

M(9) – 26 SEPTEMBER 2023

Ordinary Council Meeting

Minutes

The next **Ordinary Meeting** of the **Alpine Shire Council** was held in the Council Chambers, Great Alpine Road, Bright on **26 September 2023** and commenced at **5:00pm**.

PRESENT

COUNCILLORS

Cr John Forsyth - Mayor

Cr Tony Keeble - Deputy Mayor (attendance via electronic means)

Cr Katarina Hughes

Cr Ron Janas

Cr Sarah Nicholas

Cr Kelli Prime - (attendance via electronic means)

OFFICERS

Will Jeremy - Chief Executive Officer

Alan Rees - Director Assets

Ebony Buckley - A/Director Customer and Community

APOLOGIES

Cr Simon Kelley

Helen Havercroft - Director Customer and Community

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1. Recording and livestreaming of Council meetings

The CEO read the following statement:

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

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

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

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

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

2. Acknowledgement of traditional custodians, and recognition of all people

All to stand, the Mayor read the following statement:

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

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

3. Confirmation of minutes

3.1 ORDINARY COUNCIL MEETING – M(8) – 29 AUGUST 2023

Cr Janas

Cr Keeble

That the minutes of Ordinary Council Meeting M(8) held on 29 August 2023 as circulated be confirmed.

Carried

4. Apologies

Cr Simon Kelley and
Helen Havercroft - Director Customer and Community

5. Obituaries / congratulations

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

6. Declarations by Councillors of conflict of interest

Nil

7. Public questions

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

Written Questions on Notice will be tabled ahead of questions from the floor.

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

8. Presentation of reports by officers

8.1 DIRECTOR ASSETS – ALAN REES

8.1.1 State Road Grading Program

File Number: 2304001

INTRODUCTION

This report relates to the award of a contract for the State Road Grading Program.

Cr Janas

Cr Nicholas

That Council:

- 1. Awards Contract No. 2304001 for 'State Road Grading Program' to North East Civil Construction for a maximum agreed cost of \$255,700 (GST exclusive); and*
- 2. Delegates authority to the Chief Executive Officer to sign the Contract.*

Carried

BACKGROUND

The State Road Grading Program will be carried out on the Dargo High Plains Road, Buckland Valley Road, Abbeyards Road and Rose River Road. Works will include the grading and drain cleaning to 82km of unsealed road.

EVALUATION

The Tender was advertised in the Border Mail on 4 August 2023, as well as on Tenders.net and the Alpine Shire Council website.

A total of 15 prospective tenders downloaded the document and five submissions were received.

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

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

ISSUES

Following the scoping and budget allocation for the State Road Grading Program, discussions between Council and Department of Energy, Environment and Climate Action (DEECA) led to a shared grading and cost arrangement for the Buckland Valley Road and Abbeyards Road this financial year. Council will be carrying out a first grade on all roads

in the program and DEECA will be carrying out a second grade on the above mentioned two roads.

POLICY IMPLICATIONS

The recommendations are in accordance with the following Strategic Objective of the Council Plan 2021-2025:

- 4.5 Assets for our current and future needs

FINANCIAL AND RESOURCE IMPLICATIONS

The total adopted budget of the State Road Grading Program is \$290,000.

RISK MANAGEMENT

Key risks to the successful delivery of the project are as follows:

Risk	Likelihood	Impact	Mitigation Action / Control
DEECA fail to carry out the second grading of the Buckland Valley and Abbeyards Roads.	Unlikely	Moderate	<ul style="list-style-type: none">• Maintain strong working relationship with DEECA• Refer maintenance requests to DEECA

CONSULTATION

Consultation has been undertaken with Council's Operations Team to finalise the scope of the contract.

Further consultation will take place with the public and stakeholders in relation to the timing for the opening of the Dargo High Plains Road.

CONCLUSION

Following a comprehensive assessment, the tender from North East Civil Construction is considered to present the best value option for Council.

DECLARATION OF CONFLICT OF INTEREST

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

- Director Assets
- Manager Engineering and Assets
- Project Officer

ATTACHMENT(S)

Nil

8.1.2 Resealing 2023-24

File Number: 2303501

INTRODUCTION

This report relates to the award of a contract for the Resealing Program for 2023-24.

Cr Hughes

Cr Prime

That Council:

- 1. Awards Contract No. CT2303501 to GW and BR Crameri for the lump sum price of \$530,755 (GST Exclusive); and*
- 2. Delegates authority to the Chief Executive Officer to sign the Contract.*

Carried

BACKGROUND

Council undertakes spray seal works each year on road segments identified through its routine condition inspection program. The Resealing Program 2023-24 will be carried out in the Kiewa Valley.

EVALUATION

The Tender was advertised in the Border Mail on 26 July 2023, as well as on Tenders.net and the Alpine Shire Council website.

The tender documents were downloaded by 15 prospective tenderers and eight responses were received by the closing date.

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

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

ISSUES

Council is not aware of any issues.

POLICY IMPLICATIONS

The recommendations are in accordance with the following Strategic Objective of the Council Plan 2021-2025:

- 4.5 Assets for our current and future needs

FINANCIAL AND RESOURCE IMPLICATIONS

A total budget of \$850,000 has been allocated to spray seal and asphalt renewal as well as the maintenance works required in preparation for the carrying out of these works.

There is sufficient allocation within the project budget to complete the spray seal and asphalt renewal works.

RISK MANAGEMENT

Key risks to the successful delivery of the project are:

Risk	Likelihood	Impact	Mitigation Action / Control
Works hindering traffic during school drop off and pick up times	Almost certain	Minor	<ul style="list-style-type: none">Works on Lakeside Ave and Tennis Court Ave to take place during school holidays

CONSULTATION

Notification of the works will be advertised in the local newspaper. The contractor will inform impacted residents and businesses prior to works commencing.

CONCLUSION

Following a comprehensive assessment, the tender from GW & BR Crameri is considered to present the best value option for Council.

DECLARATION OF CONFLICT OF INTEREST

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

- Director Assets
- Manager Engineering and Assets
- Project Officer

ATTACHMENT(S)

Nil

8.1.3 Myrtleford Savoy Soccer Club Upgrade

File Number: CT23030

INTRODUCTION

This report relates to the award of a contract for the Myrtleford Savoy Soccer Club Upgrade building works.

Cr Janas

Cr Hughes

That Council:

- 1. Awards Contract No. CT23030 for 'Myrtleford Savoy Soccer Club Upgrade' to Colin Joss & Co Pty Ltd T/A Joss Facility Management for the fixed lump sum price of \$1,588,898 (GST exclusive); and*
- 2. Delegates authority to the Chief Executive Officer to sign the Contract.*

Carried

BACKGROUND

In July 2021 Council entered into an agreement with the Commonwealth Government to secure \$1,992,000 in funding through the Black Summer Bushfire Recovery Program (BSBR) to provide upgrades to the Myrtleford Savoy Soccer Club.

EVALUATION

The tender for the detailed design and construction works was published on Tenders.net and Council's website on 7 June 2023 and advertised in the Herald Sun and Border Mail on Wednesday 14 June 2023. Five competitive responses were received.

The tender submissions received were conforming and evaluated in accordance with the key selection criteria listed in the Invitation to Tender:

1. Price
2. Qualifications and Previous Performance
3. Delivery
4. Social
5. Environmental

Following assessment of the tenders, it was determined that the tender from Colin Joss & Co Pty Ltd T/A Joss Facility best met all the requirements of the selection criteria.

ISSUES

The BSBR funding agreement cannot be extended beyond 31 March 2024. The project delivery plan that has been proposed by Colin Joss & Co Pty Ltd T/A Joss Facility Management will enable construction to be completed before this date.

The works are dependent on AusNet undertaking power upgrades to the site. These works have been factored into the project delivery plan.

POLICY IMPLICATIONS

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

The recommendations are in accordance with the following Strategic Objective of the Council Plan 2021-2025:

- 4.5 Assets for our current and future needs

FINANCIAL AND RESOURCE IMPLICATIONS

The total budget for the project is \$1,992,000 and is entirely funded through the BSBR program. There is sufficient allocation within the project budget to complete the upgrade of the Myrtleford Savoy Soccer Club.

RISK MANAGEMENT

Key risks to the successful delivery of this project are:

Risk	Likelihood	Impact	Mitigation Action / Control
Cost escalation	Possible	Minor	<ul style="list-style-type: none"> • Quantity survey conducted of the bill of materials • Award a fixed fee lump sum contract • Ensure sufficient funding is available in the project budget
Construction delays	Possible	Moderate	<ul style="list-style-type: none"> • Project Management Plan • Appoint an experienced contractor

CONSULTATION

Extensive consultation with the Savoy Soccer Club has been undertaken to develop the design and plan the construction phase.

CONCLUSION

Following a comprehensive assessment, the Tender submission from Colin Joss & Co Pty Ltd T/A Joss Facility Management including subsequent Tender clarification, is considered to represent the best value for Council.

DECLARATION OF CONFLICT OF INTEREST

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

- Director Assets
- Manager Engineering and Assets
- Project Officer

ATTACHMENT(S)

Nil

8.1.4 Porepunkah Transfer Station Upgrade

File Number: CT23028

INTRODUCTION

This report relates to the award of a contract for the Porepunkah Transfer Station upgrade retaining wall and concrete slabs.

Cr Hughes

Cr Janas

That Council:

- 1. Awards Contract No. CT2302801 'Porepunkah Transfer Station Upgrade - Retaining Wall and Concrete Slabs' to Naubro Kerb Pty Ltd for the lump sum price of \$223,767 (GST exclusive); and*
- 2. Delegates authority to the Chief Executive officer to sign the Contract.*

Carried

BACKGROUND

In 2022 Council was successful in obtaining grant funding under the Victorian Government's Transfer Station Upgrade Fund. This funding allowed rural and regional councils to improve processing of glass and organics from regional and rural households for recycling. The funding initiative was part of the broader reform of household recycling across Victoria, a component of Recycling Victoria – A New Economy.

Council received grant funding totalling \$335,630 for the installation of waste infrastructure across its three transfer stations. In June 2023 the installation of concrete slabs at Mount Beauty and Myrtleford Transfer Stations were completed and the design for the retaining wall and concrete slabs at Porepunkah Transfer Station was finalised for delivery in the 2023/2024 financial year, which incorporates the construction of a 16m pre-cast concrete panel retaining wall, concrete slabs and drainage.

EVALUATION

The Tender was advertised in the Herald Sun on 30 May 2023, as well as on Tenders.net and the Alpine Shire Council website.

A total of ten prospective tenders downloaded the document and seven submissions were received.

The tender submissions received were evaluated in accordance with the key selection criteria listed in the Invitation to Tender as follows:

1. Price
2. Qualifications and previous performance
3. Delivery

4. Social

5. Environmental Sustainability

Following assessment of the tenders, it was determined that the tender from Naubro Kerb Pty Ltd best met all the requirements of the selection criteria.

ISSUES

The construction of the retaining wall will need to be managed in conjunction with the landfill capping works that are currently underway to ensure that both projects are delivered as efficiently as possible.

POLICY IMPLICATIONS

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

The recommendations are in accordance with the following Strategic Objective of the Council Plan 2021-2025:

- 3.3 Responsible management of waste

FINANCIAL AND RESOURCE IMPLICATIONS

The total budget for this project is \$223,767. There is sufficient allocation within the project budget to complete the construction of the retaining wall and concrete slabs at Porepukah Transfer Station.

RISK MANAGEMENT

Key risks to the successful delivery of this project are:

Risk	Likelihood	Impact	Mitigation Action / Control
Construction delays	Possible	Moderate	<ul style="list-style-type: none"> • Project Management of both projects by the same Project Officer.
Cost escalation	Possible	Minor	<ul style="list-style-type: none"> • Award a fixed fee lump sum contract • Ensure sufficient funding is available in the project budget

CONSULTATION

The Project Officer has engaged across Council's internal teams and communicated all aspects of the project to the Department of Energy, Environment and Climate Action (DEECA).

These works will be carried out as part of Porepunkah Landfill Capping works and Council does not anticipate there being significant impact to the community.

CONCLUSION

Following a tender evaluation assessment, site visits and reference checks, the tender from Naubro Kerb Pty Ltd is considered the best value option for Council.

DECLARATION OF CONFLICT OF INTEREST

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

- Director Assets
- Manager Engineering and Assets
- Project Officer

ATTACHMENT(S)

Nil

8.1.5 Myrtleford Splashpark

File Number: CT23004

INTRODUCTION

This report relates to the award of a contract for the construction of the Myrtleford Splashpark.

Cr Nicholas

Cr Janas

That Council:

- 1. Awards Contract No. 2300401 for the "Myrtleford Splashpark" to Water Features by Design Pty Ltd for the lump sum price of \$1,720,628 (GST exclusive);*
- 2. Awards Contract No. 2300402 for the "Myrtleford Splashpark" to Water Features by Design Pty Ltd for a maximum price of \$405,020 (GST exclusive) for additional water treatment plant costs if required; and*
- 3. Delegates authority to the Chief Executive officer to sign the two Contracts.*

Carried

BACKGROUND

The Myrtleford Splashpark is a project wholly funded by the Federal Governments 'Black Summer Bushfire Recovery Program' (BSBR) for the construction of the waterplay park, toilets and shelters in Lewis Avenue, Myrtleford.

A detailed concept design was developed by the Myrtleford Chamber of Commerce in conjunction with design consultant Playscape Creations to provide a contemporary waterplay space with toilets, shelters and seating. The design is complementary to the creek side environment and retains the large established trees around the site.

The provision of the bore water supply to run the park, the soft landscaping, car parking and path improvements will be completed via separate contracts.

EVALUATION

The Tender was advertised in the Herald Sun on 1 February 2023, as well as on tenders.net and Alpine Shire Council websites.

The Tender documents were downloaded by 17 prospective tenderers and two responses were received by the closing date.

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

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

5. Environmental Sustainability

After the evaluation of the submitted offers, further investigations were carried out to determine ways to reduce the capital and operational costs. Using a bore water supply and simplifying some aspects of the original design were identified as cost saving measures and a revised tender was issued to the two shortlisted tenderers for re-pricing of the modified scope.

It was determined that the tender from Water Features by Design best met the selection criteria.

ISSUES

The design and tender process explored two water supply solutions:

1. traditional water recirculation and chemical treatment, and
2. single use of bore water through the splashpark. Bore water use will reduce capital and operating costs and provide Council with flexibility of splashpark operation times during water restrictions. Bore water use has proven very effective in the operation of a similar system at the Bright Splashpark.

To allow the project to proceed efficiently, the works have been tendered with the option to use the bore water supply or a fully recirculated and treated water supply. The construction of the bore is currently proceeding but will require to be successfully tested before its use can be incorporated into the works. The award recommendation includes a provisional allowance for the additional water treatment equipment that would be required if the bore proves unsuccessful. If this option is not required, the provisional sum would not be expended.

The Splashpark will be located on land that is subject to flooding. The park will be constructed in accordance with all relevant planning and building requirements in order to ensure it is resilient to flood events.

Operating and maintenance costs for the Splashpark will be included in the annual budget process from 2024/2025 financial year onwards.

POLICY IMPLICATIONS

The recommendations are in accordance with the following Strategic Objective of the Council Plan 2021-2025:

- 4.5 Assets for our current and future needs

FINANCIAL AND RESOURCE IMPLICATIONS

The total available budget for the Myrtleford Splashpark is \$2,200,000, funded wholly by the Federal Government's 'Black Summer Bushfire Recovery Program'. There is sufficient allocation within the project budget to deliver the works of the project through award of this Contract.

RISK MANAGEMENT

Key risks to the successful delivery of this project are:

Risk	Likelihood	Impact	Mitigation Action / Control
Delayed installation	Possible	Moderate	<ul style="list-style-type: none">Project Management Plan
Bore Water not accessible	Possible	Low	<ul style="list-style-type: none">Contingency plan and budget for water treatment plant

CONSULTATION

The Project Officer has engaged across Council's internal teams and communicated all aspects of the project to the Myrtleford Chamber of Commerce.

CONCLUSION

Following a comprehensive assessment, the Tender from Water Features by Design is considered to present the best value option for Council.

DECLARATION OF CONFLICT OF INTEREST

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

- Director Assets
- Manager Assets
- Project Officer

ATTACHMENT(S)

Nil

8.2 A/DIRECTOR CUSTOMER AND COMMUNITY – EBONY BUCKLEY

8.2.1 Approval in Principle - Financial Statements and Performance Statement

INTRODUCTION

The purpose of this report is to present the draft Financial Statements and Performance Statement for the year ended 30 June 2023 for review and seek approval in principle.

Cr Janas moved an alternative motion which was seconded by Cr Keeble.

That Council:

- 1. Approves in principle the Financial Statements and the Performance Statement for the year ended 30 June 2023, subject to any material amendment(s) required by the external auditors; be ratified by the Audit and Risk Committee Members.*
- 2. Authorises Cr Janas and Cr Keeble to certify the Financial Statements and Performance Statement for the year ended 30 June 2023 on behalf of Council, once any amendments or changes are made as requested by the Victorian Auditor General.*

Carried

BACKGROUND

Section 98 of the *Local Government Act 2020* requires Council to prepare an Annual Report for each financial year that contains a report on the operations of the Council, an audited performance statement and audited financial statements.

Section 99 of the *Local Government Act 2020* requires Council to pass a resolution giving its approval in principle to the draft Financial Statements and draft Performance Statement prior to submitting the statements to the auditor so that they may prepare their reports.

This report provides an overview of the results in Council's draft Financial Statements and draft Performance Statement which are provided in full as attachments 8.2.1.a and 8.2.1.b.

Once approval in principle has been provided and Council has incorporated any changes recommended or agreed by the auditor, the Financial Statements and Performance Statement must be certified by two Councillors authorised by Council prior to the auditors signing their report.

ISSUES

Financial Statements

The Financial Statements show Council's financial performance, financial position, and cash flows against the previous year.

In summary, Council ended the 2022/23 year with an operating surplus of \$7.002m, which was \$3.075m lower than the \$10.077m surplus in the 2021/2022.

The 2022/23 Annual Budget (the Budget) projected a surplus of \$5.502m, \$1.500m lower than the actual result.

The higher than budgeted result was primarily due to the increase in other revenue associated with interest on investments and rental returns on investment properties. Additionally, the entire 2023/24 Financial Assistance Grant was received in late June and is included in the 2022/23 results. In the prior year, only 75% of the 2022/23 Financial Assistance Grant was received in 2021/22.

The lower surplus result compared to the previous year is due to higher expenses for Landfill's \$1.166m, Employee costs \$0.458m and Material and Services \$1.105m.

The total comprehensive result for the 2022/23 Financial year is \$29.455m and includes an asset revaluation increment of \$22.453m comprised of predominantly increase in value of land.

1. Income

Altogether Council received \$40.832m in income which was \$3.967m favourable to the Budget projection of \$36.865m. Key variances to budget were as follows:

1.1 Grants - operating

Council received total operating grant income of \$9.478m which was \$5.324m favourable to budget (\$4.154m), primarily due to the receipt of 100% of the 2023/24 Federal Assistance Grants distributed by the Victorian Grants Commission.

1.2 Grants - capital

Council received total capital grant income of \$3.116m which was \$4.956m less than the budget of \$8.782. This was due to the receipt of funds from grants that have been deemed as unearned revenue - recognised in the balance sheet as an increase in current liabilities.

1.3 Other Incomes

Council received a total of other income of \$2.451m compared to a budget of \$0.868m, being \$1.583m higher. Interest on investments and rent were significantly higher than budget.

2. Expenses

Overall expenses were \$33.830m which was \$2.467m higher than Budget.

Significant expense variances included employee costs, which were lower at \$10.417m compared to a budget of \$11.233m, due to the impact of vacant positions throughout the year; and materials and services costs being \$15.343m against a budget of \$13.632m - this was mainly related to the expensing of the Bogong High Plains blackspot project as the road is to be handed to DEECA in 2023/24. This project was fully funding from a Department of Transport Grant. In addition, the Landfill Rehabilitation expense was significantly higher than budget because of additional provisions and an increase in the

discount factor used in provision calculations, being \$2.276 against a budget of \$0.078m. The Department of Treasury and Finance issues revised discount factors annually.

2.1 Depreciation

Depreciation was \$5.090m which was \$0.459m favourable to Budget and reflecting increase valuations on land and decreasing valuations on roads.

Performance Statement

The Performance Statement provides an overview of Council progress against key performance indicators. The Local Government Performance Reporting Framework (LGPRF) provides the basis for these indicators to enable a uniform Performance Statement across all Victorian councils.

An overview of movement in results is provided below:

- Utilisation of aquatic facilities was impacted by wet weather experienced in October - December 2022, resulting in fewer visits than the previous year.
- Community satisfaction with Council decisions declined compared to the previous year, reflecting a decline across the Local Government sector.
- Kerbside waste diverted from landfill remains steady compared to previous years. It is expected that with the introduction of a Food Organics Garden Organics service from 1 July 2023, that diversion will increase in 2023/24.

Generally, the financial indicators show that Council is financially sustainable and that services are being delivered within expected parameters.

Audit progress

The Financial and Performance Statement are still being audited. Whilst the Victorian Auditor General can still make changes, any changes would be expected to be minor in nature.

POLICY IMPLICATIONS

Council has prepared draft Financial Statements and a draft Performance Statement for Council Approval in Principle, in line with the requirements Sections 98 and 99 of the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The authorised Councillors are required to certify the final Financial Statements and Performance Statement after any amendments or changes requested by the Victorian Auditor General have been made, and prior to adoption by Council.

In a change from previous requirements, section 100 of the *Local Government Act 2020* now requires the Mayor to report on the implementation of the Council Plan by presenting the Annual Report at a Council meeting open to the public, no later than 31 October 2023.

Council intends to present the Annual Report to the October Ordinary Council Meeting being the 31 October 2023. This has required draft Annual Financial and Performance

Statements to be presented to the Ordinary Council meeting of 26 September 2023. It is expected that clearance from the Victorian Auditor General's Office will be received between the September and October Ordinary Council Meetings.

The recommendation is in accordance with the following Strategic Objective of the Council Plan 2021-2025:

- 5.2 A responsible, transparent and responsive organisation

FINANCIAL AND RESOURCE IMPLICATIONS

The draft Financial Statements and Performance Statement for the year ended 30 June 2023 show that Council is financially sustainable and that Council services are being delivered within expected parameters.

RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Inability to accurately plan and manage finances due to inaccurate financial data	Unlikely	Moderate	<ul style="list-style-type: none"> • Financial Plan • Annual Budget • Regular reporting • Year-end controls and reconciliations • Audit processes
Failure to address changes in accounting standards and legislation	Rare	Minor	<ul style="list-style-type: none"> • Liaison with auditors • Industry updates • Staff Continuing Professional Development

CONSULTATION

The Audit Committee Charter states that the Committee is required to review the Annual Financial Report and consider whether it is complete, consistent with information known to Audit Committee members and reflects appropriate accounting principles. At the time of submitting this paper the key contents of the Annual Financial Report, comprising the Financial Statements and Performance Statement, have been submitted to the Audit Committee for review.

CONCLUSION

Council ended the 2022/23 year with an operating surplus of \$7.002 million, which is greater than that predicted in the 2022/23 Annual Budget. The higher operating surplus result is largely attributed to the receipt of Federal Assistance Grants for 2023/24 received in advance in 2022/23 financial year and lower than expected employee costs due to the impact of vacant positions throughout the year together with a significant increase in Landfill Rehabilitation expense.

DECLARATION OF CONFLICT OF INTEREST

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

- Acting Director Customer and Community
- Manager Corporate
- Financial Accountant
- Governance Officer

ATTACHMENT(S)

8.2.1.a 2022/23 Financial Statements (Draft)

8.2.1.b 2022/23 Performance Statement (Draft)

8.2.2 Audit & Risk Committee Member Remuneration

INTRODUCTION

The purpose of the report is to request Council to increase the remuneration of independent members sitting fee as part of the Alpine Shire Audit & Risk Committee.

An audit committee provides a specialist forum to support and monitor Council in the areas of governance, risk management, external audit, internal audit, financial reporting, and other related areas.

Cr Nicholas

Cr Hughes

That Council:

- 1. Sets the Independent Audit & Risk Committee Member remuneration from 1 July 2023 at:
 - a. \$570 per meeting for the Chair;*
 - b. \$465 per meeting for independent members**
- 2. Undertakes annual increases from 1 July each year equivalent to the Essential Services Rate Cap for that Financial Year rounding up to the nearest five-dollar increment;*
- 3. Sets an upper limit for reimbursement of travel expenses at \$300 per member per year with no annual indexation applying to this allowance;*
- 4. Implements a review of the Audit and Risk Committee entitlements in three years; and*
- 5. Amends the Audit & Risk Committee Charter to be aligned with these recommendations and conducts a full review of the Charter in 2024/25 financial year.*

Carried

BACKGROUND

The primary purpose of the Audit and Risk Committee is to provide Council with oversight and guidance in effective conduct of its responsibilities for:

- Financial management and reporting
- Management of financial and other strategic risks
- Practical business continuity and disaster recovery plans and processes
- Maintaining a reliable and effective system of internal controls
- Governance and compliance with laws and regulations
- Facilitating the organisation's ethical development

Local Government Victoria's Audit Committees: A Guide to Good Practice Guide for Local Government, January 2011 states that the remuneration for independent members "should reflect the time, commitment and responsibility involved".

Council's Audit and Risk Committee has five independent remunerated members, one being the Chair. Members have a diverse range of business backgrounds and bring their

expertise to the Committee reviewing agenda papers prior to meetings, meeting with the external auditor and attending Committee meetings five times per year.

ISSUES

The base value of member remuneration was set in 2019. There has been no increase in the base remuneration apart from annual CPI increases since the 2019 review. The Audit Committee Charter established a mechanism for annual CPI increases, commenced on 1 July 2019.

The Audit Committee, at a recent meeting, requested that members' remuneration be reviewed and benchmarked.

A review and benchmarking exercise against other rural and regional councils in the region established a broad spread in the amount of remuneration being paid to Chair and independent members, however noted that Council's remuneration to committee members has fallen behind the average of its equivalent counterparts.

Based on the benchmarking which has been carried out it is recommended that remuneration for the Chair and independent members be set as follows:

	Alpine: Current	Alpine: Proposed
Chair	\$460.00	\$570.00
Member	\$355.00	\$465.00

It is recommended that the rates be increased annually on 1 July in line with the rate cap set by the Essential Services Commission for the relevant financial year, rounded up to the nearest five-dollar increment.

It is recommended that Council sets an annual upper claim limit of \$300 per Audit and Risk Committee independent member to reimburse members for travel and/or accommodation costs incurred in attending Committee meetings, with expense claims to be endorsed by the CEO prior to reimbursement. Indexation is not applied to this component of the entitlements.

In line with recommendations above, it is recommended that a review occur of entitlements occurs every three years to ensure Council is remaining in line with other councils.

POLICY IMPLICATIONS

The recommendation is in accordance with the following Strategic Objective of the Council Plan 2021-2025:

- 5.2 A responsible, transparent and responsive organisation

FINANCIAL AND RESOURCE IMPLICATIONS

On the current member remuneration rates per meeting of \$460 for the Chair and \$355 for each member, the cost to Council is \$1,525 per meeting at a total of \$7,625 per year (based on 5 meetings held per year).

The recommended remuneration increase will bring the cost to Council to \$1,965 per meeting at a total of \$9,825 per year (based on five (5) meetings held each year), plus annual increases aligned with Essential Services Rate cap.

The impact of the Travel and Accommodation allowance for the full 2023/24 year is a maximum of \$1,200 if each member claims their full entitlement - this is unbudgeted in the 2023/24 financial year.

The total increase for 2023/24 based on a 1 July 2023 implementation of the proposed entitlements is \$3,400.

RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Ability to attract and retain suitably qualified members	Possible	Moderate	<ul style="list-style-type: none"> Increase the independent sitting fee remuneration to ensure Council has the ability to attract and retain good candidates, with a good business skillset and Council remains competitive within the market for external members.

CONSULTATION

The Audit and Risk Committee has been briefed on the findings of the review and the recommendations contained in this report.

CONCLUSION

A desktop review and benchmarking of the remuneration of Council's Audit and Risk Committee members has been conducted and it is recommended that members remuneration be increased to be comparative with the average for rural councils in the Hume region. The Chair and Members remuneration should be subject to annual ESC rate increases and rounding effective annually on 1 July each year.

DECLARATION OF CONFLICT OF INTEREST

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

- A/Director Customer and Community
- Manager Corporate

ATTACHMENT(S)

Nil

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

File Number: Delegations register

INTRODUCTION

Instruments of appointment and authorisation are an important means of Council ensuring that its officers are appropriately authorised under the relevant Acts that Council administers.

Cr Nicholas

Cr Hughes

That Council exercise the powers conferred by section 147(4) of the Planning and Environment Act 1987, so that:

- 1. The following members of Council staff referred to in attachment 8.2.3. "S11A – Instrument of Appointment and Authorisation – Planning & Environment Act 1987" (the instrument) be appointed and authorised as set out in the instrument;*
 - a. Manager Growth and Future*
- 2. The instrument comes into force immediately the common seal of Council is affixed to the instrument;*
- 3. The instrument be signed and sealed at the appropriate stage of this meeting.*
- 4. On the coming into force of the instrument, the previous "S11A – Instrument of Appointment and Authorisation – Planning and Environment Act 1987" for the following member of Council staff, as dated, be revoked;*
 - a. Compliance Coordinator (CPC2), dated 30 May 2023*

Carried

BACKGROUND

Council staff involved in planning roles require current and accurate authorisations to fulfil their duties. Council has appointed a new Manager Growth and Future, who requires authorisation under the *Planning and Environment Act 1987*. The Instrument for the Compliance Coordinator (CPC2 dated 30 May 2023) is being revoked as the officer no longer works for Council.

ISSUES

Authorised Officers

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

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

Planning and Environment Act 1987

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

Maddocks Delegations and Authorisations Service

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

POLICY IMPLICATIONS

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

The recommendations are in accordance with the following Strategic Objective of the Council Plan 2021-2025:

- 5.2 A responsible, transparent and responsive organisation

FINANCIAL AND RESOURCE IMPLICATIONS

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

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

RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Action / Control
Authorisations are not in place or are out of date	Possible	Moderate	<ul style="list-style-type: none"> Ensure that all Council officers have up-to-date authorisations to ensure that they can undertake their duties.

CONSULTATION

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

CONCLUSION

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

DECLARATION OF CONFLICT OF INTEREST

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

- Acting Director Customer and Community
- Manager Corporate
- Governance Officer

ATTACHMENT(S)

- 8.2.3 S11A – Instrument of Appointment and Authorisation – *Planning & Environment Act 1987* – Manager Growth and Future

9. Informal meetings of Councillors

Introduction

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

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

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

Cr Janas

Cr Nicholas

That the summary of informal meetings of Councillors for August / September 2023 be received.

Carried

Background

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

Date	Meeting
29 August	Briefing Session
19 September	Briefing Session

Attachment(s)

- 9.0 Informal meetings of Councillors – August / September 2023

10. Presentation of reports by delegates

Refer to Alpine Shire Council's website www.alpineshire.vic.gov.au; for its YouTube live-streaming recording for responses to presentation of reports by delegates.

11. General business

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

12. Motions for which notice has previously been given

Nil

13. Reception and reading of petitions

Nil

14. Documents for sealing

Cr Nicholas

Cr Hughes

That the following documents be signed and sealed.

- 1. S11A - Instrument of Appointment and Authorisation - Planning & Environment Act 1987 - Manager Growth and Future.*

Carried

There being no further business the Chairperson declared the meeting closed at 6:37p.m.

.....

Chairperson



ALPINE
SHIRE COUNCIL

Annual Report

2022/23

About this annual report

Welcome to the Alpine Shire Council Annual Report 2022/23. This report provides an account of Council's performance against the Alpine Shire Council Plan 2021-2025 and Budget for 2022/23.

Performance is measured against the five strategic drivers in the Council Plan:

1. For those who live and visit
2. For a thriving economy
3. For the bold protection of our future
4. For the enjoyment and opportunities of our lifestyle
5. For strong and informed leadership

This report can be downloaded from Council's website www.alpineshire.vic.gov.au. Hard copies are available, by request, for those in the community without access to a computer.

Cover:
Mount Beauty pondage

Council Vision 2040

Our people, places, and environment enrich our area's resilience, prosperity, and sustainability.

1. For those who live and visit

To be connected, supported, and welcomed throughout all stages of life.

2. For a thriving economy

Ideas and industry thrive through a climate sensitive and diverse economy.

3. For the bold protection of our future

Our natural environment is protected and preserved.

4. For the enjoyment and opportunities of our lifestyle

The connection between people and place is strengthened.

5. For strong and informed leadership

Collaborative, bold and evidence-based decision making.

Council Values

Council's values are the operating principles that guide councillor and employee conduct and the relationships between them, as well as the relationship of the organisation with its community, customers, partners, and stakeholders.

The values were developed following workshops with both councillors and staff and recognise who we are. The values are:

Accountable	We are accountable and responsible for our decisions and actions, and the impacts of these on our community and the organisation.
Leadership	We demonstrate leadership by being informed, applying innovative thinking and solutions, and making fair and timely decisions in the best interest of our community and the organisation for now and the future.
Productive	We are productive by focusing on delivering efficient and high quality services and projects that respond to the needs and priorities of our community and the organisation.
Integrity	We have integrity by being committed, truthful and transparent in our decision making and our interactions with our community and the organisation.
Nurture	We nurture the relationships, contributions and strengths of our community and the individuals of the organisation.
Engaged	We are engaged with our community, and within the organisation, to build strong and effective relationships and inform our choices.

The values have been embedded in the Councillor Code of Conduct, and the Employee Code of Conduct. These documents assist in reinforcing the importance of the values across the organisation.

Acknowledgement of Country

Alpine Shire Council acknowledges that the region known as the Alpine Shire is the traditional land of many First Nations peoples. We acknowledge all Traditional Owners as the custodians of their Country.

We acknowledge the First Nations peoples of Bpangerang, Dalka Warra Mittung, Dhuduroa Waywurru, Duduroa Dhargal, Gunaikurnai, Jaithmathang, Taungurung, and Waywurru.

We pay our respect to all Elders, past and present, and extend that respect to ancestors that guide through history and emerging leaders that will lead the way into the future. We recognise the unique and continuous connections to Country for all First Nations peoples and thank you for sharing your lands and cultures.

Year in review

Alpine Shire Council (Council) has made good progress in delivery against the Council Plan 2021-2025. Highlights included:

1. For those who live and visit

- Active community engagement occurred throughout the year, including 17 pop-ups at community events and markets, increased posts and engagement on Council's Facebook page, and a number of surveys to help guide project direction and Council decisions.
- More than \$70,000 was awarded through Council's Community Grants program, allowing 21 community projects to proceed.
- Council developed a Reflect Reconciliation Action Plan (RRAP), which was endorsed by Reconciliation Australia, and formally noted by Council at the Ordinary Council Meeting in January 2023.

See page 22 for more details.

2. For a thriving economy

- Council's Events team issued 94 permits for events during 2022/23, with an additional 48 regular markets occurring throughout the year.
- The Events Strategy Permitting and Funding Framework was implemented, and criteria applied to the 2022/23 Event Funding Program, which awarded \$132,000 in sponsorship and logistics support to 32 events, with a further \$102,000 to support events that were unable to proceed in previous years due to COVID-19 restrictions.
- Additional funding was allocated to events in Dederang, Myrtleford, and Mount Beauty to allow for greater dispersion of events across the Alpine Shire.

See page 27 for more details.

3. For the bold protection of our future

- Solar and battery installations at Council facilities were completed at the Mount Beauty Stadium, Porepunkah Transfer Station, Mount Beauty Visitor Information Centre, Myrtleford Library, and Myrtleford Supper Rooms.
- Two pilot 'no / low maintenance' gardens were planted in Mount Beauty and Bright, which will be used to evaluate whether the methodology is suitable for larger scale plantings.
- Preparation for the commencement of a Food Organics Garden Organics (FOGO) collection service on 1 July 2023 was a major focus for Council during 2022/23. Community engagement occurred throughout the year including pop-up engagement at community events, as well as online information and leaflets.

See page 29 for more details.

4. For the enjoyment and opportunities of our lifestyle

- Community engagement for the Land Development Strategy was undertaken, including community reference groups, a technical reference group, and more than 200 survey responses. The draft strategy will be presented to Council later in 2023 and be subject to community consultation prior to adopting a final strategy.
- Delivery of \$9.3 million of capital projects including the Dargo High Plains Road, Mount Beauty Airport Upgrade, renewable energy upgrades in Council buildings and renovations to the Alpine Children's Centre.

See page 33 for more details.

5. For strong and informed leadership

- An organisational restructure commenced operation on 9 January 2023 to ensure that they organisation was focussed on delivering a positive customer experience, a positive employee experience, and a sustainable future for the Alpine Shire.
- Council’s new MyAlpine online customer portal was delivered, allowing a self-service option for customers to log requests to Council.

See page 40 for more details.

Challenges in 2022/23

- Staff attraction and retention – it was particularly challenging market to attract professionals into regulatory services (planning, building, environmental health, compliance) and engineering/project delivery.
- Bright Valley Development – given the significant community interest, this proposed development required significant effort from across the organisation, including providing regular updates to the community.
- Food Organics Garden Organics (FOGO) – this was the biggest change in service delivery for Council and community for many years and required a combined effort across multiple teams to ensure a smooth transition to the service commencement on 1 July 2023.
- Project delivery - Cost escalation and poor contractor availability in capital projects impacted on Council’s ability to deliver planed capital projects, particularly those relating to buildings.



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Mayor's message

I am pleased to present Council's Annual Report for 2022/23. As always, Council has had a busy twelve months.

Rainfall and infrastructure damage

October 2022 saw heavy rainfall across much of Victoria. Fortunately, the Alpine Shire community was not as severely affected as some areas in central Victoria, however we did experience our share of damage to our roads and infrastructure, requiring emergency repair works to reestablish roads and access. We were fortunate to receive funding via the Australian and Victorian governments to aid in these restoration works.

We supported Major Road Projects Victoria in their management of the Bogong High Plains Road landslip, which cut off access between Mount Beauty and Falls Creek. We were pleased to see that access to the area was available ahead of the winter 2023 snow season, and congratulations to all those involved in getting the road ready to be reopened.

End of pandemic declaration

October also saw the official end to the COVID-19 pandemic declaration, removing mandatory isolation periods. It has been pleasing to see the community and events returning to their pre-COVID operations, and visitors and residents alike coming together to enjoy the Alpine Shire.

Community engagement

Council had an increased focus on community engagement in 2022/23, and it was pleasing to see both staff and Councillors in attendance at a series of pop-ups at key community events and markets, where we could hear directly from the community on a series of issues. This was reinforced by Council's first ever Community Budget process, which invited the community to submit their ideas and proposals for consideration ahead of preparation of our 2023/24 Budget. We were extremely pleased with the response and will be running the program again ahead of the 2024/25 Budget.

Development

The proposed Bright Valley Development on the western outskirts of Bright saw an impassioned response from our community during the year. A planning application for Stage 1 of the development was received by Council in November 2022, with a decision on the application yet to be made at the time of writing this report.

Reconciliation

Council noted its Reflect Reconciliation Action Plan (RRAP) in January 2023. The RRAP is the first step in making the Alpine Shire a safer and more inclusive place for First Nations peoples, and I thank the individuals and organisations that generously offered their time and experience to Council in the preparation of this plan.

Capital Projects

Delivery of capital projects across the Alpine Shire continues to be a priority, with a \$9.3 million program delivered in 2022/23. From key infrastructure such as the Dargo High Plains Road upgrade, Mount Beauty Airport upgrade, and the annual road renewal program, to renewable energy upgrades in Council buildings and renovations to the Alpine Children's Centre, there have been some great projects delivered this year. I look forward to the completion of several multi-year projects that commenced this year and will be delivered in 2023/24.

Acknowledgements

I congratulate Will Jeremy on his appointment as Chief Executive Officer in July 2022, and acknowledge his work in ensuring that Council continues to work for and with the community. I would also like to thank Council staff for their hard work and dedication during the year.

Thank you also to Cr Nicholas, for her role as Mayor for the first part of 2022/23, and to all of my fellow Councillors for their hard work and dedication to make the Alpine Shire a fantastic place to live, work, and visit.

Cr John Forsyth
Mayor

CEO's message

My first year of being Chief Executive Officer at the Alpine Shire has seen much change both within and outside the organisation.

Restructure and staff

As part of my commitment to leading the organisation, I announced an organisational restructure to commence on 9 January 2023, focussing on three key areas:

- Positive customer experience
- Positive employee experience
- A sustainable future

While restructures can be challenging for the staff involved, I congratulate the entire workforce on their focus to embrace change and continue to deliver important services and programs to our community.

Resourcing

The challenge of attracting, recruiting and retaining staff remains a challenge post-COVID. This year was a challenging market to attract professionals into our regulatory services (planning, building, environmental health, compliance) and engineering / project delivery. We commenced a new process for staff satisfaction surveying in late 2022/23, utilising interviews for the first time to identify where the organisation can make the most important improvements. We will work through the results and key areas of focus with staff throughout 2023/24.

Delivery of projects

Council successfully delivered \$9.3 million of capital projects in 2022/23, with many multi-year projects that will carry over into 2023/24. As with staff resourcing, lack of contractor availability impacted on delivery of some projects, and cost escalations were felt across the construction sector. I commend our project delivery teams for their ongoing hard work, as they continue to focus on quality delivery of projects for our community.

Climate Action and Waste Reduction

Council's commitment to reducing environmental impact was reflected in the preparation for the commencement of the Food Organics Garden Organics (FOGO) kerbside collection service from 1 July 2023. The level of engagement required to implement this new program has been the biggest single communications program in

recent years. This is on top of ensuring the necessary detail was in place such as awarding the contract for the FOGO service in January 2023, and updating the Waste Services Policy and Procedure to reflect the new service. I thank all those staff who were involved in preparations for this major change and acknowledge the input from the community along the way.

Our further commitment to Climate Action was demonstrated by the purchases of Electric Vehicles (EV) to complement Council's existing fleet, and the installation of EV chargers at the Council office in Bright. We have also focussed on solar panel and battery installations at key Council facilities during the year.

Financial position

Council ended the year in a strong financial position, with a \$6.3 million surplus, largely due to the receipt of 100% of 2023/24 Financial Assistance Grants in 2022/23, bushfire recovery grants, and other income such as investment returns. I encourage you to read the Financial Summary on page 9 or visit the full financial annual report commencing on page 58. We continue to focus on managing Council's funds sustainably into the future.

Commencement of Enterprise Bargaining

Council's current Enterprise Agreement nominally ended on 30 June 2023, leading the organisation to commence negotiations towards the end of the financial year. Negotiations with staff representatives will continue into 2023/24.

Thanks

I would like to thank all past and present Council staff for their commitment to delivering fantastic outcomes for our community. Without a great workforce, we cannot deliver the services that our community needs and deserves. I would also like to thank all Councillors for their support this past year, and I look forward to delivering great outcomes for the community in 2023/24.

Will Jeremy

Chief Executive Officer

Financial summary

Financial overview 2022/23

Council ended the 2022/23 year with a surplus of \$6.3 million, which was \$0.8 million more than projected in the 2022/23 Budget. This was largely due to:

- The receipt of the complete 2023/24 Financial Assistance Grant funding, \$4.7 million;
- additional bushfire recovery grants totalling \$1.8 million;
- additional Rates & Charges income of \$0.45 million
- additional user fees income of \$0.3 million;
- additional other income of \$1.6 million, consisting of rent and investment interest income;
- a revision of the fair value of its two investment properties \$1.7 million
- lower than expected employee costs of \$0.8 million;
- lower than expected depreciation expense of \$0.5 million; and
- lower than expected other expenditure \$0.1 million.

This was in part offset by:

- additional materials and services costs of \$1.7 million; and
- higher than expected landfill rehabilitation expense of \$3.0 million.

Council's income

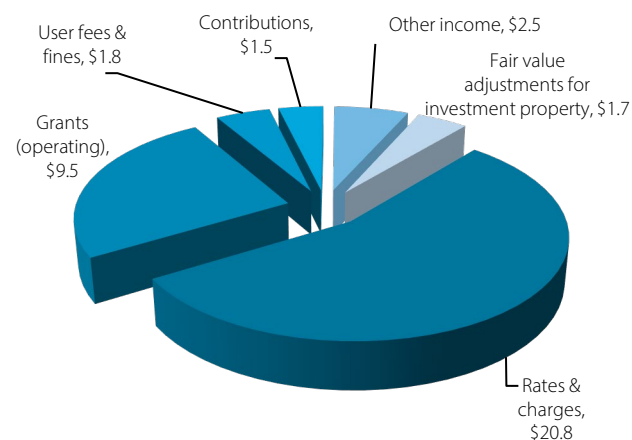


Figure 1: Alpine Shire Council operating income 2022/23 (\$millions)

Rates and charges are Council's most significant source of revenue comprising \$20.8 million of income. Operating Grants are the second largest income source, comprising \$9.48 million. Other income includes interest on

investments, capital grants and rent for leased Council assets.

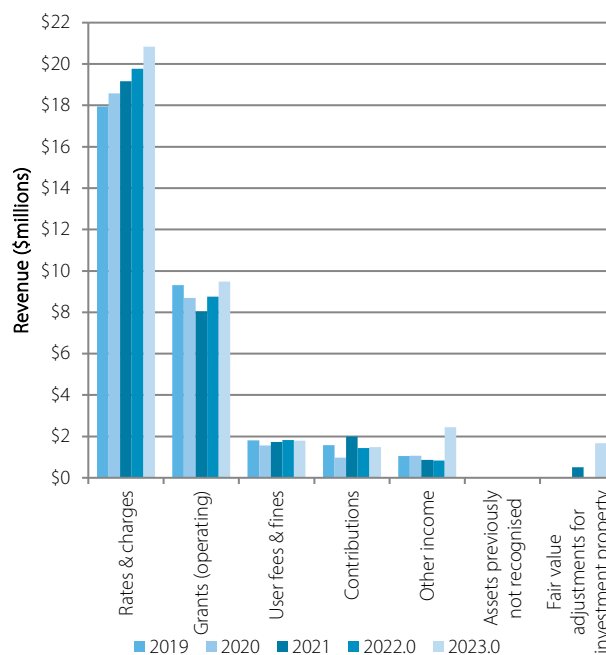


Figure 2: Alpine Shire Council operating income 2018/19 to 2022/23 (\$millions)

Rates and charges have demonstrated consistent incremental growth due to ongoing development in the Alpine Shire and compliance with Rate Capping. Grants fluctuate depending on the timing of payments, and the ability to obtain one-off project grants.

Council's expenditure

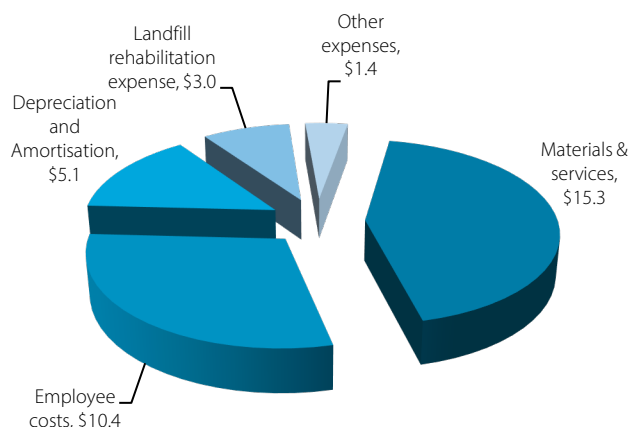


Figure 3: Alpine Shire Council expenditure 2022/23 (\$millions)
Materials and services and employee costs comprise the majority of Council's operating expenditure.

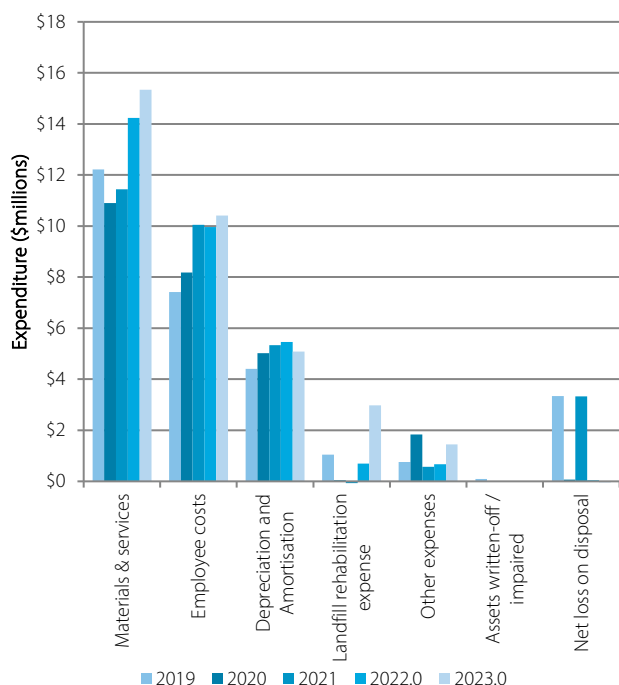


Figure 4: Alpine Shire Council expenditure 2018/19 to 2022/23 (\$millions)

There has been an increase in employee expenses during the five years shown in Figure 4, due to pay increases aligned with the Enterprise Agreement and incremental growth in staff numbers supporting service delivery. The Bushire Recovery grants have supported additional resources in 2022/23.

Materials and services increased this year as a result of additional works projects resulting in some project expenditure classified as operational rather than capital.

Cash balance

Following the surplus result, Council is in a strong cash position with a balance of \$43.1 million as at 30 June 2023. This will reduce over the next few years as the capital works program finalises a number of key projects and the Landfill rehabilitation works are completed.

Looking forward

Council continues to maintain a ten-year Financial Plan (FP) and 4-year budget, which are updated each year as part of the budgeting process. The FP is a critical tool for Council to ensure it makes fiscally responsible decisions. The FP measures long term fiscal sustainability utilising conservative assumptions such as:

- rate rises below or in line with the rate cap;
- increases in equivalent full time employees premised on service delivery needs and fiscal capacity; and
- no borrowings by Council.

These assumptions can be changed to respond to changes in the internal and external environment. The FP is used to inform decisions regarding grant applications, major projects, operational spending, rating strategies and financial risk.

Funding

Council acknowledges the support of both the Victorian Government and the Australian Government for the provision of funding, without which many of the projects and services that Council delivers would not be possible. In particular the Australian Government's Financial Assistance Grants are essential for the continued delivery of Council's services and infrastructure.

Council's Annual Financial Statements commence on page 58 of this report.

Capital works summary

Council delivered a \$9.3 million capital works program in 2022/23, balancing renewal of current assets with development of new infrastructure.

Capital Projects by Region

The capital works portfolio spans the Alpine Shire with the following distribution of investment in 2022/2023: Kiewa Valley \$2.7m, lower Ovens Valley \$0.6m, upper Ovens Valley \$1.5m, Dinner Plain and surrounds \$0.7m, and Shire-wide projects \$3.8m.

Dargo High Plains Road Upgrade

Upgrades to Dargo High Plains Road were completed in 2023, including improved drainage, road formation upgrades, and enhanced security at the entry and exit of the Alpine National Park. The northern section of the Dargo High Plains Road is currently maintained by Council and is seasonally closed from June each year with its annual opening date dependent on weather conditions. Necessary upgrades to the unsealed road were required to repair damaged sections of the road and reduce extensive annual maintenance.

Alpine View Children's Centre

Renovations to the Alpine View Children's Centre were completed in early 2023. Significant improvements were made to the facility, including expansion and reconfiguration of the existing building to include two additional playrooms spaces and a new dedicated after-hours school care building. With additional space, the childcare centre has increased enrolment numbers. The project was a collaboration between the community, Council, and the Victorian Government.

Alpine Better Places Tawonga

Funded by the Australian Government, Alpine Better Places Tawonga master planning was completed in late 2022. The final concept design identified safer pedestrian connections and other important improvements to Pioneer Memorial Park, considered the 'heart' of Tawonga. The final concept design includes new open spaces, multipurpose courts, extended play area, pump track, carparking, and landscaping.

Bill Hill Mountain Bike Park Car Park

Infrastructure upgrades to Bill Hill Mountain Bike Park car park were completed in 2023. New facilities include underground drainage, car park levelling, asphalt resurfacing, installation of water taps and landscaping. Funded by the Australian Government, these infrastructure improvements will support the growth of mountain bike tourism in the Kiewa Valley.

Mount Beauty Airport

Mount Beauty Airport upgrade works have been completed and include runway lengthening and widening, a new asphalt surface, improved drainage, and perimeter fencing. Airport upgrades will support essential firefighting and emergency services, including Forest Fire Management Victoria and Ambulance Victoria. These important upgrades were supported by grant funding from the Australian Government.

Tawonga Caravan Park Upgrade

Tawonga Caravan Park re-opened to the public in 2023 following essential upgrades to its wastewater, electrical and fire service infrastructure, as well as refurbishment of park facilities. A new reception building, including a café and parking, will also welcome visitors to the park. A private operator was awarded management of the park, and they will provide further upgrades over their multi-year tenure. Upgrades were funded through grants from the Victorian and Commonwealth Governments.

Road Renewal Program

The annual road renewal program in 2022/23 focused on improvements to roads in the upper Ovens Valley, including Wandiligong, Porepunkah, Germantown, Buckland, Harrietville and Bright. Works included road resealing, line marking, kerb and channel installation, asphalt overlays and improved drainage.

Footpath Renewal Program

Council's annual footpath renewals program saw improvements to footpaths around the Mount Beauty pondage and sports and education precinct. Upgrades included a sealed footpath from Lakeview Children's Centre to the Mount Beauty Primary School and improved crossings at Nelse Street and Embankment Drive.

Renewable Energy Upgrade Project

Solar photovoltaic (PV) panels and batteries were installed at the Mount Beauty Visitor Information Centre, Myrtleford Library, Myrtleford Supper Rooms (Myrtleford Neighbourhood Centre), and the Porepunkah Waste Transfer Station. These renewable energy upgrades will support the Council's Climate Action Plan.

Mount Beauty Stadium, Neighbourhood Safer Places Energy Upgrade

A solar energy system (including PV panels, battery, and back-up generator) was installed at the Mount Beauty Stadium in 2023. As a 'Bushfire Place of Last Resort' building, the new energy system will provide independent power during bushfire emergencies. The project was a collaboration between the community, Council, and the Australian Government.

Major Multi-Year Projects Update

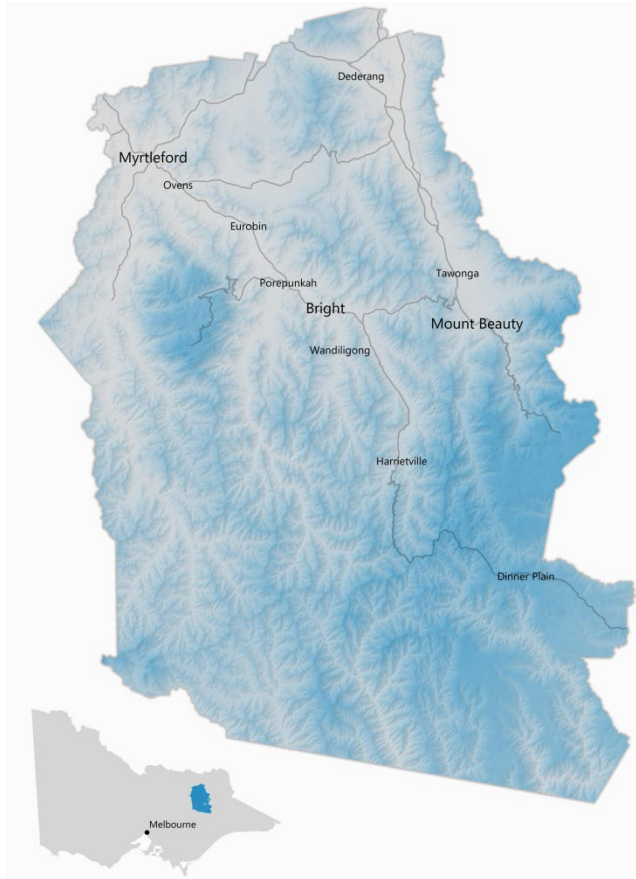
Council is continuing work on several multi-year projects across the Shire that will be delivered over the coming years. Projects include upgrade designs for Ablett Pavilion, Savoy Soccer Club, Myrtleford Memorial Hall, and Tawonga Memorial Hall; Sports and Active Recreation Master Planning; landfill rehabilitation; and Dinner Plain activation and snowmaking projects. These projects will provide important infrastructure to the Alpine Shire community once completed.

Challenges

Council continues to face challenges delivering capital works projects following the COVID-19 pandemic. Challenges include increased material and contractor costs, supply chain delays, and labour shortages. Labour shortages have affected both contractor and Council staff, which has sometimes resulted in loss of project continuity and delivery delays. In many instances, project costs have also been estimated to be greater than their adopted budgets. Some projects have been reduced in scope ensure that essential components of the project are prioritised for delivery.

Our Council

Alpine Shire profile



The Alpine Shire is situated in north-east Victoria, approximately 300km from Melbourne, and 70km south of Albury-Wodonga. The area of the Alpine Shire is 4,790 square kilometres¹ of which 92% is public land. This includes the whole of the Mount Buffalo National Park and large tracts of the Alpine National Park. The remaining 8% of land consists of towns, villages, and farming land in the major river valleys: Ovens, Buffalo, Buckland, and Kiewa valleys.

The Alpine Shire extends from mountain ranges down to the valley floor, where residents choose to live predominantly around the three main towns of Bright, Myrtleford and Mount Beauty – each of which proudly respects their own strong heritage and individuality. Other members of the populace live in the smaller towns, villages, and surrounding farming communities that are spread throughout the Shire. The Alpine Shire surrounds two of Victoria's major ski resorts: Falls Creek and Mount Hotham, and includes the smaller snowfield attractions of Dinner Plain and Mount Buffalo.

The Alpine Shire has a rich history of ancient First Nations culture. There was an influx of mining and prospecting that accompanied the gold rush era, and an increase in diversity through post-war immigration. Today the region offers a diverse lifestyle with a mix of culture, history, and experiences. The region is a well-known destination for visitors, with festivals, markets, exhibitions, sporting, and recreational activities held throughout the Alpine Shire; together with a range of cafes, restaurants, and wineries.

Within the Alpine Shire, industries with the greatest number of businesses, according to the most recent Australian Bureau of Statistics data were: agriculture, forestry, and fishing; construction; and accommodation and food services. In terms of employment, the main industries were accommodation and food services; health care and social assistance; retail trade; construction, education and training, and agriculture, forestry, and fishing.

The estimated resident population of the Shire is 13,175², a number which significantly increases with the seasonal influx of tourists. Population demographics in the 2021 Census show a lower population of 0-49 year olds, but a much higher population of persons aged 50 and over, as compared to the Victorian averages.

¹ This area does not include the resorts of Hotham Heights and Falls Creek which have a combined total of 44 square kilometres.

² Estimated Residential Population, Local Government Areas, Victoria (released 30 April 2023) – Australian Bureau of Statistics

Elections were held for the Alpine Shire Council on 24 October 2020. Following the resignation of one Councillor, a countback was held on 19 January 2022. Councillors elected were:

Cr John Forsyth (Mayor)	First elected:	October 2012
	Re-elected:	October 2016 October 2020
	Mayor:	November 2020 – November 2021 November 2022 - current

Cr Tony Keeble (Deputy Mayor)	First elected:	November 2008
	Re-elected:	October 2012 October 2016 October 2020
	Deputy Mayor:	November 2015 – November 2017 November 2022 - current

Cr Katarina Hughes	First elected:	October 2020
	Deputy Mayor:	November 2021 – November 2022

Cr Ron Janas	First elected:	October 2012
	Re-elected:	October 2016 October 2020
	Deputy Mayor:	November 2014 – November 2015
	Mayor:	November 2015 – November 2019

Cr Simon Kelley	First elected:	January 2022
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Cr Sarah Nicholas	First elected:	October 2016
	Mayor	November 2021 – November 2022
	Deputy Mayor:	November 2017 – October 2020 November 2020 – November 2021
	Re-elected:	October 2020

Cr Kelli Prime	First elected:	October 2020
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More information regarding Councillors can be found on page 44.

The organisation

The Alpine Shire Council operates under a corporate management structure, with the Chief Executive Officer leading directors, managers, and staff.

The organisation has a two-directorate model consisting of 'Customer and Community' and 'Assets'. Each director reports to the CEO and is responsible for the delivery of services and projects within program areas. A small executive services team reports directly to the CEO.

Former CEO, Charlie Bird, announced his resignation in 2021/22, departing in May 2022. An acting CEO was in place from May to early July 2023. Will Jeremy was formally appointed as CEO on 15 July 2022, with a commencement date of 25 July 2022.

Organisation restructure

Following the commencement of Will Jeremy as CEO, an intent to undertake an organisation restructure was announced to staff on 1 August 2022. Following a period of intensive consultation with staff, a final organisation structure was announced on 2 December 2022, with a commencement date of 9 January 2023. The intent of the restructure was to align the teams within the organisation to achieve the following:

- A positive employee experience – improved productivity and increased staff satisfaction
- A positive customer experience – an improved and consistent customer experience for everyone engaging with our services
- A sustainable future – a well planned future for the Alpine Shire, aligned to the needs and aspirations of our community.

The changes were made to support the aim of building a vibrant, sustainable future for our communities, townships, and the organisation.

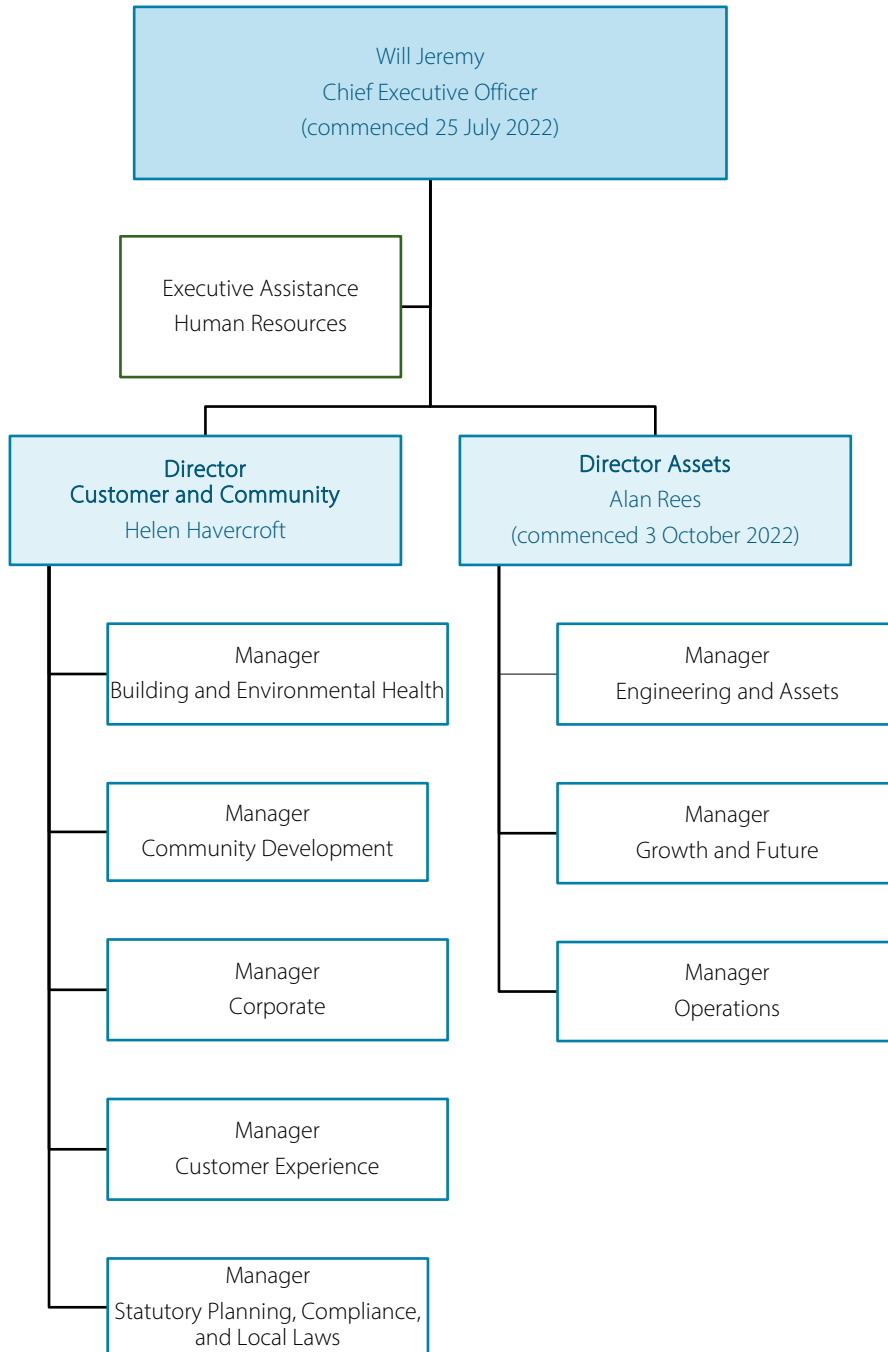
The restructure created four new Management positions under the existing two-Directorate structure, with a total of 12 new permanent positions created in the structure offsetting six positions where there was significant change to their existing role which no longer existed in the new structure.

In May 2023, to better fit the expertise and support required for those teams, an additional Manager position was added, taking the original seven Management streams to eight across the organisation.

Following an exhaustive recruitment process, all eight Management positions were filled by August 2023. Existing staff filled a series of backfill arrangements to ensure that the new structure was functioning as intended from 9 January 2023.

Note: Will Jeremy formerly held the position of Director Assets. The role was backfilled during the period 25 July to 3 October 2022, following which, Alan Rees commenced as the Director Assets on 3 October 2022.

Organisational structure at 30 June 2023



Chief Executive Officer

Functions reporting directly to CEO include Executive Assistance and Human Resources.

Senior Officers reporting directly to the Chief Executive Officer and the functions for which they are responsible include:

Director Corporate Performance

Helen Havercroft at 30 June 2023

- Building and Environmental Health
 - Building Surveying and Inspection
 - Environmental Health
- Community Development
 - Community Development
 - Community Recovery
 - Emergency Management
 - Maternal and Child Health
- Corporate
 - Business Transformation
 - Financial Accounting and Payroll
 - Governance
 - High Country Libraries Hub
 - Information and Communication Technology
 - Rates
 - Records
 - Risk management
- Customer Experience
 - Customer Experience
 - Engagement and Communications
 - Events
 - Library Services
 - Visitor Information Centres
- Statutory Planning, Compliance, and Local Laws
 - Animal management
 - Compliance and Local Laws
 - Statutory Planning
 - Subdivisions

Director Assets

Alan Rees at 30 June 2023

- Engineering and Assets
 - Asset Management
 - Engineering and Civil Development
 - Design and Projects
- Growth and Future
 - Strategic Planning
 - Economic Development
 - Sustainability
- Operations
 - Building Maintenance
 - Civil Works
 - Depot Operations
 - Occupational Health and Safety
 - Open Spaces
 - Operations Engineering
 - Property and Contracts
 - School Crossing Supervision
 - Transfer Stations

Council staff

The workforce

The Chief Executive Officer (CEO) is employed directly by Council to manage Council's business. Employees act under the general direction of the executive management team, with terms and conditions of employment governed by an enterprise agreement.

Personnel are employed on a permanent basis (full time or part time) where the work is continuous and ongoing, on a temporary basis where the work is temporary or seasonal, or on a casual basis where the work is of a relieving or intermittent nature.

Employee numbers are best measured by the number of full time equivalent (FTE) staff. On 30 June 2023 Council's FTE was 134.5, occupied by a total of 203 staff across the organisation, including permanent, temporary, and casual positions. There were 19.1 FTE (22 positions) vacant at the time of reporting, due to a mix of seasonal positions not filled in June, and a series of recruitment to both permanent and temporary positions.

A more detailed summary of the workforce can be found in tables 1 and 2 on page 20.

Recruitment and selection

Council's workforce turnover for permanent staff (not including casual and temporary staff) was 27.9% in 2022/23 based on filled (non-vacant) positions or 23.1% based on total number of permanent positions. This continues a trend since COVID-19 and its associated impacts, reflecting a situation common across the sector.

Council's workforce FTE (Full Time Equivalent) increased from 127.1 in 2021/22 to 134.5 in 2022/23. Approximately 10 FTE employed across temporary roles are fully funded by the State or Federal Government through various bushfire and flood-related grants. Temporary resourcing levels will remain elevated through to the end of 2024/25 as these externally funded projects and initiatives are delivered to completion. Based on current forecasts, from the start of the 2025/26 financial year resourcing will return towards the long-term average.

Training and development

Council is committed to supporting staff to learn, grow and embrace new opportunities. As a small council, continuous improvement is fundamental to the success of our organisation. The training and development of employees is integral to the application and maintenance of this process.

92 events were attended by 380 staff during 2022/23.

Equal Employment Opportunity

Council is committed to ensuring that its workplaces promote equal opportunity and are free from discrimination.

Council's Equal Opportunity, Discrimination and Harassment Policy (No.112) ensures that Equal Employment Opportunity (EEO) principles are integral in Council's processes.

The objective of the policy is to ensure that people are treated as individuals, respected for their unique attributes, and not excluded, harassed, or bullied through unconscious bias, stereotypes, or unlawful actions.

The policy was reviewed and adopted in May 2023.

Council's Employee Code of Conduct further endorses equal employment opportunity and expects all employees to refrain from behaviour that could be perceived as discrimination, harassment, or bullying.

Gender Equality

Council adopted its first Gender Equality Action Plan as required by the *Gender Equality Act 2020* during 2021/22. Reporting against the Action Plan will take place in 2023/24. Councils are also required to carry out Gender Impact Assessments when considering how policies, programs and services will meet the different needs of all genders.

The *Local Government Act 2020* further requires councils to develop a Workforce Plan, which also must include Council's commitment to gender equality in the workforce. Council's Workforce Plan references the Gender Equality Action Plan to ensure that gender and intersectional issues are considered as part of Council's resourcing into the future.

Employee Code of Conduct

Council's Employee Code of Conduct outlines the principles, values, standards, and rules of behaviour that guide the decisions, procedures, and systems that Council subscribes to. The code applies to all employees of the Alpine Shire Council, and is extended to cover contractors, staff on exchange, volunteers, work experience and graduate placements. The document supports the principle that customer service is the fundamental purpose of Council, and all staff must commit to providing competent, reliable, and efficient services.

Enterprise Agreement 2020

The Alpine Shire Council Enterprise Agreement 2020 was approved by the Fair Work Commission on 23 September 2021. The Agreement detailed the terms and conditions under which staff are employed and remunerated.

The 2020 Enterprise Agreement nominally expired on 30 June 2023, however the terms and conditions of the agreement will continue until it is replaced or terminated by the Fair Work Commission. Staff were notified of the commencement of enterprise bargaining in late May 2023. The enterprise bargaining process will continue in 2023/24.

Employee Assistance Program

Council continues to focus on the health and wellbeing of its employees. An Employee Assistance Program (EAP) is available to all employees and their families.

Staff Engagement Surveys

During June 2023, Council commenced the annual Staff Engagement Survey. Previous surveys had been conducted via online or hard copy questionnaires, however in 2022/23 it was determined to test a new approach to improve the way staff were engaged with, using feedback to shape leadership, decision making and forward planning. The survey was conducted as an individual interview between an independent engagement professional and those staff members wishing to take part. Feedback could be provided anonymously if the staff member wished.

Results were released to staff at an all-staff meeting on 10 July 2023. Results will be further discussed in the 2023/24 report.

Employee Health, Safety and Wellbeing

Training, education, and awareness

Health, safety and wellbeing training, education and awareness programs are driven by mandatory requirements and analysis of high-risk activities.

Course Category	Number of Courses	Number of Attendees
Spotskin Skin Checks	2	40
Return to Work Coordinator	1	3
Fire Warden Training	4	54
Fire Extinguisher Training	4	54
First Aid and CPR	2	46
Dog Behaviour and Management	2	10
Licensing and Accreditation	1	1
Chemical Operations	1	3
Introduction to Local Government	1	5

Compliance training is delivered to all employees through Council's online training portal Alpine Academy. Health and safety related training in the compliance pack includes bullying and harassment, sexual harassment, and equal opportunities for workers.

Consultation

Employee engagement and consultation on health, safety and wellbeing matters occurs through a number of channels. The main consultative mechanism is Council's Health and Safety Committee, established in accordance with section 72 of the *Occupational Health and Safety Act 2004*, and its member health and safety representatives of the three designated workgroups, which were updated during 2022/23. Health and Safety representatives across the organisation reflect a mix of all departments. Engagement and consultation with workers also occur through management and departmental meetings and team toolbox meetings.

Volunteers

Volunteers play a crucial role in the delivery of various services provided by Council, including our visitor information services, the L2P program, youth programs, facilities management, library programs, and advisory committees.

Council appreciates the role undertaken by its many volunteers, and acknowledges that without their assistance, there would be many services which could not be provided. Much of the work done by Council's dedicated volunteers provides vital support and expertise to assist the Alpine Shire community.

Table 1: Total staff FTE (Full Time Equivalent) by department (30 June 2023)

Directorate		Assets			Customer and Community					
Department	Executive	Engineering and Assets	Growth and Future	Operations	Building and Environmental Health	Community Development	Corporate	Customer Experience	Statutory Planning, Compliance and Local Laws	Grand Total
Permanent – FT – W	4.0	2.0	2.0	2.0		1.0	6.0	5.0	2.0	24.0
Permanent – FT – M		3.0		25.6	2.0	1.0	2.0		1.0	34.6
Permanent – FT – Vacant		3.0	2.0	4.0	3.0		1.0	1.0	3.0	17.0
Permanent – PT – W			2.4	0.6	0.8	3.9	2.0	7.5	2.3	19.5
Permanent – PT – M		1.0		3.2			0.4	0.4	0.9	5.9
Permanent – PT – Vacant		0.8	0.2	1.1						2.1
Temporary – FT – W	1.0	2.0				1.0	1.0	2.0	1.0	8.0
Temporary – FT – M	2.0	3.0					2.0			7.0
Temporary – FT – Vacant				1.4			1.0			2.4
Temporary – PT – W			0.2		0.8	3.1			1.5	5.6
Temporary – PT – M						0.6	0.4			1.0
Temporary – PT – Vacant			0.6							0.6
Casual – W				0.9		0.6		2.9		4.4
Casual – M				1.8			0.1	0.3	0.2	2.4
Casual – Vacant										
Department Total	7.0	14.8	7.4	40.6	6.6	11.2	15.9	19.1	11.9	134.5
Directorate Total	7.0		62.8				64.7			134.5

FT = Full Time; PT = Part Time; W = Women; M = Men

* Temporary positions include backfill positions such as maternity leave, and short-term contract staff.

Note: Where gender was unspecified in Council's payroll system, data has not been reported separately due to privacy.

Table 2: Summary of FTE categorised by employment classification and gender (at 30 June 2023)*

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Other	Total
Women	0.7		8.8	14.9	9.8	11.1	8.1	1.0	7.1	61.5
Men	0.6	0.4	18.9	5.4	5	7.0	9.3	1.0	3.3	50.9
Vacant			4.1	1.0	1.6	5.6	3.8	4.0	2.0	22.1
Total	1.3	0.4	31.8	21.3	16.4	23.7	21.2	6	12.4	134.5

* Includes all permanent, temporary, and casual positions at 30 June 2023.

** 'Other' includes CEO, Directors, Managers, Maternal Child Health Nurses, and Building Surveyors.

Note: Where gender was unspecified in Council's payroll system, data has not been reported separately due to privacy.

Performance report

Corporate Planning and Reporting Framework

Every council in Victoria is required to produce a Council Plan following each council election. The Alpine Shire Council Plan 2021-2025 was developed following the October 2020 Council election, and formally adopted in October 2021 following a deliberative engagement process with the community. The Community Vision, Council Plan, and Municipal Health and Wellbeing Plan were incorporated into the one document, bringing three of Council's key plans together.

The Council Plan is a strategic document, detailing the desired outcomes for the four years following the elections. Annual commitments to the Council Plan are detailed in Council's Budget.

Council also utilises a Financial Plan (FP) which projects Council's required resources (both financial and non-financial) over the next ten years.

This Annual Report is reporting the second year of progress against the Alpine Shire Council Plan 2021-2025.

Council Plan

The 2021-2025 Council Plan has five strategic drivers:

1. **For those who live and visit**
2. **For a thriving economy**
3. **For the bold protection of our future**
4. **For the enjoyment and opportunities of our lifestyle**
5. **For strong and informed leadership**

The Council Plan also includes strategic objectives, strategies for achieving the strategic objectives, and strategic indicators for monitoring achievement of them.

Performance

Council's performance for the 2022/23 year has been reported against each strategic driver to demonstrate how council is performing in achieving the Council Plan. Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the Council Plan.
- Progress in relation to the major initiatives identified in the Budget.
- Highlights from projects and services funded in the Budget and the persons or sections of the community who are provided those services.
- Results against the prescribed service performance indicators and measures.

Several of Council's strategic indicators in the Council Plan are sourced from the Service Performance indicators and measures contained within the Local Government Planning and Reporting Framework (LGPRF). These have been identified to reduce duplicate reporting.

It should be noted that the 2022/23 Budget adopted in June 2022 was prepared under the previous organisational structure. Commitments such as Major Initiatives and Service Performance Indicators in the Council Plan 2021-2025 were reallocated to the relevant team to ensure consistency in reporting.

Local Government Planning and Reporting

All councils across Victoria report against the prescribed Service Performance, Financial Performance, Sustainable Capacity indicators, and Governance and Management checklist contained within the *Local Government (Planning and Reporting) Regulations 2020*.

Results for these measures are found throughout the following sections under the headings "Service Performance Indicators". Further reporting is found in the "Governance and Management checklist" on page 48 and in the Performance Statement on page 118.

1. For those who live and visit

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2022/23 Budget which contribute to the Council Plan 2021-2025:

Annual Actions 2022/23	Progress to 30 June 2023
<i>Strategic Objective: 1.1 A community that is active, connected and supported</i>	
Ongoing engagement with community groups	<p>Active community engagement continued throughout the year, including:</p> <ul style="list-style-type: none"> Community pop-up sessions at key locations across the Shire, to inform the Land Development Strategy, Community Budget submissions, Community Climate Action Roadmap, and ahead of the introduction of the Food Organics Garden Organics (FOGO) service due to commence on 1 July 2023; An increase in posts and engagement on Council's Facebook page; A number of surveys to help guide project direction and Council decisions. <p>The planned introduction of the FOGO service was arguably one of the biggest engagement efforts Council has delivered. Along with the community pop-ups, there was a significant advertising and social media campaign rolled out, and education sessions facilitated by staff at nearly every local primary school.</p>
Deliver the annual Community Grants program	<p>21 community projects were awarded a total of \$70,477 through 2022/23 Community Grants program at the August 2022 Ordinary Council Meeting. An additional \$7,683 was awarded to two additional projects during the year.</p> <p>The 2023/24 Community Grants Program opened on 12 May and closed 25 June 2023.</p>
<i>Strategic Objective: 1.2 Services and resources that enhance health and wellbeing</i>	
Provide contemporary library services	<p>Visitation to library branches (measured through door count statistics) returned to pre-COVID numbers.</p> <p>Library branch budgets were utilised to meet the collection needs of patrons, and the demand for school holiday programs from locals and visitors. Small changes included new furniture pieces, an emphasis on drop-in craft and community colouring.</p> <p>Library staff were integral in supporting the community to adapt to the introduction of Council's Food Organics Garden Organics kerbside collection service. Staff attended meetings and discussions to support their knowledge, enabling them to answer many questions and advocate for the changes in waste service.</p>
Implement Library Services Plan	<p>The Library Services Plan was delivered through the following initiatives:</p> <ul style="list-style-type: none"> Premiers Reading Challenge Grant and Public Libraries Funding Program to support library programs. Discretionary budget for branches was increased due to inter-library loans being temporarily unavailable, to allow for patron requests, and BorrowBox audio and e-books. Libraries worked with Council's Community Development team to source the Pride Flag, Aboriginal Flag, and NAIDOC Week Flag which are scheduled to be put out at approved times throughout the year. Improvements have been made to OHS culture in libraries with all staff completing Fire Warden Training, and increased emphasis on reporting incidents and near-misses.

Annual Actions 2022/23	Progress to 30 June 2023
Provide services for critical life stages, including Maternal and Child Health, Immunisations, Supported Playgroups, Seniors Week, and Youth services	<p>Delivery of the Maternal Child Health (MCH) and Immunisation service was ongoing. A fully resourced MCH team allowed the implementation of Sleep Settling and breast-feeding support as well as continued delivery of First Time Parents groups. Regular meetings with Alpine Health have commenced to smooth the transition for families between domiciliary care and MCH service. Immunisation service has seen an increase in presentations.</p> <p>The annual Seniors Festival was successfully delivered during October 2022 with over 500 people participating in activities planned or promoted by Council.</p> <p>Council continues to deliver the Council Rapid Antigen Test program to the community.</p>
Implement the Alpine Shire Council Access and Inclusion Plan	<p>Actions and outcomes were delivered against Council's Access and Inclusion Plan. Council hosted an inspirational speaker and disability advocate, who spoke to Council staff and three school groups during the year. The procurement of a mobile stage lift for Bright Community Centre was completed.</p>
Strategic Objective: 1.3 A caring community	
Adoption of Reflect Reconciliation Action Plan	<p>Council's Reflect Reconciliation Action Plan (RRAP) was endorsed by Reconciliation Australia, noted by Council at its January 2023 Council meeting and launched on 15 February 2023 at Council offices.</p> <p>Fourteen actions were identified across four areas, with a number of outcomes delivered, and planning for future delivery of other outcomes commenced.</p>
Deliver Youth services including FreeZa, Youth Awards and Engage!	<p>Council's supported learner driver mentor program (L2P) consistent met its funded targets, and was awarded a Road Safety Award from TAC L2P Program in June 2023. The Youth Advisory Group (Resilient Action Youth Squad) was established and undertook training in a number of areas; a number of youth events were delivered with more planned for future. Alpine Shire Youth Awards were successfully delivered in September 2022; Alpine Colour Fun Run was delivered in March 2023; RAYS Youth Advisory Group joined the Inspector General Emergency Management walk in March.</p>
Completion of the Key Worker Housing Pilot Program, and development of the Affordable Housing Analysis Action Plan	<p>The Key Worker Housing Project was completed in early 2022/23. A consultant was engaged to develop a business case and feasibility assessment for installation of key worker housing in caravan parks for which Council is the committee of management. The was received, and will be considered by Council into 2023/24.</p>
Deliver the 16 Days of Activism program	<p>The 16 Days of Activism against gender-based violence campaign is an international campaign led annually by UN Women (United Nations) each November-December. Council included internal communications and a staff event, as well as external communications via social media and print media.</p>
Strategic Objective: 1.4 Increasing healthy eating and active living	
Review Council's aquatic facilities	<p>The operators of Council's three aquatic facilities created a Community Network Forum to understand what key community groups required at the aquatic and gymnasium facilities, and to increase engagement. The summer season saw an improvement in availability of trained lifeguards at the indoor, outdoor, and river pools. Events such as cinema days proved popular during the year, with membership of the Bright Sports Centre increasing in April-June 2023 reflecting an increase in visitation. Outdoor pool visitation was negatively impacted in the October-December 2022 period, due to wet and windy weather, but returned to more usual visitation during the post-Christmas school holiday period.</p>
Strategic Objective: 1.5 Improving mental wellbeing	
Investigate feasibility for hybrid Council Meetings utilising appropriate and reliable technology	<p>Supporting social connection through accessible and inclusive Council meetings, programs, and events continued in 2022/23. Council engaged audio-visual professionals to enhance the Council meeting experience for those physically attending as well as virtual participants across all Council meeting locations.</p>
Strategic Objective: 1.6 Preventing all forms of violence	
No actions in 2022/23	

Services provided to the community

Service area	Description of services provided
Library Branches	Libraries consist of the Alpine Shire library branches in Myrtleford, Bright and Mount Beauty and delivery of programs such as rhyme time, story time, school holiday programs and visiting authors. The Council also operates the High Country Library Network.
Swimming Pools	This service is managed under contract to Belgravia Leisure Services. It covers Bright Sports Centre, the provision of outdoor seasonal pools at Myrtleford and Mount Beauty and lifeguarding at the Bright and Porepunkah river pools.
Visitor Information Centres	This service comprises visitor information services located at Bright, Mount Beauty and Myrtleford.
Youth	Provision of specific services to youth in the community, including youth awards, youth activities and the Learner to Probationary (L2P) program.
Community Development	This service is concerned with building community capacity. Key areas include community resilience, the community grant program and implementing the Municipal Health and Wellbeing Plan.
School Crossings	Council provides the school crossing supervisor function to schools within the Alpine Shire Council.

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/measure	2019/20	2020/21	2021/22	2022/23	Comments ⁺
Aquatic Facilities					
Service standard					
Health inspections of aquatic facilities <i>[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]</i>	0.3	1.7	1.0	0.0	Council did not conduct any health inspections of aquatic facilities during 2022/23, due to a lack of Environmental Health staff. Council made the Department of Health aware of its continued efforts to recruit Environmental Health staff. Water testing was undertaken at Bright and Porepunkah River pools during the peak summer holiday period.
Utilisation					
Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	2.2	1.9	2.7	2.4	Overall visitation to aquatic facilities declined in 2022/23 compared to the previous year. The decline was primarily driven by almost 6,400 fewer visits across the Mount Beauty and Myrtleford swimming pools caused by wet weather experienced during October – December 2022, however this was partially offset by an increase in visitation to the Bright Sports Centre in the second half of 2022/23.

Service/indicator/measure	2019/20	2020/21	2021/22	2022/23	Comments ⁺
Service Cost					
Cost of aquatic facilities <i>[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]</i>	\$8.38	\$13.74	\$17.35	\$19.04	Apparent cost per visit has increased due to the reduction in visitation during 2022/23 compared to the previous year. Actual costs have reduced slightly compared to the previous year.
Libraries					
Utilisation					
Physical library collection usage <i>[Number of physical library collection item loans / Number of physical library collection items]</i>	2.8	2.1	2.2	2.4	The increase in physical library collection usage correlates with an increase in active users in 2022/23, showing a steady improvement since the sharp decline during COVID restrictions in 2020/21.
Resource standard					
Recently purchased library collection <i>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</i>	59.7%	57.7%	56.6%	58.8%	Council undertook extensive collection auditing during 2022/23 to manage the COVID-19 impacts on collection development, including weeding, updating collection purchasing processes, and enhancement of patron led collection development.
Participation					
Active library borrowers <i>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100</i>	18.4%	15.8%	14.3%	13.9%	The number of active users actually increased in 2022/23 compared to the previous year, however as this measure uses total active users over the past three years, the total number of active users has fallen slightly. This, combined with a steadily increasing population, has resulted in a slight drop in results.
Service cost					
Cost of library service <i>[Direct cost of the library service / Population]</i>	\$25.84	\$22.99	\$29.03	\$32.30	Cost of the library service has increased slightly compared to the previous year, primarily due to an increase in building maintenance costs.
Maternal and Child Health (MCH)					
Service standard					
Infant enrolments in the MCH service <i>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</i>	101.1%	102.0%	100.9%	101.9%	In a small number of cases, Council also conducts home visits for newborns where the birth notification was received elsewhere, but Alpine MCH nurses conduct the first home visit.
Service cost					
Cost of the MCH service <i>[Cost of the MCH service / Hours worked by MCH nurses]</i>	\$67.37	\$69.09	\$70.67	\$73.44	Costs have increased slightly compared to the previous year, while still remaining lower than the State-wide average for 2021/22.

Service/indicator/measure	2019/20	2020/21	2021/22	2022/23	Comments ⁺
Participation					
Participation in the MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	74.4%	81.8%	83.4%	83.4%	Participation in the Maternal and Child Health service continues to show high demand for service.
Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	58.8%	85.7%	64.7%	82.6%	Council has a small number of First Nations children enrolled in the Maternal and Child Health service, so a slight change in participation creates a greater change in overall results.
Satisfaction					
Participation in 4-week Key Age and Stage visit <i>[Number of 4-week age and stage visits / Number of birth notifications received]x100</i>	102.1%	94.9%	101.9%	104.9%	Council's Maternal and Child Health (MCH) staff conduct 4-week Key Age and Stage visits for all clients where a birth notification has been received, and in a small number of cases the MCH staff will see clients who have moved / transferred into the shire.

⁺ The Local Government (Planning and Reporting) Regulations 2020 require Council to report material variations between the current year results, and the preceding three years' results. Comments are included where necessary to aid the reader's understanding.

Strategic Indicators

Indicator	Result 2021/22
Active library borrowers in municipality	13.9% at end of financial year Refer to 'service performance indicators' for more details.
Cost of library service per population	\$32.20 per resident Refer to 'service performance indicators' for more details.
Participation in the Maternal Child Health service	83.4% of children enrolled in the Maternal and Child Health service had participated in the service by the end of financial year. Refer to 'service performance indicators' for more details.
Aboriginal participation in the Maternal Child Health Service	82.6% of First Nations children enrolled in the Maternal and Child Health service had participated in the service by the end of financial year. Refer to 'service performance indicators' for more details.
Participation in supported playgroups	Supported Playgroups are active in Mount Beauty and Myrtleford; additional funding for the financial year has seen the successful introduction of Supported Playgroup in Bright.
Number of visits to aquatic facilities per head of population (Utilisation of aquatic facilities)	2.4 visits per resident in 2022/23. Refer to 'service performance indicators' for more details.

2. For a thriving economy

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2022/23 Budget which contribute to the Council Plan 2021-2025:

Annual Actions 2022/23	Progress to 30 June 2023
<i>Strategic Objective: 2.1 Diverse reasons to visit</i>	
Facilitate events on Council land over the year, and support the annual Event Funding Program	<p>94 Event permits were issued, along with 48 regular markets running throughout the Alpine Shire.</p> <p>The 2022/23 Event Funding program was awarded at the Ordinary Council Meeting in August 2022. Thirty-two successful applicants were awarded \$132,000 in sponsorship and logistics support, with a further \$102,000 to support events that were unable to proceed in previous years due to COVID-19 restrictions. Additional funding was allocated to Dederang, Myrtleford, and Mount Beauty in line with Council's Events Strategy and greater dispersion. Additional support was provided to events in Mount Beauty following the Bogong High Plains Road landslip in October 2022.</p> <p>An online facilities booking system was implemented via Council's website, making it easier for the community and event planners to book facilities. Review of the system continually occurred to ensure the system was providing maximum efficiency for customers and Council alike.</p>
Implement the Alpine Shire Council Events Strategy	The Events Strategy Permitting and Funding Framework was implemented from 1 July 2022. The criteria were applied to the 2022/23 Event Funding Program, which was awarded at the Ordinary Council Meeting in August 2022.
<i>Strategic Objective: 2.2 Innovative and sustainable business development that supports year-round benefit</i>	
Implement the Alpine Shire Council Economic Development Strategy	<p>"The following Economic Development Strategy actions were implemented prior to 30 June 2023.</p> <ul style="list-style-type: none"> • Creation of winter/autumn video and photography for press releases • Advertising and collateral for Dinner Plain • Working with Tourism North East to deliver Gravel Cycle Trails and Murray to Mountains Enhancement projects.
<i>Strategic Objective: 2.3 Access to technology that meets our evolving needs</i>	
Develop a Telecommunications Strategy	The draft Telecommunications Strategy was presented to the Ordinary Council Meeting in December 2022 for noting.

Services provided to the community

Service area	Description of services provided
Tourism	This service provides destination marketing. It develops and distributes tourism collateral including Official Visitors Guide, trail brochures, maps and retail and dining guide.
Dinner Plain	Specific services to Dinner Plain such as marketing and events of this alpine village, and Dinner Plain to Mount Hotham winter bus service.
Festivals and Events	Events are a major contributor to the economy. Council has a role in facilitating the annual events calendar.
Economic Development	This service facilitates local and new business to develop and grow.

Service Performance Indicators

There are no prescribed service performance outcome indicators for this Strategic Directive.

Strategic Indicators

Indicator	Result 2021/22
Number of permitted festivals and events in the Shire	<p>A total of 94 Event permits were issued in 2022/23, along with 48 regular markets running throughout the Alpine Shire.</p> <p>The 2022/23 year saw a return to more usual frequencies of events, following several years that were impacted by COVID-19 restrictions. A small number of events were cancelled due to wet weather in October 2022.</p>
Number of overnight and day trip visitors	<p>Visitation statistics from Tourism Research Australia for the 2022 calendar year showed that:</p> <ul style="list-style-type: none">- Alpine Shire received 716,000 domestic visitors - an increase of 9.3% compared to 2021.- Domestic visitors spent over 1.8 million nights in the Alpine Shire - down by 2.0% on 2021.- In total, domestic visitors spent \$481 million on travel to the Alpine Shire, an increase of 37.2% on 2021.
Number of small businesses and light industry in the Shire	<p>2022/23 data for small business and light industry is not available at the time of reporting.</p> <p>Australian Bureau of Statistics data as at 30 June 2022 shows that there is a total of 1,678 businesses in the Alpine Shire, an increase of 103 compared to the previous year. The greatest number of businesses by industry is agriculture, forestry and fishing, followed by construction, accommodation and food services, and professional scientific and technical services.</p>

3. For the bold protection of our future

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2022/23 Budget which contribute to the Council Plan 2021-2025:

Annual Actions 2022/23	Progress to 30 June 2023
<i>Strategic Objective: 3.1 Decisive leadership to address the impacts and causes of climate change</i>	
Commence Community Climate Action Plan	Community engagement was undertaken to prioritise focus areas for the Community Climate Action Plan. The Community Climate Action Plan Roadmap will be presented to Council in 2023/24.
Explore Environmentally Sustainable Design options	<p>Council undertook the following Environmentally Sustainable Design (ESD) works during 2022/23:</p> <ul style="list-style-type: none"> Solar and battery installations on the Mount Beauty Stadium, Porepunkah Transfer Station, Mount Beauty Visitor Information Centre, Myrtleford Library, and Myrtleford Supper Rooms were completed. Recycled asphalt for the Mount Beauty Airport and Big Hill Car Park (both in Mount Beauty). ESD was incorporated into the design for the Ablett Pavilion and Savoy Soccer Club upgrade works (both in Myrtleford). Energy efficient building upgrades of Council facilities progressed.
<i>Strategic Objective: 3.2 Stewardship and care of our natural environment</i>	
Utilise Water Sensitive Urban Design	<p>Council's Open Spaces team undertook several Water Sensitive Urban Design projects in 2022/23 including:</p> <ul style="list-style-type: none"> Piloting 'no / low maintenance' gardens in Mount Beauty and Bright, which will be assessed to determine viability of using this methodology in other areas of the Shire. Trialling use of a wetting agent to reduce water usage on the Pioneer Park football field. <p>The Open Spaces teams continue to pilot water sensitive design trials in their garden renewals. It is anticipated that a comprehensive evaluation of projects completed to date will be undertaken in 2023/24.</p>
<i>Strategic Objective: 3.3 Responsible management of waste</i>	
Prepare for the implementation of a Food Organics Garden Organics (FOGO) collection service	<p>Preparation for the commencement of a Food Organics Garden Organics (FOGO) collection service on 1 July 2023 was a major focus for Council during 2022/23. Community engagement commenced with an information leaflet in 2022/23 rates notices, and continued throughout the year including pop-up engagement at community events, and meetings with holiday accommodation property managers. A dedicated page on Council's website contained useful information as it was made available.</p> <p>The contracts for the FOGO service and delivery of new FOGO bins were awarded at the Ordinary Council Meeting in February 2023. Council's Waste Services Policy was updated in May 2023, and a new Waste Services Procedure was developed, which reflect the new FOGO kerbside collection service alongside the existing waste and recycling kerbside collection services.</p>
Identify sites for Container Deposit Scheme (CDS) across the Alpine Shire	Council officers progressed discussions regarding a Container Deposit Scheme (CDS) to gain clarity and service provision requirements. Potential involvement of local businesses and not for profit groups has been discussed.

Annual Actions 2022/23	Progress to 30 June 2023
Implementation of the Event Waste Management Plan	<p>Events held within the Alpine Shire were required to adhere to the Events Waste Management Plan. The “Dish Pig” trailer equipped with a commercial dishwasher and range of mugs, plates, bowls, and cutlery was secured for use at events across the Shire.</p> <p>A small-scale review of the Waste Wise Guide was undertaken to reflect current regulations. A full review of the Waste Wise Guide to reflect Sustainable Actions will be undertaken in 2023/24 after the full roll out of the Food Organics Garden Organics service.</p>
Develop Council Waste Management Plan	<p>The Waste Services Policy and Waste Services Procedure were updated and adopted ahead of the Food Organics Garden Organics (FOGO) commencement on 1 July 2023. Copies of both documents were made available on Council’s website.</p>
Participation in regional procurement of municipal glass collection and processing services	<p>Council participated in the Collaborative Procurement Hume Collective Councils for the provision of all waste contract. Contracts were awarded at the Ordinary Council Meeting in February 2023, and included kerbside services, transfer station services, and bulk haulage of waste.</p> <p>Council’s Sustainability team provided comment on draft guidelines for mandated kerbside glass recycling service to the Department of Environment, Land, Water and Planning in December 2022.</p>
Implement recommendations from Closed Landfill Risk Assessment	<p>The design and construction of landfill capping designs progressed across 2022/23. The construction works began but were delayed due to the finalisation of EPA (Environment Protection Authority) required testing on a Geosynthetic Clay Liner confining layer and clean fill. The construction works are due for completion in spring 2023.</p>
Strategic Objective: 3.4 A community that is prepared for, can respond to, and recover from emergencies	
Implement Resilience Month activities	<p>The Alpine Resilience Partnership (ARP) was formed following the disbanding of the Community Resilience Committee. The ARP met approximately every three months, with the following achievements in 2022/23:</p> <ul style="list-style-type: none"> • Adopted the Alpine Community Recovery Committee Action Plan. • REAP (Resilience Emergency Action Plan) Day was delivered in Myrtleford and Bright for Years 4-6 students. • Emergency Ready Trivia night delivered in Myrtleford for approximately 60 participants.
Strategic Objective: 3.5 Reducing the impact of climate change on health	
Implement Alpine Active Plan	<p>Regular meetings of Active Alpine Group reported on funding opportunities for installation of Outdoor Fitness Equipment; fitness classes, incorporating physical activity in youth events and seniors festival. Regular meetings were also held for implementation of the RESPOND Program (Reflexive Evidence and Systems interventions to Prevent Obesity and Non-communicable Disease) with Alpine Health.</p>
Support local and regional initiatives relating to Climate Change	<p>Council’s Sustainability team participated in an Integrated Water Management (IWM) forum with North East Water, Natural Resource Management (NRM) Forum and Tourism Stewardship working group with North East Catchment Management Authority (NECMA). Other initiatives were:</p> <ul style="list-style-type: none"> • Launched Home Energy and Water Efficiency Assessment Kits free for community to hire from libraries. • Presented at Schools and Sustainability Upper Ovens on waste wise, home energy kits and invasive species, and also presented at national tree day.

Services provided to the community

Service area	Description of services provided
Waste and Recycling	Provision of waste management services. This includes kerbside collection services as well as the operation of the Myrtleford, Mount Beauty and Porepunkah transfer stations and closed landfills.
Emergency Management	Administrative costs of Council's Emergency Management Planning role, maintenance of various flood warning infrastructure, and additional coordination activities which are fully grant funded.

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/measure	2019/20	2020/21	2021/22	2022/23	Comments
Waste Collection					
Satisfaction					
Kerbside bin collection requests <i>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000</i>	80.0	90.7	102.8	126.6	Kerbside bin requests increased compared to the previous year, primarily due to an increase in 'broken / damaged bin' requests. This is likely due to the rollout of Food Organic Green Organic (FOGO) scheduled for 1 July 2023. A program of replacing out of date green-lidded garbage bins with red-lidded waste bins, to ensure that each household had red (garbage), yellow (recycling), and green (FOGO) bins ready for July 2023.
Service standard					
Kerbside collection bins missed <i>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</i>	1.5	1.8	2.1	2.0	The actual number of bins missed remained identical to the previous year, however the number of scheduled bin lifts has increased, which has resulted in the overall 'bins missed per 10,000 households' reducing.
Service cost					
Cost of kerbside garbage bin collection service <i>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</i>	\$113.28	\$115.21	\$128.24	\$123.69	The total cost of the kerbside garbage service remained steady from the previous year, however a small increase in bin numbers compared to the previous year means that the 'cost per bin' has decreased slightly.
Service cost					
Cost of kerbside recyclables collection service <i>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i>	\$61.17	\$69.06	\$74.93	\$78.91	A new collaborative waste tender was signed in May 2023 for the kerbside collection and transport of recycling, FOGO, and residual waste.

Service/ <i>indicator/measure</i>	2019/20	2020/21	2021/22	2022/23	Comments
Waste diversion Kerbside collection waste diverted from landfill* <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	40.4%	40.0%	40.0%	39.8%	Kerbside collection waste diverted from landfill remained steady in 2022/23. Council introduced a FOGO service commencing 1 July 2023, so it is expected that diversion will increase in 2023/24.

+ The Local Government (Planning and Reporting) Regulations 2020 require Council to report material variations between the current year results, and the preceding three years' results. Comments are included where necessary to aid the reader's understanding.

Strategic Indicators

Indicator*	Result 2021/22
Net Zero Greenhouse Gas Emissions -2023 (Cities for Power Partnership)	A Climate Action Plan Snapshot was provided for review by Council's Executive in February 2023. The snapshot summarised emissions in 2022, the reduction in emissions since the Climate Action Plan baseline year, the cost savings in electricity bills due to emissions reduction activities and the progress towards the net zero GHG emissions target
Community satisfaction with waste management performance - Target 70	Waste management index score declined to 62 in 2023, following a high of 70 in the previous year. The Community Satisfaction Survey was undertaken in February / March 2023, and it is likely that the proposed introduction of the Food Organics Garden Organics (FOGO) service impacted on the results of the survey.
Kerbside collection waste diverted from landfill - Target increase	40% of kerbside collection waste is diverted from landfill as part of Council's kerbside recycling program. It is expected that this will increase in 2023/24 once a FOGO kerbside collection service is implemented. Refer to 'service performance indicators' for further details.

4. For the enjoyment and opportunities of our lifestyle

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2022/23 Budget which contribute to the Council Plan 2021-2025:

Annual Actions 2022/23	Progress to 30 June 2023
<i>Strategic Objective: 4.1 Conservation and promotion of the distinct character across the Shire</i>	
No actions in 2022/23	
<i>Strategic Objective: 4.2 Planning and development that reflects the aspirations of the community</i>	
Develop the Alpine Shire Council Land Development Strategy	<p>An intensive community engagement program commenced in October 2022, extending through until February 2023. This included community reference groups, a technical reference group, independent landowner meetings, formal requests for rezoning or rebuttals, and more than 230 survey responses.</p> <p>Following completion of community consultation, the draft strategy was compiled, and further engagement with key government departments conducted.</p> <p>The draft Alpine Shire Council Land Development Strategy will be considered by Council later in 2023 and subject to a public exhibition process. Council will then consider a final Alpine Shire Council Land Development Strategy in 2024.</p>
Develop the Alpine Shire Council Housing Affordability Strategy	<p>The Key Worker Housing Pilot and Affordable Housing Analysis was presented to the Ordinary Council Meeting in December 2022. The actions and recommendations from the Alpine Shire Council Housing Affordability Strategy are being explored by Council.</p>
<i>Strategic Objective: 4.3 Accessible parks that promote active and passive recreation</i>	
Implement the Alpine Shire Council Sports and Active Recreation Plan	<p>Council awarded a contract to undertake the Sports and Recreation Master Planning at the Ordinary Council Meeting in September 2022. Community engagement on key sporting precincts around Bright, Mount Beauty, and Myrtleford was undertaken, and qualitative and quantitative data analysis completed.</p>
<i>Strategic Objective: 4.4 Diverse arts and cultural experience</i>	
No actions in 2022/23	
<i>Strategic Objective: 4.5 Assets for our current and future needs</i>	
Dargo High Plains Road upgrade	<p>Dargo High Plains Road upgrade was completed in 2022/23 to upgrade of the 39.25 km northern stretch of road to improve the main connection between Mount Hotham and Dargo.</p>
Dinner Plain activation	<p>Dinner Plain Activation progressed in 2022/23 across activation design works and construction. The construction works completed included Dinner Plain Bus Shelters, trail works and commencement of Scrubbers Hut Upgrade (amenities, shelter 50% completed by the end of June). Bore installation works delayed due to early winter (snow) conditions). Detailed design for Phase 2 Activation was completed which incorporates upgrades to the activity centre roadway, parking, open space and lighting. Snowmaking infrastructure detailed design and tender package completed for the incorporation of snowmaking facilities on Peashooter toboggan slope.</p>
Mount Beauty Airport upgrade	<p>The Mount Beauty Airport Upgrade was completed in 2022/23 which included a widening and lengthening of the existing runway. Small defects remain will be finalised in early 2023/24.</p>

Services provided to the community

Service area	Description of services provided
Airports	Provision and maintenance of aerodromes at Mount Beauty and Porepunkah.
Local Roads, Bridges and Drainage	Maintenance of all Council's roads, and bridges. Council has 685km of roads, 190 bridges and over 40 major culverts. Spending in this area also covers roadside vegetation and drainage.
Footpaths	Maintenance of Council footpaths. Also includes snow grooming services for Dinner Plain.
Open Spaces	Maintenance of all of Council's open space areas such as playgrounds, parks, street trees, roundabouts and public reserves.
Building Maintenance	Maintenance of all of Council's buildings. This includes operational buildings such as depots and libraries as well as community buildings such as halls and childcare centres.
Property Management	Management of public amenity facilities and property leases.
Operations	Administration and management of Myrtleford, Bright and Mount Beauty works depots and plant maintenance and operational expenses.
Recreation	Council supports the development and maintenance of recreation reserves across the Shire and also supports recreation clubs and committees.
Building Services	Statutory building services includes processing of building applications, emergency response responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.
Environmental Health	Registration and inspection of all food premises, wastewater applications, investigation of complaints in relation to noise, odours, dealing with infectious disease outbreaks and other health issues.
Local Laws	This area provides animal registrations, animal management, and local law enforcement.
Statutory Planning	Assessment of planning applications, the provision of advice to developers and property owners and representing Council at the Victorian Civil and Administrative Tribunal.
Strategic Planning	Prepares and reviews amendments to the Alpine Planning Scheme, structure plans, strategies, master plans, urban growth plans, frameworks and design guidelines.
Asset Development	Delivers the critical projects to renew and upgrade our community assets and to develop new assets. The area is in part subsidised by recurrent and non- recurrent grants.

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/measure	2019/20	2020/21	2021/22		Comments
Animal Management					
Timeliness					
Time taken to action animal management requests <i>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]</i>	1.3	1.3	1.6	2.5	The total number of animal management jobs increased by 23% compared to the previous year. Of these, 73% received a first response action within 1 day, 9% within 2 days, and 9% within 5 days of receiving the request. A small proportion (4%) of jobs took longer than 10 days for a first response action, which are responsible for the apparent increase in time taken to respond in 2022/23. Animal management cases can take 4-5 times longer to bring to completion than dealing with other Local Laws tasks such as a parking complaint.
Service standard					
Animals reclaimed <i>[Number of animals reclaimed / Number of animals collected] x 100</i>	42.1%	34.7%	29.9%	48.8%	Council collected slightly fewer domestic animals in 2022/23 compared to the previous year. The community continue to use social media to assist in returning lost animals to their owners, meaning Council officers are generally called where these social media efforts are unsuccessful - which can impact on the number of animals returned to their owners.
Animals rehomed <i>[Number of animals rehomed / Number of animals collected] x 100</i>	54.3%	61.1%	41.4%	33.8%	While the number of animals rehomed was slightly fewer than the previous year, when animals returned to their owners and animals rehomed are considered together, 83% of domestic animals collected by Council found their way to a home in 2022/23. This is an improvement compared to the previous year. Council's agreement with the Wangaratta Animal Shelter will come to an end on 31 July 2023, when the responsibility for rehoming of animals will revert to Council.
Service cost					
Cost of animal management service <i>[Direct cost of the animal management service / Municipal population]</i>	\$8.69	\$6.95	\$8.50	\$9.98	Cost per registered animal has increased slightly compared to the previous year, but is still less than the average cost for Small Rural Councils in 2021/22.
Health and safety					
Animal management prosecutions <i>[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100</i>	0.0	0.0	0.0	0.0	No animal management prosecutions were presented to Court in 2022/23.

Service/ <i>indicator/measure</i>	2019/20	2020/21	2021/22		Comments
Food Safety					
Timeliness					
Time taken to action food complaints <i>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</i>	1.0	4.3	3.0	3.7	Council was without permanent Environmental Health staff from June 2022 onwards, which impacted on the time taken to respond to food complaints. Despite this, 64% of food complaints received a first response action within two days.
Service standard					
Food safety assessments <i>[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100</i>	56.3%	78.6%	64.0%	78.3%	Council undertook the majority of assessments in the first half of 2022, prior to the departure of Environmental Health staff in June 2022. Council is continuing its efforts to recruit Environmental Health staff and has informed the Department of Health of its circumstance.
Service cost					
Cost of food safety service <i>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</i>	\$167.52	\$175.82	\$170.14	\$264.09	Cost of the food safety service has increased compared to the previous year, primarily due to Council utilising contractors to support the Environmental Health service, due to an inability to recruit Environmental Health staff. Costs remain less than the average for Small Rural Councils in 2021/22.
Health and safety					
Critical and major non-compliance outcome notifications <i>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</i>	95.8%	100.0%	100.0%	100.0%	All non-compliance notifications were followed up.
Roads					
Satisfaction of use					
Sealed local road requests <i>[Number of sealed local road requests / Kilometres of sealed local roads] x100</i>	45.0	53.7	100.3	127.7	Total number of requests relating to sealed road surface and drainage increased due to wet conditions in Winter and Spring.

Service/indicator/measure	2019/20	2020/21	2021/22		Comments
Condition					
Sealed local roads maintained to condition standards <i>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</i>	98.8%	98.8%	98.8%	99.4%	Council undertook an external condition assessment of sealed local roads in early 2023, which has provided a current assessment of all sealed local roads, as well as kerb and channel. This assessment also provided the opportunity to update data on width and length of all sealed roads including kerb and channel, across the entire network. Previous year data only includes sealed local roads, and does not include kerb and channel.
Service cost					
Cost of sealed local road reconstruction <i>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</i>	\$53.66	\$21.45	\$25.22	\$53.03	Costs have increased in 2022/23 primarily due to three projects with a large kerb and channel component, resulting in a higher cost per square metre.
Service Cost					
Cost of sealed local road resealing <i>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</i>	\$11.44	\$6.66	\$12.81	\$6.87	Costs in 2022/23 have returned to the longer term trend due to a focus on reseals, as compared to a large asphalt project the previous year.
Satisfaction					
Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	61	63	61	49	Satisfaction with sealed local roads has fallen compared to the previous year, however is still significantly higher than other Small Rural Councils. A wet Winter and Spring resulted in a deterioration of sealed road surfaces across the State. It is noted that arterial roads between towns are not under the control of Council.
Statutory Planning					
Timeliness					
Time taken to decide planning applications* <i>[The median number of days between receipt of a planning application and a decision on the application]</i>	68	68	114	145	Due to issues with extracting data from software, Council's results are based on data from 1/7/2022 to 4/10/2022 only. For the entirety of 2022/23, Council has utilised contractor services to support the statutory planning team, due to the departure of several key staff in late 2021/22. It is anticipated that the time taken to decide planning applications will reduce significantly in 2023/24.

Service/indicator/measure	2019/20	2020/21	2021/22		Comments
Service standard					
Planning applications decided within required time frames	55.7%	62.3%	41.4%	19.4%	<p>Due to issues with extracting data from software, Council's results are based on data from 1/7/2022 to 4/10/2022 only, and based on the date the application was received vs the date the application was determined. Due to difficulties in reporting, this does not include provision for any statutory 'stop the clock' processes - if these could be included, it is likely that the number of applications decided within required timeframes would increase.</p> <p>For the entirety of 2022/23, Council has utilised contractor services to support the statutory planning team, due to the departure of several key staff in late 2021/22. It is anticipated that the number of planning applications decided within required timeframes will improve significantly in 2023/24.</p>
<i>[(Number of planning application decisions made within 60 days for regular permits) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100</i>					
Service cost					
Cost of statutory planning service	\$1,533.50	\$1,683.26	\$1,936	\$2,847	<p>Due to issues with extracting data from software, Council's results are based on data from 1/7/2022 to 4/10/2022 only. For the entirety of 2022/23, Council has utilised contractor services to support the statutory planning team, due to the departure of several key staff in late 2021/22. This has led to an increase in cost per planning application.</p>
<i>[Direct cost of the statutory planning service / Number of planning applications received]</i>					
Decision making					
Council planning decisions upheld at VCAT	0.0%	100.0%	66.7%	0.0%	<p>One VCAT order was issued during 2022/23, which set aside Council's decision, and ordered that an amended permit be issued. This means that Council's decision was not upheld, hence a zero result for 2022/23.</p>
<i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>					

+ The Local Government (Planning and Reporting) Regulations 2020 require Council to report material variations between the current year results, and the preceding three years' results. Comments are included where necessary to aid the reader's understanding.

Strategic Indicators

Indicator	Result 2021/22
Council planning decisions upheld at VCAT	0% of Council planning decisions were upheld at VCAT. Refer to 'service performance indicators' for more details.
Planning applications decided within required timeframes - Target 70%	19.4% of all planning permit applications (standard and VicSmart) were decided within required timeframes, based on information for July – early October 2022 only. Refer to 'service performance indicators' for more details.
Time taken to decide planning applications - Target 60 days	Median processing days for standard planning permit applications was 145 days, based on information for July – early October 2022 only. Refer to 'service performance indicators' for more details.
Sealed local roads maintained to condition standards	Maintenance of all sealed and unsealed roads has been undertaken based on priority and in accordance with our road management plan. 99.4% of Council's sealed local roads are maintained at the condition standards. Refer to 'service performance indicators' for more details.
Community satisfaction with sealed local roads - Target 60	Index score of 49 Refer to 'service performance indicators' for more details.

5. For strong and informed leadership

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2022/23 Budget which contribute to the Council Plan 2021-2025:

Annual Actions 2022/23	Progress to 30 June 2023
Strategic Objective: 5.1 Effective communication and engagement	
Improve community engagement participation and access	Council has had a significant increase in community engagement opportunities in 2022/23 covering a broad range of topics and projects. Seventeen pop-ups were held at community markets and in prominent locations for the Community Budget, Land Development Strategy, introduction of Food Organics Garden Organics (FOGO) and the Community Climate Action Roadmap, giving community members the opportunity to speak with members of staff and Councillors in a casual setting. Dedicated community sessions were also run for a number of projects, as were surveys to support many of these topics. The introduction of a Community Budget process inviting early community submissions ahead of formal Budget preparation resulted in 44 submissions and funding a number of them in the final Budget.
Deliberative engagement panel involvement in key strategic projects	Council continues to refine and mature its approach to community engagement. 2022/23 saw an increase in Engagement and Communications team resourcing, along with an organisation-wide approach to deliberative engagement. The team has supported the implementation of project-specific community pop-ups for core services such as the Food Organics Garden Organics (FOGO) service. The use of community pop-ups at local markets and events ensures community members can access Council's engagement and education opportunities in a neutral setting in their own time.
Implementation of online Customer Service and engagement application	The MyAlpine online customer portal closed out the year with a total of 418 users in its first year of operation. This is a solid base on which to build for the next financial year. A targeted communications and promotion campaign through the Engagement and Communications and Customer Service teams is planned for 2023/24, to help drive community uptake and promote self-service options. A total of 928 tickets were raised through the portal by customers this financial year.
Strategic Objective: 5.2 A responsible, transparent and responsive organisation	
Maintain transparent decision making	Twelve policies were updated during 2022/23, as well as the development of a contractor safety management code of practice. Council meetings are live-streamed (when held in Bright) and recordings are made available after the event. Council continues to make only a very small number of decisions (2%) at Council meetings closed to the public.
Refresh Risk Policy, Framework and Register	The Risk Policy / Framework and Risk Appetite Statement was adopted in July 2022, and Council's Risk Register was reworked to reflect the new organisational structure that commenced on 9 January 2023.
Gender Equality Action Plan implementation	A Gender Impact Assessment register was established to assist with mandatory reporting due to the Gender Equality Commission. Gender Impact Assessments form part of project initiation paperwork and significant policy changes.
Explore alternative income stream opportunities	Council undertook detailed reworking of the waste reserve and charging structure as part of the North East Collaborative Procurement of waste services. This work means waste charges commencing on 1 July 2023 will more accurately reflect the cost of services being delivered to each resident.
Implement Workforce Plan	An organisational restructure commenced operation on 9 January 2023. Recruitment into vacant positions in the organisation was ongoing, with the last Management position commencing in August 2023. The new structure was developed to ensure the organisation was focussed on delivering a positive customer experience, a positive employee experience, and a sustainable future for the Alpine Shire Council.

Annual Actions 2022/23	Progress to 30 June 2023
<i>Strategic Objective: 5.3 Bold leadership, strong partnerships, and effective advocacy</i>	
Participate in regional partnerships and groups	Ongoing participation and advocacy by the CEO, Mayor and Councillors as delegated representatives on committees and groups.
Engage with State and Federal Governments	Engagement with local members of parliament was ongoing throughout the year, ensuring that opportunities for the Alpine Shire are advocated for and funding pursued.

Services provided to the community

Service area	Description of services provided
Corporate	Support function to enable Council to deliver services in an efficient, effective and safe manner. This includes financial control, revenue collection, information technology, governance, and risk management.
Councillors and Executive	This area includes all remuneration for the Council including the Mayor, and Councillors.

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/measure	2019/20	2020/21	2021/22	2022/23	Comments
Governance					
Transparency					
Council decisions made at meetings closed to the public <i>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100</i>	1.4%	0.5%	1.6%	2.1%	Council makes very few decisions in closed Council meetings, with a strong preference for transparent decision making in an open Council meeting. Council made the same number of confidential resolutions in 2022/23 as it did the previous year, however there were fewer total resolutions in 2022/23 than the previous year.
Consultation and engagement					
Satisfaction with community consultation and engagement <i>Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement</i>	57	57	55	50	The decrease in satisfaction with community consultation and engagement is reflective of a decline across the Local Government sector, and was likely impacted locally due to a high-profile planning application at the time of the survey being undertaken in February / March 2023. Council will move to quarterly surveying in 2023/24, to help mitigate single issues impacting on annual data, and will introduce an online Community Engagement Platform to increase accessibility and broaden the scope of its community engagement, continuing its commitment to engaged and transparent decision-making.

Service/indicator/measure	2019/20	2020/21	2021/22	2022/23	Comments
Attendance					
Councillor attendance at council meetings	93.4%	96.2%	96.4%	91.8%	Council's Governance Rules were updated in September 2022 to allow Council meetings to operate in-person, by electronic means, or a hybrid of in-person and electronic attendance. However a slight decrease in attendance was experienced in 2022/23.
<i>[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] × 100</i>					
Service cost					
Cost of governance	\$36,673.71	\$28,616.86	\$36,342.16	\$40,179	Costs increased in 2022/23 due to a scheduled increase to Mayor and Councillor allowances paid under the Victorian Independent Remuneration Tribunal Directive, and the inclusion of Chief Executive Officer recruitment costs.
<i>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</i>					
Satisfaction					
Satisfaction with council decisions	56	56	56	51	The decrease in satisfaction with Council decisions is reflective of a decline across the Local Government sector, and was likely impacted locally due to a high-profile planning application at the time of the survey being undertaken in February / March 2023. Council will move to quarterly surveying in 2023/24, to help mitigate single issues impacting on annual data, and will introduce an online Community Engagement Platform to increase accessibility and broaden the scope of its community engagement, continuing its commitment to engaged and transparent decision-making.
<i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>					

+ The Local Government (Planning and Reporting) Regulations 2020 require Council to report material variations between the current year results, and the preceding three years' results. Comments are included where necessary to aid the reader's understanding.

Strategic Indicators

Indicator	Commentary 2021/22
Community satisfaction with Council's community consultation and engagement performance - Target 60	Index score of 50. Refer to 'service performance indicators' for more details.
Council decisions made at meetings closed to the public	2.0% at end of financial year. Refer to 'service performance indicators' for more details.
Councillor attendance at Council meetings	91.8% at end of financial year. Refer to 'service performance indicators' for more details.
Satisfaction with Council decisions	Index score of 51. Refer to 'service performance indicators' for more details.
Community satisfaction with Council's overall performance - Target 70	Index score 52, down from the previous year (59), and less than Small Rural (55) and State-wide (56) averages. As per commentary for other Community Satisfaction Survey measures, the decrease in satisfaction with Council's overall performance is reflective of a decline across the Local Government sector, and was likely impacted locally due to a high-profile planning application at the time of the survey being undertaken in February / March 2023. Council will move to quarterly surveying in 2023/24, to help mitigate single issues impacting on annual data, and will introduce an online Community Engagement Platform to increase accessibility and broaden the scope of its community engagement, continuing its commitment to engaged and transparent decision-making.
Working capital (current assets as percentage of current liabilities)	220.0%. The ratio of current assets compared to current liabilities is affected by a significant increase in income in advance (current liabilities) in 2022/23, which reflects grant funding received for projects not yet commenced or fully completed and capitalised as assets. These levels of Grant funding are expected to decrease in future years, reflecting higher ratio of current assets to current liabilities. Refer to 'financial performance indicators' in the Performance Statement on page 118 for more details.

Governance report

Council report

Council's role

Council's role, functions and powers are governed by the *Local Government Act 2020* (LGA 2020), with several provisions remaining in the *Local Government Act 1989* (LGA 1989) as at 30 June 2023. Both Acts set out the legislative framework under which all councils in Victoria must operate.

Councillors

The Alpine Shire Council comprises seven elected members in an un-subdivided Shire. Council elections occurred on 24 October 2020, appointing Councillors for a four-year term. Following the resignation of a Councillor in December 2021, the Victorian Electoral Commission conducted a countback on 20 January 2022, where one new Councillor was deemed elected.

On 8 November 2022, Council resolved to appoint both the Mayor and Deputy Mayor to a one-year term, and to appoint the Deputy Mayor as Acting Mayor in accordance with section 21 of the LGA 2020. Councillor John Forsyth was elected as Council's Mayor, with Cr Tony Keeble elected as Deputy Mayor.

Councillor Code of Conduct

The Councillor Code of Conduct was adopted on 23 February 2021 and includes the standards of conduct expected to be observed by Councillors in the course of performing their duties and functions as councillors, including prohibiting discrimination, harassment, and vilification.

Council decision making

Decisions made by Council are made in one of two ways:

- At ordinary and special meetings of Council by resolution; or
- Under delegated authority by Council officers.

A 'decision of Council' (resolution) can only be made in the formal setting of an ordinary or special Council meeting. Decisions are made by majority voting. As individuals, neither the Mayor nor Councillors have the authority to act or make decisions on behalf of Council or its staff.

The majority of decisions, particularly those of an operational nature, are made under delegated authority from Council, either directly to officers or through the CEO. See 'delegated authority' on page 49 for more details.

Council meetings

During 2022/23, Council conducted 12 Ordinary Council meetings and two Special Council meetings.

The ordinary and special Council meetings are typically held in Bright, with one meeting held in Mount Beauty and one in Myrtleford through the year. Council updated its Governance Rules in September 2022 to allow for Council meetings to be attended by in-person or electronic means, or a combination of both. This provides additional flexibility for Councillors in attending the meeting where they otherwise would be an apology for an in-person meeting. All Council meetings held in Bright Council Chambers or online were livestreamed, while those held in Mount Beauty and Myrtleford were recorded and uploaded to Council's website the following day.

Council meeting agendas, attachments, minutes, and recordings of meetings are available on Council's website.

Councillor briefing sessions are held to give Councillors the opportunity to meet with management to keep up to date with issues as they arise. No formal decisions of Council may be made at these meetings. Each is considered an 'Informal meeting of Councillors' and reported at Council meetings.

Table 5: Council meeting attendance 2022/23

	Ordinary Council	Special Council
Cr Forsyth	12	2
Cr Nicholas	12	2
Cr Hughes	11	2
Cr Janas	12	2
Cr Keeble	10	0
Cr Kelley	12	2
Cr Prime	10	2
Total meetings	12	2

Councillor committees

Councillors were appointed to individual committees on 13 December 2022.

Councillor delegates were appointed on the following groups and committees (non-executive):

Committee	Delegate
Municipal Association of Victoria	Cr Forsyth Cr Keeble
Hume Region Local Government Network	Cr Forsyth
Rural Councils Victoria (RCV)	Cr Nicholas
Alpine Shire Council – Audit and Risk Committee	Cr Kelley Cr Keeble
Alpine Shire Council – Finance Committee	Cr Janas Cr Kelley
Alpine Children’s Services Inc.	Cr Hughes
Alpine Resilience Committee	Cr Kelley Cr Janas
Goulburn Murray Climate Alliance	Cr Prime Cr Nicholas
Reconciliation Action Plan Working Group	Cr Keeble Cr Forsyth
L2P Program	Cr Hughes

Councillor allowances

Victorian Independent Remuneration Tribunal

On 7 March 2022 the Victorian Independent Remuneration Tribunal made its first Determination setting allowances payable to Mayors, Deputy Mayors, and Councillors. The Determination applied to all Victorian Councils, and took effect retrospectively from 18 December 2021.

The Determination set a single base allowance for each Category of Council which was inclusive of a superannuation guarantee payment. Councils were required to pay the set allowance amounts, with no ability to vary this at a Council level. However, individual Councillors could elect to receive the entire allowance, a specified part, or none of the allowance.

On 8 December 2022, the VIR Tribunal made an annual adjustment determination, reflecting an increase to the base values of allowances payable to Mayors, Deputy Mayors, and Councillors payable from 18 December 2022.

Alpine Shire Council allowances applicable for the 2022/23 year are presented on this page. Noting that allowances were paid pro-rata for the part of the year where the allowance applied.

Councillor allowance:

1 July 2022 – 17 December 2023:

\$ 24,080 per annum

18 December 2022 – 30 June 2023:

\$ 25,147 per annum

Deputy Mayor allowance:

1 July 2022 – 17 December 2023:

\$37,353 per annum

18 December 2022 – 30 June 2023:

\$ 38,967 per annum

Mayor allowance:

1 July 2022 – 17 December 2023:

\$ 74,706 per annum

18 December 2022 – 30 June 2023:

\$ 77,933 per annum

Table 6: Councillor allowances paid 2022/23

	Total allowance paid (\$)
Cr Forsyth ^o	\$58,441
Cr Hughes [%]	\$29,373
Cr Janas	\$24,654
Cr Keeble ⁺	\$33,501
Cr Kelley	\$24,654
Cr Nicholas [^]	\$42,654
Cr Prime	\$24,264

[^]Cr Nicholas was Mayor 1 July 2022 – 8 November 2022.

[%]Cr Hughes was Deputy Mayor 1 July 2022 – 8 November 2022.

^oCr Forsyth was Mayor 8 November 2022 – 30 June 2023.

⁺Cr Keeble was Deputy Mayor 8 November 2022 – 30 June 2023.

Councillor expenses

The Councillor Expenses policy sets out the electronic equipment that will be provided to councillors, as well as the types of approved expenses that will be reimbursed under the policy. Expenses can only be reimbursed if the expense was incurred while performing duties as a Councillor or committee member and fulfils the requirements as described in the policy.

During 2022/23, a fully maintained vehicle was available for use by the Mayor, and Councillors were able to utilise fleet vehicles to attend to council business in accordance with the policy.

In accordance with r10(g) of the *Local Government (Planning and Reporting) Regulations 2020*, table 7 presents the expense declarations incurred by Council on behalf of each Councillor:

Table 7: Councillor & committee member expenses 2022/23**

	Travel ¹	Professional Development ²	Performance of the Role ³	Total
	\$	\$	\$	\$
Cr Forsyth ^o	7,427	4,821	1,020	13,268
Cr Hughes	-	250	760	1,010
Cr Janas	103	250	1,020	1,373
Cr Keeble	-	1,277	1,020	2,297
Cr Kelley	-	-	480	480
Cr Nicholas [^]	9,608	1,254	1,300	12,162
Cr Prime	-	250	1,525	1,775
Total	\$17,138	\$8,102	\$7,126	\$32,365

¹ Travel expenses include vehicle usage (costed at the ATO rate of \$0.78/km), and other minor expenses associated with travel including meals not associated with conferences.

² Professional Development expenses include attendance at conferences, workshops, and other learning opportunities.

³ Expenses to support the performance of the role include Information and Communication Technology (ICT) allowances, and childcare expenses.

** Audit committee members were paid sitting fees (allowances), but no other expenses were incurred.

[^]Cr Nicholas was Mayor 1 July 2022 – 8 November 2022.

^o Cr Forsyth was Mayor 8 November 2022 – 30 June 2023.

Delegated authority

The *Local Government Act 1989* (LGA 1989), *Local Government Act 2020* (LGA 2020) and numerous other pieces of legislation confer specific powers, duties, and functions on a council.

An Instrument of Delegation under section 11 of the LGA 2020 provides the CEO with the necessary authority to perform the duties of the position. Council delegates powers, duties, and functions to staff, and appoints authorised officers under various Acts. The CEO can further sub-delegate powers, duties, and functions to staff.

Following the commencement of the LGA 2020, delegations from Council to the CEO and Staff were updated on 5 October 2021, in accordance with legislative timeframes. Additional updates were conducted during the year – refer to “Delegations” in the Governance and Management Framework on page 48 for further details.

Audit and Risk Committee

Council’s Audit and Risk Committee, established under section 53(1) of the *Local Government Act 2020*, is part of Council’s good governance and accountability obligations to the community by providing oversight, advice and guidance on Council’s frameworks, systems and controls relating to:

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

The specific functions and responsibilities of the Committee are detailed in its Charter in adopted by Council under section 54(1) of the Act.

Committee Membership

Councillor Representatives	
Cr Nicholas	appointed December 2021 replaced by Cr Keeble in December 2022
Cr Keeble	appointed December 2022
Cr Kelley	appointed February 2022 reappointed December 2022
Independent Representatives	
Gerard Moore	appointed August 2020 reappointed May 2021
Craig Covich	appointed August 2020 reappointed September 2022
Jason Young	appointed May 2021
Julie Guest	appointed July 2021 reappointed June 2023

Key areas of focus for the Audit Committee during the year were:

- Annual financial and performance reports
- Quarterly reports: budget; performance; health and safety; finance controls audits; asset management documentation; and policy reviews
- Review of Council's Investments Policy
- Governance of Council's ICT/Business Transformation program
- Key risks: capital works; climate change and action plan; cyber security; and playground maintenance
- Considered Council's response and compliance with findings by VAGO, Minister for Local Government and Local Government Inspectorate reports

Risk Management

Council is committed to reducing its exposure to financial, strategic, and operational risk. As part of this commitment, Council:

- Continued its regular review and reassessment of its risk register
- Maintained its ongoing financial controls audits including credit cards, float balances and purchasing
- Continued implementation of the health and safety management system
- Adopted its updated Risk Management Policy and Governance and Risk Framework, which clearly articulates its risk appetite and an updated risk matrix. These documents assist Council with the integration of governance, risk management and compliance into Council's corporate planning, operational management, and reporting processes.

Insurable risk

Council has an insurance program in place to cover its insurable risk which is reviewed annually to ensure adequate insurance coverage. Council procures its professional indemnity and public liability insurance through the MAV Liability Mutual Insurance scheme.

Community Asset Committees

Section 65 of the LGA 2020 provides for Council to establish Community Asset Committees (CACs) to manage community assets such as halls and recreation reserves.

Council formally established CACs for each of the Bright Senior Citizens Centre and the Mount Beauty Recreation Reserve in 2020.

Council amended the membership of the Bright Senior Citizens Centre CAC in November 2022, to better reflect the community needs for the management of the Centre, with a new Instrument of Delegation approved by the CEO.

The Mount Beauty Recreation Reserve is currently under review, with a renewed Instrument of Delegation due in 2023.

Organisational committees

Audit Committee - see previous page.

Finance Committee - provides oversight of Council's financial performance and management. Quarterly reports against Council's budget are also presented to Council meetings as required by s97 of the *Local Government Act 2020*.

Governance and Management Checklist

Governance and Management Items	Assessment
Community engagement policy (policy under section 55 of the <i>Local Government Act 2020</i> (LGA 2020) outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the LGA 2020 <input checked="" type="checkbox"/> Date of adoption 23/02/2021
Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines <input checked="" type="checkbox"/> Date of commencement 23/02/2021 High level guidelines are contained in Council's Community Engagement Policy, including specifying when Council will engage and won't engage with the community. The policy also includes specifications for an engagement plan. Additional detailed guidance will be developed as required.
Financial Plan (plan under section 91 of the LGA 2020 outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the LGA 2020 <input checked="" type="checkbox"/> Date of adoption 05/10/2021
Asset Plan (plan under section 92 of the LGA 2020 setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the LGA 2020 <input checked="" type="checkbox"/> Date of adoption 07/06/2022
Revenue and Rating Plan (plan under section 93 of the LGA 2020 setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the LGA 2020 <input checked="" type="checkbox"/> Date of adoption: 15/06/2021
Annual Budget (plan under section 94 of the LGA 2020 setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Budget adopted in accordance with section 94 of the LGA 2020 <input checked="" type="checkbox"/> Date of adoption: 27/06/2023
Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy <input checked="" type="checkbox"/> Date of commencement of current policy: 05/07/2022
Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy <input checked="" type="checkbox"/> Date of commencement of current policy: 14/12/2021
Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response, and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> <input checked="" type="checkbox"/> Date of preparation: 17/12/2021 The Alpine Shire Municipal Emergency Management Plan (MEMP) was developed in accordance with section 60ADB of the <i>Emergency Management Act 2013</i> . The MEMP was endorsed by the Hume Regional Emergency Management Planning Committee on 17/12/2021.
Procurement policy (policy under section 108 of the LGA 2020 outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the LGA 2020 <input checked="" type="checkbox"/> Date of adoption: 27/06/2023

Governance and Management Items	Assessment	
Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of commencement of current plan: 11/12/2009. A review of the Business Continuity Plan was undertaken during 2019/20 and is scheduled for its next review in conjunction with Business Planning within the organisation.	<input checked="" type="checkbox"/>
Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of commencement of current plan: 16/09/2019. The Disaster Recovery Plan will be reviewed during 2023/24.	<input checked="" type="checkbox"/>
Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of commencement of current framework: 05/07/2022	<input checked="" type="checkbox"/>
Audit and Risk Committee (see sections 53 and 54 of the LGA 2020)	Established in accordance with section 53 of the LGA 2020 Date of establishment: 25/08/2020	<input checked="" type="checkbox"/>
Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk, and management controls)	Engaged Date of engagement of current provider: At the Ordinary Council meeting on 05/04/2016, Council resolved to not appoint an internal auditor for a three year period but rather source quotes on a per audit basis as required under Council's Procurement Policy. There were no internal audits conducted in 2022/23 - 2023/24 audits will include a review of Council's Grants Programmes. Outcomes are proactively managed through the Audit and Risk Committee.	<input checked="" type="checkbox"/>
Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the LGA 2020)	Framework Date of adoption of current framework: 24/10/2020 Council reports on the financial and non-financial measures prescribed by the section 98 of the <i>Local Government Act 2020</i> , and <i>Local Government (Planning and Reporting) Regulations 2020</i> . Additional performance measures are contained within the Alpine Shire Council Plan 2021-2025, and reported against annually.	<input checked="" type="checkbox"/>
Council Plan report (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of report: Quarterly Council Plan reports were presented at the following Council meetings: Q4: 04/10/2022 (as part of annual report); Q1: 13/12/2022; Q2: 28/02/2023; Q3: 30/05/2023.	<input checked="" type="checkbox"/>

Governance and Management Items	Assessment
<p>Quarterly budget reports (quarterly reports to the Council under section 97 of the LGA 2020, comparing actual and budgeted results and an explanation of any material variations)</p>	<p>Reports presented to the Council in accordance with section 97(1) of the LGA 2020 <input checked="" type="checkbox"/></p> <p>Dates reports presented:</p> <p>Quarterly budget reports were presented at the following Council meetings:</p> <p>Q4: 06/09/2022 (in-principle financial statements for annual report); and 04/10/2022 (as part of annual report);</p> <p>Q1: 13/12/2022;</p> <p>Q2: 28/02/2023;</p> <p>Q3: 30/05/2023.</p>
<p>Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports <input checked="" type="checkbox"/></p> <p>Dates of reports:</p> <p>Strategic risks are reported to Council through its Audit and Risk Committee. Council's Risk Management Policy and Governance and Risk Framework were updated in July 2022.</p>
<p>Performance reporting (six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the LGA 2020)</p>	<p>Reports <input checked="" type="checkbox"/></p> <p>Dates of reports:</p> <p>Quarterly progress reports against the non-financial service performance indicators included in the Council Plan were presented at the following Council meetings:</p> <p>Q4: 04/10/2022 (as part of annual report);</p> <p>Q1: 13/12/2022;</p> <p>Q2: 28/2/2023;</p> <p>Q3: 30/05/2023.</p> <p>All other non-financial and financial performance indicators are reported at end of financial year.</p>
<p>Annual report (annual report under sections 98 and 99 of the LGA 2020 containing a report of operations and audited financial and performance statements)</p>	<p>Presented at a meeting of the Council in accordance with section 100 of the LGA 2020 <input checked="" type="checkbox"/></p> <p>Date of presentation:</p> <p>04/10/2022</p>
<p>Councillor Code of Conduct (Code under section 139 of the LGA 2020 setting out the standards of conduct to be followed by Councillors and other matters)</p>	<p>Reviewed and adopted in accordance with section 139 of the LGA 2020 <input checked="" type="checkbox"/></p> <p>Date reviewed and adopted:</p> <p>23/02/2021</p>

Governance and Management Items	Assessment
Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the LGA 2020)	Reviewed in accordance with section 11(7) of the LGA 2020 and a register kept in accordance with sections 11(8) and 47(7) of the LGA 2020 <input checked="" type="checkbox"/> Date of review under section 11(7): 5/10/2021 Delegations were reviewed in October 2021, as required by s11(7) of the <i>Local Government Act 2020</i> . Council regularly reviews delegations throughout the year, with formal reviews adopted by Council on: <ul style="list-style-type: none">- 07/06/2022- 02/08/2022- 13/12/2022- 26/04/2023 The CEO also delegates their powers, duties, and functions directly to staff. Reviews were undertaken in June 2022, December 2022, and April 2023.
Meeting procedures (Governance Rules under section 60 of the LGA 2020 governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the LGA 2020 <input checked="" type="checkbox"/> Date Governance Rules adopted: 06/09/2022

I certify that this information presents fairly the status of Council's governance and management arrangements.

Will Jeremy
Chief Executive Officer
Date: 19 September 2023

Cr John Forsyth
Mayor
Date: 19 September 2023

Statutory Information Report

Documents Available for Public Inspection

In accordance with regulation 10(k) of the *Local Government (Planning and Reporting) Regulations 2020* the following are a summary of information that is publicly available for the purposes of Council's Public Transparency Policy adopted under section 57 of the Act:

Council will at minimum publish the following information for access by the public, except where the information is confidential in accordance with legislation:

- Plans, strategies, reports, policies, and documents required by the *Local Government Act 2020*;
- Plans, strategies, and policies otherwise adopted by Council;
- Local Laws;
- Council meeting agendas, minutes, and meeting recordings;
- Terms of reference or charters for Council committees;
- Application processes for approvals, permits, grants, and access to services.

Council will at minimum make the following information available to the public upon request, except where confidential in accordance with legislation:

- Plans, strategies, reports, and documents required by any Act or which have been adopted by Council;
- Project and service plans which have been adopted by Council;
- Guidelines, manuals, policies and procedures;
- Technical reports and / or research used to inform decision making;
- Registers required by LGA 2020 or any other legislation;
- Newsletters, handbooks and promotional materials;
- Building approval registers as required by the *Building Act 1993*;
- Planning permit registers and documentation as required by the *Planning and Environment Act 1987*.

Council may require that a formal Freedom of Information request is submitted where the information requested is not listed above.

Information published for access by the public can be found on Council's website. Additional information made available upon request can be inspected by appointment at Council's Bright Office located at 2 Churchill Avenue, Bright.

Information privacy

The primary legislative obligations applying to Council's treatment of personal and health information are contained in the Victorian Government's *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.

The legislation prescribes a number of Information Privacy Principles that the Council is required to comply with to promote and ensure the fair and responsible collection and handling of personal and health information.

Council will continue to comply with the privacy principles contained in the Act, and its Information Privacy Policy.

More privacy information can be obtained from Council's website: www.alpineshire.vic.gov.au.

Freedom of Information

Freedom of Information (FoI) legislation ensures public accountability at all levels of government in Australia.

The *Freedom of Information Act 1982 [Vic]* gives the public a legal right to see certain council documents created after 1 January 1989 and also any personal documents relating to individuals (regardless of how long they have been held).

How do I make a request?

An application under the *Freedom of Information Act 1982* can be made by forwarding the following:

- The request must be made in writing, providing sufficient information to enable the documents to be identified, and where possible, include the approximate date range of the documents requested.
- Applications must be accompanied with the prescribed fee.

Forward your request to:

Freedom of Information officer
Alpine Shire Council
PO Box 139
BRIGHT 3741

Council will respond to your request within the legislated period. Search and access charges allowable under the Act may apply to your request.

For further information, contact Council's Freedom of Information officer on 03 5755 0555 or email foi@alpineshire.vic.gov.au.

Contracts

July 2022 – June 2023

Council adopted version 9.0 of its Procurement Policy on 14 December 2021. Under the policy, procurement valued > \$150,000 (excluding GST) required an Invitation to Tender process and a written contract. The CEO's financial delegation is \$150,000 (excluding GST), meaning that these contracts must be awarded at a Council meeting.

In accordance with the *Local Government (Planning and Reporting) Regulations 2020*, Council is required to report:

(A) *a list of contracts entered into by Council valued above the contract value at which the Council must invite a tender or seek an expression of interest under its Procurement Policy;*

In accordance with Council's Procurement Policy, procurement valued >\$150,000 (excl GST) must be by Invitation to Tender, with a written contract required.

The CEO's financial delegation is also \$150,000 (excl GST), meaning that any contract valued above this delegation must be awarded at a Council meeting.

During 2022/23, Council awarded 25 contracts at Council meetings, resulting in a total value of more than \$11.6m. A summary of these contracts is shown on page 54.

(B) *a list of contracts entered into by Council valued above the contract value at which the Council must invite a tender or seek an expression of interest under its Procurement Policy but for which the Council did not invite a tender or seek an expression of interest and which did not meet the conditions for the Council to purchase goods or services without inviting a public tender or seeking an expression of interest;*

Council did not enter into any contracts valued greater than \$150,000 excluding GST without first engaging in a competitive process.

July 2023

Council adopted version 10.0 of its Procurement Policy on 27 June 2023. Under this policy, the value above which procurement required an Invitation to Tender process was increased to \$200,000 (excluding GST). The CEO's financial delegation was increased to \$200,000 (excluding GST) to match this threshold, with any contracts valued greater than the CEO's financial delegation required to be awarded at a Council meeting.

One contract was awarded at the 27 June 2023 Council meeting, valued at \$350,000 excluding GST. This contract is included in the reporting for July 2022 – June 2023 on page 54.

Table 8: Contracts awarded at Council meetings valued >\$150,000 (excl GST) during 2022/23

Project	Contract name	Supplier	Value excl GST (\$)
Asset Management	Supply, implementation and commissioning of an Asset Management System	Univerus	\$ 191,899
Children's Centre	Mountain View Children's Centre - Lead Design Consultant	Spaces Pty Ltd	\$ 178,300
Climate Change	Energy Efficient Street Lighting Hardware Installation	GPE HV Pty Ltd	\$ 380,000
Dinner Plain	Dinner Plain Activation Phase 1 Building Works Construction	Midson Construction Pty Ltd	\$ 503,644
	Provision of Contracted Services at Dinner Plain Village - maintenance, waste management and snow grooming services	GF and AM Peterson	\$ 391,734
	Provision of Contracted Services at Dinner Plain Village - snow clearing services	GF and AM Peterson	\$ 177,309
Road sealing / reconstruction / drainage	Asphalt Overlay 2022-23	Rich River Asphalt	\$ 155,469
	Dargo High Plains Road Upgrade	North East Civil Construction	\$2,090,070
	Gravel Road Reconstruction and Re-sheeting 2022/23	Roche Excavations Pty Ltd	\$ 519,785
	Plant Hire Wet and Dry - Emergency Flood Repair Civil Works	Stadelmann Enterprises Pty Ltd	\$ 107,817
		Richardson Earthmoving	\$ 118,850
		Roche Excavations	\$ 195,650
		North East Civil Construction	\$ 196,735
	McPhersons Earthmoving	\$ 204,212	
Resealing 2022-23	GW & BR Cramereri	\$ 439,887	
Tawonga Caravan Park - Roads and Carpark Construction	Jackson's Earthmoving Pty Ltd	\$ 151,627	
Sport and Recreation	Sport and Active Recreation Master Planning	GroupGSA	\$ 226,300
Statutory Planning	Bright Valley Development Project Management and Strategic Advisory Services	Mesh Planning	\$ 350,000
Tourism	Live Music Event	Live Nation	\$ 180,000
Waste, Recycling, Food Organics Garden Organics	Bulk haulage and disposal of kerbside residual waste and transfer station bulk bin residual waste	Veolia Environmental Services (Australia) Pty Ltd	\$ 795,987
	Demountable Site Office at Porepunkah Transfer Station	Rendine Construction Pty Ltd	\$ 198,177
	Kerbside collection and transport of comingled recycling, FOGO and residual waste, bulk haulage of transfer station comingled recycling, processing of comingled recycling and FOGO	Cleanaway Pty Ltd	\$1,919,646
	Porepunkah Landfill Rehabilitation Cap Construction Stage 2	Extons Pty Ltd	\$1,282,272
	Provision of Public Waste and Recycling Collection, and Servicing and Cleaning of Public Amenities and Council Facilities - Kiewa Valley	People Works Cleaning Services Pty Ltd	\$ 226,152
	Supply and delivery of approximately 6,574 green lidded 240L SULO mobile garbage bins and kitchen caddies	Cleanaway Pty Ltd	\$ 453,696
Total			\$11,635,218

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in a council's annual report.

For the 2022/23 year, Council did not receive any infrastructure and development contributions of the type specified in s46GM or 46QD of the *Planning and Environment Act 1987*.

Public Interest Disclosures Act

The *Public Interest Disclosures Act 2012* aims to encourage and facilitate the making of disclosures in relation to the improper conduct of Council and its employees and to provide protection for persons making disclosures against detrimental action.

Council's Public Interest Disclosures Policy was updated in September 2022.

Council fully supports the Act, having a high regard for transparency and accountability.

In accordance with Section 70 of the *Public Interest Disclosures Act 2012*, the following information is provided:

a) *Information about how to access the Protected Disclosure Procedures document*

The policy and procedures are available in hard copy at the Council offices or by request and electronically via the Council website and staff intranet.

b) *The number of disclosures made to Council and notified to the IBAC for assessment*

There were no disclosures made directly to Council during the period of 1 July 2022 to 30 June 2023.

Road Management Act 2004

Council, as a road authority, is required under section 22 of the *Road Management Act 2004* to publish a copy of any direction received from the Minister in its annual report. No directions were received from the Minister in 2022/23.

Food Act 1984

Council is required under section 7E of the *Food Act 1984* to publish a copy of any direction received from the Minister in its annual report. No directions were received from the Minister in 2022/23.

Carers Recognition Act 2012

Council did not provide a Home and Community Care service during 2022/23 and therefore does not meet the definition of a care agency under the *Carers Recognition Act 2012*. Therefore, the reporting obligations for care agencies under s12(2)(a) of the Act do not apply to Council for the 2021/22 year.

Disability Act 2006

Alpine Shire Council is committed to supporting the rights of people with a disability to achieve full participation in community life.

As required under section 38 of the *Disability Act 2006*, Alpine Shire Council adopted a Disability Action Plan (Access and Inclusion Plan) in October 2021.

Activity continued throughout 2022/23:

- Review and prioritise actions from Access and Inclusion Plan.
- Review and prioritise recommendations of Access Appraisals.
- The Alpine Shire currently has six RECHARGE points across the Shire.
- 2022 Seniors Festival was delivered.
- 2022 International Day of People with Disability acknowledged on Council's social media in conjunction with 16 Days of Activism.
- Promote 2023 Victorian Disability Awards.
- Building and facility upgrades scoped and delivered during 2022/23 were completed with consideration to accessibility.
- Purchase of mobility lift for community centres.
- Raising profile of people with disability – Brant Garvey guest speakers for Council staff and school students.
- Council's website updated with consideration for people with disabilities.

Domestic Animals Act 1994

Pursuant to section 68A of the *Domestic Animals Act 1994*, Council must prepare a Domestic Animal Management Plan (DAMP) every four years, review the plan annually, and publish an evaluation of its implementation of the plan in its annual report.

The DAMP sets out how Council manages its responsibilities under the *Domestic Animals Act 1994* and delivers services to enhance and promote responsible pet ownership in the community.

Council's 2022-2026 DAMP was reviewed and formally adopted by Council on 1 February 2022.

Key actions in the DAMP 2022-2026 were developed with input from staff and key stakeholders such as the RSPCA, customer request data, and service delivery statistics. Activity during 2022/23 included:

Training of Authorised Officers

One Local laws Officer completed training in:

- o Certificate IV in Animal Control and Regulation
- o Certificate IV in Local Government (regulatory services)

Annual animal registration reminders

Renewal notices were sent out with rates notices, and Local Laws Officers will follow up on animals that did not have registration renewed.

Community Partnerships

The agreement made under section 84Y of the *Domestic Animals Act 1994* was renewed with the RSPCA to assist rehoming of animals. The Wangaratta Pound will cease operations in July 2023, following which Council will need to make alternative arrangements to assist with rehoming of domestic animals. Engagement with other animal shelters commenced, ahead of arranging a new agreement in 2023/24.

Liaison with local Vets on animal management issues continued.

Overpopulation and High Euthanasia

Desex Your Animal month was undertaken in the month of July, Council engaged with the community and local vets to encourage community participation.

Domestic Animal Businesses

There are a number of Domestic Animal Businesses (DAB) within the Alpine Shire – Local Laws Officers engaged with these businesses to ensure they comply with the Act and are registered through an audit process.

Declared dogs

The *Domestic Animals Act 1994* allows Council to declare a dog dangerous or menacing. Once declared the owner of the animal has certain obligations under the Act. Local Laws Officers declared several dogs menacing and dangerous during 2022/23, and continued audits of addresses of all known dangerous dogs as part of annual requirements.

Cat Curfew

Initial work began on investigation of a cat curfew, starting with comparisons with other similar Councils. Further investigation was delayed in 2022/23 due to staff vacancies, however this will be further investigated in 2023/24.

Local Laws

Copies of current Local Laws are available from the Council Offices in Bright and on the Alpine Shire Council website.

Community Local Law 2019

The objectives of the Community Local Law are to:

- provide for the peace, order, and good government of the municipal district;
- protect, maintain, and enhance the natural environment of the municipal district;
- ensure the protection of Council assets and the sustainable use of resources;
- protect the health and safety of persons within the municipal district;
- regulate the management of animals on land and on Council land; and
- provide uniform and fair administration of this Local Law.

Council gazetted a provision under section 224A of the *Local Government Act 1989* on 1 August 2019, to allow Victorian Police to act as authorised officers to enforce 'Part 2.2 – Consumption of liquor on Council land' and 'Part 7 – Enforcement', where they relate to the use, possession or consumption of alcohol.

Governance Local Law

The objectives of the Governance Local Law are to:

- regulate the use of the Alpine Shire Council Common Seal;
- provide for offences in relation to unauthorised use of the Common Seal or any device resembling the Common Seal; and
- provide for offences in relation to Council meetings and Delegated Committee meetings.

Glossary

Alpine Shire	the geographic region in which the Alpine Shire Council operates.
Alpine Shire Council	the organisation represented by elected councillors and staff.
Annual report	a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
Budget	a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan
Council	the abbreviation of Alpine Shire Council
council (lowercase)	a reference to councils generally, not specifically the Alpine Shire Council
Council Plan	a plan setting out the medium-term strategic objectives, strategies, strategic indicators, and resources reflecting vision and aspirations of the community for the next four year
Financial performance indicators	a prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability, and efficiency
Financial statements	the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards, and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report
Financial year	the period of 12 months ending on 30 June each year
Indicator	what will be measured to assess performance
Initiatives	actions that are one-off in nature and/or lead to improvements in service
Measure	how an indicator will be measured and takes the form of a computation, typically including a numerator and denominator
Minister	the Minister for Local Government
Performance statement	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
Planning and accountability framework	the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Regulations	the <i>Local Government (Planning and Reporting) Regulations 2020</i>
Services	assistance, support, advice, and other actions undertaken by a council for the benefit of the local community
Service outcome indicators	the prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved
Service performance indicators	a prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost, and service outcomes
Strategic objectives	the outcomes a council is seeking to achieve over the next four years and included in the council plan
Strategies	high level actions directed at achieving the strategic objectives in the council plan
Sustainable capacity indicators	a prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks covering financial performance, capacity and governance and management

Annual Financial Report

For the year ended 30 June 2023

Understanding the Financial Report

The Annual Financial Report comprises of the audited Financial Statements and Performance Statement. The purpose of the Financial Statements is to provide readers with a detailed report of Council's financial performance (profit or loss), financial position (level of assets against liabilities) and cash flow (increase or decrease in cash held by Council) in accordance with Australian Accounting Standards. The preparation of the Financial Statements is consistent for all councils across Victoria and also provides a comparison against the previous financial year.

The purpose of the performance statement is to provide readers with an overview of how Council performed against the nominated Service Performance, Sustainable Capacity and Financial Capacity indicators as required by section 98 of the *Local Government Act 2020* and part 4 of the *Local Government (Planning and Reporting) Regulations 2020*. This reporting is consistent for all councils across Victoria and provides a comparison against the previous financial year(s) results.

Financial Statements

For the year ended 30 June 2023

Performance Statement

For the year ended 30 June 2023

Victorian Auditor-General's Office Report

Version: Final
Date: 12 October 2023

ORDINARY COUNCIL MEETING M(10)-31 OCTOBER 2023
9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

Community Climate Action Plan Roadmap

Alpine Shire Council



HIP V. HYPE

WHO WE ARE

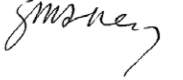

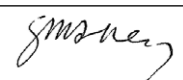
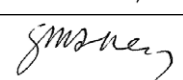
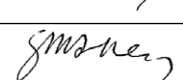
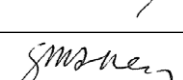
HIP V. HYPE Sustainability provides advice that is commercially grounded, yet ambitious. We pursue exceptional outcomes that are socially, economically and environmentally sustainable and enable action across government, institutions and organisations.

We seek to partner with those who are willing to think strategically to achieve better. We lead, collaborate and support others to deliver impact and build Better Cities and Regions, Better Buildings, and Better Businesses.

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REV	DATE	DETAILS	NAME, POSITION	SIGNATURE
0.1	31.07.23	Draft	GAVIN ASHLEY, Lead	
1.0	14.08.23	Final draft	GAVIN ASHLEY, Lead	
1.1	22.08.23	Final draft	GAVIN ASHLEY, Lead	
1.2	24.08.23	Final draft	GAVIN ASHLEY, Lead	
1.3	12.09.23	Final	GAVIN ASHLEY, Lead	
1.4	12.10.23	Final	GAVIN ASHLEY, Lead	



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HIP V. HYPE is Equal Assurance ISO 9001, ISO 14001 and ISO 45001 certified.

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Acknowledgement of Traditional Custodians

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Alpine Shire Council acknowledges that the region known as the Alpine Shire is the traditional land of many First Nations peoples. We acknowledge all Traditional Owners as the custodians of their Country.

We acknowledge the First Nations peoples of Bpangerang, Dalka Warra Mittung, Dhuduroa Waywurru, Duduroa Dhargal, Gunaikurnai, Jaithmathang, Taungurung, and Waywurru.

We pay our respect to all Elders, past and present, and extend that respect to ancestors that guide through history and emerging leaders that will lead the way into the future.

We recognise the unique and continuous connections to Country for all First Nations peoples and thank you for sharing your lands and cultures.



Landscape of Mount Buffalo National Park (Taungurung Country). Photography from www.parks.vic.gov.au.

Executive Summary

ORDINARY COUNCIL MEETING M(10)-31 OCTOBER 2023
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In November 2021 Alpine Shire Council declared a **Climate Emergency**, recognising the vulnerability of the region's natural and built environment, economic prosperity and health of the community to climate change.

As part of the Climate Emergency declaration, Council committed resources to developing a roadmap for **Community Climate Action**. The objective of this Roadmap is to provide the foundation for future development of a **Community Climate Action Plan**. It is not an Action Plan in itself.

Council understands that a **Community Climate Action Plan** will be a long-term commitment. This Roadmap aims to assist in developing a clear pathway to create such an Action Plan, to support and empower the local community to reduce its emissions and adapt to a changing climate.

The Climate Context

The most comprehensive review of climate change was released by the Intergovernmental Panel on Climate Change (IPCC) in early 2023. It contains over eight years' worth of peer-reviewed science and the findings were alarming. It is clear that immediate climate action is required from the global to the local scale.

A strong climate response is a collective effort. Climate change action is needed from governments to businesses, community groups, families and individuals. Action is needed across the world to rapidly reduce greenhouse gas (GHG) emissions this decade and address both current and future climate impacts. The United Nations (UN) has recently warned we have recently entered an 'era of global boiling' and has highlighted the need to globally reach zero emissions by mid-century, including phasing out coal use by 2040.

In Alpine Shire, everyone in the community has a role to play in reducing carbon emissions and helping to ensure the local community can adapt to the impacts of a changing climate. Key to the level of community action will be Council's support.

The future **Community Climate Action Plan** will help to guide action by the community and how Alpine Shire Council can be an enabler of community based action.

The Roadmap

This Roadmap provides an overview of the local climate context and elements of a community climate response. It provides a foundational understanding for where the future **Community Climate Action Plan** can prioritise efforts for the most valuable impact and benefit.

The approach and activities to developing this Roadmap can be summarised as:

- Desktop Review including review of:
 - + Council strategic documents
 - + Local demographic information
 - + Current funding opportunities available to accelerate local action on climate change
 - + Existing **Community Climate Change Actions Plan** from other municipalities
- Community Emissions Analysis
- Climate Impacts Analysis
- Stakeholder Engagement including:
 - + Technical Foundations Meetings
 - + Community Pop-Up Stalls
 - + Community Group Meetings
 - + Community Survey
 - + Staff Workshop
 - + Council Briefing

Executive Summary

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Municipal Emissions

The free Snapshot Tool provided a starting point to examining municipal GHG emissions for the Roadmap. Some key figures from the currently available data (2020/21) include:

- Emissions from electricity associated with Residential uses account for 12% of municipal emissions
- Emissions from electricity and gas associated with Commercial and Industrial uses account for 24% of municipal emissions
- Emissions from Agricultural uses account for 32% of municipal emissions
- Emissions from Transport account for 27% of municipal emissions

The creation of a more detailed emissions inventory as part of the Action Plan development will provide additional, more granular insights.

Climate Response Goals

Council's community climate response is to be supportive and reflective of Council's existing strategic direction, namely the Community Vision and Council Plan.

As part of this Roadmap, the following goals have been established to guide Council's community climate response:

- **Goal 1: The Alpine Shire residents and businesses are supported and empowered to take climate change action**
- **Goal 2: Community adaptive capacity and resilience are strengthened**
- **Goal 3: Natural systems and physical infrastructure support our health and wellbeing**
- **Goal 4: The community will achieve zero net emissions in line with the urgent global need for carbon reduction**
- **Goal 5: Council, stakeholder and community relationships and partnerships enable collaboration and collective action**

The goals above will serve as a reference point when developing specific actions, to help ensure the Action Plan delivers on Council's strategic direction.

Executive Summary

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Action Opportunity Areas

Stakeholder engagement as part of this Roadmap explored different action opportunity areas. These categorisations provided a way to understand the most relevant areas of climate action in Alpine Shire and priorities for the community and other stakeholders. While all opportunity areas will play a role and continue to be considered as part of the Action Plan, six opportunity areas were clear priorities:

- Community Emergency Preparedness and Recovery
- Community Energy/Resilience Projects
- Standards for New Development
- Community Sustainable Transport Infrastructure
- Environmental Protection and Restoration
- Protection of Vulnerable Community Members

Building on these opportunity areas and the work to date, Council will maintain momentum by soon developing the Alpine Shire Community Climate Action Plan.

Next Steps

To build upon the Roadmap, the following recommended activities and deliverables form the basis for the development of the Community Climate Action Plan itself. These include:

- Additional supporting inputs
 - + Detailed community emissions profile
 - + Target benchmarking
 - + Defining the community role in action planning
- Action Plan development
 - + Development of Draft Action Plan (and Monitoring and Evaluation Framework)
 - + Stakeholder consultation of Draft Action Plan
 - + Refinement to develop Final Action Plan

All members of the community and other local stakeholders are encouraged to participate in the detailed action planning, to create an Action Plan which supports strong, ambitious action in the Alpine community.

Message from Councillors

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It is our pleasure to present this Community Climate Action Plan Roadmap. We are excited to present this Roadmap which will inform the future development of a Community Climate Action Plan.

The health of the natural environment of our region, from our food systems to our national parks, is integral to the prosperity of our community. As the Alpine Shire's elected representatives we have a responsibility to do everything we can to protect our environment and preserve it for our future generations.

The 2019/20 bushfire season and the 2022/23 floods highlighted our vulnerability to extreme weather events. It is more important than ever that we set ambitious targets and approach climate action with determination. We are profoundly aware that the health of our planet is fundamental to our own health and wellbeing, and it is all of our responsibility to take action to protect our collective future. It is essential that we are resilient to predicted climate change scenarios through emergency management and adaptation measures.

We recognise the need for us as a community to take action to limit, and to mitigate against, the effects of climate change. We also recognise that Council is in a unique position to support our community to take climate action on a Shire-wide scale. To advocate for our community and to help coordinate and facilitate community climate action.

Through research, community consultation and collaboration we have formed this Roadmap to a Community Climate Action Plan. This is the conclusion of only the first step on what will be a long and rewarding journey that will empower the whole of our community to look forward to a healthy and prosperous future.

Climate Change in Alpine Shire

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GHG emissions have been increasing rapidly for several decades, influencing the global climate and resulting in widespread climate change impacts.

The impacts from climate change related extreme weather and changed weather patterns are affecting numerous natural, physical, economic and social systems across the globe.

The context of climate change locally in Alpine Shire provides the basis for community climate action, allowing for targeted action to reduce emissions (mitigation) and respond to climate impacts (adaptation).



Family playing in the snow in Dinner Plain. Photography from www.holidayparkbright.com.au.

Climate Change in Alpine Shire

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LOCAL CLIMATE IMPACTS

Understanding how climate hazards translate to the local context is a key step in understanding the exposure, vulnerability and impacts that climate hazards present for the Alpine Shire.

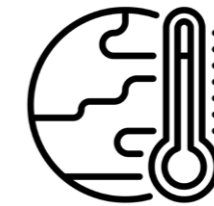
Within Australia, and more locally Victoria, these hazards include:

- Increased temperatures and solar radiation
- Increased extreme heat days
- More extreme storm events
- Decreased annual rainfall

Example climate impacts resulting from the above hazards include:

- Changes to habitat quality and availability
- Loss of soils / increased erosion
- Reduced water security
- Decreased snow cover and shorter snow seasons
- More stress on health and emergency services
- Increased costs for cooling/heating homes and businesses
- Loss of productivity and failure of crops
- Loss of business continuity to extreme weather events
- Increased mental health impacts
- Power outages due to increased electricity demand or damaged infrastructure

These climate impacts have been considered as part of this Roadmap and will need to be continually considered during the development of the Community Climate Action Plan.



Increased average temperatures and solar radiation



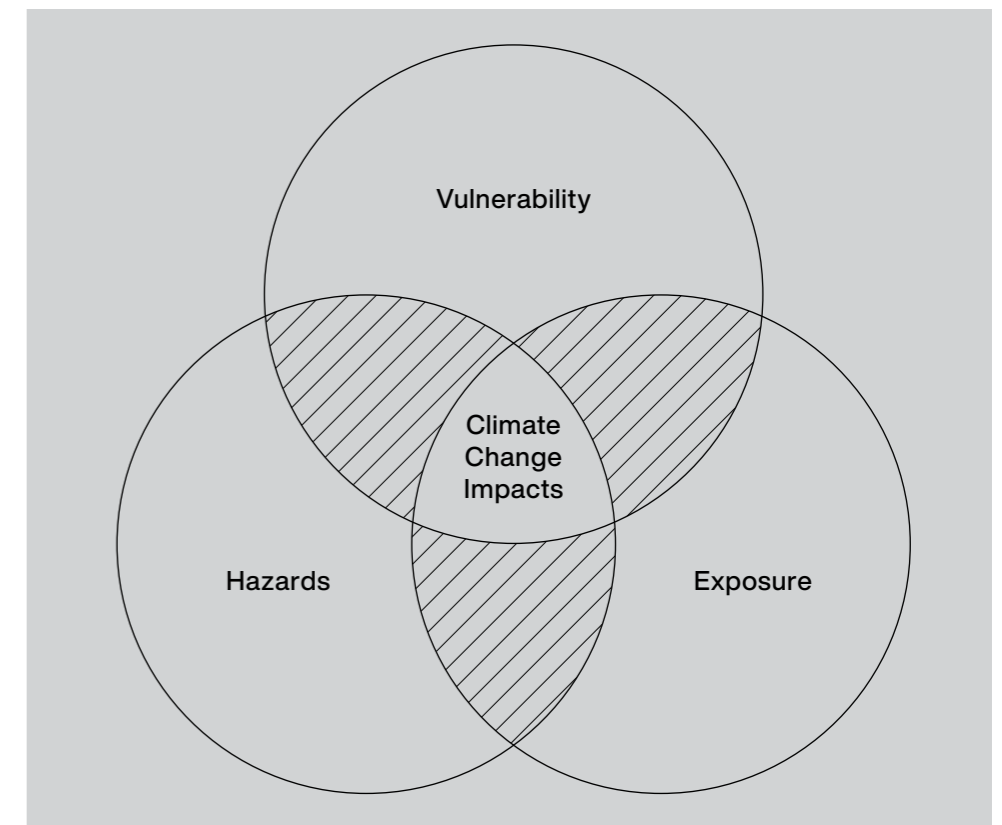
Increased extreme heat days



More extreme storm events



Decreased annual rainfall



Climate Change Risk Diagram. Image by HVH.

Climate Change in Alpine Shire

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ALPINE SHIRE EMISSIONS

The exploration and development of effective emissions reduction opportunities must consider current community emissions in Alpine Shire, to ensure targeted action.

The following outlines currently available emissions data from the [Snapshot Tool](#). This data provided a starting point to examining municipal GHG emissions for the Roadmap.

The Snapshot data details emissions associated with Electricity and Gas (Residential, Commercial and Industrial), Transport (On Road), Waste and Agriculture. Some of the Snapshot data of a local government area's GHG emissions profile is based on portioning state level data sets.

Key figures

- Emissions from electricity associated with Residential uses account for 12% of municipal emissions
- Emissions from electricity and gas associated with Commercial and Industrial uses account for 24% of municipal emissions
- Emissions from Agricultural uses account for 32% of municipal emissions
- Emissions from Transport account for 27% of municipal emissions

The creation of a more detailed emissions inventory as part of the Action Plan development would provide additional, more granular insights.



AnnaPurna Estate in Tawonga South.
Image from www.visitmountbeauty.com.au.

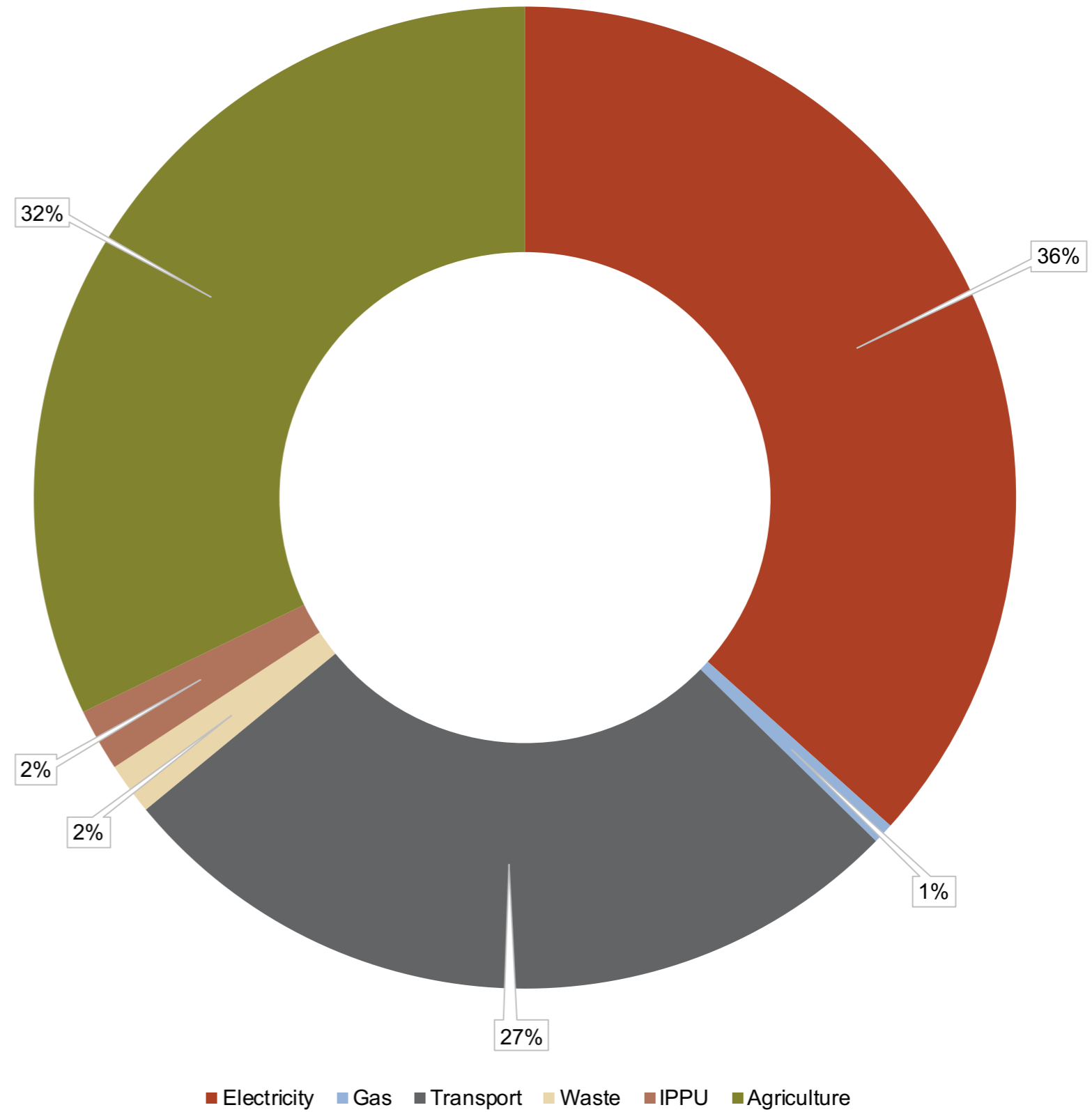
Climate Change in Alpine Shire

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The graph to the right details Alpine Shire's municipal emissions (tonnes CO₂-e) categorised by source and sector. These figures are from the Alpine Snapshot profile 2020/21.

Total municipal emissions are 292,000 tonnes CO₂-e. In comparison, the total municipal emissions for nearby local government areas are:

- Wangaratta: 583,000 tonnes CO₂-e
- Mansfield: 227,000 tonnes CO₂-e
- Indigo: 352,000 tonnes CO₂-e
- Wellington: 1,318,000 tonnes CO₂-e

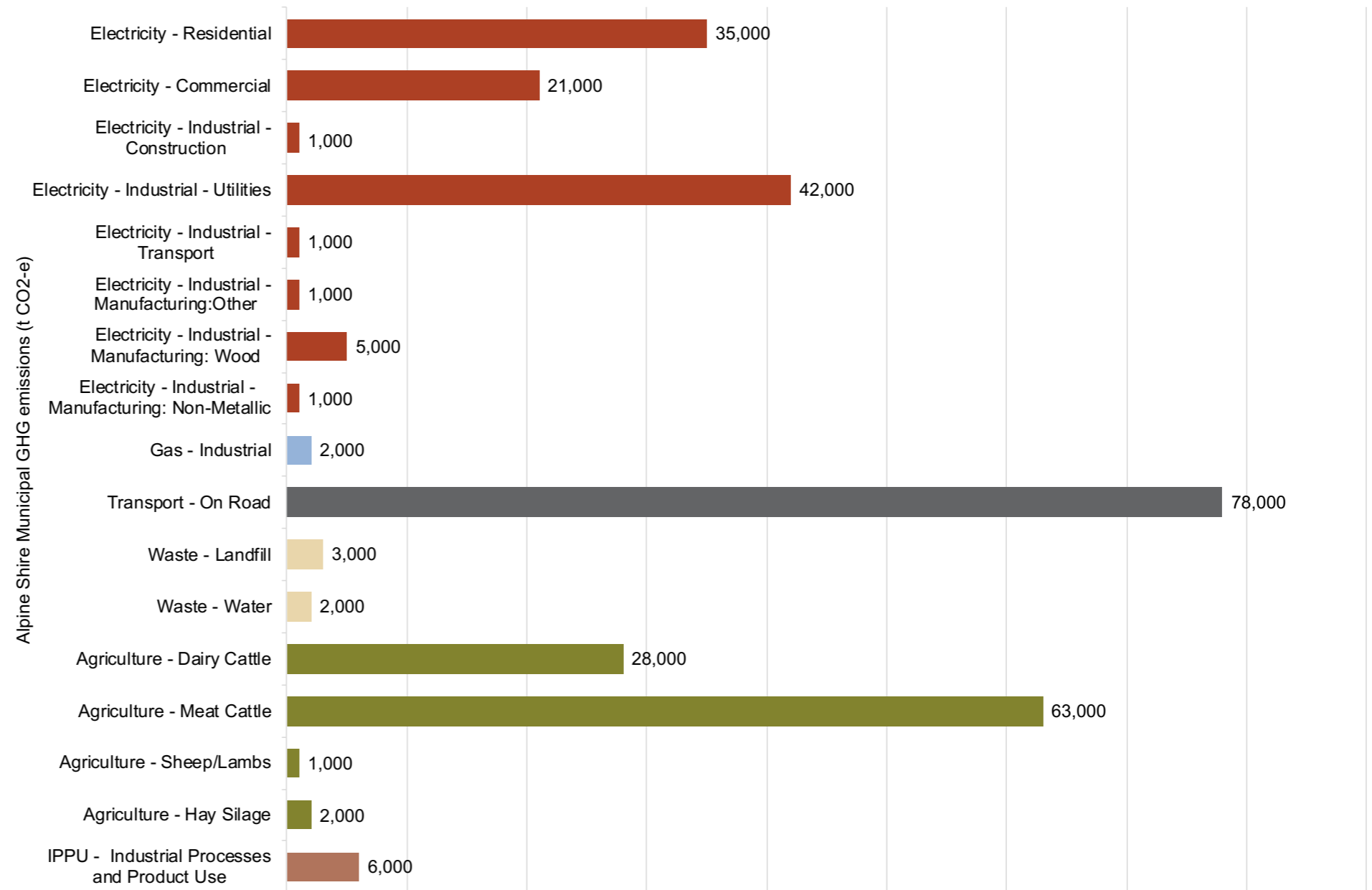


Climate Change in Alpine Shire

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The graph to the right details Alpine Shire municipal emissions (tonnes CO₂-e) categorised by source and sector.

These figures are from the Alpine Snapshot profile 2020/21.



Note: Snapshot calculates greenhouse gases emitted or sequestered through land use change, however, Land Use data is not used in the chart nor the displayed total municipal emissions. Emissions associated with Land Use were calculated by the Snapshot Tool as 5,000 tonnes. Carbon sequestration or carbon sinking is accounted for through the Land Use sector.

Climate Change in Alpine Shire

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TOURISM TRANSPORT EMISSIONS

A limitation with the Snapshot data is that it doesn't capture transport emissions associated with tourism (i.e. those visiting Alpine Shire from elsewhere). The below provides an estimate of the potential impact of tourism transport emissions.

According to the National Visitor Survey, in the year ending September 2022, 2,285,405 trips were made to the High Country tourism region (note that this encompasses a greater geographic area than just Alpine Shire).

The following assumptions have been made to estimate total tourism transport emissions:

- 30% of the above trips were to Alpine Shire specifically
- Distance travelled based on one way from Melbourne to Bright
- Average of one vehicle per two people (i.e. per two trips)

Using standard fuel consumption figures and emissions factors, this scenario attributes 28,235 tonnes CO₂-e to tourism related transport. This is in addition to transport emissions from within the community (refer to figures in the graph on the previous page).

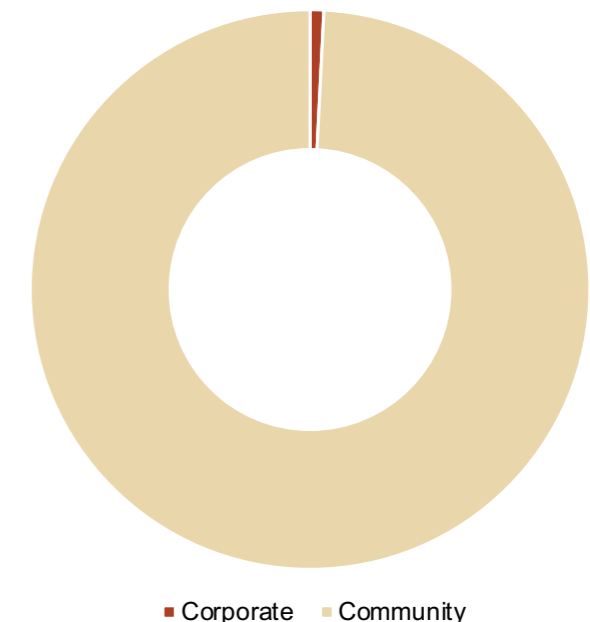
CORPORATE EMISSIONS AND COUNCIL'S CLIMATE ACTION PLAN 2021-2024

Council has an existing Climate Action Plan specifically for GHG emissions associated with Council operations, from sources such as closed landfill sites, vehicle fleet emissions, buildings and facilities energy use, streetlights and corporate waste. This Roadmap is addressing community emissions only, with the future Community Climate Action Plan to complement the existing corporate Action Plan.

Emissions from Council operations in the baseline year of 2020-2021 were 2,314 t CO₂-e. This equates approximately to less than one percent of emissions across the municipality as a whole (refer to graph below), highlighting the need for action right across the community in addition to within Council.

This data is to provide context and not to devalue the role of Council in providing leadership and demonstration for the community to take action.

Breakdown of Alpine Shire Municipal Emissions



Taking Action

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

Addressing climate change requires a collective effort from the global to the local scale. Climate change action is needed from governments to businesses, community groups, families and individuals.

ROLES IN CLIMATE ACTION

Federal Government

As a signatory to the Paris Climate Agreement, the Australian Government has committed to keeping global temperature rise this century well below two degrees Celsius above pre-industrial levels and to pursue efforts to limit temperature increase even further to 1.5 degrees Celsius. The federal government has committed to reduce greenhouse emissions by 43 per cent below 2005 levels by 2030.

Some key elements necessary for a Federal climate response include:

- Develop policy mechanisms and programs to rapidly reduce emissions across all sectors
- Accelerate the transition away from coal and gas, and instead support the clean energy sector and focus on developing a green, circular economy
- Facilitate collaboration across State lines to speed up action

State Government

At the State level, to respond to climate change the Victorian Government needs to:

- Rapidly reduce emissions through legislation, regulation, budgets, programs, and services
- Collaborate with local governments to adapt and build climate resilience, including strong support for the most vulnerable people in our communities

In 2017, the Victorian Parliament passed a new Climate Change Act which set out a clear policy framework and a pathway to net zero emissions by 2050. The current Victorian Government recently revised its target from 2050 to 2045 (this is yet to be legislated).

The Renewable Energy (Jobs and Investment) Act 2017 legislated renewable energy targets including 50% by 2030, with recent announcements outlining the intention to update targets to 65% by 2030 and 95% by 2035.

Additional Victorian Government strategic documents driving climate action at a State level include the Climate Change Strategy (2021), sector based Climate Change Adaptation Action Plans 2022-2026 and the Gas Substitution Roadmap (2022).

Waste emissions are partially addressed through the Recycling Victoria Strategy (2020).

Taking Action

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Local Government

Closer to community, local government plays an important role in supporting and influencing action at a local level. To respond to climate change, Alpine Shire and other local governments need to:

- Demonstrate local leadership, reduce corporate emissions, ensure Council assets are climate resilient and embed climate action across their operations
- Continue to form alliances, create partnerships, and collaborate to deliver shared projects to scale up action
- Collaborate with and support the community to act
- Increase opportunities for community participation in local, state and federal programs and initiatives
- Collectively advocate for increased support and action from other levels of government

The remit and powers available to Victorian Local Governments are defined by the Victorian Climate Change Act 2017 and the Local Government Act 2020. The Local Government Act contains overarching principles, where Councils are required:

- To promote the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks
- To give priority to achieving the best outcomes for the municipal community, including future generations

Local Community

Everyone in the Alpine Shire community has a role to play in reducing carbon emissions and helping to ensure the local community can adapt to the impacts of a changing climate. Some examples of ways the local community can participate in climate action include:

- Taking action at home
- Changing travel behaviour
- Attending workshops, information sessions and events
- Joining local environmental community groups
- Taking action with colleagues at work
- Lobbying the Federal and State Government to take action on climate change
- Participating in sustainability groups and programs run by Council
- Consuming responsibly and embracing circular economy principles and landfill avoidance practices
- Switching banking or superannuation to institutions that do not invest in fossil fuels

The future Community Climate Action Plan will detail specific opportunities for action by the Alpine Shire community, however this Roadmap highlights key opportunity areas for action.

Taking Action

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BARRIERS TO CLIMATE ACTION

While the community may be motivated to act on climate change, there are obviously barriers to taking action. Such barriers can often be categorised as:

- Financial (e.g. too expensive)
- Time (e.g. too busy already)
- Information (e.g. not sure how to take action)

Additional barriers highlighted through stakeholder engagement included uncertainty of level of personal influence/impact, lack of support, difficulties changing habits/behaviours, personal health issues and potential inequitable distribution of State/Federal government incentives to regional areas.

The recent COVID pandemic has also had wide ranging impacts, particularly for a municipality like Alpine Shire for which tourism plays a large role. In addition, the COVID pandemic has led to further decline in volunteer numbers, including for environmental groups.

It is acknowledged that many members of the community may be preoccupied with other challenges at present.

These barriers are key consideration for how Council can be an enabler of community based action. These barriers should also be considered in the context of equity across different demographics when developing specific initiatives and 'calls to action'.

CLIMATE CHANGE ACTION

No single path or action will have sufficient impact to respond to climate change. A comprehensive climate response includes a combination of actions, including both mitigation (reducing emissions) and adaptation (preparing for and responding to climate impacts) responses.

Acknowledging that some climate changes impacts are 'locked in', key to a strong community response is taking action which builds future adaptive capacity and local resilience in the face of climate change.

Council's future Climate Change Action Plan will include a range of actions which address both mitigation and adaptation with a focus on those intervention points where community action is required at scale or can be enabled through a sharing of resources or other collaborative approach.

Taking Action

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PAST ACTION AND ACHIEVEMENTS

Even without a dedicated Community Climate Action Plan, there has been a variety of actions undertaken and numerous achievements in recent years including:

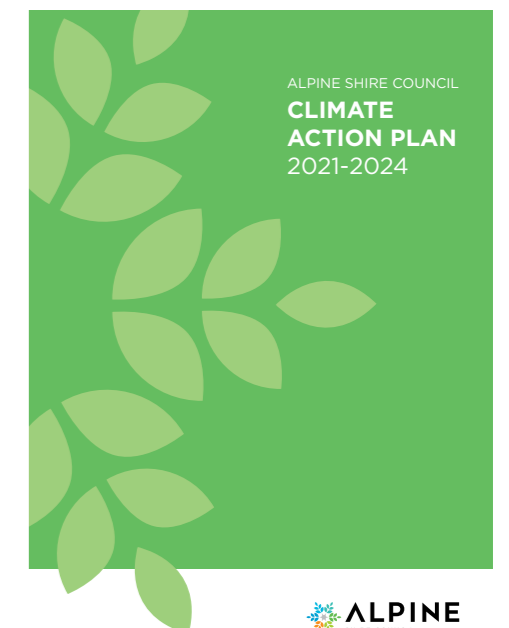
- Home energy assessment kit
- 'Dish Pig' (repurposed horse float offering reusable cups etc at events)
- Food Organics Garden Organics (FOGO) kerbside collection introduction for municipal waste
- Supporting Evie network public electric vehicle charger in Bright
- Goulburn Murray Climate Alliance (GMCA) 'Naturally Cooler Towns' joint project
- Community Energy and Electric Vehicle (EV) Charging Prospectus
- Participation in Indigo Power Community Battery PSG

The above actions relating to the community are complemented by broader enabling action and corporate initiatives including:

- Development of corporate Climate Action Plan 2021-2024
- GMCA participation
- Cities Power Partnership participation
- North East Catchment Management Authority (NECMA) Natural Resource Management (NRM) and Integrated Water Management (IWM) participation
- Victorian Energy Collaboration (VECO) Power Purchase Agreement (PPA) participation
- Solar PV on Council buildings
- Council fleet EV and chargers roll-in
- Trellis carbon accounting tool adoption
- LED streetlights upgrade



Dish pig trailer for Waste Wise Events. Image from www.alpineshire.vic.gov.au.



Cover of Council's corporate Climate Action Plan.

Council's Community Climate Response

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Alpine Shire Council has responded to the challenge of climate change by declaring a Climate Emergency in 2021, adopting the corporate Climate Action Plan 2021-2024 and developing this Community Climate Action Plan Roadmap.

The future development of a Community Climate Action Plan will help to guide action by the Alpine Shire community and how Alpine Shire Council can be an enabler of community based action.

HOW THIS ROADMAP WAS DEVELOPED

This Roadmap was developed through a series of activities which sought to understand the local context and build upon existing efforts by the Alpine Shire community to tackle climate change.

The approach and activities to developing this Roadmap can be summarised as:

- Desktop Review including review of:
 - + Council strategic documents
 - + Local demographic information
 - + Current funding opportunities available to accelerate local action on climate change
 - + Existing Community Climate Change Actions Plan from other municipalities
- Community Emissions Analysis
- Climate Impacts Analysis
- Stakeholder Engagement including:
 - + Technical Foundations Meetings
 - + Community Pop-Up Stalls
 - + Community Group Meetings
 - + Community Survey
 - + Staff Workshop
 - + Council Briefing

The above activities provided the foundational understanding for where the future Community Climate Action Plan can prioritise efforts for the most valuable impact and benefit.

CLIMATE RESPONSE GOALS

Council's community climate response is to be supportive and reflective of Council's existing strategic direction, namely the Community Vision and Council Plan.

Council's Community Vision is "*Our people, places and environment enrich our area's resilience, prosperity, and sustainability.*" Strategic Drivers that are critical to achieving the community's Vision and which frame the Council Plan include:

1. *For those who live and visit: To be connected, supported, and welcomed throughout all stages of life*
2. *For a thriving economy: Ideas and industry thrive through a climate sensitive and diverse economy*
3. *For bold protection of our future: Our natural environment is protected and preserved*
4. *For the enjoyment and opportunities of our lifestyle: The connection between people and place is strengthened*
5. *For strong and informed leadership: Collaborative, bold and evidence-based decision making.*

As part of this Roadmap, the following goals have been established to guide Council's community climate response:

- **Goal 1: The Alpine Shire residents and businesses are supported and empowered to take climate change action**
- **Goal 2: Community adaptive capacity and resilience are strengthened**
- **Goal 3: Natural systems and physical infrastructure support our health and wellbeing**
- **Goal 4: The community will achieve zero net emissions in line with the urgent global need for carbon reduction**
- **Goal 5: Council, stakeholder and community relationships and partnerships enable collaboration and collective action**

The goals above will serve as a reference point when developing specific actions, to help ensure the Action Plan delivers on Council's strategic direction.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

Stakeholder engagement for the Roadmap explored broad action opportunity areas for community climate action. This categorisation provided a way to understand the most relevant areas of climate action in Alpine Shire and priorities for the community and other stakeholders.

These opportunity areas provide a starting point but may evolve as the Community Climate Action Plan is developed. Additionally, detailed and specific actions will be explored as part of the Action Plan development.

Further high level analysis of each of the 17 action opportunity areas is detailed on the following pages as part of this Roadmap.

The maximum emissions reduction potential (based on 2020/21 emissions) is listed under relevant opportunity areas. Note that some reduction potentials (e.g. for transport and waste) are addressed by multiple opportunity areas and are therefore referenced more than once.



Community pop-up stall at Bright Make It Bake It Grow It Market. Photography by Alex Faure.

Council's Community Climate Response

Action Opportunity Areas

ORDINARY COUNCIL MEETING M(10)-31 OCTOBER 2023
9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Household Energy

DESCRIPTION

Energy use (and associated emissions) in households can be addressed through a range of interventions from energy efficiency measures to electrification of appliances, on-site renewable energy generation and renewable electricity procurement.

EXAMPLE ACTION

Solar panel bulk buy

Home energy assessment kits and support from community groups

Advocacy to other levels of government for promotion of suitable technology

IMPACT

Emissions Reduction Potential

Up to 35,000 tonnes (of 292,000 tonnes)

Benefits

Emissions reduction - operational

Operational costs - resource use (energy)

Indoor thermal comfort

Health and wellbeing (e.g. avoidance of gas indoors)

INDICATIVE COST

Households

Medium (varying capital cost for systems/appliances; premium per kWh for GreenPower)

Council

Low-Medium (program cost)

TIMEFRAME

Short (next 1-2 years)

STAKEHOLDER GROUP

Households

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked the fourth highest priority (27 selections as a top 5 priority) in the community survey, and is further supported by survey respondents ranking 'Taking action at home' as the most popular way to participate in climate action. Councillors however did not rank this opportunity area highly (1 selection) as one which Council is best placed to support (potentially due to limited ability to directly control the actions of existing households and the availability of State programs / rebates which address this area).

IMPLEMENTATION NOTES

Emissions reduction impact highly dependent on the scale of any program and associated uptake as well as speed of transition to renewable grid electricity.

The State Government regularly has financial incentives available to existing households. These can be leveraged to avoid duplication of effort, promoted through communications channels and community networks.

There is a link to the opportunity area of Community Energy/ Resilience Projects, and whether locally produced electricity can be a renewable energy source for households.



Rooftop solar panels on house in Bright. Image courtesy of Dennis Lambert.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Household Resilience

DESCRIPTION

Resilience at a household level can be strengthened through increased preparedness for natural hazards / emergencies and climate impacts, including those which are both acute or chronic. The ability to respond to and bounce back from emergencies and impacts is important for the livelihoods of the local community, including the longevity/security of their homes into the future.

EXAMPLE ACTION

Develop an Alpine new resident/landowner education pack with climate change information relating to flood, bushfire and environmental management

Support residents to develop their 72 hour plan

IMPACT

Emissions Reduction Potential

Adaptation focus therefore emissions reduction not the main impact

Benefits

Social capital (e.g. community networks)

Human capital (e.g. knowledge)

Safety (e.g. reduced risk of injury)

Climate hazard exposure reduction

Other benefits dependent on specifics of any initiative (e.g. flood mitigation; soil health; lower maintenance costs)

INDICATIVE COST

Households

Low-Medium (time to learn and implement improvements e.g. creating an household resilience / emergency plan)

Council

Low-Medium (program cost)

TIMEFRAME

Short (next 1-2 years)

STAKEHOLDER GROUP

Households

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was not ranked particularly highly (12 selections as a top 5 priority) in the community survey, similar to the related (but broader) opportunity area of Community Emergency Preparedness and Recovery (14 selections). It is worth noting that Councillors ranked Community Emergency Preparedness and Recovery as the highest ranked opportunity area (9 selections) for which Council is best placed to support.

IMPLEMENTATION NOTES

Given the number of stakeholders with an interest in climate resilience and preparedness, partnerships with others such as the SES and CFA will be crucial to ensure consistency of approaches and messaging, and avoid duplication of effort (particularly when it comes to community education). The Alpine Resilience Committee may support this action area.

It was noted during stakeholder engagement that different households have different levels of engagement success (e.g. regional communities versus renters and new residents). These differences should be considered during action/initiative design.

This opportunity area also links to Non-Residential Resilience and Community Emergency Preparedness and Recovery (worth exploring efficiencies in action across all). Additionally, engagement in this area tends to be highest immediately following a climate related weather event and needs to be built over time for new residents.



Material components of a residential development. Image by Sunlyt Studios.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Household Waste

DESCRIPTION

Resource recovery at a household level has evolved over the years, with the current/near future focus being on four streams: general waste, comingled recycling, Food Organics Garden Organics (FOGO) and glass recycling. More effective resource management in homes can be supported through improved separation practices to divert from landfill, in combination with reducing consumption in the first instance (e.g. avoidance).

EXAMPLE ACTION

Waste reduction education program

IMPACT

Emissions Reduction Potential

Up to 3,000 tonnes (of 292,000 tonnes) relating to landfill waste as part of waste related interventions across both residential and non-residential

Benefits

Resource recovery - diversion from landfill

INDICATIVE COST

Households

Low (time to learn and improve practices)

Council

Low (communications)

Medium (costs associated with any additional infrastructure/ service provision)

TIMEFRAME

Short (next 1-2 years)

STAKEHOLDER GROUP

Households

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked as a mid-range priority in the community survey (18 selections as a top 5 priority), and the fifth highest priority (17 selections) from pop-up stall engagements. Councillors however did not rank this opportunity area highly (1 selection) as one which Council is best placed to support (potentially due to limited ability to directly control the actions of existing households).

IMPLEMENTATION NOTES

There is existing Council communications to households relating to waste broadly, as well as more specifically with the rollout of Council's FOGO collection service. Ongoing refinement of these communications and service provision will be important as waste collection streams diversify.

Ongoing monitoring and evaluation of household waste practices will help to inform targeted interventions.

Council could also consider opportunities to amplify existing community passion for low-waste living by further supporting community driven initiatives as well as the circular economy initiatives already running through community groups such as Sustainable Upper Ovens.



Disposable and cloth nappies. Image from Halve Waste.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Household Transport

DESCRIPTION

Given the low density characteristics and geographically remote location of the Shire, and availability of public transport, the Alpine community is largely dependent on private vehicles. More sustainable transport choices will largely be influenced by the ability of residents to transition to electric vehicles, both from the perspective of upgrading to an electric vehicle as well as the capacity to charge at home. This is in addition to further promotion of walking and cycling as alternatives for shorter trips.

EXAMPLE ACTION

Electric vehicle transition program (drive days, residential electricity infrastructure upgrades and vehicle charger supply chain support).

IMPACT

Emissions Reduction Potential

Up to 78,000 tonnes (of 292,000 tonnes) as part of transport related interventions across both residential and non-residential

Benefits

Emissions reduction - operational

Operational costs - resource use (fuel / energy)

Travel efficiency

INDICATIVE COST

Households

High (upfront cost of purchasing electric vehicle, and purchasing and installing EV charging infrastructure)

Council

Low (communications e.g. detailing State Government incentives)

TIMEFRAME

Medium (next 5 years)

STAKEHOLDER GROUP

Households

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked as a mid-range priority in the community survey (18 selections as a top 5 priority) but was ranked the third lowest priority (4 selections) from pop-up stall engagements. Councillors however did not rank this opportunity area highly as one which Council is best placed to support (0 selections).

IMPLEMENTATION NOTES

This opportunity area would function in combination with broader EV charging initiatives for the community (e.g. public EV charging network).

Council are assisting the transition to electric vehicles through public charging, and the development of a community energy and electric vehicle charging prospectus. The prospectus should be utilised as part of more detailed action planning.

Any financial assistance from State or Federal Government should be leveraged given the high costs associated with households transitioning to electric vehicles and dedicated communications support may be necessary to overcome 'range anxiety' for regional travellers.



Evie electric vehicle public charging. Image by Michelle Stark.

Council's Community Climate Response

Action Opportunity Areas

ORDINARY COUNCIL MEETING M(10)-31 OCTOBER 2023
9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Non-Residential Energy

DESCRIPTION

Similar to households, energy use (and associated emissions) in businesses and industry can be addressed through a range of interventions from energy efficiency measures to electrification of appliances, on-site renewable energy generation and renewable electricity procurement.

EXAMPLE ACTION

Energy audit program

IMPACT

Emissions Reduction Potential

Up to 72,000 tonnes (of 292,000 tonnes)

Benefits

Indoor thermal comfort

Emissions reduction - operational

Operational costs - resource use (energy)

INDICATIVE COST

Businesses and Industry

Medium (capital cost for systems/appliances; premium per kWh for GreenPower)

Council

Low-Medium (program cost)

TIMEFRAME

Medium (next 5 years)

STAKEHOLDER GROUP

Businesses and Industry

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked one of the lowest priorities in the community survey (8 selections as a top 5 priority) and was ranked the fourth lowest priority (6 selections) from pop-up stall engagements. This is possibly due to general residents lack of exposure to non-residential energy and understanding of the role it plays in the community emissions profile.

Councillors ranked this opportunity area somewhat in the middle (3 selections) of opportunities where Council is best placed to support.

IMPLEMENTATION NOTES

Specific opportunities relating to non-residential energy can be supported by the related opportunity area of Community Energy/Resilience Projects, leveraging potential initiatives such as community renewable energy generation (e.g. solar farms or similar). This opportunity area also links to Residential Energy (worth exploring efficiencies in action across all).

The State Government regularly has financial incentives available to existing businesses. These can be leveraged to avoid duplication of effort, promoted through communications channels and community networks.

However, stakeholder engagement highlighted that often financial support isn't enough for a business to take action, that implementation support is often desired and energy action will need to offer a strong value proposition in order to gain attention for business owners amongst competing priorities.

Local business groups, including Tourism North East and Chambers of Commerce can be valuable allies.



Heat pump systems. Image by Kim Landy.

Council's Community Climate Response

Action Opportunity Areas

ORDINARY COUNCIL MEETING M(10)-31 OCTOBER 2023
9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Non-Residential Resilience

DESCRIPTION

Similar to households, resilience for businesses and industry can be strengthened through increased preparedness for natural emergencies and climate impacts. The ability to respond to and bounce back from emergencies and impacts is important to minimise disruptions to business operations and to maintain viability into the future.

EXAMPLE ACTION

Adaptation planning

IMPACT

Emissions Reduction Potential

Adaptation focus therefore emissions reduction not the main impact

Benefits

Local economy (e.g. business continuity)

Human capital (e.g. knowledge)

Safety (e.g. reduced risk of injury)

Climate hazard exposure reduction

Other benefits dependent on specifics of any initiative (e.g. flood mitigation; soil health; lower maintenance costs)

INDICATIVE COST

Businesses and Industry

Low-Medium (time to learn and undertake improvements e.g. creating an adaptation or Business Continuity Plan)

Council

Low-Medium (program cost)

TIMEFRAME

Long (next 10 years)

STAKEHOLDER GROUP

Businesses and Industry

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked the lowest in the community survey (6 selections as a top 5 priority) and the lowest priority (2 selections) from pop-up stall engagements. Similarly, Councillors did not rank this opportunity area highly as one which Council is best placed to support (0 selections).

IMPLEMENTATION NOTES

Pro-active education has the opportunity to improve resilience of businesses and industry. However, consideration for any education will need to consider differences between industries, acknowledging how they may differently impacted.

In addition to physical aspects of resilience (e.g. continuity of operation during disruption to the main power grid), some industries may also need to consider long-term viability and how their business may need to evolve or shift (e.g. Alpine Resorts with variable snow seasons).

Focusing this opportunity area on locations with electricity network resilience effort or other specific problems to solve, may improve traction.



Falls Creek chair lift. Image from www.visitmelbourne.com.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Non-Residential Waste

DESCRIPTION

Similar to households, the near future focus of resource recovery for businesses and industry will be on the four streams of general waste, comingled recycling, Food Organics Garden Organics (FOGO) and glass recycling. However, additional streams specific to different non-residential processes should be considered, whether from the perspective of recycling or reuse.

EXAMPLE ACTION

Local circular economy network development.

IMPACT

Emissions Reduction Potential

Up to 3,000 tonnes (of 292,000 tonnes) relating to landfill waste as part of waste related interventions across both residential and non-residential

Significant additional embodied carbon emissions (impacted both within and outside Alpine Shire).

Benefits

Resource recovery - diversion from landfill

Local economy (e.g. sharing/trading of resources through local network)

INDICATIVE COST

Businesses and Industry

Medium (resourcing/effort associated with diversifying recovery streams)

Council

Low (communications)

Medium (specific program cost)

TIMEFRAME

Long (next 10 years)

STAKEHOLDER GROUP

Businesses and Industry

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked as a mid-range priority in the community survey (18 selections as a top 5 priority), and similarly ranked in pop-up stall engagements (11 selections). Councillors did not rank this opportunity area highly (1 selection) as one which Council is best placed to support, possibly due to non-residential waste often being managed by private contractors.

IMPLEMENTATION NOTES

It is likely that current ways which Council supports the non-residential sector in relation to waste management caters more so to smaller businesses.

One specific opportunity is encouraging the uptake of FOGO kerbside collection by businesses, which is currently opt-in.

Consideration of ways to support larger businesses and industry will potentially require more exploration (particularly for non-core streams), likely over the longer term. One barrier to establishing reuse and sharing opportunities for industries in Alpine Shire compared to an inner city municipality may be the lower density and diversity of businesses in the region, resulting in decreased efficiencies for collection of non-core waste streams.

Council can lead by example and support a circular economy by purchasing products with recycled content.



Reuse of reclaimed timber. Image from HV.H.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Non-Residential Transport

DESCRIPTION

Similar to households, given the low density characteristics and geographically remote locations of the Shire, vehicle based transport is integral to many business and industries. More sustainable transport choices will largely be influenced by the ability of the non-residential sector to transition to electric vehicles, largely from the perspective of upgrading to alternatives (both passenger as well as heavy vehicles).

EXAMPLE ACTION

Electric vehicle transition program (drive days, residential electricity infrastructure upgrades and vehicle charger supply chain support).

IMPACT

Emissions Reduction Potential

Up to 78,000 tonnes (of 292,000 tonnes) as part of transport related interventions across both residential and non-residential

Benefits

Emissions reduction - operational

Operational costs - resource use (fuel / energy)

Travel efficiency

INDICATIVE COST

Businesses and Industry

High (upfront cost of purchasing low-emissions vehicle, and purchasing and installing EV charging infrastructure)

Council

Low (communications e.g. detailing State Government incentives)

TIMEFRAME

Medium (next 5 years)

STAKEHOLDER GROUP

Businesses and Industry

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked in the lower half of priorities in the community survey (11 selections as a top 5 priority) and the second lowest priority (3 selections) from pop-up stall engagements. Councillors did not rank this opportunity area highly (0 selections) as one which Council is best placed to support.

IMPLEMENTATION NOTES

Council are assisting the transition to electric vehicles through public charging, and the development of a community energy and electric vehicle charging prospectus.

While the market for electric passenger vehicles is slowly expanding, electric options for heavy vehicles are currently limited. This should be considered as a potential limitation for the ability of industry to transition to electric vehicles in the short to medium term.

Any financial assistance from State or Federal Government should be leveraged given the high costs associated with transitioning to electric vehicles.

The tourism industry may represent an ideal focus for supporting reductions in emissions from visitor travel.



Electric passenger vehicle charging. Image from www.evse.com.au.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Agriculture

DESCRIPTION

Action related to agriculture can include adaptation measures relating to the industry and its land use, with the aim of sustaining both the industry and the natural environment in a changing climate (e.g. soil health; water availability). Emissions can also be addressed from a general business operations perspective, as well as those emissions specifically associated with livestock.

EXAMPLE ACTION

Knowledge sharing network for livestock farmers

IMPACT

Emissions Reduction Potential

Up to 94,000 tonnes (of 292,000 tonnes)

Benefits

Emissions reduction - operational

Operational costs - resource use (energy)

Local economy (e.g. business continuity)

Human capital (e.g. knowledge)

Climate hazard exposure reduction

Other benefits dependent on specifics of any initiative (e.g. soil health; water security)

INDICATIVE COST

Businesses and Industry

Low-High (highly dependent on intervention)

Council

Low-Medium (communications; program cost), noting Council not ideally placed to lead program delivery for agriculture.

TIMEFRAME

Long (next 10 years)

STAKEHOLDER GROUP

Businesses and Industry

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked as a mid-range priority in the community survey (19 selections as a top 5 priority) and mid-range priority (9 selections) from pop-up stall engagement. Councillors did not rank this opportunity area highly (0 selections) as one which Council is best placed to support.

IMPLEMENTATION NOTES

Agriculture plays a large role in the Alpine Shire context, both from the perspective of economic contribution as well as emissions. Action therefore should target both adaptation and mitigation outcomes, with exploration of initiatives which can address both.

Given cattle are the largest contributor to agricultural emissions, methane reduction opportunities will be a necessary consideration. It should be noted that such interventions are in the early days, with variable success rates. Partnering with other organisations/bodies (e.g. current investigation by NECMA) will be important, as will staying abreast of developments in this space.

A more beneficial shorter term focus would likely be adaptation measures for the farming sector, including amplifying environmental regeneration efforts such as with Landcare (aligned to carbon sequestration and improved natural system resilience).



Apple orchard. Image by Apple and Pear Australia Ltd via Flickr.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Standards for New Development

DESCRIPTION

New development can achieve positive outcomes across a range of sustainability categories such as energy and water efficiency, indoor environment quality and urban ecology. Whether at the subdivision or building scale, influencing the design at the planning stage provides the ability to embed sustainability into local housing from the outset.

EXAMPLE ACTION

Environmentally Sustainable Development (ESD) standards in the Planning Scheme

IMPACT

Emissions Reduction Potential

Avoided emissions associated with new housing stock

Benefits

Health and wellbeing

Amenity and liveability

Indoor thermal comfort

Connection to nature

Emissions reduction - operational

Potable water reduction

Stormwater quality improvement

INDICATIVE COST

General Community

Low-Medium (variable capital costs depending on design intervention, noting that some will have return-on-investment such as solar panels)

Council

Medium (resourcing to implement), most likely through planning scheme mechanisms.

TIMEFRAME

Short (next 1-2 years)

STAKEHOLDER GROUP

General Community

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked as the third highest priority in the community survey (29 selections as a top 5 priority) and the fourth highest priority (18 selections) from pop-up stall engagements. Councillors ranked this opportunity area the second highest (6 selections) of opportunities where Council is best placed to support.

The impact of new subdivision development was regularly highlighted by community members during stakeholder engagement.

IMPLEMENTATION NOTES

Council are currently participating in the Sustainable Subdivisions Framework (SSF) Trial and should continue to provide resourcing to this through the GMCA. This is particularly important given the scale of impact subdivisions can have, particularly for the Alpine Shire context. This advocacy work through collaboration aims to hasten the speed by which ESD planning scheme amendments are adopted.

A local ESD planning policy would complement outcomes through the SSF by addressing built form on a smaller scale. Using building approvals as a metric for new housing, it can be seen that an average of 92 dwellings per year were approved over the past 5 years. While an ESD planning policy would not capture all of these dwellings (e.g. not single dwellings), it would play a role in improved ESD standards in local housing stock. Note that the Victorian Government is currently developing statewide ESD provisions however the rollout timeframe is uncertain, hence why local councils have adopted their own policy in the meantime.

The recent announcement of a residential gas ban for new dwellings is another implementation consideration.



Community open space in Elmwood development in Wodonga.
Image sourced from Elmwood Living.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Community Emergency Preparedness and Recovery

DESCRIPTION

Resilience at a community level can be strengthened through increased preparedness for natural emergencies and climate impacts, including those which are both sudden and gradual. The ability to respond to and bounce back from emergencies and impacts is crucial for all members of the community but can be more critical for certain sub-sections of the population who have greater vulnerabilities (e.g. are isolated; have health issues; have dependency on others).

EXAMPLE ACTION

Resilience / disaster planning education program

IMPACT

Emissions Reduction Potential

Adaptation focus therefore emissions reduction not the main impact

Benefits

Health and wellbeing

Social capital (e.g. community networks)

Human capital (e.g. knowledge)

Safety (e.g. reduced risk of injury)

Climate hazard exposure reduction

Other benefits dependent on specifics of any initiative (e.g. flood mitigation)

INDICATIVE COST

General Community

Low-Medium (time to learn and implement improvements)

Council

Low-Medium (program cost)

TIMEFRAME

Short - Medium (next 1-5 years)

STAKEHOLDER GROUP

General Community

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked as a mid-range priority in the community survey (14 selections as a top 5 priority), however, was the highest priority (22 selections) from pop-up stall engagements. Councillors ranked this opportunity area the highest (9 selections) of opportunities where Council is best placed to support.

IMPLEMENTATION NOTES

Stakeholder engagement highlighted the difficulties engaging on hazards which have not occurred recently or have not affected certain sub-sections of the community (e.g. new residents). A balance between current and future priorities, which have the ability to change over time, will be required.

Stakeholder engagement highlighted that continued multi-agency effort is important for targeted education.

Insights from the staff workshop held as part of the Roadmap development highlighted a range of specific vulnerabilities in the community and areas of exposure in the Shire. For any future action, these should be used as a starting point for targeted focus or to determine efficiencies in messaging or outreach.

This opportunity area would be ideal for exploration of Traditional Owners partnerships, including relating to land management practices which improve natural system resilience.

This opportunity area also links to Residential Resilience and Non-Residential Resilience opportunity areas (worth exploring efficiencies in action across all).



Alpine Shire Council Emergency Response Trailer. Image supplied by Council.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Community Capacity Building

DESCRIPTION

The ability for community members to take action is often influenced by the level of knowledge or skills they hold. Training which aims to reduce this barrier, with a focus on leadership and communication, can facilitate greater action within local community networks.

EXAMPLE ACTION

Leadership training

IMPACT

Emissions Reduction Potential

Depending on the focus/interest area of participating community members

Benefits

Social capital (e.g. community networks)

Human capital (e.g. knowledge)

Other benefits dependent on focus/interest area of participating community members

INDICATIVE COST

General Community

Low-Medium (time to participate in program and undertake follow through actions)

Council

Low-Medium (cost to run a training program dependent on whether Council establish and manage in-house, leverage partnerships with other organisations or seek external funding), noting other stakeholders other than Council may have program delivery capacity worth leveraging

TIMEFRAME

Medium (next 5 years)

STAKEHOLDER GROUP

General Community

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked as one of the lower priorities in the community survey (8 selections as a top 5 priority) and mid-range priority (12 selections) from pop-up stall engagements. Councillors ranked this opportunity area as the equal third highest (4 selections) of opportunities where Council is best placed to support.

IMPLEMENTATION NOTES

Existing approaches or initiatives for community capacity building, particularly in the local context, should be evaluated for success to understand how any future capacity building initiative could operate.

Utilising the knowledge and skills of different organisations to help deliver a program/training, in addition to capitalising on any external funding, can help distribute the resourcing burden for delivery.

Recruitment of community members to any program will be a key consideration, as participants will ideally have strong existing networks within the local community from which they can mobilise action. Such participants can then act as 'community champions'.

Community capacity building could extend to opportunities for the training/upskilling of tradespeople to support the shift to zero emissions homes and businesses (e.g. skilled trades in installing solar panels, EV chargers, batteries etc). There may be a role advocating for local training opportunities.



Bright Rotary Gala Day Market. Image from www.visitbright.com.au.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Community Group Support

DESCRIPTION

Community groups can be significant drivers behind local action, whether it is setting up their own initiatives or advocating for greater action by others. Community groups most commonly rely on volunteer resourcing and capacity, therefore targeted support can reduce barriers, energise members and help maintain momentum for community action.

EXAMPLE ACTION

Governance support for environmentally focused community groups.

IMPACT

Emissions Reduction Potential

Depending on the focus/interest area of community group

Benefits

Depending on the focus/interest area of community group

INDICATIVE COST

General Community

Low (existing time i.e. likely already being spent by community groups developing grants)

Council

Low-Medium (staff resourcing to support depending on type/level of support offered)

TIMEFRAME

Short (next 1-2 years)

STAKEHOLDER GROUP

General Community

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked as one of the lower priorities in the community survey (8 selections as a top 5 priority) and mid-range priority (8 selections) from pop-up stall engagements. Councillors ranked this opportunity area somewhat in the middle (2 selections) of opportunities where Council is best placed to support.

IMPLEMENTATION NOTES

Community group support can vary depending on the needs of different groups and projects. One example raised during stakeholder engagement as a barrier for groups was navigating the complexities of grants. Other challenges raised include resourcing (e.g. ongoing volunteer capacity) and expertise (i.e. some may be passionate about the objective but not have the technical basis).

Given the varying needs of different groups, support from Council will need to be tailored, and a 'one size fits all' approach may not be suitable.



Myrtleford & District Landcare & Sustainability Group. Image from Facebook.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Community Energy/Resilience Projects

DESCRIPTION

Community energy/resilience initiatives can range from community battery networks to community solar farms, microgrids and Virtual Power Plants. Such initiatives can help communities increase the amount of local renewable energy generation capacity and reduce reliance on the main power network.

EXAMPLE ACTION

Coordinated Shire wide community battery network

IMPACT

Emissions Reduction Potential

Dependent on the users connected to local generation

Benefits

Emissions reduction - operational

Social capital (e.g. community networks)

Human capital (e.g. knowledge)

Climate hazard exposure reduction

INDICATIVE COST

General Community

Medium (time to develop proposals etc)

Council

Low-Medium (resourcing to support/facilitate)

TIMEFRAME

Short - Medium (next 1-5 years)

STAKEHOLDER GROUP

General Community

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked as the highest priority in the community survey (34 selections as a top 5 priority) and the equal second highest priority (21 selections) from pop-up stall engagements. Councillors ranked this opportunity area as the equal third highest (4 selections) of opportunities where Council is best placed to support.

IMPLEMENTATION NOTES

This opportunity area intersects with other opportunity areas such as Community Group Support and Community Capacity Building.

Where community driven energy/resilience projects or ideas exist, it is important for Council to continue to strengthen the relationships with the community members behind them. Currently, Council is supporting community groups putting forward Council facilities for grant funding for neighbourhood batteries.

The costs for community scale assets (e.g. batteries; solar panels) are best covered by State or Federal funding rather than local government. Equally, Council human resource investment in community energy initiatives should be approached cautiously due to the high level of technical expertise involved.

This opportunity area also related to Household Energy and Non-Residential Energy (i.e. locally produced electricity as a renewable energy source).

Several local community energy groups are well placed to lead these initiatives, with targeted external support.



Fitzroy North Community Battery. Image by Alice Mulleeney.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Community Sustainable Transport Infrastructure

DESCRIPTION

Sustainable transport infrastructure can support the shift from private vehicle based travel. The provision of infrastructure allows for a greater diversity of choices, whether that is local active travel, use of public transport or the shift to electric vehicle options.

EXAMPLE ACTION

Public electric vehicle charging network

IMPACT

Emissions Reduction Potential

Up to 78,000 tonnes (of 292,000 tonnes) as part of transport related interventions across both residential and non-residential

Benefits

Health and wellbeing

Emissions reduction - operational

Operational costs - resource use (fuel / energy)

Travel efficiency

INDICATIVE COST

General Community

Low (largely a choice of transport mode)

Council

Low (advocacy)

Medium (upfront cost of purchasing and installing EV charging infrastructure for public use by the community)

TIMEFRAME

Medium (next 5 years)

STAKEHOLDER GROUP

General Community

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked as a mid-range priority in the community survey (19 selections as a top 5 priority) and the fifth highest priority (15 selections) from pop-up stall engagements. Councillors ranked this opportunity area somewhat in the middle (2 selections) of opportunities where Council is best placed to support.

IMPLEMENTATION NOTES

Active travel programs and infrastructure (e.g. cycle paths) are relatively simple actions Council can take to provide greater local travel options.

However, incentivising sustainable travel over larger distances requires greater infrastructure (e.g. public EV charging) and in a coordinated manner. This is particularly important for creating a comprehensive EV charging network across the broader region, which will require ongoing partnerships. Council are assisting the transition to electric vehicles through public charging, and the development of a community energy and electric vehicle charging prospectus. Council can support lease of land by commercial EV charging providers for installation of public chargers across the Shire.

Public transport improvements (e.g. better train-bus connections; greater frequencies) will rely on continued advocacy by Council.



Myrtleford Mosaic Trail. Image from www.walkingmaps.com.au.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Schools

DESCRIPTION

Education plays an important role in behaviour change and climate action, with schools providing a dedicated environment for educating younger members of the community.

EXAMPLE ACTION

Climate education program

IMPACT

Emissions Reduction Potential

Less tangible emissions reduction potential

Benefits

Human capital (e.g. knowledge)

INDICATIVE COST

General Community

Low (time if education led by community volunteers)

Council

Low (resourcing to support/deliver)

TIMEFRAME

Medium (next 5 years)

STAKEHOLDER GROUP

General Community

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked as a mid-range priority in the community survey (12 selections as a top 5 priority) and mid-range priority (12 selections) from pop-up stall engagements. Councillors ranked this opportunity area somewhat in the middle (3 selections) of opportunities where Council is best placed to support.

IMPLEMENTATION NOTES

Stakeholder engagement highlighted the opportunity for volunteer community members to deliver education in schools. While this would reduce Council resourcing associated with content delivery, this would still require Council resourcing to coordinate.

Topics for education could vary but should be selected based on the most benefit to an age group. For example, disaster ready education is likely to have the highest impact across all, whereas climate advocacy only for older students..

Alternatives to education sessions is leveraging schools communications channels (e.g. newsletters) to disseminate information to families.



Tools at CERES vegetable garden. Image by Kim Landy.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Environmental Protection and Restoration

DESCRIPTION

The natural environment is a key element of Alpine Shire, with the local natural assets an attractor for both residents and visitors. Preservation of the natural environment can range from revegetation works on public land and restoration on private land to protection of the land and waterways from adverse impacts (e.g. inappropriate land use; overdevelopment).

EXAMPLE ACTION

Private land restoration works program

IMPACT

Emissions Reduction Potential

Potential sequestration benefit depending on level of revegetation and protection of existing vegetation

Benefits

Biodiversity and habitat enhancement

Vegetation health

Soil health

Stormwater quality improvement

Amenity and liveability

INDICATIVE COST

General Community

Low-Medium (time to undertake works)

Council

Low-Medium (time and cost to undertake or support works), noting Council may not be best placed to lead protection and restoration initiatives.

TIMEFRAME

Short (next 1-2 years)

STAKEHOLDER GROUP

General Community

STAKEHOLDER ENGAGEMENT ALIGNMENT

This opportunity area was ranked as the second highest priority in the community survey (32 selections as a top 5 priority) and the equal second highest priority (21 selections) from pop-up stall engagements. Councillors ranked this opportunity area somewhat in the middle (2 selections) of opportunities where Council is best placed to support.

IMPLEMENTATION NOTES

Expanding partnerships with other organisations (e.g. NECMA) and community groups (e.g. Landcare groups) have the potential to create coordinated and targeted action for priority natural environment initiatives in the Shire.

Consultation with Traditional Owners should be a focus for Council, with an effort for more collaborative land management into the future.

Volunteers play a large role in community based action (e.g. planting days) however consideration for how community members can be mobilised to contribute, and on an ongoing basis, is needed.

This opportunity area would be ideal for exploration of Traditional Owners partnerships, including relating to land management practices which improve natural system resilience.

One barrier raised during stakeholder engagement was that it can be difficult for volunteers to work on public land due to permits/regulations, with Council playing a role in providing permissions.



Morses Creek in Bright. Image by Nick Chester.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

First Nations and Traditional Owner Engagement

DESCRIPTION

Climate Change has a profound impact on First Nations peoples, not only economically but culturally and spiritually. Through the creation of a Community Climate Action Plan, Council looks to meaningfully engage with First Nations peoples and Traditional Owner groups, with respect for their cultural values, knowledge and practices and to collaborate with First Nations peoples to restore Country.

This engagement seeks to collaborate both with registered and non-registered Traditional Owners and all First Nations Peoples with a vested interest in the lands and waters of the Alpine Shire area. Council recognises First Nations peoples and Traditional Owner groups of the Alpine Shire have Traditional Owner Rights, as well as their own commitments to caring for Country and their own plans for the best way to heal country, based on tens of thousands of years of traditional knowledge and practices.

EXAMPLE ACTION

Co-development of a Land and Waterway Management Strategy with Traditional Owner groups and First Nations peoples who have a vested interest in the Alpine Shire.

Collaborating with First Nations peoples and Traditional Owner groups throughout the Community Climate Action Plan process, though representation by First Nations peoples and Traditional Owner groups on a Community Climate Action Plan Forum.

IMPACT

Preserving the rights and objectives of First Nations peoples and Traditional Owner groups in climate change action

Ensuring the equitable distribution of the positive outcomes of mitigation actions

Benefits

Respecting and strengthening First Nations peoples connection to country

Creating collaborative ways to engage with indigenous perspectives and knowledge in restoration of Country

INDICATIVE COST

General Community

Medium - Cost to Traditional Owner corporations and First Nations individuals for their participation

Council

Low-Medium – Costs associated with facilitating collaboration. Noting the potential cost savings inherent in developing a more robust and successful land development strategy that ensures the future prosperity of all.

TIMEFRAME

Long (Ongoing)

STAKEHOLDER GROUPS

Traditional Owner corporations (in alphabetical order): Bpangerang Aboriginal Corporation, Dalka Warra Mittung Aboriginal Corporation, Dhuduroa Waywuru Nations Aboriginal Corporation, Duduroa Dhargal Aboriginal Corporation, Gunaikurnai Land and Waters Aboriginal Corporation, Jaithmathang Traditional Ancestral Bloodline Original Owners (TABOO) First Nation Aboriginal Corporation, Taungurung Land and Waters Council and Waywuru (Pallanganmiddang).

IMPLEMENTATION NOTES

Council seeks to assist First Nations Peoples in their self determination, by respecting their primacy over Country.

In delivering Community Climate Action Plan outcomes, Council will take every opportunity to ensure First Nations People are included in any economic opportunities in the renewable energy industry or carbon market.

Engagement planning and delivery should consider implications such as timing and resourcing, to ensure Traditional Owner groups have the capacity to be meaningfully involved.



Ovens River near Bright. Image by Nick Chester.

Council's Community Climate Response

Action Opportunity Areas

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION OPPORTUNITY AREA

Protection of Vulnerable Community Members

DESCRIPTION

Some members of our community are more vulnerable to the adverse effects of climate change due to factors such as age, socio-economic status, cultural background, gender, disability, and physical isolation.

EXAMPLE ACTION

Conduct a study into the effects of climate change on vulnerable communities, to inform the direction of community climate action.

Inclusion and representation for vulnerable communities throughout the Community Climate Action Plan process, though representation and advocacy on a Community Climate Action Plan Forum.

IMPACT

Public health services and other public services

Homelessness

Community wellbeing

Employment

Benefits

Savings to public health and other public services

Protection of vulnerable communities

Housing and employment security

Thriving economy

INDICATIVE COST

Households

Low-Medium – Investment in research/outcomes

Business and Industry

Low-Medium – Staff are enabled to remain in the Shire

Council

Low-Medium – Public services are not strained

TIMEFRAME

Long (next 10 years)

STAKEHOLDER GROUPS

Vulnerable community members, representative groups, community health and other services

IMPLEMENTATION NOTES

Council can build on the extensive research done to date on the exposure of vulnerable communities to the effects of climate change statewide, as well as conducting further research into the locally specific challenges presented in our Shire. Some threats posed by climate change that are magnified by the inherent vulnerability of some community members include temperature vulnerability, air pollution and a lack of ability to recover from natural disasters.

Insights from the Roadmap development highlighted a range of specific vulnerabilities in the community and areas of exposure in the Shire. For example, Dinner Plain has increased risk due to its physical isolation and dependence on fuel sources transported there.

A clear picture of the threats different groups within our community face due to climate change will inform what actions need to be taken in order to ensure equitable outcomes for our whole community.



Landslide at Bogong Village impacting transport network and livelihoods. Image from Emergency Management Victoria via ABC News.

Next Steps

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The objective of this Roadmap is to provide the foundation for the future development of a Community Climate Action Plan, providing a clear pathway to create such an Action Plan.

This section outlines next steps for the development of a Community Climate Action Plan. This includes suggested activities and deliverables which can form the basis of a brief / scope of works, as well as considerations such as resourcing for the development of an Action Plan.

ADDITIONAL SUPPORTING INPUTS

Detailed community emissions profile

The Roadmap phase was supported by the free Snapshot Tool which provides a starting point to examine municipal GHG emissions. To underpin the Action Planning phase, a more detailed community emissions profile is required, built on a 'bottom up approach' which uses the most locally relevant data sets where they are available.

This detailed community emissions profile will support a more robust understanding of emissions sources and contributions in Alpine Shire, and allow for detailed actions to be more targeted and monitored over time with confidence.

The development of a detailed community emissions profile will take place prior to the commencement of the detailed action planning.

Target benchmarking

Alpine Shire is considering the role targets can play in driving action and supporting accountability. A community target will be considered as part of Action Plan development. This topic was explored as part of the Roadmap's community engagement online survey, with results summarised below:

- 72% of respondents supported consideration of a community emissions reduction target
- 59% of respondents said they would support community input to achieve an emissions reduction target and understand there may be community financial investment required
- 65% of respondents believed the scale of commitment for a community emissions reduction target would be commitment by the whole community, including businesses, individuals and residents, funded by everyone
- 85% of respondents also thought a community renewable energy target should be considered

To understand the implications of community target setting, the Action Plan development process will undertake benchmarking of approaches by other Councils.

Benchmarking could explore topics such as what targets others have set (types and level of ambition), how others have managed expectations (accountability and level of control and influence) and how they have approached action development in relation to municipal level targets (broad focus or targeted focus on a sector or source).

The Action Plan process will need to consider the benchmarking review, engage with stakeholders regarding the adoption of target(s) and align Actions to relevant targets.

Community role in action planning

Separately, Council is considering the role of a community advisory body to provide input into the Action Plan's development and then provide an ongoing role to guide implementation and community partnerships. This could for example be in the form of a committee comprising representatives from the community. Such an advisory committee is not uncommon in local government, however, approaches may differ.

To better understand the suitability and implications of an advisory committee for Alpine Shire's Community Climate Action Plan, a short review exercise exploring other Councils' approaches will be undertaken prior to the action planning stage. Benchmarking will investigate considerations such as:

- Structure and participation (e.g. approach to selection of representatives)
- Governance (e.g. establishment and coordination)
- Roles and influence (e.g. level of decision-making)

The Action Planning phase should allow for at least four community touch-points with a community advisory group.

Next Steps

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9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

ACTION PLAN DEVELOPMENT

Development of Draft Action Plan (and Monitoring and Evaluation Framework)

The development of specific and detailed draft actions will use the insights gained from the Roadmap process to reflect community priorities as well as areas to evolve or improve existing work by Council. An approximate four month process is recommended with appropriate touch points with community (as outlined above). The Action Plan itself is recommended for four years only, noting that the direction established by the Roadmap and the targets considered in the early phase of engagement for the Action Plan will be over a longer timeframe.

The development of detailed actions would also be informed by internal engagement and discussions with Council staff.

Each action committed through the process will require sufficient detail to provide clarity for all stakeholders and support successful implementation/delivery. For each action the following elements are considered/included:

- Action reference/number
- Action name
- Action description
- Action type (Mitigation, Adaptation or both)
- Community segment (e.g. Households; Businesses and Industry; Agriculture)
- Timing
- Indicative budget
- Lead and supporting Council teams/departments
- External partners
- Performance indicator(s)
- Implementation considerations (for internal use only)

The Action Plan will need to consider ways to group actions (for example by stakeholders, sectors or community segments). This can simplify communication of actions to relevant stakeholders when developing and implementing the Action Plan.

The grouping of actions could allow a staggered approach to action development. Note this approach would have limitations (e.g. inability to develop a holistic set of actions that intersect with each other) and inefficiencies (e.g. duplication of consultation processes).

Detailed actions will include both mitigation and adaptation responses to climate change. The adaptation component of the Action Plan will therefore address the same objectives that a Climate Change Adaptation and Resilience Plan would seek to address.

A supporting Monitoring and Evaluation Framework will be developed alongside the Action Plan. Such a Framework will support the implementation of actions, and allow transparent communication of successes and failures to stakeholders. Internal consultation on the Monitoring and Evaluation Framework will explore existing monitoring and evaluation processes which Council staff/teams undertake, and where these may feed into the Action Plan monitoring and evaluation. The aim would be to avoid duplication where possible.

Next Steps

ORDINARY COUNCIL MEETING M(10)-31 OCTOBER 2023
9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

Stakeholder consultation of Draft Action Plan

In addition to the role of a community advisory body, the Action Planning should include at least one round of external stakeholder consultation on the Draft Action Plan. Some of the specific external stakeholders who should be engaged (either re-engaged after the Roadmap development or for the first time) include:

- Sustainable Upper Ovens
- Myrtleford Community Power
- Towards Renewable Energy Kiewa
- Upper Ovens Valley Landcare Group
- Upper Kiewa Landcare Group
- Myrtleford Landcare and Sustainability
- State Emergency Service (SES)
- Country Fire Authority (CFA)
- North East Catchment Management Authority
- Tourism North East
- Chambers of Commerce
- Resilient Alpine Youth Squad
- Traditional Owners
- Goulburn Murray Climate Alliance (GMCA)
- Alpine Resilience Committee
- U3A
- Alpine Resorts
- Farmers for Climate Action

A comprehensive Engagement Plan will be developed for the Action Planning, considering:

- Targeted conversations/workshops focused on refining actions and confirming participation in specific actions
- Internal support within Council, community and stakeholders
- Broader activities such as an online survey and drop-by activities (e.g. stalls) to understand general community support and/or concerns
- Specific Traditional Owner conversations

The Engagement Plan should consider specific stakeholder segments (e.g. Traditional Custodians; vulnerable community members) which may benefit more from a 'forum' format for engagement, bringing together a larger group of relevant representatives. This could allow for group discussion to understand collective priorities, ideas and concerns for particular opportunities.

Acknowledging questions already posed during the Roadmap process, topics/questions for stakeholder consultation during the Action Plan development could include:

- Ability of draft actions to respond to climate change and community priorities
- Support for proposed actions, and any suggested changes
- Participation in the implementation of actions
- Level of ambition of any new targets
- Opportunity for additional specific ideas

Refinement to develop Final Action Plan

Insights and feedback from the stakeholder consultation will inform updates to the Action Plan as part of the finalisation process. Updates to the Action Plan would likely require further internal consultation to ensure buy-in for delivery once the Action Plan is adopted.

Next Steps

ORDINARY COUNCIL MEETING M(10)-31 OCTOBER 2023
9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

RESOURCING CONSIDERATIONS FOR ACTION PLAN DEVELOPMENT AND IMPLEMENTATION

While indicative budgets will be defined for each action in the future Action Plan, resourcing for the development of the Action Plan itself will be required. To allow Council to plan and allocate resourcing, the following estimates are suggested resourcing requirements for the activities listed above, as well as implementation:

- Additional supporting inputs:
 - + Community emissions profile: \$25K
 - + Target benchmarking: \$5K
 - + Community role benchmarking: \$5K
- Action Plan development (Draft and Final Action Plan & Monitoring and Evaluation Framework and stakeholder consultation): \$70K (a detailed modelling exercise aggregating individual actions against targets would be additional to this figure)
- If a community emissions modelling approach (which develops a detailed pathway to net zero community emissions by a prescribed date) is desired, this would likely cost between \$30K - 100K depending on the specific approach and complexity of the model. The Bass Coast project adopted a detailed Z-NET emissions model to aggregate actions by different actors (e.g. household solar, or business energy efficiency) towards a zero net emissions goal for 2030 (the target set by the Bass Coast community)

- Implementation costs are very variable, depending on the ambition set for Council's role in implementing the Plan. An ambitious Community Climate Action Plan (such as Bass Coast's) sets aside \$200K - 300K annually for implementation of community focused components of the Plan. This budget allows for ongoing annual programs such as community festivals/workshops and community grants, as well as the delivery of several more discrete initiatives (i.e. one-off study; development of a toolkit). Note that actions which would be delivered through the Capital Works program should be considered separately as part of any budget bids process
- Staff resourcing for the implementation of the Community Climate Action Plan is also scalable based on ambition, but would generally require two full time staff at minimum (along with Council's corporate Climate Action Plan)



View of landscape near Mount Hotham.
Image from www.visitmountbeauty.com.au.

Acknowledgements

ORDINARY COUNCIL MEETING M(10)-31 OCTOBER 2023
9.1.3 ASC COMMUNITY CLIMATE ACTION ROADMAP

The development of this Roadmap was helped by the thoughts, knowledge and passion of many people. Alpine Shire Council would like to thank everyone involved for their time and insights.

Some of the stakeholders involved included:

- Alpine Shire Council staff
- Alpine Shire Councillors
- Sustainable Upper Ovens
- Towards Renewable Energy Kiewa
- Myrtleford Community Power
- Upper Ovens Valley Landcare Group
- Upper Kiewa Landcare Group
- Myrtleford Landcare and Sustainability
- State Emergency Service (SES)
- Country Fire Authority (CFA)
- North East Catchment Management Authority
- Tourism North East
- Resilient Alpine Youth Squad



Community Climate Action Plan Roadmap staff workshop. Image by Karly Mansfield.

We respectfully acknowledge that every project enabled or assisted by HIP V. HYPE in Australia exists on traditional Aboriginal lands which have been sustained for thousands of years.

We honour their ongoing connection to these lands, and seek to respectfully acknowledge the Traditional Custodians in our work.

—

For additional information, questions unturned, collaboration opportunities and project enquiries please get in touch.

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HIP V. HYPE Sustainability Pty Ltd is a Climate Active certified carbon neutral business.



HIP V. HYPE is Equal Assurance ISO 9001, ISO 14001 and ISO 45001 certified.



COUNCIL POLICY

Child Safe Policy

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DOCUMENT UNCONTROLLED WHEN PRINTED

Document Control		
Policy number 108	Status <Draft / Current / Rescinded>	Approved by <CEO/Council>
Date approved TBC	Next review date 2028	
Directorate Customer and Community	Department Community Development	External

REVISION RECORD

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

Date	Version	Revision description
18/12/2017	1.0	First version adopted by Council
01/09/2020	2.0	Reviewed, incorporated requirement for Councillors to hold a Working With Children Check
October 2023	3.0	Substantially revised and updated to reflect legislative changes.

1. Purpose

This Child Safe Policy outlines Alpine Shire Council's commitment to the safety and wellbeing of all children by creating and maintaining a Child Safe Organisation where protecting children's safety and wellbeing is embedded in the culture and the everyday thinking and practices of all Councillors, employees, contractors, and volunteers.

This Policy reflects Council's legislative responsibility in meeting the requirement of both the Victorian Government's Child Safe Standards and the Reportable Conduct Scheme and our commitment to the community to create and sustain an environment where children are safe and protected from harm and abuse.

2. Scope

This Child Safe Policy applies to all Councillors and Council staff, including any person directly employed by the Alpine Shire Council, employed through an agency or on a contract basis and includes Council's volunteers, members of advisory committees and work experience/work placement students, irrespective of their specific involvement in child-related duties.

3. Commitment to Child Safety

The Alpine Shire Council is committed to creating an inclusive, safe, and connected community for all children and young people. Council is committed to child safety and to children's best interests and will meet these commitments by:

- demonstrating through leadership, actions, policies, procedures, and documentation that The Principles of being a Child Safe Organisation are embedded into everyday practice and thinking.
- promoting cultural safety for Aboriginal and Torres Strait Islander children and children from culturally and/or linguistically diverse backgrounds.
- providing a safe, accessible, and welcoming environment for children with a disability and their families.
- having zero tolerance for child abuse and will take all allegations of reportable conduct and safety concerns very seriously.
- upholding the rights of all children who come into contact with Council to ensure they feel safe and protected.
- promote LGBTIQ+ inclusion through various programs and policies.
- ensuring that systems are in place to anticipate risks, document incidents and identify appropriate responses consistently and in line with policy and procedure.

4. Policy details

4.1 Victorian Child Safe Standards

There are 11 Child Safe Standards. The Child Safe Standards aim to protect children and young people, by requiring organisations to put policies, procedures, and processes in place to prevent and respond to abuse. The Child Safe Standards help organisations to:

- promote the safety of children.
- prevent child abuse.
- ensure effective processes are in place to respond to and report allegations of child abuse.
- encourage children to 'have a say', especially on issues that are important to them or about decisions that affect their lives.

Child Safe Standards
Standard 1: <i>Organisations establish a culturally safe environment in which the diverse and unique identities and experiences of Aboriginal children and young people are respected and valued.</i>
Standard 2 - <i>Child safety and wellbeing is embedded in organisational leadership, governance and culture.</i>
Standard 3 - <i>Children and young people are empowered about their rights, participate in decisions affecting them and are taken seriously.</i>
Standard 4 - <i>Families and communities are informed and involved in promoting child safety and wellbeing.</i>
Standard 5 - <i>Equity is upheld and diverse needs respected in policy and practice.</i>
Standard 6 - <i>People working with children and young people are suitable and supported to reflect child safety and wellbeing values in practices.</i>
Standard 7 - <i>Processes for complaints and concerns are child focused.</i>
Standard 8 - <i>Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training.</i>
Standard 9 - <i>Physical and online environments promote safety and wellbeing while minimising the opportunity for children and young people to be harmed.</i>
Standard 10 - <i>Implementation of the Child Safe Standards is regularly reviewed and improved.</i>
Standard 11 - <i>Policies and procedures document how the relevant entity is safe for children and young people.</i>

4.2 Reportable Conduct Scheme

The Reportable Conduct Scheme aims to improve oversight of how organisations respond to allegations of child abuse and child-related misconduct. Allegations of reportable conduct must be notified to the Commission for Children and Young People by relevant in-scope organisations.

'Reportable conduct' is defined in the *Child Wellbeing and Safety Act 2005* to include:

- (a) a sexual offence committed against, with or in the presence of a child; or

- (b) sexual misconduct, committed against, with or in the presence of a child; or
- (c) physical violence committed against, with or in the presence of a child; or
- (d) any behaviour that causes significant emotional or psychological harm to a child;
- or
- (e) significant neglect of a child

The Chief Executive Officer (CEO) will ensure Council notify the Commission for Children and Young People when they become aware that a reportable conduct has occurred.

Three business day obligations

Within three business days of becoming aware of an allegation, the CEO must ensure Council notify the Commission that a reportable allegation has been made.

Thirty calendar day obligations

Within thirty calendar days of becoming aware of the allegation, the CEO must ensure Council provide certain detailed information about the allegations, investigation undertaken and proposed responses to the Commission.

4.3 Recruitment

Council applies best practice standards in the recruitment and screening of staff and volunteers. Council complies with all relevant and legal requirements when recruiting to ensure children are not placed at risk. Refer to Recruitment, Selection and Appointment Policy for further information.

4.4 Support, Training and Ongoing Workforce Management

Council is responsible for ensuring that appropriate behaviour with children is clearly understood by all Councillors, employees, contractors, and volunteers. Expectations of behaviour are detailed in Council's Code of Conduct which all Councillors, staff, contractors, and volunteers are required to agree to adhere to.

All Councillors, employees, contractors, and volunteers will be provided with training on the Child Safe Policy as part of their induction to Council and refresher training provided periodically. Further training on child safety is provided to those who engage directly with children in the course of their regular work and refresher training is provided.

Council will ensure that licences and checks, including Working with Children's Checks, are maintained by relevant employees and volunteers and will conduct regular status checks to ensure validity and compliance with this policy.

4.5 Risk Management

Council recognises the importance of adopting a risk-based approach to minimising the potential for child abuse and harm to occur and uses this to inform our policy and procedures. Risk assessments and risk management plans are developed in recognition of the diverse nature of Council services and settings.

Risks to child safety that are identified through complaints, reports or allegations of abuse will be reviewed and incorporated into Council's risk register when appropriate.

4.6 Reporting, Complaints and Feedback

If you believe a child is of immediate risk of harm phone 000

Council is committed to hearing the voices of children and their families including through its feedback and complaints process.

If a complaint includes an allegation or incident of child abuse or harm, then all who this policy applies to, are required to report in accordance with the Child Safety Reporting Procedure.

All reports of concerns for the safety and wellbeing of a child will be treated seriously and responded to promptly.

5. Roles and responsibilities

The following positions are responsible for

Responsibility	Role / Position
To be aware of Council's commitment to this Policy.	Councillors
To ensure that: - Council is committed to the safety of children; and - appropriate procedures and reporting mechanisms are developed, implemented, and complied with.	CEO
Responsible for providing an organisational contact for this policy and overseeing the implementation of the developed strategy, procedures, and action plan. Providing support to those who have reported an incident.	Director Customer and Community
Notifying the appropriate child protection service and/or the police	Director Customer and Community
Implementation/ Training/Recruitment of new staff	Directors, Managers, Coordinators, Team Leaders, and Human Resource Coordinator
Compliance	All Employees, Councillors, Volunteers and Agents of Council

Responsibility	Role / Position
Development	Manager Community Development

6. Breaches

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

Any breaches of this Policy must be reported immediately to the Occupational, Health and Safety Officer.

Breaches of the Code of Conduct will be subject to investigation which may lead to disciplinary action and in serious cases may involve the termination of a person's employment with Council.

7. Human Rights Charter compatibility

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

8. Supporting documents

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

Related Legislation

- Child Wellbeing and Safety Act 2005
- Children, Youth and Families Act 2005
- Worker Screening Act 2020
- United Nations Conventions on the Rights of a Child
- Charter of Human Rights and Responsibilities Act 2006
- Local Government Act 1989
- Local Government Act 2020

Related Guidelines, Operational Directives or Policies

- Victorian Child Safe Standards
- Victorian Reportable Conduct Scheme
- National Principles for Child Safe Organisations - The Australian Human Rights Commission

Related Procedures

- Alpine Shire Council - Employee Code of Conduct
- Alpine Shire Council - Councillor Code of Conduct
- Alpine Shire Council - Risk Management Policy
- Alpine Shire Council - Recruitment, Selection and Appointment Policy

9. Definitions

Term	Meaning
Aboriginal	The term Aboriginal in this Policy is inclusive of Aboriginal and Torres Strait Islander peoples.
Child/ren	A person who is under the age of 18 years
Child Abuse	<p>Child abuse is defined in the <i>Child and Wellbeing Safety Act 2005 (Vic)</i> as including:</p> <ul style="list-style-type: none"> • A sexual offence committed against a child. • An offence committed against a child under section 49M(1) of the <i>Crimes Act 1958 (Vic)</i>, such as grooming. • Physical violence against a child. • Causing serious emotional or psychological harm to a child • Serious neglect of a child.
Child Safe Organisations	A child safe organisation is one that creates a culture, adopts strategies and takes action to promote child wellbeing and prevent harm to children and young people. The National Principles for Child Safe Organisations have been developed by the Australian Human Rights Commission and endorsed by members of the Council of Australian Governments.
Child Safe Standards	The Victorian Child Safe Standards are a compulsory framework that support organisations to promote the safety of children by requiring them to implement policies to prevent, respond to and report allegations of child abuse and harm.
Child Safety	In the context of the Child Safe Standards, 'child safety' means measures to protect a child from abuse or harm.
Cultural Safety	Cultural safety is the positive recognition and celebration of cultures. It is more than just the absence of racism or discrimination and more than 'cultural awareness'. It empowers people and allows them to contribute and feel safe.
Culturally and/or linguistically diverse	Is a term used to describe communities with diverse languages, ethnic backgrounds,

Term	Meaning
	nationalities, traditions, societal structures and religions.
Children with a disability	A disability can be any physical, sensory, neurological disability, acquired brain injury or intellectual disability or developmental delay that affects a child's ability to undertake everyday activities. A disability can occur at any time in life. Children can be born with a disability or acquire a disability suddenly through an injury or illness. Some disabilities may be obvious while others are hidden.
Neglect	Is the continued failure to provide a child with the basic necessities of life, such as food, clothing, shelter, hygiene, medical attention or adequate supervision, to the extent that the child's health, safety and/or development is, or likely to be, jeopardised. Serious neglect can also occur if an adult fails to adequately ensure the safety of a child where the child is exposed to extremely dangerous or life-threatening situations.
Risk	In the context of the Child Safe Standards, risk is exposure to the chance for harm or abuse of a child to occur in connection with an organisation.
Risk Management	Risk management involves identifying, preventing, and minimising risk as much as reasonably possible.
Wellbeing	Wellbeing is a positive state of physical, mental, and emotional health. It generally means feeling safe, happy and healthy more than momentarily.
Working With Children Check	A Working With Children Check is the process whereby an assessment is undertaken by the issuing authority (Department of Justice and Community Safety) to determine whether a person is suitable in child-related work.

10. Approval

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

.....
COUNCILLOR

.....
SIGNATURE

.....
COUNCILLOR

.....
SIGNATURE

.....
CHIEF EXECUTIVE OFFICER

.....
SIGNATURE

DRAFT

INSTRUMENT OF APPOINTMENT AND
AUTHORISATION
*(PLANNING AND ENVIRONMENT
ACT 1987)*

Planning Officer

Alex Duncan – October 2023

Instrument of Appointment and Authorisation

In this Instrument 'officer' means –

OFFICER	TITLE	NAME
PO	Planning Officer	Alex DUNCAN

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

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

It is declared that this Instrument -

- comes into force immediately upon its execution;
- remains in force until **19 January 2024**, unless varied or revoked earlier.

This Instrument is authorised by a resolution of the Alpine Shire Council made on **24 October 2023**.

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed 24th day of
October 2023 in the presence of:

.....
COUNCILLOR NAME

.....
SIGNATURE

.....
COUNCILLOR NAME

.....
SIGNATURE

.....
CHIEF EXECUTIVE OFFICER NAME

.....
SIGNATURE

NO.2023/24-2 – 15 SEPTEMBER 2023

Audit and Risk Committee Meeting

Minutes

In Attendance

COMMITTEE MEMBERS

Julie Guest, Chair

Craig Covich (online)

Gerard Moore (online)

Jason Young (online)

Cr John Forsyth, Mayor

OFFICERS

Will Jeremy, Chief Executive Officer

Ebony Buckley, Acting Director Customer and Community

Alan Rees, Director Assets

Tony Cooper, Manager Corporate

Brian Bose, Financial Accountant

EXTERNAL AUDITORS

RSD Audit (via teams)

Mahesh Silva, Partner

Blessing Mendoza, Senior Manager, Chartered Accountant

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1. Acknowledgement of traditional custodians, and recognition of all people

2. Apologies

Cr Simon Kelley

Helen Havercroft, Director Customer and Community

3. Declarations by Committee members of conflict of interest

Nil

4. Report by External Auditor

Introduction

External Auditors, Mahesh Silva, Partner, and Blessing Muncan, Senior Manager Chartered Accountant, of RSD Audit, attended the meeting via video conferencing to discuss the VAGO Audit year ending 30 June 2023.

The discussion was held in two sessions as follows:

Session	Participants	Items for discussion
1	Auditors Committee members Management	<ul style="list-style-type: none">Year-end financial audit resultsPerformance statementAny other specific queries raised by the Committee or the External Auditor
2	Auditors Committee members	<ul style="list-style-type: none">Matters raised by the Committee or External Auditor under section 6.6 of the Committee Charter

5. Reports by officers

5.1.1 Approval in Principle - Financial Statements and Performance Statement

Introduction

The purpose of this report is to present the draft Financial Statements and Performance Statement for the year ended 30 June 2023 for review and approval in principle.

OFFICER RECOMMENDATION

That the Audit and Risk Committee endorse Council's draft Financial Statement and Performance Statement for the year ended 30 June 2023 for Council approval in principle.

COMMITTEE MOTION

That the Audit and Risk Committee endorse Council's draft Financial Statement and Performance Statement for the year ended 30 June 2023 for Council approval in principle, subject to non-material amendments identified by the external auditors.

Craig Covich

Cr John Forsyth, Mayor

Carried

Background

Section 98 of the *Local Government Act 2020* requires Council to prepare an Annual Report for each financial year that contains a report on the operations of the Council, an audited performance statement and audited financial statements.

Section 99 of the *Local Government Act 2020* requires Council to pass a resolution giving its approval in principle to the draft Financial Statements and draft Performance Statement prior to submitting the statements to the auditor so that they may prepare their reports.

This report provides an overview of the results in Council's draft Financial Statements and draft Performance Statement which are provided in full in the attachments.

Once approval in principle has been provided and Council has incorporated any changes recommended or agreed by the auditor, the Financial Statements and Performance Statement must be certified by two Councillors authorised by Council prior to the auditors signing their report.

Financial Statements

The Financial Statements show Council's financial performance, financial position, and cash flows against the previous year.

In summary, Council ended the 2022/23 year with an operating surplus of \$7.002m, which was \$3.075m lower than the \$10.077m surplus in the 2021/2022. The 2022/23 Annual Budget (the Budget) projected a surplus of \$5.502m, \$1.500m lower than the actual result.

The higher than budgeted result was primarily due to the increase in other revenue associated with interest on investments and rental returns on investment properties. Additionally, the entire 2023/24 Financial Assistance Grant was received in late June and is included in the 2022/23 results. In the prior year, only 75% of the 2022/23 Financial Assistance Grant was received in 2021/22.

The lower surplus result compared to the previous year is due to higher expenses for Landfill's \$1.166m, Employee costs \$0.458m and Material and Services \$1.105m.

The total comprehensive result for the 2022/23 Financial year is \$29.455m and includes an asset revaluation increment of \$22.453m comprised of predominantly increase in value of land.

1. Income

Altogether Council received \$40.832m in income which was \$3.967m favourable to the Budget projection of \$36.865m. Key variances to budget were as follows:

1.1 Grants - operating

Council received total operating grant income of \$9.478m which was \$5.324m favourable to budget (\$4.154m), primarily due to the receipt of 100% of the 2023/24 Federal Assistance Grants distributed by the Victorian Grants Commission.

1.2 Grants - capital

Council received total capital grant income of \$3.116m which was \$4.956m less than the budget of \$8.782. This was due to the receipt of funds from grants that have been deemed as unearned revenue - recognised in the balance sheet as an increase in current liabilities.

1.3 Other Incomes

Council received a total of other income of \$2.451m compared to a budget of \$0.868m, being \$1.583m higher. Interest on investments and rent were significantly higher than budget.

2. Expenses

Overall expenses were \$33.830m which was \$2.467m higher than Budget.

Significant expense variances included employee costs, which were lower at \$10.417m compared to a budget of \$11.233m, due to the impact of vacant positions throughout the year; and materials and services costs being \$15.343m against a budget of \$13.632m - this was mainly related to the expensing of the Bogong High Plains blackspot project as the road is to be handed to DEECA in 2023/24. In addition, as previously referred to, the Landfill Rehabilitation expense was significantly higher than budget because of additional provisions and an increase in the discount factor used in provision calculations, being \$2.276 against a budget of \$0.078m.

2.1 Depreciation

Depreciation was \$5.090m which was \$0.459m favourable to Budget and reflecting increase valuations on land and decreasing valuations on roads.

Committee discussion:

RSD provided feedback on the status of the Financial and Performance statements.

The Committee Chair sought clarity on a number of items.

Action:

Finance to set up meeting with RSD on 22 September to discuss status of Financial and Performance Statement's.

Performance Statement

The Performance Statement provides an overview of Council progress against key performance indicators. The Local Government Performance Reporting Framework (LGPRF) provides the basis for these indicators to enable a uniform Performance Statement across all Victorian councils.

An overview of movement in results is provided below:

- Utilisation of aquatic facilities was impacted by wet weather experienced in October - December 2022, resulting in fewer visits than the previous year.
- Community satisfaction with Council decisions declined compared to the previous year, reflecting a decline across the Local Government sector.
- Kerbside waste diverted from landfill remains steady compared to previous years. It is expected that with the introduction of a Food Organics Garden Organics service from 1 July 2023, that diversion will increase in 2023/24.

Generally, the financial indicators show that Council is financially sustainable and that services are being delivered within expected parameters.

Issues

The draft Financial and Performance statements at the time of the writing of this report are being reviewed by relevant Manager's with some anticipated updates to commentary.

Additionally the Financial and Performance Statement are still being audited. Whilst the Victorian Auditor General can still make changes, any changes would be expected to be minor in nature.

Risk management

Risk	Likelihood	Impact	Level / Rating	Mitigation Action / Control
Inability to accurately plan and manage finances due to inaccurate financial data	Unlikely	Moderate	C4	<ul style="list-style-type: none"> • Financial Plan • Annual Budget • Regular reporting • Year-end controls and reconciliations • Audit processes

Risk	Likelihood	Impact	Level / Rating	Mitigation Action / Control
Failure to address changes in accounting standards and legislation	Rare	Minor	D5	<ul style="list-style-type: none"> • Liaison with auditors • Industry updates • Staff CPD

Policy Implications

Council has prepared draft Financial Statements and a draft Performance Statement for Council Approval in Principle, in line with the requirements Sections 98 and 99 of the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The authorised Councillors are required to certify the final Financial Statements and Performance Statement after any amendments or changes requested by the Victorian Auditor General have been made, and prior to adoption by Council.

Section 100 of the *Local Government Act 2020* requires the Mayor to report on the implementation of the Council Plan by presenting the Annual Report at a Council meeting open to the public, no later than 31 October 2023. Council intends to present the Annual Report to the October Ordinary Council Meeting.

The recommendation is in accordance with the following Strategic Objective of the Council Plan 2021-2025:

- 5.2 A responsible, transparent and responsive organisation

Financial And Resource Implications

The draft Financial Statements and Performance Statement for the year ended 30 June 2023 show that Council is financially sustainable and that Council services are being delivered within expected parameters.

Conclusion

Council ended the 2022/23 year with an operating surplus of \$7.002 million, which is greater than that predicted in the 2022/23 Annual Budget. The higher operating surplus result is largely attributed to increase in interest on investments, increased rental on investment properties and the receipt of Federal Assistance Grants for 2023/24 received in advance in 2022/23 financial year and lower than expected employee costs due to the impact of vacant positions throughout the year together with a significant increase in Landfill Rehabilitation expense.

Declaration Of conflict of interest

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

- Acting Director Customer and Community

- Manager Corporate
- Financial Accountant
- Governance Officer

Attachment(s)

- 6.1.1 2022/23 Financial Statements - Draft
- 6.1.2 2022/23 Performance Statement - Draft

6. General business

Action: Finance to review year end processes and timelines to identify improvements reporting.

Action: Paper to be presented to November 2023 ARC Meeting on the use of internal auditors.

Action: Paper to be presented to September 2023 Council Meeting related to Audit and Risk Committee Remuneration.

Action: Paper to be presented to November 2023 ARC Meeting related to use of sharepoint for storing of Audit and Risk Committee approved papers.

Action: Council seeking input from ARC as to an appropriate resource to undertake ICT strategy report.

7. Next meeting

The next meeting of the Audit and Risk Committee is scheduled to be held on Friday 24 November 2023 at 9.00am.

There being no further business, the Chair declared the meeting closed at 11:02am



Informal Meeting of Councillors

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

Meeting Title: Briefing Session
Date: Tuesday 26 September 2023
Location: Briefing Session – Bright Committee Room
Start Time: 2.00pm
Finish Time: 5.00pm
Chairperson: Will Jeremy, Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Will Jeremy	Chief Executive Officer
Cr Katarina Hughes	Councillor	Ebony Buckley	A/Director Customer & Community
Cr Ron Janas	Councillor	Alan Rees	Director Assets
Cr Sarah Nicholas	Councillor		
Cr Kelli Prime*	Councillor		

*Attendance via MS Teams for majority of the briefing session subject to availability

Councillor and staff apologies:

Name	Position
Cr Tony Keeble	Deputy Mayor
Cr Simon Kelley	Councillor
Helen Havercroft	Director Customer & Community

1. Conflict of interest disclosures

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

N/A

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

N/A

3. Items

Item
Acknowledgement of Traditional Owners
NBN External presentation
Bright Valley Development
Community Climate Action Plan Roadmap
Bright River Pool
Ordinary Council Meeting Agenda review



Informal Meeting of Councillors

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

Meeting Title: Briefing Session
Date: Tuesday 10 October 2023
Location: Briefing Session – Bright Committee Room
Start Time: 2.00pm
Finish Time: 5.30pm
Chairperson: Will Jeremy, Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Will Jeremy	Chief Executive Officer
Cr Katarina Hughes	Councillor	Helen Havercroft	Director Customer & Community
Cr Ron Janas*	Councillor	Alan Rees	Director Assets
Cr Sarah Nicholas	Councillor		
Cr Simon Kelley	Councillor		
Cr Kelli Prime*	Councillor		

*Attendance via MS Teams for majority of the briefing session subject to availability

Councillor and staff apologies:

Name	Position
Cr Tony Keeble	Deputy Mayor

1. Conflict of interest disclosures

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

N/A

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

N/A

3. Items

Item
Acknowledgement of Traditional Owners
Land Development Strategy – update and next steps
Bright Valley Development
Bright River Pool
Murray to Mountains Rail Trail Enhancement Project
Short Stay Holiday Accommodation Engagement Plan
P.2023.020.60 – Prince Street Myrtleford
VCAT Hearing – Ashwood Avenue
Australia Day Review



Informal Meeting of Councillors

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

Meeting Title: Briefing Session
Date: Tuesday 17 October 2023
Location: Briefing Session – Bright Committee Room
Start Time: 1.30pm
Finish Time: 5.30pm
Chairperson: Will Jeremy, Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Will Jeremy	Chief Executive Officer
Cr Katarina Hughes	Councillor	Helen Havercroft	Director Customer & Community
Cr Ron Janas*	Councillor	Alan Rees	Director Assets
Cr Sarah Nicholas	Councillor		
Cr Simon Kelley	Councillor		
Cr Kelli Prime*	Councillor		

*Attendance via MS Teams for majority of the briefing session subject to availability

Councillor and staff apologies:

Name	Position
Cr Tony Keeble	Deputy Mayor

1. Conflict of interest disclosures

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

N/A

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

N/A

3. Items

Item
Acknowledgement of Traditional Owners
Maddocks external meeting procedures training
Bright Valley Development
Land Development Strategy – final draft
Snow making Contract for Award



Informal Meeting of Councillors

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

Meeting Title: Briefing Session
Date: Tuesday 24 October 2023
Location: Briefing Session – Bright Committee Room
Start Time: 1.30pm
Finish Time: 5.30pm
Chairperson: Will Jeremy, Chief Executive Officer

Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Will Jeremy	Chief Executive Officer
Cr Tony Keeble	Deputy Mayor	Helen Havercroft	Director Customer & Community
Cr Katarina Hughes	Councillor	Alan Rees	Director Assets
Cr Ron Janas	Councillor		
Cr Sarah Nicholas	Councillor		
Cr Simon Kelley	Councillor		
Cr Kelli Prime	Councillor		

Councillor and staff apologies:

Name	Position

1. Conflict of interest disclosures

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

N/A

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

N/A

3. Items

Item
Acknowledgement of Traditional Owners
Bright Valley Development
Land Development Strategy – final draft
Governance Rules Discussion
Bright River Pool
Snowmaking Contract for Award
Public Place Bins and Amenity Cleaning verbal update
Ordinary Council Meeting Agenda review