusive and accessible opportunities for active and passive recreation and promote health and well-being. They also provide opportunities for social connection that meet the diverse needs of our community, while preserving and enhancing the natural environment, local history and heritage.</p>
<b>ENVIRONMENT</b>	<b><i>Our Environment will be managed and preserved for all generations</i></b>	<ul style="list-style-type: none"> <li>Biodiversity planning and management</li> <li>Natural area management and conservation</li> <li>Roadside weed management</li> <li>Energy reduction</li> <li>Parks, gardens and reserves maintenance</li> <li>Drainage maintenance</li> <li>Tree maintenance</li> <li>Waste collection and recycling</li> </ul>	  	<ul style="list-style-type: none"> <li>Open Space Assets</li> <li>Drainage assets</li> <li>Waste facilities</li> </ul>	<ul style="list-style-type: none"> <li>Parks and reserves</li> <li>Bushland reserves</li> <li>Street trees</li> <li>Streetscapes</li> <li>Drainage pipes and pits</li> <li>Stormwater wetlands</li> <li>Waste transfer stations</li> <li>Landfill</li> <li>Kerbside collection bins</li> </ul>	<p>Parks, bushland reserves and wetlands provide spaces for people to visit and recreate. They also provide areas for the protection and enhancement of biodiversity and habitat corridors.</p> <p>Trees and vegetation within the urban areas actively support our efforts to address climate change.</p> <p>The stormwater drainage network and stormwater quality devices support the treatment of stormwater runoff prior to entering waterways.</p>



<b>ECONOMY</b>	<b><i>Our Economy will be sustainable, innovative and supportive of existing and emerging industries</i></b>	<ul style="list-style-type: none"> <li>• Visitor Information Services</li> <li>• Caravan parks and campground services</li> <li>• Livestock exchange</li> <li>• Aerodromes and hangar facilities</li> <li>• Boat ramps and marinas</li> </ul>		<ul style="list-style-type: none"> <li>• Buildings</li> <li>• Road infrastructure</li> <li>• Open Space assets</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor Information Centres</li> <li>• Caravan parks</li> <li>• Camping grounds</li> <li>• Saleyards</li> <li>• Aerodromes</li> <li>• Marinas</li> <li>• Boat launching ramps</li> <li>• Fishing platforms</li> <li>• Fish cleaning tables</li> <li>• Seawalls</li> </ul>	<p>Visitor information centres, caravan parks, camping grounds, foreshore assets and local roads enhance accessibility and amenity of various townships and promote tourism to facilitate thriving local and regional businesses.</p> <p>Aerodromes and saleyards also support businesses in the region by facilitating access for business and recreational aircraft and supporting commercial sales of livestock.</p>
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Table 3 - Our Assets Supporting Service Delivery

### 3 Key Challenges and Opportunities

The key challenges relating to our ability to manage our assets to deliver on our Community Vision and strategic objectives are summarised in Figure 3.

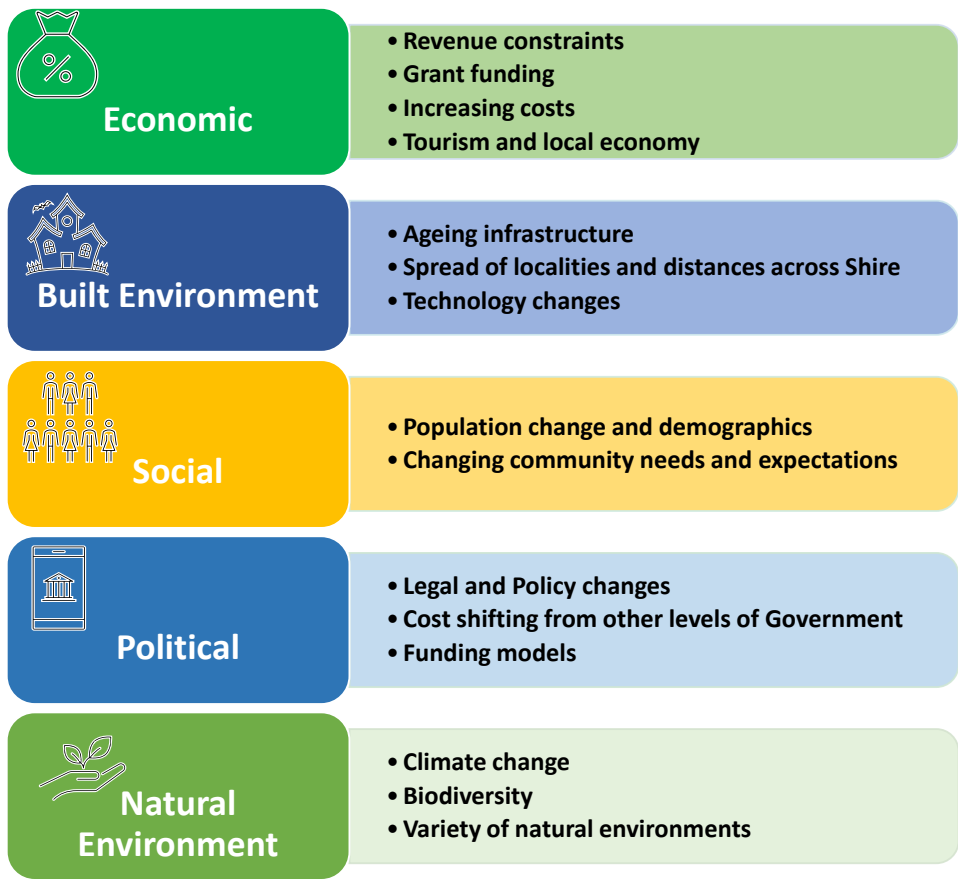


Figure 3 - Our Key Challenges

Council faces key challenges impacting asset management and service delivery across economic, environmental, social, political, and natural domains. Limited funding, renewal gap backlog, rising infrastructure costs, and reliance on external grants require innovative, cost-effective approaches to maintain services and support regional growth.

Maintaining aging infrastructure across a large area of 171 dispersed localities demands strategic and pragmatic planning and the use of emerging technologies to ensure equitable access and efficient service delivery. Socially, assets must be adaptable and inclusive to meet the needs of a growing, ageing, and diverse population, including one of Victoria's largest First Nations communities.

Political pressures, including regulatory requirements and funding constraints, require advocacy and partnerships to optimise resources. Meanwhile, climate change and natural disasters necessitate building resilience into asset design and promoting sustainable practices.

Table 4 outlines these key challenges and the strategies Council will adopt to ensure sustainable, resilient, and community-focused asset management.

Key Challenges	Description	Impacts for Asset Management and Service Delivery
Economic	<ul style="list-style-type: none"> <li>Impact of rate capping on Council's revenue and ability to fund investment in assets for continued provision of current levels of service.</li> <li>Costs of infrastructure provision, especially the significant road infrastructure, needs to be borne by a small rate base that is disproportionate to the infrastructure requirements of a large shire such as East Gippsland and places increased pressure on Council's financial capacity to maintain its asset portfolio.</li> <li>Potential reduction in government grants and reliance on alternate income streams for financial sustainability.</li> <li>Escalation in fuel prices and cost of materials relating to construction, operations and maintenance of assets is increasing at a rate greater than the rate cap and imposes additional cost challenges to our Shire, which covers 10% of the state and extends up to the NSW border.</li> <li>Increased development in growth areas also results in additional ongoing asset maintenance and upgrade costs.</li> <li>Council needs to support tourism and commercial growth within the region and continue to support the bushfire recovery process.</li> </ul>	<ul style="list-style-type: none"> <li>Council will need to continually investigate more efficient methods for maximising service delivery within its funding constraints and balance the affordable provision of services and assets against the needs of the community.</li> <li>More innovative approaches to provision of services at a community level in small townships will need to be adopted to ensure ongoing viability. In addition, we will need to explore cost efficiencies in the maintenance of our assets.</li> <li>We may also need to review the costs and charges relating to infrastructure servicing new developments.</li> <li>Unique tourism offerings in towns across the Shire, using our natural assets and built assets, will continue to be implemented to create a connected experience.</li> </ul>

Key Challenges	Description	Impacts for Asset Management and Service Delivery
<b>Built Environment</b>	<ul style="list-style-type: none"> <li>Infrastructure assets constructed during the period of development in the post-war period has created a large peak and financial liability in renewing these ageing assets, as well as those constructed prior to this era.</li> <li>The number of localities (171 no.), and vast distances (e.g.: 236 km from Bairnsdale to Mallacoota) creates an enormous challenge in providing all residents equitable access to assets and significant travel time to inspect, repair and maintain assets across the shire.</li> <li>There is a significant move to online and connected services throughout the world.</li> <li>There are also significant emerging technologies, artificial intelligence and automation for smart cities and management of assets.</li> </ul>	<ul style="list-style-type: none"> <li>Increased investment in maintenance and renewal of existing assets will be required to ensure that current levels of service enjoyed by the community continue to be delivered.</li> <li>We need to carefully plan asset provision and maintenance to address issues of equity and acknowledge that in some localities, assets are required not because of population size, but rather because of relative isolation.</li> <li>We will also continue to assess and implement new technologies and effective asset management systems and processes to inspect, maintain and monitor asset performance and utilisation and ensure that the right assets are renewed at the right time and cost.</li> <li>We will enable a more mobile workforce, with real-time access to information in the field to manage our assets effectively.</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>The Shire population forecast for 2025 is 50,980 and is forecast to grow by approximately 18% to 60,227 by 2046.</li> <li>We are one of 19 super-aged municipalities in Victoria, with almost 40% of our population being over 60 years.</li> <li>Our shire also has the second-largest population of First Nations people in Victoria.</li> <li>We also need to deliver services to cater to the unique needs and diversity of our 171 localities, including remote and rural settlements.</li> </ul>	<ul style="list-style-type: none"> <li>We will need to expand our services and assets to cater for our growing community and ensure that new subdivisional growth does not impact on the services currently being delivered to our community.</li> <li>For localities with shrinking populations, we need to ensure that the assets are right-sized, fit for purpose and possibly retire under-utilised assets.</li> <li>We will need to plan assets that are responsive and adaptable to meet changing community needs, provide universal and equitable access, including more advanced and functional, multi-purpose buildings, infrastructure/facilities to support our ageing population</li> </ul>

Key Challenges	Description	Impacts for Asset Management and Service Delivery
	<ul style="list-style-type: none"> <li>We need to respond to emerging community needs which can be influenced by numerous drivers such as generational change and facilities experienced elsewhere and popularity trends, particularly in the sport and recreation space.</li> <li>Ongoing pressure from the community for higher quality assets and responsive, convenient and accessible services to be provided by Council.</li> </ul>	<p>and increased female participation in sports and enhanced open space and foreshore areas.</p> <ul style="list-style-type: none"> <li>The relationship of First Nations people with place and their intrinsic connection with the environment will continue to be considered when planning, constructing and/or maintaining our natural and built assets.</li> </ul>
<b>Political</b>	<ul style="list-style-type: none"> <li>Increasingly complex asset-related regulatory compliance and reporting requirements.</li> <li>Changes to government policies and cost shifting of services from other levels of government.</li> <li>Any funding from both levels of government is based on competitive grant processes and are focused on new or renewed assets which brings with it additional maintenance costs, which are not part of the funding.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to meet our regulatory and statutory obligations while being conscious of maintaining financial sustainability and managing competing funding demands across a broad range of projects and services.</li> <li>We will explore service delivery partnerships with other agencies where appropriate, for non-asset service delivery or shared service solutions and in turn, optimise the use of Council's asset portfolio.</li> <li>We will also continue to strongly advocate to other levels of government for support in meeting community needs and to both consider funding for asset maintenance and management, and for more non-competitive grant streams such as Roads to Recovery that allocate funds based on need.</li> </ul>
<b>Natural Environment</b>	<ul style="list-style-type: none"> <li>Managing the impact of climate change on assets and their resilience to increased heat and drought conditions, bushfires, increased flooding of coastal properties and public facilities due to rising sea levels, beach erosion, storm damage and hotter urban spaces.</li> </ul>	<ul style="list-style-type: none"> <li>We will build resilience to climate change impacts into the design and construction of infrastructure and materials used, ensuring that financial sustainability is not materially impacted.</li> <li>We will implement use of sustainable energy sources and materials to provide assets that are environmentally</li> </ul>

Key Challenges	Description	Impacts for Asset Management and Service Delivery
	<ul style="list-style-type: none"> <li>• We also continue to manage the impacts of a series of natural disasters that occurred in the recent past, such as record drought and bushfire events.</li> <li>• Potentially greater community demand for weather protection for sports and leisure activities that have traditionally occurred outdoors.</li> <li>• Need to manage natural assets within geographically diverse landforms that support distinct vegetation types and biodiversity that are recognised as unique.</li> <li>• The variety of natural environment features presents challenges for managing assets. Coastal and river environments reduce asset lifespans, mountainous land is a challenge to construct and make accessible, and the diverse ecosystems must be worked around when developing assets in these sensitive locations.</li> <li>• The diverse natural environment also increases Council's risk exposure to events such as bushfires, flooding, and drought. Assets must be planned and constructed with this in mind, often increasing construction cost, and on occasions forcing replacement or repairs due to adverse events.</li> </ul>	<p>efficient, green the urban areas to reduce heat effects, re-use stormwater and recycled water, facilitate sustainable modes of transport by improving cycling and pedestrian infrastructure, increase usage of electric vehicles, plant and equipment, recycle waste and resource recovery, etc. to minimise impact on the environment.</p> <ul style="list-style-type: none"> <li>• We are committed to maintaining, protecting and enhancing the region's natural environment and biodiversity and will continue to strengthen our partnerships with other land care agencies and support participation of First Nations people in management processes for land and natural resources.</li> <li>• We have a major role in regulating land use and development and will ensure that our planning policies and overlays protect landscapes, biodiversity and other environmental values.</li> <li>• We will also manage our bushland reserves to protect important habitats of native flora and fauna and continue to promote biodiversity values via signs, brochures, and information.</li> <li>• We will consider the natural environment when developing assets and move away from standardised designs recognising that one size does not fit all.</li> <li>• Risk of disaster will be considered in the design, development and management of assets to ensure that risk is reduced, even if this leads to a higher initial cost and will insure assets against the risks of natural disasters and advocate for more of our asset classes to be covered by natural disaster recovery funding.</li> </ul>

Table 4 - Summary of Key Challenges and Opportunities

## 4 Our Community Engagement

### 4.1 Approach

This Asset Plan was developed with input from our community in line with Council's Community Engagement Policy. This includes three key areas of engagement:

1. Inform:
  - A five-minute video was developed to explain Council's assets and asset management processes, with the video used on social media platforms, in induction of new staff, on Council's website and online consultation platform (Your Say).
  - A high-level summary of the draft asset management plans that had been completed for each of the six (6) asset classes was released for public review.
2. Consult:
  - A broad community survey to understand the community's satisfaction levels with existing assets and recommendations for future allocation and priorities for investing in our assets.
  - A more targeted on-line survey for community members to assign scores on what they considered to be the key priorities relating to specific services listed on the survey.
  - Conversations with more than 2,500 people as part of the Community Vision engagement process survey undertaken throughout July – August 2024 (closed 30th August)
  - Internal engagement sessions were held with Councillors and Council staff to seek broad organisational input into the draft plan from mid-2024 to March 2025
3. Collaborate:
  - An Asset Management Steering Committee has been established to ensure all areas of Council's services engage in the development of the Asset Plan and all other policies, responsibilities and improvements linked to asset use and management.
  - Deliberative engagement sessions were held with our Community Panel, consisting of 22 people from all walks of life and different demographics and with lived experience in our unique and diverse townships. Our Community Panel was established to review and refresh the East Gippsland Community Vision, and to identify priorities to inform our key strategic documents, such as the Council Plan (incorporating the Municipal Health and Wellbeing Plan), the Long Term Financial Plan and this Asset Plan.

Our key objective in relating to above community engagement was to identify the key principles by which we should prioritise and invest in our assets over the next ten (10) years. This collaborative community engagement, consistent with *Local Government Act 2020* requirements, has assisted in shaping this document.

## 4.2 Community Engagement Outcomes

- The following summarises (July – August 2024) the outcomes specifically relating to asset management related survey questions and discussion topics during our community engagement process:

### **Community Survey Outcomes (154 responses)**

- 64% of the survey responses indicated that all six infrastructure asset classes were deemed to be 'essential or 'high priority'.
- However, the highest priorities were assigned to the following infrastructure asset classes:
  - Waste Facilities (85%)
  - Roads and footpaths (83%)
  - Open Space Assets (70%)
- The lowest score of 64% related to bridge infrastructure
- The satisfaction levels with the quality of the infrastructure assets meeting community needs were comparatively low.
- Highest satisfaction levels of 'very happy' and 'happy' were assigned to:
  - Bridge infrastructure (44%)
  - Open Space assets (42%)
  - Waste facilities (40%)
- Lowest satisfaction levels of 'unhappy' or 'very unhappy' were assigned to:
  - Roads and footpaths (58%)
  - Stormwater infrastructure (31%)
  - Waste facilities (30%)

### **Community Panel Session Outcomes**

Table 5 presents the recommendations and rationale of the community panel for the Asset Plan following the deliberative engagement sessions conducted in November - December 2024:

Recommendation	Rationale	Council Response
We recommend that Council appoints a shire wide Place and Community Advisory Committee and considers current Community Place Plan committees as members for the advisory committee	<ul style="list-style-type: none"> <li>To establish continual community consultation and collaborative problem solving and enhances transparency</li> <li>Committee to also review what has happened during the previous period</li> </ul>	The establishment of a shire wide Place and Community Advisory Committee will be considered by Council. Our collaborative approach to community engagement, as outlined in our Community Engagement Policy, will guide the development of our current and future place plans. This policy emphasises the importance of creating genuine and transparent opportunities for community members to be involved in the decision-making process, ensuring that our engagement is purposeful, representative, and inclusive.
We recommend that identified under-utilised assets, after local community engagement and review to determine their usage are leased or relinquished, with proceeds to be reinvested in similar community services	<ul style="list-style-type: none"> <li>To reduce maintenance costs and generate income</li> <li>Allow opportunity for multi-use of new and/or existing buildings</li> </ul>	The Council Plan 2025-2029 addresses the recommendation to rationalise under-utilised and end-of-life assets after local community engagement and review. The plan emphasises the importance of engaging with the community to ensure that decisions about asset usage reflect community needs and values. This approach aligns with the Council's broader strategic goals of fostering community involvement and ensuring that resources are used effectively to benefit the community.
Close the gap between the capital works program and asset renewal requirements, linked to asset condition	<ul style="list-style-type: none"> <li>To close the funding gap between capital works program and asset renewal needs</li> </ul>	Council recently completed a major project to assess the condition and revalue a significant portion of its asset register, and is now focused on improving the accuracy of asset data by validating existing information, capitalising all donated and discovered assets, and implementing renewal modelling that incorporates service levels to guide future capital works programs and address key risks arising from the renewal gap. This work will support informing and closing



Recommendation	Rationale	Council Response
		the renewal gap with more accuracy over next 1-2 years to fund capital works programs and renewal needs.
We recommend that Council investigate committee of management models (i.e. DEECA) to identify best practice and potential applicability	<ul style="list-style-type: none"> <li>To allow for community driven decision-making regarding facilities within a budget</li> <li>There are other models in place that we can look to follow</li> <li>Takes financial liability off Council as the owner for maintenance and other costs</li> </ul>	Council currently operates under a committee of management model with the goal to work in partnership to maintain and improve facilities in an efficient and effective manner.

*Table 5 - Summary of Community Panel Engagement Outcomes*

Some of the other recommendations made by the Community Panel in relating to other strategic documents and directly impacting on asset management are summarised below:

- Council to investigate using assets where possible to maximise income. Accessibility is considered, not just for design, but access to and from new asset developments. (The Community Panel felt that we are currently developing assets without the consideration of how community accesses and utilises these facilities.)

While the Community Panel expressed concern that asset development may not always reflect how the community accesses and uses facilities, it is important to clarify that Council undertakes thorough engagement with key stakeholders, community members, and user groups when renewing and improving assets. This process ensures that accessibility, both in design and in practical, everyday use, is considered closely. Council is committed to aligning future community needs with long-term planning and capital works investment, so that our facilities are accessible and utilised.

## 5 How Do We Manage Our Assets?

### 5.1 Our Role in Managing the Assets

Our community assets play an integral part in supporting the delivery of a range of services to our communities as summarised in Table 3. The quality and extent of management applied to our assets will affect the quality of service experienced by our community and delivering on our Community Vision.

Service delivery needs form the basis of all our asset management practices and decisions. Managing our long-life infrastructure assets to deliver on the required services, involves balancing risk, cost, opportunities and performance to effectively realise the value of the assets fully over their entire lifespan. We adopt a structured approach by aligning strategic planning with assets and service delivery. Our asset management approach answers the following fundamental questions:

- What assets do our communities need now and in the future?
- How can we best manage the assets to serve our communities?

Assets also require ongoing management to relevant statutory and regulatory requirements and to ensure they remain safe and serviceable for public use. These are all key considerations in Council's stewardship and management of community assets.

### 5.2 Our Asset Management Framework

The goal of asset management is to provide assets that are accessible, safe, sustainable, inclusive and responsive to meet the current and future needs of our diverse communities and the contemporary environment, in the most cost-effective manner.

Our Asset Management Framework shown in Figure 4 aims to ensure that a systematic approach to asset management is adopted to deliver the necessary prudent and efficient outcomes to meet both our corporate and asset management objectives.

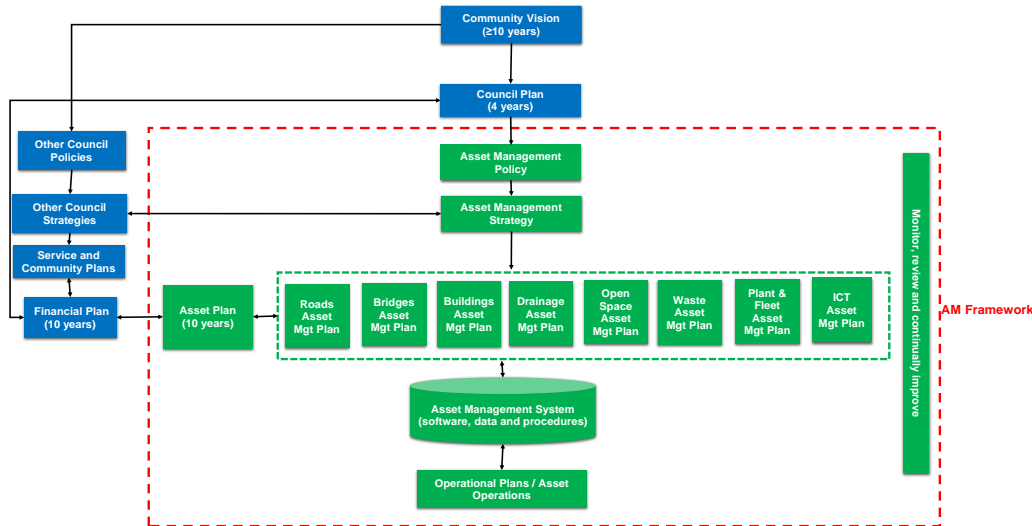


Figure 4 – Our Asset Management Framework

Table 6 provides a summary of Council's key asset management documents and their roles in supporting our service delivery.

Document	What does this mean for asset management and service delivery?
<b>Asset Management Policy</b>	Our Asset Management Policy summarises the objectives for asset management and outlines responsibilities for asset management across the organisation. It recognises that asset management is a collective whole of organisational responsibility, and objectives can only be achieved if all parties responsible work together.
<b>Asset Management Strategy</b>	Our Asset Management Strategy outlines how we will deliver our Asset Management Policy intentions. The purpose of the Strategy is to provide a framework for the ongoing enhancement of our asset management practices, to deliver sustainable and effective services, support the implementation of the Asset Management Policy and achieve organisational objectives.
<b>Asset Plan</b>	Our Asset Plan (this document) provides a high level 10-year view of Council's priorities around maintenance, renewal, acquisition, expansion, upgrade and disposal of infrastructure and how these are to be integrated within Council's decision-making process and financial plans. It relates outcomes from community engagement to guide Council asset decisions, needs and activities over the next ten (10) years. It should be noted that projects and financial commitments outlined are subject to change and review over the 10-year outlook to respond to tactical and operational changes under respective Officer and Council delegation.
<b>Asset Management Plans</b>	Our Asset Management Plans provide information on how we intend to manage each of our six (6) infrastructure asset classes to meet the demands of our community in the future. They provide the roadmap for achieving value from our assets by optimising cost, risk, and performance across the lifecycle of an asset. We currently have Asset Management Plans for Road Infrastructure, Buildings, Bridges and Major Culverts, Stormwater Drainage Assets, Open Space Assets and Waste Facilities Assets. We have also developed specific for some Asset Management Plans for non-fixed assets such as Plant, Fleet and Information Technology and Communication assets.

Table 6 – Our Asset Management Framework Documents

### 5.3 Asset Lifecycle Management

Underpinning our Asset Management framework is our approach to asset lifecycle management, which is achieved through effectively managing assets through their lifecycle, from planning, creation and acquisition, maintenance and operation, through to renewal or replacement and decommissioning or rationalisation. This is highlighted in Figure 5.

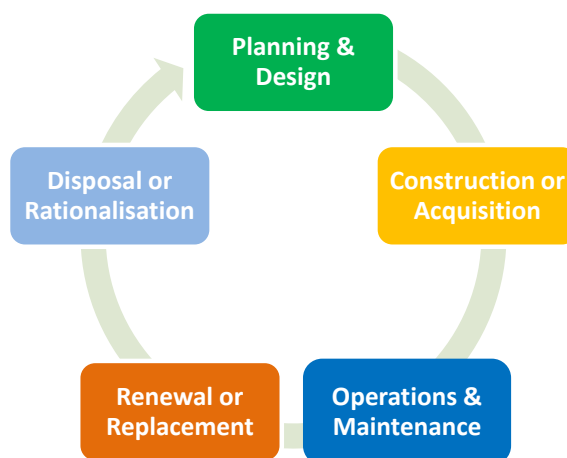


Figure 5 – Asset Lifecycle Stages

Each of the above stages of the asset lifecycle require different approaches to drive the most efficient service delivery outcome with a balance between cost, risk and performance. As summarised in Table 7.

Asset Lifecycle Stage	Lifecycle Management Approach
<b>Planning and Design</b>	<ul style="list-style-type: none"> <li>Impact of changing service needs are analysed, and cost-effective asset investment or demand management strategies are implemented to support service delivery needs over the long term.</li> <li>Assets are designed considering aspects such as levels of service to be delivered, affordability, accessibility, equity, maintainability, environmental sustainability and resilience to climate change impacts.</li> <li>Informed and transparent decision-making processes are adopted, considering whole of life implications of acquiring, operating, maintaining, renewing and finally disposing of the asset.</li> </ul>
<b>Construction or Acquisition</b>	<ul style="list-style-type: none"> <li>Objectives are well-defined and appropriate procurement strategies are adopted to ensure that value for money is achieved in project delivery.</li> <li>We use our project delivery framework to plan, manage and control our construction projects to ensure minimal impacts on the environment and our community.</li> <li>Newly acquired assets are assessed for quality and adherence to design specifications before they are accepted and placed into service.</li> </ul>
<b>Operations and Maintenance</b>	<ul style="list-style-type: none"> <li>Continuous monitoring of the performance is undertaken to ensure assets operate to their service potential over their useful life and continue to deliver on the required levels of service to meet the needs of the service.</li> <li>Regular inspections, servicing and planned maintenance is undertaken to ensure that Council's assets remain safe, compliant, fit for purpose and continuously available for use.</li> <li>Systems and processes are used to record information about assets and undertake proactive maintenance and intervention works as necessary, to minimise risks, critical asset failures and maintenance costs.</li> </ul>
<b>Renewal or Replacement</b>	<ul style="list-style-type: none"> <li>A holistic approach is adopted to determine renewal or replacement of assets based on asset condition, utilisation levels, fit for purpose assessments and environmental sustainability aspects, rather than age alone.</li> <li>Cyclical condition and performance assessment programs ensure assets continue to meet changing community needs and are right-sized and enable the prioritisation and timing of renewal or replacement as required.</li> <li>We aim to optimise the timing of the renewal or replacement, so that assets remain safe, functional and resilient to climate change impacts with timely investments being made, to save money in the long term.</li> </ul>
<b>Disposal or Rationalisation</b>	<ul style="list-style-type: none"> <li>If assets are not required to directly support core service delivery, they are considered for rationalisation, where practicable, to reduce overall asset lifecycle costs or disposed, if deemed surplus to the community's needs.</li> <li>We aim to maximise the use of assets through adaptive re-use or co-location of services, where possible.</li> </ul>

*Table 7 – Our Asset Lifecycle Approach*

There is also a focus on continuous improvement of asset management processes and practices relating to the above asset lifecycle management approach.

## 5.4 Asset Investment and Expenditure Categories

For the purposes of this Asset Plan, our spending on our infrastructure is categorised in Table 8.

Expenditure Category	Expenditure Type	Activity	Description
Recurrent	Non-discretionary	Maintenance	Ongoing work required to keep an asset performing at the required level of service.
	Non-discretionary	Operations	Recurrent expenditure that is continuously required to provide a service.
Renewal	Non-discretionary	Renewal	Returns the service potential or the life of the asset up to that which it had originally.
Growth	Discretionary	Upgrade	Enhancements to an existing asset to provide a higher level of service.
	Discretionary	Expansion	Extends or expands an existing asset at the same standard as is currently enjoyed by residents, to a new group of users.
	Discretionary	New	Creates a new asset that provides a service that does not currently exist.

Table 8 - Expenditure Categories

Classifying our investment in this way helps us to plan our budgets and track how we spend our money on our assets and services.

## 5.5 Asset Investment Strategy

Council is committed to prioritising the renewal funding of its existing infrastructure base before allocating funds to any discretionary projects relating to new assets or expansion or upgrade of existing assets. This is based on the logic that “we cannot afford to expand our asset portfolio if we cannot afford to look after what we already own.” As a result, the funding of renewal is deemed a non-discretionary expenditure and has been allocated the highest priority in our Capital Works Program.

Our commitment to being future-focused has highlighted the need to improve liveability, sustainability, resilience, accessibility, promote social inclusion and strive for increased economic growth. However, balancing the investment in maintenance and renewal of existing assets and investment in new or upgraded assets to meet current and future needs of the community, is an ongoing challenge within a constrained financial environment.

Retiring old and/or under-utilised assets and reducing levels of service will also need to be investigated with more focus over the next few years to ensure that our existing asset base is managed responsibly and sustainably into the future. Proceeds from sale of any retired assets may then be reinvested to deliver other improved services to the communities.

As a result, the prioritisation of capital works is driven by the following decision-making principles, which have also been influenced by the outcomes of the community engagement undertaken:

- Prioritise renewal of Council's ageing infrastructure to continue to maintain appropriate levels of service to the existing community.
- Continue to comply and meet all relevant legislative requirements.
- Ensure asset resilience to climate change impacts.
- Manage impacts of population changes and re-purpose or retire assets with low utilisation,

- to make room for new assets and multi-use facilities that are critical to support growth.
- Develop and further enhance assets that promote the health and well-being of the community in an equitable and inclusive manner.
  - Continue to maintain and enhance assets supporting tourism and the natural environment.

Our asset investment strategy can be summarised as shown in Figure 6.

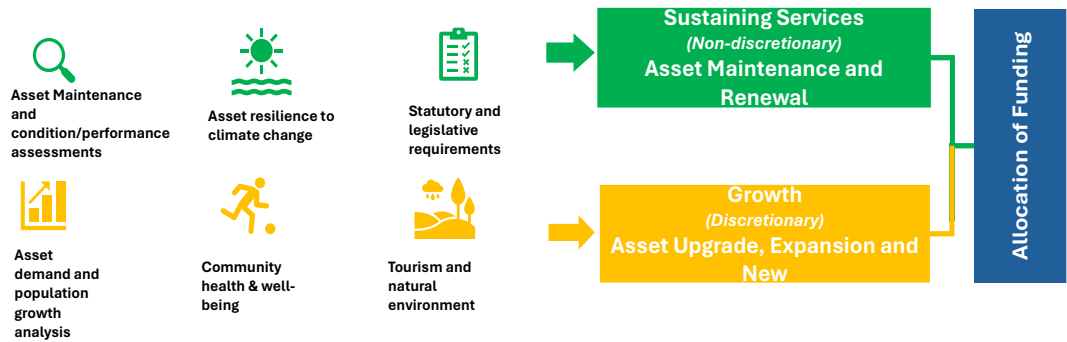
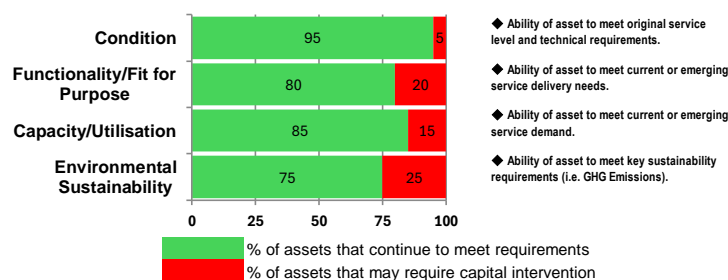


Figure 6 – Asset Investment Strategy

## 6 State of Our Assets

### 6.1 Road Infrastructure

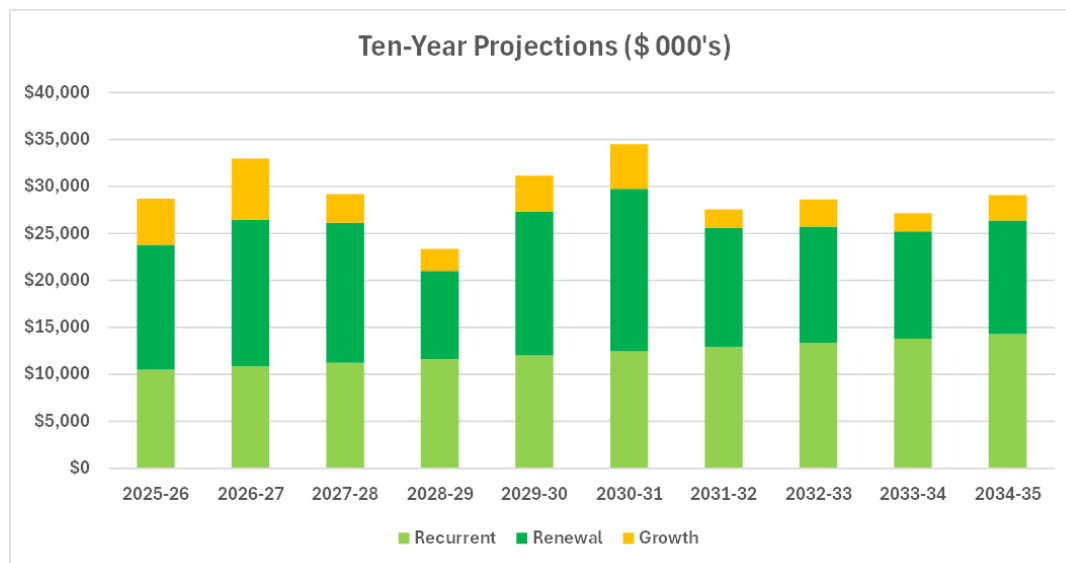
	<b>Service</b>	The road and footpath infrastructure form the vehicular and pedestrian transportation network across the shire. It provides vital transport corridors between townships and within townships to ensure key linkages that maintain access and movement while connecting the communities across the shire. Safe and suitable off-street carpark facilities are also provided at key locations.
Future Challenges and Opportunities		
Sustainable Transport	Subdivisional Development	Population Growth and Demographics
<ul style="list-style-type: none"> <li>Use and reuse of sustainable materials for road construction</li> <li>Use of improved quality of bitumen alternatives to ensure resilience to extreme weather and drought conditions.</li> <li>Improved on-road and off-road bicycle paths and pedestrian infrastructure to promote sustainable transport modes.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring that any new road infrastructure provides interconnectivity to key destinations and supports emergency management during bush fires.</li> <li>Management of subdivisional development impacts on the road network, such as construction vehicle damage and utility renewals/connections affecting road pavement.</li> <li>Increase in freight movement and separation from residential traffic in urban areas.</li> </ul>	<ul style="list-style-type: none"> <li>Population growth leading to increased traffic on local roads and connections with higher order roads.</li> <li>Establishing wider footpaths in urban areas to support the growing population and ageing community.</li> <li>Use of technology to assist pedestrians with lower levels of mobility and vision or hearing impairment.</li> </ul>
Asset Performance		



Current Performance	Fit for the Future?
<p>The current condition of the road infrastructure is considered to be in good condition with a small number of roads in poor and very poor condition</p> <p>There are some sub-standard urban roads that have unsealed verges and lack adequate footpaths, lighting and drainage. In addition, several rural link roads have a narrow width of 4.5 metres, instead of the standard 6 metres and do not adequately support the movement of freight and other traffic within the shire.</p>	<p>Significant investment continues to be allocated to maintaining and renewing assets in poor condition, along with improving safety and accessibility of the infrastructure to meet expected demand and needs of our ageing population. We will also ensure that roads constructed by developers in new subdivisions provide appropriate access, safety and interconnectivity to key destinations and services within the Shire. The known performance issues relating to the urban and rural road networks and footpath network will also be prioritised for upgrade, to ensure that appropriate levels of service are delivered.</p>

### Our Strategic Response to Funding

The foreshadowed budget is adequate to meet the anticipated renewal demands and provide some additional capacity for targeted improvement priorities based on the information available on the condition, function and capacity of the road infrastructure. Proposed expenditure over the next ten (10) years will continue to focus on and prioritise areas for the functional improvement of the urban and rural road networks and to facilitate movement of freight and tourism. The ongoing renewal of the roads, footpaths and ancillary infrastructure in poor condition will also continue, to ensure that they are rehabilitated in a timely manner to optimise ongoing maintenance costs. The projected expenditure below includes Roads to Recovery grants funding in the order of \$28 million that has also been committed for the next 5 years.



Key Projects and Annual Programs (Subject to approval of Council and external funding)		
Annual Programs	Planned projects over next two – three years	Projects 2027/28 onwards
<ul style="list-style-type: none"> <li>Road seal/wearing course renewal (\$3.3M)</li> <li>Rural road maintenance seal (\$0.5M)</li> <li>Sealed road pavement renewal (\$2M)</li> <li>Footpath renewal (\$0.5M)</li> <li>New footpath program (\$1M)</li> <li>Rural road improvement (\$0.7M)</li> <li>Road safety improvement (\$0.1M)</li> <li>Protective treatment for roads vulnerable to climate change (\$0.2M)</li> <li>Gravel road resheeting program (\$1M)</li> </ul>	<ul style="list-style-type: none"> <li>Francis and Pyke Street Bairnsdale (\$2M)</li> <li>Connleys Road Omeo upgrade stage 2 (\$2.1M)</li> <li>Corringle Road Newmerella renewal (\$1.2M)</li> <li>Murphy Street Bairnsdale upgrade (\$3.4M)</li> <li>Roadknight Street Lakes Entrance upgrade (\$1.6M)</li> <li>Boundary Road protective treatment (\$8M)</li> </ul>	<ul style="list-style-type: none"> <li>Payne Street upgrade (\$2.3M)</li> <li>Palmers Road upgrade (\$2.5M)</li> <li>Lake Tyers Beach Road upgrade stages 2 and 3 (\$4M)</li> <li>Reconstruction of Giles and Rupert Streets (\$2.3M)</li> <li>Calvert Street upgrade (\$2.7M)</li> <li>Power Station Road (\$2.4M)</li> <li>Bogong High Plains Road (\$3.1M)</li> <li>Urban road improvement (\$4.5M)</li> <li>Rural road improvement (\$5.4M)</li> </ul>



## 6.2 Buildings

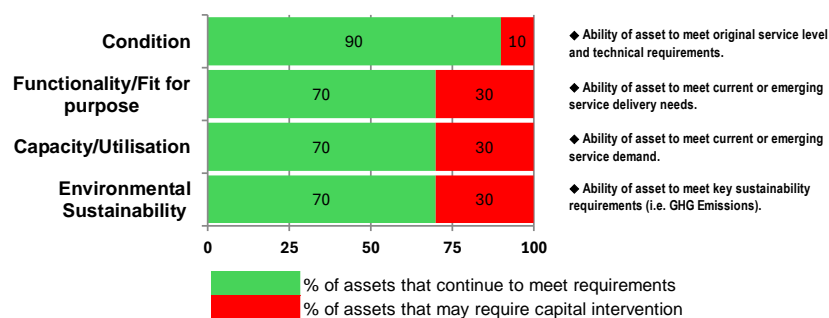


**Service** Our 672 building structures support a range of services including recreation services, community services, children's services, aged care services, commercial services, caravan park facilities, aerodrome facilities and landfill facilities, as well as Council administrative functions and public amenities.

### Future Challenges and Opportunities

Ageing Buildings	Population Growth and Changing Needs	Building Technology
<ul style="list-style-type: none"> <li>Ageing buildings will require increased investment to ensure they are maintained in a safe condition and are fit for purpose for the future. Specifically, some of our public toilets and other high use facilities.</li> <li>Some buildings will require upgrade to meet bushfire standards and other current day requirements.</li> <li>Older buildings and/or those surplus to needs may need to be decommissioned or rationalised and the services co-located, to provide modern multi-purpose facilities whilst reducing ongoing maintenance costs.</li> </ul>	<ul style="list-style-type: none"> <li>Population growth may lead to increased demand for services supported by universally accessible buildings with increased availability of building functional space.</li> <li>Demand for accessible building facilities to accommodate gentle recreational and group activities suited for the ageing community.</li> <li>Increased participation of females in team sporting activities requires provision of appropriate facilities in club rooms/change rooms.</li> </ul>	<ul style="list-style-type: none"> <li>Multi use and functionality of buildings is increasing as they are expected to support a range of services to meet contemporary user needs.</li> <li>Smart building controls and on-site power generation with storage can provide opportunities to improve energy and operational efficiencies and reduce ongoing building lifecycle costs.</li> <li>Establishing water harvesting and grey water re-use systems can provide further opportunities for enhancing the star-rating of buildings and reduce ongoing costs.</li> </ul>

### Asset Performance



#### Current Performance

The current portfolio of buildings is performing to satisfactory standard overall given the age and standards to which some were constructed. However due to the size of the portfolio and changing needs of some these buildings. The plan will be focusing on updated building condition assessments from mid 2025 to

#### Fit for the Future?

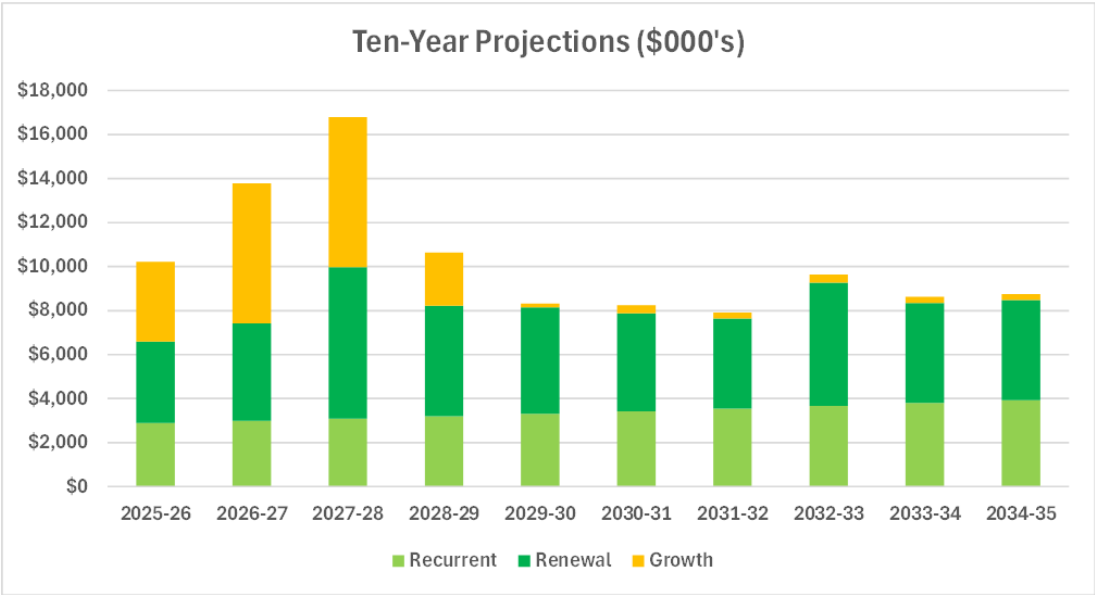
Continued upgrade and construction of new or multi-purpose buildings is required over the next ten (10) years to ensure that our building portfolio continues to support delivery of the range of services required by the changing needs of our communities. Key building upgrades required are focussed on sports, recreation and community service areas, with continued demand

inform our renewal program with more accuracy, with a focus on public toilets as a the main priority. Also some sub assets of our buildings like roof structures and HVAC will also need to be a focus over the next 4 years to replace or upgraded to meet the needs of the community. Key facilities such as BARC and the WORLD are being upgraded/constructed to meet future demand. There are however, some community halls and facilities that are under-utilised or do not comply with current day standards. There are also some facilities that are not universally accessible and fit for purpose and limit utilisation and participation in sport, recreation and community events. Several public toilets throughout the shire are also in poor condition and need to be renewed, a priority renewal plan is being developed to upgrade ones in the worst condition, subject to funding these will be programmed over the next 4 years.

for netball, basketball and gymnasium facilities, as well as facilities to support tourism and the local economy. A prioritised program for timely renewal of ageing building infrastructure will also continue to be implemented. Decommissioning or rationalising facilities that may be non-compliant or surplus to community needs will be pursued in consultation with key stakeholders in the community.


Our Strategic Response to Funding

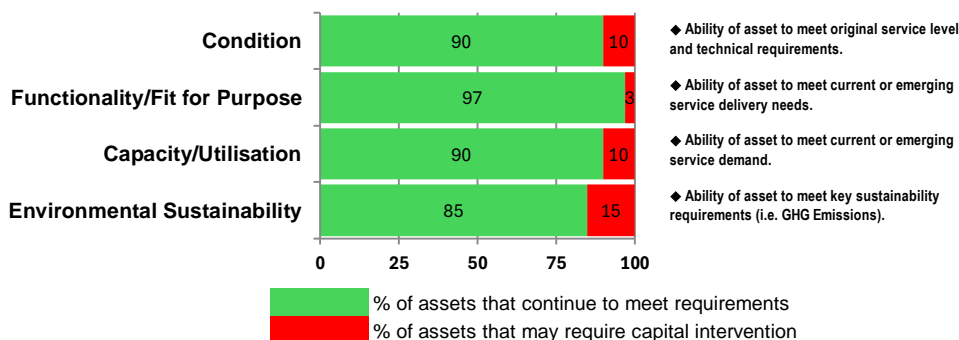
The proposed projects are based on community priorities relating to services delivered, to ensure that funding is targeted towards building facilities that provide higher priority services and there is equitable funding across townships for service delivery and promotion of the economy. Several major projects are proposed to ensure that our building portfolio remains relevant for future community needs. These will be subject to outcomes of the recreation, sporting and aquatic strategies and site master plans that are currently in progress. They will be eligible for competitive grant programs and this income is not currently foreshadowed within the budget. Council may also need to rationalise and/or dispose of any under-utilised facilities to partly fund these investments and also reduce ongoing maintenance expenditure. These new buildings and building upgrade projects are underpinned by a steady funding requirement for non-discretionary building operations, maintenance, and renewal of building elements over the next ten (10) years.



Key Projects and Annual Programs (Subject to approval of Council and external funding)		
Annual Programs	Planned projects over next two years	Projects 2027/28 onwards
<ul style="list-style-type: none"> <li>▪ Building renewals (\$0.8M)</li> <li>▪ Toilet block renewals (\$0.3M)</li> <li>▪ Sporting facilities upgrade program (\$0.3M)</li> <li>▪ Caravan parks infrastructure renewal (\$0.1M)</li> <li>▪ Aerodrome building infrastructure renewal (\$0.1M)</li> <li>▪ Aquatic facility plant equipment renewal (\$0.2M)</li> <li>▪ Energy efficiency upgrades at Council facilities (\$0.05M)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gippsland Lakes Shared Community Hub (\$13.2M)</li> <li>▪ Lakes Entrance Indoor stadium design (\$0.9M)</li> <li>▪ Mallacoota Holiday Park Toilet blocks (\$0.3M)</li> <li>▪ Bairnsdale Airport Runway Renewal and Extension (\$14.0M).</li> <li>▪ Livingstone Park Omeo (\$1.6M)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lakes Entrance Indoor stadium (construct) (\$8.0M)</li> <li>▪ Leisure and Aquatic facility renewal program (\$1.9M)</li> <li>▪ Raymond Island Community Hall upgrade (\$0.6M)</li> <li>▪ Community Halls and Centres renewal program (\$2.0M)</li> </ul>

## 6.3 Bridges and Major Culverts

	<b>Service</b>	<p>Bridges and Major Culverts form an integral part of both the road and pathways network of Council. They play a critical role in maintaining vital transport corridors across natural and built obstacles such as rivers and rail lines and ensuring key linkages that maintain access and movement while connecting the communities across the shire.</p>
Future Challenges and Opportunities		
Ageing Assets	Population Growth	Climate Change
<ul style="list-style-type: none"> <li>Increased loading and use of older structures that require upgrade to current day standards.</li> <li>Ageing structures in a coastal environment are further subject to increased corrosion and deterioration.</li> </ul>	<ul style="list-style-type: none"> <li>Increased loading of road bridges and major culverts can result in increased deterioration and risk.</li> <li>Monitoring the traffic and freight movement across bridge structures to manage the assets in a safe and reliable manner.</li> </ul>	<ul style="list-style-type: none"> <li>Mitigating bushfire risks relating to timber bridges and ensuring safe and reliable access across the shire.</li> <li>Sea level rise and coastal inundation can cause increased corrosion of bridge structures resulting in the need to treat, maintain and renew these elements early.</li> </ul>
Asset Performance		



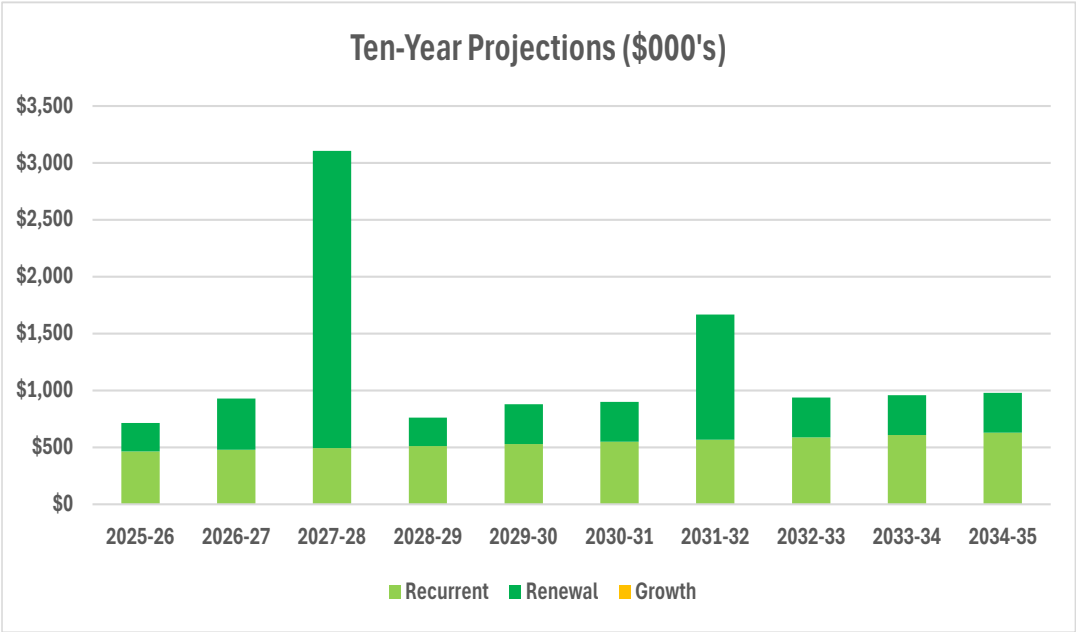
Current Performance	Fit for the Future?
<p>The bridge and major culvert portfolio is performing reasonably well, with the current condition of the structures being considered to be good. Regular bridge inspections and condition assessments are undertaken, and bridge or structure elements identified in poor condition are treated, maintained or renewed in a timely manner.</p> <p>Several timber road bridges have been replaced in the last few years, in response to bushfire damage, to minimise risks and ensure access standards could be maintained.</p> <p>There is currently one load-limited timber bridge</p>	<p>We have made a commitment to replacing all our road timber bridges with modern equivalent concrete bridges to ensure resilience to bushfire events and other climate change impacts. We continue to prioritise funding for replacing structures in poor condition, along with improving the safety and accessibility of bridges and optimising lane configuration and load capacity to meet expected demands.</p> <p>Ongoing monitoring and detailed engineering assessments will be required to ascertain extent of deterioration due to saltwater inundation and other climate change impacts such as sea level rise. The current renewal program may have to adapt and be</p>

that restricts movement and access, particularly for industry utilising large vehicles. This is currently being upgraded.

flexible to accommodate increased renewal and maintenance funding needs to address any structural condition issues that may be identified as a result of more indepth or ongoing assessment activities.


**Our Strategic Response to Funding**

There are no new bridges planned in the next ten (10) years to accommodate the population growth and resulting traffic. The forecast projects relate to non-discretionary expenditure relating to the progressive renewal of the remaining three (3) timber road bridges over the next three (3) years to always ensure safe and reliable access. An annual allocation has also been provided for regular repair and renewal works relating to major culverts deemed to be in poor condition. Some funding has also been allocated in the planning period for any unforeseen events and deterioration that may eventuate.



Key Projects and Annual Programs (Subject to approval of Council and external funding)		
Annual Programs	Planned projects over next two years	Projects 2027/28 onwards
<ul style="list-style-type: none"><li>Major culvert renewal (\$3.3M)</li></ul>	<ul style="list-style-type: none"><li>Footbridge renewal (\$0.2M)</li></ul>	<ul style="list-style-type: none"><li>Healeys Road timber bridge renewal (\$0.6M)</li><li>Hollands and O'Briens Road timber bridge renewal (\$1.0M)</li><li>Lees Road, Mossiface timber bridge renewal (\$0.7M)</li><li>Footbridge renewal (\$0.9M)</li></ul>

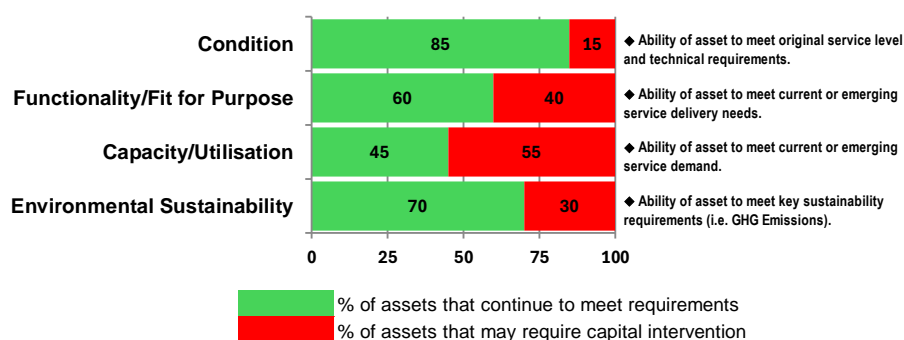
## 6.4 Drainage Assets

	<b>Service</b>	Drainage infrastructure plays a critical role in maintaining safe roads for the community, mitigates flood risk to private properties during major and minor storm events and minimises risk of pollution of waterways in the Shire.
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### Future Challenges and Opportunities

Ageing Assets	Subdivisional Development	Climate Change
<ul style="list-style-type: none"> <li>Some older drainage assets do not meet capacity levels of service and may require upgrade to eliminate localised flooding issues.</li> <li>Ability to fund timely renewal and upgrade of drainage assets in poor condition, consequently increasing maintenance cost.</li> <li>Damage to ageing drains from more frequent rain events.</li> <li>Cost of new technology and innovative solutions for assessing drainage asset condition and performance.</li> </ul>	<ul style="list-style-type: none"> <li>Subdivision growth will lead to an increased area of impervious surfaces and more stormwater run-off, creating pressure on existing drainage network and the increased need for local stormwater treatment assets.</li> <li>Increased cost of maintaining wetlands in subdivisions donated by developers and the need to upgrade existing infrastructure beyond developer contributions received.</li> </ul>	<ul style="list-style-type: none"> <li>Coastal inundation and sea level rise is beginning to affect the stormwater network as higher tides reach drainage pipes near the coastal areas. This may result in increased corrosion and deterioration of affected pipes and possibly cause localised flood issues requiring network upgrade.</li> <li>More frequent and intense storm events will pose an increased risk of flooding and reduce reliability of the drainage assets.</li> <li>Increased pressure and demand to treat stormwater prior to it entering waterways, may result in further water harvesting and water sensitive urban design assets being needed.</li> </ul>

### Asset Performance



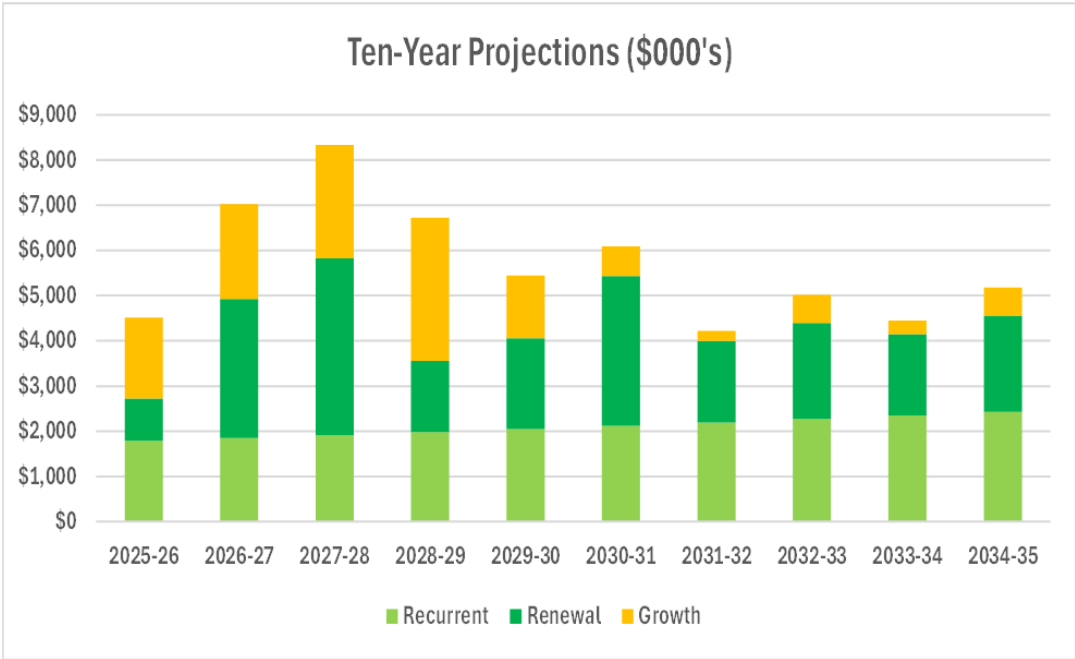
Current Performance	Fit for the Future?
<p>The existing drainage network is steadily ageing and will require increasing investment over the next ten (10) years to renew and upgrade assets identified as being in poor condition and improve levels of service. Drainage assets in a few smaller townships are also not constructed to current day standards and result in localised ponding issues and increased cost for repair</p>	<p>Our knowledge of the condition and capacity of the underground drainage network has now commenced to be improved via a prioritised data capture program, focusing on key growth areas and areas prone to flooding. Structure plans and options for viable drainage solutions and associated land acquisitions are being</p>

or replacement of these assets. A more integrated approach to stormwater management, incorporating but not limited to wetlands and Water Sensitive Urban Design (WSUD) is required in existing urban areas to accommodate growth and climate change impacts.

investigated to cater to forecast population in areas zoned/being rezoned as residential, commercial and industrial. A Stormwater Management Strategy and Climate Risk Assessment is also being developed ( completed mid 2026) to improve integrated water management, quality, volumes in response to weather events and the drainage infrastructure's resilience to climate change impacts. This document will assist with protising upgrades or external funding advocacy and informing planning decesions for futre new subdivisions.

**Our Strategic Response to Funding**

The proposed non-discretionary investment in renewing drainage assets is based on asset capacity, recognising that older drainage systems may not have been designed to current day standards for catering with flood events. Priority is assigned to these older assets in key known locations where capacity limitations pose the highest risk, and the current condition of the underground drainage assets remain unverified. The long-term budget allocations may need to be further reviewed, following completion of onsite condition and capacity assessments, finalisation of the Stormwater Management Strategy mid-2026, the climate risk assessment, and local structure plans for urban growth areas. To address the budget shortfall, external grants may be required to support the ongoing prioritised renewal and upgrade of the drainage system in areas with identified service deficiencies and forecast growth.



Key Projects and Annual Programs (Subject to approval of Council and external funding)	
Planned projects over next two years	Projects 2027/28 onwards
<ul style="list-style-type: none"> <li>▪ Marlo town drainage upgrade (\$1.4M)</li> <li>▪ Eastern Beach Road drainage improvements (\$1.4M)</li> <li>▪ Rupert Street Bairnsdale drainage renewal (\$4.3M)</li> <li>▪ Robin Street, Lakes Entrance drainage renewal (\$1.3M)</li> <li>▪ Raymond Island township road and drainage upgrade (design) (\$0.5M)</li> <li>▪ Admiral Quay drainage upgrade (\$0.5M)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lakes Entrance North Growth Area drainage (\$4.0M)</li> <li>▪ Mississippi Creek Crossing upgrade (\$3.1M)</li> <li>▪ Raymond Island township road and drainage upgrade (construct) (\$2.9M)</li> <li>▪ Stormwater Improvement program (\$2.9M)</li> <li>▪ Stormwater renewal program (\$7.5M)</li> </ul>



## 6.5 Open Space Assets



### Service

Our open space assets support a range of active and passive recreation activities, leisure and tourism, in addition to providing streetscape amenity and preservation and management of foreshore areas, flora and fauna, wetlands and bushland areas.

### Future Challenges and Opportunities

Population Growth and Changing Use	Tourism	Sustainability
<ul style="list-style-type: none"> <li>Population growth will increase demand for specific outdoor recreation activities, features and landscape.</li> <li>increase in popularity of informal exercise and recreational activities such as walking, jogging, cycling and other fitness related activities, require reconfiguration of open space and sporting assets. Traditional recreational facilities such as football grounds could move towards bike pump tracks, skate parks and exercise stations.</li> <li>Increased demand for universal access for children/carers of all ages and abilities to play spaces, incorporating landscaping features and natural shade.</li> </ul>	<ul style="list-style-type: none"> <li>Growth of tourism in the region, with Lakes Entrance currently being the second most popular tourist spot in Victoria and the need to continue to maintain and preserve the natural beauty and coastal and foreshore areas of the region.</li> <li>More townships will become destinations for tourism, angling and sailing and we will need to continue to provide suitable open space assets and facilities to support this anticipated growth and the local economy.</li> </ul>	<ul style="list-style-type: none"> <li>Climate change may require assessment of viability of providing ongoing services such as irrigation to sports fields.</li> <li>Demand for more sustainable sources of energy and water.</li> <li>Climate change impacts on natural areas such as foreshore erosion.</li> <li>Greater awareness of value of trees to the environment and amenity and their associated risks and liabilities.</li> <li>A growing interest in conservation of bushland areas, habitat enhancement, biodiversity and indigenous links.</li> </ul>

### Asset Performance



Current Performance	Fit for the Future?
Current condition of the open space assets is considered to be in good to fair condition with a small number of assets in poor condition. They have been prioritised for full or part renewal in the capital works program. Our asset portfolio is performing well, which is reflected by the tourism into the region. However, these assets will require ongoing	Further development of foreshore precincts and streetscapes and new/upgraded recreation reserves and trails are needed to meet increasing demand for passive and active spaces and promote tourism, local economy and health and wellbeing of the community. Sporting facilities

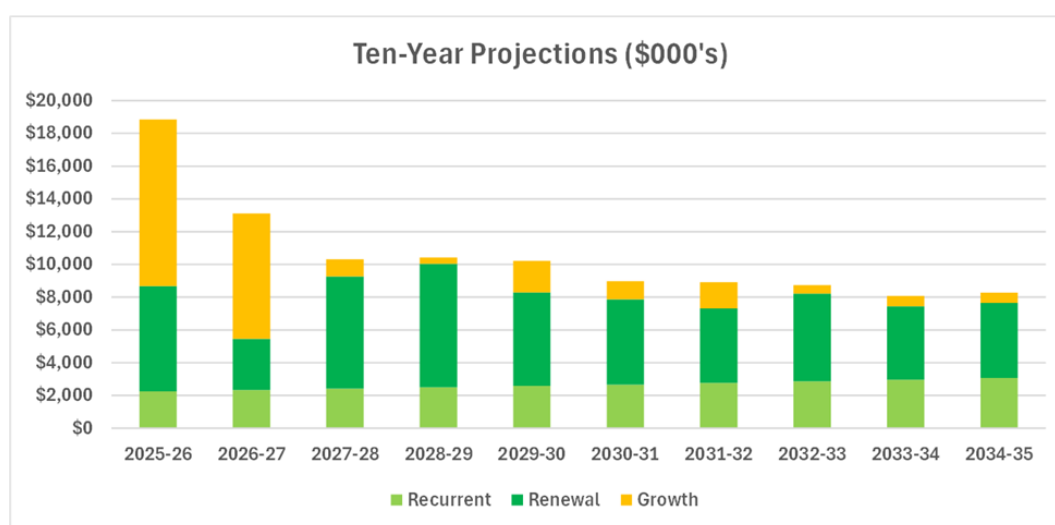
maintenance, upgrade and renewal to maintain them to the current level of service. There are also some under-utilised sporting facilities and playgrounds that will need to be rationalised/disposed to reduce ongoing costs.

need to be upgraded for a diversity of activities while achieving a balance with resilience to climate change impacts, biodiversity values, cultural heritage and neighbourhood character.

#### Our Strategic Response to Funding

The great majority of funding is allocated to non-discretionary operations and maintenance and renewal. Several improvement programs such as trail facilities, foreshore upgrades, sports facilities upgrades, and urban revitalisation have been identified to meet current and future demand for enhanced open space areas within the shire. Materials that are proven to withstand prolonged high temperatures and dry conditions will be used for these asset upgrades, ensuring that financial sustainability is not materially impacted.

A few major discretionary projects, supported by external grant funding, have been proposed for implementation in the first two years. Other discretionary projects will be subject to the outcomes of the Open Space Strategy and service plans and site master plans that are currently planned or in progress. They will proceed subject to Council obtaining appropriate levels of competitive grant funding for them.



#### Key Projects and Annual Programs

(Subject to approval of Council and external funding)

Annual Programs	Planned projects over next two years	Projects 2027/28 onwards
<ul style="list-style-type: none"> <li>Seawall renewals (\$0.5M)</li> <li>Boating infrastructure program (\$0.3M)</li> <li>Playground renewals (\$0.5M)</li> <li>Sports courts and fields program (\$0.3M)</li> <li>Open space renewal program (\$0.3M)</li> <li>Street furniture renewal (\$0.2M)</li> <li>Street trees replacement (\$0.05M)</li> </ul>	<ul style="list-style-type: none"> <li>WORLD Sporting precinct- Soccer Stage (\$4.4M)</li> <li>Krautungalung Walk Stage 2 - section 4 (\$3.7M)</li> <li>Metung Boardwalk revitalisation (\$2.1M)</li> <li>Slip Road Maritime Precinct – Carpark Stage (\$5.7M)</li> <li>Lindenow Recreation Reserve improvements (\$1.8M)</li> <li>Eagle Point foreshore trail (\$1.1M)</li> <li>West Bairnsdale Recreation Reserve Redevelopment (design) (\$0.5M)</li> <li>Orbost Forest Park upgrade stage 2 (\$0.8M)</li> <li>Port of Bairnsdale (\$1.0M)</li> </ul>	<ul style="list-style-type: none"> <li>West Bairnsdale Recreation Reserve Redevelopment (\$5.6M)</li> <li>Shaving Point Park, Metung (\$2.2M)</li> <li>Recreation Reserve master plan implementation (\$3.8M)</li> <li>Foreshore management plan implementation (\$4.2M)</li> <li>Sports lighting program (\$0.5M)</li> <li>Skate Park and BMX facility renewal (\$0.8M)</li> <li>Boardwalk renewal (\$0.3M)</li> <li>Streetscape program (\$5M)</li> <li>Trail renewal (\$0.8M)</li> </ul>

## 6.6 Waste Facilities



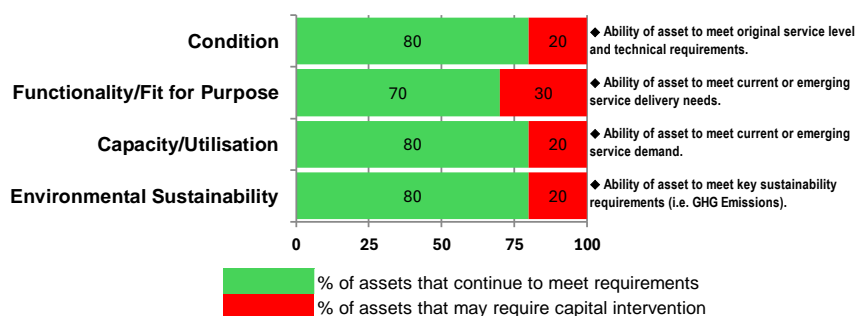
### Service

These assets support the provision of equitable, safe and sustainable waste services to the community, including kerbside collection, green waste processing, recycling options and disposal to landfill. They need to be managed in a way that supports a reduction in waste going to landfill and minimises environmental impacts.

### Future Challenges and Opportunities

Regulatory Environment and Sustainability	Cost Recovery	Population Growth
<ul style="list-style-type: none"> <li>Compliance with all regulatory requirements with respect to design, construction and ongoing operations of waste facilities.</li> <li>Ongoing management of open and closed landfill sites with stringent controls and monitoring, to manage potential environmental, health and safety risks, with groundwater pollution and methane gas emissions.</li> <li>Current EPA regulations that limit the capacity of landfills may need to be reviewed to increase holding capacity of landfills, to manage rapid inflows of large volumes of waste following a disaster event.</li> </ul>	<ul style="list-style-type: none"> <li>Significant increases in landfill levies and the higher standards expected by the EPA for risk assessment, monitoring and site remediation for legacy landfills have further increased the annual cost of waste management.</li> <li>Increased costs and regulatory requirements resulting in potential for increased subsidisation of waste disposal costs and the inequitable situation with respect to fee recovery.</li> <li>Achieving a more equitable situation with cost recovery for managing environmental risks at unstaffed landfill sites and waste transfer stations.</li> </ul>	<ul style="list-style-type: none"> <li>Population growth will increase consumption resulting in increased waste and landfill sites.</li> <li>More waste and recyclable materials will need to be collected.</li> </ul>

### Asset Performance



#### Current Performance

The waste facilities are performing reasonably well, with a majority of the transfer stations considered to be in good condition. Few transfer stations require to be upgraded to eliminate environmental and regulatory risks and/or cater

#### Fit for the Future?

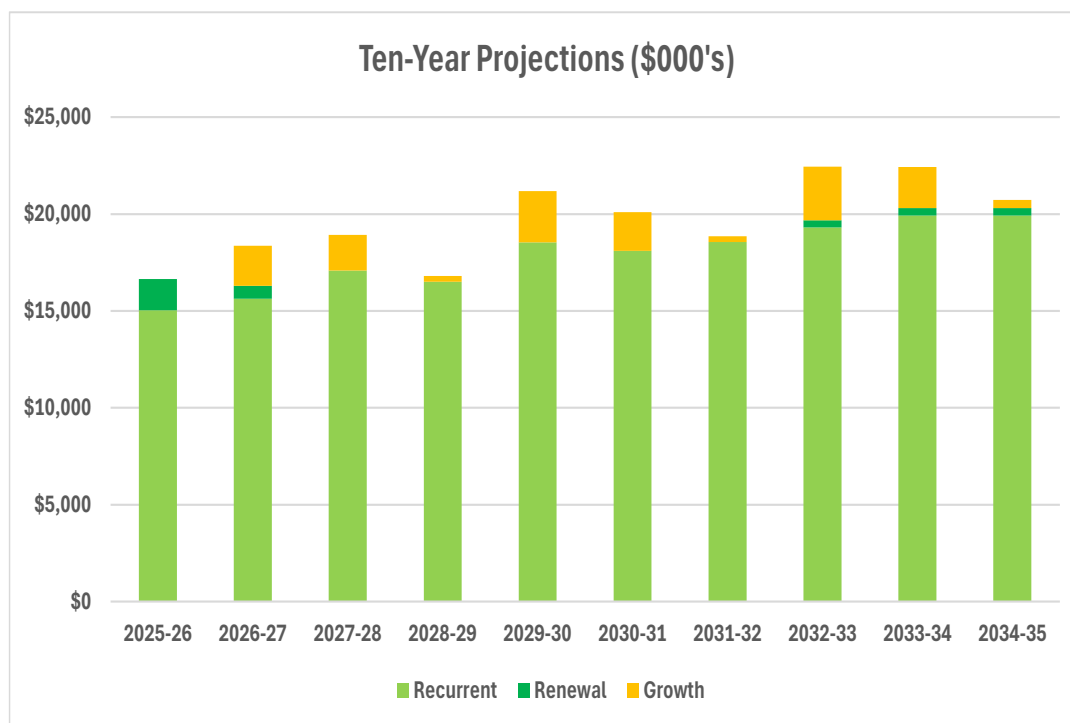
Council is focused on providing the most suitable and safe waste service model for the region. All capital works to ensure that facilities remain operational at best-practice environmental management standards,

to increased demand. Utilisation of some transfer stations also need to be monitored to determine the need to re-design, upgrade or expand facilities. Asbestos disposal is currently only accepted at Bairnsdale and is particularly an issue for remote townships.

are planned to be completed in the next five (5) years. Bairnsdale landfill site will continue to be expanded with four additional cells to cater to growth in population and increased demand. State Government is also producing a State Asbestos Management Plan to address the asbestos disposal issue.

### Our Strategic Response to Funding

A combination of major maintenance and capital expenditure is proposed to ensure that waste facilities remain fit for purpose, safe and comply with the stringent regulatory requirements. Capital investments are planned to ensure that all transfer stations and remaining landfill site are upgraded to adequately service the community in a safe, cost-effective and environmentally sustainable manner. Major maintenance expenditure is also foreshadowed over the next 10 years to ensure adherence to more stringent landfill capping standards at the Bairnsdale site. We will endeavour to manage the risks within available funding and ensuring that funding is targeted towards facilities that provide higher priority services and there is equitable funding across townships for service delivery.



### Key Projects and Annual Programs

(Subject to approval of Council and external funding)

Annual Programs	Planned projects over next two years	Projects 2027/28 onwards
<ul style="list-style-type: none"> <li>Aftercare of landfill sites (\$0.2M)</li> </ul>	<ul style="list-style-type: none"> <li>Bairnsdale site staff amenities building (\$0.3M)</li> <li>Bairnsdale site recycling storage (\$1.8M)</li> <li>Bairnsdale composting facility (\$2.7M)</li> <li>Bairnsdale cell 4a (\$1M)</li> <li>Cann River transfer station upgrade (\$1.6M)</li> <li>Metung transfer station upgrade (\$0.5M)</li> <li>Buchan transfer station upgrade (\$0.5M)</li> </ul>	<ul style="list-style-type: none"> <li>Bairnsdale cells 5, 6, 7 and 8 (\$10.2M)</li> <li>Waste facility renewal (\$1.5M)</li> </ul>

## 6.7 Raymond Island Ferry

The Raymond Island Ferry is not included in the scope of this Asset Plan due to its specialised nature and separate funding arrangements. Commissioned in 1997, the Ferry was originally expected to have a 20-year useful life; however, with ongoing preventative maintenance and compliance with regulatory standards including those set by the Australian Maritime Safety Authority (AMSA) its life has been extended to an estimated 40 years, with replacement anticipated around 2037. Council manages the Ferry through a structured maintenance program that includes in-water and out-of-water surveys, ensuring reliability and minimising lifecycle costs. A dedicated reserve fund has been established to support future replacement, with \$300,000 contributed annually. By the end of 2024/25, this fund is expected to hold approximately \$3.6 million.

## 7 Funding the Asset Plan

### 7.1 Capital Expenditure Projections

This section outlines the projected capital expenditure requirements for our infrastructure over the next ten (10) years. These funding requirements have been determined based on the affordability assessments made in our Financial Plan and represent the investment that is required to maintain appropriate levels of service. They are also based on our determination of the most likely scenarios for management of our infrastructure and the resulting expenditure required to manage the impact on our assets.

The Figure 7 summarises the expenditure categories of our currently foreshadowed infrastructure capital program projects totalling in the order of **\$512 million** over the next ten (10) years. It indicates that 50% of the investments relate to non-discretionary asset renewal and 50% relate to discretionary expenditure to support growth in the shire. This allocation balances the need to renew existing assets for continuous service delivery and the need to upgrade or construct new assets to cater to the population growth and changing needs of our community. It also aligns with our principle of prioritising asset renewal when making capital investment decisions, thereby ensuring our existing assets are properly managed to provide acceptable levels of service.

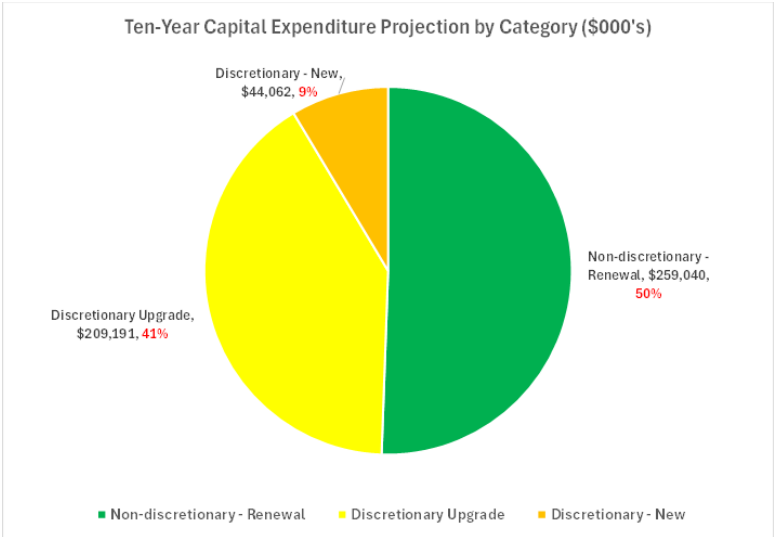


Figure 7 – Ten-Year Capital Expenditure by Category

Grant funding is generally sought for investing in discretionary projects to upgrade or construct new assets, however external grant funding usually requires a co-contribution from Council. Current funding commitments from external grants total approximately \$76 million, for delivery of capital projects over the next 5 years. This includes approximately \$28 million from the Roads to Recovery Grant.

Based on the current knowledge of the condition of our assets, the renewal funding requirements for a few asset classes, such as open space assets, buildings and drainage have not been fully allocated in the Financial Plan, with the current level of funding being focused on renewing the existing road infrastructure. The adequacy of Council's renewal funding depends on many variables, including how long individual assets last and the intervention levels assumed for replacement of these assets. Through ongoing investigation and monitoring outlined in this plan, including periodic condition surveys, we will continue to gain a better understanding of how much is required for timely renewal of these infrastructure assets to maintain the required levels of service.

Increased signs of deterioration are beginning to show in certain asset classes (i.e. public toilets,

marine assets, and some buildings). This will require ongoing monitoring and further analysis as new asset information becomes available through our periodic condition surveys. The ability of current assets to service our community also requires further consideration, with some assets potentially able to be retired, repurposed and/or replaced with more contemporary multi-use facilities and climate change resilient assets.

Funding requirements may also potentially change in the future, to continue with the same level of service that is currently provided to the communities and adjustments may be required to both this Asset Plan and the Financial Plan.

## 7.2 Total Expenditure Projections

The Figure 8 summarises the total capital, maintenance and operational expenditure projections across the infrastructure assets included in this Asset Plan over the next ten (10) years:

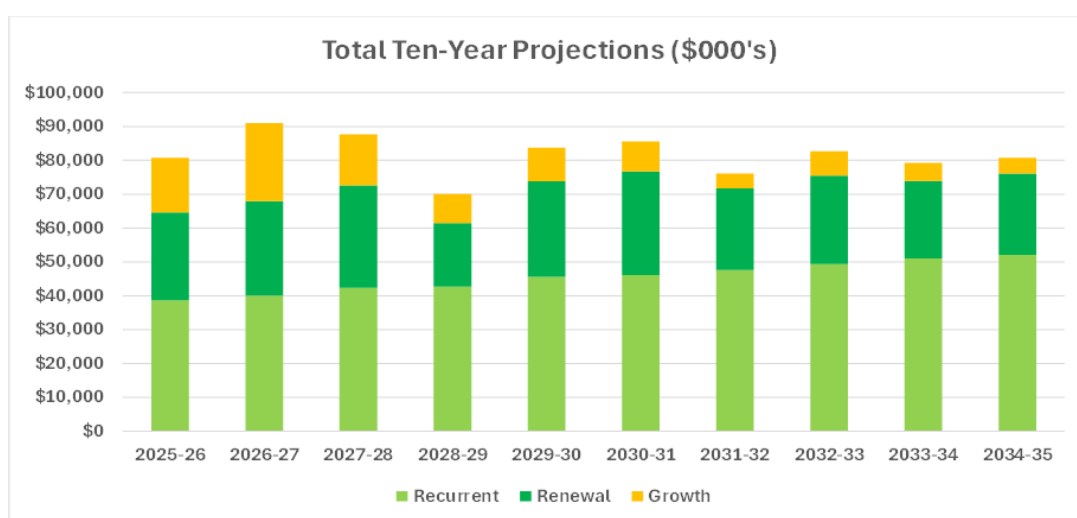


Figure 8 – Total Ten-Year Expenditure Projections

Table 9 summarises projected total expenditure for each of the six (6) major asset classes over the next ten (10) years:

Asset Class	Recurrent (\$'000)	Renewal (\$'000)	Growth (\$'000)	Total (\$'000)
Road Infrastructure	\$122,959	\$134,334	\$34,861	\$292,153
Buildings	\$33,862	\$48,119	\$20,977	\$102,957
Bridges and Major Culverts	\$5,428	\$6,410	\$0	\$11,838
Drainage Assets	\$20,931	\$22,677	\$13,383	\$56,991
Open Space Assets	\$93,680	\$44,101	\$19,607	\$157,387
Waste Facilities	\$178,627	\$3,400	\$14,483	\$196,510
<b>Total</b>	<b>\$455,486</b>	<b>\$259,040</b>	<b>\$103,310</b>	<b>\$817,837</b>

Table 9 – Total Ten-Year Projected Expenditure by Asset Class

Figure 9 provides a visual representation of the breakdown in expenditure outlined in Table 9.

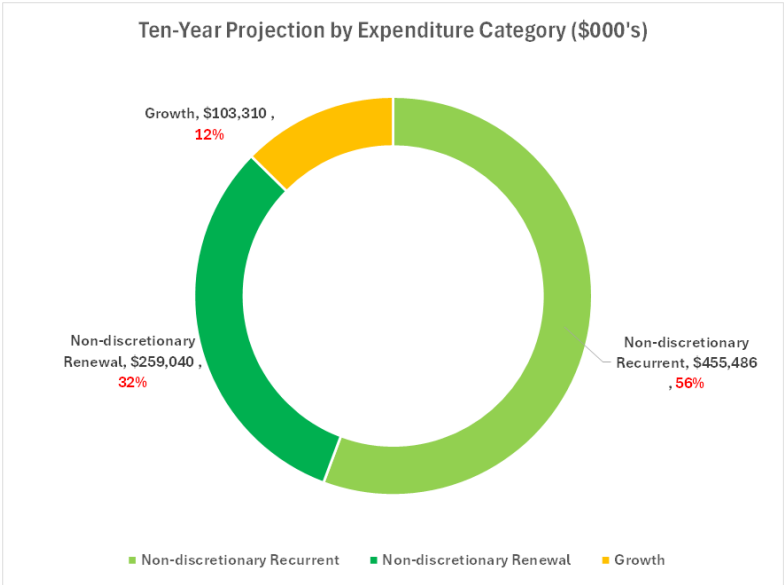


Figure 9 - Total Expenditure Projections by Category

Our projected expenditure over the next ten (10) years is summarised in Figure 10.

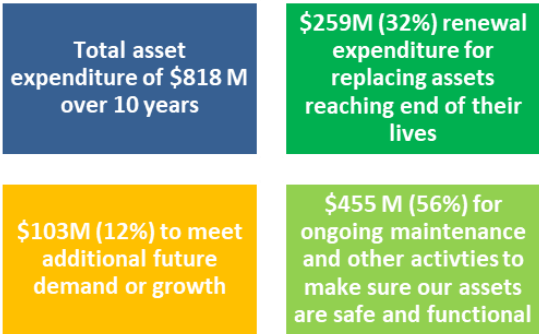


Figure 10 – Summary of Ten-Year Expenditure Projections

A total investment in the order of **\$818 million** on our infrastructure asset portfolio over the next ten (10) years is proposed so that our assets remain fit for purpose, are safe and support the delivery of services to our growing community. This represents a significant investment that is made on behalf of our community and is fundamental in enabling us to meet ever-changing demands and to safeguard future use of our infrastructure.



### 7.3 Continuous Improvement

This Asset Plan and approach to funding has been developed based on existing processes, practices, data and standards. We are committed to striving towards best practice asset management and are always working to improve what we know about our assets and enhancing tools we use to manage them. Table 10 summarises the actions we've identified to continuously improve the management of our infrastructure assets over the next 4 years. We have focused on improving the accuracy of our asset data to build greater confidence in our long-term programs and to support better decision-making about how we manage and invest in our assets.

No.	Improvement Actions	Relevant Asset Classes
1	Develop an integrated service planning framework to improve understanding of future service requirements associated with community infrastructure.	All
2	Develop Service and Community Plans for each service supported by community infrastructure, to inform the asset management decision-making framework	All
3	Improve the asset management decision-making framework, including asset planning criteria to guide the evaluation of asset investment options.	All
4	Undertake regular asset condition assessments, including a review of replacement unit rates, to facilitate more accurate decision making in relation to funding asset renewals.	All
5	Implement enhanced predictive modelling tools to ensure improved lifecycle and renewal cost projections, to inform future budgets to deliver the required levels of service	All
6	Upgrade existing asset information management system to improve: user accessibility integration with relevant corporate applications for streamlining data transfer reporting on asset performance and maintenance contractor performance a comprehensive asset data repository for analysis and decision-making financial reporting on assets as per Accounting Standards utilisation in the field for asset data capture, asset inspections/servicing, recording of asset failures and defects and completion of maintenance work orders.	All
7	Implement a multi-dimensional approach to assessing the asset's capacity and performance supporting service delivery	All
8	Implement an asset and service levels performance monitoring and reporting framework supported by appropriate processes and system/s.	All
9	Improve processes for asset and data handover on completion of Council's capital works projects and subdivisional works completed by developers.	All
10	Improve asset data quality and governance procedures	All
11	Establish an infrastructure risk register for monitoring and mitigating identified risks	All
12	Undertake asset criticality assessments and develop contingency plans and appropriate inspection and maintenance regimes for assets deemed critical for service delivery.	All

No.	Improvement Actions	Relevant Asset Classes
13	Improve the prioritisation methodologies for investing in urban and rural road improvements across the Shire.	Roads
14	Improve recording of roads asset inventory relating to signage, furniture and public lighting and include in routine inspection schedules	Roads
15	Develop a policy for any future road discontinuances	Roads
16	Improve the building component register to facilitate condition assessments and development of more targeted and timely renewal programs for building services and fit outs.	Buildings
17	Implement a categorised approach to service standards across the entire building portfolio	Buildings
18	Review opportunities for rationalising, re-purposing or disposing of under-utilised community buildings and open space assets.	Buildings and Open Space assets
19	Continue with the drainage data capture and improvement to further enhance knowledge and condition of the existing asset inventory.	Drainage
20	Develop a stormwater management plan to identify and prioritise improvement works that may need to be undertaken in each sub-catchment to support existing development and/or future subdivisional development.	Drainage
21	Componentise bridges and major culverts in the asset register and review useful life of each component, to inform future asset renewal projections.	Bridges and Major Culverts
22	Establish a methodology and regime for condition assessment of Parks infrastructure	Open Space assets
23	Establish an improved holistic process for management of street trees	Open Space assets
24	Standardise the assessment of condition assessment of waste transfer stations to ensure consistent evaluation and prioritisation of maintenance and upgrades.	Waste facilities

*Table 10 – Continuous improvement actions identified in the Individual Asset Management Plans.*



Residents' Information Line: 1300 555 886  
Contact Centre: (03) 5153 9500  
National Relay Service: 133 677

East Gippsland Shire Council, PO Box 1618  
Bairnsdale 3875 Australia  
Web [eastgippsland.vic.gov.au](http://eastgippsland.vic.gov.au)  
Email [feedback@egipps.vic.gov.au](mailto:feedback@egipps.vic.gov.au)  
Fax (03) 5153 9576

In person  
Bairnsdale: 273 Main Street  
Lakes Entrance: 18 Mechanics Street  
Mallacoota: 70 Maurice Avenue  
Omeo: 179 Day Avenue  
Orbost: 1 Ruskin Street  
Paynesville: 55 The Esplanade

Outreach Centres  
Bendoc Outreach Centre - 18 Dowling Street  
Buchan Resource Centre - 6 Centre Road  
Cann River Community Centre - Princes Highway



# Draft Asset Management Policy

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## 1. Purpose

The purpose of this policy is to:

- Provide clear direction for asset management at East Gippsland Shire Council;
- Outline the policy position, criteria and roles and responsibilities for how Council will sustainably manage its assets in a cost effective manner, in accordance with service delivery needs, strategic objectives and legislative requirements and minimise exposure to risk; and
- Guide the development of Council's Asset Management Strategy and Plans based on a sound asset management framework.

## 2. Scope

This policy applies to:

- All staff (temporary or permanent), Councillors, contractors and other persons involved in the planning, acquisition, operation and maintenance, renewal and disposal of Council assets and to the extent possible all contracts applicable in these areas.
- All assets owned, controlled, managed and/or maintained by Council including but not limited to roads, drains, buildings, bridges, parks and recreation, waste management and fleet, plant and ICT equipment asset classes.

## 3. Context

East Gippsland Shire Council is a custodian of more than \$1.36 billion of assets, such as roads, footpaths, bridges, buildings, drains, parks and recreation facilities, foreshore assets, waste management assets, fleet, plant and equipment, etc. to support service provision to the community. This represents a significant investment made over many generations. Prudent management of these community assets is a core Council function to ensure long-term sustainability and growth of the municipality, while also maintaining community safety, amenity and wellbeing and meeting the needs of our diverse communities.

The *Local Government Act 2020* requires Victorian Councils to produce and maintain 10-year asset plans for infrastructure assets via a deliberative community engagement process and within an integrated planning framework. This results in a growing emphasis on service planning, to determine physical asset needs to support delivery of services at defined levels, with a sustainable level of expenditure.

The *Local Government Act 2020* also establishes overarching governance principles, the following specifically underpin and are supported by this policy:

- priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- the municipal community is to be engaged in strategic planning and strategic decision making;
- innovation and continuous improvement are to be pursued;
- the ongoing financial viability of the Council is to be ensured;
- regional, state and national plans and policies are to be taken into account in strategic planning and decision making;

- the transparency of Council decisions, actions and information is to be ensured.

This policy has been developed to align with Council's Community Vision of ensuring that 'our people, place, environment and economy will be inclusive, connected, sustainable and resilient for the growth and wellbeing of our unique and diverse communities' and also supports the strategic objectives outlined in the Council Plan 2025 – 2029.

## 4. Statement

This Policy will provide the strategic direction for the management of all assets owned, controlled, managed and/or maintained by East Gippsland Shire Council.

Our goal for asset management is to provide assets that are accessible, safe, sustainable, inclusive and responsive to meet the current and future needs of our diverse communities and the contemporary environment, in the most cost-effective manner.

The Asset Management Framework shown in Figure 1 is a key component of the overall integrated planning framework of Council, which focuses on integration of the following three aspects:

- Assets - achieving a 'Core' then 'Advanced' level of asset management maturity.
- Services - delivering services to the communities within a financially sustainable context.
- Financial Sustainability - ensuring expectations do not exceed funding capacity.

It aims to ensure that a systematic approach to asset management is adopted to deliver the necessary prudent and efficient outcomes to meet both corporate and asset management objectives.

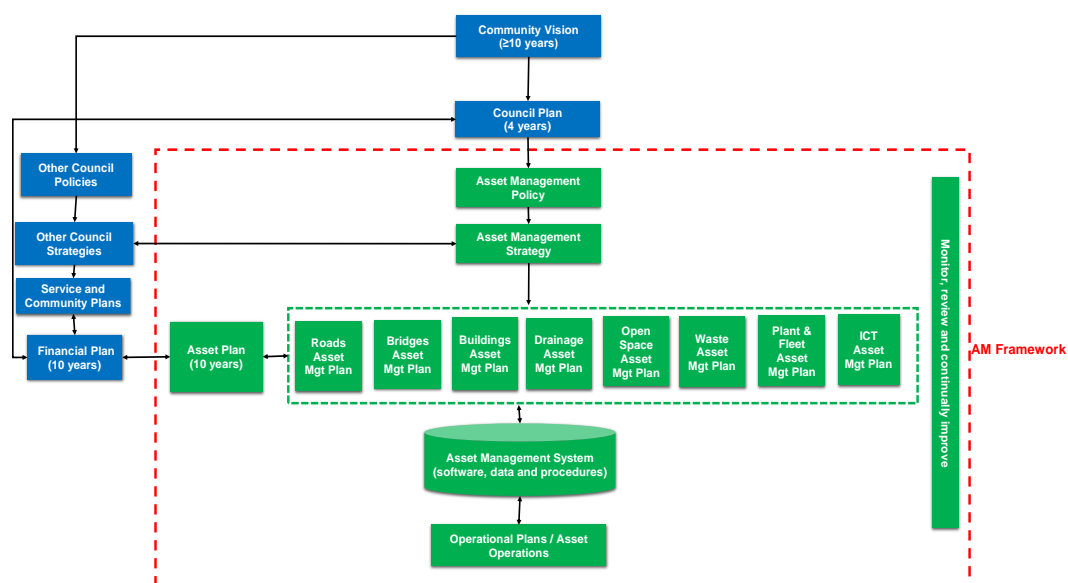


Figure 1: Asset Management Framework

In implementing this policy, Council will be guided by the following ten (10) key principles:

- Asset Management Framework** - Embed the above asset management framework, aligned with Council's vision and objectives, legislative, statutory and best practice requirements.

- **Sustainable Service Delivery** - Ensure service delivery needs form the basis of asset management within the context of best value – balancing services, financial, environmental and social aspects, including focused sustainable approaches to asset and disaster resilience.
- **Evidence-based Decision-making** - Ensure asset management decisions are informed, evidence based and prioritised, by focusing on asset renewal, demand management and innovative and better use solutions to limit expansion of the asset base, unless justified.
- **Community Engagement** - Direct the preparation of asset management plans aligned with Council's long-term plans and informed by community engagement.
- **Management Culture** - Promote a culture of accountability, responsibility and collaboration for asset condition, use and performance with respect to each asset class and reporting to the community on outcomes.
- **Data Availability** – Implement a fully integrated asset management information system to ensure a common asset data set is available for strategic, operational and financial reporting purposes.
- **Whole of Lifecycle Approach** - Ensure that asset management is informed through asset lifecycle cost analysis, performance monitoring and analysis of alternative scenarios, leading to efficient resource utilisation and a cost-effective asset base.
- **Risk Management** - Establish a risk-based approach to asset management and managing impacts of climate change, to achieve a desired balance of cost, risk and performance.
- **Continuous Improvement** – Continue to enhance Council's asset management maturity in alignment with International Asset Management Standards and the National Asset Management Assessment Framework.
- **Place-Based Asset Management** – Demonstrate our commitment to transparency and accountability by identifying and reporting on the value of our assets and the level of investment across different localities within the municipality and seeking equitable distribution of our resources that reflects the unique needs and priorities of our communities including remote communities.

## 5. Roles and Responsibilities

The roles and responsibilities for asset management within Council is outlined in Table 1, detailing stewardship, resource approval, and fostering a culture of consistent and best practice asset management.

Table 1 - Teams or positions that have direct and/or supporting responsibilities associated with this Policy.

Position	Roles and Responsibilities
Council	<ul style="list-style-type: none"> <li>• Act as steward for community assets and set the corporate vision and policy for asset management.</li> <li>• Approve adequate resources to maintain community assets for delivering on the agreed levels of service.</li> <li>• Approve Council Plans, Annual Budgets, the 10-year Financial Plan and Asset Plan.</li> </ul>



Position	Roles and Responsibilities
Executive Leadership Team	<ul style="list-style-type: none"> <li>• Foster an asset management culture that aims to implement consistent, compliant and best practice asset management across the organisation.</li> <li>• Support integration of the Asset Management Framework with the overarching corporate planning framework.</li> <li>• Promote development of sustainable long-term financial plans that reflect the state of the assets and agreed levels of service.</li> <li>• Enable appropriate management arrangements, ownership, control, accountability and reporting requirements for all asset classes under Council's management.</li> <li>• Support the reporting and presentation of reliable information to Council for optimal decision-making purposes.</li> <li>• Receive and review regular reports on the performance and state of the assets.</li> </ul>
Asset Management Steering Committee	<ul style="list-style-type: none"> <li>• Provide a co-ordinated and collaborative approach to asset management and improvements consistent with this policy.</li> <li>• Promote good asset management practices throughout the organisation.</li> <li>• Monitor and evaluate asset management practice and the development and implementation of the Asset Management Strategy.</li> <li>• Oversee development and annual review of asset management plans, ensuring that community needs are appropriately reflected in the service levels set for asset performance.</li> <li>• Oversee, review and monitor the implementation and utilisation of Council's asset management information system.</li> <li>• Drive skill development and training programs that increase awareness and build internal Asset Management capability.</li> <li>• Report to the Executive Leadership Team on asset management performance.</li> </ul>

Position	Roles and Responsibilities
Asset and Service Managers	<ul style="list-style-type: none"> <li>Consult with stakeholders and deliver levels of service to agreed risk and cost standards.</li> <li>Develop and implement asset management plans and service plans to deliver on agreed levels of services.</li> <li>Develop and maintain approved policy operating statements for their respective areas in asset management and service delivery.</li> <li>Implement asset maintenance, renewal, upgrade, expansion and new works programs in accordance with asset management plans and service delivery needs.</li> <li>Utilise an integrated asset management information system appropriately for recording, viewing and analysing asset lifecycle.</li> <li>Monitor and report on asset performance in delivering the required services.</li> </ul>
Project managers	<ul style="list-style-type: none"> <li>Liaise with Asset and Service Managers (as primary clients) in the coordination of the procurement of new assets or the renewal or upgrading of existing assets.</li> <li>Ensure that circular economy principles are adopted and that materials, tools and techniques used for the design and construction of assets are environmentally sustainable and resilient to climate change impacts.</li> <li>Ensure that the procured assets are consistent with agreed design plans and are fit for purpose in delivering the required services.</li> <li>Arrange for asset handover to Asset and Service Managers using agreed asset handover processes and standards across the organisation.</li> </ul>
Manager Finance	<ul style="list-style-type: none"> <li>Implement processes whereby Council assets are appropriately recognised and valued, consistent with relevant Australian Accounting Standards.</li> <li>Undertake financial reporting on assets aligned with Local Government reporting regulations.</li> </ul>
Staff and Contractors	<ul style="list-style-type: none"> <li>Apply agreed asset management practices in their area of work.</li> <li>Develop and manage all service contracts that impact on the creation, upgrade, renewal and maintenance of assets to support the outcomes of this policy.</li> </ul>
Council's Audit & Risk Committee	<ul style="list-style-type: none"> <li>Reviews management's approach and compliance to this policy</li> <li>Monitors and reviews effectiveness of the asset management framework.</li> </ul>

## 6. Definitions

Term	Meaning
Acquisition	Expenditure that creates a new asset that provides a service that does not currently exist.
Action Officer	Member of East Gippsland Shire Council staff responsible for answering or responding to a request for information.
Asset	A physical item (e.g. roads, drains, buildings, open space infrastructure, bridge, fleet, plant, equipment, etc.) that is owned or managed by Council, which enables the provision of a service.
Asset Management	The combination of management, financial, technical and other practices that are applied to physical assets with the objective of providing the required level of service in the most sustainable, cost effective manner.
Asset Management Framework	A set of documents, systems and processes that address an organisation's asset management objectives, strategies, plans and responsibilities.
Asset Management Plan	Long-term plans (at least 10 or more years) that outline the asset activities and programs for each service area and resources applied to provide a defined level of service in the most cost-effective manner.
Community	People who live in East Gippsland; People and organisations who are ratepayers in East Gippsland; and People and organisations who conduct activities in East Gippsland.
Contractor	Person or company engaged to undertake works for Council, including service providers / service partners
Council	East Gippsland Shire Council
Councillor	Person who has been elected to the office of "Councillor" of East Gippsland Shire Council.
Council officer	A current member of East Gippsland Shire Council staff with the authority to engage in activities on behalf of Council.
Disposal	Works to remove an asset
Expansion	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.
ICT assets	Information and Communication Technology assets
Level of Service	The defined service quality for an activity or a service area against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Lifecycle	The stages of an asset's life, including planning, acquisition, operation, maintenance, renewal and disposal.
Maintenance	All actions necessary for retaining an asset as near as practicable to its original condition and service potential, excluding renewal.
Operation	The active process of utilising an asset which will consume resources such as workforce, energy and materials.

Term	Meaning
Planning	All actions necessary for the acquisition, operation, maintenance, renewal and disposal of an asset including consultation, design and construction.
Renewal	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Responsible Officer	An officer of East Gippsland Shire Council who has responsibility for the general area/subject matter to which a record pertains.
Shire	The geographic area of East Gippsland Shire Council.
Staff	All staff engaged by East Gippsland Shire Council, including all full-time, part-time and casual employees, labour hire agency staff, contractors and volunteers.
Upgrade	Expenditure that enhances an existing asset to provide a higher level of service or increases the life of the asset beyond its original life.
Volunteer	Formally recognised, unpaid member of the public who assists with the provision of Council services e.g. Visitor Information Centre, Library.

## 7. Human Rights

Council is committed to upholding the Human Rights principles as outlined in the *Charter of Human Rights and Responsibilities Act 2006* (the Charter). This Policy has been assessed as compliant with the obligations and objectives of the Charter.

## 8. Gender Equality

This Policy has had a Gender Impact Assessment (GIA) completed and is compliant with the objectives of the *Gender Equality Act 2020*.

## 9. Risk Reference

This Policy is implemented as a control to mitigate risks in the following categories:

Risk Category	✓	Risk Category	✓
Environmental	✓	Technology and Information Management	✓
Health and Safety		Assets, Facilities and Security	✓
Project, Product and Service Delivery	✓	Human Resources	
Financial and Economic	✓	Procurement	
Leadership and Political Awareness		Corporate Governance and Compliance	
Reputation and Corporate Image		Legal	

## 10. References and Supporting Documents

### 10.1 Applicable Legislation:

- *Local Government Act 2020*
- *Local Government (Planning and Reporting Regulations) 2014*
- *Road Management Act 2004*
- *Building Act 1993*
- *Gender Equality Act 2020*
- Victorian Charter of Human Rights and Responsibilities Act 2006

### 10.2 Applicable Policy and Procedure:

- Community Engagement Policy
- Risk Management Policy

### 10.3 Supporting Documents:

- East Gippsland Shire Council Plan 2025-2029
- Council Budget
- 10-year Financial Plan
- Asset Plan 2026 - 2035
- Asset Management Plans
- Facility and Open Space Management Plans
- Road Management Plan

## 11. Review and Revision History

Version Number	Date Approved	Approved By	Review Summary
Original	July 2006	Council	
2	July 2009	Director	Administrative Update
3	November 2009	Council	Comprehensive Review
4	October 2010	Director	Administrative update to reflect new National Framework requirements
5	December 2011	Council	Comprehensive Review
6	July 2013	Council	Comprehensive Review
7	24 August 2021	Council	Comprehensive Review to align with Asset Management Requirements of the <i>Local Government Act 2020</i> and Council Plan 2021-25
8	TBA	Council	Comprehensive review to align with new Community Vision, Council Plan 2025-2029 and <i>Gender Equality Act 2020</i> .

Document Owner: Manager Assets &amp; Engineering

10

### **11.1 Administrative Updates**

Minor amendments to this document may be required from time to time. Where amendments do not materially alter the intent of a document, they will be made administratively and approved by the Document Owner.

Major revision of this policy will be completed every four years, in alignment with the Community Vision and Council Plan endorsed by the newly elected Councillors.

### **11.2 Document Control Disclaimer**

Printed copies of this document are considered uncontrolled. Please refer to the Corporate Document Register on Council's intranet to access the most current version of this document.

5.2.2	CON2025 1702 Construction of Barks Avenue T-Intersection Lakes Entrance
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Authorised by General Manager Assets and Environment

### Confidentiality Notice

The information contained in **Confidential Attachment 1** is confidential under section 3(1) of the *Local Government Act 2020* because it relates to: (g) Private Commercial Information, being information provided by a business, commercial or financial undertaking that—(ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

Pursuant to section 66(5)(b) of the *Local Government Act 2020*, if released, the information discussed or considered in relation to this agenda item would unreasonably expose the business, commercial or financial undertaking to disadvantage, by disclosing financial information to competitors.

### Purpose

To seek Council approval to award the contract for the upgrade of the T-intersection at Barks Avenue and Marine Parade, Lakes Entrance (**Attachment 2**).

The project has undergone additional design work following community feedback, and the successful contractor has been selected through a competitive tender process.

### Key Points

The upgrade of the T-intersection is part of a broader road improvement initiative aimed at enhancing traffic flow and safety in a high-traffic area of Lakes Entrance. The scope of work includes new:

- pavement for the intersection from Marine Parade stage 1 works to Orme Street (**Attachment 2**);
- Disability Discrimination Act (DDA) compliant path network;
- kerb and channel;
- drainage;
- signage; and
- landscaping.

The T-intersection at Barks Avenue and Marine Parade has been a critical point of concern due to recurring road congestion and unsafe driveways, leading to increased traffic incidents and risks for both motorists and pedestrians.

The proposed upgrade aims to improve safety by redesigning the intersection to enhance traffic flow and eliminate these choke points. By improving sightlines and optimising the intersection geometry, the new design will reduce the risk of vehicle conflicts and provide a safer driving experience.

Community engagement has played a key role in shaping the final design. Concerns raised during the initial project phase included pedestrian safety, turning movements, congestion, and access to local businesses. These concerns were addressed through additional design refinements, incorporating feedback from residents, businesses, and stakeholders. Key changes include improved pedestrian crossings, and enhanced road geometry to optimise vehicle movements.

Key risks associated with the project include:

- **Traffic Disruptions:** The intersection is a high-traffic area, and construction activities may impact movement. A detailed traffic management plan will be implemented to minimise disruptions.
- **Stakeholder Expectations:** Continued communication with the community and businesses will be critical during construction.

### **Recommendation**

#### ***That Council:***

- 1. accepts the tender submitted by \_\_\_\_\_ for CON2025 1702, Construction of Barks Avenue T-Intersection Lakes Entrance for the contract amount \$\_\_\_\_\_ exclusive of GST;***
- 2. authorises the Chief Executive Officer or delegate to finalise the terms and to sign the contract in the form proposed; and***
- 3. resolves that Confidential Attachment 1 to this report and all discussions relating to that attachment remain confidential.***



## Strategic Alignment

This report has been prepared and aligned with the following strategic objectives set out in the Council Plan 2021-2025:

Strategic Objective 2: 2.2 Infrastructure provision and maintenance supports a diverse range of current and future user needs and activities and is both environmentally and financially sustainable.

## Collaborative Procurement

Pursuant of section 109(2) of the *Local Government Act 2020* this report has not been prepared in collaboration with other agencies given the bespoke nature of the contract.

## Consultation/Community Engagement/Impacts

A Project Reference Group (PRG) was established to guide the project and ensure community concerns were addressed throughout the design process. The PRG included representatives from local businesses, residents, key stakeholders, and Council officers. Extensive consultation was undertaken through community meetings, stakeholder engagement, and feedback sessions, allowing residents and business owners to voice concerns and contribute to the project's refinement.

Key issues raised included traffic flow, pedestrian safety, access to properties, and minimising construction impacts, all of which were carefully considered in the final design. Regular project updates were provided through Council's website, newsletters, and public notices, ensuring transparency and ongoing engagement. This collaborative approach has helped balance technical, safety, and community priorities, resulting in a well-informed and widely supported design.

## Opportunities and Risks

### Opportunities

- Financial: Investing in a well-designed intersection reduces future maintenance costs and improves asset longevity, providing long-term savings for Council.
- Environmental: Incorporating sustainable materials and improved drainage enhances environmental resilience and aligns with Council's sustainability commitments.
- Social: Safer pedestrian crossings, improved accessibility, and enhanced traffic flow will create a more pedestrian-friendly outcome and connection to town centre.
- Operational: The upgrade will improve traffic efficiency and reduce congestion, supporting economic activity and better access for residents, visitors, and businesses.

### Risks and Mitigation

- Operational: Delays due to weather, supply chain disruptions, or contractor performance. Risk assessments and contract provisions will ensure project milestones are met. The project plan considered in the recommended contractors submission meets the need of the project to be completed subject to approval by November 2025 prior to higher tourist visitation peak periods.

## **Climate change**

This report considers potential climate change risks and impacts relevant to the Officer recommendation and aligns with the applicable climate change functions, categories, and legislative obligations, as detailed below:

### **Category**

Asset Management: Climate change is considered in the design and maintenance of assets and includes responses to direct and indirect impacts.

### **Options**

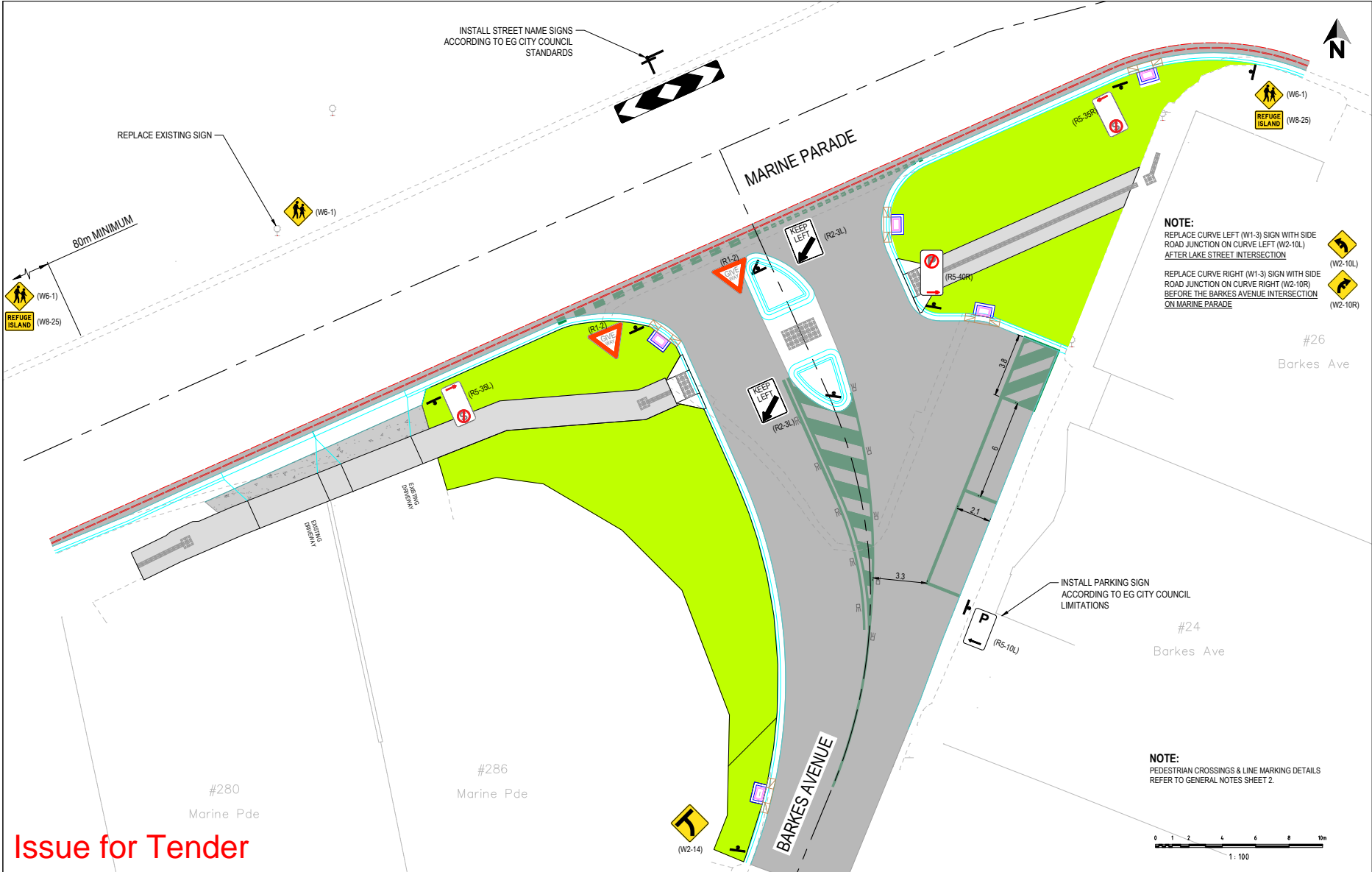
Council has the option to award a contract in accordance with the Tender Evaluation Panel (TEP) process recommendation, or to not proceed with the procurement.

### **Conflicts of Interest**

Officers preparing this report have no conflict of interest to declare.

### **Attachments**

1. CONFIDENTIAL - CON2025 1702 Tender Evaluation Process Barkes Avenue T-Intersection Lakes Entrance [5.2.2.1 - 10 pages]
2. Barkes Ave Lakes Entrance T-intersection [5.2.2.2 - 1 page]



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## **6 Urgent Business**

## **7 Confidential Business**

## **8 Close of Meeting**