

Capital Works Program 2025/2026

Review



Project/Road Name (2025/2026)	Budget Allocated	% Complete	Description of Works	Status	Budget (Under / Within Slightly Over Over Budget)
Plant and Equipment					
Road Patching Truck – Carried Forward	\$400,225.48	90%	Nhill Road Patching Truck. Carried forward from 2023/2024.	The item has been ordered. ETA August 2026. Delayed due to supplier issues.	Within budget
Mower	\$48,000	100%	Dimboola Town Maintenance. Carried forward from 2024/2025.	Complete	Within budget
Emulsion tank	\$200,000	100%	Supply, delivery and installation of Emulsion tank at Jeparit Depot. Carried forward from 2024/2025.	Complete	Within budget
Minor Plant	\$40,000	100%	Purchase of Minor Plants.	Multiple items purchased. Complete	Within budget
Grader	\$510,000	100%	Replacement of Grader.	Complete	Within budget
Fuel Trailer	\$20,000	100%	Replacement of two (2) fuel trailers.	Complete	Within budget
Mechanics Ute	\$64,000	100%	Replacement of fleet vehicle.	Complete	Within budget
Local Laws Ute	\$67,000	100%	Replacement of fleet vehicle.	Complete	Within budget
Sealed Road Construction					
Netherby Lorquon and Lorquon	\$181,846	100%	0.50 KM Pavement renewal over three segments and widening to 4 meters wide seal 2- meter shoulder each side.	Complete	Slightly over budget
Dimboola Minyip, Dimboola	\$105,998	100%	0.3 KM Pavement renewal and widening to 6.8 meters wide seal 2-meter shoulder each side.	Complete	Within Budget

Project/Road Name (2025/2026)	Budget Allocated	% Complete	Description of Works	Status	Budget (Under / Within Slightly Over Over Budget)
Federal Street, Rainbow	\$100,000	100%	Reseal and line marking.	Complete	Under Budget
Nhill Rainbow/Lush Road SLRSP	\$194,164		SLRSP Application for re- alignment of intersection.	Aborted due to unsuccessful in funding application.	Not applicable.
Nhill Rainbow/ Three Chains Road SLRSP	\$196,561		SLRSP Application for re- alignment of intersection.	Aborted due to unsuccessful in funding application.	Not applicable.
Woorak-Ni Ni- Lorquon - Glenlee SLRSP	\$297,388		SLRSP Application for re- alignment of intersection.	Aborted due to unsuccessful in funding application.	Not applicable.
Broughton Kaniva Road SLRSP	\$250,000		SLRSP Application for re- alignment of intersection.	Aborted due to unsuccessful in funding application.	Not applicable.
Nhill Rainbow/ Kruger Road SLRSP	\$370,294	5%	Safety improvement at the intersection.	Project to commence in Q1 of 26/27 Financial year	
Nhill Rainbow/ Solly Road SLRSP	\$241,244	5%	Safety improvement at the intersection.	Project to commence in Q1 of 26/27 Financial year	
Tarranyurk East Road - Carried Forward	\$197,081	100%	Reconstruction of section washed during flood.	Complete	Under budget
Major Patch	\$415,000	100%	Patch work at various locations.	Major patch completed in 9 roads. Project complete some remaining funds can be carried forward to next FY to undertake additional Major Patch Works.	Under Budget
Shoulder Resheet					

Project/Road Name (2025/2026)	Budget Allocated	% Complete	Description of Works	Status	Budget (Under / Within Slightly Over Over Budget)
Diapur Yanac Road	\$71,128	100%	Construction of 2-meter-wide unsealed shoulders on both sides.	Complete	Under Budget
Old Minyip Road, Dimboola	\$95,161	100%	Construction of 2-meter-wide unsealed shoulders on both sides.	Complete	Under Budget
Antwerp Woorak Road	\$63,588	100%	Construction of 2-meter-wide unsealed shoulders on both sides.	Complete	Under Budget
Gravel Road Construction					
Five Chain Road - Dimboola	\$81,000	100%	Gravel resheet with 5-meter-wide pavement.	Complete	Within budget
Spotting Program	\$70,000	100%	Gravel resheet with 5-meter-wide pavement.	10 Roads maintained under spotting program. Complete	Within budget
Boyeo Tarranginnie - Nhill	\$125,000	100%	Gravel resheet with 5-meter-wide pavement.	Complete	Slightly over
Yanac South - Nhill	\$73,000	100%	Gravel resheet with 5-meter-wide pavement.	Complete	Under Budget
Peakes Three Chain - Nhill	\$80,000	100%	Gravel resheet with 5-meter-wide pavement.	Complete	Within budget
Decom Albacutya Y Intersection	\$30,000	0%	Removal of Y intersection and creation of T intersection near Albacutya Silo.	Project delayed due to change of scope	
Propodollah Extension - Nhill	\$49,000	100%	Gravel resheet with 5-meter-wide pavement.	Complete	Over Budget
Tarranyuk East Road	\$80,000	100%	Gravel resheet with 5-meter-wide pavement.	Complete	Within budget
Propodollah-Netherby - Nhill	\$39,000	100%	Gravel resheet with 5-meter-wide pavement.	Complete	Under Budget

Project/Road Name (2025/2026)	Budget Allocated	% Complete	Description of Works	Status	Budget (Under / Within Slightly Over Over Budget)
Katyl Wail Road, Dimboola	\$114,000	100%	Gravel resheet with 5-meter- wide pavement.	Complete	Slightly over
Tarranyurk West Road	\$206,874	100%	Gravel resheet with 5-meter- wide pavement.	Complete	Under Budget
Kerb and Channel					
Lloyd Street	\$213,297	70%	Renewal of K&C and service relocation.	Project progressing well. Likely to complete withing Q1 of the new financial year. Delayed due to lack of external contractors to deliver the project.	Within Budget
Brougham Street	\$15,000	100%	Renewal of K&C and some associated pavement work.	Complete	Under Budget
Kerb & Channel Section Replacement	\$94,497	100%	Replacement of failed sections of kerb and channel	Replaced identified failed section. Project complete. Funds remaining which can be carried forward to next financial year.	Under Budget
Minor Culvert					
Culvert Renewals	\$143,810	100%	Renewal of various minor culverts within the road network.	Identified projects are now completed. Underspent amount can be carried forward for future years	Under Budget
Reseals (Completed by Contractors)					
Broadway Street, Jeparit	\$26,000	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Under Budget
Langford Street, Nhill	\$17,366	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Within budget

Project/Road Name (2025/2026)	Budget Allocated	% Complete	Description of Works	Status	Budget (Under / Within Slightly Over Over Budget)
Leahy Street, Nhill	\$27,870	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Within budget
Aerodrome Road, Nhill	\$5,408	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Within budget
A Bones Road Nhill	\$37,041	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Within budget
Dimboola Minyip Road	\$79,559	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Within budget
Nhill Kinder	\$18,000	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Within budget
High Street, Dimboola	\$38,032	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Within budget
Lloyd Street, Dimboola	\$14,863	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Within budget
Lorquon East Road	\$61,898	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Within budget
Winifred Street, Rainbow	\$15,000	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Within budget
Netherby Baker Road	\$32,684	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Within budget
Old Minyip Road, Dimboola	\$29,048	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Within budget
Woorak Ni Ni/ Lorquon Road	\$39,794	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Within budget
Lorquon Netherby Road	\$49,369	100%	Resurfacing to prevent water ingress into the pavement.	Complete	Under budget
Bridges					

Project/Road Name (2025/2026)	Budget Allocated	% Complete	Description of Works	Status	Budget (Under / Within Slightly Over Over Budget)
Bridge Repairs, following level 3 condition audit	\$31,500	0%	Bridge repairs.	Not commenced due to insufficient budget for identified project. To be carried forward into next FY to fund additional repairs.	
Footpaths					
Whitehead - Nhill SLRSP	\$250,000	10%	Footpath on the north side and raised pedestrian crossing across Davis Avenue.	Design works completed. To be commenced in Q1. To be carried forward.	Multi Year project
Park - Nhill SLRSP	\$100,000	10%	Concrete and Sealed path.	Design works completed. To be commenced in Q1. To be carried forward.	Multi Year project
MacPherson - Nhill TAC	\$125,362	100%	Raised pedestrian crossing and associated works.	Complete	Under Budget
Pathway Section Replacement	\$100,000	100%	Replacement of sections of failed footpath.	Identified projects have now been completed. Remaining funds can be carried forward into new financial year to undertake additional projects.	Under budget
Lloyd Street, Dimboola	\$230,831	100%	Funds collected from sale of Gerang Hall and Dimboola Senior Citizens Building.	Complete	Under Budget
Buildings					
Davis Park redevelopment – Carried Forward	\$522,747	100%	Construction of new Grandstand incorporating change rooms, medical room, tiered seating etc.	Complete	Within Budget

Project/Road Name (2025/2026)	Budget Allocated	% Complete	Description of Works	Status	Budget (Under / Within Slightly Over Over Budget)
			Seat purchase and installation.		
Silo Art Development – Carried Forward	\$679,000	100%	Construction of Tower with Viewing Platform with staircase & elevator Internal & External Art Activation of Silo.	Complete	Within Budget
Nhill Caravan Park Cabin Upgrades	\$423,016	100%	Construction of 3 Studio cabins at Nhill Caravan Park.	Cabin works complete. Camp Kitchen works to progress soon. Remaining funds can be carried forward to the next financial year to undertake camp kitchen upgrade.	Under budget
Dimboola Swimming Pool Upgrade	\$1,355,000	15%	Construction of Wet Deck, Balancing tank, disable ramp and pool hydraulics upgrade.	Procurement in progress. To be carried forward.	Mu Progress in-line with funding agreement conditions. Multi Year project.
Nhill Kinder fit outs	\$25,507	100%	Carried forward amount from 2024/2025.	Complete	Within Budget
Dimboola Kinder fit outs	\$25,508	100%	Carried forward amount from 2024/2025.	Complete	Within Budget
Rainbow Caravan Park Entry	\$89,819	40%	Tiny towns project to upgrade the entrance to Rainbow.	Works commenced.	Progress in-line with funding agreement conditions. Multi Year project.
Nhill Streetscape Plan Implementation	\$110,104	80%	Concrete path, Fencing, gates at Centenary Park.	Major infrastructure works have now been completed.	

Project/Road Name (2025/2026)	Budget Allocated	% Complete	Description of Works	Status	Budget (Under / Within Slightly Over Over Budget)
				Power upgrade in Jaypex Park to commence soon	
Essential Building Renewal	\$250,000	100%	Repairs of various components of various buildings identified by building condition assessment.	Identified projects have now been completed. Underspend can be carried forward into next FY to undertake additional projects.	Under budget
Swimming Pool Package	\$73,525	100%	Carried forward amount from 2024/2025 swimming pool project.	Complete	Within Budget
Total	\$3,554,226				

Council Plan Actions 2025/2026

Review

*Including Public Health and Wellbeing Plan and
Advocacy Actions*



Green text indicates an action that related to the Municipal Public Health and Wellbeing Plan

THEME ONE – OUR COMMUNITY		
1.1 Our Community is active, healthy and connected		
Create and maintain shared spaces		
	Annual Review	% Progress
Complete the Centenary Park projects as part of the Nhill Streetscape Masterplan	Path and fencing have been completed. The Nhill Town Committee have endorsed use of remaining funding for the establishment of a Native garden (replicating the Little Desert NP) and the ‘People of Nhill’ Plaque project. Council is currently scoping these works and is endeavouring to complete this project by Q2 2026/2027. Further community engagement is required to ensure the People of Nhill component of the project is community-led and informed. 	75%
Assist the Rainbow Trailblazers with the establishment of a bike track	Works were delayed throughout the year based on both contractor availability and complex insurance arrangements between Council and the landowner (Crown Land). Council is committed to this project and will continue to work with the Rainbow Progress Association in 2026/2027 to see it completed.	25%

Complete and officially open the Wimmera River Discovery Trail	A beautiful spring day greeted around 70 people at Antwerp for the official opening of the Wimmera River Discovery Trail on Sunday 14 September 2025. The 56km walking and cycling trail links Dimboola and Jeparit with the Antwerp campground marking the halfway point. Vehicle access is available at several points allowing the trail to be completed in six sections ranging from 6km to 13km. Information about the trail, and a digital brochure can be found at www.hindmarsh.vic.gov.au/WRDT. The trail is also listed on the popular walking app All Trails, along with the Grampians Wimmera Mallee Tourism Visitor App. 	100%
Review the Youth Strategy, including a plan for sustainable regular out-of-school hours activities that promote use of public facilities and reserves	Hindmarsh Shire Council Youth Strategy 2025 – 2029 PREPARED BY Hindmarsh Shire Council in collaboration with Youth and Community Partners.  Council officially adopted the Youth Strategy 2025-2029 during its council meeting on Wednesday 17 December 2025. The four-year framework focuses on empowering young people aged 12-24, identifying youth opportunities, and addressing service gaps within the Hindmarsh Shire.	100%
Provide accessible programs for all ages and abilities		

Continually diversify the resources, activities and services provided by libraries to be innovative, inclusive and meeting community need – focus year 1: Cultural Diversity	Hindmarsh Shire Libraries continued to promote diversity and inclusion through its collection development and programming. Library purchasing profiles ensured a broad and inclusive range of resources for the community, including displays celebrating NAIDOC Week and free access to the Mango Languages learning platform. During the year, the libraries expanded their collection of resources relating to First Nations Peoples and the local Hindmarsh area and welcomed a new collection of bilingual English/Karen-Sgaw children's books. The arrival of these books in March 2026 provides an important resource that reflects and supports the cultural diversity of the Hindmarsh community.	Ongoing
Adopt a Diversity, Equity and Inclusion Policy	A draft Diversity, Equity and Inclusion Policy has been developed and was presented to Councillors at Briefing in Q3. The Policy will be presented at a Council meeting for endorsement for community engagement in 2026/2027.	75%
Through the FFVLGP, work with local sporting clubs to improve participation rates for women and girls	Council will be delivering a session with Nhill and District Sporting Club in July 2026. This can be replicated to other groups with interest. Staff will continue to implement our Fair Access Policy and Fair Access Policy Action Plan that aim to improve access for women and girls at all levels in local sporting clubs.	Ongoing
Youth events and school holiday activities are inclusive and free for all to participate	Council continued to deliver a range of youth engagement activities and events throughout the year. Highlights included the September/October School Holiday Program, Youth Formal, movie evening and pool parties held across the Shire. The new Youth Council commenced in February 2026 and began planning activities and initiatives for young people. Planning and delivery of school holiday programs remained a key focus, including the April School Holiday Program and the June/July School Holiday Program, providing ongoing opportunities for young people to participate in recreational, social and community-based activities throughout the year.	100%

		
Support local events that bring people together		
Collaborate with Luv-a-Duck on a regional festival	Luv-a-Duck successfully delivered a community event 'Thank Duck It's Friday' at Jaypex Park on 13 March 2026, attracting strong community participation and positive feedback. The event featured food, music and entertainment, providing an opportunity for residents and visitors to come together and celebrate the community. During the year, planning also progressed for the Seymour Heritage Rail Tour, which is scheduled to take place in October 2026, while discussions continued regarding the potential revival of a Duck 'n' Jazz-style event weekend to further strengthen tourism opportunities, visitor attraction and community activation across the Shire.	Ongoing
Deliver bi-monthly movies at the Nhill Cinema that are targeted at adults	The Nhill Cinema program continued to provide a diverse range of film experiences for residents throughout 2025/2026. Screenings during the year included Downton Abbey, Seen and Shared Table, attracting local audiences and supporting community participation in arts and cultural activities. The program also maintained momentum through forward planning, with screenings of GOAT, Wuthering Heights and The Devil Wears Prada 2 scheduled as part of the ongoing program, ensuring continued access to quality cultural and entertainment opportunities for the community.	Ongoing
Audit commonly used Council-managed spaces and facilities to ensure that relevant amenities and	Council continued to strengthen its building asset management practices through the completion of a comprehensive building condition audit undertaken by external contractors. The audit provided detailed information on the condition of Council-owned buildings and identified maintenance and renewal priorities across the portfolio. Throughout the year, Council focused on addressing high-priority maintenance	100%

services are maintained to provide accessibility for all	requirements, while routine inspections and condition assessments continued to support proactive asset management. The findings of the building condition audit are now being used to guide ongoing maintenance activities and inform future capital improvement and renewal works, helping to ensure Council facilities remain safe, functional and fit for purpose.	
Ongoing Regional Community Events Grants Program, Fee Waiver Policy and reduced fees for Council Facilities Hire for community groups.	Council strengthened community access and support initiatives during 2025/26 through the adoption and implementation of the C023 Fee Waiver and Reduction Policy on 24 September 2025, providing a consistent framework for reducing financial barriers to participation in community activities. Fees and charges for the hire of Council facilities were also reviewed as part of the annual budget process to ensure they remained fair, transparent and aligned with community needs. During the year, Council undertook a comprehensive review of its grant programs, resulting in the development of a refreshed suite of funding opportunities to better support community, business and event development outcomes. The revised programs, presented to Council for consideration as part of the 2026/27 budget process, include the Business Boost Grants, supporting local business growth and innovation; Connected Communities Grants, assisting community-led projects and initiatives; and the Regional Events Sponsorship Framework, designed to attract and support events that generate economic, social and tourism benefits for the Hindmarsh community. These changes position Council's funding programs to better respond to local priorities and maximise community impact.	100%
1.2 Our towns are inclusive, welcoming and growing		
Attract new residents and encourage multicultural inclusion		
Commence drafting New Residents Guides for the Shire and specific localities	This project has been delayed to 2026/2027 as Council experienced resource shortages in the Community team due to the management of pools and the retirement of the long-serving Manager. This will be completed with engagement through the Town Committees and Progress Associations to avoid duplication.	

Participate in Careers Expos within the region that attract young workers to the Shire	Hindmarsh Shire Council joined dozens of exhibitors on Tuesday 23 June 2026 at the Western Victorian Careers Expo. Students from across the region converged at the Wimmera Events Centre to explore a huge range of future pathways. 	100%
Develop calendar of key events that activities that are important to our CALD community in, collaboration with residents	Council's Community Strategy and Engagement team have drafted a calendar of key events and will work with local CALD communities in 2026/2027 to determine how to support/acknowledge these events into the future.  <i>Shared Table: Regional Heroes Screening</i>	
Deliver activities contained in the Cultural Inclusion Review	Council continued to progress the actions identified through the Cultural Inclusion Review, with the majority of recommendations implemented over recent years. During 2025/2026, discussions were held with Wimmera Southern Mallee Development (WSMD) to explore opportunities for libraries to help address any	Ongoing

	remaining gaps in the delivery of cultural services and community inclusion initiatives across the region. The review's recommendations are considered substantially complete; however, Council will continue to monitor outcomes and review actions as opportunities arise to ensure services remain responsive to the needs of Hindmarsh's diverse community. 	
Invest in liveability and town planning		
Review Hindmarsh Council's Local Laws and consider amendments that encourage innovative living options	Council progressed a comprehensive review of its Local Law during 2025/2026, with the redrafting process completed and the draft document circulated for Senior Management Team feedback. The review considered legislative requirements, contemporary community expectations and operational needs to ensure the Local Law remains effective and fit for purpose. The draft Local Law is currently under review by the Executive Leadership Team and is scheduled to be presented during 2026/2027 for Council consideration and formal community consultation. This next phase will provide residents, businesses, and stakeholders with an opportunity to review and provide feedback on the proposed changes before adoption of the new Local Law.	Ongoing
Complete the Safer Local Roads Project in MacPherson Street, Nhill	Council successfully completed the Safer Local Roads Project in MacPherson Street, Nhill during 2025/26, delivering important infrastructure improvements to enhance pedestrian safety and accessibility. Works included construction of the path connection on the northern side of the street, followed by completion of asphalt works, line marking and installation of signage. The completed project has improved connectivity and safety for residents and visitors, contributing to a more accessible and user-friendly local road network.	100%

		
Strengthen ties between towns through events and shared goals		
Review Council Grant Guidelines and amend to encourage cross-community collaboration	During the year, Council undertook a comprehensive review of its grant programs, resulting in the development of a refreshed suite of funding opportunities to better support community, business and event development outcomes.	100%
Host an annual Town Committee/Progress Association Summit that brings together volunteers from across the Shire to collaborate and plan for the year	This project has been delayed to 2026/2027 as Council experienced resource shortages in the Community team due to the management of pools and the retirement of the long-serving Manager. Community engagement with Town Committees and Progress Associations will be carried out to ensure Summit meets the needs of the community.	Ongoing
Offer transport options between towns for major Council-run events	Council continued to improve access to community activities and events by providing transport options that supported participation across the Shire. During the year, buses were provided for young people attending the end-of-year Youth Formal at the Nhill Memorial Community Centre and for Youth Councillors to attend meetings and support local events. Council also partnered with regional organisations to facilitate transport from Horsham for Harmony Day celebrations, improving accessibility and inclusion for community members.	100%

	Transport support remained a key feature of Council's community engagement approach, with services also provided for participants attending the June/July School Holiday Program. Transport from towns across the Shire was also made available to support the Seniors Concert and Men's Bus Tour. 	
Showcase new lifestyle and development possibilities		
Create a webpage on Council's website for developers to access information on Council's development opportunities and processes	Council staff are progressively reviewing and updating the information published in relation to development and business as part of the Business Friendly Councils program. Planning fact sheets have been prepared that simplify planning information to ensure its accessible and easily understood. Council has also developed the Industrial Land Business Case and the Investment Prospectus in relation to this project will be delivered in 2026/2027.	Ongoing
Draft policy and procedure for showcasing completed/approved subdivisions on Council's channels to establish Council as pro-development	Council's Planning and Environment team has drafted the Policy, with a review being completed by Council's Executive Leadership Team prior to CEO adoption and implementation in Q1 2026/2027.	50%
Increase Council publications around service providers, including WWHS, aged care, early years and long-daycare centres	Council continued to play an important role in connecting the community with information, services and opportunities throughout 2025/2026. A wide range of initiatives were promoted, including Emerge Early Years employment opportunities and enrolment open days, Western Wimmera Health Service Cancer Support Sessions, Department of Health information, Australian Taxation Office training, Landcare	Ongoing

	workshops, Seniors Month activities, fire preparedness information and a range of support services available to residents. Council also collaborated with local and regional partners to strengthen community wellbeing and social inclusion, including supporting the WWHS Cancer Support Nurse to attend Cuppa Connection sessions and promoting assistance available for carers affected by fires. Additional community information shared throughout the year included subsidised cat desexing clinics, free ambulance training courses and Australian Government Mobile Service Centre visits to Hindmarsh, helping residents access valuable services and resources.	
1.3 Our community can access services when and where they need them		
Collaborate with regional partners and networks to achieve greater impact through collective effort		
Develop a draft Political Engagement Plan, identifying key contacts and priorities for advocacy	Council's political engagement has been ongoing throughout 2025/2026 around specific issues but also Council's investment priorities. Council has leveraged both MAV and RCV to further priority issues like funding, road management, pest impacts on agricultural land, the Jeparit Weir and against the ESVF levy. Council has also utilised the Wimmera Southern Mallee Council Alliance to promote key issues, and has engaged directly with both elected and opposition representatives.	Ongoing
Develop a schedule of meetings between Councillors and regional partners and networks to ensure connection and collaboration	Council continued to strengthen relationships with key organisations, government agencies and community stakeholders through its Councillor briefing program. Throughout the year, representatives from organisations including WEMT, IBAC, Street Ryan, GAIA, WestWind, SCOA, Nhill College, FP Solutions and the Nhill Learning Centre attended briefing sessions to share information and discuss matters relevant to the Hindmarsh community. Planning and invitations for future presentations remained ongoing, with a strong pipeline of regional partners and organisations scheduled to attend Councillor briefings during 2026/2027, supporting informed decision-making and strategic collaboration.	100%
Engage and work with Barengi Gadjin Land Council on projects within our Shire	Council continued to strengthen regional partnerships and collaboration throughout 2025/2026. Hindmarsh Shire hosted the BGLC Local Government Forum in Dimboola, bringing together BGLC representatives, government agencies and local government Mayors, CEOs and delegates to discuss shared priorities and opportunities. Council also hosted a Department of Premier and Cabinet Local	Ongoing

	Government Executive Roundtable, providing a valuable forum for engagement between local government and State Government partners. During the year, Council's CEO and Directors worked closely with Barengi Gadjin Land Council (BGLC) to explore opportunities to enhance cultural interpretation and visitor experiences along the Wimmera River Discovery Trail. Discussions progressed on a proposed project to develop interpretive signage and QR code technology sharing Wotjobaluk cultural stories, with BGLC seeking funding support to deliver the initiative in partnership with Council.	
Explore flexible and innovative services		
Undertake a scoping plan for unstaffed access to Hindmarsh Outdoor Pools	Initial planning has been undertaken alongside the Hindmarsh Outdoor Pools service review, with a successful budget submission completed for 2026/2027 which would support a pilot project of this at one location within the Shire. 	Ongoing
Complete service reviews for Local Laws, Hindmarsh Outdoor Pools, Customer Service and Libraries, Planning and Building	Service reviews have been substantially completed for Local Laws, Hindmarsh Outdoor Pools, and Planning and Building Services. The Libraries Service Review is not completed, with a community survey out as of EOFY to determine community reflections and expectations around the service. It is expected that the Service Reviews will be completed in Q1-2 2026/2027, with additional reviews scheduled in 2026/2027.	75%
Adopt a Generative AI Policy	Council strengthened its governance framework for emerging technologies through the development and adoption of an operational Generative AI Policy. The policy was endorsed by the Audit and Risk Committee, supported through staff engagement activities, and subsequently approved by the CEO. The policy	100%

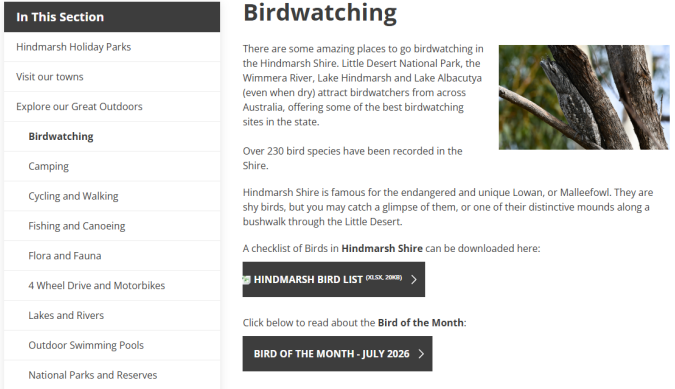
	provides clear guidance for the safe, responsible and effective use of generative AI technologies across Council operations, supporting innovation while managing associated risks.	
Ensure community needs shape future service planning		
Develop a project management framework that best positions Council to succeed in applications for grants for community-identified projects	The roll out of the internal Project Management Framework was completed in Q4 2025/2026. This included a Policy, pipeline and suite of documents that are to be used by internal staff in the management of all projects above a certain threshold. The Framework will ensure that projects are planned, thoughtfully considered and positioned at a 'shovel ready' stage for grants when they arise.	100%
Leverage RCCC to begin implementing a CRM, incorporating complaints management	Council continued to progress its digital transformation agenda during 2025/2026, with the Rural Councils Customer Connect (RCCC) project primarily focused on implementing a new Standard Operating Environment (SOE). While work on a Customer Request Management (CRM) system has not yet commenced, the introduction of a CRM system was highlighted as a community priority through the Deliberative Panel process in March 2026 and will be explored further as part of Council's 2026/2027 work program to enhance customer service, responsiveness and community engagement.	Ongoing
Develop a Service Promotion Plan that sets out when key services will be promoted, explained and reviewed	Council commenced with developing a Service Promotion Plan and partially completed it. Due to other priorities, the Communications Officer didn't have capacity to complete the plan by 30 June 2026. Council will aim to finalise this plan by December 2026 but will continue to promote services outside of the plan when possible.	60%
Review Advocacy Strategy in preparation for the 2026 State Election	 Council strengthened its advocacy efforts during 2025/2026 by embedding key advocacy priorities within the Council Plan 2025–2029 and actively engaging with government stakeholders on matters of regional importance. During the year, Council developed and presented targeted advocacy documents to relevant Ministers and government representatives, including proposals relating to the future of the Jeparit Weir and the long-term financial sustainability of rural councils. Council also continued to work collaboratively through the Wimmera Southern Mallee Council Alliance to advance regional priorities. This included contributing to the	Ongoing

	development of a coordinated regional advocacy agenda to support future State Government budget submissions and election commitments, ensuring the needs of Hindmarsh and the broader region are effectively represented at the state level.	
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THEME 2 - BUILT AND NATURAL ENVIRONMENT		
2.1 We care for and connect with our natural environment		
Complete and promote walking and cycling trail networks		
Install signage for the Wimmera River Discovery Trail	The Wimmera River Discovery Trail project was substantially completed during 2025/2026 and has received positive feedback from residents and visitors. User feedback has identified opportunities to further enhance the trail experience through additional directional signage and wayfinding improvements. Subject to weather conditions, Council staff will undertake a comprehensive review of the trail and signage network in 2026/2027 to identify and prioritise enhancements. Council will also continue to explore opportunities to incorporate culturally significant interpretive signage in partnership with Barengi Gadjin Land Council, subject to external funding, to further celebrate and share the rich cultural heritage of the area. 	Ongoing

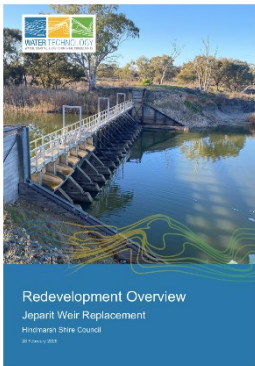
Create a portfolio of media showcasing cycling and walking trails, to utilise on Council platforms	 Visit Hindmarsh 12 January · 49
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Complete the Davis Park Changeroom and Tiered Seating upgrades	Construction works for the Davis Park Changeroom and Tiered Seating were completed in early 2026, with the official opening held on 11 April 2026. 	100%
Commence Dimboola Swimming Pool accessibility upgrade and wet deck	Council progressed planning for the Dimboola Swimming Pool Accessibility Upgrade and Wet Deck project during 2025/2026, including completion of the tender process and assessment of project delivery options. Following receipt of tender submissions, Council is reviewing the scope and available funding to determine the most feasible pathway forward. To support decision-making and ensure community expectations are considered, Council will host a community meeting in the first quarter of 2026/2027 to discuss project options, funding considerations and next steps for delivering improved accessibility and aquatic facilities at the Dimboola Swimming Pool.	Ongoing
Support environmental tourism and stewardship		
Update Council's website to link to existing information around birdwatching opportunities within the Shire	Council's website has been updated to promote birdwatching opportunities and promoted via the Visit Hindmarsh Facebook page. Birdwatching Hindmarsh Shire Council	100%

		
Advocate for the re-opening of the Little Desert National Park and continued investment in its tourism opportunities	Horseshoe Bend and Ackle Bend were re-opened in time for the September / October 2025 school holidays. Work through Grampians Wimmera Mallee Tourism continues to promote tourism opportunities throughout the Wimmera Mallee (including Hindmarsh Shire), including influencer campaigns, stands at the Melbourne and Adelaide Caravan and Camping Shows, and in June 2026 hosting Channel 9's Postcards in region.	Ongoing
Advocate for appropriate management of trees on and in the Wimmera River	Council continued to work collaboratively with the Wimmera Catchment Management Authority (CMA) and the Department of Energy, Environment and Climate Action (DEECA) to manage trees within and adjacent to the Wimmera River waterway. Council has allocated funding in the 2026/2027 to remove two trees within the river at Dimboola that may cause issues during times of flood.	Ongoing
Manage wild animals and invasive weeds on Council owned and managed land to maintain ecological balance and protect local diversity		
Engage with WWAG, Landcare and other pertinent community groups to attend briefings and talk to	Council continued to strengthen relationships with environmental and natural resource management organisations throughout 2025/2026. A representative of the Wimmera and West Wimmera Action Group (WWAG) participated in discussions with the Parliamentary Secretary, local government representatives, and other stakeholders regarding declared pest management and its impacts on regional communities. Council also facilitated engagement with Landcare and Trust for Nature through Councillor briefing and	100%

Councillors and Council about what they see is required in this area	discussion sessions held in February and April 2026, improving awareness of environmental priorities and partnership opportunities across the Shire. These discussions informed ongoing collaboration and contributed to updates of relevant Council policies in June 2026, supporting Council's commitment to environmental stewardship and sustainable land management.	
Design the Roadside Pests and Weed Management Plan in collaboration Landcare groups	The 2025/2026 Roadside Pest and Weed Management program is complete in line with Council's adopted budget. 2026/2027 planning is underway in consultation with local Landcare groups. Weeds treated in 2025/26 include Boxthorn, Horehound, Thistles, Stinkwort, Prickly Pear, Caltrop and Bathurst Burr across 92kms of roads. 154 rabbit warrens destroyed across 9kms of roads.	100%
Publish education material to support property owners to 'do their bit' to manage pests and weeds	Ongoing education and awareness activities are being delivered to support private landowners in managing pests and weeds. Current communications focus on rabbit control, providing information on effective management practices and highlighting the role that landowners and Landcare groups can play in reducing pest impacts across the municipality. Rabbit Management in Hindmarsh Shire Published on 16 February 2026 The late Spring rains in the Wimmera have created ideal conditions for rabbits to breed with rabbit numbers increasing dramatically across the region. Warrens have been enlarged and rabbit kittens can be seen during the day sitting near burrows or scampering for cover. Rabbits are spreading across farmland, areas of native vegetation, and even encroaching into urban gardens. Rabbits are a declared pest and a serious threat to the environment, agricultural production and cultural heritage. All landholders have a responsibility to control rabbits on their property and to prevent their spread. Effective management requires community action, expert guidance and a multi-pronged approach. Understanding the extent of rabbit activity and the locations of warrens is an important first step in rabbit management. This can be done using mobile apps such as RabbitScan, a free web-based and mobile app resource for landholders, Landcare groups, community groups and professionals. RabbitScan is a simple to use app and a great way to map rabbit sightings, diggings, warren locations, record vegetation and soil damage, and keep track of control activities. 	Ongoing
2.2 Our infrastructure supports liveability and resilience		
Focus on maintenance that priorities function for our farming network		

Host sessions with stakeholders and farmers that identify and resolve issues and opportunities relating to local agricultural road networks	Farmer consultations completed in Q3 2025/2026 were held in Netherby, Broughton, Jeparit, Rainbow, Nhill and Dimboola. The sessions discussed the identification of priority roads and projects, logging rabbit issues, and general discussion.	100%
Ongoing inspections and maintenance of road and footpath networks to meet the requirement set in Road Management Plan	Ongoing inspections and maintenance of road and footpath networks have been completed in line with Council's Road Management Plan, supporting the continued safety and serviceability of transport infrastructure across the municipality.	100%
Adopt the Asset Management Plan	The Asset Management Plan was adopted by Council in October 2025 in line with the requirements under the <i>Local Government Act 2020</i> .	100%
Invest in essential infrastructure that supports our townships and agricultural industries		
Leverage the Road Management Plan to identify key footpaths used by our ageing community, and develop and communicate a maintenance plan	Council has implemented improved inspection frequency which has meant maintenance issues have been identified in a timelier manner. Upgrades to key walking routes, including Lloyd Street footpath and Macpherson Street pedestrian crossing were completed. Council also had a Town Advisory Committee member review the footpaths in Rainbow and provide advice on issues for users with mobility aids which are being rectified. Further footpath works are planned for Whitehead Avenue, Park Street and Church Street in Nhill in 2026/2027.	100%
Maintain the condition of existing road infrastructure within the municipality by prioritising capital investment on renewal over new and upgrade projects	The 2025/2026 adopted Capital Works Program has been substantially completed with minimal projects to be carried into 2026/2027. The 2026/2027 Capital Works program has been developed with a focus on renewal of existing infrastructure.	Ongoing

			
Complete the Jeparit Weir Feasibility Study		A detailed feasibility study was completed on the Jeparit Weir earlier in 2026. The findings from this study confirmed that the existing weir structure is in very poor condition, at its ends of life, and should be fully replaced to protect communities and reduce flood risks. The estimated replacement cost is \$5.4 million. The study has informed ongoing advocacy for weir replacement in 2026/2027.	100%
Plan for climate resilience and risk mitigation			
Work with key community, government and emergency management stakeholders to build community capacity and resilience to support response and recovery	Council has continued to work collaboratively with the Municipal Emergency Management Planning Committee (MEMPC) and Wimmera Emergency Management Team (WEMT) to strengthen emergency management capability and community preparedness. During 2025/26, reviews of the Municipal Emergency Management Plan (MEMP) and MFMP, with the updated MEMP completed in May 2026. Council staff supported Horsham Rural City Council in the wake of the Grass Flats fire, providing resources at the recovery centre in the aftermath of the bushfire.		Ongoing
Deliver a communications campaign in the lead-up to summer to educate about emergency planning,	Council published educational material in spring for the lead up to the fire season period encouraging residents to start tidying up their properties, to make use of Free Green Waste Month that was held in October and to let them know that fire safety property inspections were commencing. Council also		100%

vulnerable persons and keeping informed	promoted CFA Fire Ready tips, information sessions with CFA, educational material on travelling on hot days and how to prepare for a head wave in the lead up to and during the fire danger period.	
Implement activities from the Climate Adaption Strategy	A complete update of actions completed from the Climate Adaption Strategy was provided in Q4 2026. This update can be found here .	Ongoing
2.3 We support development that enhances needs-based growth		
Engage with developers, community stakeholders, and Traditional Owners to ensure inclusive, well-planned growth		
Meet with representatives from Traditional Owners Groups to improve understanding of Cultural Heritage Overlays and Cultural Heritage Management Planning	Council officers and Executive staff have continued to strengthen relationships with Traditional Owner representatives throughout the 2025/26 financial year. Several discussions and engagement activities were undertaken with Barengi Gadjin Land Council (BGLC) to improve Council's understanding of cultural heritage matters, including Cultural Heritage Management Planning and opportunities for greater recognition of Aboriginal cultural values within Council projects and planning activities. During the year, Council's CEO and Directors worked collaboratively with BGLC to explore opportunities to enhance cultural interpretation and visitor experiences along the Wimmera River Discovery Trail. These discussions have helped build stronger working relationships and improve Council's awareness of cultural heritage considerations, supporting more informed decision-making and future collaboration with Traditional Owners. The engagement to continue further on an ongoing basis on various matters including Land Use Activity Agreements (LUAA).	Ongoing
Host information sessions regarding subdivision, shed construction and re-zoning	Council officers are prioritising website updates to ensure that this information is true and accurate. Once these are complete, presentations will be considered for community members and prospective developers.	10%
Enable housing that is more flexible, sustainable and affordable		

Promote and enable subdivision opportunities in central areas of townships	Council supported residential growth initiatives by providing preliminary planning advice for two proposed multi-lot developments in Nhill, potentially delivering 17 new dwellings. Further promotion of subdivision opportunities will be undertaken through planned website improvements and development information resources.	Ongoing
Seek funding to undertake Settlement Strategy within the municipality	Work towards a municipal Settlement Strategy remains dependent on the completion of priority strategic planning initiatives, including implementation of Planning Scheme Review amendments. No suitable funding opportunities were identified during 2025/2026, and the project is unlikely to progress until these prerequisite strategic activities are completed.	40%
Refine anomalies amendment for implementation into Planning Scheme	Council continued to progress the refinement of planning scheme anomalies in consultation with the Department of Transport and Planning (DTP). Work has focused on reviewing and categorising exhibited and non-exhibited amendment matters to support future implementation into the Planning Scheme. Refinement activities remain ongoing and are being undertaken as resources and priorities permit.	10%
Invest in essential infrastructure upgrades that support new housing developments and population growth		
Investigate cost-effective ways to upgrade Council infrastructure to support housing developments	Council progressed the development of a developer contributions policy to support infrastructure investment associated with future housing growth. The policy is currently under Executive Leadership Team review prior to community consultation, with further work on a developer contribution levy dependent on budget availability and specialist external support.	70%

THEME 3 - COMPETITIVE AND INNOVATIVE ECONOMY

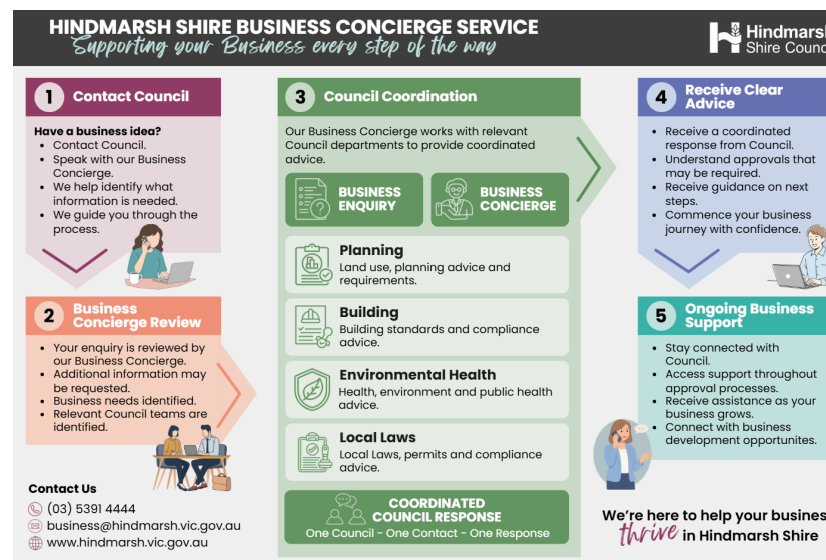
3.1 Our local businesses are supported to grow

Reduce red tape and simplify planning and business approval processes through engagement with current and future applicants

Produce simple fact sheets on starting a hospitality business, the	Council progressed implementation of the Business Friendly Councils (BFC) program, with workshops completed and implementation planning underway. Planning fact sheets were developed to assist	100%
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planning process, and other relevant topics

prospective businesses and developers, while a range of plain English resources available through the BFC program have been identified for adaptation and local use. Work will continue to expand and promote practical information resources to support business establishment and development within the municipality.



Develop business workshop plan for year 2 that covers budgeting, forecasting, finance and procurement

Support and training for businesses has been built into 2026/2027 based on a review of Council's grants for businesses. This allocation will fund these programs in the next financial year. This was not completed in 2025/2026, however there was significant engagement with businesses and several other initiatives, such as the MyCities roll out (progressed in 2025/2026) to be implemented in 2026/2027.

Ongoing

Support local procurement and small business networks

Review the Procurement Policy and amend to strengthen local supply provisions

The Procurement Policy was reviewed and adopted during 2025/2026 to strengthen local supply provisions. Minor amendments were subsequently made to further refine the policy and support Council's commitment to local procurement and economic development.

100%

Finalise the additional Goods and Services Panel of Suppliers, supporting applications from local businesses	Council re-advertised the Goods and Services panel and added 17 additional suppliers in 2025/2026.	100%
Publish 'shop local' campaigns in the lead up to Christmas, to encourage people to purchase gifts locally	 Council delivered a 'Shop Local' campaign ahead of Christmas 2025 through local newspapers, radio and social media, encouraging residents and visitors to support local businesses. Reusable promotional materials and social media assets were developed to support ongoing local purchasing campaigns, including targeted promotions linked to events such as Gather Round.	100%
Encourage entrepreneurship and innovation		
Encourage and support community co-op entrepreneurship	While no co-op has been formalised, Council has continued to provide support to community groups and individuals who wish to utilise vacant or low-use assets for business and/or not-for-profit community activities. This includes proposed use of the Jeparit Hall Kitchen for food production, use of the Jeparit Bowling Club for community activities as well as bowling and proposed creative use of the former infant welfare centre in Jeparit.	Ongoing
Develop a briefing document that considers use of the former Mechanics Workshop in Jeparit as a community co-op	Council continued to investigate future use options for the former Mechanics Workshop in Jeparit, including potential community and public art uses proposed by the Menzies Symposium. Ongoing assessment of the facility's suitability, asset management requirements and leasing or disposal options will inform future decisions regarding the site.	Ongoing
3.2 We attract investment that aligns with community values		
Promote regional strengths and investment readiness		

Partner with GWMT to deliver LAAP for Hindmarsh	Council has worked closely with Grampians Wimmera Mallee Tourism (GWMT) to continue to promote the Hindmarsh Shire attractions and events as part of our partnership and have worked through many of the actions in the Hindmarsh Local Area Action Plan (LAAP). Additional cabins have been installed at the Nhill Holiday Park as part of the Nhill Caravan Park Master Plan along with realignment of sites. A new camp kitchen will be delivered early in the new financial year along with upgrades to the Parks in-house laundry. Werrap Hall at the Wimmera Mallee Pioneer Museum has been curated with new displays and information boards being developed. Using these learnings, Council is seeking to partner with other Wimmera Mallee Councils and organisations to share the knowledge. Council has participated in the Business Friendly Council program to improve communication and guidance through the process of establishing new businesses. Additionally, Council has implemented a streamlined process to onboard and assist current and new volunteer with governance requirements. Rainbow Silo completion and opening strongly promoted through many channels via our GWMT partnership with strong visitation recorded in the first six months of operation. Further assistance for the Nhill Silo project is ongoing. A pilot Hindmarsh Shire tour with Seymour Heritage Rail has been planned for October 2026, with plans to repeat this tour on an annual basis. Further discussions with Journey Beyond to explore a similar offering will continue. Council have commenced early conversations with large event organisers to proactively facilitate Event Team planning meetings. This has led to the expanded events at Rainbow Rises Events, encouraging ongoing motorsport activities and additional activities at their site such as the recent Tractor Pull. The inaugural Dimboola Dash Running Festival was held in April 2026 with over 200 runners. This event will return in 2027 along with the Wimmera Steampunk Festival.	Ongoing
Explore joint ventures and development incentives		
Commence working on a briefing piece that considers Council's	Not completed. Council commenced preliminary work to explore opportunities for joint ventures and public-private partnerships that support economic growth and investment attraction. Through the	Ongoing

potential involvement in joint ventures	Industrial Land Prospectus project, Council is investigating how it can work collaboratively with developers and investors, while also considering the governance, policy and risk management frameworks required to support any future partnership arrangements. Initial discussions with regional operators experienced in public-private partnerships are planned to inform this work.	
Support development that reflects local character		
Welcoming developers with an interest in creating retirement villages or diverse home developments that fit within town planning and community needs for new residents	Council continued to support residential development opportunities by providing proactive planning advice to developers for new developments. Through the Business Friendly Councils program, stronger integration between planning, regulatory services and economic development initiatives has further enhanced Council's ability to support sustainable growth across the municipality.	100%
3.3 We advocate for and support diverse and innovative industries		
Be leaders in positive change that creates investment in the direction of our community		
Support activities and training with staff that encourages innovation and creative thinking for community benefit	Not formally completed. Council focused on strengthening values-driven behaviours and psychosocial wellbeing during 2025/2026, recognising that a safe and supportive workplace is fundamental to fostering innovation, creativity, and continuous improvement for community benefit.	Ongoing
Deliver actions within the Economic Development Strategy	Council officers presented a complete update on actions taken against the Economic Development Strategy on Wednesday 4 February 2026. The complete update can be found here - https://www.hindmarsh.vic.gov.au/files/assets/public/v/1/council/meetings/2026/2026_02_04/2026_02_04-council-meeting-minutes-media.pdf	Ongoing
Explore community social enterprise opportunities and philanthropy		

Plan an information session for community members on what social enterprise opportunities could be possible within the Shire	Not completed. This action required significant groundwork, including identifying and investigating social enterprise opportunities, with other projects from within the Council Plan and Economic Development Strategy prioritised for completion due to limited resourcing.	Ongoing
Consider amending the Fees and Charges section of Council's budget or review fee-based policies to support access to Council spaces for this purpose	Fees and Charges have been reviewed in line with budget development processes and Council Plan objectives and were adopted by Council in Q4 2025/2026. This included a review of hire and facility use fees. Many use fees are managed under User Agreements and Leases which generally include less than market value annual fees and charges.	100%
Foster industry collaboration and innovation		
Identify networks of like businesses and industries, and explore options for collaboration, connection and innovation	Council further developed an internal business listing and focused on implementing the online business and community directories. No formal options were implemented in 2025/2026 for collaboration and connection; however, Council had commenced collaboration with WestVic Business in Horsham regarding sector support groups prior to their recent decision to review the operations of the organisation into the future. Council will continue to work with local businesses and promote opportunities for support and business development.	Ongoing
Expand farmer consultations to include industry collaboration opportunities relating to shared goals and issues	Farmer consultations organised and completed by Council's Infrastructure Services team with a focus on Landcare (pest and weed management and activities relating to agri-business) and key road routes. Council attended events that supported industry collaboration and advocacy, including the Victorian Farmers Federation president presentation to the Dimboola Football and Netball Club.	Ongoing
Showcase our history to create rich visitor experiences		

Develop action plan to implement the Wimmera Mallee Pioneer Museum Masterplan	 An action plan was not developed due to a focus on completing curation worked budgeted this financial year and focusing on considerable operational and maintenance demands at the Museum. It has been noted as a priority for some Committee members and Council will continue to work with Asset Committee Members on implementation of the WMPM Master Plan. Curation and interpretation projects were progressed at the Wimmera Mallee Pioneer Museum in line with the Museum Masterplan and GWMT Local Area Action Plan, including the development of additional storyboards. The Detpa School was registered as a School Museum, with a collection stocktake undertaken by Dr Rosalie Triolo to identify items of significance. Funding opportunities for further works continue to be pursued, while the Museum Committee has led a range of initiatives to increase visitation and raise the museum's profile as a regional heritage attraction.	Ongoing
Develop priority projects list for Yurunga and WMPM to be considered for project scoping	Priority project lists for Yurunga Homestead and the Wimmera Mallee Pioneer Museum have been developed to support future project planning and funding applications. Council is working with both committees to prioritise works and align projects with available funding. At WMPM, planning is underway for significant maintenance and restoration works at Briarley House and Albacutya Homestead, while priorities for Yurunga are being informed through the development of the Conservation Management Plan.	100%
Support community efforts to deliver Heritage events, such as the Nhill Heritage Weekend	Council played a support role in the delivery of the Nhill Heritage Weekend from a compliance and marketing perspective, with the main workload taken on by fantastic community organisers. Significant work has also gone into planning the Seymour Rail Heritage trip to be held in October 2026. The Wimmera Mallee Pioneer Museum has also organised a handful of well-attended events that use the backdrop of the heritage within the Pioneer Museum to celebrate Easter, new residents, historical films and other activities of interest to the Hindmarsh and broader community,	100%

THEME 4 - GOOD GOVERNANCE AND FINANCIAL SUSTAINABILITY

4.1 We are a transparent and responsive organisation

Provide regular updates on Council decisions and actions

Continue with the regular newsletters and social media posts that are communicated in plain language



During 2025/2026, Council circulated three quarterly newsletters which were delivered to all households within Hindmarsh Shire, published ten monthly newsletters which were printed for free collection at Customer Service Centres and Libraries and circulated 27 electronic newsletters. Council also published 1,342 posts across all Council Managed Facebook pages – these posts attracted a total of 1.96 million views and 18.9K interactions.

100%

Promote our services, projects and activities throughout their lifecycle

Council provided regular updates as projects progressed throughout the year. Some of these projects included the new Davis Park Grandstand and Changerooms, a raised pedestrian crossing on Macpherson Street in Nhill and construction of new cabins at the Nhill Holiday Park to name a few.

100%

Mayor to record a short summary following a Council meeting to be published online

Council summary videos have been recorded after each Council meeting; most being published on Council's Facebook page within a week of the meeting. A few were missed due to technical difficulties. These summary videos will continue to be recorded after each Council meeting.

Ongoing

Improve follow-up systems and response times

Commence implementation of CRM

Implementation of a Customer Request Management system was scoped in 2025/2027 and is included as an action in the 2026/2027 Council Plan Actions.

Ongoing

Undertake Complaints Handling training with the Victorian Ombudsman	Internal training has been organised for Q1 2026/2027. Council met with the Victorian Ombudsman about their free and paid training and valued the input from their team. Unfortunately, time was not mutually available to deliver in 2025/2026.	Ongoing
Review the Customer Service Charter	The Customer Service Charter has been internally reviewed, and Council will commence staff consultation on the draft document in early 2026/2027.	Ongoing
Increase use of autoreplies after contact is made across generic email addresses, linking to key information available for that service area	Autoreplies have been reviewed across the organisation for all generic mailboxes used by community members (i.e. those not tied to an individual Councillor or employee) to increase the provision of information around expected response times, where to go for more information and who to call if the item is urgent.	100%
Share decision-making processes in plain language		
Ensure communication is transparent, even when the news is bad	 Council has consistently aimed to inform the community in a transparent and realistic manner, in 2025/2026 this has included budget limitations, grant application failure, rate cap miscalculation, the condition of the Jeparit Weir, irresponsible pet ownership, Silo Art closures, asset sales	100%
Improve Have Your Say Hindmarsh processes to ensure project information is updated and published after a decision is made	When any consultation or engagement process has had an outcome, the detail of the outcome is added to the Have Your Say Hindmarsh website. Council officers have reminders set to consistently check projects to make sure outcomes are added to them.	100%
Update and adopt the Hindmarsh Shire Council Governance Rules	Officers are in initial stages of reviewing the Governance Rules and are currently seeking an update on the planned release date for the Model Governance Rules to avoid duplication. Draft Model Governance Rules have been sighted, but these have not been formally progressed. With the new Local Government Act	Ongoing

	amendment Bill being passed, we expect that the Model Governance Rules will be released early in 2026/2027.	
4.2 We engage our community with respect and openness		
Build capacity in staff and Councillors for engagement		
Undertake authentic engagement training as part of the annual Councillor Professional Development training	Authentic Engagement training was undertaken by Councillors on 22 October 2025 and will continue to form part of annual professional development activities.	100%
Support staff in undertaking de-escalation and managing difficult conversations training	Options for this training were explored, with other training prioritised in 2025/2026. It will continue to be considered in annual training budgets for customer-facing staff. Mentoring of Customer Service staff regarding de-escalation has been actively delivered by the Coordinator Libraries and Customer Service in line with Council's Complex Complainant Behaviour Policy.	Ongoing
Review the Community Engagement Policy to ensure communication is clear around the outcomes that can and cannot be influenced by the engagement process	Council Plan Community Panel  Council has reviewed its Manager Community Wellbeing position in 2025/2026 with a refreshed focus on Community Strategy and Engagement. This Policy has been delayed for review in line with the commencement of this position and their focus on reviewing Council's Community Engagement Framework, undertaking organisation-wide community engagement training and delivering innovative and effective community engagement activities. It is anticipated that this action will be carried into 2026/2027 and the Policy will be reviewed in the coming period.	Ongoing
Deliver Free from Violence/Primary Prevention Training with staff and Councillors	Council's Free from Violence Project Officer delivered four training modules across the organisation with staff and Councillors.	100%

		
Be present at community events and spaces		
Councillors to demonstrate availability and engagement in activity reports	Activity reports published as part of Council Agenda along with Councillor out and about posts included in Council's newsletters and on social media.	100%
Support Councillor and Executive staff attendance at community markets	Councillors and Council Staff have attended a variety of community events throughout the year, with Cr Barker attending the Lions Market in Nhill on several occasions, and several Council representatives attending the Nhill Town Committee Christmas Carols and Market, and the Dimboola Tower Park Markets. Councillor attendance has been documented through Activity Reports and Councillor Out and About posts, but considerable staff representation at community events has not been as formally captured.	Ongoing
Create a calendar of community events and identify a Council representative who is best positioned to attend	Currently this is managed informally through the Senior and Executive Management Teams and ongoing engagement with community groups and Committees. As per the above item, Council ensured representatives were at concerts, markets, the Dimboola Dash, Pride Morning Tea, Lions Handover, Karen Church Official opening – to name a few!	Ongoing

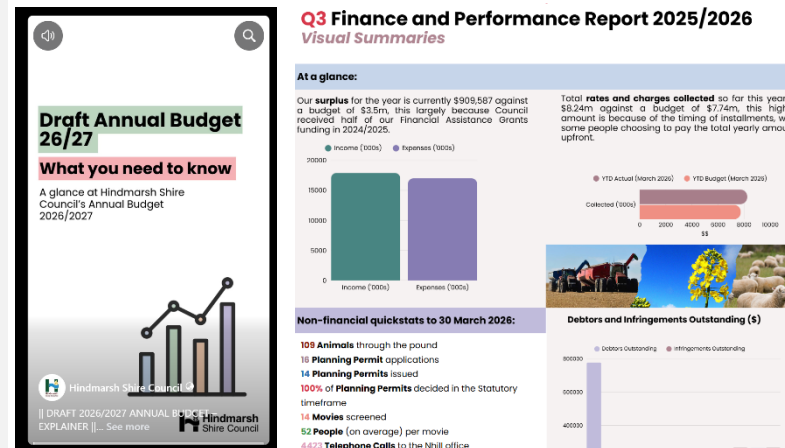
Publish a Councillor Out and About post to complement Councillors activity reports		Councillor Out and About posts are published monthly and are shared on Council’s Facebook page and in newsletters.	100%
Use varied channels to reach diverse groups			
Explore a partnership with local schools to enable Council content to be published in school newsletters	Council has regularly provided content, from job opportunities to youth events, to be published in local school newsletters across the Shire.		100%
Contact key businesses, organisations and community groups to ensure that they can subscribe to Council communications	An email has been drafted and contact list collated ready to be sent off. Council held off on circulating to include details about MyCity events portal. The email will be circulated over the next several months once the MyCity portal is being fully utilised.		90%
4.3 We manage our resources responsibly and strategically			
Explore revenue streams beyond rates			
Complete the Industrial Land business case	The Industrial Land Business case was completed by consultant Street Ryan and noted by Council in Q4 2025/2026. Council has now invested in the development of an Investment Attraction Prospectus to action the findings of the Business Case and support private investment in development.		100%
Ensure processes enable effective use of developer contributions	Developer contributions are quarantined and once at a suitable level will be utilised in line with requirements under the Act.		Ongoing

Develop a Sponsorships and Donations Policy that enables private investment in community events and initiatives	Sponsorships and Donations Policy incorporated into the Contributions, Donations and Sponsorship Policy and adopted by Council on 24 September 2025.	100%
Report annually on Hindmarsh Holiday Parks revenue and investment to grow patronage	Council continues to report on Holiday Park occupation and review through quarterly finance reports (noting that some data not included in a quarterly report in 2025/2026 due to the transition to RMS – the new booking system - and time taking to confirm data accuracy).	100%
Prioritise spending aligned with community goals		
Improve internal systems for prioritising completion of existing projects within community expectations, and communicate transparently about delays	Council has reviewed and developed a comprehensive suite of project management documents – the Project Management Framework. This is effectively the internal management system that will ensure projects are in line with community expectations, completed effectively and that delays are able to be identified clearly and communicated to the community. Council has already utilised Facebook to communicate project delays and manage expectations where possible when project scopes are altered by necessity.	100%
Develop the Workforce Plan to account for the implementation of the Council Plan	The Workforce Plan was completed and adopted by the Chief Executive Officer in October 2025.	100%
Review, amend and adopt the Hindmarsh Shire Council Procurement Policy	The Procurement Policy was updated and adopted in Q2.	100%
Report clearly on how much money is spent and what value it delivers		
Review the Revenue and Rating Plan in accordance with the Local Government Act and present	The Revenue and Rating Plan was adopted by Council on 24 June 2026 alongside the Annual Budget 2026/2027. Council has confirmed compliance with the rate cap and adjusted in line with the 2025/2026 miscalculation.	100%

to Council for adoption by 30 June 2026

Develop simple guides to financial reporting information that includes graphs and images to community budget and rating information to the community

Council commenced providing visual guides to quarterly financial reporting in 2025/2026 and produced a reel prior to the adoption of the budget that used simple, visual guides to explain how the budget is developed, what is in the budget and the constrained financial context that Council's budget is developed within.



100%

Publish information that explains how Council projects are funded, including own-source and grant-funded projects

Whenever Council provides project updates, we include a spiel about how the project was funded and who by. This includes media releases and social media posts.

100%

ADVOCACY PRIORITIES

Sports and recreation reserves and facilities that meet community need

Davis Park precinct project completion	The funded project at Davis Park – tiered seating and AFL compliant changerooms was completed this financial year. Council is also undertaking master plans for key sport and recreation precincts, including Davis Park, that will identify future priority projects that the community and Council can position for future funding opportunities.	Ongoing
Lighting upgrades at high-use ovals	Lighting upgrades to be considered under the Country Football Netball Program following the completion of Masterplans for Davis Park and Dimboola Recreation Reserve. Masterplan development currently progressing.	Ongoing
Masterplans for key sporting precincts	Development of the Master Plans for the Dimboola Recreation Reserve, Davis Park and the Jeparit Riverside Precinct are underway and expected to be completed in early 2026/2027.	Underway
Improved and protected rail network and crossings		
Improved access to the rail line for grain receival and transport sites	Council continued to advocate for improved rail freight access and infrastructure through ongoing engagement with GrainCorp, the Rail Freight Alliance and key government stakeholders. Advocacy included support for upgrades to the Nhill grain receival site and participation in the Rail Freight Forum, where the impacts of major rail infrastructure projects on regional freight networks were discussed. Council is scheduled to meet with Reid Mather, CEO of Rail Freight Alliance, in early 2026/2027.	Ongoing
Improved level crossings, including upgrading High Street, Dimboola, to improve safety for pedestrians and vehicles and be all-abilities friendly	Council continued to advocate for improved rail level crossing infrastructure to enhance safety, accessibility and connectivity across the municipality. Advocacy efforts included seeking recognition of the High Street (Dimboola), Roy Street (Jeparit), Railway Street (Rainbow) and Davis Avenue (Nhill) crossings within strategic rail freight planning processes, including the Rail Freight Strategic Plan. Council officers continued to investigate external funding opportunities and undertake preliminary project scoping to support future upgrades, with a focus on improving safety for pedestrians and motorists and achieving all-abilities access outcomes. Advocacy was further strengthened through Council's ongoing participation in the Wimmera Southern Mallee Regional Transport Group, ensuring local priorities are represented in regional transport planning discussions.	Ongoing

Replacement of Jeparit Weir	Council continued to advocate for replacement of the Jeparit Weir, achieving completion and endorsement of the Jeparit Weir Replacement Feasibility Study during 2025/2026. Ongoing discussions with WCMA, DEECA and EMV have focused on securing funding support, including opportunities through the Disaster Ready Fund, with advocacy now directed towards funding the detailed design phase of the project.	Ongoing
Commitment for water retention at Lake Hindmarsh and along the Wimmera River.	Council continued to advocate for improved water retention and long-term water security across the Wimmera River system and Lake Hindmarsh catchment. This included supporting the ongoing maintenance of the Jeparit Weir and working with WCMA and GWM Water on the development of three water top-up locations between Dimboola and Jeparit to improve drought resilience and water availability within the region.	Ongoing
Funding to enhance tourism opportunities at the Jeparit Weir Pool	Council continued to advocate for funding to enhance the Jeparit Weir Pool precinct as a key tourism and recreation asset. Discussions with Regional Development Victoria explored opportunities to support future riverfront improvements, including recreational infrastructure upgrades and expansion of the Jeparit Holiday Park. Advocacy also continued for the estimated \$5.6 million renewal of the Jeparit Weir and upgrades to Holiday Park facilities to support the precinct's long-term growth and appeal.	Ongoing
Sustainable Local Government funding model that supports key infrastructure renewal		
Fair allocation of Federal Assistance Grants and settling of the Rate Cap	Council continues to advocate through MAV, RCV, and meetings with Ministers for increased Federal Assistance Grants and setting of Rate Cap that reflects actual cost escalations on Council.	Ongoing
Fair State Government levies	Council continues to advocate through MAV, RCV, and meetings with Ministers for fair state government levies - including the Emergency Services and Volunteer Fund being reviewed and collected by the State.	Ongoing
Grant co-contributions that Council can afford	Council continues to advocate for consideration of the small rate revenue in Rural Councils and inability to meet the grant co-contribution requirement	Ongoing
Public amenities that support our diverse community		

Mecca all-abilities amenities	 HINDMARSH SHIRE COUNCIL PRIORITY PROJECTS 2026 Introduction Hindmarsh Shire Council is located within the Wimmera region of Victoria, approximately halfway between Melbourne and Adelaide with the border township, the main thoroughfare between the two cities, running through the Shire. The Shire comprises 1,500sq kilometres, has approximately 5,000km of Council-maintained roads and all the well-known attractions of the area. Sustainable Local Government Funding Model Hindmarsh Shire Council is a sustainable funding model to ensure that we can continue to deliver roads and general services required by the community with very small rates increases and limited ability to raise revenue outside of rates. A sustainable funding model is required to ensure ongoing financial sustainability. Estimated cost: \$3.5 million annually (per rural Council) 1 Jeparit Weir Replacement The Jeparit Weir across the Wimmera River is critical to supporting vital local infrastructure and recreation, benefiting the community, nation and local economy through events, recreation and tourism. Funding is required to remove the existing weir structure and to construct a new, modern weir for the Jeparit area that will serve the Jeparit community and tourism to support for decades to come. Estimated cost: \$5.4 million 2 Davis Park, Nhill Redevelopment Davis Park is the heart of local sport in the Nhill community, providing a premier location for regional league sport and recreation, local competitions. The redevelopment of the park involves multiple stages with Stage 2 focused on constructing a new Community Function Centre/Clubhouse featuring a kitchen, bar and spectator area. Estimated cost: \$2.8 million 3 Rainbow Public Amenities Redevelopment The amenities in the Rainbow MECCA building are the primary public toilet facilities for residents and visitors to Rainbow. Planned improvements include improved lighting, new all-abilities access and improved all-abilities parking. The design will incorporate upgraded male and female facilities with direct access from Federal Street and a new 100m concrete ramp for the MECCA Support Room. Estimated cost: \$1.6 million 4 Road Funding A high-capacity and safe road network that is designed to service key industries, services and precincts supports a strong Victorian economy. Sufficient funding for our roads ensures that potholes and damaged road assets are promptly repaired across the state. The following are our priority roads for repair and upgrading, ensuring increased productivity and safety. • Hill-Rainbow Road - Estimated cost: \$1.0m • Wimmera Rd to Lincoln Road (Hindmarsh Road) - Estimated cost: \$2.0m • Lincoln Road - Estimated cost: \$2.0m • Dimboola Highway - Estimated cost: \$1.0m	Ongoing
Changing Places facilities in key locations	Council officers are continuing to seek funding for a changing places facility and will look to resource a project scope in 2026/2027 subject to other Council project priorities.	Ongoing
Safer local roads		
Reduced speed limits in central business districts and high pedestrian areas, like schools, that keep pedestrians safe	Council successfully advocated for reduced speed limits within key township centres to improve road safety and create safer, more accessible environments for pedestrians, school communities and road users. During 2025/26, 40 km/h speed reductions were approved and implemented within the Dimboola and Rainbow town centres, while approval was also secured for a similar reduction within the Nhill township. Advocacy included direct engagement with the Victorian Government, including submission of a speed reduction application for Dimboola and correspondence to the Minister for Roads and Road Safety. These outcomes represent an important step towards improving pedestrian safety, supporting more walkable town centres and enhancing accessibility in high pedestrian activity areas across the municipality.	Ongoing
Increased funding for road maintenance and upgrades	Council continued to advocate for increased road infrastructure funding, successfully securing investment for upgrades to Dimboola–Minyip Road and a raised pedestrian crossing in Hindmarsh Street, Dimboola. Further funding applications were submitted for the Leahy Street footpath upgrade and improvements to	Ongoing

	the Broughton–Kaniva Road/Block 40 Road intersection, supporting safer and more connected transport networks across the municipality – unfortunately these applications were unsuccessful.	
Affordable and appropriate services for children and parents		
Early years centre at the Rainbow P-12 site	Council continued to advocate for new early years and childcare facilities in Rainbow and Jeparit through engagement with sector leaders, government representatives and service providers. This included supporting a Building Early Education Fund application led by Emerge Early Years and exploring innovative funding and service delivery models for rural communities. While Council was advised in early 2026/2027 that the BEEF application was unsuccessful, advocacy efforts continue. Council remains committed to working with government, service providers and community partners to identify future funding opportunities and sustainable models that will improve access to early years services for local families.	Ongoing
Childcare in Rainbow and Jeparit	Council continues to advocate where possible for childcare opportunities in Rainbow and Jeparit.	Ongoing
Equitable access to education, paediatrics and other family services	Hindmarsh Shire Council Chief Executive Officer has continued to meet with By-Five and other industry stakeholders in regard to access to early years health services in Hindmarsh Shire and the broader region. Council has previously advocated for an extension of funding to the By-Five program.	Ongoing
Health and aged care services that are comprehensive and accessible		
Providing local access to specialists and treatments that don't disadvantage the community through distance	Council continued to advocate for improved access to specialist health, mental health and early intervention services for local residents. Engagement was undertaken with Grampians Community Health to inform its strategic planning for the future delivery of mental health and social support services across the region. Council also maintained a strong partnership with By Five, supporting initiatives that improve access to paediatric and developmental services for children and families within Hindmarsh Shire. These collaborative efforts help address service access challenges faced by rural communities and contribute to improved health and wellbeing outcomes.	Ongoing

Greater access to aged care and at-home support services	Council will continue to advocate with funding bodies and support West Wimmera Health Services, Grampians Health and other providers to ensure services are available, appropriate and designed in a place-based manner.	Ongoing
Communities that feel heard where State and Federal decisions impact them		
Meaningful engagement with communities around State levies and charges that are collected through Councils	Council continued to engage with residents and the farming community through CEO Drop-In Sessions, targeted consultation activities, and regular industry engagement. Information on Council charges and the ESVF was provided through rates notices and community communications, while farmer consultation sessions were delivered across six locations. Ongoing discussions through the Heavy Transport and Freight Working Group and other engagement forums have helped inform Council advocacy and decision-making on matters important to rural communities.	Ongoing
Consultation with agricultural communities around the management of national parks that border farmland	Farmer consultations were held in 2025/2026 that considered management of pests and weeds, Council also worked with the State Government where required on policies and projects within the Shire that impacts farmland and National or State Parks.	Ongoing
A workforce that meets the needs of a growing region		
Advocate with stakeholders about attracting and retaining skilled professionals in priority sectors	Continued involvement in regional roundtable discussions, interactions with larger businesses and services providers to advocate and promote local professional opportunities to retain youth and school leavers and unlock potential latent workforce across the Shire. Promotion of opportunities from new industries proposed for the region, food production, renewable energy and mining to support local workforce and businesses. Housing remains a significant issue to attract new potential employees to the Shire and wider region. Many of these new entrants to the local workforce are resorting to the local Holiday Parks and caravans, often with families when settling in the area. The Wimmera Southern Mallee region has a large off market rental market, with many properties not listed and rented by local knowledge.	Ongoing

Contribute to the mapping of future workforce needs across industries	As above.	Ongoing
Promote the region as a place to live and work	Council continued to promote Hindmarsh Shire as a desirable place to live and work through participation in events, careers expos, targeted social media campaigns and regional marketing initiatives. Promotion at the ChillOut Festival, Melbourne and Adelaide Caravan and Camping Shows, and through GWMT campaigns highlighted the Shire's lifestyle and employment opportunities, supporting efforts to attract new residents and workers. Positive migration trends reflected in the Regional Movers Index indicate growing interest in the region as a tree-change destination.	Ongoing