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29 October 2026

MINUTES

Ordinary Council Meeting

Date: Wednesday 28 October 2026
Time: 3:00pm
Venue: Nhill Council Chamber,
92 Nelson Street, Nhill

Council:
Cr Ron Ismay – Mayor
Cr Rosie Barker – Deputy Mayor
Cr Roger Aitken
Cr James Barry
Cr Tony Clark
Cr Chan Uoy

Officers:
Monica Revell – Chief Executive Officer
Petra Croot – Director Corporate & Community Services
Ram Upadhyaya – Director Infrastructure Services

Public Access: This meeting is open to the public and can be attended in-person or viewed online via Live Stream at https://www.youtube.com/@hindmarshshirecouncil.



Cr Ron Ismay - Mayor
West Ward



Cr Rosie Barker – Deputy Mayor
West Ward



Cr Roger Aitken
North Ward



Cr James Barry
East Ward



Cr Tony Clark
North Ward



Cr Chan Uoy
East Ward



Councillor Statement of Values

Our commitment is to come prepared to every meeting, fostering a respectful and inclusive environment where accountability and approachability are at the core of our actions. We value and encourage innovation, collaboration, and open communication, always keeping in mind the well-being and needs of our community. Together, we stand united as one, working towards shared goals with mutual respect and consideration.

Our Vision

Working together to welcome new possibilities and create vibrant towns, connected communities and opportunities for all.

Our Values

We value:

- Engaging, listening and meeting people where they are at
- Doing the best we can with the people and funding that we have
- Showing respect and embracing diversity
- Taking pride in our community and achievements
- Being bold, creative and ambitious

Our Mission

Our mission is to be leaders in creating:

- Positive change
- A safe environment where everyone feels heard and appreciated
- Inclusive consultation

Purpose of Council Meetings

Council conducts its formal decision-making process through Ordinary Meetings of Council and Special Meetings of Council.

Ordinary meetings are held regularly to conduct the ongoing business of the Council and Special meetings are held from time to time for specific purposes.

Council adopts a schedule for its Ordinary Council Meetings annually. This schedule can be found on Council's website www.hindmarsh.vic.gov.au/Council-meetings.

From time to time the Mayor and Councillors may call a Special Meeting of Council to deal with urgent items. These meetings are generally held at the Council Chambers at the specified time and date advertised in the public notices in local newspapers and on Council's website.

Meetings, or parts of meetings, are only closed to the public when topics of a confidential nature are discussed, such as an individual's personal or financial circumstances, contractual or legal matters. Grounds for closing the meeting are defined in more detail within Section 3(1) and Section 66 of the *Local Government Act 2020* (the Act).

Before each Ordinary or Special Council Meeting an Agenda is prepared by the Chief Executive Officer detailing the items that are to be presented to the meeting for Council's consideration and decision.

Copies of agendas are available at Council offices and on Council's website. The decisions of Council become resolutions of Council and are recorded in the official Council Minutes. Except for matters classified as confidential, all Agenda reports, Minutes and recordings of meetings are available on Council's website.

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In Attendance:

Councillors:
Cr Ron Ismay (Mayor), Cr Rosie Barker (Deputy Mayor), Cr Roger Aitken, Cr James Barry, Cr Tony Clark and Cr Chan Uoy.

Officers:
Ms Monica Revell (Chief Executive Officer), Mr Ram Upadhyaya (Director Infrastructure Services), Ms Katherine Colbert (Acting Director Corporate and Community Services) all items excluding 11.2, and Ms Stephanie Lynch (Coordinator Libraries and Customer Service).

1 INTRODUCTION

1.1 ACKNOWLEDGEMENT OF COUNTRY

Cr Ron Ismay, Mayor, opened the meeting at 3:03pm and read the Acknowledgement of Country.

1.2 LIVE STREAMING STATEMENT

Cr Ron Ismay read the Live Streaming Statement.

1.3 STATEMENT OF VALUES

Cr Chan Uoy read the Councillor Statement of Values.

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2 APOLOGIES

Petra Croot (Director Corporate and Community Services)

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3 DECLARATION OF INTERESTS

A Councillor or Officer with a conflict of interest in an item on the Agenda must indicate that they have a conflict of interest by clearly stating:

- the item for which they have a conflict of interest;
- whether their conflict is ***general*** or ***material***; and
- the circumstances that give rise to the conflict of interest.

Declaration of material or general conflict of interest must also be advised by Councillors and Officers at the commencement of discussion of the specific item.

Katherine Colbert declared a general conflict of interest in item 11.1 as one of the nominees is a long-time friend.

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4 CONFIRMATION OF MINUTES AND BUSINESS ARISING

4.1 CONFIRMATION OF MINUTES

RECOMMENDATION:

That the Minutes of the Ordinary Council Meeting held on Wednesday 30 September 2026 at the Nhill Council Chamber, 92 Nelson Street, Nhill, as circulated to Councillors be taken as read and confirmed.

MOVED: Cr J Barry/Cr T Clark

That the Minutes of the Ordinary Council Meeting held on Wednesday 30 September 2026 at the Nhill Council Chamber, 92 Nelson Street, Nhill, as circulated to Councillors be taken as read and confirmed.

CARRIED

Attachments:

1. CONFIDENTIAL - 2026 09 30 Council Minutes [**4.1.1**]
2. MEDIA - 2026 09 30 Council Minutes [**4.1.2**]

4.2 BUSINESS ARISING FROM PREVIOUS MINUTES

Council Meeting	Recommendation Action	Action Taken	Complete / In Progress / Delayed
01 April 2026 Item 10.1	Council officers to engage a suitable consultant to prepare the Investment Attraction Prospectus and develop investor-ready materials.	Council officers are reviewing the project plan for the Investment Attraction Prospectus in line with submitted RFQs and planning considerations.	In Progress
30 September 2026 Item 10.1	Signed statements to be provided to VAGO for final audit sign off. Certified documents to be included in Council's 2025/2026 Annual report.	Endorsed statements were signed by VAGO on 2 October 2026 and are being presented to Council in the 2025/2026 Annual Report at on 28 October 2026.	Complete
30 September 2026 Item 10.2	The draft Long Term Financial Plan to be made available for community feedback on Council's 'Have Your Say Hindmarsh' page.	The draft Long Term Financial Plan has been published on Council's 'Have Your Say Hindmarsh' submission platform with consultation ending on 30 October 2026.	In Progress
30 September 2026 Item 10.3	Council officers to notify applicants for Business Boost Grants 2026/2027 - Round 1 of the outcome for their application.	All businesses who applied have received formal notification of the outcome for their application.	Complete
30 September 2026 Item 10.4	Council officers to notify applicants for Connected Communities Grants 2026/2027 - Round 1 of the outcome for their application.	All community groups who applied have received formal notification of the outcome for their application.	Complete
30 September 2026 Item 10.5	Council officers to notify applicants for Regional Events Sponsorship 2026/2027 of the outcome for their application.	All event organisers who applied have received formal notification of the outcome for their application.	Complete
30 September 2026 Item 10.7	Council officers to prepare signage for installation at the Nhill Customer Service Office.	Signage has been ordered and will be installed once delivered.	In Progress
30 September 2026 Item 10.8	Council officers to submit the supplementary review report to the Minister for Planning.	The planning scheme review has been submitted to the Minister for Planning.	Complete
30 September 2026 Item 10.9	Council officers to submit funding applications under the Active Transport Funding Program for construction of concrete footpath	Funding applications submitted.	Complete

Council Meeting	Recommendation Action	Action Taken	Complete / In Progress / Delayed
	connections in Nhill and Dimboola.		
30 September 2026 Item 10.10	The following draft policies are to be made available for community consultation on Council's 'Have Your Say Hindmarsh' page: • Human Rights Policy • Diversity, Equity and Inclusion Policy • Live Streaming and Publishing Recordings of Council Meetings Policy	The three policies have been published on Council's 'Have Your Say Hindmarsh' submission platform, with the consultation period ending on 30 October 2026.	Complete
30 September 2026 Item 11.1	Council officers to finalise and publish the adopted Audit and Risk Committee Charter on Council's website. The adopted charter and Strategic Internal Audit Plan to be circulated to the Audit and Risk Committee members.	The Audit and Risk Committee Charter has been published on Council's website, and alongside the adopted Strategic Internal Audit Plan, provided to Audit and Risk Committee members.	Complete
30 September 2026 Item 11.2	Council officers to publish minutes for the following Advisory Committees on Council's website: • Hindmarsh Pride • Rainbow Township • Nhill Township • Jeparit Township Prepare letters to notify the following committees of the outcome of their funding allocation request: • Rainbow Township • Jeparit Township Prepare letters to the nominees regarding their nomination to join the Hindmarsh Pride Committee.	Minutes for the Advisory Committees have been published on Council's website. Letters have been prepared and sent to the relevant committees advising of the outcome of their funding allocation request. Letters have been prepared and sent to the nominees regarding their nomination to join the Hindmarsh Pride Committee.	Complete

5 PUBLIC QUESTION AND SUBMISSION TIME

Community members wishing to ask questions at council meetings may do so, in writing, at least 24 hours prior to the council meeting. Both the question and answer will be read out at the meeting. Questions may be submitted by mail, email info@hindmarsh.vic.gov.au or delivered in person to a council customer centre but are limited to two questions and 100 words including any pre-amble. Offensive, trivial and repetitive questions, questions which have been recently answered, or questions that may contain defamatory comments, may be excluded at the discretion of the Mayor.

The question must be accompanied by a name and the locality where the questioner resides or works, which will be read out at the meeting. By submitting a question, the questioner gives consent to this information being read out in public. Anonymous questions will not be answered.

No public questions or submissions received.

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6 ACTIVITY REPORTS

COUNCILLOR ACTIVITIES: 22 September 2026 – 19 October 2026

6.1 CR RON ISMAY, MAYOR

Date	Meeting/Event	Location	Comments
29/09/2026	Youth Open Mic Night	Nhill	Great to see the Youth Council organising these events with some new talent discovered on the night.
30/09/2026	Visit from Federal Shadow MP David Littleproud	Horsham	
30/09/2026	Council Briefing and Council Meeting	Nhill	
01/10/2026	Meeting with Bev McArthur MP and David Davis Liberal Party.	Horsham	
02/10/2026	Victoria Police Medal and Service Awards	Horsham	Cr Tony Clark was presented with a 35 years service award for Victoria Police. Congratulations Tony!
02/10/2026	WHAG Meeting	Horsham	
04/10/2026	New Residents BBQ Jeparit	Jeparit	
06/10/2026	Farmer Consultation Session – Winiam	Winiam	
06/10/2026	Nhill Town Committee Meeting	Nhill	
07/10/2026	Farmer Consultation Session – Netherby	Netherby	
07/10/2026	Tour of Wheatsheaf Hotel	Netherby	
08/10/2026	Seniors Concert	Nhill	Great to see so many in attendance for the Seniors Concert!
08/10/2026	Victorian Local Government Grants Commission	Nhill	
10/10/2026	Duck and Jazz Lunch	Nhill	Wonderful food and music organised by Seymour Heritage Railway Centre.
10/10/2026	Tour of Nhill Aviation Heritage Centre	Nhill	

Date	Meeting/Event	Location	Comments
11/10/2026	Gather with Seymour Heritage Railway Centre	Rainbow	
12/10/2026	Discussion with Liberal/National Party	Horsham	
12/10/2026	Farmer Consultation Session – Dimboola	Dimboola	
13/10/2026	Meeting with Chief Executive Officer	Rainbow	
13/10/2026	Rainbow A&P Society Show	Rainbow	
14/10/2026	CEO Drop-in Session	Rainbow	
14/10/2026	Council Briefing	Rainbow	
14/10/2026	Farmer Consultation Session – Rainbow	Rainbow	
15/10/2026	Nhill A&P Society Show	Nhill	
17/10/2026	Dimboola A&P Society Show	Dimboola	
18/10/2026	Jeparit A&P Society Show	Jeparit	
19/10/2026	Rainbow Town Committee Meeting	Rainbow	

6.2 CR ROSIE BARKER, DEPUTY MAYOR

Date	Meeting/Event	Location	Comments
24/09/2026	VLGA & LGiU Global Executive Live Panel – Councillor Conduct Models	Online	Discussion about the various Councillor Conduct Models utilised across the Commonwealth.
29/09/2026	Youth Open Mic Night	Nhill	Young talent discovered.
30/09/2026	Meeting with Director Corporate & Community Services and Acting Director Infrastructure Services	Nhill	Discussion about current challenges with questions for upcoming Council meeting.
30/09/2026	Meeting with Chief Executive Officer and Mayor.	Nhill	Discussion about current challenges with questions for upcoming Council meeting.
30/09/2026	Council Briefing and Council Meeting	Nhill	
01/10/2026	ALGWA Vic Meeting	Online	Committee meeting to discuss planning.
02/10/2026	Liberal Party Meeting	Horsham	Alliance of Councils reflected and advocated their concerns to Liberal Party.
02/10/2026	Victoria Police Medal & Award Presentations	Horsham	Wonderful ceremony to congratulate Victoria Police officers who had achieved significant milestones or appreciation awards. Cr Tony Clark received an award of 35 years. Congratulations to him and his family.
06/10/2026	Farmer Consultation Session – Winiam	Winiam	Great opportunity to hear the concerns of the farming community.
06/10/2026	Nhill Town Committee Meeting	Nhill	Planning and discussions for Nhill events.
07/10/2026	Farmer Consultation Session – Netherby	Netherby	Great to meet with the farmers to hear their concerns.
08/10/2026	Victorian Local Government Grants Commission	Nhill	Met with: • Mr Steven Kingshott – Chair • Mr Michael Ulbrick – Commission Member

Date	Meeting/Event	Location	Comments
			• Ms Marg Allan – Commission Member • Mr Colin Morrison – Executive Officer To advocate for changes to grant process especially taking into consideration the differences between Rural and Metropolitan Council needs.
08/10/2026	ASLGWA Masterclass with Kerrie Nobes on Emotional Intelligence	Online	Good reflection on communication skills and understanding others.
10/10/2026	Shiraz and Jazz Train	Nhill	Met the tourists at the Nhill train station.
10/10/2026	Tour of Nhill, Duck and Jazz Lunch and Tour of Nhill Aviation Heritage Centre.	Nhill	I joined the tourists on the bus to assist with showing various points of interest in Nhill, one of them being a tour of the Nhill Heritage Silo. Tourists then enjoyed a duck and jazz lunch at the NMCC, great music and food was enjoyed. Tourists then enjoyed a tour of the Nhill Aviation Heritage Centre where they learnt about the various exhibits.
10/10/2026	New Residents BBQ Dimboola	Dimboola	Great to meet new residents in Dimboola.
12/10/2026	Farmer Consultation Session – Dimboola	Dimboola	Meeting with farmers to understand their concerns and ideas.
14/10/2026	CEO Drop-in Session	Jeparit	Meeting with community to understand their concerns and ideas.
14/10/2026	CEO Drop-in Session	Rainbow	Meeting with community to understand their concerns and ideas. Great feedback from Shiraz and Jazz Train event hosted by Seymour Railway Heritage Centre.
14/10/2026	Council Briefing	Rainbow	Met with Rainbow P-12 College, Rainbow Learning Group & Neighbourhood House, VicGrid and reviewed other upcoming Council reports.
14/10/2026	Farmer Consultation Session – Rainbow	Rainbow	Great to meet with farmers and hear their concerns and ideas.
15/10/2026	Nhill A&P Society Show	Nhill	Spent the day with Council's Community Engagement Van, talking with community members. A very positive day all around

Date	Meeting/Event	Location	Comments
			and great production by the Nhill A&P Society.
16/10/2026	Local Leaders Series: Transition & Resilience – Strategic Thinking and Foresight	Castlemaine	This program is delivered by the University of Melbourne & Harvard University to create thriving leaders within our Local Government systems.
19/10/2026	Nhill CWA 60th Birthday Celebration	Nhill	Fabulous celebration of the tremendous work delivered by this group. What a cohesive group, congratulations on 60 years!

6.3 CR ROGER AITKEN

Date	Meeting/Event	Location	Comments
30/09/2026	Council Briefing & Council Meeting	Nhill	
02/10/2026	Victoria Police Medal and Awards Presentation	Horsham	Congratulations to Cr Tony Clark on receiving his medal and award for 35 years of service with Victoria Pollice.
02/10/2026	Day in the Dirt Tractor Pull & Sand Drags and Cycle Cart Demonstration – Cancelled due to rain	Rainbow	This event has been postponed until Friday 30 October in Rainbow's main street, with track activities scheduled for Saturday and Sunday.
04/10/2026	New Residents BBQ Jeparit	Jeparit	Organised by Jeparit Town Committee with a strong turnout from local residents and new community members. Well done to the Jeparit Town Committee for organising the BBQ.
07/10/2026	Farmer Consultation Session – Netherby	Netherby	
11/10/2026	Shiraz and Jazz Train Visit	Rainbow	The Shiraz and Jazz Train hosted by the Seymour Heritage Railway Centre was very well attended with strong participation from passengers and local community members who gathered to welcome the train.
13/10/2026	Rainbow A&P Society Show	Rainbow	The Rainbow A&P Society Show was well attended, with a strong turnout from the community. Although the weather was cooler than previous years, it was a welcome change from the hotter conditions experienced at previous shows. Congratulations to the committee on a well-organised and successful event and well done to all those involved for their outstanding effort.
14/10/2026	Briefing Meeting	Rainbow	
14/10/2026	Farmer Consultation Session – Rainbow		
16/10/2026 - 18/10/2026	Jacksons Carry me Camper	Rainbow	Following discussions with Marg and Wayne from Jacksons Carry Me Camper based in Murray Bridge, SA whilst

Date	Meeting/Event	Location	Comments
	Camping Weekend		attending the Caravan and Camping Outdoor Show in Adelaide earlier this year. Cr Ron Ismay and I suggested Rainbow as a possible destination for a weekend gathering. With support from the Rainbow Town Committee, the event was successfully coordinated and held in Rainbow. The weekend was very well received, with approximately 75 campers in attendance and around 135 meals served at the Saturday evening function. Several visitors also chose to extend their stay in the area, providing a positive boost for the local community. Visitors spoke very positively about their experience in Rainbow, highlighting the Llew Schilling Silo, particularly the view and lift access, as well as Yurunga Homestead, Pella Church, the town's murals and artwork, accommodation options, the caravan park and recreation reserve. Many visitors commented that they had not realised how much Rainbow and the surrounding area had to offer, and several indicated that they would likely return. Sincere thanks to Marg and Wayne, Rainbow Town Committee and Graham Nuske, the Scouts Committee who all contributed to the organisation and success of the weekend.

6.4 CR JAMES BARRY

Date	Meeting/Event	Location	Comments
30/09/2026	Council Briefing & Council Meeting	Nhill	
06/10/2026	Farmer Consultation Session – Winiam	Winiam	These events are a great opportunity for Farmers to access information from Shire. Farmers can also share feedback on what they require for road maintenance etc.
07/10/2026	Farmer Consultation Session – Netherby	Netherby	This was a well attended event, afterwards we got a tour of the renovations in the Netherby Pub. This pub, when it re-opens, will be a great community hub for locals in and around Netherby.
08/10/2026	Victorian Local Government Grants Commission Meeting	Nhill	Discussion on how Local Government Grants are distributed. Sadly, it's a very unfair system that gives Metropolitan Councils a lot of money which they don't need. As a rural Council we can only hope that the changes that were talked about come into effect.
10/10/2026	New Residents BBQ Dimboola	Dimboola	Organised by the Dimboola Progress Association and held in a great location, this is a free event that allows new residents to meet and greet others.
12/10/2026	Farmers Consultation Session – Dimboola	Dimboola	Some good discussions had, Council must be doing a lot of good around Dimboola as there were only a few residents farmers to share information.
14/10/2026	Council Briefing	Rainbow	Some good feedback from the Rainbow P-12 College. We also heard from the Rainbow Learning Group & Neighbourhood House about their current projects and activities. We also had representatives from VicGrid attend and give a great presentation.
15/10/2026	CEO Drop-in Session	Dimboola	Great incentive for locals to raise any concerns they have in and around Dimboola. There were a few who turned up and items raised were all put in motion straight away.
17/10/2026	Dimboola A&P Society Show	Dimboola	There were plenty in attendance, a great day for our community to catch up. It was wonderful to see so many in the parade.

6.5 CR TONY CLARK

Date	Meeting/Event	Location	Comments
24/09/2026	Yurunga Homestead Committee Meeting	Rainbow	
28/09/2026	CFA Pre-season Briefing Meeting	Jeparit	
30/09/2026	Council Briefing and Council Meeting	Nhill	
02/10/2026	Victoria Police Medal and Award Presentation	Horsham	The CEO and a few of my fellow Councillors attended this Victoria Police Award presentation. I was presented with a 35 year service award on the day.
07/10/2026	Farmer Consultation Session - Netherby	Netherby	
12/10/2026	Jeparit Town Committee Meeting	Jeparit	
14/10/2026	Council Briefing	Rainbow	
14/10/2026	Farmer Consultation Session – Rainbow	Rainbow	

6.6 CR CHAN UOY

Date	Meeting/Event	Location	Comments
30/09/2026	Council Briefing & Council Meeting	Nhill	
30/09/2026	Hindmarsh Pride Committee Meeting	Online	Event planning for Jeparit on 30 January 2027.
01/10/2026	Federal Shadow Minister for Tourism – David Littleproud MP & Emma Kealy MP	Halls Gap	Grampians Wimmera Mallee Tourism discussed the challenges and opportunities facing tourism businesses across the region. Some key points were: • Workforce and working holiday makers • Insurance and recognition of risk mitigation, • Attracting private investment into regional tourism and bushfire recovery and resilience.
04/10/2026	Jeparit New Residents BBQ	Jeparit	Hosted by the Jeparit Town Committee.
06/10/2026	Midsumma Mandatory Meeting and Hindmarsh Pride Committee	Online	The 'So Last Century' event in Jeparit is officially part of the Midsumma Festival and the printed program will be launched on 24 November at the Capitol in Melbourne's CDB.
07/10/2026	Nhill & District Historical Society & Museum Open Day	Nhill	Took the opportunity to visit the former Shire Hall and see the Museum.
08/10/2026	Seniors Concert	Nhill	It was great to see seniors from other towns coming together for a Frank Sinatra tribute.
08/10/2026	Victorian Local Government Grants Commission	Nhill	Highlighting the disparity between rural, regional and metropolition councils for the commissioners to see will hopefully make some difference in how they look at car usage versus truck usage on our roads.
10/10/2026	New Residents BBQ Dimboola	Dimboola	Hosted by the Dimboola Progress Association.
12/10/2026	Farmer Consultation Session – Dimboola	Dimboola	Three farmers attended.
14/10/2026	CEO Drop-in Session	Rainbow	Feedback that the Seymour Railway event was a success with 160 passengers visiting Rainbow on Sunday.

Date	Meeting/Event	Location	Comments
14/10/2026	Council Briefing	Rainbow	
14/10/2026	Farmer Consultation Session – Rainbow	Rainbow	A great way for our farming community to discuss challenges with Council

6.7 MONICA REVELL, CHIEF EXECUTIVE OFFICER

Date	Meeting/Event	Location	Comments
22/09/2026 - 25/09/2026	Annual Leave		
29/09/2026	Open Mic Night	Nhill	The first Youth Open Mic Night with attendees from across the Shire listening to 17 performances.
30/09/2026	Meeting with David Littleproud MP & Emma Kealy MP	Horsham	Wimmera Southern Mallee Council Alliance Mayors and CEO's spoke on our region, challenges and the proposed changes to Disaster Recovery Funding.
30/09/2026	Mayor, Deputy Mayor & CEO Meeting	Nhill	
30/09/2026	Council Briefing & Council Meeting	Nhill	
30/09/2026	Hindmarsh Pride Committee Meeting	Online	Discussions regarding the January 2027 event to be held in Jeparit.
01/10/2026	Meeting with David Littleproud MP & Emma Kealy MP	Halls Gap	Joined by Cr Chan Uoy and representatives of GWM Tourism to discuss challenges in the region.
01/10/2026	School Holiday Program – Movie Screening	Dimboola	Unfortunately, the weather resulted in the movie having to be moved indoors.
02/10/2026	Meeting with Bev McArthur & David Davis	Horsham	Joined by Horsham, Yarriambiack and West Wimmera Mayors, Deputy Mayors and CEOs to discuss opportunities and challenges in our region including resources ready strategy, financial sustainability, disaster recovery funding, and housing.
02/10/2026	Victoria Police Medal & Award Presentations	Horsham	Was fantastic to support Cr Tony Clark in receiving his 35 year service medal.
02/10/2026	School Holiday Program – Pilates	Dimboola	Popped in to see participants enjoying the Pilates session.
05/10/2026	Meeting with Director Infrastructure Services	Nhill	
06/10/2026	Farmer Consultation Session – Winiam	Winiam	Great to discuss challenges, opportunities and concerns with our farming community.
07/10/2026	Australian Institute of	Online	Annual AICD Essential Director Update

Date	Meeting/Event	Location	Comments
	Company Directors (AICD) Essential Director Update		
07/10/2026	Farmer Consultation Session – Netherby	Netherby	Very well attended by the Netherby and broader farming community.
08/10/2026	Wimmera Southern Mallee Regional Partnership Meeting	Online	Mid Quarter briefing update.
08/10/2026	Seniors Concert	Nhill	Fantastic to see so many community members take advantage of the free Seniors Concert.
08/10/2026	Victorian Local Government Grants Commission Meeting	Nhill	Representatives from the VLGGC spoke with Councillors and executive about the funding Council receives, receiving a presentation from Council including recommendations for consideration in future funding years.
09/10/2026	Parks Victoria	Online	Discussion with Parks Victoria in relation to the Dimboola Ski Club proposal.
09/10/2026	WSMCA CEO Meeting	Online	
10/10/2026	Seymour Heritage Rail Visit	Nhill	Welcomed over 60 people to Nhill to enjoy a Duck and Jazz lunch at the Nhill Memorial Community Centre.
10/10/2026	Dimboola New Residents BBQ	Dimboola	Joined by Cr Ron Ismay, Cr Rosie Barker, Cr James Barry and Cr Chan Uoy.
12/10/2026	RSD Audit Meeting	Online	Bi-annual CEO catch up with internal auditors.
12/10/2026	Farmer Consultation Session – Dimboola	Dimboola	
13/10/2026	Team West Depot Meeting	Nhill	
13/10/2026	Leadership Team Meeting	Nhill	
13/10/2026	Rainbow A&P Society 2026 Annual Show	Rainbow	Officially opened the 114th Annual Rainbow Show. Congratulations to the hard-working volunteers on a well-supported event.
14/10/2026	Team East Depot Meeting	Jeparit	

Date	Meeting/Event	Location	Comments
14/10/2026	CEO Drop-in Session	Jeparit	Joined by Council's Manager Works and Operations and Team Leader East.
14/10/2026	CEO Drop-in Session	Rainbow	Joined by Council's Director Infrastructure Services.
14/10/2026	Council Briefing	Rainbow	
14/10/2026	Farmer Consultation Session – Rainbow	Rainbow	
15/10/2026	GWM Tourism Pre-board Meeting	Online	
15/10/2026	CEO Drop-in Session	Nhill	
15/10/2026	CEO Drop-in Session	Dimboola	
16/10/2026	GWM Tourism AGM & Board Meeting	Breakaway Creek	Hosted by Southern Grampians at Budi Bim Cultural Landscape Tourism Centre.
18/10/2026	Dimboola A&P Society 2026 Show	Dimboola	Congratulations to the volunteers on a well-supported event with plenty of free activities for families.
19/10/2026	MAV Monday Connect	Online	MAV CEOs Monthly meeting.
19/10/2026	CWA Nhill Twilight Branch	Nhill	Wonderful to be invited to attend the 60th Birthday Celebrations of the CWA Nhill Twilight Branch.
19/10/2026	Tarranyurk Land Sale	Antwerp	

7 CORRESPONDENCE

Responsible Officer: Chief Executive Officer

Introduction:
The following correspondence is attached for noting by Council.

Inwards:

- 2026/10/14 - Tim Richardson MP to Council re 2026-2027 Premiers' Reading Challenge Book Fund – (Attachment Number: 7.1.1)
- 2026/10/23 Barry Roennfeldt to Council re No Camera Glasses – (Attachment Number: 7.1.2)

Outwards:

- 2026/09/28 - Council to Margaret and John Millington re Rail Advocacy – (Attachment Number: 7.1.3)
- 2026/09/28 - Council to Nhill Town Committee re Passenger Rail Services and Nhill Train Station – (Attachment Number: 7.1.4)
- 2026/09/29 - Council to Barry Roennfeldt re Smart Glasses – (Attachment Number: 7.1.5)
- 2026/10/01 - Council to Lauren Badua re General Volunteer Membership for Hindmarsh Pride – (Attachment Number: 7.1.6)
- 2026/10/01 - Council to Nikeata Williams re Hindmarsh Pride Committee Membership – (Attachment Number: 7.1.7)
- 2026/10/01 - Council to Hayley Werner re Hindmarsh Pride Committee Membership – (Attachment Number: 7.1.8)
- 2026/10/01 - Council to Jeparit Town Committee re Request to Allocate Funds – (Attachment Number: 7.1.9)
- 2026/10/01 - Council to Rainbow Town Committee re Request to Allocate Funds – (Attachment Number: 7.1.10)

RECOMMENDATION:

That Council notes the attached correspondence.

MOVED: Cr T Clark/Cr R Barker

That Council notes the attached correspondence.

CARRIED

8 ASSEMBLY OF COUNCILLOR RECORDS

Responsible Officer: Chief Executive Officer
Attachments:
1. 2026 09 30 Assembly of Councillors Record [**8.1.1**]
2. 2026 10 08 Assembly of Councillors Record - VLGGC [**8.1.2**]
3. 2026 10 14 Assembly of Councillors Record [**8.1.3**]

Introduction:
As required under Section 33(9) of Hindmarsh Shire Council's Governance Rules, the attached Assembly of Councillors Records are presented as attachments to the Council Agenda for the information of Councillors.

RECOMMENDATION:

That Council notes the Assembly of Councillor Records as presented.

MOVED: Cr C Uoy/Cr J Barry

That Council notes the Assembly of Councillor Records as presented.

CARRIED

9 PLANNING PERMITS

No planning permits.

10 REPORTS REQUIRING A DECISION

10.1 ANNUAL REPORT 2025/2026

Responsible Officer: Chief Executive Officer
Councillor Portfolio: Cr Barker and Cr Uoy
Attachments:
1. Hindmarsh Shire Council Annual Report 2025-2026 [**10.1.1**]

Executive Summary:
This report presents the Hindmarsh Shire Council Annual Report 2025/2026. The Annual Report is a requirement under the *Local Government Act 2020* and contains a report on Council's operations, the audited performance statement, and audited financial statements.

The Annual Report provides an opportunity to review the previous financial year, celebrate the achievements of Council and the community, and acknowledge some of the challenges collectively faced, and opportunities found, in 2025/2026. It details Council's performance against the commitments as set out in the Council Plan 2025–2029 and provides an analysis of financial performance against the 2025/2026 budget.

Discussion:
Council has a statutory responsibility under the *Local Government Act 2020* (the Act) to prepare an Annual Report in respect of each financial year, containing a report on its operations, audited performance statement, audited financial statements, and any other matter required by the Local Government (Planning and Reporting) Regulations 2020. Under section 100 of the Act, Council must consider the Annual Report within four (4) months of the end of the financial year.

The Annual Report for the year ended 30 June 2026 has been prepared, providing a comprehensive overview of Council's activities for the period 1 July 2025 to 30 June 2026. The report includes achievements in respect of a range of projects, services, and assets managed, together with Council's financial performance for the year ended 30 June 2026.

Some key achievements included in the Annual Report 2025/2026 include:

- Completing and officially opening the Davis Park grandstand and AFL-compliant changerooms, including seating for 150 spectators, accessible viewing and parking, modern change facilities, and dedicated media and timekeeping rooms.
- Opening the 56-kilometre Wimmera River Discovery Trail, providing a new walking and cycling connection between Dimboola and Jeparit while protecting more than 100 identified cultural heritage sites.
- Opening the Rainbow Silo Art attraction, transforming the historic silo into an accessible tourism experience that attracted 3,889 visitors in its first six months.

- Delivered significant road, drainage, footpath and pedestrian safety works, including upgrades to Macpherson Street, Nhill, Lorquon–Netherby Road, Boyeo–Tarranginnie Road and Nhill–Diapur Road.
- Strengthened the local visitor economy, with Hindmarsh Holiday Parks welcoming 11,901 visitors, generating 25,121 guest nights and an estimated $3.92 million in visitor expenditure.
- Supported local businesses and community organisations, undertaking more than 200 business visits and providing $44,572.86 through Council's business, community and regional events grant programs.
- Delivered inclusive community and youth programs, including free school holiday activities attended by 1,349 people, 13 Youth Council events, Seniors Festival activities and events promoting diversity, respect and community connection.
- Improved community engagement and organisational transparency, delivering 28 public consultations with 565 submissions, regular town drop-in sessions, farmer consultations, and expanded digital communications reaching 1.9 million Facebook views.

The report is intended as a point of reference for Council, staff, residents, local businesses, community organisations and government departments. The Annual Report has also been sent to the Auditors for review.

Link to Council Plan:
Theme Four: Good Governance and Financial Sustainability
4.1 We are a transparent and responsive organisation.

Financial Implications:
The Annual Report provides a summary of Council's financial performance for the 2025/2026 financial year. There are no direct financial implications arising from receiving the report; however, the audited Financial Statements and Performance Statement contained within the Annual Report provide important accountability and transparency regarding Council's financial position and performance.

Risk Management Implications:

Strategic Risk Description	Risk Management Discussion
Governance	The Annual Report summarises the governance and financial performance of Council over the preceding 12 months. This is a requirement under the Local Government Act 2020, so doing so meets legislative obligations, but it also promotes transparency and ensures that key information about Council's operations is publicly available.

Relevant Legislation:
Local Government Act 2020
Local Government (Planning and Reporting) Regulations 2020

Community Engagement:
Community engagement is not required in preparation of the Annual Report, however the final document will be made publicly available and advertised via local media and Council platforms.

Gender Equality Implications:
Gender Impact Assessments are required by the *Gender Equality Act 2020* when the project, policy or plan subject to Council decision has a direct and significant impact on the community.

A Gender Impact Assessment is not required as this project, policy or plan does not have a direct and significant impact on the community.

Confidential Declaration:
Not applicable.

Conflict of Interest:
Under Section 130(2) of the *Local Government Act 2020*, officers providing advice to Council must disclose any conflict of interest, including the type of interest.

Officer Responsible – Monica Revell, Chief Executive Officer
In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Petra Croot, Director Corporate and Community Services
In providing this advice as the Author, I have no disclosable interests in this report.

Communications Strategy:
The Annual Report 2025/2026 will be publicised via local newspapers, Council's social media pages, publications and published on Council's website. Copies will also be made available at Council's Customer Service Centres and Libraries.

Next Steps:
Council Officers to publish the Annual Report 2025/2026 in line with the Communications Strategy.

RECOMMENDATION:

That Council receives the Hindmarsh Shire Council Annual Report 2025/2026.

MOVED: Cr R Barker/Cr T Clark

That Council receives the Hindmarsh Shire Council Annual Report 2025/2026.

CARRIED

10.2 QUARTERLY PERFORMANCE REPORT - Q1 2026/2027

Responsible Officer: Director Corporate and Community Services
Councillor Portfolio: Cr Barker and Cr Uoy
Attachments:
1. Performance Update Quarter 1 2026-2027 [**10.2.1**]

Executive Summary:
This report provides Council with the Quarter One 2026/2027 updates on financial performance, delivery of Council Plan actions, and progress of the Capital Works Program for the period 1 July to 30 September 2026.

Council recorded a year-to-date surplus of $7.19 million, compared with the budgeted surplus of $7.51 million. The variance primarily reflects higher depreciation expense following the completion of asset system data corrections. At 30 September 2026, Council held $18.25 million in cash, largely due to the early receipt of Financial Assistance Grants. Capital expenditure totalled $1.05 million against a budget of $1.60 million, with the variance mainly attributable to the seasonal scheduling of roadworks. Most capital projects remain on track for completion by June 2027.

Delivery of the 2026/2027 Council Plan actions progressed across all four themes. Quarter One achievements included decisions on community and business grants, youth engagement initiatives, promotion of community events, renewed recruitment for the Community Panel, improvements to online forms, early service and asset reviews, strengthened engagement resources, recreation and wellbeing initiatives, and advancement of strategic land-use and infrastructure planning.

The Capital Works Program continues to include carried-forward projects, plant purchases, road construction, building maintenance, and major projects. During the quarter, Council crews completed 123 customer action requests and graded approximately 150 kilometres of the gravel road network.

Regular quarterly reporting supports transparent and accountable decision-making, enables early identification of financial and delivery risks, and provides Council and the community with clear oversight of progress against adopted plans and budgets.

Discussion:
Finance Update
Council manages significant public funds and is responsible for ensuring these resources are administered responsibly, effectively, and transparently to support the delivery of services and community infrastructure. Quarterly financial reports are prepared and presented to Council as a core component of Council's planning and reporting framework, alongside quarterly reporting on delivery of the Council Plan.

The quarterly financial report summarises Council's financial position and performance against budget, identifies material variances and associated risks, and provides additional context on matters arising during the quarter.

The report also includes a summary of carry-forward items, as well as any significant variances to the adopted budget from the first quarter.

As at 30 September 2026, Council recorded a year-to-date surplus of $7.19 million, compared with the budgeted surplus of $7.51 million. The variance is primarily due to higher depreciation expense that was not incorporated into the 2026/2027 budget while asset system data corrections were being finalised. These corrections were completed later in 2025/2026, and actual depreciation now reflects the expected level for the current financial year. Council held $18.25 million in cash at the end of the first quarter, mainly due to the early receipt of Financial Assistance Grants in June 2026. Capital works expenditure totalled $1.05 million against a budget of $1.60 million. The variance mainly reflects the scheduling of roadworks between October and March to allow for seasonal weather conditions. Most capital works projects remain on track for completion by June 2027.

Council Plan Actions Update

Annually, Council adopts a set of actions that aid in the achievement of the objectives within the Council Plan 2025-2029. The actions correspond to the themes identified in the Council Plan:

- Our Community
- Built and Natural Environment
- Competitive and Innovative Economy
- Good Governance and Financial Sustainability

Quarter one (1) covers the period 1 July 2026 to 30 September 2026, which actions against each item detailed in the attached Quarterly Performance Report. Key achievements during this quarter include:

- Council decided the successful Round 1 recipients for the Connected Communities, Business Boost and Regional Event Sponsorship grant programs, with research commencing into a new grant management platform.
- Youth engagement initiatives progressed, including research with 18–25-year-olds, delivery of First Aid and CPR training to 19 young people, and launch of the Youth Yaps program.
- Hindmarsh Pride Committee activities and the planned So Last Century event were promoted through Council newsletters, social media and media releases.
- Council expanded community participation through renewed recruitment for the Deliberative/Community Panel and a successful community pop-up session at the Rainbow Community Shed.
- An audit of Council's online forms was completed, identifying forms to be reviewed, updated or transitioned to OpenForms.

- Early work progressed on key service and asset reviews, including research into Early Years services and development of a draft Building Management Plan.
- Community engagement resources were strengthened through development of a staff training presentation and an internal engagement method selection tool.
- The annual "Council at a Glance" financial summary has been incorporated into ongoing quarterly financial reporting.
- Community wellbeing and recreation outcomes advanced through support for the Just a Farmer screening, planning for a Dimboola Park Run, and continued development of recreation reserve masterplans.
- Strategic planning progressed through commencement of the Rural Land Use Strategy, preparation of a revised Development Infrastructure Impact and Contribution Policy, and research to support infill development opportunities.

Capital Works Update

This report presents Council with an update on the progress of 2026/2027 capital works program. This program includes projects carried forward from 2025/2026, plant purchases, road construction, building maintenance and major projects. Over the past three (3) months, the crew has completed 123 customer action requests and graded approximately 150 kilometres of Council's gravel road network. A summary of progress against each project is included in the attached Quarterly Performance Report.

Link to Council Plan:

Theme Four: Good Governance and Financial Sustainability

4.2 We engage our community with respect and openness.

4.3 We manage our resources responsibly and strategically.

Financial Implications:

Finance Report

The attached Quarter 1 2026/2027 Finance Report outlines Council's financial position against the adopted budget and provides commentary on key variances and any associated financial implications. Carry-forward items from 2025/2026 are presented to Council for decision today and, if approved, will impact reported expenditure against the 2026/2027 budget.

Council Plan Actions

Council Plan Actions for 2026/2027 are delivered within the adopted budget. There are no additional financial implications associated with noting the Quarter 1 update.

Capital Works

The 2026/2027 Capital Works Program is delivered in accordance with the adopted capital budget, including approved carry-forward projects. Customer action requests and routine grading activities are managed within Council's annual operational budget.

Risk Management Implications:

Strategic Risk Description	Risk Management Discussion
Financial Sustainability	Quarterly financial reporting supports transparency and accountability by ensuring Council maintains regular oversight of its financial position and performance. It also enables early identification of material variances, emerging risks or other matters requiring timely management action. Reporting on Council Plan Actions provides a clear record of progress against the Annual Action Plan and demonstrates how Council is delivering projects, events and services aligned with the Council Plan 2025-2029, the Health and Wellbeing Plan and the Community Vision. Monitoring and reporting on the Capital Works Program ensure budgeted projects remain subject to appropriate oversight. Regular reporting assists Council to identify delays, delivery risks and potential over or underspends early, while also providing the community with clear information about how capital funding is being used throughout the year.

Relevant Legislation:
Local Government Act 2020
Gender Equality Act 2020
Public Health and Wellbeing Act 2008
Road Management Act 2004
Australian Accounting Standards

Community Engagement:
Not applicable.

Gender Equality Implications:
Gender Impact Assessments are required by the *Gender Equality Act 2020* when the project, policy or plan subject to Council decision has a direct and significant impact on the community.

This report is for information purposes only, therefore a Gender Impact Assessment is not required.

Confidential Declaration:
Not applicable.

Conflict of Interest:
Under Section 130(2) of the *Local Government Act 2020*, officers providing advice to Council must disclose any conflict of interest, including the type of interest.

Officer Responsible – Petra Croot, Director Corporate and Community Services
In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Petra Croot, Director Corporate and Community Services
In providing this advice as the Author, I have no disclosable interests in this report.

Communications Strategy:
The Quarterly Performance Report will be publicised through a media release and Council's newsletter, providing the community with an accessible summary of progress across Capital Works, Finance and Council Plan Actions.

Next Steps:
The Quarterly Performance Report will then be publicised through a media release and Council's newsletter to provide the community with an accessible summary of Council's progress for the quarter. Any 2025/2026 carry-forward items approved by Council will be reflected in future 2026/2027 budget reporting.

RECOMMENDATION:

That Council:

1. ***notes the Quarterly Performance Report comprising the Quarter 1 2026/2027 Finance Report, Council Plan Actions update and Capital Works update; and***
2. ***notes the 2025/2026 carry-forward items as presented and approves their absorption into 2026/2027 operational work plans.***

MOVED: Cr J Barry/Cr R Aitken

That Council:

1. ***notes the Quarterly Performance Report comprising the Quarter 1 2026/2027 Finance Report, Council Plan Actions update and Capital Works update; and***
2. ***notes the 2025/2026 carry-forward items as presented and approves their absorption into 2026/2027 operational work plans.***

CARRIED

10.3 PRIVACY AND DATA PROTECTION POLICY

Responsible Officer: Director Corporate and Community Services
Councillor Portfolio: Cr Barker and Cr Uoy
Attachments:
1. DRAFT C028 Privacy and Data Protection Policy [**10.3.1**]

Executive Summary:
This report presents the draft Privacy and Data Protection Policy recommended to be endorsed for a period of community engagement from 29 October 2026 to 27 November 2026.

The policy has been reviewed to ensure it remains current, practical and aligned with Council's obligations under the *Privacy and Data Protection Act 2014*. Key updates include a new section on data breaches and privacy incidents, together with minor amendments to definitions, visual surveillance and social media provisions to improve clarity and strengthen Council's privacy management practices. The policy was reviewed and endorsed by Council's Audit and Risk Committee on 16 September 2026.

Discussion:
The Privacy and Data Protection Policy, last updated in May 2024, supports Hindmarsh Shire Council in meeting its obligations under the *Privacy and Data Protection Act 2014* in the collection, management, and disclosure of personal information, and to ensure that the Victorian Information Privacy Principles are embedded in our operational environment.

The Victorian Information Privacy Principles set out the minimum standards for how Victorian public sector organisations collect, use, manage and protect personal information under the *Privacy and Data Protection Act 2014.*

- **Collection:** Personal information should only be collected where it is necessary for Council's functions or activities, and must be collected lawfully, fairly and without being unreasonably intrusive.
- **Use and Disclosure:** Personal information should generally only be used or disclosed for the purpose for which it was collected, or for a related purpose the person would reasonably expect, unless another lawful basis applies.
- **Data Quality:** Council should take reasonable steps to ensure personal information is accurate, complete and up to date.
- **Data Security**: Personal information must be protected from misuse, loss, unauthorised access, modification or disclosure, and securely destroyed or de-identified when no longer required.
- **Openness:** Council must have clear policies outlining how personal information is managed and make information about those practices available.

- **Access and Correction:** Individuals have rights to seek access to their personal information and request correction where information is inaccurate, incomplete or out of date.
- **Unique Identifiers:** Unique identifiers should only be assigned or used where necessary for Council's functions and should not be adopted or disclosed inappropriately.
- **Anonymity:** Where lawful and practicable, individuals should be given the option of not identifying themselves when dealing with Council.
- **Transborder Data Flows:** Personal information should only be transferred outside Victoria where appropriate privacy protections are in place.
- **Sensitive Information:** Sensitive information, such as information about a person's health, beliefs, affiliations or criminal record, requires a higher level of protection and should only be collected where permitted by law.

The major change to the Privacy and Data Protection Policy is the addition of a dedicated data breaches and privacy incidents section. This section confirms Council's commitment to preventing, identifying, assessing and responding to actual or suspected data breaches in a timely, effective and transparent way. It requires Councillors, employees, contractors and volunteers to immediately report suspected breaches, and makes clear that evidence relating to a breach must not be concealed, deleted or interfered with. The section also outlines Council's approach to containing and assessing incidents, securing affected information or systems, investigating the cause and impact of breaches, notifying affected individuals or relevant authorities where appropriate, and using lessons learned to strengthen privacy, information management and cyber security practices. Minor updates have also been made to improve the definitions, visual surveillance and social media sections.

Link to Council Plan:
Theme Four: Good Governance and Financial Sustainability
4.1 We are a transparent and responsive organisation.

Financial Implications:
There are no financial implications associated with this policy review. Any actions required under the Privacy and Data Protection Policy, including ongoing compliance activities and responses to privacy incidents, will be managed within Council's existing operational resources and approved budget allocations.

Risk Management Implications:

Strategic Risk Description	Risk Management Discussion
Governance	The review of the Privacy and Data Protection Policy supports Council's management of its Governance risk by strengthening the framework for lawful, transparent and accountable handling of personal information. The updated

	policy assists Council to meet its legislative obligations, embed the Victorian Information Privacy Principles in day-to-day operations, and reduce the risk of non-compliance, poor information management, privacy breaches and loss of community trust. The addition of a dedicated data breach and privacy incidents section further supports governance by clearly outlining reporting, assessment, containment, investigation, notification and continuous improvement processes.

Relevant Legislation:
Privacy and Data Protection Act 2014
Health Records Act 2001
Freedom of Information Act 1982
Privacy Act 1988
Local Government Act 2020

Community Engagement:
Subject to Council endorsement, community consultation on the draft Privacy and Data Protection Policy will be undertaken through Have Your Say Hindmarsh from 29 October 2026 to 27 November 2026. Consultation will be carried out in accordance with Council's Community Engagement Policy, providing the community with an opportunity to review the draft policy and provide feedback prior to final consideration by Council.

Gender Equality Implications:
Gender Impact Assessments are required by the *Gender Equality Act 2020* when the project, policy or plan subject to Council decision has a direct and significant impact on the community.

A Gender Impact Assessment is not required as this policy does not have a direct and significant impact on the community.

Confidential Declaration:
Not applicable.

Conflict of Interest:
Under Section 130(2) of the *Local Government Act 2020*, officers providing advice to Council must disclose any conflict of interest, including the type of interest.

Officer Responsible – Petra Croot, Director Corporate and Community Services
In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Petra Croot, Director Corporate and Community Services
In providing this advice as the Author, I have no disclosable interests in this report.

Communications Strategy:
Community consultation on the draft Privacy and Data Protection Policy will be promoted through Council's standard communication channels, including Have Your Say Hindmarsh, Council's website, social media channels and, where appropriate, local media and community newsletters. The communications will clearly outline the purpose of the review, key proposed changes, the consultation period, how community members can provide feedback, and the next steps for Council consideration following the consultation period.

Next Steps:
Subject to Council endorsement, the draft Privacy and Data Protection Policy will be placed on public exhibition from 29 October 2026 to 27 November 2026. Following the consultation period, feedback will be reviewed and a further report will be presented to the 16 December 2026 Council meeting for Council to consider feedback received and adoption of the policy.

RECOMMENDATION:

That Council:

1. ***endorses the Privacy and Data Protection Policy for a period of community engagement from 29 October 2026 to 27 November 2026; and***
2. ***receives a further report at the 16 December 2026 Council meeting to consider community feedback and adoption of the Privacy and Data Protection Policy.***

MOVED: Cr R Barker/Cr C Uoy

That Council:

1. ***endorses the Privacy and Data Protection Policy for a period of community engagement from 29 October 2026 to 27 November 2026; and***
2. ***receives a further report at the 16 December 2026 Council meeting to consider community feedback and adoption of the Privacy and Data Protection Policy.***

CARRIED

10.4 SUMMARY OF PLANNING PERMITS APPROVED UNDER DELEGATION Q3 2026

Responsible Officer: Director Infrastructure Services
Councillor Portfolio: Cr Barry
Attachments:
Nil

Executive Summary:
This report summarises the planning permit applications approved by the CEO under delegation from the period of 1 July 2026 to 30 September 2026. It includes planning permits approved under the VicSmart process. A total of 3 planning permits were approved during this period.

Discussion:
Planning permit applications are assessed under the Hindmarsh Planning Scheme. Under Council delegations, the Chief Executive Officer may approve planning permits following assessment and recommendation by town planners. More complex applications are presented to Council for determination.

Some low impact and straightforward planning permit applications are eligible for the VicSmart process, which provides an expedited assessment pathway. VicSmart is designed to streamline simple proposals with no public notice, no external referrals, and a decision by the Chief Executive Officer under delegation.

Regular planning permit applications have a statutory assessment timeframe of sixty days. VicSmart applications have a statutory assessment timeframe of ten days.

The following planning permit applications, including VicSmart applications, were approved by the Chief Executive Officer under delegation during the period 1 July 2026 to 30 September 2026. VicSmart applications are identified by the letters VS in the application number.

App No.	Address	Proposal	Date Rec'd	Planning Permit Trigger	Date Appr'd	Stat Days
VS2600011	14 Muller Street, Dimboola VIC 3414	Construction of a fence that may obstruct the flow of water	19/08/2026	• Clause 42.01-2 – A permit is required to construct a fence that may obstruct the flow of water (ESO6).	28/08/2026	6
PA1905-2026	Ridgwell Road, Nhill VIC 3418	Two lot subdivision (dwelling excision)	1/05/2026	• Clause 35.07-3 (Farming Zone) – Subdivide land • Clause 42.01-2 (ESO6) - Subdivide land	24/09/2026	15
PA1909-2026	Bushby Lane, Dimboola VIC 3414	Native vegetation removal	30/06/2026	• Clause 52.17 – native vegetation removal	24/09/2026	30

Link to Council Plan:
Theme Four: Good Governance and Financial Sustainability
4.1 We are a transparent and responsive organisation.
4.3 We manage our resources responsibly and strategically.

Financial Implications:
There are no financial implications associated with noting this report.

Risk Management Implications:

Strategic Risk Description	Risk Management Discussion
Governance	Risk is managed appropriately by adhering to the assessment process during approval of all planning applications. Complicated planning permits with higher levels of risk are presented to Council for decision.

Relevant Legislation:
Planning and Environment Act 1987

Community Engagement:
Where there is the potential for an application to cause material detriment, the application is advertised to neighbouring properties and sometimes the wider community. This is not applicable for a VicSmart permit application.

Gender Equality Implications:
Gender Impact Assessments are required by the *Gender Equality Act 2020* when the project, policy or plan subject to Council decision has a direct and significant impact on the community.

A Gender Equality Assessment is not required as this project, policy or plan does not have a direct and significant impact on the community.

Confidential Declaration:
Not applicable.

Conflict of Interest:
Under Section 130(2) of the *Local Government Act 2020*, officers providing advice to Council must disclose any conflict of interest, including the type of interest.

Officer Responsible – Ram Upadhyaya, Director Infrastructure Services
In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Mikayla Farmers, Planning Officer
In providing this advice as the Author, I have no disclosable interests in this report.

Communications Strategy:
Not applicable.

Next Steps:
The next summary of planning permits approved under delegation report will be for the period of 1 October 2026 to 31 December 2026 and will be taken to Council after this period has concluded.

RECOMMENDATION:

That Council notes the planning applications approved by the CEO under delegation for the period 1 July 2026 to 30 September 2026.

MOVED: Cr T Clark/Cr J Barry

That Council notes the planning applications approved by the CEO under delegation for the period 1 July 2026 to 30 September 2026.

CARRIED

10.5 HINDMARSH HOLIDAY PARKS FINANCIAL YEAR REPORT

Responsible Officer: Director Corporate and Community Services
Councillor Portfolio: Cr Barker
Attachments:
1. Hindmarsh Holiday Parks Financial Year Report 20252026 [**10.5.1**]

Executive Summary:
This report provides an overview of the performance of Hindmarsh Holiday Parks during the 2025/2026 financial year. The 2025/2026 Council Plan Actions state that Council will "report annually on Hindmarsh Holiday Parks revenue and investment to grow patronage." As the holiday parks are one of Council's main sources of revenue outside rates and recurrent grants, this report examines occupancy, operating costs and revenue, capital projects, economic impact, and local employment opportunities.

The Hindmarsh Holiday Parks network continued to deliver strong economic, tourism, and community outcomes during 2025/2026, despite broader challenges associated with cost-of-living pressures and reduced discretionary travel across regional Victoria.

Across the four (4) parks at Dimboola, Jeparit, Nhill and Rainbow, the network welcomed 11,901 visitors who generated 25,121 guest nights and an estimated $3.92 million in visitor expenditure across Hindmarsh Shire's economy.

Economic modelling indicates that Holiday Park visitation generated an estimated $5.2 million in total economic output, supported 16 jobs, and added $2.34 million to Gross Regional Product.

Discussion:
Operational Performance
Park occupancy across the network reached 24.04%, with cabin occupancy averaging 64.24%. During the year, the four parks accommodated 11,901 visitors, with Dimboola Holiday Park remaining the strongest performing location and accounting for approximately 61% of all visitors. Strong cabin occupancy was achieved across all parks, particularly at Dimboola (75.88%) and Rainbow (61.15%), while the average length of stay remained consistent across all parks at 2.11 nights.

Financial Performance
Holiday Park operations continued to perform strongly despite softening demand in the latter part of the financial year. Key financial outcomes included total operating income of $1.38 million, operating expenditure of $950,896 and capital expenditure of $323,646. This resulted in an operating surplus of approximately $432,867.

Visitor Experience

The network achieved an overall Net Promoter Score (NPS) of 77.51, with guests consistently highlighting the clean and well-maintained amenities, spacious and attractive park environments, quality camp kitchen and communal facilities, and convenient proximity to local attractions and services.

The Net Promoter Score (NPS) is a popular business metric that measures customer loyalty, satisfaction, and enthusiasm by asking a single question: *"On a scale of 0 to 10, how likely are you to recommend our Holiday Park to a friend or colleague?"*

The final NPS is calculated by subtracting the percentage of Detractors from the percentage of Promoters. The score can range from -100 to +100, with over 50 being categorised as excellent.

Capital Projects and Maintenance

During 2025/2026 Council undertook a range of capital, maintenance and renewal activities, including the installation of three modern, self-contained one-bedroom studio cabins in Nhill, ceiling repairs to the Dimboola amenities building, flooring improvements at the Nhill amenities block, and the commencement of planning for future upgrades at Nhill Holiday Park.

Future Priorities

Council's priorities for the coming year include increasing occupancy and market reach through a new Affiliate Membership, delivering a new camp kitchen and staff laundry upgrade at Nhill Holiday Park, progressing recommendations arising from CFA site inspections, continuing long-term renewal planning for ageing accommodation assets, and leveraging regional events and tourism marketing partnerships to grow visitation.

Overall, Hindmarsh Holiday Parks continue to provide significant economic and tourism benefits to the municipality while maintaining high levels of customer satisfaction and delivering a positive financial return to Council.

The attachment to this report provides detailed Holiday Park performance information.

Link to Council Plan:
Theme Four: Good Governance and Financial Sustainability
4.3 We manage our resources responsibly and strategically.

Financial Implications:
Hindmarsh Shire Council's holiday parks remain one of Council's most significant sources of own-source revenue outside of rates and charges, contributing directly to Council's long-term financial sustainability. Council continues to invest in the network to increase visitation and occupancy and provide quality visitor experiences.

Risk Management Implications:

Strategic Risk Description	Risk Management Discussion
Financial Sustainability	This report mitigates Council's Financial Sustainability strategic risk by reviewing the performance of a key own-source revenue stream and identifying opportunities to improve future returns. By strengthening the financial performance of the holiday park network, Council can increase sustainable revenue that supports service delivery and reduces reliance on rates and external funding.

Relevant Legislation:
Local Government Act 2020

Community Engagement:
Not applicable.

Gender Equality Implications:
Gender Impact Assessments are required by the *Gender Equality Act 2020* when the project, policy or plan subject to Council decision has a direct and significant impact on the community.

A Gender Impact Assessment is not required as this report does not have a direct and significant impact on the community.

Confidential Declaration:
Not applicable.

Conflict of Interest:
Under Section 130(2) of the *Local Government Act 2020*, officers providing advice to Council must disclose any conflict of interest, including the type of interest.

Officer Responsible – Petra Croot, Director Corporate and Community Services
In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Mark Fletcher, Manager Economic Development and Tourism
In providing this advice as the Author, I have no disclosable interests in this report.

Communications Strategy:
Not applicable.

Next Steps:
Council officers will continue to promote the Hindmarsh Holiday Parks to increase tourists visiting the Hindmarsh Shire and broader region.

RECOMMENDATION:

That Council notes the Hindmarsh Holiday Parks Financial Year Report for 2025/2026.

MOVED: Cr C Uoy/Cr J Barry

That Council notes the Hindmarsh Holiday Parks Financial Year Report for 2025/2026.

CARRIED

10.6 DELEGATIONS UPDATE S11A

Responsible Officer: Director Corporate and Community Services
Councillor Portfolio: Cr Barker and Cr Uoy
Attachments:
1. S11A - Instrument of Appointment (PE Act) [**10.6.1**]

Executive Summary:
The *Local Government Act 2020* allows Council to delegate their powers by resolution to ensure the many decisions required to be made are done so in an efficient way, allowing Council meetings to remain focused on strategic matters and community leadership.

The S11A Instrument of Delegation under the *Planning and Environment Act 1987* has been expanded to include the services of a planning officer, contracted for coverage during a period of parental leave. A contracted Environmental Health Officer has also been included whilst Council has a vacancy.

This report presents the reviewed S11A Instrument of Delegation under the *Planning and Environment Act 1987* for Council consideration.

Discussion:
S11A Instrument of Appointment and Authorisation – *Planning and Environment Act 1987*.
The purpose of the *Planning and Environment Act 1987* (the Act) is to establish a framework for planning the use, development and protection of land in Victoria.

The Act sets out procedures for preparing and amending the Victoria Planning Provisions and planning schemes. It also sets out the process for obtaining permits under schemes, settling disputes, enforcing compliance with planning schemes and permits, and other administrative procedures.

Council's responsibility under the Act is to be a planning authority and responsible authority, responsible for preparing and administering planning schemes. This instrument is used by Council to authorise officers to enforce the *Planning and Environment Act 1987* and institute proceedings on behalf of the Council or represent Council.

This S11A will enable a planning officer contracted by Council to undertake responsibilities within Council's development team during a period of parental leave. Additionally, a former Environmental Health Officer is removed and replaced with Council's contracted Environmental Health Officer.

Link to Council Plan:
Theme Four: Good Governance and Financial Sustainability
4.3 We manage our resources responsibly and strategically.

Financial Implications:
There are no financial implications associated with this report.

Risk Management Implications:

Strategic Risk Description	Risk Management Discussion
Governance Organisational Culture and Capability	Failure to update the Instruments of Delegation on a regular basis to accommodate required changes to legislation, organisational structure and position changes may result in operational inefficiency and lead to decisions becoming invalid. The delegations have been reviewed by the Director Corporate and Community Services in consultation with implicated staff to ensure that all parties are cognisant of the responsibilities and obligations prescribed within the Instruments. The use of these documents ensures Council has compliant appointments, authorisations and delegations to relevant Council staff in place that meet the requirements of the Acts and regulations contained therein.

Relevant Legislation:
Local Government Act 2020
Local Government Act 1989
Planning and Environment Act 1987

Community Engagement:
Not applicable.

Gender Equality Implications:
Gender Impact Assessments are required by the *Gender Equality Act 2020* when the project, policy or plan subject to Council decision has a direct and significant impact on the community.

A Gender Impact Assessment is not required as this report does not have a direct and significant impact on the community.

Confidential Declaration:
Not applicable.

Conflict of Interest:
Under Section 130(2) of the *Local Government Act 2020*, officers providing advice to Council must disclose any conflict of interest, including the type of interest.

Officer Responsible – Petra Croot, Director Corporate and Community Services
In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Janelle Reichelt, Manager People and Performance
In providing this advice as the Author, I have no disclosable interests in this report.

Communications Strategy:
All relevant delegations will be available for the public to access in accordance with the *Local Government Act 1989* and the *Local Government Act 2020.*

Next Steps:
Should they be adopted, the Instruments will be published on Council's website and provided to relevant officers. Where required, ID cards will be produced, and internal control systems updated relevant to listed authorities, powers and responsibilities.

RECOMMENDATION:

That Council, in the exercise of the powers conferred by the legislation referred to in the attached S11A Instrument of Delegation under the Planning and Environment Act 1987, resolves that:

1. ***there be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached Instruments of Delegation to members of Council staff, the powers, duties and functions set out in each Instrument, subject to the conditions and limitations specified in that Instrument;***
2. ***the S11A Instrument of Delegation under the Planning and Environment Act 1987 comes into force immediately when the common seal of Council is affixed to the Instrument;***
3. ***on the coming into force of the Instruments all previous delegations to members of Council staff (other than the Chief Executive Officer) pertaining to the same legislated powers, duties and functions are revoked; and***
4. ***the duties and functions set out in the instrument must be performed, and the powers set out in the Instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.***

MOVED: Cr T Clark/Cr J Barry

That Council, in the exercise of the powers conferred by the legislation referred to in the attached S11A Instrument of Delegation under the Planning and Environment Act 1987, resolves that:

1. ***there be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached Instruments of Delegation to members of Council staff, the powers, duties and functions set out in each Instrument, subject to the conditions and limitations specified in that Instrument;***

2. ***the S11A Instrument of Delegation under the Planning and Environment Act 1987 comes into force immediately when the common seal of Council is affixed to the Instrument;***
3. ***on the coming into force of the Instruments all previous delegations to members of Council staff (other than the Chief Executive Officer) pertaining to the same legislated powers, duties and functions are revoked; and***
4. ***the duties and functions set out in the instrument must be performed, and the powers set out in the Instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.***

CARRIED

10.7 FUNDING APPLICATION FOR RAISED PEDESTRIAN CROSSING AT ELLERMAN STREET - SLRSP

Responsible Officer: Director Infrastructure Services
Councillor Portfolio: Cr Barry
Attachments:
1. Ellerman Street Raised Pedestrian Crossing - SLRSP [**10.7.1**]

Executive Summary:
This report seeks Council endorsement to nominate the construction of a raised pedestrian crossing on Ellerman Street Dimboola, for funding under the Safer Local Roads and Streets Program (SLRSP). The proposed works include associated underground drainage and kerb improvements and are estimated to cost $150,000.00 (excl. GST). Subject to approval by the funding body and the realisation of savings from existing SLRSP-funded projects, the project would be fully funded with no Council contribution required.

Discussion:
The Safer Local Roads and Streets Program (SLRSP) provides funding to Victorian local government authorities to deliver infrastructure improvements that enhance road safety outcomes within local communities.

The proposed project involves the construction of a raised pedestrian crossing on Ellerman Street Dimboola, together with associated kerb and drainage improvements. The site is located adjacent to Dimboola Memorial Secondary College and in close proximity to local sporting and recreation facilities, generating high levels of pedestrian activity throughout the day. Traffic speed monitoring has identified vehicle speeds of up to 100 km/h within the existing 40 km/h school speed zone, highlighting the need for additional traffic calming and pedestrian protection measures. The current road environment provides limited support for safe pedestrian movements, particularly for students and other vulnerable road users.

The project will improve pedestrian safety and accessibility by providing a clearly defined crossing point, increasing driver awareness of pedestrian activity and reducing vehicle speeds through the area. The works will support safer access to educational, recreational and community facilities for students, families and other members of the community.

A concept design and cost estimate have been prepared internally, with the total project estimated at $150,000.00 (excl. GST). The project will be funded if endorsed by TAC and if saving is realised from four other projects currently funded by SLRSP. A total of $2 Million was provided by Victorian Government to fund projects listed below:

- Safety improvement at intersection of Solly Road and Nhill Rainbow Road.
- Safety improvement at intersection of Kruger Road and Nhill Rainbow Road.
- Raised pedestrian crossing and footpath in Whitehead Avenue and Davis Avenue.
- Footpath and shared path in Park Street.

- Detailed design and approvals for all the projects listed above.

The funding guidelines permit Council to nominate an additional project for funding from any savings realised from the initially approved project list. The nomination must be submitted by 31 October 2026. If an additional project is not nominated by this deadline, any unallocated savings must be returned to the funding body. The project, if successful, will be completed by 30 June 2027. The concept design is included as an attachment to this report.

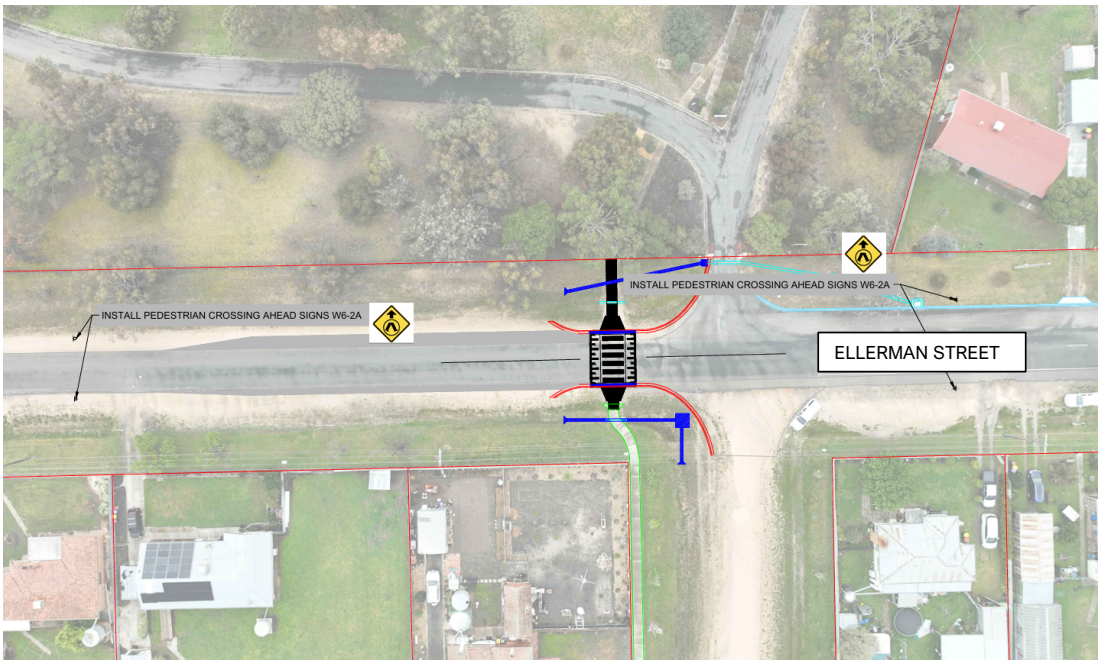


Figure 1: Proposed Location of the Raised Pedestrian Crossing.

Link to Council Plan:
Theme Two: Built and Natural Environment
2.2 Our infrastructure supports liveability and resilience.

Financial Implications:
The proposed project has an estimated cost of $150,000.00 (excl. GST) and would be fully funded through the realised savings from previously approved Safer Local Roads and Streets Program (SLRSP) projects. No Council contribution is required, and the project will not impact Council's budget. The approval would be subject to availability of the funding through realised savings.

Risk Management Implications:

Strategic Risk Description	Risk Management Discussion
Community Needs	The proposed project will address an identified road safety risk within a key school and community precinct by providing a raised pedestrian crossing and associated kerb and

	drainage improvements on Ellerman Street, Dimboola. The works will improve safety and accessibility for students, families and other pedestrians accessing Dimboola Memorial Secondary College, and nearby sporting and recreation facilities. The treatment is designed to increase pedestrian visibility, reinforce pedestrian priority and reduce vehicle speeds in an area that experiences high levels of pedestrian activity. By addressing existing safety concerns and improving access to important community destinations, the project will contribute to improved road safety outcomes and support Council's commitment to providing safe, accessible and connected infrastructure for the community.

Relevant Legislation:
Local Government Act 2020
Road Management Act 2004

Community Engagement:
Council officers have consulted with Dimboola Memorial Secondary College, Dimboola to accommodate schools' requirements and get support for the project.

Further consultation with the community will be undertaken should the application be successful.

Gender Equality Implications:
Gender Impact Assessments are required by the *Gender Equality Act 2020* when the project, policy or plan subject to Council decision has a direct and significant impact on the community.

A Gender Impact Assessment has been completed in relation to this project.

Confidential Declaration:
Not applicable.

Conflict of Interest:
Under Section 130(2) of the *Local Government Act 2020*, officers providing advice to Council must disclose any conflict of interest, including the type of interest.

Officer Responsible – Ram Upadhyaya, Director Infrastructure Services
In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Lakshdeep Chawla, Infrastructure Engineer
In providing this advice as the Author, I have no disclosable interests in this report.

Communications Strategy:
If successful, an awareness and education campaign will be undertaken through various channels, including social media.

Next Steps:
Should Council endorse the applications, Council officers will proceed with project nomination process.

RECOMMENDATION:

That Council endorses the proposed funding application under the Safer Local Roads and Streets Program for the construction of a raised pedestrian crossing in Ellerman Street, Dimboola.

MOVED: Cr J Barry/Cr T Clark

That Council endorses the proposed funding application under the Safer Local Roads and Streets Program for the construction of a raised pedestrian crossing in Ellerman Street, Dimboola.

CARRIED

10.8 DISPOSAL OF SURPLUS LAND AND BUILDINGS

Responsible Officer: Director Infrastructure Services
Councillor Portfolio: Cr Barker and Cr Uoy
Attachments:
1. CONFIDENTIAL - Jeparit Iron Moulding and Fitness Proposal [**10.8.1**]
2. CONFIDENTIAL - Letter of Support from Jeparit Town Advisory Committee [**10.8.2**]

Executive Summary:
This report seeks approval from Council to advertise intention to dispose Council assets (land and buildings) that are surplus to its needs.

Council officers have reviewed Council's current land and building assets and identified several properties that are surplus to current and foreseeable operational requirements. These assets no longer support existing service delivery, strategic infrastructure, or future asset needs, and do not provide significant community benefit in their current state.

The proposed sales would enable Council to realise the value of underutilised assets, reduce ongoing maintenance and holding costs, and generate revenue that can be redirected towards priority projects, asset renewal programs and other strategic initiatives. The disposal aligns with asset management principles that support the optimisation of Council's asset portfolio and the efficient use of public resources.

Community feedback on the proposed sale of assets will be sought via Council's 'Have Your Say Hindmarsh' page between 29 October 2026 to 27 November 2026.

Discussion:
Council manages several buildings across the Shire that are approaching or have reached the end of their useful life. This report discusses an option to reduce the number of buildings by selling assets that are surplus to the Council's needs.

A review of Council's property portfolio has identified several land parcels and former operational facilities that are no longer required for current or future service delivery purposes. The assets under consideration include vacant land located at Rainbow, Jeparit and Dimboola, together with the former Jeparit Workshop, and Dimboola Depot sites. The Jeparit Bowling Club has also been included in the proposal. These properties have been assessed as surplus to operational requirements. The sale would reduce the number of properties Council manages and provide funds for reinvestment into priority infrastructure and community projects.

Proposed Land Disposals

Upper Regions Street, Dimboola (98-104 Upper Regions Street, Dimboola CA 2 Section 22 & CA 3 Section 22)



This large double block is 4,052m2 in area and can be accessed from both Upper Regions Street and Ellerman Street. The land is located within the General Residential Zone in Dimboola and is subject to the Bushfire Management Overlay and Environmental Significance Overlay. The site was previously used as a municipal pound and may present opportunities for developers to construct multiple dwellings.

Rainbow (Corner of Norman and Taverner Street, Rainbow, CA 14M)



This 809m2 block is located within the Township Zone in Rainbow and is not subject to any planning overlays. The block contains mature trees and may provide an opportunity for future residential development, subject to the relevant planning and statutory requirements.

70 Charles Street, Jeparit (Lot 1 LP7980)



This block sits in a Township Zone with an approximately 20-meter-wide frontage and 1974 m2 area. It borders the Wimmera Mallee Pioneer Museum on the east side and a residential property on the west. The land is subject to a Bushfire Management Overlay, Environmental Significance Overlay, Flood Overlay and Land Subject to Inundation Overlay. A portion of eastern boundary is also designated as an Area of Aboriginal Cultural Heritage Sensitivity.

Riverside Street, Jeparit (Lot 1-4 LP12111)

Situated within a Township Zone, the block is 2,920m2 in area and is subject to the Bushfire Management Overlay, Environmental Significance Overlay, Flood Overlay and Land Subject to Inundation Overlay.



Riverside Street, Jeparit (Lot 8-9 LP12111, Lot 196 L3581)

Situated within the Township Zone of Jeparit, this block is 6,865m2 in area and is subject to the Bushfire Management Overlay, Environmental Significance Overlay and Land Subject to Inundation Overlay. The block can potentially be utilised for residential development.



The vacant land parcels at Rainbow, Jeparit and Dimboola are currently undeveloped and do not support any existing Council service, strategic initiative, or infrastructure requirement. Retaining these sites provides limited benefit to Council and the broader community, while ongoing ownership incurs administrative responsibilities and maintenance obligations. Disposal of these parcels would enable Council to realise the value of underutilised assets and support more efficient management of its property holdings. It is hoped that the sale of these vacant land parcels may encourage residents/developers to build additional houses in these communities.

Building Disposal Proposals:

Old Workshop Building, Jeparit (11 Roy Street, Jeparit Lot 1-2 TP666030)

Following the construction of a new and compliant workshop in Jeparit, the Old Workshop Building is now surplus to Council's needs. The proposed disposal would reduce operational expenditure associated with the building and may create an opportunity to attract private investment.

Council officers have recently received two proposals from members of the public to utilise the building as a community facility. Applicant One, with support from the Jeparit Town Advisory Committee, has provided Council with a business proposal to establish the Jeparit Iron Moulding and Fitness facility within the Old Workshop building. Applicant Two proposed to convert the Old Workshop Building into a Community Art Hub. Both proposals see Council

retaining the ownership of the building and propose a lease arrangement in place. This does not reduce Council's obligations and requirements for the asset and adds administrative and financial burden.

Dimboola Depot (72 Upper Regions, Dimboola Lot 1 TP248868, Lot 1 TP419257)
Following the relocation of Dimboola Depot, the previous depot site has now become surplus to Council's needs. Retention of the property exposes Council to ongoing holding, maintenance, and risk management costs without delivering a corresponding operational benefit.

The previous depot site forms part of the old Powerhouse building, which has been deemed unsafe to occupy by Council's Municipal Building Surveyor. The building façade has heritage value for the Dimboola community, and its retention is considered important. Subject to Council support, a caveat or other appropriate mechanism would be considered as part of the disposal process to protect the façade.

Jeparit Bowling Club (62 Lower Roy Street, Jeparit Lot 2 LP61292)
The facility is no longer being used for its intended purpose. Lawn bowls ceased at the facility before 2020, and it has not been used as a bowling club or sporting venue since.

Ongoing maintenance, insurance and management costs remain Council's responsibility, with substantial maintenance costs forecast for the ageing building.

The facility is currently under a user agreement to a community group that uses the building as a meeting place rather than for its intended sporting purpose. The group has attempted to establish bowling activities with limited success. The current bowling greens require large amounts of work at a significant cost, and limited opportunity for grant funding. There are other Council facilities within Jeparit that could be used for meeting purposes, including the Jeparit Hall and Jeparit Recreation Reserve.

Summary
The proposed disposal of these assets aligns with Council's asset management principles, which seek to ensure that property holdings are fit for purpose, financially sustainable and contribute to the achievement of Council's strategic objectives. Rationalising surplus assets allows Council to focus resources on assets that directly support service delivery and community outcomes.

In addition to the operational benefits, the sale of these properties is expected to generate capital proceeds that can be allocated towards asset renewal, infrastructure improvements and other Council priorities.

Prior to disposal, all properties will be subject to the relevant legislative, governance and statutory requirements, including public notice processes, community consultation and independent market valuation prior to auction.

Overall, the disposal of the vacant land at Rainbow, Jeparit and Dimboola, together with the former Jeparit Workshop, Dimboola Depot and Jeparit Bowling Club sites, represents an opportunity to optimise Council's property portfolio, reduce ongoing costs, and redirect resources towards assets and services that provide greater benefit to the community.

Community feedback on the proposed sale of assets will be sought via Council's 'Have Your Say Hindmarsh' page between 29 October 2026 to 27 November 2026. Feedback received during the consultation period will be presented to council at the next available council meeting.

Link to Council Plan:
Theme Four: Good Governance and Financial Sustainability
4.1 We are a transparent and responsive organisation.
4.3 We manage our resources responsibly and strategically.

Financial Implications:
The disposal of the vacant land parcels at Rainbow, Jeparit and Dimboola, together with the former Jeparit Workshop, Dimboola Depot and Jeparit Bowling Club sites, is expected to provide a positive financial outcome for Council through the realisation of capital proceeds from the sale of surplus assets.

The market value of each property will be determined through independent valuation and the subsequent sale process. Sale proceeds will provide Council with additional capital funding that can be directed towards priority infrastructure projects, asset renewal programs, strategic initiatives, or other identified community priorities in accordance with Council's budget and long-term financial planning objectives.

In addition to the receipt of sale proceeds, the disposal of these assets will remove ongoing costs associated with ownership, including routine maintenance, inspections, insurance, security, utility charges (where applicable), rates and administration. The reduction in these recurrent costs will contribute to improved operational efficiency and reduce Council's future financial liabilities.

There may be one-off costs associated with the disposal process, including property valuations, surveying (if required), legal fees, advertising, agent commissions and statutory compliance costs. These costs are expected to be funded from the proceeds of sale and are not anticipated to materially impact Council's financial position.

Risk Management Implications:

Strategic Risk Description	Risk Management Discussion
Asset Management Financial Sustainability	Council is responsible for maintaining an asset portfolio that supports current and future service delivery requirements. Retaining assets that are surplus to operational needs can result in the inefficient allocation of resources and increased maintenance obligations without providing a corresponding community or operational benefit. The proposed disposal of these properties supports Council's asset management objectives by rationalising its property portfolio, reducing underutilised assets, and ensuring resources are focused on assets that contribute to service delivery and community outcomes.

Relevant Legislation:
Local Government Act 2020

(2) Before selling or exchanging the land, the Council must—
(a) at least 4 weeks prior to selling or exchanging the land, publish notice of intention to do so—
(i) on the Council's Internet site; and
(ii) in any other manner prescribed by the regulations for the purposes of this subsection; and
(b) undertake a community engagement process in accordance with its community engagement policy; and
(c) obtain from a person who holds the qualifications or experience specified under section 13DA(2) of the ***Valuation of Land Act 1960*** a valuation of the land which is made not more than 6 months prior to the sale or exchange

Community Engagement:
If Council resolves to advertise the intention to dispose of surplus assets, a public notice will be issued to seek feedback from the community as per Council's Engagement Policy and *Local Government Act 2020* requirements.

Community feedback on the proposed sale of assets will be sought via Council's 'Have Your Say Hindmarsh' page between 29 October 2026 to 27 November 2026. Feedback received during the consultation period will be presented to the council at next available council meeting.

Gender Equality Implications:
Gender Impact Assessments are required by the *Gender Equality Act 2020* when the project, policy or plan subject to Council decision has a direct and significant impact on the community.

A Gender Impact Assessment is not required at this stage, but will be undertaken as part of this project, policy or plan.

Confidential Declaration:
Not applicable.

Conflict of Interest:
Under Section 130(2) of the *Local Government Act 2020*, officers providing advice to Council must disclose any conflict of interest, including the type of interest.

Officer Responsible – Ram Upadhyaya, Director Infrastructure Services
In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Mick Henderson, Manager Assets and Facilities
In providing this advice as the Author, I have no disclosable interests in this report.

Communications Strategy:
Council remains committed to ensuring community interests are considered throughout the process. Community members will be able to provide feedback on the proposals through Council's 'Have Your Say Hindmarsh' page.

Next Steps:
Community consultation will be undertaken on all proposed sales through Council's 'Have Your Say Hindmarsh' page.

RECOMMENDATION:

That Council:

1. ***gives public notice by advertising for a minimum of 28 days Council's intention to sell surplus assets as listed below under Section 114(2)(a) of the Local Government Act 2020;***
    - ***a) land located at 98-104 Upper Regions Street, Dimboola (CA 2 Section 22 & CA 3 Section 22)***
    - ***b) land located at the corner of Norman and Taverner Street, Rainbow (CA 14M);***
    - ***c) land located at 70 Charles Street, Jeparit (Lot 1 LP7980);***
    - ***d) land located at Riverside Street, Jeparit (Lot 1-4 LP12111);***
    - ***e) land located at Riverside Street, Jeparit (Lot 8-9 LP12111, Lot 196 L3581);***
    - ***f) land and building located at 11 Roy Street, Jeparit (Old Jeparit Workshop, Lot 1-2 TP666030);***

g) land and building located at 72 Upper Regions Street, Dimboola (Dimboola Depot, Lot 1 TP248868, Lot 1 TP419257);
h) land and building located at 62 Lower Roy Street, Jeparit (Jeparit Bowling Club, Lot 2 LP61292);

2. undertakes a community engagement process in accordance with its Community Engagement Policy in accordance with S114(2)(b) of the Local Government Act 2020 for the period 29 October 2026 to 27 November 2026; and
3. receives a further report at the end of the notice period with consideration of submissions received.

MOVED: Cr R Barker/Cr R Aitken

That Council:

1. gives public notice by advertising for a minimum of 28 days Council's intention to sell surplus assets as listed below under Section 114(2)(a) of the Local Government Act 2020;
a) land located at 98-104 Upper Regions Street, Dimboola (CA 2 Section 22 & CA 3 Section 22)
b) land located at the corner of Norman and Taverner Street, Rainbow (CA 14M);
c) land located at 70 Charles Street, Jeparit (Lot 1 LP7980);
d) land located at Riverside Street, Jeparit (Lot 1-4 LP12111);
e) land located at Riverside Street, Jeparit (Lot 8-9 LP12111, Lot 196 L3581);
f) land and building located at 11 Roy Street, Jeparit (Old Jeparit Workshop, Lot 1-2 TP666030);
g) land and building located at 72 Upper Regions Street, Dimboola (Dimboola Depot, Lot 1 TP248868, Lot 1 TP419257);
h) land and building located at 62 Lower Roy Street, Jeparit (Jeparit Bowling Club, Lot 2 LP61292);
2. undertakes a community engagement process in accordance with its Community Engagement Policy in accordance with S114(2)(b) of the Local Government Act 2020 for the period 29 October 2026 to 27 November 2026; and
3. receives a further report at the end of the notice period with consideration of submissions received.

CARRIED

10.9 BUILDING MANAGEMENT PLAN AND ASSET MANAGEMENT POLICY

Responsible Officer: Director Infrastructure Services
Councillor Portfolio: Cr Barker and Cr Uoy
Attachments:
1. DRAFT C011 Asset Management Policy - September 2026 [**10.9.1**]
2. DRAFT Building Management Plan 2026-2030 [**10.9.2**]

Executive Summary:
This report presents the draft Building Management Plan 2026-2030 (the Plan) and the review of the Asset Management Policy (the Policy) for Council consideration and endorsement for community consultation in accordance with Council's Community Engagement Policy.

The plan outlines the proposed risk-based inspection and maintenance framework for Council buildings. The policy incorporates updated policy principles for lifecycle planning, renewal prioritisation, financial sustainability, asset data and governance. Collectively, both documents support compliant asset valuation, consistent management of Council's road and building portfolios, and informed maintenance, renewal, rationalisation and long-term financial planning decisions.

It is recommended that the draft Building Management Plan 2026-2030 and the Asset Management Policy be made available for community consultation for the period of Thursday 29 October 2026 to Thursday 26 November 2026.

Discussion:
Building Management Plan
Council is responsible for 250 buildings with a total replacement value of over $106 million. These buildings provide and support community services, governance, recreation, tourism and operational delivery throughout Hindmarsh Shire.

The Building Management Plan 2026–2030 establishes a system for Council to inspect, maintain and repair its buildings and related assets. The system reflects Council's policy and operational objectives while taking available resources into account. Council takes a lifecycle management approach to asset management planning, considering the resourcing requirements to operate, maintain, repair and renew assets to meet service level requirements and asset useful life expectancy.

The Plan sets out a transparent, risk-based approach to building inspections and maintenance. Buildings are categorised into a hierarchy according to their use, with inspection standards, inspection frequencies and maintenance response targets assigned to each group. These requirements guide decisions about maintenance, renewal, upgrades and disposal. Any defects found during inspections are recorded in Council's maintenance management system. Each defect is risk-rated and assigned an appropriate response. Where immediate risks are identified, temporary controls such as isolation, barriers or

closures are implemented until permanent rectification is completed. Building hierarchy and relevant inspection frequency is summarised in the table below.

Hierarchy level	Routine walk-through	Formal condition inspection	Roof/gutter & stormwater
Level 1	Quarterly	Every 4 years	Annually
Level 2	Biannual	Every 4 years	Annually
Level 3	Annual	Every 4 years	Annually
Level 4	Annual	Every 4 years	Annually
Level 5	Annual(security/safety)	Every 4 years	Annually (if retained)

Maintenance and renewal of existing assets remains Council's primary investment focus, ensuring that current facilities continue to provide safe, reliable and fit-for-purpose services to the community. The Plan recognises that not all preventative and general maintenance works can be accommodated within existing budget allocations and that works are therefore evaluated and prioritised with respect to available budgets, defect criticality and associated risk. Defect intervention category and subsequent response times are documented in section 10 of the draft plan.

The Plan also supports evidence-based consideration of asset rationalisation, disposal and alternative management arrangements where buildings are no longer financially sustainable, fit for purpose, appropriately utilised, or aligned with current and future service requirements. Decisions will consider utilisation, condition, risk, community value, heritage significance, operating costs, renewal demand and whether an alternative management arrangement would deliver improved long-term outcomes for Council and the community.

The draft Building Management Plan will be made available for community consultation for the period from Thursday 29 October 2026 to Thursday 26 November 2026. Any feedback received from the community will be incorporated (where appropriate) into the plan and presented to Council at the December 2026 Council Meeting for adoption.

Asset Management Policy Review

The current Asset Management Policy was adopted in July 2023 and was due for review in July 2026. The attached draft updates the policy to align with Council's current integrated planning framework, including the Council Plan 2025-2029, Community Vision to 2040, Asset Plan 2025-2035 and Long-Term Financial Plan.

The policy applies to all infrastructure and other physical assets owned, controlled, managed or maintained by Council. Any future asset proposals will need to identify whole-of-life operating, maintenance, renewal and depreciation costs, and any gap between asset planning requirements and the Long-Term Financial Plan will be reported through Council's planning and budget processes.

The Policy clearly defines roles and responsibility of various asset management stakeholders and establishes 16 policy principles covering integrated planning, legislative alignment, service-led decisions, long-term planning, whole-of-life value, levels of service, renewal priority, risk, financial integration, data, capability, systems, climate adaptation, community engagement and continuous improvement.

A central policy position is that maintenance and renewal of existing assets required for ongoing service delivery should be prioritised over new or upgraded assets, unless a clear service need, risk reduction, compliance requirement, grant obligation, strategic priority or whole-of-life benefit is demonstrated. The policy also requires the operating, maintenance, renewal and depreciation impacts of new and upgraded assets to be identified and affordable.

The draft policy supports the existing Asset Plan 2025-2035, which identifies a need to improve the alignment between asset renewal demand and available long-term funding. It provides the governance basis for more consistent service-level decisions, renewal modelling, asset data management and reporting.

Some key changes to the policy include:

- **Strategic Alignment Update:** replaced superseded Council Plan 2021-25 references with Council Plan 2025-2029, Community Vision to 2040 and Asset Plan 2025-2035 references.
- **Governance Update:** strengthened *Local Government Act 2020* integrated strategic planning, community engagement, public transparency, financial management and service performance alignment.
- **Asset Management Maturity Update:** added clearer lifecycle, risk, level-of-service, data quality, renewal prioritisation, financial sustainability and continuous improvement expectations.
- **Operational Update:** clarified roles for Council, CEO, Executive Leadership Team, Director Infrastructure Services, Manager Asset and Facilities, finance and managers/staff.

The draft Asset Management Policy will be made available for community consultation for the period from Thursday 29 October 2026 to Thursday 26 November 2026. Any feedback received from the community will be incorporated (where appropriate) into the plan and presented to Council at the December 2026 Council Meeting for adoption.

Link to Council Plan:
Theme Two: Built and Natural Environment
2.2 Our infrastructure supports liveability and resilience.

Theme Four: Good Governance and Financial Sustainability
4.1 We are a transparent and responsive organisation.

Financial Implications:
The draft Building Management Plan and revised Asset Management Policy do not, of themselves, commit Council to additional expenditure. Building inspection, maintenance, renewal and risk treatment actions will be prioritised within available budgets, and the whole-of-life financial impacts of future asset proposals will be considered through Council's planning, budget and Long-Term Financial Plan processes.

Risk Management Implications:

Strategic Risk Description	Risk Management Discussion
Asset Management	The Building Management Plan establishes a risk-based inspection, defect assessment and response framework to support safe, reliable and fit-for-purpose buildings, while recognising available resources and prioritising works according to defect criticality and risk. The revised Asset Management Policy strengthens governance, lifecycle planning, renewal prioritisation, financial integration, data management and accountability across Council's physical assets. Together, these measures support compliance, informed investment decisions and timely management of asset-related service, safety, financial and sustainability risks.

Relevant Legislation:
Local Government Act 2020

Community Engagement:
If endorsed, the draft Building Management Plan and draft Asset Management Policy will be made available for community feedback from 29 October to 26 November 2026. Consultation will be undertaken in accordance with Council's Community Engagement Policy, with these draft documents published through Council's engagement channels.

Gender Equality Implications:
Gender Impact Assessments are required by the *Gender Equality Act 2020* when the project, policy or plan subject to Council decision has a direct and significant impact on the community.

A Gender Impact Assessment is not required as this policy or plan does not have a direct and significant impact on the community.

Confidential Declaration:
Not applicable.

Conflict of Interest:
Under Section 130(2) of the *Local Government Act 2020*, officers providing advice to Council must disclose any conflict of interest, including the type of interest.

Officer Responsible – Ram Upadhyaya, Director Infrastructure Services
In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Ram Upadhyaya, Director Infrastructure Services
In providing this advice as the Author, I have no disclosable interests in this report.

Communications Strategy:
If endorsed, the draft Building Management Plan and Asset Management Policy will be published on Council's Have Your Say Hindmarsh platform for community feedback from Thursday 29 October to Thursday 26 November 2026. The consultation opportunity will be promoted through Council's standard communication channels, including social media with information presented in a clear and accessible way to support community awareness and participation.

Next Steps:
Both documents will be made available for community consultation from Thursday 29 October 2026 to Thursday 26 November 2026. Feedback received during the consultation period will be reviewed and considered, with a further report to be presented to Council in December seeking adoption.

RECOMMENDATION:

That Council endorses the following draft documents for the purpose of community consultation from Thursday 29 October to Thursday 26 November 2026, in accordance with Council's Community Engagement Policy:

1. ***Building Management Plan 2026 – 2030; and***
2. ***Asset Management Policy.***

MOVED: Cr R Barker/Cr T Clark

That Council endorses the following draft documents for the purpose of community consultation from Thursday 29 October to Thursday 26 November 2026, in accordance with Council's Community Engagement Policy:

1. ***Building Management Plan 2026 – 2030; and***
2. ***Asset Management Policy.***

CARRIED

10.10 SEASONAL SPEED REDUCTION ON WESTERN HIGHWAY, NHILL

Responsible Officer: Director Infrastructure Services
Councillor Portfolio: Cr Barry
Attachments:
1. 2026 10 12 Email from Nhill Silo Committee re Request for Speed Reduction on Western Highway, Nhill [**10.10.1**]
2. 2026 10_ 20 Grain Corp to Council re Letter of Support - Seasonal Speed Reduction [**10.10.2**]

Executive Summary:
This report seeks Council approval to submit an application to the Department of Transport and Planning (DTP) for a seasonal 60 km/h speed limit on the Western Highway at the Nhill-Jeparit Road and Winiam East Road intersections during the grain harvest period following concerns raised by local farming community members.

The proposal aims to improve the opportunity for heavy vehicles waiting on Nhill-Jeparit Road and Winiam East Road to identify and safely enter gaps in Western Highway traffic when turning right. The Department of Transport and Planning is the authoritative body responsible for approvals for any speed limit change on the Western Highway.

Discussion:
The Western Highway carries traffic and freight through Nhill. Nhill-Jeparit Road and Winiam East Road both provide important links to rural areas north and south of the highway and carry increased heavy vehicle movements during harvest.

Heavy vehicles turning right from either side road require a longer gap than a passenger vehicle because of their length, acceleration and turning path. A seasonal reduction to 60 km/h would lower the approaching speed of Western Highway traffic through the intersection area during the period of highest harvest-related heavy vehicle activity. This would increase the time available for drivers to identify a suitable gap and safely complete the turn.

It is proposed that Council submit an application with DTP for a temporary seasonal 60 km/h speed zone covering the Western Highway through both intersections. The final limits of the zone, the dates and daily operating arrangements, sign type, supporting traffic data and any associated treatments would be determined through the Department of Transport and Planning assessment process.

Figure 1 shows the existing speed environment and the relationship between the Western Highway, Nhill-Jeparit Road and Winiam East Road. The Western Highway is shown as 80 km/h through the intersection area, with adjoining local road speed limits also identified.

Council officers raised the proposal informally with DTP officers in October 2026. The preliminary response received was that the Department's regional manager would not

support a further reduction on the Western Highway at this time, noting the recent speed reduction and installed turning lanes. This advice does not prevent Council from resolving to submit a formal, evidence-based application for assessment.

Despite the preliminary advice, submitting a formal application is considered appropriate as the issue is seasonal, freight-related and affects two locally important road connections. Approval remains at the discretion of the Department of Transport and Planning. The proposed seasonal reduction will go from first 80 km/h sign on the east side of Nhill through to 80 km/h sign west of Winiam East Road.



Figure 1: Existing speed environment at the Western Highway intersections with Winiam East Road and Nhill-Jeparit Road.

Link to Council Plan:
Theme Two: Built and Natural Environment
2.2 Our infrastructure supports liveability and resilience.

Theme Three: Competitive and Innovative Economy
3.1 Our local businesses are supported to grow.

Financial Implications:
Preparation and submission of the application can be undertaken within existing officer resources. The cost of implementing a temporary speed zone, including signs, traffic control devices, installation, removal and maintenance, is not yet known, but would generally be DTP responsibility.

Risk Management Implications:

Strategic Risk Description	Risk Management Discussion
Community Needs	The proposal responds to the interaction between harvest freight movements and Western Highway traffic. The formal application will allow the road manager to assess whether a seasonal 60 km/h zone is justified and whether other treatments are required. Risks include refusal of the application, driver non-compliance, speed-limit

	inconsistency, and transferring risk beyond the treatment limits. These risks would be addressed through DTP assessment, evidence-based zone limits, appropriate signage, enforcement and post-implementation monitoring if approved.

Relevant Legislation:
Local Government Act 2020
Road Management Act 2004
Road Safety Act 1986

Community Engagement:
Broader community engagement has not been undertaken for the preparation of this report. The proposal has arisen from an operational road safety concern raised by farmers at various platforms with the CEO and Director of Infrastructure Services.

Gender Equality Implications:
Gender Impact Assessments are required by the *Gender Equality Act 2020* when the project, policy or plan subject to Council decision has a direct and significant impact on the community.

A Gender Impact Assessment is not required as this project does not have a direct and significant impact on the community.

Confidential Declaration:
Not applicable.

Conflict of Interest:
Under Section 130(2) of the *Local Government Act 2020*, officers providing advice to Council must disclose any conflict of interest, including the type of interest.

Officer Responsible – Ram Upadhyaya, Director Infrastructure Services
In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Ram Upadhyaya, Director Infrastructure Services
In providing this advice as the Author, I have no disclosable interests in this report.

Communications Strategy:
If the application is approved by DTP, Council officers will publish the operating dates, affected road section and driver advice through Council's website, social media, community newsletters and direct advice to relevant freight and agricultural stakeholders. Department of Transport and Planning messaging will be used where required.

Next Steps:
Following Council's decision, Council officers will prepare and submit the formal speed zone application to the Department of Transport and Planning.

RECOMMENDATION:

That Council approves the submission of an application to the Department of Transport and Planning for a seasonal 60 km/h speed limit on the Western Highway through the Nhill-Jeparit Road and Winiam East Road intersections during the harvest period.

MOVED: Cr T Clark/Cr J Barry

That Council approves the submission of an application to the Department of Transport and Planning for a seasonal 60 km/h speed limit on the Western Highway through the Nhill-Jeparit Road and Winiam East Road intersections during the harvest period.

CARRIED

10.11 PROPOSED ALTERATION OF SWIMMING POOL SERVICE IN 2026/2027 SEASON

Responsible Officer: Director Infrastructure Services
Councillor Portfolio: Cr Aitken
Attachments:
1. Hindmarsh Outdoor Pools Proposed Base Service Levels 2026-2027 [**10.11.1**]

Executive Summary:
This report seeks endorsement from Council on the alteration of Swimming Pool Services within Hindmarsh Shire Council.

Council operates outdoor swimming pools at Dimboola, Jeparit, Nhill and Rainbow. The proposed 2026/2027 service levels seek to provide a consistent and transparent operating framework while responding to forecast temperatures, anticipated community demand, staff availability and safety considerations.

Service alterations proposed for 2026/2027 are:

- increasing the minimum opening temperature threshold from below 24°C to below 25°C;
- allowing the temperature forecast for each individual township to inform whether its pool opens, rather than relying solely on the Rainbow weather station;
- reducing the number of operating days at Jeparit during both the school term and school holidays;
- introducing an additional weekly closure day at Rainbow during the school term and retaining a Tuesday closure during school holidays;
- changing the weekly closure day at Dimboola from Thursday to Wednesday during the school term, while continuing seven-day operation during school holidays.

The changes in swimming pool service have been proposed following detailed analysis of usage data in the 2025/2026 swimming pool season including patronage, air temperature, weather conditions, and water temperature.

Discussion:
Following detailed analysis of swimming pool usage data and trends in all four (4) towns in the 2025/2026 pool season, the alteration of service has been proposed. It is designed to maximise the value for money on funds spent in swimming pools and ensure a sustainable operating model. The usage data analysis identified that one of our swimming pools was open for multiple days to provide service for less than four patrons while paying for two lifeguards. The data showed that in Jeparit, around 51% of opening days had less than 10 attendees, in Rainbow this was around 32%, Nhill around 21% and Dimboola 14%.

The proposed 2026/2027 service levels revise the opening arrangements for Council's outdoor swimming pools to better reflect forecast temperatures, anticipated demand,

staffing availability and operational requirements. Pools are scheduled to open Saturday 21 November 2026 and close Monday 8 March 2027.

The minimum opening temperature would increase from 24°C to 25°C. Decisions may also be based on the Bureau of Meteorology forecast for each individual township, rather than relying solely on the Rainbow weather station. This will allow operating decisions to better reflect local conditions.

Jeparit

Analysis of the 2025/2026 Jeparit Swimming Pool attendance data supports a more targeted operating model that maintains reasonable community access while improving the efficient use of Council resources. Across the season Jeparit recorded 749 attendances comprising 312 adults and 437 children. During school terms, the proposed Friday to Monday operating period accounted for approximately 87% of recorded attendance, concentrating the service on the days with the strongest overall patronage while removing the lower-use Tuesday to Thursday period. During school holidays, opening Thursday to Monday would retain five consecutive days of access and approximately 75% of recorded holiday attendance, while closing on Tuesday and Wednesday, which were among the lower-use days. The broader service review also identified that approximately 27% of Jeparit opening days had fewer than 5 attendees, and 51% of Jeparit opening days had fewer than 10 attendees, highlighting the importance of balancing community access against staffing availability and operating costs.

Rainbow

Analysis of the 2025/2026 Rainbow Swimming Pool attendance data supports closing the facility on Tuesday and Wednesday during school terms, while retaining opening from Thursday to Monday. During the season Rainbow recorded 2,077 attendances comprising 681 adults and 1,396 children. The proposed school-term operating days accounted for approximately 82% of recorded attendance, with Wednesday averaging only 9.9 patrons per open day. Tuesday's recorded school-term attendance was substantially influenced by scheduled school use rather than general public attendance, and school bookings would continue to be considered separately from standard public opening hours. During school holidays, closing only on Tuesday would retain six days of access and approximately 84% of recorded holiday attendance, ensuring broad community access across the peak summer period while providing a consistent weekly closure day for staffing and operational purposes.

Dimboola

Analysis of the 2025/2026 attendance data supports closing Dimboola Swimming Pool on Wednesdays during school terms while retaining seven-day opening during school holidays. Across the 2025/2026 season, the pool recorded 4,706 attendances, comprising 2,141 adults and 2,565 children, demonstrating strong overall use of the facility. During school terms, Wednesday attendance was comparatively variable, including five attendees on a

number of occasions, supporting a single mid-week closure while maintaining access on the remaining six days. In contrast, Wednesday attendance during the summer school holidays was considerably stronger, including 71 attendees on 7 January, 70 on 14 January and 46 on 21 January, supporting continued seven-day operation during the peak holiday period. The proposed arrangement therefore recognises the comparatively high overall utilisation of Dimboola Swimming Pool, maintains broad community access when demand is greatest, and provides a modest operational and staffing efficiency through a single Wednesday closure during school terms.

Nhill

Analysis of the 2025/2026 attendance data supports retaining the existing Monday closure at Nhill Swimming Pool during school terms and continuing seven-day opening during school holidays. Across the season, the pool recorded 4,978 attendances, comprising 1,792 adults and 3,186 children, demonstrating strong overall utilisation of the facility. During school terms, Monday use was predominantly associated with scheduled school activities rather than normal public opening. For example, the records show school-only or school-based use on Mondays in December and February, including 60 attendees on 16 February and 17 on 23 February, supporting retention of Monday as the standard public closure day while allowing programmed school use where required. In contrast, Monday attendance during the summer school holidays was substantial and variable, including 116 attendees on 29 December, 141 on 5 January, 31 on 12 January, 21 on 19 January and 76 on 26 January, supporting continued Monday opening and seven-day access throughout the school holiday period. The proposed arrangement therefore reflects demonstrated demand, maintains broad community access during the peak summer period and provides a consistent weekly closure during school terms for operational and staffing efficiency, without reducing access during periods of highest use.

Proposed 2026/2027 Operating Days

Town	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Jeparit		Closed	Closed	School holidays only			
Rainbow		Closed	School holidays only				
Dimboola			School holidays only				
Nhill	School holidays only						

Blue = opening days; Yellow = school holidays only

The proposed operating days are summarised below:

- **Jeparit:** Open Friday to Monday during the school term and Thursday to Monday during school holidays. Closed Tuesday, and Wednesday during school holidays. Closed Tuesday to Thursday during school term.
- **Rainbow:** Closed Tuesday and Wednesday during the school term, and Tuesday during school holidays.
- **Dimboola:** Closed Wednesday during the school term and open every day during school holidays.
- **Nhill:** No change from 2025/2026. Closed on Monday during school term and open every day during school holidays.

Sunday opening hours will remain from 2.00pm to 6.00pm during the school term, with operating hours able to be extended to 7.30pm where the applicable conditions are met.

Existing provisions relating to extended opening hours, extreme heat and public holidays will continue to provide operational flexibility.

Overall, the proposed arrangements provide a reasonable balance between maintaining access to an important community facility and Council's responsibility to deliver services sustainably. They balance community access, staffing availability and achieve value for ratepayers, with attendance and operating costs to be reviewed following the 2026/27 season.

The following proposed trials will be offered during 2026/2027, based on feedback received during end of season review survey:

- Morning Lap swimming
- Morning opening during school holidays on days of extreme heat

Officers are also investigating the option to provide unsupervised access of swimming pools to increase accessibility by the community. This will be similar to a 24/7 gym access model. More details about the proposed trials and unsupervised access will be provided to the community via Council's social media channel.

Council will continue to maintain the free access to the pools during standard opening hours at no cost to users.

Link to Council Plan:
Theme One: Our Community
1.1 Our Community is active, healthy and connected.

Theme Two: Built and Natural Environment
2.2 Our infrastructure supports liveability and resilience.

Financial Implications:
All costs associated with the maintenance of the swimming pools and service levels will be accommodated within the 2026/2027 operating budget.

Risk Management Implications:

Strategic Risk Description	Risk Management Discussion
Financial Sustainability	Opening pools on low-demand days may result in high operating costs per patron. The proposed service levels respond to 2025/2026 usage data while retaining access across Nhill, Dimboola, Rainbow and Jeparit. Attendance, staffing and operating costs will be reviewed after the season.

Relevant Legislation:
Local Government Act 2020

Community Engagement:
Community engagement was undertaken in April 2026 as a part of took place following the 2025/2026 season, proposed changes being made reflect the community feedback.

Gender Equality Implications:
Gender Impact Assessments are required by the *Gender Equality Act 2020* when the project, policy or plan subject to Council decision has a direct and significant impact on the community.

A Gender Impact Assessment is not required at this stage but will be undertaken as part of this policy.

Confidential Declaration:
Not applicable.

Conflict of Interest:
Under Section 130(2) of the *Local Government Act 2020*, officers providing advice to Council must disclose any conflict of interest, including the type of interest.

Officer Responsible – Ram Upadhyaya, Director Infrastructure Services
In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Mick Henderson, Manager Assets and Facilities
In providing this advice as the Author, I have no disclosable interests in this report.

Communications Strategy:
All changes to be communicated through Council's website, Newsletters, Social Media and Hindmarsh Outdoor Pools Facebook page.

Next Steps:
Council officers to advertise approved changes and pool opening dates to the community.

RECOMMENDATION:

That Council endorses the following operating arrangements for Hindmarsh Shire Pools for the 2026/2027 season:

1. ***Jeparit: Open Friday to Monday during the school term and Thursday to Monday during school holidays. Closed Tuesday and Wednesday during school holidays. Closed Tuesday to Thursday during school term.***
2. ***Rainbow: Open Thursday to Monday during the school term and Wednesday to Monday during school holidays. Closed Tuesday and Wednesday during the school term, and Tuesday during school holidays.***
3. ***Dimboola: Open Thursday to Tuesday during the school term and every day during school holidays. Closed Wednesday during the school term.***
4. ***Nhill: Open Tuesday to Sunday during the school term and every day during school holidays. Closed on Monday during school term. (No change from 2025/2026.)***

MOVED: Cr J Barry/Cr R Aitken

That Council endorses the following operating arrangements for Hindmarsh Shire Pools for the 2026/2027 season:

1. ***Jeparit: Open Friday to Monday during the school term and Thursday to Monday during school holidays. Closed Tuesday and Wednesday during school holidays. Closed Tuesday to Thursday during school term.***
2. ***Rainbow: Open Thursday to Monday during the school term and Wednesday to Monday during school holidays. Closed Tuesday and Wednesday during the school term, and Tuesday during school holidays.***
3. ***Dimboola: Open Thursday to Tuesday during the school term and every day during school holidays. Closed Wednesday during the school term.***
4. ***Nhill: Open Tuesday to Sunday during the school term and every day during school holidays. Closed on Monday during school term. (No change from 2025/2026.)***

CARRIED

10.12 FLEXIBLE LOCAL TRANSPORT SOLUTION PROGRAM (FLTSP) APPLICATION

Responsible Officer: Director Infrastructure Services
Councillor Portfolio: Cr Barry
Attachments:
1. Church Street and James Street - Layout 1 [**10.12.1**]

Executive Summary:
This report seeks Council endorsement to revise its proposed co-contribution toward two applications submitted under the Flexible Local Transport Solutions Program (FLTSP). Following feedback from the Inter-Governmental Relations (IGR) team within the Department of Transport and Planning (DTP), Council has been requested to consider a funding arrangement closer to a 50:50 contribution ratio to improve the competitiveness of the applications. Officers now propose 60:40 (State:Council) ratio for the revised funding application.

To accommodate the increased Council contribution while maintaining the proposed project scope and deliverables, it is proposed that the Pedestrian Crossovers Upgrade, Rainbow be delivered over two financial years and that the Church Street and James Street, Nhill Footpath Connection be referred to the 2027-28 Capital Works Program. The revised funding approach allows Council to respond to DTP's guidance while ensuring both projects remain financially achievable and viable for external funding consideration.

Discussion:
Officers submitted two funding applications listed below in early August following the council endorsement in July council meeting with intention to seek 80:20 funding from the State Government.

- Church St and James St Footpath Connection, Nhill - $132K
- Pedestrian Crossovers Ramp Upgrade, Rainbow - $110K

The recent response provided by the Intergovernmental Relations (IGR) team within the Department of Transport and Planning (DTP), requested Council consider increasing its contribution to the proposed Flexible Local Transport Solutions Program (FLTSP) projects, with a preference for a co-contribution arrangement closer to a 50:50 funding ratio.

In response to this advice, officers propose increasing council contribution to 40% making the funding ration 60:40. It is proposed that the Pedestrian Crossovers Ramp Upgrade, Rainbow be delivered over two financial years and that the Church Street and James Street Footpath Connection, Nhill be referred for funding through the 2027-28 Capital Works Program. This approach allows Council to increase its contribution while maintaining the proposed project scope and deliverables.

Under the revised funding arrangement, the Church Street and James Street, Nhill Footpath Connection would require a Council contribution of $39,600.00 in cash and $13,200.00 in-kind contribution. The Pedestrian Crossovers Ramp Upgrade, Rainbow is proposed to be delivered over two financial years, with Council contributing $14,850.00 in cash funding and $4,950.00 in-kind resources in 2026-27 capital works program, and a further $14,850.00 in cash funding and $4,950.00 in-kind project management resources referred to the 2027-28 capital works program. The cash contribution for the Pedestrian Crossovers Upgrade is proposed to be funded through the existing Isolated Footpath Section Replacement Program budget.

The table below summarises the council contribution about to the project that was previously agreed versus what is proposed by this report.

Project	Cash 26/27	In-Kind 26/27	Cash 27/28	In-Kind 27/28
Previously approved contribution amount (July 2026)				
Church St and James St Footpath Connection, Nhill	$13,200	$13,200		
Pedestrian crossover ramp upgrade, Rainbow	$11,000	$11,000		
Revised contributions proposed by this report				
Church St and James St, Nhill			$39,600	$13,200
Pedestrian crossover ramp upgrade, Rainbow – Stage 1	$14,850	$4,950		
Pedestrian crossover ramp upgrade, Rainbow - Stage 2			$14,850	$4,950

If successful, pedestrian crossing upgrade works in Rainbow will be commenced towards the end of this financial and completed in new financial years. This will enable us to complete both stages simultaneously.

No changes to the scope, outcomes or deliverables of either project are proposed. The revised approach relates solely to the timing and allocation of Council's contribution and is intended to align with DTP's funding advice while maintaining the viability of both projects and improving the likelihood of securing external funding. Should funding be approved, the required allocations would be incorporated into the relevant Capital Works Program budgets.

Link to Council Plan:
Theme Two: Built and Natural Environment
2.2 Our infrastructure supports liveability and resilience.

Financial Implications:
The revised FLTSP funding program would require a co-contribution of 60:40. The revised co-contributions would be referred as follows:

- **Church Street Footpath Connection:** $39,600.00 cash contribution + $13,200.00 in-kind project management – referred to Capital Works Program 2027/2028
- **Pedestrian Crossovers Ramp Upgrade – Stage 1:** $14,850.00 cash contribution + $4,950.00 in-kind project management – GL 20353 Capital Works Program 2026/2027
- **Pedestrian Crossovers Ramp Upgrade – Stage 2:** $14,850.00 cash contribution + $4,950.00 in-kind project management – GL 20353 referred to Capital Works Program 2027/2028

Risk Management Implications:

Strategic Risk Description	Risk Management Discussion
Community Needs	The pedestrian ramps upgrade works will deliver compliant kerb ramps, tactile ground surface indicators (TGSIs), reinstatement of adjacent footpath surfaces, and dedicated ramp connections linking disabled parking bays to the footpath network at Federal Street. The upgrades directly address non-compliance with accessibility standards under the Disability Discrimination Act 1992 and will create a continuous, accessible pedestrian network connecting Rainbow's residential areas, hospital precinct, and main commercial street. The missing footpath link project will increase safety for school children and general pedestrians accessing the school and surrounding neighbourhood, reducing the risk of accidents.

Relevant Legislation:
Local Government Act 2020
Local Government Act 1989
Road Management Act 2004

Community Engagement:
Council officers have previously consulted with St Patricks School, Nhill, regarding this project. The school has provided a letter of support.

Further consultation with the community will be undertaken should the application be successful.

Gender Equality Implications:
Gender Impact Assessments are required by the *Gender Equality Act 2020* when the project, policy or plan subject to Council decision has a direct and significant impact on the community.

A Gender Impact Assessment is not required at this stage, but will be undertaken as part of this project, policy or plan.

Confidential Declaration:
Not applicable.

Conflict of Interest:
Under Section 130(2) of the *Local Government Act 2020*, officers providing advice to Council must disclose any conflict of interest, including the type of interest.

Officer Responsible – Ram Upadhyaya, Director Infrastructure Services
In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Lakshdeep Chawla, Infrastructure Engineer
In providing this advice as the Author, I have no disclosable interests in this report.

Communications Strategy:
If successful, an awareness and education campaign will be undertaken through various channels, including social media.

Next Steps:
Should Council endorse the applications, Council officers will proceed with funding application process.

RECOMMENDATION:

That Council:

1. ***endorses the revised co-contribution arrangement for the funding application under Flexible Local Transport Solution Program (FLTSP) for Church Street and James Street Footpath Connection project, Nhill;***
2. ***refers the Council contribution of up to $39,600.00 (cash contribution) to the 2027/2028 Capital Works Program to form part of the required co-contribution (totalling $52,800.00 including an in-kind contribution of $13,200.00) towards FLTSP for Church Street and James Street Footpath Connection project, Nhill;***
3. ***endorses the revised co-contribution arrangement for the funding application under Flexible Local Transport Solution Program (FLTSP) for Pedestrian Crossovers Ramp Upgrade project, Rainbow; and***
4. ***approves the use of a total of $29,700.00 (cash contribution) from Footpath Section Replacement Program in the 2026/2027 and 2027/2028 Capital Works Program to form part of the required co-contribution (totalling $39,600.00 including an in-kind contribution of $9,900.00) towards FLTSP for Pedestrian Crossovers Ramp Upgrade project, Rainbow.***

MOVED: Cr C Uoy/Cr J Barry

That Council:

1. ***endorses the revised co-contribution arrangement for the funding application under Flexible Local Transport Solution Program (FLTSP) for Church Street and James Street Footpath Connection project, Nhill;***
2. ***refers the Council contribution of up to $39,600.00 (cash contribution) to the 2027/2028 Capital Works Program to form part of the required co-contribution (totalling $52,800.00 including an in-kind contribution of $13,200.00) towards FLTSP for Church Street and James Street Footpath Connection project, Nhill;***
3. ***endorses the revised co-contribution arrangement for the funding application under Flexible Local Transport Solution Program (FLTSP) for Pedestrian Crossovers Ramp Upgrade project, Rainbow; and***
4. ***approves the use of a total of $29,700.00 (cash contribution) from Footpath Section Replacement Program in the 2026/2027 and 2027/2028 Capital Works Program to form part of the required co-contribution (totalling $39,600.00 including an in-kind contribution of $9,900.00) towards FLTSP for Pedestrian Crossovers Ramp Upgrade project, Rainbow.***

CARRIED

11 COUNCIL COMMITTEES

11.1 ADVISORY COMMITTEES

Katherine Colbert declared a general conflict of interest and left the meeting at 4:40pm.

Responsible Officer: Chief Executive Officer
Councillor Portfolio: Cr Aitken
Attachments:

1. Nhill Town Committee Minutes - 6 October 2026 [**11.1.1**]
2. Hindmarsh Pride Committee Minutes - 30 September 2026 [**11.1.2**]
3. Jeparit Town Committee Minutes - 12 October 2026 [**11.1.3**]
4. Jeparit Town Committee Financial Report - September 2026 [**11.1.4**]
5. Nhill Town Committee Financial Report - September 2026 [**11.1.5**]
6. Rainbow Town Committee Financial Report - September 2026 [**11.1.6**]
7. Community Panel Expressions of Interest - October 2026 [**11.1.7**]

Introduction:
The following Hindmarsh Advisory Committees held meetings on the following dates:

- **Hindmarsh Pride**
  General meeting on 30 September 2026
- **Nhill Township**
  General meeting on 06 October 2026
- **Jeparit Township**
  General meeting on 12 October 2026

A copy of the minutes for each of the meetings held are included as attachments for the information of Council.

A copy of the financial statements for the month of September for the following Advisory Committees have been included as attachments for the information of Council:

- Jeparit Township
- Nhill Township
- Rainbow Township

Council has received five (5) expressions of interest for the Hindmarsh Community Panel. The expressions of interest have been included as an attachment for the information of Council. The Hindmarsh Community Panel is made up of community members who will provide advice, generate ideas and prioritise planned projects over the life of the Council Plan. The Community Panel is deliberative which will allow panel members the opportunity to learn about council, ask questions of staff and Councillors and debate opportunities, projects and policies that matter to Hindmarsh Shire.

Three (3) of the expressions of interest are eligible to be endorsed by Council, while two (2) expressions of interest are ineligible to be nominated as they are already on the Hindmarsh Community Panel or are employed by Hindmarsh Shire Council.

Due to the ineligibility of two (2) expressions of interest, only three (3) members are recommended for endorsement.

Next Steps:
Council officers to publish Advisory Committee minutes on Council's website. Council officers to prepare correspondence to each of the people who submitted an expression of interest to join the Hindmarsh Community Panel and advise them of the outcome.

RECOMMENDATION:

That Council:

1. ***notes the minutes of the following Advisory Committees:***
   a) ***Hindmarsh Pride meeting held on 30 September 2026;***
   b) ***Nhill Township meeting held on 6 October 2026;***
   c) ***Jeparit Township meeting held on 12 October 2026;***
2. ***endorses the following nominees to the Hindmarsh Shire Community Panel:***
   a) ***Graham Nuske;***
   b) ***Natalia Aguirre; and***
   c) ***Angela Stewart.***

MOVED: Cr T Clark/Cr R Aitken

That Council:

1. ***notes the minutes of the following Advisory Committees:***
   a) ***Hindmarsh Pride meeting held on 30 September 2026;***
   b) ***Nhill Township meeting held on 6 October 2026;***
   c) ***Jeparit Township meeting held on 12 October 2026;***
2. ***endorses the following nominees to the Hindmarsh Shire Community Panel:***
   a) ***Graham Nuske;***
   b) ***Natalia Aguirre; and***
   c) ***Angela Stewart.***

CARRIED

Katherine Colbert returned to the meeting at 4:44pm.

11.2 COMMUNITY ASSET COMMITTEES

Responsible Officer: Chief Executive Officer
Councillor Portfolio: Cr Aitken
Attachments:
1. Yurunga Homestead Minutes - 24 September 2026 [**11.2.1**]
2. Wimmera Mallee Pioneer Museum Minutes - 15 September 2026 [**11.2.2**]

Introduction:
The following Hindmarsh Community Asset Committees held meetings on the following dates:

- **Wimmera Mallee Pioneer Museum**
  General meeting on 15 September 2026
- **Yurunga Homestead Committee**
  General meeting on 24 September 2026

A copy of the minutes for each of the meetings are included as attachments for the information of Council.

Next Steps:
Council officers to notify Wimmera Mallee Pioneer Museum of the outcome of their funding allocation requests.

RECOMMENDATION:

That Council:

1. ***notes the minutes of the following Community Asset Committees:***
   a) ***Wimmera Mallee Pioneer Museum meeting held on 15 September 2026; and***
   b) ***Yurunga Homestead meeting held on 24 September 2026.***
2. ***approves the request for Wimmera Mallee Pioneer Museum to allocate:***
   a) ***$9,870 (incl. GST) to Tarranyurk Engineering for modifications to existing storage of firearms display;***
   b) ***$5,677.79 (incl. GST) to Tarranyurk Engineering for modification to B Grade 40ft Shipping Container; and***
   c) ***$4,840 (incl. GST) to Frederick Saul for purchase of B Grade 40ft Shipping Container for storing furniture.***

MOVED: Cr R Barker/Cr C Uoy

That Council:

1. ***notes the minutes of the following Community Asset Committees:***

a) Wimmera Mallee Pioneer Museum meeting held on 15 September 2026; and

b) Yurunga Homestead meeting held on 24 September 2026;

2. does not approve the request for Wimmera Mallee Pioneer Museum to allocate:

a) $9,870 (incl. GST) to Tarranyurk Engineering for modifications to existing storage of firearms display;

b) $5,677.79 (incl. GST) to Tarranyurk Engineering for modification to B Grade 40ft Shipping Container; and

c) $4,840 (incl. GST) to Frederick Saul for purchase of B Grade 40ft Shipping Container for storing furniture; and

3. seeks further information from the committee and how this aligns with the Master Plan and their plan for insurance and risk implications.

CARRIED

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12 LATE REPORTS

No late reports.

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13 NOTICES OF MOTION

No notices of motion.

---

14 OTHER BUSINESS

No other business.

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15 CONFIDENTIAL REPORTS

In accordance with Section 66(2)(a) of the *Local Government Act* 2020, Council may close the meeting to the public to consider confidential information. Confidential information is defined by part IV of the *Freedom of Information Act 1982*, and by Section 3 of the *Local Government Act 2020* as being:

a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released;
b) security information, being information that if released is likely to endanger the security of Council property of the safety of any person;
c) land use planning information, being information that if prematurely released is likely to encourage speculation in land values;
d) law enforcement information, being information which if released would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person;
e) legal privileged information, being information to which legal professional privilege or client legal privilege applies;
f) personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs;
g) private commercial information, being information provided by a business, commercial or financial undertaking that—
   i. relates to trade secrets; or
   ii. if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;
h) confidential meeting information, being the records of meetings closed to the public under Section 66(2)(a);
i) internal arbitration information, being information specified in Section 145;
j) Councillor Conduct Panel confidential information, being information specified in Section 169;
k) information prescribed by the regulations to be confidential information for the purposes of this definition;
l) information that was confidential information for the purposes of Section 77 of the *Local Government Act 1989*

RECOMMENDATION:

That the meeting be closed in accordance with Section 66(2)(a) of the Local Government Act 2020, to consider reports that contain confidential information as defined by Section 3 of the Local Government Act 2020, and/or Part IV of the Freedom of Information Act 1982, and following consideration of items 15.1 to 15.2 close the Council meeting:

15.1 AWARD OF CONTRACT 2026-2027-08 LOWER WIMMERA FLOOD STUDY & PLANNING SCHEME AMENDMENT – this report contains "private commercial

information, being information provided by a business, commercial or financial undertaking that relates to trade secrets"; and

15.2 REQUEST FOR TENDER 2026-2027-15 STABILISATION WORKS HINDMARSH SHIRE COUNCIL – this report contains "Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released".

MOVED: Cr J Barry/Cr T Clark

That the meeting be closed in accordance with Section 66(2)(a) of the Local Government Act 2020, to consider reports that contain confidential information as defined by Section 3 of the Local Government Act 2020, and/or Part IV of the Freedom of Information Act 1982, and following consideration of items 15.1 to 15.2 close the Council meeting:

15.1 AWARD OF CONTRACT 2026-2027-08 LOWER WIMMERA FLOOD STUDY & PLANNING SCHEME AMENDMENT – this report contains "private commercial information, being information provided by a business, commercial or financial undertaking that relates to trade secrets"; and

15.2 REQUEST FOR TENDER 2026-2027-15 STABILISATION WORKS HINDMARSH SHIRE COUNCIL – this report contains "Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released".

CARRIED

16 LATE CONFIDENTIAL REPORTS

No late confidential reports.

17 MEETING CLOSE

There being no further business, Cr Ron Ismay declared the meeting closed at 4:58pm.



19 November 2026

MINUTES

Annual Statutory Meeting

Date: Wednesday 18 November 2026
Time: 6:00pm
Venue: Nhill Council Chamber,
92 Nelson Street, Nhill

Council:
Cr Roger Aitken
Cr Rosie Barker
Cr James Barry
Cr Tony Clark
Cr Ron Ismay
Cr Chan Uoy

Officers:
Monica Revell – Chief Executive Officer
Petra Croot – Director Corporate & Community Services
Ram Upadhyaya – Director Infrastructure Services

Public Access: This meeting is open to the public and can be attended in-person or viewed online via Live Stream at https://www.youtube.com/@hindmarshshirecouncil.



Cr Roger Aitken
North Ward



Cr Rosie Barker
West Ward



Cr James Barry
East Ward



Cr Tony Clark
North Ward



Cr Ron Ismay
West Ward



Cr Chan Uoy
East Ward



Councillor Statement of Values

Our commitment is to come prepared to every meeting, fostering a respectful and inclusive environment where accountability and approachability are at the core of our actions. We value and encourage innovation, collaboration, and open communication, always keeping in mind the well-being and needs of our community. Together, we stand united as one, working towards shared goals with mutual respect and consideration.

Vision

Working together to welcome new possibilities and create vibrant towns, connected communities and opportunities for all.

Values

We value:

- Engaging, listening and meeting people where they are at
- Doing the best we can with the people and funding that we have
- Showing respect and embracing diversity
- Taking pride in our community and achievements
- Being bold, creative and ambitious

Mission

Our mission is to be leaders in creating:

- Positive change
- A safe environment where everyone feels heard and appreciated
- Inclusive consultation

Purpose of Council Meetings

Council conducts its formal decision-making process through Ordinary Meetings of Council and Special Meetings of Council.

Ordinary meetings are held regularly to conduct the ongoing business of Council and Special meetings are held from time to time for specific purposes.

Council adopts a schedule for its Ordinary Council Meetings annually. This schedule can be found on Council's website www.hindmarsh.vic.gov.au/Council-meetings.

From time to time the Mayor and Councillors may call a Special Meeting of Council to deal with urgent items. These meetings are generally held at the Council Chambers at the specified time and date advertised in the public notices in local newspapers and on Council's website.

Meetings, or parts of meetings, are only closed to the public when topics of a confidential nature are discussed, such as an individual's personal or financial circumstances, contractual or legal matters. Grounds for closing the meeting are defined in more detail within Section 3(1) and Section 66 of the *Local Government Act 2020* (the Act).

Before each Ordinary or Special Council Meeting an Agenda is prepared by the Chief Executive Officer detailing the items that are to be presented to the meeting for Council's consideration and decision.

Copies of agendas are available at Council offices and on Council's website. The decisions of Council become resolutions of Council and are recorded in the official Council Minutes. Except for matters classified as confidential, all Agenda reports, Minutes and recordings of meetings are available on Council's website.

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14 MEETING CLOSE 15

In Attendance:

Councillors:
Cr Roger Aitken, Cr Rosie Barker, Cr James Barry and Cr Tony Clark, Cr Ron Ismay and Cr Chan Uoy.

Officers:
Ms Monica Revell (Chief Executive Officer), Ms Petra Croot (Director Corporate and Community Services), Mr Ram Upadhyaya (Director Infrastructure Services) and Ms Mary-Ann Speakman (Customer Service and Councillor Support Officer).

1 INTRODUCTION

1.1 WELCOME AND ACKNOWLEDGEMENT OF COUNTRY

Chief Executive Officer, Ms Monica Revell, opened the meeting at 6:00pm and read the Acknowledgement of Country.

1.2 LIVE STREAMING STATEMENT

Monica Revell read the Live Streaming Statement.

1.3 STATEMENT OF VALUES

Monica Revell read the Councillor Statement of Values.

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2 APOLOGIES

No apologies.

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3 MAYORAL REPORT

Mayoral Report 2025/2026

The 2025-2026 Mayoral Term has been a very full-on year, for not only myself, but also my fellow councillors and our CEO, Monica Revell. The year has been dominated by advocacy for many and varied projects. Mental health, Davis Park in Nhill, the Jeparit Weir, and the Dimboola Swimming Pool are all major projects and services that Council has been and are continuing to advocate for. I commend our Council on the leadership and regional collaboration shown when advocating for issues important to our community. Thank you to our neighbours and Alliance Councils for working with Hindmarsh for better outcomes for the wider Wimmera-Mallee region.

I encourage residents to view Council's 2025/2026 Annual Report that shows the breadth of what Council, together with our community, has achieved over the past year. This includes road maintenance and capital works completed, and the projects, events, services and planning that Council delivered throughout the year.

Farmer Consultations

We had two rounds of farmer consultations during the year across the Shire with the first round occurring in February/March and the second round occurring in October, these all had varying participation. The feedback we receive from these sessions is always welcomed, we're a farming community and it's important to hear from our farmers, so I highly encourage any farmers who wish to raise an issue to attend the next round of these sessions, scheduled for February and August 2027. Funding to repair roads is very limited, and with the additional rainfall this year, this has led to an abundance of required repairs. We thank the whole community for their feedback and input in identifying and prioritising these works throughout the year.

Jeparit Weir Advocacy

Councillors and the Executive Leadership Team toured the Wimmera River at the Jeparit Weir Pool and around Dimboola during the year. The Jeparit Weir is at the end of its useful life and is in desperate need of replacement, advocacy for this project is a top priority for Council and will remain to be until funding is secured.

Conferences

I have attended various conferences throughout the year, ALGA's National General Assembly in Canberra, MAV State Council, MAV Councillor Service Awards, and the Rural Councils Victoria summit in Swan Hill. Talking with other councillors from across Victoria, poor road conditions and lack of funding continues to be a common issue.

Phil King's Retirement

Phil King, Manager Community Wellbeing, retired after an abundance of years working for Hindmarsh Shire Council, almost 20 years I believe. Phil oversaw many major projects

across Hindmarsh Shire that have made our towns greater places to live in and visit. I wish Phil all the best with his retirement.

Acknowledgements
This is my fifth and final year as Mayor of Hindmarsh Shire Council over several Council terms, and I have thoroughly enjoyed the last two years as Mayor with the current Council. I must acknowledge and thank my five fellow Councillors, who continue to be a pleasure to work with. I have enjoyed your company and the work we have been able to achieve together.

To our efficient, diligent and amicable CEO, Monica Revell, thank you for another year of providing understanding and guidance, it has been greatly appreciated.

To our personable and astute Director of Corporate and Community Services, Petra Croot and to our experienced and approachable Director of Infrastructure Services, Ram Upadhyaya, thank you both for your professional guidance this year, it has been greatly appreciated.

Finally, and most importantly, a huge thank you to our wonderful residents, ratepayers, and community members for your support, understanding and dedication to your communities. There have been occasions where there have been some issues, which is part of the job of course and a challenge, however very rewarding when I have been able to resolve them. I look forward to the next two years as I step back into my Councillor role and look forward to working with the incoming Mayor.

It has been my pleasure to have had the privilege of serving as Mayor of Hindmarsh Shire Council for the past two years.

RECOMMENDATION:

That Council accepts the outgoing Mayoral report.

MOVED: Cr T Clark/Cr J Barry

That Council accepts the outgoing Mayoral report.

CARRIED

4 MAYORAL TERM

The role of the Mayor is to act as leader of Council, providing guidance and supporting good working relationships between Councillors, and working with the Chief Executive Officer to ensure positive outcomes are delivered for the community.

Section 18 of the *Local Government Act 2020* (Act) describes the role and functions of the Mayor, including chairing Council Meetings, acting as principal spokesperson for Council, providing guidance to Councillors about what is expected of a Councillor, supporting good working relations between Councillors and carrying out civic and ceremonial duties.

Section 25(1) of the Act provides that at a Council meeting that is open to the public, the Councillors must elect a Councillor to be Mayor of Council.

Section 26(3) of the *Local Government Act 2020* requires Council to determine the length of the Mayoral term prior to the election of the Mayor. The term decided will apply to the Deputy Mayor, if one is also elected. The term of office of Mayor and Deputy Mayor may be a 1-year term or a 2-year term.

Under the Act, where the Mayor is elected for a 1-year term, the next election of the Mayor must be held on a day to be determined by Council that is as close to the end of the 1-year term as is reasonably practicable.

Where the Mayor is elected for a 2-year term, the next election of the Mayor must be held on a day to be determined by Council that is as close to the end of the 2-year term as is reasonably practicable.

RECOMMENDATION:

That the next Mayor of Hindmarsh Shire Council be elected for a one-year/two-year term.

MOVED: Cr J Barry/Cr R Ismay

That the next Mayor of Hindmarsh Shire Council be elected for a one-year term.

CARRIED

5 ELECTION OF MAYOR - CHIEF EXECUTIVE OFFICER

The election of Mayor will be conducted in accordance with the *Local Government Act 2020* (the Act) and Council's Governance Rules.

Section 25 of the Act prescribes that at a Council meeting that is open to the public, Councillors must elect a Councillor to be Mayor of Council. Any Councillor is eligible for election or re-election to the office of Mayor. The Mayor must be elected by an absolute majority of the Councillors.

Further, Council's Governance Rules prescribe the procedure for the election of Mayor.

25 Election of Mayor

(1) At a Council meeting that is open to the public, the Councillors must elect a Councillor to be the Mayor of Council.

(2) Subject to section 167, any Councillor is eligible for election or re-election to the office of Mayor.

(3) The election of the Mayor must—

(a) be chaired by the Chief Executive Officer; and

(b) subject to this section, be conducted in accordance with the Governance Rules.

(4) Subject to subsections (5) and (6), the Mayor must be elected by an absolute majority of the Councillors.

(5) If an absolute majority of the Councillors cannot be obtained at the meeting, Council may resolve to conduct a new election at a later specified time and date.

(6) If only one Councillor is a candidate for Mayor, the meeting must declare that Councillor to be duly elected as Mayor.

*(7) In this section, **absolute majority** means the number of Councillors which is greater than half the total number of the Councillors of a Council.*

The Chief Executive Officer, Monica Revell, called for nominations and conducted the election for Mayor.

Cr Barker was nominated by Cr Ismay, the nomination was then seconded by Cr Aitken, and accepted by Cr Barker.

As there was only one nomination, Monica Revell declared Cr Rosie Barker the duly elected Mayor for Hindmarsh Shire Council for a one-year term.

Following declaration of voting, Cr Rosie Barker assumed the chair as Mayor.

---

6 CONGRATULATORY REMARKS TO MAYOR

Councillors congratulated the new Mayor.

---

7 MAYORAL RESPONSE

Cr Barker thanked Councillors for their support and outlined priorities for the Mayoral Term.

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8 DETERMINATION OF POSITION OF DEPUTY MAYOR

Pursuant to Section 20A of the *Local Government Act 2020* (the Act), a Council may establish an office of Deputy Mayor.

Section 21 of the Act defines that the Deputy Mayor must perform the role of the Mayor and may exercise any of the powers of the Mayor if -

- the Mayor is unable for any reason to attend a Council meeting or part of a Council meeting;
- the Mayor is incapable of performing the duties of the office of Mayor for any reason, including illness; or
- if the office of Mayor is vacant.

Section 20A Office of Deputy Mayor

(1) A Council may establish an office of Deputy Mayor.

(2) If Council has established an office of Deputy Mayor, the provisions of this Act relating to the office of Deputy Mayor apply.

RECOMMENDATION:

That Council elects a Deputy Mayor for a term of one-year/two-years.

MOVED: Cr T Clark/Cr R Ismay

That Council elects a Deputy Mayor for a term of one-year.

CARRIED

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9 ELECTION OF DEPUTY MAYOR - CHIEF EXECUTIVE OFFICER

The election of the Deputy Mayor will be conducted in accordance with Section 27 of the *Local Government Act 2020* and Council's Governance Rules.

27 Election of Deputy Mayor

(1) Section 25, other than subsection (3)(a), applies to the election of a Deputy Mayor by the Councillors as if any reference in that section to the Mayor was a reference to the Deputy Mayor.

(2) Section 26 applies to the election of a Deputy Mayor as if any reference in that section to the Mayor was a reference to the Deputy Mayor.

The Chief Executive Officer called for nominations and conducted the election for Mayor.

Cr Uoy was nominated by Cr Clark, the nomination was then seconded by Cr Aitken, and accepted by Cr Uoy.

As there was only one nomination, Monica Revell declared Cr Chan Uoy the duly elected Deputy Mayor for Hindmarsh Shire Council for a one-year term.

---

10 CONGRATULATORY REMARKS TO DEPUTY MAYOR

Councillors congratulated the new Deputy Mayor.

---

11 DEPUTY MAYOR RESPONSE

Cr Uoy thanked Councillors for their support.

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12 APPOINTMENT OF DELEGATES TO COUNCIL COMMITTEES AND EXTERNAL ORGANISATIONS

The following Council committees and external organisations require the appointment of Council delegates for the period 2026/2027.

It is important that this list of Council appointments to external organisations is as complete as possible, as Council policy provides that travelling expenses and out of pocket expenses are payable for attendance at meetings of these organisations.

A Councillor's role with these organisations is to provide strategic input, influencing outcomes that are consistent with goals in the Council Plan 2025-2029, and be a communication conduit between the organisation and Council.

Previous delegates and appointments are listed for convenience.

No.	COUNCIL ADVISORY COMMITTEES	2025/2026 DELEGATE	2026/2027 DELEGATE
1	Audit and Risk Committee (2 required)	**Cr R Barker** **Cr C Uoy**	**Cr R Barker** **Cr C Uoy**
2	Nhill Aerodrome Master Plan Advisory Committee	**Cr R Barker**	**Cr R Barker**
3	Nhill Town Committee	**Cr R Barker**	**Cr R Barker**
4	Jeparit Town Committee	**Cr T Clark**	**Cr T Clark**
5	Rainbow Town Committee	**Cr R Aitken**	**Cr R Aitken**
6	Hindmarsh Pride Committee	**Cr C Uoy**	**Cr C Uoy**
7	Hindmarsh Heavy Vehicle Transport Working Group	**Cr J Barry**	**Cr J Barry**
	COMMUNITY ASSET COMMITTEES		
8	Rainbow Civic Centre Committee	**Cr T Clark**	**Cr T Clark**
9	Rainbow Recreation Reserve Committee	**Cr R Aitken**	**Cr R Aitken**
10	Wimmera Mallee Pioneer Museum Committee	**Cr R Aitken** **Cr C Uoy (Substitute)**	**Cr R Aitken** **Cr T Clark (Substitute)**
11	Yurunga Homestead Committee	**Cr T Clark**	**Cr T Clark**
	EXTERNAL ORGANISATIONS		
12	Municipal Association of Victoria (Mayor and Deputy Mayor as substitute)	**Cr R Ismay** **Cr R Barker (Substitute)**	**Cr R Barker** **Cr C Uoy (Substitute)**

13	National General Assembly of Local Government (Mayor and Deputy Mayor as substitute)	**Cr R Ismay** **Cr R Barker (Substitute)**	**Cr R Barker** **Cr C Uoy (Substitute)**
14	Rural Councils Victoria	**Cr R Barker**	**Cr R Barker**
15	Wimmera Southern Mallee Regional Transport Group	**Cr R Ismay**	**Cr R Ismay** **Cr J Barry (Substitute)**
16	Western Highway Action Committee	**Cr R Ismay**	**Cr Ismay** **Cr J Barry (Substitute)**
17	Rail Freight Alliance	**Cr T Clark**	**Cr T Clark**
18	Local Learning and Employment Network	**Council Officer**	**No Delegate**

RECOMMENDATION:

That Council:

1. ***Adopts the delegates for 2026/2027 as proposed; and***
2. ***approves costs associated for the Mayor (or Deputy Mayor as substitute) to attend the National General Assembly of Local Government in Canberra in 2027, including conference registration, airfares, accommodation and incidentals.***

MOVED: Cr C Uoy/Cr T Clark

That Council:

1. ***adopts the delegates for 2026/2027 as proposed; and***
2. ***approves costs associated for the Mayor (or Deputy Mayor as substitute) to attend the National General Assembly of Local Government in Canberra in 2027, including conference registration, airfares, accommodation and incidentals.***

CARRIED

13 DATE OF NEXT ANNUAL STATUTORY MEETING

An Annual Statutory Meeting must be held to allow for the election of the next Mayor on a day to be determined by the Council that is as close to the end of the Mayoral term as is reasonably practicable.

RECOMMENDATION:

That a Special Meeting to elect a Mayor and Deputy Mayor, and appoint Council delegates, be held at 6pm on Wednesday 17 November 2027 at the Hindmarsh Shire Council Council Chambers, 92 Nelson Street, Nhill.

MOVED: Cr R Ismay/Cr T Clark

That a Special Meeting to elect a Mayor and Deputy Mayor, and appoint Council delegates, be held at 6pm on Wednesday 17 November 2027 at the Hindmarsh Shire Council Council Chambers, 92 Nelson Street, Nhill.

CARRIED

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14 MEETING CLOSE

There being no further business, Cr Rosie Barker declared the meeting closed at 6:29pm.

Hon Michaela Settle MP

Minister for Rural and Regional Development
Minister for Agriculture
Minister for Water

PO Box 500, East Melbourne
Victoria, 8002 Australia

[redacted]

Monica Revell
Chief Executive Officer
Hindmarsh Shire Council
[redacted]

Dear Ms Revell

Thank you for your letter regarding the outcomes of the Jeparit Weir Feasibility Study.

I thank you for your strong advocacy, and I encourage Council to continue working with the Department of Energy, Environment and Climate Action (DEECA), Wimmera Catchment Management Authority and other relevant agencies to further develop the project proposal and explore potential funding pathways.

Funding for projects of this type generally involves separate consideration of business case development and capital delivery. Business case costs may be supported through relevant planning or infrastructure grant programs. This will support further consideration of this project at all levels of government.

Capital funding may involve contributions from local, state and Commonwealth governments, often on a one-third basis. Any arrangement would depend on the applicable funding program and future government decisions.

To discuss appropriate next steps and be kept informed of relevant funding opportunities, please contact Simone Wilkinson, Senior Manager, Resilience and Readiness Programs at DEECA, by email at [redacted]

Thank you for bringing this matter to my attention.

Yours sincerely

[redacted]

Hon Michaela Settle MP
Minister for Rural and Regional Development
Minister for Agriculture
Minister for Water

16/10/2026

Official

Wendy Werner
[redacted]

27/10/2026

Re: Approval for spending on the proposed firearms display at the Wimmera Mallee Pioneer Museum.

Dear Ms Revell and Councillors.
It has come to my attention through the Council meeting agenda that the Committee of Management (the Committee) of the Wimmera Mallee Pioneer Museum (Jeparit Musuem) is seeking approval from the Council to expend $9870 to fabricate a secure firearms display and storage along with significant modifications to the door of an existing-original-building. The Jeparit Goal.

I feel strongly that this is a clear step in the wrong direction for the future of the Museum and does not align with the current masterplan, or the public good. There is no thought to rationalisation of duplicate firearms, this display will continue the 'warehousing' approach that was identified in the masterplan as one of the Jeparit Museum's weaknesses, and destroy the intregrity of the current Gaol. This is one of the few precious exhibits we own that actually comes from Jeparit. Its importance cannot be overstated.

The Jeparit Gaol or Police Lock-up is a favorite display among visitors. The visceral experience of being shut in the dark room by such a heavy door, with only one tiny barred window, only a wire bed -no mattress or fluffy pillows to sleep on and a 'can' in the corner, is such a poignant experience for our visitors that they often comment on their return. The Interpretation Plan states '*Standing inside the timber lock-up today, one can easily imagine the despondency of those held there, even if only for a short time. There was no heating, bedding or lighting, and prisoners were provided only with a blanket.*'This valuable experience will be lost.

This experience of the goal would be lost and replaced by confronting the visitor and their children with a wall of guns when they look inside the Goal. Instead of experiencing the Lockup they will struggle to understand the display which will be a wall of 23 guns individually bolted to the wall, some of them duplicates. This design necessitates the drilling of multiple holes through the structure. A security alarm will need to be installed (more holes), and there are significant alterations to the door needed to ensure the safety of the display. The actual display will allow visitors to touch the guns, and they will be attached with a muzzle type arrangement at each end, obscuring the butt and at the other end- the barrel. This is not a well thought out display on many levels. The ludicrous idea of the guns placed in a Goal seems to be lost on the Committee.

The original founders of the Museum wanted to show what life was like in the first one hundred years of European settlement. The masterplan, which the Council supports, asks the questions what would we like the visitors to learn, understand, feel. It suggests a storytelling approach to capture the visitors imagination and bring exhibits to life! It highlights the lack of professional displays and interpretation. This display in its current design does not meet any of these requisites.

The Jeparit Museum Committee has a responsibility to ensure the good use of public funds. Our community has worked hard with successive Shires over the past 56 years to bring a world class Museum to our town, these are public funds and I believe the Committee is squandering them on an ill-thought out display that will diminish the visitor experience, rather than enhance it. This display is not in the best interest of the Community, the Goal, or the firearms,1 it is at odds with the goals of

the original founders, and destroys one of the few exhibits that come directly from Jeparit, and I therefore ask you to reject this current request by the committee.

Yours

Sincerely,

[redacted]

Wendy J Werner.

Hindmarsh Shire Council

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30 October 2026

Don Pedder
Chairperson
Wimmera Mallee Pioneer Museum
Via Email: [redacted]

Dear Don

Re: Wimmera Mallee Pioneer Museum Request to Allocate Funds

I refer to the minutes of the Wimmera Mallee Pioneer Museum Community Asset Committee meeting held on 15 September 2026 where the committee moved that Council approve the following:

- **Item 7.2** The committee approve the following expenditure within delegation and seek approval from the CEO/Council for expenditure above delegation:
  - **$9,870.00 (incl. GST) to Tarranyurk Engineering for Secure Firearms Display & Storage/Modification to Existing Building**
  - **$5,677.79 (incl. GST) to Tarranyurk Engineering for Modification to B Grade 40ft Shipping Container**
  - **$4,840.00 (incl. GST) to Frederick Saul for purchase of B Grade 40ft Shipping Container.**

At the Council Meeting held on Wednesday 28 October 2026, Hindmarsh Shire Council **did not** approve Wimmera Mallee Pioneer Museum Community Asset Committee's request to allocate:

- $9,870.00 (incl. GST) to Tarranyurk Engineering for Secure Firearms Display & Storage/Modification to Existing Building
- $5,677.79 (incl. GST) to Tarranyurk Engineering for Modification to B Grade 40ft Shipping Container
- $4,840.00 (incl. GST) to Frederick Saul for purchase of B Grade 40ft Shipping Container.

Council is requesting further information from the committee on how the above aligns with the Wimmera Mallee Pioneer Museum Masterplan along with the committees plan for insurance and risk implications.

As an Asset Committee of Council, the committee exercises powers delegated by the Chief Executive Officer under its Instrument of Delegation. These include managing the day-to-day running of the Museum, organising, cataloguing and restoring displays and exhibits, facilitating Museum activities

and events, ensuring the safety and security of the Museum and its contents, and advising Council of major maintenance or urgent repairs. The delegation also limits the committee to entering into contracts and incurring expenditure of no more than $2,000.00, and only for the purpose of improving or maintaining the Museum. While the committee manages the Museum on Council's behalf, the site, buildings and collection remain Council assets, and Council retains ultimate responsibility for them, including the associated risk and insurance obligations.

For this reason, major decisions need to be discussed and minuted early by the committee and communicated to Council before any commitment is made. This includes:

- establishing new displays or making significant changes to existing displays;
- accepting significant donations, including old farmhouses or other buildings to be relocated to the site; and
- undertaking events, particularly those involving operating machinery, vehicles, animals, food or large numbers of visitors.

Raising these matters early allows Council and the committee to work through the risk implications together, including the committee developing a risk management plan where required. It also allows Council to consider the insurance implications, including whether our current insurance cover is adequate or needs to be reviewed, along with any ongoing maintenance and compliance obligations, before a commitment is made. Council greatly values the work of the committee and its volunteers in preserving the history of our region, and this approach is intended to protect the committee, its volunteers, visitors and the collection for the long term.

If you have any questions in relation to this, please contact Mark Fletcher, Manager Economic Development and Tourism, via email [redacted] or telephone 03 5391 4444.

Yours sincerely

[redacted]

Monica Revell
Chief Executive Officer

Hindmarsh Shire Council

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04 November 2026

Angela Stewart
Ward: [redacted]
Via Email: [redacted]

Dear Angela

Re: Expression of Interest – Community Panel

Thank you for submitting an expression of interest to join Hindmarsh Shire Council's Community Panel for the development of the Council Plan.

At the Council Meeting held on Wednesday 28 October 2026, your application to the Community Panel was reviewed and endorsed.

Congratulations on being selected to join the Hindmarsh Shire Council's Community Panel in relation to the 2025-2029 Council Plan and development of annual action plans. We appreciate your time and willingness to contribute to this important process. Your input will help shape the priorities and direction of Council over the life of the plan.

The next session for the deliberative panel is scheduled to be held in early 2027. Additional details will be provided once available.

In the meantime, if you have any questions regarding the Community Panel, please direct enquiries to Katherine Colbert, Manager Community Engagement and Strategy, on (03) 5391 4444 or [redacted]

Yours sincerely

[redacted]
Monica Revell
Chief Executive Officer

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04 November 2026

Graham Nuske
Ward: [redacted]
Via Email: [redacted]

Dear Graham

Re: Expression of Interest – Community Panel

Thank you for submitting an expression of interest to join Hindmarsh Shire Council's Community Panel for the development of the Council Plan.

At the Council Meeting held on Wednesday 28 October 2026, your application to the Community Panel was reviewed and endorsed.

Congratulations on being selected to join the Hindmarsh Shire Council's Community Panel in relation to the 2025-2029 Council Plan and development of annual action plans. We appreciate your time and willingness to contribute to this important process. Your input will help shape the priorities and direction of Council over the life of the plan.

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In the meantime, if you have any questions regarding the Community Panel, please direct enquiries to Katherine Colbert, Manager Community Engagement and Strategy, on (03) 5391 4444 or [redacted]

Yours sincerely

[redacted]

Monica Revell
Chief Executive Officer

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04 November 2026

Natalia Aguirre
Ward: [redacted]
Via Email: [redacted]

Dear Natalia

Re: Expression of Interest – Community Panel

Thank you for submitting an expression of interest to join Hindmarsh Shire Council's Community Panel for the development of the Council Plan.

At the Council Meeting held on Wednesday 28 October 2026, your application to the Community Panel was reviewed and endorsed.

Congratulations on being selected to join the Hindmarsh Shire Council's Community Panel in relation to the 2025-2029 Council Plan and development of annual action plans. We appreciate your time and willingness to contribute to this important process. Your input will help shape the priorities and direction of Council over the life of the plan.

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In the meantime, if you have any questions regarding the Community Panel, please direct enquiries to Katherine Colbert, Manager Community Engagement and Strategy, on (03) 5391 4444 or [redacted]

Yours sincerely

[redacted]

Monica Revell
Chief Executive Officer

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19 November 2026

Wimmera Southern Mallee LLEN
[redacted]
Via email: [redacted]

Dear Committee Members,

Re: Committee of Management – Withdrawal of Membership

I write to advise that no Councillor was appointed as Council's delegate to the Wimmera Southern Mallee LLEN (WSMLLEN) Committee of Management. Accordingly, Hindmarsh Shire Council will be withdrawing its membership of the Committee of Management of WSMLLEN.

On behalf of Council, I thank the Committee of Management and staff for their commitment to the wider Wimmera Southern Mallee community. Council appreciates your dedication and the contribution you make across the region.

We wish WSMLLEN every success in its continuing work.

Yours faithfully,

[redacted]
Monica Revell
Chief Executive Officer



ASSEMBLY OF COUNCILLORS RECORD

Title of Meeting: CEO Employment and Remuneration Committee Meeting

Date: Wednesday 28 October 2026 **Time:** 11:00am – 12:00pm

Assembly Location: Council Chamber, 92 Nelson Street Nhill.

Present:
CRS Ron Ismay (Mayor) items 1 to 7, Rosie Barker (Deputy Mayor) items 1 to 7, Roger Aitken items 1 to 7, James Barry items 1 to 7, Tony Clark items 1 to 7, and Chan Uoy items 1 to 7.

Apologies:

In Attendance:
Ms. Monica Revell (Chief Executive Officer) items 1 to 4.
Mr. Bill Millard (Independent Chairperson) items 1 to 7.

Declaration by Councillors or Officers of any Material or General Interest in any item on the Agenda:

- Material; or
- General.

Declaration of material or general interest must also be advised by Councillors at the commencement of discussion of the specific item.

Councillors:
No interests declared.

Officers:
Monica Revell declared a general conflict of interest in item 5 as it relates to her performance assessment. Monica exited the meeting for items 5-7.



Matters Discussed:

No.	Detail
1.	**WELCOME**
2.	**APOLOGIES**
3.	**CONFIRMATION OF MINUTES**
4.	**CEO INFORMAL REVIEW**
5.	**REVIEW AND ENDORSEMENT OF KPIs**
6.	**GENERAL BUSINESS**
7.	**MEETING CLOSE**

[redacted]
Monica Revell
Chief Executive Officer
Dated: 28 October 2026

This record must be kept for four years from the date of the assembly and be made available for public inspection at Council Offices for 12 months after the date of assembly.



ASSEMBLY OF COUNCILLORS RECORD

Title of Meeting: Council Briefing Session

Date: Wednesday 28 October 2026 **Time:** 12:00 – 3:00pm

Assembly Location: Council Chamber, 92 Nelson Street Nhill.

Present:
CRS Ron Ismay (Mayor) items 1 to 11, Rosie Barker (Deputy Mayor) items 1 to 11, Roger Aitken items 1 to 11, James Barry items 1 to 11, Tony Clark items 1 to 11, and Chan Uoy items 1 to 11.

Apologies:
Petra Croot (Director Corporate and Community Services)

In Attendance:
Ms. Monica Revell (Chief Executive Officer) items 6 to 11, Mr. Ram Upadhyaya (Director Infrastructure Services) items 6 to 11, Ms. Katherine Colbert (Acting Director Corporate and Community Services) items 6 to 11, and Ms. Stephanie Lynch (Coordinator Libraries and Customer Service) items 10 to 11.

Declaration by Councillors or Officers of any Material or General Interest in any item on the Agenda:

- Material; or
- General.

Declaration of material or general interest must also be advised by Councillors at the commencement of discussion of the specific item.

Councillors:
No interests declared.

Officers:
No interests declared.



Matters Discussed:

No.	Detail
1.	**LUNCH**
2.	**ACKNOWLEDGEMENT OF COUNTRY**
3.	**APOLOGIES**
4.	**DECLARATION OF INTERESTS**
5.	**DEPUTATIONS**
5.1	**COUNCILLOR SESSION**
6.	**ITEMS FOR DISCUSSION**
7.1	**COUNCIL AGENDA**
7.2	**YOUTH COUNCIL 2027**
8.	**COUNCILLOR QUESTION TIME**
9.	**BREAK**
10.	**PREPARE FOR COUNCIL MEETING**
11.	**COUNCIL MEETING**

[redacted]
Monica Revell
Chief Executive Officer
Dated: 28 October 2026

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ASSEMBLY OF COUNCILLORS RECORD

Title of Meeting: Council Briefing Session

Date: Wednesday 18 November 2026 **Time:** 2:30pm – 6:00pm

Assembly Location: Council Chamber, 92 Nelson Street Nhill.

Present:
CRS Roger Aitken items 1 to 10, James Barry items 1 to 10, Rosie Barker items 1 to 10, Tony Clark items 1 to 10, Ron Ismay items 1 to 10, and Chan Uoy items 1 to 10.

Apologies:

In Attendance:
Ms. Monica Revell (Chief Executive Officer) items 1 to 10, Ms. Petra Croot (Director Corporate and Community Services) items 1 to 6, 8 to 10, Mr. Ram Upadhyaya (Director Infrastructure Services) items 1 to 6, 8 to 10, and Ms. Mary-Ann Speakman (Customer Service and Councillor Support Officer) items 8 to 10.

Declaration by Councillors or Officers of any Material or General Interest in any item on the Agenda:

- Material; or
- General.

Declaration of material or general interest must also be advised by Councillors at the commencement of discussion of the specific item.

Councillors:
No interests declared.

Officers:
No interests declared.



Matters Discussed:

No.	Detail
1.	**ACKNOWLEDGEMENT OF COUNTRY**
2.	**APOLOGIES**
3.	**DECLARATION OF INTERESTS**
4.	**DEPUTATIONS**
4.1	**GRAMPIANS WIMMERA MALLEE TOURISM**
4.2	**GWMWATER**
5.	**ITEMS FOR DISCUSSION**
5.1	**AUDIT AND RISK COMMITTEE MEMBER EXPRESSION OF INTEREST**
5.2	**PROPOSED 2027 COUNCIL MEETING DATES**
5.3	**RISK MANAGEMENT REPORT**
5.4	**REVISED BODY WORN CAMERA POLICY**
5.5	**REALLOCATION OF 2026/2027 PLANT REPLACEMENT BUDGET**
6.	**COUNCILLOR QUESTION TIME**
7.	**CEO ONLY TIME**
8.	**BREAK**
9.	**PREPARE FOR ANNUAL STATUTORY MEETING**
10.	**ANNUAL STATUTORY MEETING**

[redacted]

Monica Revell
Chief Executive Officer
Dated: 18 November 2026

This record must be kept for four years from the date of the assembly and be made available for public inspection at Council Offices for 12 months after the date of assembly.

Hindmarsh Shire Council

Long Term Financial Plan 2026-2036

DRAFT

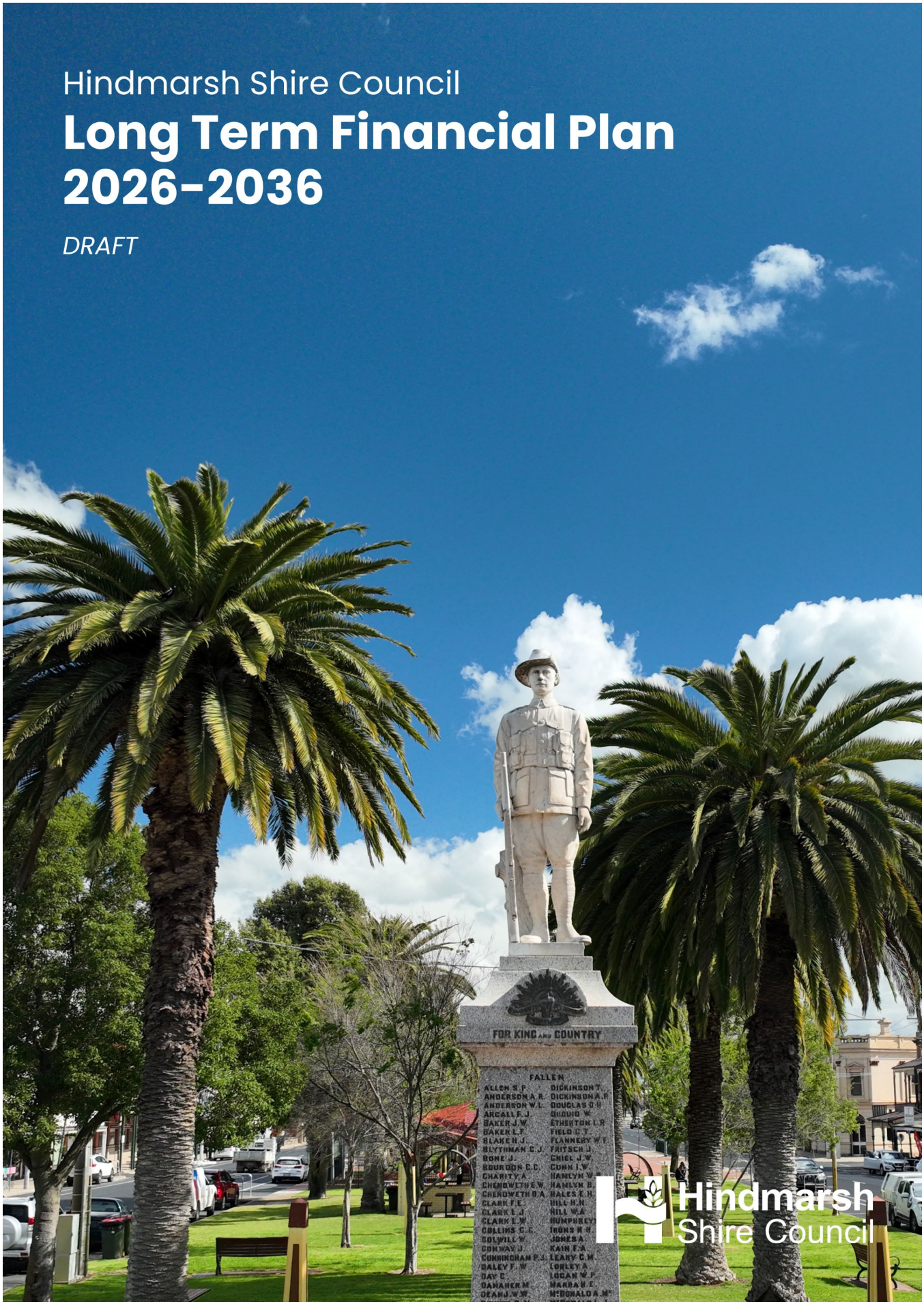


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DRAFT

1 Executive summary

This Financial Plan includes information about the financial resources required to give effect to the Council Plan and other strategies over at least a 10-year period. The Financial Plan enables the Hindmarsh Shire Council to monitor its ongoing financial viability through future projections and assessment of trends in key financial indicators.

Council adopted a Financial Plan on 18 June 2025 in accordance with the *Local Government Act 2020*. Since the preparation of the Financial Plan, Council undertook to review the assumptions, asset renewal projections and depreciation projections in line with best practice utilising external expertise. Mach 2 Consulting was engaged to undertake a comprehensive review of the Council's long-term finances and prepare a revised Financial Plan.

The Overarching Governance and Supporting Principles in Section 9 of the *Local Government Act 2020*, require Council to give effect to the principle that "the ongoing financial viability of the Council is to be ensured". Accordingly, the overall objective of this Financial Plan is to achieve financial sustainability over at least the next ten years. The key principles which underpin the Financial Plan to achieve financial sustainability over the next ten years are:

- Financial sustainability: Generating sufficient operating income to cover operating expenses including depreciation and achieving a balanced budget on a cash basis
- Services: Reducing services to the minimum required to meet the community's needs
- Borrowings: Maintaining a debt free position.
- Assets: Meeting the asset renewal requirements set out in the Asset Plan.

To achieve the overall objective of the Financial Plan of financial sustainability over the long term, it was necessary to model several different scenarios by changing the assumptions underlying the Plan forecasts. In undertaking the financial analysis, Council considered the following options:

- **Base Case**: The current service provision is maintained, and asset renewal outlays are in accordance with the Asset Plan
- **Scenario 1**: As for the Base Case but with service provision reduced to a minimum, that meets the community's needs, to achieve a breakeven or better cash result from 2028 onwards
- **Scenario 2**: As for the Base Case but with service provision reduced to a minimum, that meets the community's needs, to achieve a breakeven or better underlying result from 2028 onwards.

Based on the financial analysis, Scenario 1 achieves long term financial sustainability on a cash basis. Under this scenario, Council is financially sustainable on a cash basis over the long term, but underlying deficits continue to be achieved in each year. To achieve this outcome, cost savings, revenue increases or a mix thereof will be required to realise $1.8 million of net savings in nominal dollars ongoing over the projection period (i.e., $200,000 per year from 2027/2028 onwards). A debt free position has been maintained over the life of the Financial Plan and asset renewal is in accordance with the Asset Plan but less than depreciation.

The Financial Plan projections will be reviewed again once a revised Asset Plan containing updated asset renewal investment for all asset classes has been prepared.

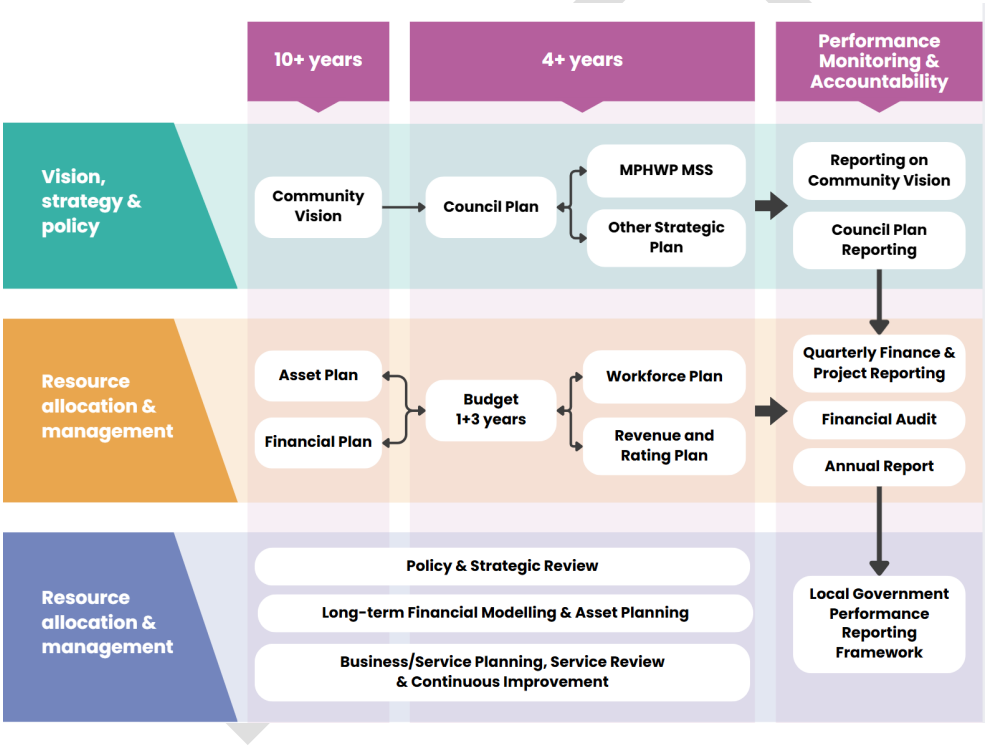
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2 Background

This Financial Plan includes information about the financial resources required to give effect to the Council Plan and other strategies over at least a 10-year period. The Financial Plan enables the Hindmarsh Shire Council (Council) to monitor its ongoing financial viability through future projections and assessment of trends in key financial indicators.

2.1 Integrated Approach

Council is required to take an integrated approach to planning, monitoring and performance reporting and must address the Community Vision. The diagram below depicts the integrated strategic planning and reporting framework that applies to local government in Victoria. At each stage of the integrated strategic planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers. The timing of each component of the integrated strategic planning and reporting framework is critical to the successful achievement of the planned outcomes.



2.2 Legislative Requirements

Section 91 of the *Local Government Act 2020* (the Act) sets out the requirements about the preparation and adoption of the Financial Plan. In particular:

- A Council must develop, adopt and keep in force a Financial Plan in accordance with its deliberative engagement practices
- The scope of a Financial Plan is a period of at least the next 10 financial years.
- A Financial Plan must include the following in the manner and form prescribed by the regulations:
    - Statements describing the financial resources required to give effect to the Council Plan and other strategic plans of the Council

  - Information about the decisions and assumptions that underpin the forecasts in the statements
  - Statements describing any other resource requirements that the Council considers appropriate to include in the Financial Plan
  - Any other matters prescribed by the regulations.
- A Council must develop or review the Financial Plan in accordance with its deliberative engagement practices and adopt the Financial Plan by 31 October in the year following a general election

The *Local Government (Planning and Reporting) Regulations 2020* (the regulations) prescribe the information to be included in a Financial Plan including:

- The statements describing the financial resources must be in the form set out in the Local Government Model Financial Report
- A statement of human resources and a summary of planned expenditure in relation to the human resources.

2.3 This Financial Plan

Council adopted a Financial Plan (the Plan) on 18 June 2025 in accordance with the Act. Since the preparation of the Plan, Council undertook to review the assumptions, asset renewal projections and depreciation projections in line with best practice utilising external expertise. Mach 2 Consulting was engaged to undertake a comprehensive review of the Council's long term finances and prepare a revised Plan.

3 Financial strategy

The Overarching Governance and Supporting Principles in Section 9 of the Act, require Council to give effect to the principle that "the ongoing financial viability of the Council is to be ensured". Accordingly, the overall objective of this Plan is to achieve financial sustainability over at least the next ten years.

3.1 Financial sustainability

Long term financial sustainability is achieved:

- When planned long term service and infrastructure levels and standards are met without unplanned increases in rates and charges or disruptive cuts to services.

3.2 Principles

The key principles which underpin the Plan to achieve financial sustainability over the next ten years are:

- Financial sustainability: Generating sufficient operating income to cover operating expenses including depreciation and achieving a balanced budget on a cash basis
- Services: Reducing services to the minimum required to meet the community's needs
- Borrowings: Maintaining a debt free position.
- Assets: Meeting the asset renewal requirements set out in the Asset Plan.

3.3 Financial indicators

The key financial indicators and targets which will be used to assess financial sustainability are:

- Adjusted underlying result: >0%
- Working capital: >120%
- Unrestricted cash: >50%

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- Debt level: <60%
- Asset renewal: =100%

See Appendix D for definitions of the financial indicators.

3.4 Financial challenges and risks

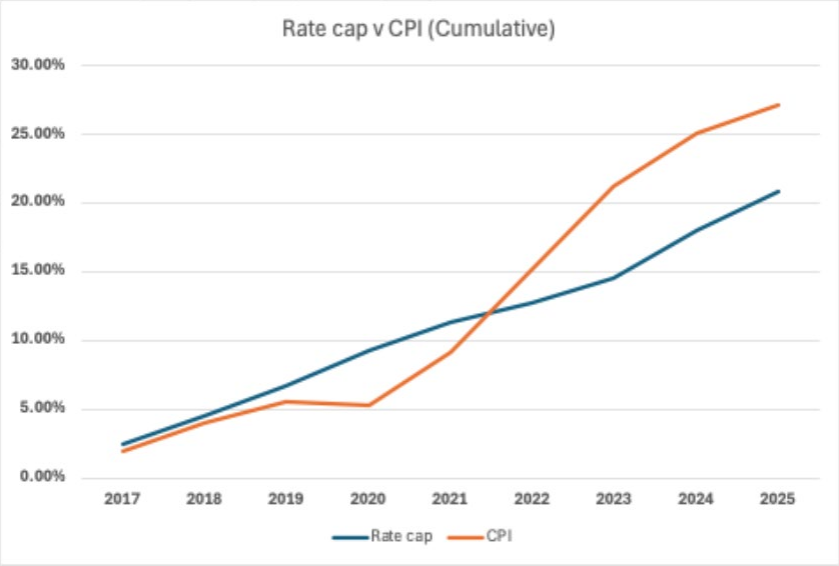
In achieving financial sustainability, Council is faced with several financial challenges as set out below.

Sustainability of the sector

In the Victorian Auditor General Office (VAGO) report 'Financial Management of Local Councils' issued in August 2025 it was found that most councils met their past financial obligations and are meeting their current obligations, but key financial indicators for most councils are trending down. Across the sector, the adjusted underlying results have been declining. This means the sector's ability to pay for ongoing operating costs from their own-source revenue is decreasing. An ongoing downtrend in this indicator suggests a council is not managing its expenditure, growing its own-source revenue or managing service programs' viability, which creates longer-term risks to financial sustainability.

Rate cap

In the Essential Services Commission (ESC) report 'The Outcomes of Rate Capping' issued in June 2025 it was found that over 2022/2023 and 2023/2024, revenue grew by an annual 1.9 per cent while expenditure grew by 1.1 per cent. However, expenditure has grown at a faster rate than revenue over the long term as rate cap increases have been set below actual inflation (see graph below). Overall, the sector reported a tighter financial position than it had during the early years of rate capping. While most councils reported operating surpluses over the past 4 years, 43 councils reported adjusted underlying deficits. Meaning around half of all councils are reliant on revenue sources that are outside their control.



Sustainability of Council (past performance)

An analysis was undertaken of the actual financial results of the Council based on the audited financial statements from 2020/2021 to 2024/2025 against other small rural councils with similar characteristics including:

- Yarriambiack
- Strathbogie
- Northern Grampians
- Gannawarra
- Ararat
- Mansfield

Over the past 5 years the Council's performance in comparison to other like councils can be summarised as follows:

- Achieved breakeven underlying results except for 2024/2025, while most comparison councils had underlying deficits
- Rates and charges per assessment was the **lowest**
- Expenses per assessment was the **second highest**
- Own source revenue percentage was the **second highest**
- Grant dependence was the **third highest**
- Employee costs as a proportion of total expenses were the **second lowest**
- Staff numbers was the **lowest**.

See Appendix C for a more detailed analysis.

Asset plan renewal outlays

The asset renewal outlays in the most recent Asset Plan adopted on 29 October 2025 were based on outdated asset values and condition assessments and what Council was able to afford. Council has been undertaking asset revaluations and condition assessments of all asset classes with this data being used to populate a newly acquired and implemented Asset Management System. It is likely that the revised asset renewal outlays will be higher than those in the current Asset Plan. In addition, depreciation is also expected to be higher. Depreciation increased by $2.47 million in the 2025/2026 year compared 2024/2025 and is expected to increase further in the 2026/2027 year due to the revaluations carried out at 30 June 2026. The following table sets out the state of asset revaluations by asset class as at 30 June 2026 including revaluation increments for the 2025/2026 year.

Asset Class	Date of Valuation	Type of Valuation	2025-26 Revaluation Increment $'000
Land	Jun 21	Full	0
Buildings	Jun 26	Indexation	4,559
Roads	Jun 26	Full	66,598
Bridges	Jun 26	Indexation	396
Footpaths and cycleways	Jun 26	Indexation	501
Drainage	Jun 26	Indexation	280
Kerb & channel	Jun 26	Indexation	1,285
Other infrastructure	Jun 26	Indexation	1,144
TOTAL			**74,763**

A full revaluation of land and infrastructure (excluding roads) will be carried out in the 2026/2027 year. The forecast road depreciation for the 2026/2027 year is $2.72 million (2025/2026: $3.24 million).

Global impacts

The fuel crisis caused by the middle east war has had a significant effect on the price of fuel which is a large input to Council's business and will have flow on effects to other oil-based inputs such as road making materials. It will also likely result in an increase in the price of materials and services similar to the impacts of COVID19.

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4 How the plan was developed

This Plan has been developed through a rigorous process of engagement with Council, Executive Team and relevant managers, including from the Finance and Assets and Facilities service areas.

The Plan is based on the following key information:

- Audited financial statements as at 30 June 2026
- Actual carried forward capital works as at 30 June 2026
- Annual Budget for the 2026/2027 year (adjusted for 2025/2026 year actual outcomes)
- Assumptions provided by finance about changes in future income and expenditure
- Assumptions provided by finance regarding future changes in assets, liabilities and equity
- Asset Plan 2025-35 setting out future capital expenditure on asset renewal, expansion, upgrade and new assets
- Other information provided by the Executive Team and Finance.

The projections were developed using a third-party product called 'Integrl'. Integrl is an excel-based model designed to facilitate the preparation of a Council's Financial Plan in accordance with the *Local Government Act 2020*.

5 Assumptions

There are several assumptions underlying the forecasts for income, expenditure, assets, liabilities, equity, cash, capital works expenditure and human resources included in the Plan. These assumptions have been derived from the following sources:

- Assessment of the current financial position
- Scan of the external economic environment
- Recommended changes in service provision
- Asset Plans on capital works delivery.

The key assumptions underlying the Plan are set out below.

5.1 General

The general assumptions affecting all operating income and expenditure are included the following table.

Income/Expense		2028	2029	2030	2031	2032	2033	2034	2035	2036
Rates and charges	%	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Revenue in lieu	$'000	160	160	160	160	160	160	160	160	160
Statutory fees and fines	%	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
User fees	%	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Grants – operating	%	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Interest on investments	%	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Other revenue	%	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Employee costs	%	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0

Materials and services	%	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Other expenses	%	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5

Consumer price index

The Consumer Price Index (CPI) for the 12 months to July 2026 for Melbourne was 3.2% (ABS release July 2026). The State Government of Victoria's 2026/2027 Budget forecasts that CPI will be 3.5% for the 2026/2027 year reducing to 2.75% for the 2027/2028 year, and 2.5% for the 2028/2029 and 2029/2030 years. For the purposes of developing the Plan, CPI has been set in line with these Government forecasts except for those specifically identified in the above table.

Rate cap

The Victorian Government has set the council rate cap at 2.75 per cent for the 2026/2027 financial year. Subsequent years have been set in line with conservative estimates of the Consumer Price Index.

Employee costs

The Wages Price Index (WPI) for the 12 months to June 2026 for Melbourne was 3.1% (ABS release August 2026). The State Government of Victoria's 2026/2027 Budget forecasts that the WPI will be 3.25% for the 2025/2026 and 2027/2028 years, reducing to 3.0% for the 2028/2029 and 2029/2030 years. For the purposes of developing the LTFP, increases in employee benefits has been set at 3.0% for the 2027 and 2028 years which is in accordance with Council's current Enterprise Agreement, and then in line with the Government forecasts for the remaining years.

5.2 Service delivery

The assumptions affecting specific services provided by Council are set out below:

- Municipal Elections: $130,000 for Victorian Electoral Commission costs every four years commencing in 2028/2029

5.3 Capital works

The assumptions affecting asset renewal, expansion, upgrade and new assets are set out below.

Asset renewal

Council adopted an Asset Plan in October 2025 for the 2025-2035 years. The Asset Plan sets out the asset investment over the next 10 years for maintenance, operations, renewal, upgrade and new assets. The asset renewal component is set out in the following table and is fully funded in the Plan.

Asset Class	2028 $000	2029 $000	2030 $000	2031 $000	2032 $000	2033 $000	2034 $000	2035 $000	2036 $000
Buildings	250	250	250	250	250	250	250	250	250
Plant, machinery & equipment	1,000	1,200	1,000	1,200	900	1,000	1,100	1,200	1,200
Fixtures, fittings & furniture	5	5	5	5	5	5	5	5	5
Computers & telecommunications	75	75	75	75	75	75	75	75	75
Library books	40	40	40	40	40	40	40	40	40

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Roads	1,766	1,801	1,947	1,911	2,119	2,030	1,942	1,910	1,910
Bridges	330	337	364	357	396	379	363	357	357
Footpaths & cycleways	535	545	590	579	642	615	588	578	578
Drainage	330	337	364	357	396	379	363	357	357
Other infrastructure	0	0	0	0	0	0	0	0	0
Total	**4,331**	**4,590**	**4,635**	**4,774**	**4,823**	**4,773**	**4,726**	**4,772**	**4,772**

Capital expenditure program

The following table summarises the forecast capital works expenditure including funding sources over the next 10 years.

Details	2028 $000	2029 $000	2030 $000	2031 $000	2032 $000	2033 $000	2034 $000	2035 $000	2036 $000
Expenditure Type									
New assets	0	0	0	0	0	0	0	0	0
Asset renewal	4,331	4,590	4,635	4,774	4,823	4,773	4,726	4,772	4,772
Asset upgrade	0	0	0	0	0	0	0	0	0
Total	**4,331**	**4,590**	**4,635**	**4,774**	**4,823**	**4,773**	**4,726**	**4,772**	**4,772**
Funding Source									
Grants	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902
Contributions	0	0	0	0	0	0	0	0	0
Council cash	2,429	2,688	2,733	2,872	2,921	2,871	2,824	2,870	2,870
Total	**4,331**	**4,590**	**4,635**	**4,774**	**4,823**	**4,773**	**4,726**	**4,772**	**4,772**

5.4 Impact of 2025-26 Audited Financial Statements

The assumptions affecting the 2026/2027 Adopted Budget and future year projections because of the audit of the 2025/2026 Financial Statements are set out below.

Financial Assistance Grants

The Financial Assistance Grants advised by the Victorian Grants Commission for 2026/2027 were $6.05 million of which 80% was paid in the 2025-26 year. As general purpose grants are recognised on a cash basis for accounting purposes, the adopted Budget for the 2026/2027 year has been adjusted to reflect that 20% of this amount will be recognised as income in the 2026/2027 year. It has been assumed that Financial Assistance Grants in future years will be paid in the year to which they relate for the purposes of developing the Plan.

Depreciation

The 2026/2027 Budget includes depreciation of $6.20 million which was based on the audited Financial Statements for the 2024/2025 year. The audited Financial Statements for the 2025/2026 year include depreciation of $8.66 million with the main increase being buildings with depreciation of $2.21 million (2026-27 Budget: $454,000). For the purposes of developing the Plan, depreciation for the 2026/2027 year and subsequent years has been adjusted in line with the 2025/2026 audited financial statements.

Carry forward capital works

The 2026/2027 Budget assumed that the 2025/2026 capital works budget of $7.03 million would be fully completed in that year. As at 30 June 2026, capital works totalling $2.51 million was incomplete and will now be delivered in the 2026/2027 year. This amount has been included in the 2026/2027 year and will be funded from cash and investments.

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6 Financial analysis

To achieve the overall objective of the Plan of financial sustainability over the long term, it was necessary to model a number of different scenarios by changing the assumptions underlying the Plan forecasts. In undertaking the financial analysis, Council considered the following options:

- Base Case: The current service provision is maintained and asset renewal outlays are in accordance with the Asset Plan
- Scenario 1: As for the Base Case but with service provision reduced to a minimum, that meets the community's needs, to achieve a breakeven or better cash result from 2028 onwards
- Scenario 2: As for the Base Case but with service provision reduced to a minimum, that meets the community's needs, to achieve a breakeven or better underlying result from 2028 onwards.

6.1 Base case

Financial indicators

The following table sets out the results of the financial indicators for the Base Case.

Indicator	Target	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Underlying result	>0%	-54%	-21%	-22%	-22%	-23%	-24%	-25%	-25%	-26%	-27%
Net change in cash	>$0	-9.8M	-0.2M	-0.7M	-0.8M	-1.2M	-1.5M	-1.9M	-1.9M	-2.2M	-2.5M
Working capital	>120%	337%	340%	314%	285%	243%	190%	126%	61%	-13%	-96%
Unrestricted cash	>50%	255%	254%	228%	199%	156%	103%	39%	-27%	-101%	-184%
Debt level	<60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Asset renewal	100%	63%	49%	50%	50%	50%	51%	51%	51%	51%	51%

Underlying principles

The following table sets out the results against the underlying principles for the Base Case.

Principle	Result (over 10 years)
Generate sufficient operating income to cover operating expenses including depreciation	**Not met –** An underlying deficit is achieved in each year
Achieve a balanced budget on a cash basis	**Not met –** A balanced cash budget is not achieved in any of the years
Reduce services to the minimum required to meet the community's needs	**Not met** – The services funded in the Plan are consistent with the 2026 year
Maintain a debt free position	**Met –** No borrowings are planned over the ten years

Meet the asset renewal requirements set out in the Asset Plan	**Partially met** – The asset renewal as set out in the Asset Plan is fully funded, however this is less than depreciation

Outcome

The Base Case is not sustainable over the long term with underlying and cash deficits in each year. Under this scenario Council would be unable to operate after the 2033 year. A debt free position has been maintained, and asset renewal is less than depreciation but in accordance with the Asset Plan.

6.2 Scenario 1

Financial indicators

The following table sets out the results of the financial indicators for Scenario 1.

Indicator	Target	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Underlying result	>0%	-54%	-20%	-19%	-19%	-18%	-18%	-18%	-18%	-17%	-17%
Net change in cash	>$0	-$9.8M	$0M	$0M	$0M	$0M	$0M	$0M	$0M	$0M	$0M
Working capital	>120%	337%	350%	350%	347%	349%	350%	352%	355%	356%	357%
Unrestricted cash	>50%	255%	264%	264%	260%	262%	263%	264%	267%	268%	268%
Debt level	<60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Asset renewal	100%	63%	49%	50%	50%	50.	51%	51%	51%	51%	51%

Underlying principles

The following table sets out the results against the underlying principles for Scenario 1.

Principle	Result (over 10 years)
Generate sufficient operating income to cover operating expenses including depreciation	**Not met –** An underlying deficit is achieved in each year
Achieve a balanced budget on a cash basis	**Met –** A breakeven cash result is achieved in all years
Reduce services to the minimum required to meet the community's needs	**Partially met** – The services funded are consistent with the 2026 year, but savings will be required
Maintain a debt free position	**Met –** No borrowings are planned over the ten years
Meet the asset renewal requirements set out in the Asset Plan	**Partially met** – The asset renewal as set out in the Asset Plan is fully funded, however this is less than depreciation

Outcome

Scenario 1 is sustainable over the long term on a cash basis, with breakeven cash results in each year but underlying deficits. However, this will require cost savings, revenue increases or a mix thereof to realise $1.8 million of net savings in nominal dollars ongoing over the projection period (i.e., $200,000 per year from 2027/2028 onwards). A debt free position has been maintained, and asset renewal is less than depreciation but in accordance with the Asset Plan.

6.3 Scenario 2

Financial indicators

The following table sets out the results of the financial indicators for Scenario 2.

Indicator	Target	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Underlying result	>0%	-54%	-18%	-17%	-14%	-12%	-10%	-8%	-5%	-2%	1%
Net change in cash	>$0	-$9.8M	$0.4M	$0.5M	$1.1M	$1.4M	$1.8M	$2.4M	$3.2M	$3.9M	$4.6M
Working capital	>120%	337%	362%	380%	418%	467%	533%	614%	727%	861%	1021%
Unrestricted cash	>50%	255%	276%	294%	331%	380%	445%	526%	638%	771%	930%
Debt level	<60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Asset renewal	100%	63%	49%	50%	50%	50%	51%	51%	51%	51%	51%

Underlying principles

The following table sets out the results against the underlying principles for Scenario 2.

Principle	Result (over 10 years)
Generate sufficient operating income to cover operating expenses including depreciation	**Met –** An underlying surplus is achieved from the 2036 year onwards
Achieve a balanced budget on a cash basis	**Met –** A cash surplus is achieved in all years
Reduce services to the minimum required to meet the community's needs	**Partially met** – The services funded are consistent with the 2026 year, but savings will be required
Maintain a debt free position	**Met –** No borrowings are planned over the ten years
Meet the asset renewal requirements set out in the Asset Plan	**Partially met** – The asset renewal as set out in the Asset Plan is fully funded, however this is less than depreciation

Outcome

Scenario 2 is sustainable over the long term with underlying and cash surpluses in each year. However, this will require cost savings, revenue increases or a mix thereof to achieve $5.0

million of net savings in nominal dollars ongoing over the projection period (i.e., $550,000 per year from 2027/2028 onwards). A debt free position has been maintained.

Asset renewal is less than depreciation but in accordance with the Asset Plan. While this is not desirable, Scenario 2 does generate $19.0 million of additional cash over the projection period which could be put toward additional asset renewal. This would result in the asset renewal ratio increasing from around 50% to 75% over the projection period.

7 Financial projections

Based on the financial analysis in the previous section, Council has decided to select Scenario 1 to achieve long term financial sustainability on a cash basis. However, this will need to be reviewed again once a revised Asset Plan containing updated asset renewal investment for all asset classes has been prepared.

The following is a detailed analysis of this preferred scenario for the 2026-36 years.

7.1 Financial results

The following financial results summarise the key financial outcomes for the next 10 years as set out in the Plan. The attached Appendix includes the financial statements.

Result	2027 $M	2028 $M	2029 $M	2030 $M	2031 $M	2032 $M	2033 $M	2034 $M	2035 $M	2036 $M
Operating result	-8.4	-4.3	-4.2	4.3	-4.1	-4.2	-4.2	4.3	-4.4	4.4
Underlying result	-9.0	-4.3	-4.2	4.3	-4.1	-4.2	-4.2	4.3	-4.4	4.4
Net change in cash	-9.8	0	0	0	0	0	0	0	0	0
Total cash	7.8	7.9	7.9	7.9	7.9	7.9	8.0	8.1	8.1	8.2
Debt level	0	0	0	0	0	0	0	0	0	0
Asset renewal	7.2	4.3	4.6	4.6	4.8	4.8	4.8	4.8	4.8	4.8
Total capital works	9.0	4.3	4.6	4.6	4.8	4.8	4.8	4.8	4.8	4.8

7.2 Financial indicators

The following financial indicators summarise the key financial outcomes against the targets as set out in the Plan.

Indicator	Target	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Underlying result	>0%	-54%	-18%	-17%	-14%	-12%	-10%	-8%	-5%	-2%	1%
Net change in cash	>$0	-$9.8M	$0.4M	$0.5M	$1.1M	$1.4M	$1.8M	$2.4M	$3.2M	$3.9M	$4.6M
Working capital	>120%	337%	362%	380%	418%	467%	533%	614%	727%	861%	1021%
Unrestricted cash	>50%	255%	276%	294%	331%	380%	445%	526%	638%	771%	930%
Debt level	<60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Asset renewal	100%	63%	49%	50%	50%	50%	51%	51%	51%	51%	51%

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7.3 Financial sustainability

Overall, the Plan shows that Council is financially sustainable on a cash basis over the long term, but underlying deficits continue to be achieved in each year. To achieve this outcome, cost savings, revenue increases or a mix thereof will be required to realise $1.8 million of net savings in nominal dollars ongoing over the projection period (i.e., $200,000 per year from 2027/2028 onwards). A debt free position has been maintained over the life of the Plan and asset renewal is in accordance with the Asset Plan but less than depreciation.

7.4 Financial sustainability opportunities

As mentioned in 7.3 above, the preferred scenario requires cost savings, revenue increases or a mix thereof to achieve long term financial sustainability on a cash basis. Appendix B includes a number of potential financial sustainability opportunities. These are high level suggestions and will require further investigation by Council to fully understand the opportunity and potential benefits. Some will be medium- or long-term opportunities, and some Council is already working on. While the preferred scenario requires savings of $1.8 million of net savings in nominal dollars over the life of the Plan, in reality the savings from the financial opportunities will be realised over a number of years. **This will require asset renewal to be lower than the Asset Plan in some years to remain viable.**

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APPENDIX A: Financial statements

Hindmarsh Shire Council COMPREHENSIVE INCOME STATEMENT For the year ended 30 June	Budget 2027 $000	Budget 2028 $000	Budget 2029 $000	Budget 2030 $000	Budget 2031 $000	Budget 2032 $000	Budget 2033 $000	Budget 2034 $000	Budget 2035 $000	Budget 2036 $000
Income										
Rates and charges	10,630	10,921	11,190	11,465	11,746	12,035	12,331	12,635	12,946	13,265
Statutory fees and fines	162	166	170	175	179	184	188	193	198	203
User fees	1,879	1,926	1,974	2,023	2,074	2,126	2,179	2,233	2,289	2,346
Grants - operating	1,691	6,630	6,796	6,966	7,140	7,318	7,501	7,689	7,881	8,078
Grants - capital	2,523	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902
Contributions - monetary	7	0	0	0	0	0	0	0	0	0
Contributions - non-monetary	0	0	0	0	0	0	0	0	0	0
Share of net profits of associates	0	0	0	0	0	0	0	0	0	0
Other income	493	391	358	312	254	187	172	178	183	188
Total income	17,385	21,937	22,390	22,843	23,296	23,752	24,274	24,830	25,399	25,982
Expenses										
Employee costs	9,914	9,826	9,840	10,125	10,116	10,274	10,400	10,712	10,938	11,165
Materials and services	6,020	6,206	6,484	6,670	6,807	7,052	7,442	7,646	7,961	8,277
Depreciation	8,664	8,781	8,839	8,899	8,961	9,025	9,090	9,154	9,215	9,276
Amortisation - intangible assets	0	0	0	0	0	0	0	0	0	0
Depreciation - right of use assets	0	0	0	0	0	0	0	0	0	0
Bad and doubtful debts	0	0	0	0	0	0	0	0	0	0
Borrowing costs	0	0	0	0	0	0	0	0	0	0
Finance costs - leases	0	0	0	0	0	0	0	0	0	0
Net loss on disposal of property, infrastructure, plant & equipment	(320)	(133)	(137)	(141)	(145)	(149)	(154)	(158)	(162)	(166)
Other expenses	1,504	1,542	1,581	1,620	1,661	1,702	1,745	1,788	1,833	1,879
Total expenses	25,782	26,222	26,606	27,173	27,400	27,904	28,523	29,141	29,786	30,431
Surplus/(deficit) for the year	**(8,397)**	**(4,285)**	**(4,217)**	**(4,330)**	**(4,104)**	**(4,152)**	**(4,249)**	**(4,312)**	**(4,387)**	**(4,449)**
Other comprehensive income										
Items that will not be classified to surplus or deficit in future periods										
Net asset revaluation increment/(decrement)	0	0	0	0	0	0	0	0	0	0
Total comprehensive result	**(8,397)**	**(4,285)**	**(4,217)**	**(4,330)**	**(4,104)**	**(4,152)**	**(4,249)**	**(4,312)**	**(4,387)**	**(4,449)**

Hindmarsh Shire Council BALANCE SHEET As at 30 June	Budget 2027 $000	Budget 2028 $000	Budget 2029 $000	Budget 2030 $000	Budget 2031 $000	Budget 2032 $000	Budget 2033 $000	Budget 2034 $000	Budget 2035 $000	Budget 2036 $000
Assets										
Current Assets										
Cash and cash equivalents	7,819	7,870	7,898	7,820	7,892	7,931	7,989	8,090	8,135	8,179
Trade and other receivables	1,738	1,766	1,784	1,802	1,821	1,840	1,860	1,880	1,900	1,921
Inventories	182	182	182	182	182	182	182	182	182	182
Non-current assets classified as held for resale	0	0	0	0	0	0	0	0	0	0
Other assets	204	204	204	204	204	204	204	204	204	204
Total current assets	9,943	10,022	10,068	10,009	10,099	10,157	10,234	10,355	10,421	10,486
Non Current Assets										
Trade and other receivables	0	0	0	0	0	0	0	0	0	0
Investments in associates	0	0	0	0	0	0	0	0	0	0
Property, infrastructure, plant and equipment	294,477	290,027	285,778	281,514	277,327	273,126	268,808	264,381	259,938	255,433
Right of use assets	0	0	0	0	0	0	0	0	0	0
Intangible assets	0	0	0	0	0	0	0	0	0	0
Total non-current assets	294,477	290,027	285,778	281,514	277,327	273,126	268,808	264,381	259,938	255,433
Total Assets	**304,420**	**300,049**	**295,846**	**291,523**	**287,427**	**283,283**	**279,043**	**274,736**	**270,359**	**265,919**
Liabilities										
Current Liabilities										
Trade and other payables	702	616	630	637	644	652	662	666	676	685
Trust funds and deposits	307	307	307	307	307	307	307	307	307	307
Unearned income	0	0	0	0	0	0	0	0	0	0
Provisions	1,942	1,942	1,942	1,942	1,942	1,942	1,942	1,942	1,942	1,942
Interest-bearing liabilities	0	0	0	0	0	0	0	0	0	0
Lease liabilities	0	0	0	0	0	0	0	0	0	0
Total current liabilities	2,951	2,865	2,879	2,886	2,893	2,901	2,911	2,915	2,925	2,934
Non Current Liabilities										
Provisions	325	325	325	325	325	325	325	325	325	325
Interest-bearing liabilities	0	0	0	0	0	0	0	0	0	0
Lease liabilities	0	0	0	0	0	0	0	0	0	0
Total non-current liabilities	325	325	325	325	325	325	325	325	325	325
Total Liabilities	**3,276**	**3,190**	**3,204**	**3,211**	**3,218**	**3,226**	**3,236**	**3,240**	**3,250**	**3,259**
Net Assets	**301,144**	**296,859**	**292,642**	**288,312**	**284,208**	**280,056**	**275,807**	**271,495**	**267,109**	**262,660**
Equity										
Accumulated surplus	75,503	71,218	67,001	62,671	58,567	54,415	50,166	45,854	41,468	37,019
Reserves	225,641	225,641	225,641	225,641	225,641	225,641	225,641	225,641	225,641	225,641
Total Equity	**301,144**	**296,859**	**292,642**	**288,312**	**284,208**	**280,056**	**275,807**	**271,495**	**267,109**	**262,660**

Hindmarsh Shire Council STATEMENT OF CASH FLOWS For the year ended 30 June	Budget 2027 $000	Budget 2028 $000	Budget 2029 $000	Budget 2030 $000	Budget 2031 $000	Budget 2032 $000	Budget 2033 $000	Budget 2034 $000	Budget 2035 $000	Budget 2036 $000
Cash flows from operating activities										
Receipts										
Rates and charges	10,705	10,893	11,172	11,446	11,728	12,016	12,312	12,615	12,926	13,244
Statutory fees and fines	162	166	170	175	179	184	188	193	198	203
User fees	1,879	1,926	1,974	2,023	2,074	2,126	2,179	2,233	2,289	2,346
Grants - operating	1,691	6,630	6,796	6,966	7,140	7,318	7,501	7,689	7,881	8,078
Grants - capital	2,048	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902
Contributions - monetary	7	0	0	0	0	0	0	0	0	0
Interest received	330	224	192	148	92	20	0	0	0	0
Trust funds and deposits taken	0	0	0	0	0	0	0	0	0	0
Net GST refund/payment	0	0	0	0	0	0	0	0	0	0
Other receipts	163	167	166	164	162	167	172	178	183	188
Payments										
Employee costs	(9,914)	(9,826)	(9,840)	(10,125)	(10,116)	(10,274)	(10,400)	(10,712)	(10,938)	(11,165)
Materials and services	(6,814)	(6,292)	(6,471)	(6,663)	(6,800)	(7,044)	(7,433)	(7,641)	(7,952)	(8,268)
Other payments	(1,504)	(1,542)	(1,581)	(1,620)	(1,661)	(1,702)	(1,745)	(1,788)	(1,833)	(1,879)
Net cash provided by/(used) in operating activities	(1,247)	4,249	4,481	4,416	4,701	4,713	4,677	4,669	4,656	4,650
Cash flows from investing activities										
Payments for property, infrastructure, plant & equipment	(8,949)	(4,331)	(4,590)	(4,635)	(4,774)	(4,823)	(4,773)	(4,726)	(4,772)	(4,772)
Payments for intangible assets	0	0	0	0	0	0	0	0	0	0
Proceeds from sale of property, infrastructure, plant & equipment	320	133	137	141	145	149	154	158	162	166
Net loans and advances made/repaid	0	0	0	0	0	0	0	0	0	0
Net cash provided by/(used) in investing activities	(8,629)	(4,198)	(4,453)	(4,494)	(4,629)	(4,674)	(4,619)	(4,568)	(4,610)	(4,606)
Cash flows from financing activities										
Proceeds from borrowings	0	0	0	0	0	0	0	0	0	0
Borrowing costs	0	0	0	0	0	0	0	0	0	0
Repayment of borrowings	0	0	0	0	0	0	0	0	0	0
Finance costs - lease liability	0	0	0	0	0	0	0	0	0	0
Repayment of lease liabilities	0	0	0	0	0	0	0	0	0	0
Net cash provided by/(used) in financing activities	0	0	0	0	0	0	0	0	0	0
Net increase /(decrease) in cash and cash equivalents	(9,876)	51	28	(78)	72	39	58	101	46	44
Cash and cash equivalents at the beginning of the year	17,695	7,819	7,870	7,898	7,820	7,892	7,931	7,989	8,090	8,135
Cash and cash equivalents at the end of the year	**7,819**	**7,870**	**7,898**	**7,820**	**7,892**	**7,931**	**7,989**	**8,090**	**8,135**	**8,179**

Hindmarsh Shire Council STATEMENT OF CAPITAL WORKS For the year ended 30 June	Budget 2027 $000	Budget 2028 $000	Budget 2029 $000	Budget 2030 $000	Budget 2031 $000	Budget 2032 $000	Budget 2033 $000	Budget 2034 $000	Budget 2035 $000	Budget 2036 $000
Property										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Buildings	618	250	250	250	250	250	250	250	250	250
Total buildings	618	250	250	250	250	250	250	250	250	250
Total property	618	250	250	250	250	250	250	250	250	250
Plant and Equipment										
Plant, machinery and equipment	1,166	1,000	1,200	1,000	1,200	900	1,000	1,100	1,200	1,200
Fixtures, fittings and furniture	136	80	80	80	80	80	80	80	80	80
Computers and telecommunications	0	0	0	0	0	0	0	0	0	0
Library Books	0	40	40	40	40	40	40	40	40	40
Total plant and equipment	1,302	1,120	1,320	1,120	1,320	1,020	1,120	1,220	1,320	1,320
Infrastructure										
Roads	4,713	1,766	1,801	1,947	1,911	2,119	2,030	1,942	1,910	1,910
Bridges	32	330	337	364	357	396	379	363	357	357
Footpaths and cycleways	255	535	545	590	579	642	615	588	578	578
Drainage	181	330	337	364	357	396	379	363	357	357
Recreational, leisure and community facilities	487	0	0	0	0	0	0	0	0	0
Parks, open space and streetscapes	0	0	0	0	0	0	0	0	0	0
Kerb & Channel	52	0	0	0	0	0	0	0	0	0
Other infrastructure	1,310	0	0	0	0	0	0	0	0	0
Total infrastructure	7,029	2,961	3,020	3,265	3,204	3,553	3,403	3,256	3,202	3,202
Total capital works expenditure	**8,949**	**4,331**	**4,590**	**4,635**	**4,774**	**4,823**	**4,773**	**4,726**	**4,772**	**4,772**
Represented by:										
New asset expenditure	621	0	0	0	0	0	0	0	0	0
Asset renewal expenditure	7,189	4,331	4,590	4,635	4,774	4,823	4,773	4,726	4,772	4,772
Asset upgrade expenditure	1,139	0	0	0	0	0	0	0	0	0
Asset expansion expenditure	0	0	0	0	0	0	0	0	0	0
Total capital works expenditure	**8,949**	**4,331**	**4,590**	**4,635**	**4,774**	**4,823**	**4,773**	**4,726**	**4,772**	**4,772**
Funding sources represented by:										
Grants	2,523	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902
Contributions	0	0	0	0	0	0	0	0	0	0
Council cash	6,426	2,429	2,688	2,733	2,872	2,921	2,871	2,824	2,870	2,870
Borrowings	0	0	0	0	0	0	0	0	0	0
Total capital works expenditure	**8,949**	**4,331**	**4,590**	**4,635**	**4,774**	**4,823**	**4,773**	**4,726**	**4,772**	**4,772**

APPENDIX B: Financial sustainability opportunities

Council's long-term financial sustainability will depend on a combination of service prioritisation, revenue optimisation, operational efficiencies and asset management initiatives. A service hierarchy framework provides a structured approach to ensuring that available resources are first directed toward legislated obligations, public safety, critical infrastructure and core community services, while discretionary and lower-priority services are regularly reviewed against community benefit, utilisation, strategic alignment and affordability.

Revenue opportunities include improving cost recovery, regularly reviewing fees and charges, maximising returns from commercial and user-pays services, pursuing external funding opportunities, and supporting initiatives that strengthen the local economy and future rate base. Council-owned assets such as holiday parks and tourism facilities also provide opportunities to diversify revenue beyond rates

Operational efficiencies can be achieved through process improvements, automation, procurement initiatives, shared services and service reviews that maintain or enhance service delivery while reducing costs. Asset management opportunities include optimising service levels, improving utilisation of Council facilities and prioritising investment toward assets that provide the greatest community value.

Importantly, many of these opportunities are already being progressed through Council's service reviews, digital transformation initiatives, asset management improvements and broader strategic planning activities. Future actions will build on this work to strengthen financial sustainability while maintaining essential services and infrastructure.

Service Hierarchy

The following table provides a high-level summary of Council services and their criticality. This provides an important, though not singular, framework for consideration of financial sustainability opportunities.

Priority Level	Service Category	Description	Typical Hindmarsh Examples
Level 1 - Legislated Essential Services	Statutory and Regulatory	Services required by legislation or where Council has a direct legal obligation. Failure to deliver would result in legal, safety or compliance consequences.	Governance, elections, financial management, auditing, planning permits, building control, environmental health, local laws, emergency management, records management, privacy, freedom of information, child safety, risk management.
Level 2 - Critical Infrastructure & Public Safety	Core Services	Services essential to community safety, public health, access and continuity of Council operations.	Road maintenance, bridges, drainage, waste collection, emergency management, municipal fire prevention, public health programs, cemetery operations, critical IT and cyber security systems, municipal building surveyor services.
Level 3 - Strategic Core	Council's Primary	Services expected of a rural council and closely	Asset management, community development,

Priority Level	Service Category	Description	Typical Hindmarsh Examples
Local Government Services	Service Obligations	linked to Council Plan outcomes and community wellbeing.	libraries, maternal and child health, youth services, aged and disability advocacy, recreation reserve maintenance, economic development, environmental management, customer service.
Level 4 - Community Wellbeing & Liveability Services	Important but Discretionary Services	Services that strengthen community wellbeing, inclusion, participation and liveability but are not strictly required by legislation.	Community grants, tourism promotion, events support, arts and culture programs, volunteer support, community transport initiatives, health and wellbeing programs.
Level 5 - Place Activation & Growth Services	Growth Services	Services focused on economic development, activation and future growth. These are valuable but may be subject to funding availability.	Business development programs, investment attraction, housing advocacy, tourism campaigns, town beautification projects, strategic advocacy projects.
Level 6 - Lifestyle Services	Nice-to-Have Services	Services that enhance quality of life but generally have the weakest legislative or risk justification. These should be regularly reviewed against usage, cost and community benefit.	Outdoor pools, cinema programs, discretionary recreation projects, public art initiatives, community events, non-essential tourism facilities.

Revenue, Operations and Asset Opportunities

Revenue

Potential revenue opportunities include:

- Lease and Licenses: Consider additional opportunities for commercial lease arrangements for Council-owned land, review the current leases and licenses policy to ensure that revenue is being maximised from service users. The policy should consider market, full cost recovery and subsidised rates. Examples include agricultural or industrial land and/or land that could be utilised to generate profit from businesses (i.e. not community groups such as volunteer-based sporting clubs using recreation reserves).
- Emergency Cost Recovery/Reimbursement: Continue to review approaches to managing disaster events and optimise cost recovery/reimbursement for emergency response and restoration/recovery. (e.g. capturing asset condition before events, recording expenditure and labour costs during and after and making claims for recovery)
- Grants: Continue to strategically plan for, identify and actively pursue grant opportunities to offset capital costs. This includes increasing resourcing and investment in project scoping and application readiness.
- Funding Allocations: Continue to charge corporate overheads to programs that receive government funding and consider where additional operational or project management costs could be incorporated into funded project budgets.
- Telco Towers: Ensure rental received from Telcos for towers on Council land is maximised.

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Revenue opportunities that may support financial sustainability but with complex community considerations include:

- Solar Farms: Several solar farms have been established in the surrounding council areas. Under section 94(6A) of the *Electricity Industry Act 2000 (EI Act)*, the Payment in Lieu of Rates (PiLoR) framework allows for councils and electricity generators to negotiate annual payments
- Fees and Charges: Review the current fees and charges policy to ensure that revenue is being maximised from service users. The policy should consider market, full cost recovery and subsidised rates
- Debt Management: Enhance debt management practises to maximise revenue collection
- Rate Cap Variation: Make a submission to the Essential Services Commission for a rate cap variation.

Operations

Potential opportunities to reduce operational costs include:

- Service Planning: Continue to undertake a service planning exercise to identify Council's current service offering, reduce services to those that are legally required or where there is a high need/expectation that they be delivered, agree on minimum service levels and undertake service reviews to maximise efficiency and effectiveness (including in-house vs outsourced delivery models)
- Continue to only consider delivery of market-provided services that have demonstrated community and economic benefit and that Council is reasonably equipped to deliver
- Discretionary Costs: Conduct continuous reviews of discretionary corporate support costs such as consultants, legal fees, marketing/economic activities and economic development, continue to centralise budgets for training and legal fees to ensure oversight.
- Productivity: Identify productivity opportunities across Council, including digital transformation, utilisation of artificial intelligence, and cluster procurement.
- Information Technology: Undertake a mapping exercise to identify current hardware/ software usage to reduce costs such as SAAS, peripheral software, hardware life cycle costs/replacement
- Fleet: Continue to review fleet use, including private fleet use, with consideration of cost recovery, usage and organisational need to ensure that it meets minimum service requirements.
- Shared Services: Continue to explore shared service and procurement arrangements with surrounding councils, noting that Building Services, Emergency Management, financial software and other key services are already delivered through these mechanisms.
- Overtime and staffing: In light of Council's already low wages to revenue ratio and overall decrease in TIL accrued over the past several years, continue to review employment conditions to ensure that is not unnecessary spend on overtime and other costs that are not required/budgeted for.
- Fringe benefits Tax (FBT): Review FBT expenditure and identify additional opportunities for employee contributions.

Assets

Potential opportunities to reduce asset costs include:

- Asset Management: Update the Asset Management Information System (AMIS) with the most current asset valuations and condition assessments once available. Then use the new AMIS to undertake cost effectiveness modelling of required asset renewal and prepare a revised Asset Plan

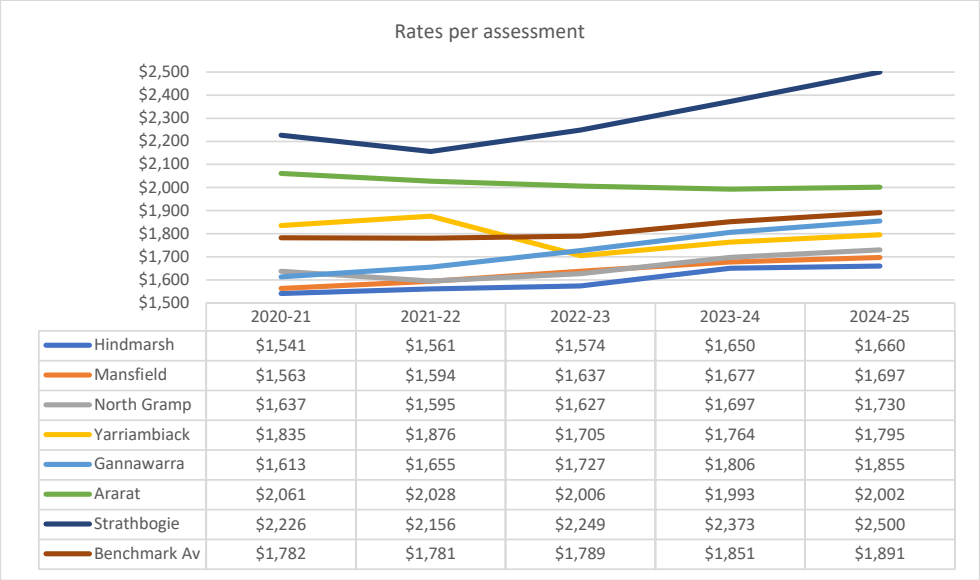
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- Asset Base: As part of the service planning exercise (above), map assets to services and rationalise/ minimise where possible
- Asset Sales: Following on from review of the asset base, prepare an asset sales strategy to divest surplus and underutilised assets
- Building Maintenance: Review current building service levels and maintain at minimum agreed levels
- Community Halls: Fund essential services only
- Plant: Review plant usage and replacement timelines
- New Assets: Maximise grant opportunities, rationalise proposals to make affordable, review pipeline and only include those with high probability of grants being received, and introduce a capital evaluation process with business cases.

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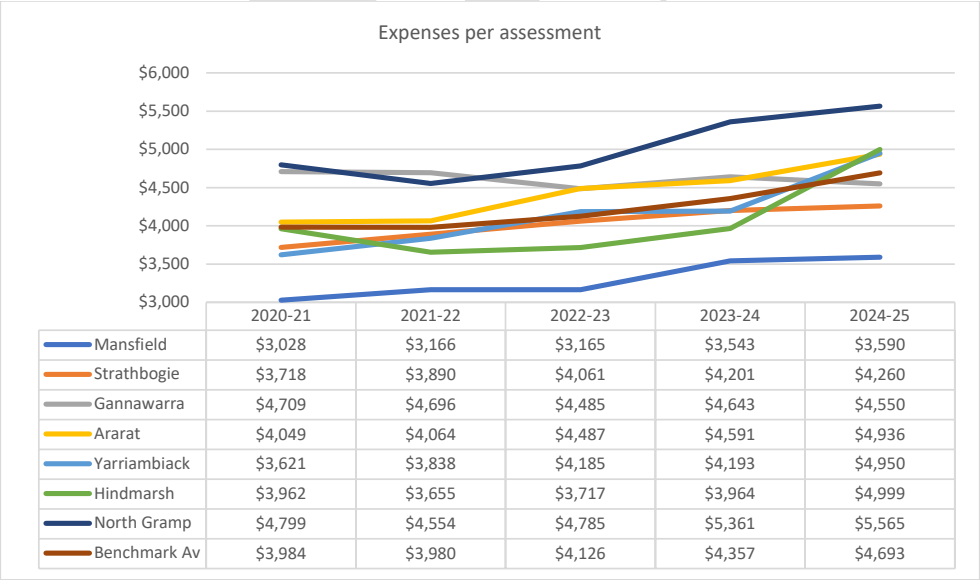
APPENDIX C: Benchmarking

Revenue and cost base



	2020-21	2021-22	2022-23	2023-24	2024-25
Hindmarsh	$1,541	$1,561	$1,574	$1,650	$1,660
Mansfield	$1,563	$1,594	$1,637	$1,677	$1,697
North Gramp	$1,637	$1,595	$1,627	$1,697	$1,730
Yarriambiack	$1,835	$1,876	$1,705	$1,764	$1,795
Gannawarra	$1,613	$1,655	$1,727	$1,806	$1,855
Ararat	$2,061	$2,028	$2,006	$1,993	$2,002
Strathbogie	$2,226	$2,156	$2,249	$2,373	$2,500
Benchmark Av	$1,782	$1,781	$1,789	$1,851	$1,891

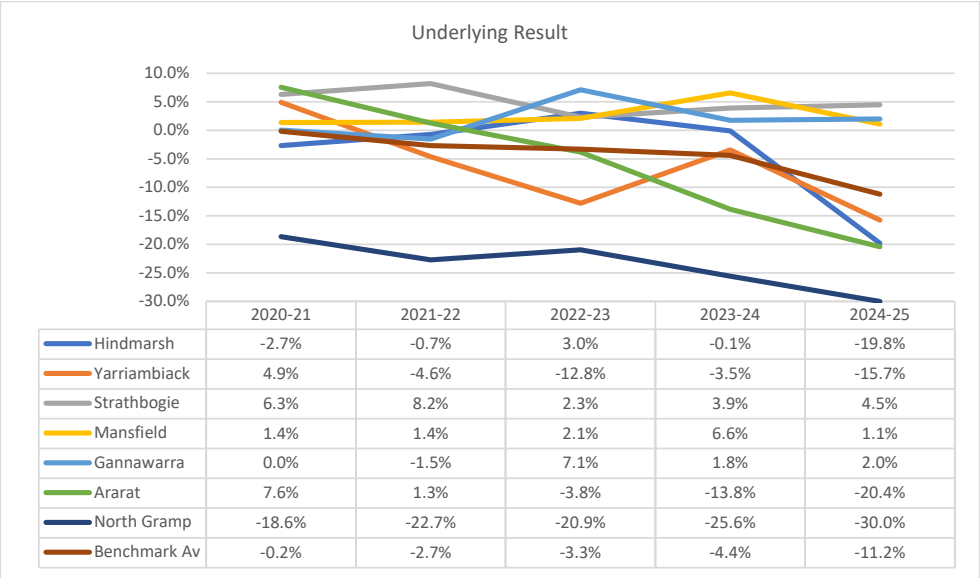
The above graph shows the LGPRF indicator, 'rates per assessment' for Hindmarsh and each of the comparison councils for the 2020/2021 to 2023/2024 years. For the 2024/2025 year, Hindmarsh had the lowest rates per assessment and Strathbogie the highest. Ararat's measure has declined due to several zero rate increases.



	2020-21	2021-22	2022-23	2023-24	2024-25
Mansfield	$3,028	$3,166	$3,165	$3,543	$3,590
Strathbogie	$3,718	$3,890	$4,061	$4,201	$4,260
Gannawarra	$4,709	$4,696	$4,485	$4,643	$4,550
Ararat	$4,049	$4,064	$4,487	$4,591	$4,936
Yarriambiack	$3,621	$3,838	$4,185	$4,193	$4,950
Hindmarsh	$3,962	$3,655	$3,717	$3,964	$4,999
North Gramp	$4,799	$4,554	$4,785	$5,361	$5,565
Benchmark Av	$3,984	$3,980	$4,126	$4,357	$4,693

The above graph shows the LGPRF indicator, 'expenses per assessment' for Hindmarsh and each of the comparison councils for the 2020/2021 to 2023/2024 years. For the 2024/2025 year, Mansfield had the lowest expenses per assessment and Northern Grampians the highest. Hindmarsh's measure was the second highest.

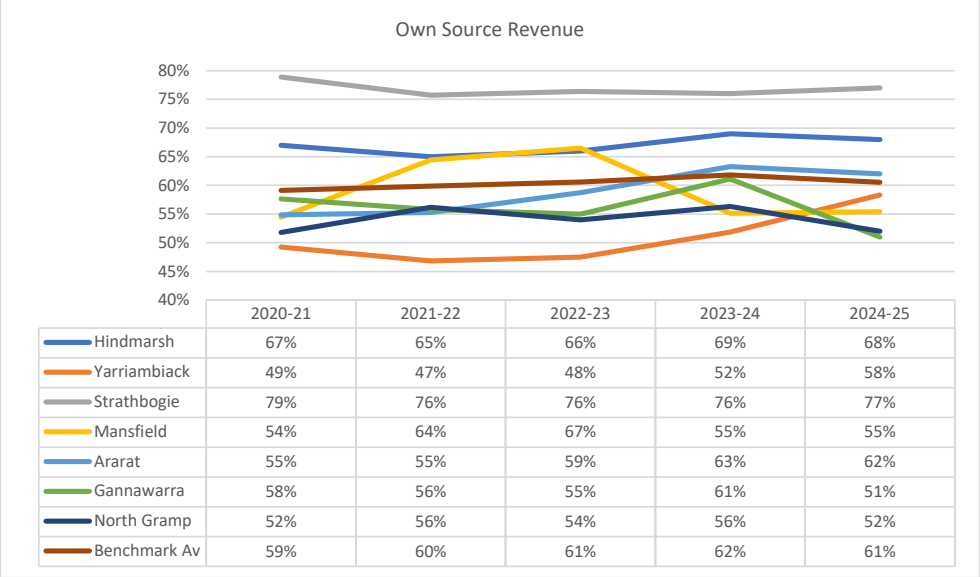
Overall performance



	2020-21	2021-22	2022-23	2023-24	2024-25
Hindmarsh	-2.7%	-0.7%	3.0%	-0.1%	-19.8%
Yarriambiack	4.9%	-4.6%	-12.8%	-3.5%	-15.7%
Strathbogie	6.3%	8.2%	2.3%	3.9%	4.5%
Mansfield	1.4%	1.4%	2.1%	6.6%	1.1%
Gannawarra	0.0%	-1.5%	7.1%	1.8%	2.0%
Ararat	7.6%	1.3%	-3.8%	-13.8%	-20.4%
North Gramp	-18.6%	-22.7%	-20.9%	-25.6%	-30.0%
Benchmark Av	-0.2%	-2.7%	-3.3%	-4.4%	-11.2%

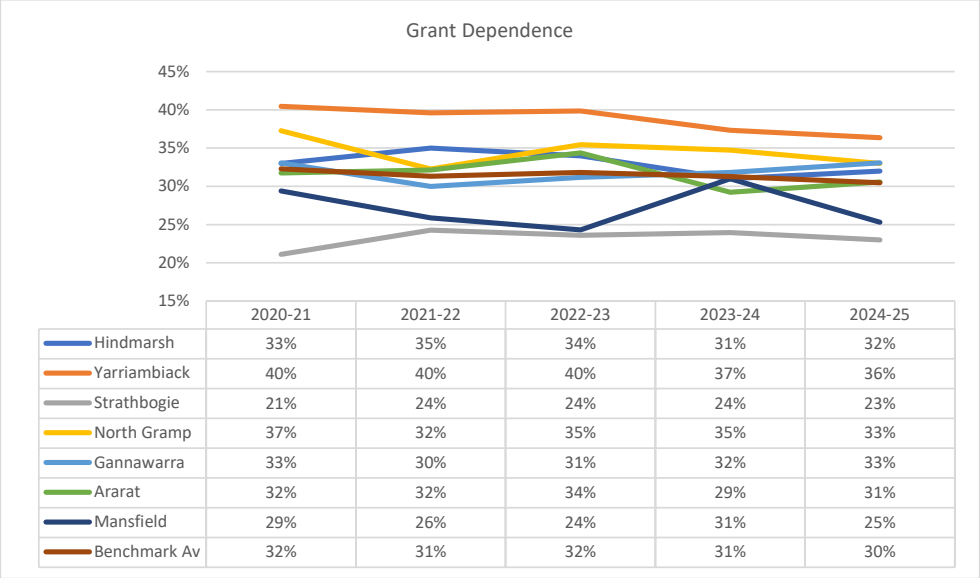
The above graph shows the LGPRF indicator, 'underlying result' for Hindmarsh and each of the comparison councils for the 2020/2021 to 2024/2025 years. For the 2024/2025 year, Strathbogie, Mansfield and Gannawarra achieved positive results at the end of the five year period, while the remaining councils had underlying

Revenue



	2020-21	2021-22	2022-23	2023-24	2024-25
Hindmarsh	67%	65%	66%	69%	68%
Yarriambiack	49%	47%	48%	52%	58%
Strathbogie	79%	76%	76%	76%	77%
Mansfield	54%	64%	67%	55%	55%
Ararat	55%	55%	59%	63%	62%
Gannawarra	58%	56%	55%	61%	51%
North Gramp	52%	56%	54%	56%	52%
Benchmark Av	59%	60%	61%	62%	61%

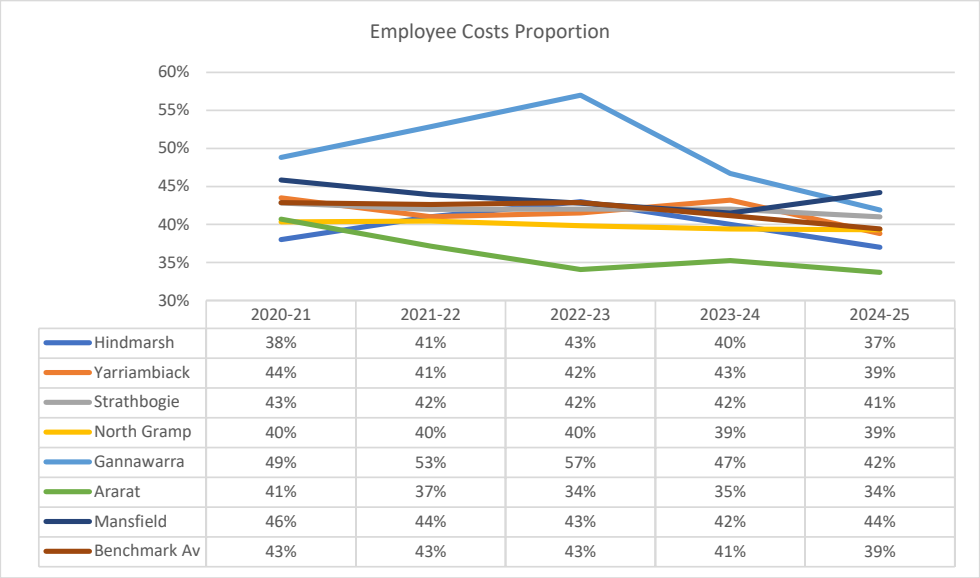
The above graph shows the own source revenue as a proportion of total revenue for Hindmarsh and each of the comparison councils for the 2020/2021 to 2024/2025 years. For the 2024/2025 year, Strathbogie had the highest own source revenue percentage with Northern Grampians and Gannawarra the lowest. Hindmarsh was the second highest.



	2020-21	2021-22	2022-23	2023-24	2024-25
Hindmarsh	33%	35%	34%	31%	32%
Yarriambiack	40%	40%	40%	37%	36%
Strathbogie	21%	24%	24%	24%	23%
North Gramp	37%	32%	35%	35%	33%
Gannawarra	33%	30%	31%	32%	33%
Ararat	32%	32%	34%	29%	31%
Mansfield	29%	26%	24%	31%	25%
Benchmark Av	32%	31%	32%	31%	30%

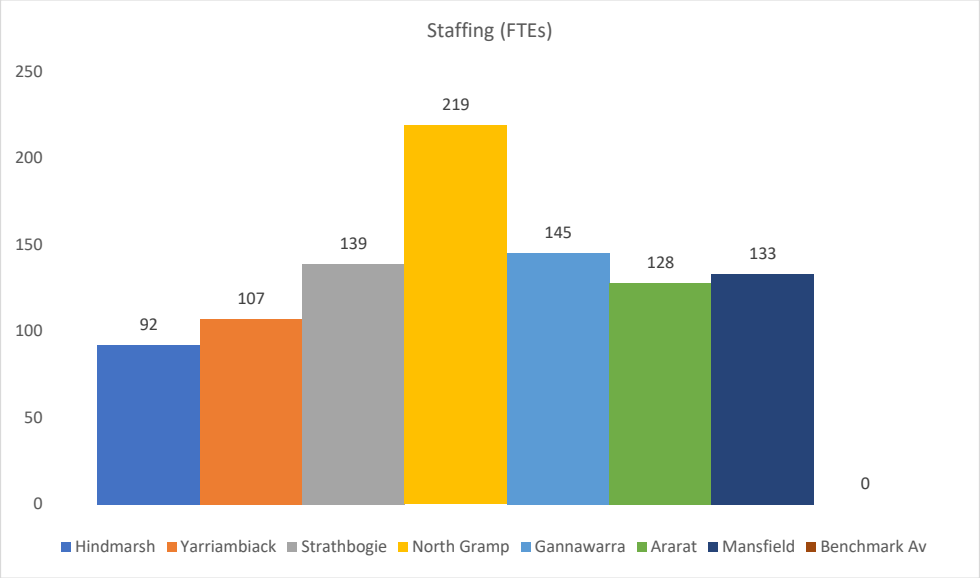
The above graph shows grant dependence which measures the proportion that operating grants makes up of total revenue for Hindmarsh and each of the comparison councils for the 2020/2021 to 2024/2025 years. For the 2024/2025 year, Yarriambiack had the highest grant dependence and Strathbogie the lowest. Hindmarsh was the third highest.

Expenditure



	2020-21	2021-22	2022-23	2023-24	2024-25
Hindmarsh	38%	41%	43%	40%	37%
Yarriambiack	44%	41%	42%	43%	39%
Strathbogie	43%	42%	42%	42%	41%
North Gramp	40%	40%	40%	39%	39%
Gannawarra	49%	53%	57%	47%	42%
Ararat	41%	37%	34%	35%	34%
Mansfield	46%	44%	43%	42%	44%
Benchmark Av	43%	43%	43%	41%	39%

The above graph shows the employee cost proportion which measures the proportion that employee costs make up of total expenses for Hindmarsh and each of the comparison councils for the 2020/2021 to 2024/2025 years. This measure is often used as an indicator of the level service outsourcing. For the 2024/2025 year, Gannawarra had the highest employee cost proportion and Ararat the lowest. Hindmarsh was second lowest.



The above graph shows the level of staffing for Hindmarsh and each of the comparison councils for the 2024/2025 year. The level of staffing can be impacted by several factors including: the number and level of services provided; the type of services provided e.g. staff intensive services such aged care; and the proportion of in-house versus outsourced services. Northern Grampians had the highest number of staff and Hindmarsh the lowest.

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APPENDIX D: Financial indicators – Definitions

Adjusted underlying result

The adjusted underlying result measures whether a council can generate sufficient operating revenue to meet operating expenses including depreciation. It is measured by comparing the adjusted underlying result to adjusted underlying revenue, expressed as a percentage. An adjusted underlying surplus indicates that a council can generate sufficient operating revenue to meet its operating expenses including depreciation.

Working capital

Working capital measures whether a council can generate sufficient cash to pay its bills on time. It is measured by comparing current assets to current liabilities, expressed as a percentage. Higher current assets relative to current liabilities suggest that a council is in a strong financial position.

Unrestricted cash

Unrestricted cash measures whether a council can generate sufficient cash to pay its bills on time. It is measured by comparing unrestricted cash to current liabilities, expressed as a percentage. Unrestricted cash is cash and cash equivalents that are available for use and free of obligations. Higher unrestricted cash relative to current liabilities suggest that a council has a greater capacity to pay its bills on time.

Debt level

Debt level measures whether the level of debt and other long term obligations are appropriate to the size and nature of a council's activities. It is measured by comparing loans and borrowings to rates, expressed as a percentage. The level of debt should reflect the adopted borrowing strategy of a council and be appropriate to its size.

Asset renewal

Asset renewal measures whether a council is renewing its assets as set out in its Asset Plan. It is measured by comparing asset renewal and upgrade expense to depreciation, expressed as a percentage. Higher levels of asset renewal compared to depreciation indicate that council assets are being renewed or upgraded as planned.

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POLICY

C034 Diversity, Equity and Inclusion

1 Policy Summary

Respect and dignity ***Treat everyone with respect.*** Everyone should feel safe, valued and included.	**Fair access and participation** ***Remove barriers.*** Make it easier for everyone to access services, jobs and community life.	**Continuous improvement** ***Keep improving.*** Learn, adapt and improve as our community's needs change.
Evidence-informed practice ***Make informed decisions.*** Use data, legislation, good practice and community feedback to guide our work.	**Participation and collaboration** ***Work together.*** Partner with our community, organisations and government to create more inclusive outcomes.	

2 Purpose

The purpose of this policy is to set out Hindmarsh Shire Council's commitment to being a welcoming, fair, and inclusive organisation and community. As the level of government closest to residents, Council plays an important role in making sure everyone can take part in community life, access services, feel safe, and be treated with respect.

This policy also helps Council meet its responsibilities under key laws such as the *Local Government Act 2020*, the *Equal Opportunity Act 2010*, the *Charter of Human Rights and Responsibilities Act 2006*, the *Disability Discrimination Act 1992* and other legislation that protects people's rights and promotes fairness. By adopting this policy, Council is laying the groundwork for more inclusive decision-making, services and workplaces in the future.

3 Scope

This policy applies to all Councillors, employees, volunteers and contractors, and guides how Hindmarsh Shire Council delivers services, engages with the community, and operates as a workplace. It sets expectations for inclusive behaviour across all areas of Council's work.

4 Definitions

Council	means Hindmarsh Shire Council
Diversity	means the visible and invisible differences that make each person unique, including but not limited to culture, language, ethnicity, Aboriginal and Torres Strait Islander identity, gender, gender identity, sexual orientation, age, disability, socioeconomic background, religion, and lived experience.
Equity	means ensuring fair access, opportunity and outcomes by recognising that different people have different needs and may require different supports.
Inclusion	means creating environments where all people feel valued, respected and able to contribute meaningfully.

5 Guiding Principles

Respect and dignity - Everyone has the right to be treated with respect, free from discrimination, harassment and exclusion.

Fair access and participation - Council will work to reduce barriers that prevent people from accessing services, employment or civic participation.

Continuous improvement – Council practices will evolve over time as capacity, resources and community engagement opportunities expand.

Evidence informed practice - Council will draw on available data, legislation, sector guidance and community insights to inform future initiatives.

Participation and collaboration - Council will seek opportunities to work with community organisations, service providers and government agencies to support inclusive outcomes.

6 Commitment

Hindmarsh Shire Council is committed to fostering a diverse, equitable, and inclusive organisation and community by embedding inclusive principles into everyday work and decision-making.

Council will actively promote respectful and inclusive behaviours and work to prevent and address racism, discrimination, harassment and exclusion within Council's workplace, services and community-facing activities.

Council will build awareness of diversity, equity, and inclusion across the organisation by providing staff and Councillors with information, guidance, and opportunities to learn. We will integrate

inclusive practices into recruitment, induction, and workplace processes, and ensure our policies and procedures align with human rights and anti-discrimination legislation.

Council will work to make services and information more accessible to all community members by identifying barriers and exploring practical improvements.

Council will consider accessibility and the needs of people with disability when planning and delivering services, facilities, public spaces, programs and projects, and will seek to identify and progressively reduce barriers to participation and access.

We are committed to supporting cultural safety, including acknowledging and respecting Aboriginal and Torres Strait Islander peoples and fostering culturally safe interactions across our services.

Council will continue to strengthen its approach to diversity, equity and inclusion by identifying priority areas for improvement, planning for future initiatives and reviewing progress over time.

7 Translation and Language Access

Council recognises that language can be a barrier to accessing services, information, and participation in community life. To support equitable access, Council will continue to strengthen and expand its use of translation and interpretation services.

This includes:

- Using interpreters or translation services where required for customer interactions, consultations, and community engagement activities.
- Identifying priority languages within the community and progressively improving access to information in those languages.
- Ensuring digital and printed information is available in clear, plain English to support understanding across all levels of literacy.

Council will take a practical and staged approach to expanding translation services, prioritising areas of highest need and community impact.

8 Targeted Engagement

Council recognises the Karen community as a significant and valued part of the Hindmarsh Shire community. Ongoing, respectful, and culturally appropriate engagement is essential to ensure that Karen residents can access services, participate in community life, and contribute to decision-making.

Council will:

- Maintain regular and meaningful engagement with Karen community members, leaders and informal networks.
- Build trusted relationships through consistent presence, communication and follow-up.

- Seek to understand community priorities, barriers to access, and opportunities for inclusion.
- Work with community representatives to support participation in Council programs, events, and consultations.
- Explore partnerships with local organisations and service providers to strengthen support and connection.

9 Multicultural and First Nations Representation and Engagement

Council is committed to working collaboratively with First Nations and culturally and linguistically diverse (CALD) communities to shape how engagement and connection occur across the Shire.

Rather than applying a one-size-fits-all approach, Council will partner with community members to co-design future engagement methods, programs, and opportunities that reflect their needs, preferences, and experiences.

To support this, Council will:

- Work directly with First Nations and multicultural communities to design engagement approaches that are culturally appropriate, accessible and meaningful.
- Establish or support a Multicultural Advisory Committee (or equivalent mechanism) to guide ongoing engagement and connection initiatives.
- Involve community members in the planning and delivery of events, consultations and programs wherever possible.
- Trial and adapt different engagement methods in partnership with communities, recognising that approaches may evolve over time.
- Build staff capability to engage respectfully and effectively across cultures.

10 Responsibilities

Council

Council provides overall leadership in promoting diversity, equity, and inclusion across the organisation and the community. Council is responsible for setting expectations, endorsing policies, and ensuring decisions consider fairness, accessibility, and human rights.

Chief Executive Officer and Executive Team

The Chief Executive Officer (CEO) and Executive Team are responsible for championing inclusive practices across all areas of Council's work. This includes ensuring organisational systems, policies and strategies support inclusive practices, allocating resources where possible, and monitoring progress. They play a key role in modelling inclusive leadership and supporting a positive organisational culture.

Managers and Supervisors

Managers and supervisors are responsible for creating inclusive, respectful, and safe workplaces. This includes supporting staff to understand key principles, addressing inappropriate behaviour, ensuring recruitment and workplace practices are fair, and considering diverse needs when planning services, programs, and community engagement. They help identify barriers to participation and work with teams to improve access and inclusion.

Employees, Volunteers and Contractors
All staff, volunteers, and contractors are expected to treat colleagues and community members with respect, uphold Council's values, and contribute to a welcoming and inclusive environment. This includes being open to learning, recognising the diverse needs of others, and using inclusive communication and behaviours in daily work.

Community-facing Responsibilities
Across all roles, Council staff and representatives share responsibility for ensuring services, programs, information, and public spaces are accessible and welcoming. This includes considering cultural safety, disability access, language needs, gender equity, and the experiences of people who may face barriers to participation. Council staff are expected to listen to community feedback, identify opportunities to improve inclusion, and work collaboratively to strengthen equitable outcomes.

11 References

Related documents	Legislation
Sport and Recreation Reserve Use and Fair Access Policy Recruitment Procedure Staff Code of Conduct Workforce Plan	*Equal Opportunity Act 2010* *Charter of Human Rights and Responsibilities Act 2006* *Local Government Act 2020* *Disability Discrimination Act 1992* *Gender Equality Act 2020*

12 Document Control

Diversity, Equity and Inclusion		**Policy Category**	Council
Version Number	1.1	**Policy Status**	DRAFT
Approved/Adopted By	Council	**Approved/Adopted on:**	
Responsible Officer	DCCS	**Review Date**	

Version History	**Date**	**Version**	**Description**
	June 2026	1.0	New Policy
	November 2026	1.1	Updated based on Community Consultation



POLICY

C018 Human Rights

1 Purpose

This Policy provides a framework and objectives for the implementation of Hindmarsh Shire Council's human rights obligations. It is aligned with the *Victorian Charter of Human Rights and Responsibilities Act 2006.*

As a public authority, Hindmarsh Shire Council has an obligation to ensure that:

- All decisions give proper consideration to human rights and associated legislation;
- All actions, policies and services are compatible with upholding human rights;
- All local laws are interpreted consistent with human rights legislation, including the *Gender Equality Act 2020*, *Local Government Act 2020* and the *Privacy and Data Protection Act 2014*; and
- Council's contractors and volunteers also uphold human rights in any dealings carried out on behalf of Council.

The *Victorian Charter of Human Rights and Responsibilities Act 2006* contains twenty rights (see below) that promote and protect the values of freedom, respect, equality and dignity. The Victorian Government, local councils and other public authorities must consider how human rights are protected when creating legislation, implementing policies or delivering services.

2 Victorian Charter of Human Rights

- Right to recognition and equality before the law (section 8)
- Right to life (section 9)
- Right to protection from torture and cruel, inhuman or degrading treatment (section 10)
- Right to freedom from forced work (section 11)
- Right to freedom of movement (section 12)
- Right to privacy and reputation (section 13)
- Right to freedom of thought, conscience, religion and belief (section 14)
- Right to freedom of expression (section 15)
- Right to peaceful assembly and freedom of association (section 16)
- Right to protection of families and children (section 17)
- Right to take part in public life (section 18)
- Cultural rights (section 19)

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- Property rights (section 20)
- Right to liberty and security of person (section 21)
- Right to humane treatment when deprived of liberty (section 22)
- Rights of children in the criminal process (section 23)
- Right to a fair hearing (section 24)
- Rights in criminal proceedings (section 25)
- Right not to be tried or punished more than once (section 26)
- Retrospective criminal laws (section 27)

3 Scope

This Policy applies to all Councillors, Council officers, volunteers, contractors, consultants and any other persons undertaking work on behalf of Hindmarsh Shire Council. It applies to all Council functions, powers, decisions, services, programs, projects, strategies, policies, procedures and interactions with the community.

This Policy applies across all areas of Council's operations and should be read in conjunction with other relevant Council policies, procedures and legislative obligations, including those relating to equal opportunity, child safety, disability access, privacy, diversity and inclusion, and community engagement.

4 Definitions

Charter	means the *Charter of Human Rights and Responsibilities Act 2006*
Council	means Hindmarsh Shire Council
Human Rights	means the rights, freedoms and responsibilities protected under the Charter
Proper Consideration	means the process of identifying, considering and balancing relevant human rights when making decisions, including assessing whether any limitation on a right is reasonable and justified.
Discrimination	means direct or indirect discrimination as defined in the *Equal Opportunity Act 2010*
Vulnerable Person	means a person who may be at greater risk of disadvantage, exclusion, discrimination or harm due to factors such as age, disability, cultural background, financial hardship, health status, or other personal circumstances.

5 Vision and Commitment

Council recognises that it has an important role to play in protecting and promoting human rights within the municipality and broader region. Council commits to ensuring that all people in our community are supported to fully participate in life in the municipality and enjoy self-determination

in decisions that affect them. All people should have dignified and equitable access to information, goods, services, and life opportunities as result of good governance and democracy.

Council makes the following commitments to give effect to the Charter:

- Embed consideration of human rights into Council's governance, decision-making, policies, programs, services and operational activities.
- Act compatibly with the human rights protected under the *Charter of Human Rights and Responsibilities Act 2006* and consider relevant human rights when making decisions.
- Foster a culture that respects, values and promotes human rights, diversity, inclusion, fairness and equitable treatment.
- Identify, assess, and manage human rights risks associated with Council activities, services and decisions.
- Integrate human rights principles into relevant Council policies, procedures and business processes.
- Provide education, guidance, and resources to support Councillors, employees and other Council representatives to understand and fulfil their human rights responsibilities.
- Engage with and respond to community and stakeholder concerns regarding human rights in an open, respectfull, and transparent manner.
- Promote public confidence and trust through accountable, ethical and rights-based decision-making.
- Support continuous improvement in human rights awareness, compliance and practice across the organisation.
- Demonstrate leadership and good governance by respecting and promoting human rights in accordance with legislative obligations and community expectations.

5.1 Empowerment and Participation

Council will facilitate participation and inclusive engagement to ensure that people can participate in Council decision-making, services and opportunities, and exercise their rights as equal citizens. This includes formal Council decisions, applying for Council grants, utilising Council facilities and spaces and employment and skill development opportunities within Council.

5.2 Equitable and Accessible Services

It is a legal obligation of Council to ensure that all citizens be provided with dignified and equitable access to services. This contributes to the wellbeing and prosperity of our community. Some individuals and groups require additional assistance and targeted programs to enjoy full, equitable access to Council services and programs.

Council will ensure that communication methods and outputs respond to a variety of community needs and that Council services, programs and events are being accessed by diverse groups from across the Shire.

5.3 Accessible Places and Spaces

Buildings, public places, and open spaces must be accessible to all. Current and new infrastructure will be reviewed with our community and the Charter in mind.

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5.4 Leadership and Advocacy

Council will advocate to other spheres of government, business, partner organisations and the community to promote human rights and address issues of discrimination and marginalization at the local, regional and national level.

6 Roles and Responsibilities

The Human Rights Policy aligns with the Victorian Equal Opportunity and Human Rights Commission's (VEOHRC) Framework that identifies six key influences for a strong human rights culture: engaged leadership, employees' values and attitudes, transparency and accountability, community engagement and participation, operational capability and systems and processes.

Role	Responsibilities
Councillors	• Consider relevant human rights when making decisions, adopting policies and exercising Council functions. • Act consistently with the Charter. • Promote a culture of respect, inclusion, fairness and non-discrimination. • Support the integration of human rights considerations into Council's strategic planning, governance and decision-making processes. • Participate in human rights awareness and training activities where appropriate.
Chief Executive Officer and Executive Leadership Team	• Provide leadership and direction to ensure Council meets its human rights obligations. • Foster a culture that respects, protects, and promotes human rights. • Ensure appropriate systems, resources, and processes are in place to support compliance with this Policy and the Charter. • Embed human rights considerations into Council policies, procedures, services, programs, and decision-making processes. • Monitor and address human rights risks and opportunities for continuous improvement across the organisation.
Managers and Supervisors	• Implement this Policy within their areas of responsibility. • Ensure human rights considerations are integrated into operational decision-making, service delivery, and workplace practices. • Promote inclusive, respectful, and non-discriminatory workplaces and services. • Support employees to understand and fulfil their responsibilities under this Policy. • Escalate and address identified human rights concerns, risks or complaints in a timely manner.
Employees, Contractors and Volunteers	• Act in a manner consistent with the Charter and this Policy. • Consider relevant human rights when making decisions or undertaking duties on behalf of Council. • Treat all people with dignity, fairness, respect, and professionalism. • Complete any required human rights training and awareness activities. • Report potential human rights concerns, risks, or breaches through appropriate channels.

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	• Support an inclusive, safe, and respectful workplace and community environment.
Everyone Working for or on Behalf of Council	• Respect and uphold the human rights of community members, customers, visitors, Councillors, employees, and colleagues. • Contribute to a culture that values diversity, inclusion, equity, and respect. • Comply with this Policy and relevant legislative obligations. • Seek guidance where human rights implications are unclear. • Identify opportunities to improve human rights outcomes in Council services, programs and operations.

7 References

Related documents	Legislation
Privacy and Data Protection Policy Diversity, Equity and Inclusion Policy Community Engagement Policy Employee Code of Conduct Volunteers Policy Councillor Code of Conduct Public Transparency Policy Sexual and Sex-based Harassment Policy OHS Policy Recruitment Procedure	**Victorian** • *Charter of Human Rights and Responsibilities Act 2006* • *Local Government Act 2020* • *Equal Opportunity Act 2010* • *Privacy and Data Protection Act 2014* • *Occupational Health and Safety Act 2004* • *Gender Equality Act 2020* **Commonwealth** • *Australian Human Rights Commission Act 1986* • *Disability Discrimination Act 1992* • *Age Discrimination Act 2004* • *Racial Discrimination Act 1975* • *Sex Discrimination Act 1984*

8 Document Control

Human Rights Policy		**Policy Category**	Council
Version Number	1.1	**Policy Status**	DRAFT
Approved/Adopted By	Council	**Approved/Adopted on:**	
Responsible Officer	DCCS	**Review Date**	
Version History	**Date**	**Version**	**Description**
	15 December 2021	1.0	Initial Policy
	September 2026	1.1	Scheduled review

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POLICY

C009 Live Streaming and Publishing Recordings of Council Meetings

1 Purpose

This Policy outlines the requirements associated with the live streaming and publishing recordings of Ordinary and Special Council Meetings via Council's website and/or social media pages, including Facebook and YouTube. This policy will inform members of the public and Councillors on Council's processes, the potential benefits and any mitigation action to manage potential risks.

Council is committed to improving accessibility and community participation in Council meetings. It is anticipated that the live streaming of meetings and/or making recordings available on Council's website and/or social media pages will provide greater flexibility and convenient access for residents, as it will allow the public to watch the meeting in real time via the internet and/or watch the recording of the meeting without the need to attend in person or at a time that suits them.

This gives the community greater access to Council decisions and debate and eliminates geographic and time barriers which may prevent the public from attending meetings in person.

2 Scope

This policy will apply to all public Ordinary Meetings and Special Meetings conducted by the Hindmarsh Shire Council (Council) to be live streamed or recorded and published in accordance with this policy. The policy does not extend to any meetings closed to the public in accordance with Section 66(2) of the *Local Government Act 2020.*

The Hindmarsh Shire Council Governance Rules govern when Council meetings may be held by electronic means of communication. This applies to the recording and publishing of all Council meetings, whether held online of via electronic means of communication.

3 Definitions

Chairperson	has the same meaning as defined in the Hindmarsh Shire Council Governance Rules and Election Period Policy

Council	means Hindmarsh Shire Council
NMCC	means Nhill Memorial Community Centre
Council Meetings	means Ordinary Meetings and Special Meetings that aren't Confidential Council Meetings.
Confidential Council Meeting	means a Meeting of the Council which has been closed to members of the public under Section 66(2) of the *Local Government Act 2020*
Defamation	means words which convey a meaning (or "imputation") about a person that lowers the person's reputation in the eyes of reasonable members of the community, or causes the person to be ridiculed, avoided or despised by members of the general public
Exceptional Circumstances	means circumstances where there is: • a risk or threat to public health and safety; • a threat of violence or aggression by one or more people attending the Council Meeting against others; • unlawful conduct by an attendee of the Council Meeting; • significant disruption of the Council Meeting by the conduct of an attendee; and/or • a reputational risk to the Council
Inappropriate Information	means information which amounts to, or could be perceived to amount to: • Defamation; • infringement of copyright; • breach of privacy; • offensive behaviour including discrimination; • vilification or inciting hatred; • confidential or privileged; or • misleading.
Ordinary Meeting	means an Ordinary Meeting of the Council, as defined in Hindmarsh Shire Council Governance Rules
Privacy Breach	means unauthorised access to, or collection, use or disclosure of personal information in accordance with the *Privacy and Data Protection Act 2014*
Special Meeting	means a Special Meeting of the Council, as defined in Hindmarsh Shire Council Governance Rules

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4 Meetings to be Recorded and Streamed Live

Council Meetings may be streamed live on Council's social media pages and/or recorded then published on Council's website/social media pages.

Council commits to live streaming, recording and publishing all Council Meetings where it is practically possible to do so, including that the required equipment and internet connections are available to enable live streaming and recording and publishing.

Confidential Council meetings, or confidential sections of Council Meetings, will not be live streamed or recorded.

5 Councillors, Council officers and the public responsible for their own comments

Council Meetings are an open forum of statements, questions and answers. Occasionally, comments could be made which may contain Inappropriate Information.

By live streaming and publishing recordings of Council Meetings, the potential audience is significantly increased, which also increases the likelihood and/or impact of Inappropriate Information.

Councillors, Council officers and members of the public are solely responsible for their own comments made during Council Meetings which are recorded or live streamed. The comments they make, particularly if they contain Inappropriate Information, could give rise to a cause of action by an aggrieved individual who suffers loss and damage because of those comments, and there is a risk that such cause of action could be prosecuted through a court of appropriate jurisdiction.

6 Liability of the organisation arising from publication

While Councillors, Council officers and members of the public attending a Council Meeting may be held personally liable for any loss or damage suffered by a person arising from the comments they make, the act of publishing such material on Council's website and/or social media pages may also cause the organisation to be liable for any loss and damage suffered by a person because of the published comments.

In recognition of the potential legal risk to Council, the Chief Executive Officer may determine in their sole discretion not to upload or publish a recording of a Council Meeting if it is reasonably believed it may contain Inappropriate Information or where Exceptional Circumstances arise. The Chief Executive Officer may also determine whether it is appropriate to publish a redacted version of the recording where Inappropriate Information is removed. In this case, the full and complete recording shall still be retained as a public record.

7 Public attending a Council Meeting may have their image recorded and/or streamed

Council will use its best endeavours to ensure images of people in the public gallery of a Council Meeting are not live streamed or recorded and published.

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People in the public gallery of a Council Meeting which will be recorded and/or live streamed must be given appropriate notice of the possibility of their image being recorded and published and/or streamed.

Council expressly provides no assurances to people present in the public gallery of a Council Meeting that their image won't be recorded and published or live streamed.

8 No reliance on recording or live stream of Council Meeting

The opinions or statements made during the course of the Council meeting are those of the particular individuals, and not necessarily the opinions or statements of Council. Council does not necessarily endorse or support the views, opinions, standards, or information contained in the live streaming or published recordings of the Council Meetings.

Council does not accept any responsibility for the comments made or information provided during Council Meetings and does not warrant nor represent that the material or statements made during the live streamed or published recordings of Council Meetings are complete, reliable, accurate or free from error. Council does not accept any responsibility or liability for any loss, damage, cost or expense that a person might incur as a result of using or relying on information or statements provided in the live streaming or recording of Council Meetings.

9 Notice to the Public

When a Council Meeting is to be recorded and/or live streamed:

- prominent signage informing all attendees of the Council Meeting that the meeting will be recorded and streamed live in the terms set out in Appendix 1 must be provided;
- at the commencement of each Council Meeting to be recorded and/or streamed live, the Chairperson shall provide a statement to notify the attendees of the Council Meeting that the meeting will be recorded and/or streamed live in the terms set out in Appendix 2;
- notice will also be given in the Council Meeting agenda as set out in Appendix 3;
- where the recording is to be published on Council's website and/or social media pages, notice will also be given on Council's Facebook Page in the terms set out in Appendix 4; and
- a copy of this policy will be referenced in all online notices given under this clause.

The Chief Executive Officer, in their discretion, may from time to time update the terms of the notices to be given under this clause without updating this policy.

10 Technical Disclaimer

There may be situations where, due to technical difficulties, a live stream or recording of the Council Meeting may not be available. Whilst all reasonable efforts will be made to ensure that live streaming/recording equipment and Council's social media and/or streaming platforms are functioning, Council takes no responsibility for and cannot be held liable for, the live streaming or Council's website and/or social media pages being unavailable due to technical issues beyond Council's direct control.

Technical issues may include, but are not limited to:

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- the availability of the internet connection;
- device failure or malfunction;
- unavailability of social media platforms; and/or
- power outages.

Where live streaming is the subject of a disruption, Council will notify the public on both its social media channels (if those channels have not been functionally compromised).

11 Termination of live streaming/recording in Exceptional Circumstances

The Chairperson and/or the Chief Executive Officer has/have the discretion and authority at any time to direct the termination or interruption of live streaming/recording of a Council Meeting where:

- there are Exceptional Circumstances; or
- the content of the Council Meeting is considered by the Chair to contain Inappropriate Information.

12 Accessibility

Council is committed to making live streamed and recorded Council meetings as accessible as reasonably practicable to all members of the community.

Where supported by the streaming platform and technology available, Council will enable closed captions (CC) for live streamed and recorded meetings. Meeting recordings will be published in accessible formats wherever possible and made available through Council's website and other approved channels.

Council will seek to continuously improve the accessibility of its meeting broadcasts and recordings, taking into consideration available technology, community needs, resource availability, and relevant accessibility standards.

While every effort will be made to provide accurate captions and accessible content, Council cannot guarantee the accuracy of automatically generated captions or transcripts. Community members requiring additional assistance to access meeting content are encouraged to contact Council.

13 Access and Storage of Files

All recordings will be published on Council's website and/or social media pages within five business days of the meeting. Occasionally, technical difficulties outside of the control of Council will prevent the recording from being made available. Following a Council Meeting, members of the public will be able to access and watch the recording on Council's website and/or social media pages.

In recognition of the legal and reputational risk to Council, the Chief Executive Officer may determine in their sole discretion not to publish a recording if it is reasonably believed to contain Inappropriate Information or where Exceptional Circumstances are apparent from the recording.

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All recordings of Council meetings will be maintained in accordance with Council's Records Management Policy and related procedures.

14 References

Related documents	Legislation
Councillor Code of Conduct Employee Code of Conduct Hindmarsh Shire Council Governance Rules and Election Period Policy	*Local Government Act 1989* *Local Government Act 2020* *Privacy and Data Protection Act 2014* *Freedom of Information Act 1983* *Copyright Act 1968* *Defamation Act 2005 (or its equivalent)*

15 Document Control

C009 Live Streaming and Publishing Recordings of Council Meetings Policy		**Policy Category**		Council
Version Number	1.2	**Policy Status**		DRAFT
Approved/Adopted By	Council	**Approved/Adopted on:**		
Responsible Officer	CEO	**Review Date**		
Version History	**Date**	**Version**	**Description**	
	May 2023	1.0	New Policy	
	March 2024	1.1	Amendments to cover all social media and online platforms.	
	September 2026	1.2	Reviewed in accordance with review schedule	

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Appendix 1 Public Gallery Notice

The following will be posted in a prominent location at a Council Meeting that is to be recorded or streamed live:

"*This meeting is being publicly broadcast on the internet and the recording may be published on Council's Facebook Page www.facebook.com/hindmarshshirecouncil, YouTube page, website and/or other Council social media platform after the meeting.*

As a visitor in the public gallery, you may be filmed. By remaining in the public gallery, you consent to being filmed and for the recording of you to be made publicly available by the Council.

Details about the broadcasting and recording of Council meetings is available in the Council's Live Streaming and Recording of Council Meetings Policy which is available in hard copy at this meeting and electronically on the Council's website.

If you have any questions about the Council's policy, please speak with one of Council's staff".

Appendix 2 Meeting Chair's Statement

The following statement is to be read by the Chair at the commencement of each Council Meeting which is to be recorded and/or streamed live where there are members of the public in the gallery:

"*This meeting is being broadcast on the internet and the recording of the meeting will be published on Council's Facebook Page, YouTube page, website and/or other Council social media platform after the meeting.*

As a visitor in the public gallery, you may be filmed. By remaining in the public gallery, you consent to being filmed and for the recording of you to be made publicly available by the Council.

A copy of the Council's Live Streaming and Recording of Council Meetings Policy is available at the back of this room and on the Council's website. Please speak with one of our staff members if you have any questions."

Appendix 3 Agenda Notice

The following statement is to be included at the start of the agenda of any Council Meeting which is to be recorded and/or streamed live:

"*This meeting will be streamed live on the internet and the recording of this meeting will be published on Council's website and/or social media pages after the meeting.*

Members of the public attending this meeting may be filmed. By remaining in the public gallery once the meeting commences, members of the public give their consent to being filmed, and for the recording of them to be made publicly available and used by Council.

Information about the broadcasting and publishing recordings of Council meetings is available in Council's Live Streaming and Publishing Recordings of Council Meetings Policy is available on the Council's website."

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Appendix 4 Website and/or Social Media Pages Disclaimer

The following will be published on all website and/or social media pages containing a recording of a Council Meeting:

"*The opinions or statements made during the course of a Council meeting are those of the particular individuals, and not necessarily the opinions or statements of Council. Council does not necessarily endorse or support the views, opinions, standards, or information contained in the live streaming or recording of the Council meetings.*

Council does not accept any responsibility for the comments made or information provided during Council Meetings and does not warrant nor represent that the material or statements made during Council meetings are complete, reliable or accurate. Council does not accept any responsibility or liability for any loss, damage, cost or expense that might be incurred howsoever arising as a result of or in connection with the use or reliance on information or statements made in the live streaming or published recordings of Council meetings.

Whilst Council will use its best endeavours to ensure the live streaming and Council's website are functioning, technical issues may arise and Council cannot guarantee that the live stream will always be available, or that recordings of Council meetings will be complete."

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STATEMENT

C025 Risk Appetite & Tolerance

Introduction

Risk Management is an essential component of Council's governance framework and supports the achievement of Council's goals and objectives. Effective risk management increases the probability of successful outcomes whist protecting the reputation and sustainability of Council.

The risk appetite is the amount of risk an organisation is willing to accept in pursuit of its strategic goals. The Risk Appetite & Tolerance Statement (RATS) considers the most significant categories of potential risks to Council and provides an outline as to how much risk Council is willing to accept in this area.

Risk Appetite

Council, its subcommittees, management and staff (including contractors and volunteers) will consult Council's Risk Appetite in both strategic and operational decision making. Council's vision and strategic objectives will necessitate that Council accept some risks that accompany growth, transformation, innovation and are proportionate with the potential reward.

Overall, Council has a balanced approach to its risk appetite aligned to its strategic objectives. Council's approach to risk appetite is to minimise our exposure to risks to our people and their safety, our reputation and corporate governance whilst accepting and encouraging an increased degree of risk in pursuit of our key strategic directives.

The overall level of risk that Council accepts can range from avoiding risks to eagerly taking risks. Where Council's appetite fits on this range can impact on its willingness to innovate, as well as its requirement to control risks. Council's overall risk appetite is 'Cautious' with certain categories of risks having different risk tolerances.

Council's risk appetite is further described in the below Risk Appetite Statement and Risk Tolerance Scale over the page.

Council categorises its level of risk appetite into four categories as can be seen below:

Risk Averse	Cautious	Open	Risk Positive
• No to very low appetite for taking risks • Avoid risks and uncertainty • Will not take risks to achieve potential rewards	• Low appetite for risks. • Prefer safe options. • May impact on potential opportunities for reward.	• Moderate appetite for risks. • Willing to consider potential costs and benefits – rewards and risks – when deciding options.	• Eager to engage with risks and choose options offering potentially higher rewards.

Overarching Risk Appetite Statement

Hindmarsh Shire Council's risk appetite is 'Cautious'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

Risks will be managed in line with Hindmarsh Shire Council's risk appetite and risk tolerance scales and will be considered in all decision making and planning.

The Risk Appetite Statement summarises the Council's tolerance for risk in each of a whole range of activities it undertakes. For example, the Council's tolerance for risk in health and safety matters is very low; hence a highly cautious (low) appetite for that category. On the other hand, tolerance for risk in service delivery is conservative (relatively moderate). All of the activities undertaken by Council can be so classified in terms of risk appetite.

Risk Tolerances

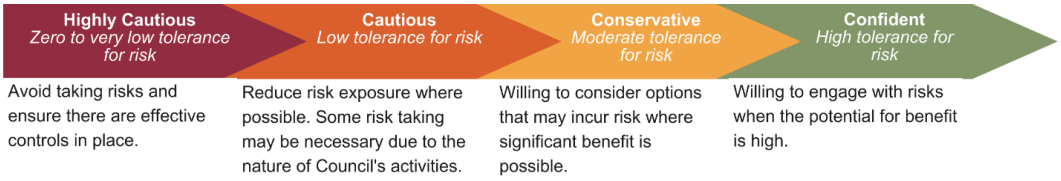
Risk tolerances are the boundaries set for risk taking. The risk appetite statement informs the development of risk tolerances for Council and provides guidance on how the Risk Appetite Statement is to be applied to everyday business actions and decisions.

While risk appetite is a qualitative statement, risk tolerances operationalise the statement by using quantitative measures where possible to better enable monitoring and review.

The Risk Appetite will set the tone for risk taking in general, whilst the tolerance informs:

- Expectations for mitigating, accepting and pursuing certain types of risk
- Boundaries and thresholds for acceptable risk taking
- Actions to be taken or consequence for acting beyond appropriate tolerances.

Risk Tolerance Scale



Risk Category	Context	Tolerance Rating	Council will not tolerate	Council will tolerate	Opportunities
Health & Safety	*We are committed to providing a safe workplace and physical environments for all staff, contractors, visitors and the community.*	**Highly Cautious**	• Actions or behaviours that are deliberate and willingly contravene the organisations Codes of Conduct and OHS policies and procedures. • Practices that knowingly compromise staff wellbeing, workplace or community safety (including discrimination, harassment or bullying). • Activities that result in reasonably foreseeable and preventable fatalities, harm, serious injuries or illnesses to our Community, Customers, Administrators or Staff. • Incidents that occur arising from untrained staff or failed internal processes. • Failure to communicate in line with emergency management obligations about incidents that may impact the health and safety of the community. • Unsafe infrastructure and work environments.	• Minor unforeseen incidents or injuries that arise from time to time while undertaking normal activities. • Practices that are not in line with best practice if safety and duty of care is not compromised.	• Practices and processes that ensure a safe and healthy work environment and infrastructure. • A positive workplace culture. • Retention and attraction of staff. • Reduced public liability and work cover claims. • Enhanced community wellbeing, safety and social inclusion. • Building trust in the community and transparency in decision making.
Organisational Culture	*Council has minimal appetite for work practices, actions or inactions that compromise the wellbeing and safety of people including staff, contractors, volunteers and community.*	**Highly Cautious**	• Behaviours and actions that do not align with the Hindmarsh Shire Council values. • Actions or behaviours that are deliberate and willingly contravene the organisational Codes of Conduct. • Practices that knowingly compromise staff well- being, workplace or community safety (including discrimination, harassment, or bullying). • Management issues or poor culture resulting in significant increased employee turnover or absenteeism	• Minor temporary reduction in morale relating to improving workforce performance. • Minor staff grievances that can be dealt with through normal internal mechanisms. • Minor morale and staff grievances due change within the organisation due to innovation or change management processes leading to more efficient and effective outcomes.	• Retention and attraction of staff. • A culture that aligns with the Hindmarsh Shire Council values. • Succession Planning.

			or a significant reduction from the previous employee satisfaction survey. • Events/incidents that occur arising from incompetent or undertrained staff.		
Infrastructure	*We are committed to continuous improvement in order to provide excellent infrastructure that benefits our community.*	**Conservative**	• Failure of third-party contractors to provide services within budget and agreed timeframes. • Non-completion of a significant portion of new or renewal infrastructure projects beyond financial year (or scheduled completion period if project runs across multiple years). • Significant delays to projects that are considered within Council control. • Asset failure significantly earlier than the projected lifespan of the asset • Failure to administer and manage contracts appropriately. • Significant foreseeable variations in contract price due to aspects of the project within the control of Council • Failure to escalate critical infrastructure damage or issue within 2 hours. • Failure to develop plans to respond to a disruption and ensure continuity of operational infrastructure. • Activities that result in reasonably foreseeable and preventable fatalities, harm, serious injuries or illnesses to our Community, Customers, Councillors or Employees.	• Moderate financial and reputational impacts arising from the implementation of new of innovative technologies. • Moderate impacts leading to short term disruption to community due to implementation of construction procedures which provide value for money provided community has been informed. • Moderate short-term financial impact on capital costs of projects where there are demonstrated long term sustainable gains. • Moderate impacts to infrastructure due to implementation of new technology, innovation initiatives or projects. • Unforeseen interruptions of up to 2 days to critical infrastructure from uncontrollable events where Council responds and communicates promptly to impacted stakeholders. • Minor unforeseen and unavoidable cost variations in capital projects within the established contingency allocated to each project	• Delivery of projects within budget and agreed timeframes. • Effective management of contracts and projects. • Improved infrastructure for our community. • Effective engagement and consultation with affected communities • Building the community's trust in Council's ability to delivery projects.
Service Delivery	*We recognise that there may be levels of risk involved to deliver*	**Conservative**	• Failure to significantly meet our service commitments and community expectations	• Unforeseen interruptions of up to 2 days to critical business functions from uncontrollable events where	• Exceeding community expectations and building

	efficiencies, enhance capabilities and provide services to our community.		• Failure to demonstrate a commitment to delivering quality services to our Community, Councillors, Customers and Employees. • Failure to document and follow policies and procedures that impairs the quality-of-service delivery or results in service interruptions. • Failure to develop plans to respond to a disruption and ensure continuity of critical business functions. • Failure to escalate a critical business function outage within 2 hours.	Council responds and communicates promptly to impacted stakeholders. • Unforeseen interruptions of up to 7 days to less critical business functions from uncontrollable events where Council responds and communicates promptly to impacted stakeholders. • Moderate reputational impact from community complaints relating to service quality or new initiatives to deliver enduring benefits to our community. • Moderate impacts to service delivery due to implementation of new technology, innovation initiatives or projects. • Moderate impacts arising from innovations and ideas that contribute and encourage creating a flexible workforce.	trust in our service commitments. • Introducing innovative and streamlined ways to improve our services to the community. • Prompt response and management of disruptions. • Enhancing sound and consistent levels of awareness, communication and engagement. • Ensuring that the Council has the right resources, staff capabilities and organisation structure to optimise performance.
Environmental	*Council recognises the importance of conserving and enhancing our environment and understands that sustainability considerations in all council decisions is important.* *Council has a cautious appetite for environmental impacts arising from normal business activities, however, is open to innovative practices for the betterment of the environment.*	**Cautious**	• Decisions that do not appropriately consider the principles of ecologically sustainable development. • Failure to minimise significant impacts on biodiversity and reduce our ecological footprint. • Decisions, activities and practices that result in long-term or irrevocable environmental damage or negative climate impacts, threatens biodiversity, including extinction of flora and fauna, or is hazardous to human life. • Activities and practices that knowingly compromise the environment, are reasonably foreseeable and preventable. • Failure to meet environmental commitments or legal or legislative	• Environmental impacts offset by other activity resulting in a net environmental benefit. • Minor environmental impacts from uncontrollable or unforeseen events or to deliver enduring benefits to our community well into the future. • Changes to procedures and practices to accommodate improved environmental outcomes. • Minor cost impacts in the selection of products, services that have a significant positive impact on the environment	• Reducing our organisational carbon footprint. • Activities and practices that protect our environment from long term damage or negative climate impacts, as well as protecting biodiversity. • Assessing community expectations of changing environmental impacts on a regular basis.

			requirements resulting in EPA fines or penalties.		
Financial	*Council recognises the financial risks involved in delivering a wide range of services, programs and capital projects.* *Council has a cautious appetite for variation in financial performance as long as long-term financial sustainability is not threatened*	**Cautious**	• Financial activities and/or investment practices that contravene legislated or policy requirements. • Failure to maintain or implement effective systems, processes and controls which adequately protect Council from fraudulent activity. • Fraudulent or corrupt financial transactions • Actions that have a significant negative impact on long term financial sustainability. • Available funds below target over a five-year period. • A three-year average operating deficit.	• Minor unforeseen and unavoidable budget variations of up to 4% favourable and 2%unfavourable for divisional budgets. • Minor unforeseen and unavoidable cost variations in capital projects within the established contingency allocated to each project. • Short Term (less than 12 months) negative performance from commercial business aspects if core services are not affected. • Minor losses, or capital outlays, attributable to new processes or innovation to improve services to meet community needs. • Calculated financial risks to deliver infrastructure, improve service delivery or promote ecological sustainability. • Minor cost impacts of the implementation of weighted scoring in procurement to benefit local competent suppliers.	• An underlying operating breakeven or surplus. • An increase in external funding opportunities. • Implement an integrated Project Management Framework and 10 Year Capital Works Plan to inform Council's Financial Plan. • Embedded systems, processes and controls that effectively protect Council from fraudulent activity. • Meeting or exceeding audit and compliance regulations and policies • Meeting or exceeding community expectations. • Explore avenues to diversify revenue streams through beneficial enterprise arrangements. • Building trust and transparency in Council decision making with stakeholders.
Information Technology (Cyber Security)	*Our assets (including information) are vital in maintaining our business practices and therefore Council has a cautious approach to safeguarding from both external and internal threats, misuse, modification and unintended damage.*	**Highly Cautious**	• Cybersecurity threats or events that could have been prevented through judicious application of technical and behavioural controls. • Threats of financial or personal extortion that arise from any malicious cybersecurity breaches. • An unprepared response in the event of an external cyber-attack. • Significant threats to assets arising from external malicious attacks. • Misuse, inappropriate distribution or loss of sensitive or confidential	• Some cyber threats or events which, if they were successful, would have a minor or limited impact upon Council's business because they do not compromise the integrity, confidentiality or availability Council information or assets.	• Effective back-up of data and information. • Being prepared for potential cyber-attacks. • Timely remediation of identified cyber security control weaknesses. • Developing and embracing the latest security measures and information in line with government and industry developments and regulations.

	Council's aim is to protect our assets contained within our ICT systems and services. We will be successful through the application of appropriate internal controls, a cyber aware workforce, effective governance, timely remediation of identified control weaknesses, persistent review of the external threat landscape and consistent management of our third-party providers. Council has an open appetite for risks associated with Information Technology Systems.		council information due to the actions of staff. •		
Information Technology - IMT Systems and Services		**Conservative**	• Prolonged unplanned outages of critical Council systems and services. • Failure to maintain systems and services which adequately protect Councils data and information and maintain adequate audit trails. • A lack of diligence in relation to information security, the procurement and implementation of ICT systems and services • Data loss due to inappropriate data management processes. • Poor information governance processes. • Failure to maintain recovery plans in place and test plans on a regular basis.	• Scheduled outages that are agreed to by the business owners and are regarded as part of normal business activities • Implementation of new technologies which create new opportunities for business improvement and innovation of systems which also could involve some minor to moderate risk.	• Secure Council systems and services. • Effective data management practices and processes. • Assessing and incorporating the latest information protection systems
Trust and Reputation	*We recognise the importance of protecting our reputation and advocating for the needs of our community and local economy. We understand that negative publicity or community reactions may occur where there is competing priorities and interests in the Community.*	**Cautious**	• Improper, unethical, corrupt, unprofessional behaviour or failure to exercise respect and duty of care in accordance with our Council values and policies. • Breaches of organisational Codes of Conduct. • Failure to advocate for the needs of the community and the key objectives of the Council Plan and other key strategies. • Failure to uphold the probity of Council decision-making. • Any failure to avoid, disclose and appropriately manage conflicts of interest.	• Moderate adverse local media and social media scrutiny or several complaints relating to actions which deliver longer term benefits to the community. • Isolated minor incidents, concerns and complaints that can be resolved by management.	• Increased community satisfaction. • Positive publicity. • Delivering services that align with Council Plan Objectives. • Building trust with internal and external stakeholders and the community. • Increasing transparency with the community in Council decision making

			• Failure to act in a fair, honest, transparent and accountable manner. • Failure to consult or involve the community in significant changes or key decisions. • Decision-making that is not open, honest and transparent and reflects the long-term interests of the community. • Failure to promptly notify Executive of significant incidents that may impact Council reputation. • Failure to respond to complaints in a prompt and professional manner and in accordance with Council policies and procedures.		

Document Control

Risk Appetite and Tolerance Statement		**Policy Category**	COUNCIL
Version Number	1.2	**Policy Status**	Adopted
Approved/Adopted By	COUNCIL	**Approved/Adopted on:**	28 August 2024
Responsible Officer	DCCS	**Review Date:**	28 August 2026
Version History	**Date**	**Version**	**Description**
	June 2024	1.0	Draft presented to Audit and Risk Committee
	July 2024	1.1	Draft presented to Council
	August 2024	1.2	Adopted
	November 2026	1.3	Draft presented to Audit and Risk Committee



POLICY

C026 Risk Management

1 Purpose

The purpose of this Policy is to clearly document Hindmarsh Shire Council's (Council) approach to establishing and maintaining effective risk management culture across the organisation in accordance with the Local Government Act 2020 and the principles and Guidelines set out in the International Risk Management Standard AS ISO 31000:2018.

Council is committed to ensuring that effective risk management remains central to all its activities and is a core management competency. The aim of this policy is to ensure that risk management is embedded in the Council's processes and culture, where all employees are responsible for detecting, evaluating, and monitoring their risk environments.

Risk Management is not a stand-alone function that is separate from the main activities and processes of the organisation. It is an integral part of all organisational processes, including strategic planning projects and change management processes.

2 Scope

This policy applies to all Council employees, Councillors, volunteers, contractors, operations, functions and services. This includes any activities undertaken on behalf of the Council, by contractors or representatives of Council.

3 Definitions

Council	means Hindmarsh Shire Council
CEO	means Chief Executive Officer
Three Lines Model	Commonly referred to as the Three Lines of Defence, the Three Lines Model helps organisations identify structures and processes that best assist the achievement of objectives and facilitate strong governance and risk management. The model applies to all organisations and is optimised by:

- Adopting a principles-based approach and adapting the model to suit organisational objectives and circumstances.
- Focusing on the contribution risk management makes to achieving objectives and creating value, as well as to matters of "defence" and protecting value.
- Clearly understanding the roles and responsibilities represented in the model and the relationships among them.
- Implementing measures to ensure activities and objectives are aligned with the prioritised interests of stakeholders.

Risk	means the uncertainty caused by a deviation from the expected outcome. This deviation can be positive, negative or both, and can address, create or result in opportunities and threats.
Risk Management	means a process that enables individual risk events and overall risk to be understood and managed proactively, optimising success by minimising threats and maximising opportunities.
Risk Management Framework	means the set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.

4 Policy

Council operates in a complex and ever evolving environment to deliver a variety of services and community infrastructure. Effective risk management is not only a statutory requirement, it also contributes to the informed decision making needed to navigate inherent challenges and supports the overall achievement of Council's objectives.

Council is committed to enabling an effective risk management culture and applying a logical and systematic method for identifying, assessing, treating, and monitoring risks. Thus, supporting the organisation to achieve its long-term objectives.

This Policy should be read in conjunction with the Council's Risk Appetite & Tolerance Statement and Risk Management Framework that set out the processes and procedures in relation to the identification, assessment, treatment, and monitoring of risk.

4.1 Commitment

Council recognises that risk management is essential for sound strategic and financial planning and ongoing business activities. Council is committed to ensuring:

- Risk management is embedded in Council's strategic and operational activities, processes, and culture.
- The application of risk management is considered to an appropriate degree in decision making.

- The organisation, its employees, contractors, assets, and the community are protected against reasonably foreseeable loss and injury.
- Accountabilities and responsibilities are assigned at appropriate levels within the organisation.
- Necessary resources are allocated to risk management.
- The framework for managing risk continues to remain appropriate and is monitored, maintained, and embedded into Council operations.
- Legal and regulatory compliance obligations are met.

4.2 Objectives

Council's fundamental objectives in the management of risk include:

- Improve identification of opportunities and threats.
- Identify and analyse the organisation's liability associated with risk exposure.
- Within Council's control, protect employees, contractors, volunteers and the community against personal, physical, and financial losses.
- Protect the corporate image as a professional, responsible, and ethical organisation.
- Recognise that risk management is the responsibility of all employees.
- Promote and support risk management practices throughout the organisation.
- Monitor risk management practices to ensure continued effectiveness, consistency, and efficiency.
- Establish risk management capability through the adoption and operational embedding of the Three Lines Model.
- Adopt risk management processes as set out in the Australian and International Standard for Risk Management (AS ISO 31000:2018) and other relevant guidelines and standards.

5 Approach to Management of Risks

Hindmarsh Shire Council's framework for risk management aligns strategy, processes, people, technology and knowledge for the purpose of identifying, analysing, managing and monitoring the challenges and opportunities faced in delivering strategic directives.

Council views risk management as a continuous process, and a fundamental element of effective leadership and good governance.

6 Components of the Risk Management Framework (RMF)

This Policy is one component of the broader Risk Management Framework and operates in conjunction with a range of other elements, including;

- Risk Management Framework (document) – demonstrates how risk management is integrated into Council's operations, including strategic planning, business plan development, project management and business as usual processes and procedures.
- Organisation Risk Register – defines the risks that Council has identified and the controls in place to mitigate those risks.
- Risk Appetite and Tolerance Statement – describes the types and amounts of risk that Council is willing to accept in pursuit of its strategic objectives.

- The Audit and Risk Committee Charter – ensures that risk reports are reviewed and helps guide and assist Council and Management to mitigate risks.

The Australian risk management standard, *AS ISO 31000:2018 Risk Management – Guidelines*, is the basis upon which the RMF has been developed and integrated throughout Council.

7 Responsibilities

Person/Group	Responsibility
Council (Councillors)	• Council will endorse the Risk Management Policy, appropriately consider risk management issues raised in reports and make informed decisions based on the associated risks and potential opportunities. • Be satisfied that strategic risks are identified, controlled, and treated appropriately to achieve Council's strategic objectives. • Appoint and resource the Audit and Risk Committee. • Provide adequate budgetary provision for the financing of risk management including approved risk mitigation activities. • Receive reports from the Audit Committee to ensure that strategic risks are being adequately managed.
Audit and Risk Committee	The purpose of Audit and Risk Committee is to ensure Council carries out its responsibilities for accountable financial management, good corporate governance, fostering an ethical environment and maintenance of a system of internal control and risk management. They should: • Monitor, review and advise Management on the standard of its risk management. • Make assessments and recommendations in relation to Council's risk management. • Endorse and monitor a comprehensive risk based cyclical internal audit plan. The Committee is constituted to monitor and report on the systems and activities of Council in ensuring: • Reliable financial reporting and management information • High standards of corporate governance • Appropriate application of accounting policies • Compliance with applicable laws and regulations • Effective monitoring and control of strategic risks • Effective and efficient external and internal audit functions • Measures to provide early warning of any issues affecting the organisation's financial wellbeing • The level of effectiveness of appropriate crisis management, business continuity and disaster recovery planning. • Maintaining and fostering an ethical environment.
Internal Auditor	• The internal auditor reviews strategic risks annually as part of the development of the three-year Strategic Internal Audit Plan. • The Risk Management Framework directs the focus of audit resources to ensure higher level risks are reviewed. Risk controls and treatment plans are considered as part of each internal audit review.

	• Communicate independent and objective assurance and advice to management and the Audit and Risk Committee on the adequacy and effectiveness of governance and risk management (including internal control). • Satisfy legislative and regulatory expectations that serve to protect the interests of stakeholders. • The Internal Auditor liaises with the Risk Management Team to share information and knowledge.
External Auditor	External assurance providers will: • Communicate independent and objective assurance and advice to management and the Audit and Risk Committee on the adequacy and effectiveness of governance and risk management (including internal control). • Satisfy legislative and regulatory expectations that serve to protect the interests of stakeholders.
Chief Executive Officer	The CEO has the ultimate responsibility for ensuring a strong risk management culture and that risks are effectively managed across the organisation. • The Chief Executive Officer is accountable for the implementation and maintenance of risk management policies and processes across the organisation. • The Chief Executive Officer is responsible for ensuring that strategic risks are regularly reviewed. • The Chief Executive Officer is responsible for raising awareness and leading the culture of managing risk responsibly across the organisation. • Receiving and reviewing reports from management on the effectiveness of the risk management systems. • Ensuring that adequate resources are assigned to manage risk.
Executive Leadership Team	ELT will review the Risk Management Policy and amend as required. Operational accountability for risk culture and management as per AS ISO 31000:2018 including: • Issuing a Risk Appetite Statement. • Reviewing Council's Risk Management Policy. • Ensuring necessary resources are allocated to risk management. • Assigning authority, responsibility, and accountability at appropriate levels. • Actively promoting and supporting the desired risk culture. • Determining risk-taking limits and targets for their departments within the policies and guidelines established by Council and SMT through this framework. • Ensuring any strategic risks allocated to their division are actioned, monitored and reported on. • Establishing risk management processes tailored for their sphere of responsibility. • Ownership of the risk-taking and risk management decisions taken in the performance of their activities. • Apply this framework in the identification, assessment, management, monitoring and reporting of risks, including

	appropriate assessment of the impact of new products, projects and processes.
Leadership Team	Managers will: • Understand, cascade, and operationalise risk management throughout the organisation. • Execute effective internal control in their functional areas, as well as the monitoring of process and maintaining transparency in the internal control itself. • Accountable for implementing the risk management framework in their area of responsibility. This includes ensuring that risks are identified, evaluated, reviewed, and updated regularly. • Perform and coordinate periodic control self-assessments to validate control effectiveness ratings. • Ensure that assets and operations, together with liability risk to the community, are adequately protected through treatment plans and measures. • Provide risk management related information as requested by their Directorate. • Managers are responsible for raising awareness and leading the culture of managing risk responsibly across the organisation by ensuring that risk management policies, procedures, standards, guidelines, and risk management treatment plans are implemented in everyday business practice. • LT is responsible for monitoring operational risks. • Monitoring quarterly reports from Risk Management which include operational and strategic risk register actions, insurance claims and trends.
Team Leaders and Coordinators	• Advising of any risk management matter that should be included in budgets and business planning. • Are responsible for raising awareness and leading the culture of managing risk responsibly across the organisation by assisting with the implementation of risk management policies, procedures, standards, guidelines, and risk treatment plans.
People and Performance Team	The risk management and compliance functions will: • Responsible for overseeing the development of facilitation and implementation of the Risk Management Framework through responsibility for risk management development, monitoring processes and the implementation of the organisations overall risk management. • Supporting Council staff with their risk management obligations and providing staff with advice and tools to ensure risk management compliance. • Monitor and report to ELT on the organisation's exposure to risk. • Provide advice to the organisation and are responsible for Strategic Risk overview and periodic reporting to the Audit and Risk Committee.
All Employees	• Employees are responsible for taking all reasonable care to prevent loss, maximise opportunity and to ensure that Hindmarsh Shire Council operations, reputation and assets are not adversely affected.

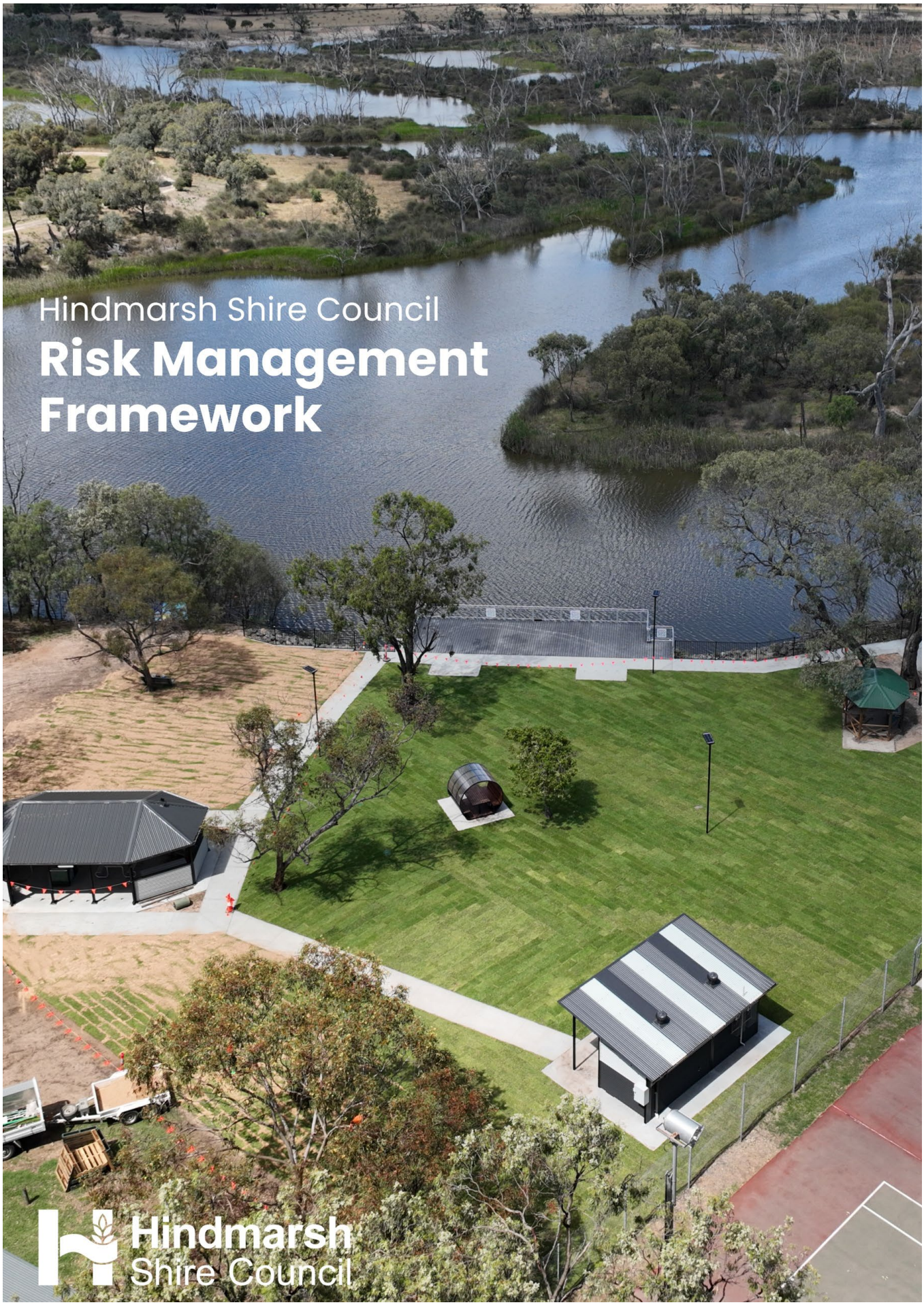
	• Employees must be aware of and understand the risks associated with their actions and comply with the risk management policy, supporting guidance and procedures. • Immediately report risk exposure and losses to supervisors and where possible act to mitigate any further loss. • Identify new risks to their area of accountability and report those risks appropriately.

8 Related Documents

Internal documents	**External documents (legislation, Australian Standards)**
Risk Management Framework Risk Appetite Statement Fraud Prevention and Control Policy and Plan	AS/NZS ISO 31000:2018 Risk Management Guidelines *Local Government Act* 2020

9 Document Control

Risk Management Policy			**Policy Category**	COUNCIL
Version Number	1.4		**Policy Status**	ADOPTED
Approved/Adopted By	COUNCIL		**Approved/Adopted on:**	28 August 2024
Responsible Officer	DCCS		**Review date:**	28 August 2026
Version History	**Date**	**Version**	**Description**	
	June 2013	1.0	Initial Risk Management Policy	
	May 2021	1.1	Updated Risk Management Policy	
	June 2024	1.2	Updated Risk Management Policy endorsed by Audit and Risk Committee	
	July 2024	1.3	Updated draft Risk Management Policy presented to Council	
	August 2024	1.4	Adopted by Council	


Hindmarsh Shire Council
Risk Management Framework
Hindmarsh
Shire Council



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1 Introduction

The purpose of this Risk Management Framework (**Framework**) is to outline how Council will implement the process for managing organisational risk into Council's overall governance, strategy and planning, management, reporting processes, policies, values and culture. The Framework also expresses Council's overall commitment to developing and maintaining and effective risk management strategies.

The framework can be used throughout the life of the organisation and can be applied to any activity, including decision-making at all levels.

Key governance influences require Council and the executive to works towards:

- **Accountability** by reporting, explaining and being answerable for the consequences of decisions it has made on behalf of the community it represents.
- **Transparency** by providing avenues for people to follow and understand the decision-making process.
- **Following the rule of law** by ensuring decisions are consistent with relevant legislation or common law and are within the powers of council.
- **Responsiveness** by servicing the needs of the community while balancing competing interests in a timely, appropriate, and responsive manner.
- **Equity and inclusion** whereby members of the community feel their interests have been considered by Council in the decision-making process.

Effective management of risk enables Council to:

- Increase the likelihood of achieving objectives as set out in the Council Plan;
- Encourage proactive management;
- Have increased awareness of Council risks and treatment options;
- Improve the identification of opportunities and threats;
- Comply with legislative requirements;
- Improve financial reporting;
- Improve governance;
- Improve stakeholder confidence and trust;
- Establish a basis for decision making and planning;
- Improve controls;
- Improve operational effectiveness and efficiency;
- Enhance health and safety performance;
- Enhance environmental protection; and
- Improve loss prevention and incident management.

This Framework has been developed in accordance with AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines (**Guidelines**).

1.1 What is "Risk"

Risk is defined in the Guidelines as the "***The uncertainty caused by a deviation from the expected outcome. This deviation can be positive, negative or both, and can address,***

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create or result in opportunities and threats" which is measured in terms of likelihood and consequence. At Council there are two broad categories of risk:

- **Strategic risks**; and

Strategic risks are risks which are generally entity wide and may impact on the ability of Council to achieve its objectives set out in the Council Plan and/or the delivery of critical services. Strategic risks should be few in number and are the critical risks for the organisation and considered in the same time horizon as the Council Plan.

- **Operational risks**.

Operational risks are risks which may impact on the achievement of directorate, business unit or service unit plan objectives.

Risk management is defined as "coordinated activities to direct and control an organisation with regard to risk".

2 Council's risk management objectives

Council's overarching objectives which have informed the development of this policy include:

- Ensuring that Council achieves the strategic objectives as set out in the Council Plan;
- Ensuring that Council is compliant with all Federal and State Government Legislation;
- Ensuring that Council's Risk Profile is prioritised according to the risks which have the capacity to do the most harm to Council;
- Establish a reliable basis for decision making and ensure that risk is included as a fundamental component in the planning process;
- Ensuring that Council has a culture which promotes proactive behaviour regarding the identification and treatment of risk; and
- Improve stakeholder confidence and trust.

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3 Three Lines of Defence Model



4 Risk Governance and Responsibilities

Roles and responsibilities in the Risk Management Framework complement and expand on roles and responsibilities in the Risk Management Policy.

Role	Responsibilities
Council (Councillors)	• Council will endorse the Risk Management Policy, appropriately consider risk management issues raised in reports and make informed decisions based on the associated risks and potential opportunities. • Be satisfied that strategic risks are identified, controlled, and treated appropriately to achieve Council's strategic objectives. • Appoint and resource the Audit and Risk Committee. • Provide adequate budgetary provision for the financing of risk management including approved risk mitigation activities. • Receive reports from the Audit Committee to ensure that strategic risks are being adequately managed.
Audit and Risk Committee	The purpose of Audit and Risk Committee is to ensure Council carries out its responsibilities for accountable financial management, good corporate governance, fostering an ethical environment and maintenance of a system of internal control and risk management. They should: • Monitor, review and advise Management on the standard of its risk management. • Make assessments and recommendations in relation to Council's risk management. • Endorse and monitor a comprehensive risk based cyclical internal audit plan.

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	The Committee is constituted to monitor and report on the systems and activities of Council in ensuring: • Reliable financial reporting and management information • High standards of corporate governance • Appropriate application of accounting policies • Compliance with applicable laws and regulations • Effective monitoring and control of strategic risks • Effective and efficient external and internal audit functions • Measures to provide early warning of any issues affecting the organisation's financial wellbeing • The level of effectiveness of appropriate crisis management, business continuity and disaster recovery planning. • Maintaining and fostering an ethical environment.
Internal Auditor	• The internal auditor reviews strategic risks annually as part of the development of the three-year Strategic Internal Audit Plan. • The Risk Management Framework directs the focus of audit resources to ensure higher level risks are reviewed. Risk controls and treatment plans are considered as part of each internal audit review. • Communicate independent and objective assurance and advice to management and the Audit and Risk Committee on the adequacy and effectiveness of governance and risk management (including internal control). • Satisfy legislative and regulatory expectations that serve to protect the interests of stakeholders. • The Internal Auditor liaises with the Risk Management Team to share information and knowledge.
External Auditor	External assurance providers will: • Communicate independent and objective assurance and advice to management and the Audit and Risk Committee on the adequacy and effectiveness of governance and risk management (including internal control). • Satisfy legislative and regulatory expectations that serve to protect the interests of stakeholders.
Chief Executive Officer	The CEO has the ultimate responsibility for ensuring a strong risk management culture and that risks are effectively managed across the organisation. • The Chief Executive Officer is accountable for the implementation and maintenance of risk management policies and processes across the organisation. • The Chief Executive Officer is responsible for ensuring that strategic risks are regularly reviewed. • The Chief Executive Officer is responsible for raising awareness and leading the culture of managing risk responsibly across the organisation. • Receiving and reviewing reports from management on the effectiveness of the risk management systems. • Ensuring that adequate resources are assigned to manage risk.

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Executive Leadership Team	ELT will review the Risk Management Policy and amend as required. Operational accountability for risk culture and management as per AS ISO 31000:2018 including: • Issuing a Risk Appetite Statement. • Reviewing Council's Risk Management Policy. • Ensuring necessary resources are allocated to risk management. • Assigning authority, responsibility, and accountability at appropriate levels. • Actively promoting and supporting the desired risk culture. • Determining risk-taking limits and targets for their departments within the policies and guidelines established by Council and LT through this framework. • Ensuring any strategic risks allocated to their division are actioned, monitored and reported on. • Establishing risk management processes tailored for their sphere of responsibility. • Ownership of the risk-taking and risk management decisions taken in the performance of their activities. • Apply this framework in the identification, assessment, management, monitoring and reporting of risks, including appropriate assessment of the impact of new products, projects and processes.
Leadership Team	Managers will: • Understand, cascade, and operationalise risk management throughout the organisation. • Execute effective internal control in their functional areas, as well as the monitoring of process and maintaining transparency in the internal control itself. • Accountable for implementing the risk management framework in their area of responsibility. This includes ensuring that risks are identified, evaluated, reviewed, and updated regularly. • Perform and coordinate periodic control self-assessments to validate control effectiveness ratings. • Ensure that assets and operations, together with liability risk to the community, are adequately protected through treatment plans and measures. • Provide risk management related information as requested by their Directorate. • Managers are responsible for raising awareness and leading the culture of managing risk responsibly across the organisation by ensuring that risk management policies, procedures, standards, guidelines, and risk management treatment plans are implemented in everyday business practice. • LT is responsible for monitoring operational risks. • Monitoring quarterly reports from Risk Management which include operational and strategic risk register actions, insurance claims and trends.

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Team Leaders and Coordinators	• Advising of any risk management matter that should be included in budgets and business planning. • Are responsible for raising awareness and leading the culture of managing risk responsibly across the organisation by assisting with the implementation of risk management policies, procedures, standards, guidelines, and risk treatment plans.
People and Performance Team	The risk management and compliance functions will: • Responsible for overseeing the development of facilitation and implementation of the Risk Management Framework through responsibility for risk management development, monitoring processes and the implementation of the organisations overall risk management. • Supporting Council staff with their risk management obligations and providing staff with advice and tools to ensure risk management compliance. • Monitor and report to ELT on the organisation's exposure to risk. • Provide advice to the organisation and are responsible for Strategic Risk overview and periodic reporting to the Audit and Risk Committee.
All Employees	• Employees are responsible for taking all reasonable care to prevent loss, maximise opportunity and to ensure that Hindmarsh Shire Council operations, reputation and assets are not adversely affected. • Employees must be aware of and understand the risks associated with their actions and comply with the risk management policy, supporting guidance and procedures. • Immediately report risk exposure and losses to supervisors and where possible act to mitigate any further loss. • Identify new risks to their area of accountability and report those risks appropriately.

5 Risk Appetite

Risk appetite is the amount of risk exposure, or potential adverse impact from an event, that Hindmarsh Shire Council is willing to accept in the pursuit of its objectives. Council maintains a Risk Appetite and Tolerance Statement that details the types and amounts of risk that Council is willing to accept in pursuit of its strategic objectives.

Once the risk appetite threshold has been breached, risk management controls and actions are required to bring the exposure level back within the accepted range.

Council's overarching Risk Appetite Statement is as follows:

Hindmarsh Shire Council's risk appetite is 'Cautious'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

Risks will be managed in line with Hindmarsh Shire Council's risk appetite and risk tolerance scales and will be considered in all decision making and planning.

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The Risk Appetite Statement summarises the Council's tolerance for risk in each of a whole range of activities it undertakes. For example, the Council's tolerance for risk in health and safety matters is very low; hence a highly cautious (low) appetite for that category. On the other hand, tolerance for risk in service delivery is conservative (relatively moderate). All of the activities undertaken by Council can be so classified in terms of risk appetite.

Hindmarsh Shire Council has a level of risk appetite that it tolerates which is low, medium and high as detailed in the table below:

Risk rating	Minimum treatment required	Description
Extreme (review monthly)	Reject or mitigate	Extreme risk is unacceptable. Immediately consider whether the activity associated with this risk should cease. Comprehensive consideration by ELT required to ensure the risk is consistent with corporate objectives and risk appetite. Any decision to continue exposure to this level of risk should be made at ELT/ Audit and Risk Committee / Council level, be subject to the development of detailed treatments, on-going oversight, and high-level review. Detailed research and planning required to mitigate risk.
High risk (review quarterly)	Accept and mitigate	Risk should be reduced by developing treatments. It should be subject to on-going review to ensure controls remain effective, and the benefits balance against the risk. Escalation of this level of risk to Director level should occur. Attention required to assess the acceptability of remaining risk or required mitigation measures. Management to ensure that necessary risk mitigation improvement strategies are implemented, and the risk does not increase by actively monitoring the control environment.
Medium risks (review half yearly)	Accept	Exposure to the risk may continue, provided it has been appropriately assessed and has been managed to as low as reasonably practicable. It should be subject to frequent review to ensure the risk analysis remains valid and the controls effective. Treatments to reduce the risk can be considered. Risk Owner to ensure that the control environment does not substantially change. Consider the implementation of any additional cost-effective controls.
Low risks (review annually)	Accept	Exposure to this risk is acceptable but is subject to periodic review to ensure it does not increase and current control effectiveness does not vary. Manage by routine procedures and be mindful of changes to nature of risks. Consider the implementation of any cost-effective internal controls.

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Detailed information around the acceptance of particular risk categories is contained within the detailed Risk Appetite and Tolerance Statement.

6 AS/NZS ISO 3100: 2018 Risk Management – Principles and Guidelines

Hindmarsh Shire Council has adopted the following risk management principles, framework and processes from AS/NZS ISO 3100: 2018 Risk Management – Principles and Guidelines.

6.1 Risk Management Principles

Council is guided by the following risk management principles outlined in AS/NZS ISO 3100: 2018 Risk Management – Principles and Guidelines:

- Risk management creates and protects value.
- Risk management is an integral part of all organisational processes.
- Risk management is part of decision making.
- Risk management explicitly addresses uncertainty.
- Risk management is systemic, structured and timely.
- Risk management is based on the best available information.
- Risk management is tailored.
- Risk management takes human and cultural factors into account.
- Risk management is transparent and inclusive.
- Risk management is dynamic, iterative and responsive to change.
- Risk management facilitates continual improvement of the organisation.

7 Risk Management Framework



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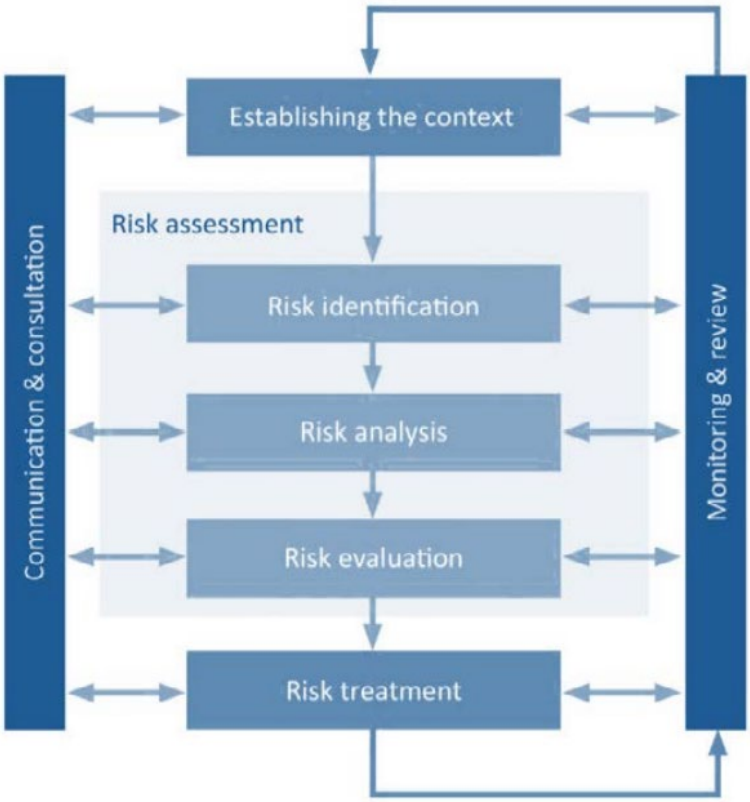
The key elements of the risk management framework are as follows:

Mandate and commitment – Council has a strong and sustained commitment by management to ensure the ongoing effectiveness of risk management in Council. This commitment should support the development of a positive risk culture within the agency.

Implementing risk management – the risk management process is applied through a risk management plan at all relevant levels and functions of the department or agency as part of its practices and processes. Investment in resources and capabilities will enable Council to effectively and efficiently apply its risk management activities.

Monitoring and review of the framework – Council should continually ensure that risk management is effective and supports organisational performance. The risk management framework is to be reviewed annually and enhanced as required.

7.1 Risk management process



The key elements of a risk management process are as follows:

- ***Establish the context*** means understanding Council's objectives, defining internal and external factors that could be a source of uncertainty, helping identify risk and setting the scope and risk criteria for the remaining risk management process.



- ***Risk identification*** determines what, where, when, why and how risks could arise, and the effect this would have on an agency's ability to achieve its objectives. A range of government and industry resources may be employed to assist in the identification of risks. Risks may also be investigated through community engagement sessions.
- ***Risk analysis*** determines the risk level against the risk criteria by understanding how quickly a risk can occur, the sources and cause of a risk, the consequences and likelihood of those consequences. Analysis takes into account the effectiveness of existing controls. Risk evaluation compares the level of risk against the risk criteria and considers the need for treatment. The approach to risk evaluation should follow a typical risk assessment process of applying a consequence and likelihood matrix. Assessing the risks in relation to each other supports prioritisation and highlights differences. Mitigation strategies can be taken into account to derive the residual risk.
- ***Risk treatment*** involves assessing and selecting one or more options for modifying risks by changing the consequences or likelihood and implementing selected options through a treatment plan.
- ***Communication and consultation*** takes place throughout the risk management process with all identified stakeholders to ensure those accountable for implementing the risk management process and stakeholders understand the basis on which decisions are made.
- ***Monitoring and review*** confirms that risk and the effectiveness of control and risk treatments are monitored and reported to ensure that changing context and priorities are managed and emerging risks identified.

8 Reporting

There is a structured approach to risk reporting. The matrix below details which information will be reported throughout the organisation together with the reporting frequency. All Strategic and Operational risks are available for review via Riskware. Timelines for review are dependent on the Strategic or Operational residual risk rating populated in Riskware. Management receive an alert in Riskware when a Strategic or Operational risk requires review based on the residual risk rating, the controls, or treatment plan required.

Risk Report or Update	Audit and Risk Committee	ELT	LT
Strategic	As per Work Plan	March, June, Sept.	~~Monthly~~ Quarterly
Operational	As per Work Plan	March, June, Sept.	Annually
Risk Trends	As per Work Plan	Quarterly	Quarterly

9 Risk Management Maturity

Risk maturity describes risk capability and the level of sophistication an organisation operates at in terms of its risk processes and procedures. Risk maturity is not a static concept and should be tailored to reflect how risk can best support delivery of strategic objectives.

The extent to which an organisation implements the following key elements of an enterprise-wide Risk Management system will assist in the determination of its maturation status:

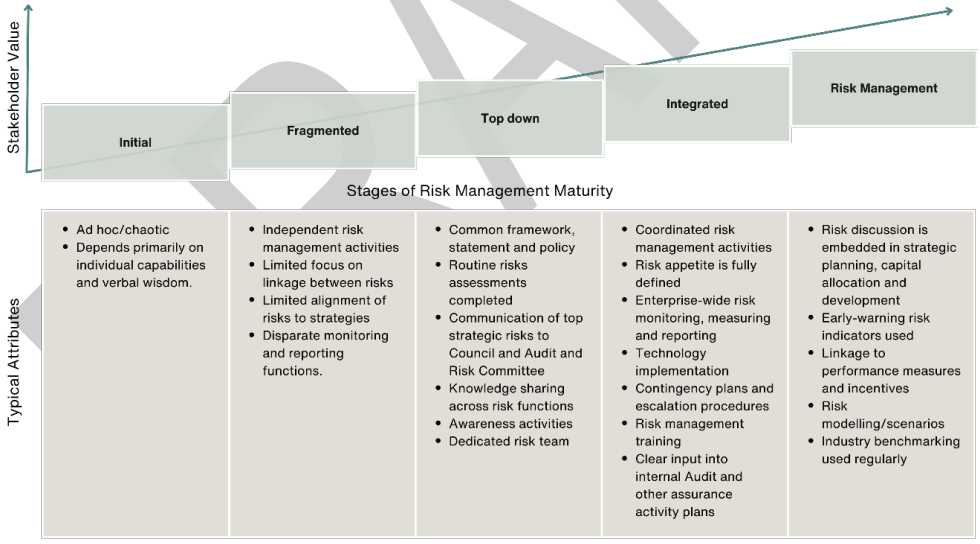
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- The risk management process has been applied appropriately and all elements of the process are suitable and sufficient.
- The risk management process is in keeping with the strategic needs and intent of the organisation.
- All significant risks have been identified and are being treated.
- Controls are being correctly designed in keeping with the objectives of the risk management process.
- Critical controls are adequate and effective.
- Review by line management and other non-audit assurance activities are effective at maintaining and improving controls.
- Risk treatment plans are being executed.
- There is appropriate and as-reported progress in the risk management plan.

Council has committed to a path of continuous improvement to deliver and embed an optimum Risk Management Framework within our organisation to equip the business with the right skills and capabilities to manage risk to achieve our strategic aims as documented in the Council Plan. Council continues to improve in its realisation of a mature and integrated enterprise-wide Risk Management Framework.

The stages of Enterprise-wide Risk Management Maturity are depicted on the following page.



10 Training and Education

Risk management training and awareness is recognised as an important requirement for all staff. Training shall be designed to increase the knowledge and awareness of staff and management in several risk management topics including general risk management, liability, fraud awareness, environment, events, and Business Continuity. In addition to formal training the Risk Management Team act as specialist advisors to staff. This includes help with



identifying and assessing risk exposures and the steps in developing, implementing, and monitoring of sustainable control measures.

11 Related Documents

Internal documents	External documents (legislation, Australian Standards)
Hindmarsh Shire Council Risk Management Policy Hindmarsh Shire Council Risk Appetite and Tolerance Statement Hindmarsh Shire Council Plan (as adopted) Hindmarsh Shire Council Fraud Prevention and Control Policy and Plan	AS/NZS ISO 31000:2018 Risk Management Principles and Guidelines

12 Document Control

Risk Management Framework			**Policy Category**	Council
Version Number	1.5		**Policy Status**	Adopted
Approved/Adopted By	COUNCIL		**Approved/Adopted on:**	28 August 2024
Responsible Officer	DCCS		**Review date:**	28 August 2026
Version History	**Date**	**Version**	**Description**	
	June 2013	1.0	Initial Risk Management Strategy	
	May 2021	1.1	Risk Management Framework	
	June 2024	1.2	Risk Management Framework presented to Audit and Risk Committee	
	July 2024	1.3	Risk Management Framework presented to Council.	
	August 2024	1.4	Adopted by Council	
	November 2026	1.5	Reviewed and presented to Audit and Risk Committee	

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Hindmarsh
Shire Council

Monday 19th October 2026
To Committee Members,

NOTICE is hereby given that a Rainbow Advisory Committee Meeting of the Hindmarsh Shire Council will be held at **RAINBOW P-12 COLLEGE** **on Monday 19th October 2026 at 7:30pm**

AGENDA

1. Acknowledgement of the Indigenous Community

2. Apologies

3. Disclosure by Committee members or Councillors or Council Officers of any interest or conflicts of interest in any item on the agenda

4. Confirmation of Minutes

5. Business Arising from the Minutes

6. Correspondence (forwarded to members)

Graham Nuske	Feedback – Seymour Heritage Train and Camping Weekend	19-10-26
Mark Fletcher	Business mentoring sessions	14-10-26
Jeff Woodward	Silo numbers for September	01-10-26
Kat Colbert	Update	22-09-26

7. Events

8. General business as notified to the Chair

1. Defibrillators around the town
2. Caravan entrance
3. Train visit debrief
4. Caravan visitors
5. Budget allocation

9. Councillor Report

10. Officer Report

11. Urgent business

12. Finance report

13. Decisions to be made

14. Meeting Closed

1. ACKNOWLEDGEMENT OF THE INDIGENOUS COMMUNITY

Acknowledgement of the Indigenous Community
We acknowledge that this meeting is being held on the lands of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagalk Nations and we acknowledge them as Traditional Owners of Country.

We recognise the important ongoing role that Indigenous people have in our community and pay our respects to their Elders, past and present.

2. ATTENDANCE & APOLOGIES

Attendance: Greg Roberts, Allira Roberts, Colleen Petschel, Cr Roger Aitken, Belinda Eckermann, Ron Ismay, Katherine Colbert.

Apologies: Graham Nuske, Norelle Eckerman, Rob Koning & Cr Tony Clark.
Apologies be moved and accepted Allira/roger AiF C

3. DECLARATION BY COUNCILLORS OR OFFICERS OF ANY DIRECT OR INDIRECT INTEREST IN ANY ITEM ON THE AGENDA.

Nil.

4. CONFIRMATION OF MINUTES

That the Minutes of the RTAC Committee Meeting held on 20th September 2026 at the Rainbow P-12 College, circulated to Committee Members be taken as read and confirmed.
Moved and accepted Roger/Allira AiF C

5. BUSINESS ARISING FROM THE MINUTES

- Kat's update was read out
- Ron offered up [redacted] as another potential nominee for Australia day award.
- When discussing the added strips added to the bollards…planting trees in those area was also raised as a possibility.

6. CORRESPONDENCE- INWARDS

Graham Nuske	Feedback – Seymour Heritage Train and Camping Weekend	19-10-26
Mark Fletcher	Business mentoring sessions	14-10-26
Jeff Woodward	Silo numbers for September	01-10-26
Kat Colbert	Update	22-09-26

As Graham was listed as an apology for the meeting, he provided an email with feedback regarding two recent events. His feedback was verbally read to the committee.
All Correspondence be received Colleen/Allira AiF C

7. EVENTS

- Tractor Pull permits all changed to the new date. Norelle followed up.

8. GENERAL BUSINESS AS NOTIFIED TO THE CHAIR

1. Defibrillators around the town

- We have a number of Defibs in town
- Greg wondered if the Ambulance Aux would be able to look after them and maintain them
- Colleen outlined the purpose of the Ambulance Aux and the current financial state of Ambulance Victoria
- There was a general sentiment that the organisations that purchased/had units denoted should be responsible for their upkeep.

2. Caravan entrance

- Greg gave an update on progress
- Dave is half way through the stone work…looking good
- Simon sent through some signage font options
- The committee preferred the original design that include the italics

3. Train visit debrief

- Colleen read through Grahams notes (will include at end of minutes)
- Great to see a number of businesses open for the train visitors

4. Caravan visitors

- Huge number of Jackson Carry-me campers
- 75 in total
- A number extended their stay in the town
- Great tourism and economic boost for the town…putting us on the map as a place to camp

5. Budget allocation

- Committee members approved the budget allocation
- Only change is to allocate the $2000 (moved from traders to general) to the Rainbow Show

MOTION : To allocate the funds transferred from the Trader to general revenue to the Rainbow Show
Moved Allira/Colleen AiF C

9. COUNCILLOR REPORT

All discussed in general business

10. OFFICER REPORT

Have Your Say

Long Term Financial Plan out for public review: The Long Term Financial Plan looks ahead over the next ten years, setting out the income Council expects to receive, what it expects to spend, and the community buildings, roads and other assets it will need to maintain. This helps Council to plan, continue delivering services, and make careful financial decisions for the future.

Council Policies: Policies currently under review include:

- Live Streaming and Publishing Recordings of Council Meetings Policy
- Human Rights Policy
- Diversity, Equity and Inclusion Policy

Rainbow Silo - Donation Box

Dedicated ledger can be set up for Rainbow Silo Maintenance - confirmed
QR code would provide Council's banking details

Caravan Park communication

Management were going to review the voicemail message for the Park's general

number and discuss communication style with staff when answering phones and confirm location of visitors as per suggestions.

Free Green Waste Disposal Month
Thursday 1 October – Saturday 31 October

Council Statutory Meeting
Wednesday 18 November

11. URGENT BUSINESS

12. FINANCE REPORT

12.1 Summary of Balances in Finance Report.

RECOMMENDATION:
That the Finance Report (sent out with agenda) be accepted for September.

Moved and seconded Belinda/Roger AiF C

12.2 Purchase Orders to be raised - $2,000 or less

RECOMMENDATION:
That the Council Officer raise the following Purchase Orders, being a value of $2,000 or

Creditor	Value $	Description of Goods or Services

12.3 Purchase Orders to be raised – Greater than $2,000

RECOMMENDATION:
That the Council Officer, following approval by Council or the CEO, raise the following Purchase Orders greater than $2,000.

Moved
Seconded

Creditor	Value $ (> $2,000)	Description of Goods or Services

13. DECISIONS TO BE MADE

The following decisions are recommendations to Council for endorsement:

ITEM NO.	DESCRIPTION	DECISION
4	Minutes	Confirmation of the Minutes
5	Business Arising from Minutes	
6	Correspondence	
7	Events	
8	General Business as Notified to the Chair	
9	Councillor's Report	NA
10	Officer's Report	included
11	Urgent Business	
12.1	Finance Report	Confirmation of financial report
12.2	Purchase Orders to be Raised ($2,000 or less)	
12.3	Purchase Orders to be Raised (above $2,000)	

14. MEETING CLOSED

The meeting closed at 21:20pm.
NEXT MEETING : Monday 16th November via Teams

15. COUNCIL OFFICER AUTHORISATION

I, Katherine Colbert, accept the following recommendations made by the Rainbow Town Advisory Committee at this meeting held on 19 October 2026:

ITEM NO.	DESCRIPTION	DECISION
4	Minutes	Confirmation of the Minutes
5	Business Arising from Minutes	
6	Correspondence	Approving the Outward Correspondence and Noting

		the Inward.
7	Events	
8	General Business as Notified to the Chair	
9	Councillor's Report	
10	Officer's Report	
11	Urgent Business	
12.1	Finance Report	That the Finance Report as provided with the Agenda be approved.
12.2	Purchase Orders to be Raised ($2,000 or less)	That the Council Officer raise the Purchase Orders listed.

I Katherine Colbert, advise that the following items:

ITEM NO.	DESCRIPTION	DECISION
12.3	Purchase Orders to be Raised (above $2,000)	That the Council Officer, following approval by Council or the CEO, raise the following Purchase Orders listed which are greater than $2,000.

- Need to be referred to a Council Meeting / CEO for a decision
- Require more Information
- Do No align with the Hindmarsh Shire Council Plan

SIGNED: [redacted]

Council Officer: Katherine Colbert
Dated: 2/11/2026



Hindmarsh Shire Council
Hindmarsh Pride Committee Meeting

29 October 2026

To Committee Members,
"as addressed"

A General Meeting of **Hindmarsh Pride Committee** of Hindmarsh Shire Council was held via Teams on 28 October 2026 commencing at 7.00pm.

MINUTES

1 ACKNOWLEDGEMENT OF COUNTRY

The Chair acknowledged the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagalk Nations as Traditional Owners of Country.

We recognised the important ongoing role that Indigenous people have in our community and pay our respects to their Elders, past and present.

2 ATTENDEES:

Katherine Colbert (DCCS, Manager CS&E); Rhys Webb (RW, Chair); Cr Chan Uoy (CU); Nikeata Williams (NW); Craige Proctor (CP). Neil Davenport (ND), guest. The Chair welcomed Nikeata Williams to her first HPC meeting.

3 APOLOGIES:

Petra Croot; Gabby Williams; Wiremu Larkins.

4 CONFLICTS OF INTEREST

Nil

5 CONFIRMATION OF MINUTES

That the Minutes of the Hindmarsh Pride Committee Meeting held on 30 September 2026 via Teams circulated to Committee Members be taken as read and confirmed.
Moved: CU
Seconded: RW
CARRIED

6 CORRESPONDENCE –

Nil

7 GENERAL BUSINESS

Topic	Discussion
Correspondence / Updates	**Inwards** **Outwards** Letter from HPC Chair to Wimmera Pride Project re support and resources for interview component of event. No response yet. RAP Catch up 6 Oct. CU attended the monthly Midsumma RAP Catch up meeting and reported that there are specific safety requirements which need to be met for the So Last Century event.
Our United Future, Horsham Town Hall with Commissioner for LGBTIQA+ Communities	RW met with the Commissioner in Nhill on 22 October and that evening CP attended the Town Hall in Horsham. RW reported that despite the greater acceptance and improvements in attitudes towards LGBTQIA+ people in recent years, there has been an increase in hate crimes and attacks not being reported by the media which is an issue of concern. CP reported that there were around 30 in attendance with four speakers including representatives of women's health organisations in different regions. All speakers were thought provoking. There was a forum discussion around issues and CP promoted the So Last Century event in which considerable interest was shown. RW had also promoted the event at the meeting earlier in the day.
Midsumma So Last Century planning	**Interviews/videography/equipment** RW reported that WWHS has confirmed we can access the videoing equipment whenever we need it. Discussion around using the equipment and likely need for training in doing so; organise a session where we do this. Interviews need to be done in November to enable editing to be done around HSC end-of-year shutdown. Editing: we had earlier discussed HSC personnel e.g. Jeff Woodward/Nand Da San/Shauna Johnson doing this; needs to be **actioned**. CP: could the interviews be done in Nhill where the equipment is rather than in Jeparit? Possible. RW: aim is to do 2-3 interviews each day; need to identify days. (Interviewees live in Nhill (2), Warracknabeal, Horsham; Goroke, Gippsland.) CP: could Daryl Werner's interview be done remotely? NW: possible but quality would depend on signal service in Jeparit. **Action**: CP to ask Daryl Werner for a date in November when he could return to Jeparit. KC: have interviewers been determined? RW: we will aim for each of us to interview. We should probably pre-interview each interviewee to facilitate comfort. **Action**: determine who will interview whom. CP's discussion with Daryl Werner: interviewer bias; language etc. CP raised the idea of two interviewers for each interviewee (where possible) to maximise gender/generational diversity in this process. We have a good range in ages and gender balance on the committee.

	Daryl Werner had suggested making contact with Marty Thomas, Meeniyan, who organises the annual 'Marty Gras', similar to the event we are planning. CP has contact details. **Buses**: CU queried where the bus run will go between as part of the quote for grant. Dimboola, Nhill and Rainbow to Jeparit? ND referred to TAC providing transport for racing events etc. Should we investigate this? **Promotional imagery**: CP had previously flagged a different set of images for social media promotion; more family/community friendly. NW suggested using rainbow flags as a basis for imagery and offered to work on mock ups of potential promos. **Action**: NW to develop ideas/mock ups. **Catering** (ND): need to finalise catering due to other commitments. 7 p.m. for main course. Suggested 'doors open' at 6 or 5.30 to enable large group to gather, socialise, get drinks (this takes time). CU: 5.30 arrival, noting there are videos to view. ND: 5.00 would be better in terms of getting drinks which is time consuming (unlike with free drinks). Some difficulty with poke bowls/self-serve banquet; decisions need to be made on types of food and displaying/décor. Mismatch between funding requirement of healthy food and the 1980s era. How do we get big amounts of food to 'look the part' given the funding? Likely will use disposable crockery/utensils to cut costs. Significant discussion around 'presentation'/décor. RW: can we source 1980s décor items e.g. lamps/ornaments, locally? We need to seek further support from Jeparit Township Advisory Committee at next meeting, **9 November**. CP could attend along with Gabby and Natalia who are on JTAC. **Action**: CP to attend JTAC 9/11 and ask for donation of décor items. **Finger food**: no specific budget allocation for this but ND had offered to provide it if we can enlist more volunteers e.g. outgoing Youth Council members, community members, Wimmera Pride members and possibly Luv-a-Duck. **Action**: KC to liaise Luv-a-Duck re possible support and to confirm budget allocation for finger food. **Dessert**: ND suggested chocolate fountain with fresh fruit. **Action**: RW to liaise with Jake Wiffen over whether this would be permissible. **Ice creams, offered by ND**: RW we had decided we'd need others to take the lead with this. KC: if we're bussing people in we can only rely on local kids from Jeparit of whom there are few. We could not guarantee 50 kids to make this component work. ND: would have to be early enough to make it worthwhile. ND feels the afternoon attendees would be different from evening attendees. Could JTAC be involved with this? **Action:** ND to liaise with Yolande Hutson and Rebecca Schultz. ND explained that all food on menu is low-allergen and gluten free. **KC: TryBooking details**: Sat. 30 January Doors open at 5 p.m. $30 (entry to event, finger food, mains, water, soft drinks) Entertainment and launch of video bios

	Not included in ticket price: Cocktails on arrival at bar prices Other: collect postcodes and promote a proportion of funds go to weir project
Committee membership	**Action**: Recently joined members – NW and Hayley Werner – need to be added to WhatsApp group. KC can do this.

8 FINANCE AND EXPENDITURE REPORT

N/A

9 NEXT MEETING:

Wednesday 11 November 2026, 7.00 p.m. via Teams. Craige will be an apology.

10 MEETING CLOSED 8.42 p.m.

COUNCIL OFFICER AUTHORISATION

I, Petra Croot, accept the following recommendations made by the Hindmarsh Pride Committee at this meeting held on 28 October 2026:

ITEM NO.	DESCRIPTION	DECISION
5	Minutes	Minutes taken as read and confirmed.

SIGNED: [redacted]

Dated: 6 November 2026



Hindmarsh Shire Council
Hindmarsh Pride Committee Meeting

November 2026

To Committee Members,
"as addressed"

A General Meeting of **Hindmarsh Pride Committee** of Hindmarsh Shire Council was held via Teams on 11 November 2026 commencing at 7.00pm.

MINUTES

One minutes silence held to acknowledge Remembrance Day.

1 ACKNOWLEDGEMENT OF COUNTRY

The Chair acknowledged the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagalk Nations as Traditional Owners of Country.

We recognised the important ongoing role that Indigenous people have in our community and pay our respects to their Elders, past and present.

2 ATTENDEES:

Rhys Webb
Cr Chan Uoy
Wiremu Larkins (Lems)
Gabby Williams
Petra Croot

3 APOLOGIES:

Craige Proctor
Nikeata Williams
Hayley Werner
Natalia Aguirre

4 CONFLICTS OF INTEREST

Nil declared.

5 CONFIRMATION OF MINUTES

That the Minutes of the Hindmarsh Pride Committee Meeting held on 28 October 2026 via Teams circulated to Committee Members be taken as read and confirmed.
Moved: Cr Chan Uoy

Seconded: Wiremu Larkins (Lems)
CARRIED

6 GENERAL BUSINESS

Topic	Discussion
Correspondence / Updates	**Inwards** **Outwards** RAP Catch up 10 Nov. (PC) The session covered risk assessments and accessibility and inclusivity resources – Petra to circulate link.
Midsumma So Last Century planning	Craige will be away from Jeparit the last week in November and so will not be available for interviewing. Committee members to contact their 'people' and determine some possible days when they're available to align with Shauna, Jake and/or other Committee members. The questions put together by Craige have been checked and confirmed that we are all happy with them. The priority will be them telling their story, so it's okay if we don't get to all the questions on the cards. **TryBooking page live** – 15 tickets sold so far, with promotion from several local groups and organisations. **Attendance at JTAC Meeting, 9 Nov.** (NA, GW, CP) Noel Austen can support test and tag if required for the night. Petra discussed with Craige the outcome and said it was excellent, with people to look for lighting in their garages. Craige to provide update via group chat if possible. ***That the Town Committee recommend that Council officers approve $7,000.59 in expenditure to Neil Davenport, Big Bertha, for So Last Century Event Catering.*** ***MOVED: Cr Chan Uoy*** ***SECONDED: Gabby Williams*** ***CARRIED*** Discussion re opening time at the venue to give people time to get into the nibbles and drinks at the venue. Aiming for 7pm for the main, so doors open at 5-5:30pm. Committee agreed 5:30pm would be the best time and buses need to arrive at that time.

	Promote buses and send to ticketholders once we have sold 50 tickets. Need the door monitored to ensure people have ticket holders and replenishing drinks. Could we ask Youth Council or Jeparit Town Committee? Might need both groups and possibly paid security. Possible call for volunteers? Chill space discussion – ensure we have a reset room. Gender Neutral Bathrooms discussion. There is a public toilet on the block between the town hall and the gym, which is gender neutral, additional public toilet at the infant welfare centre. Gabby offered to have that open on the night. Cr Uoy has three TV screens that could be utilised. Committee will need to go onsite and test it out and make sure it all works. Flag poles from Nhill Council Chambers to be brought over so we can display the Australian, Indigenous and Pride Flags inside. Program for the night needs to be developed – to discuss with Wanda when we interview her. Confirmation that Committee members and formal volunteers won't need to purchase rickets. Nikeata coming up with some mock-ups for alternative imagery to be utilised for marketing. **Action:** Gabby following up. Other promotion ideas - Interview in the paper (like a profile) - Trailer for interviews/films - Posters around town - Ask organisations to promote - Launching Midsumma program **Action:** Petra to send Midsumma launch information to the Committee. **Action:** Petra to look into signs coming in and out of Nhill **Action:** Look at creating poster/flyer with QR code to purchase ticket once Nikeata sends through design ideas. Cr Uoy discussed using Aaron Moar in images, **Action**: Chan to send picture to Gabby and Petra.

	Action: Petra to check whether Council has tape to protect extension cords.

7 FINANCE AND EXPENDITURE REPORT

N/A

8 NEXT MEETING:

Wednesday 25 November 2026, 7.00 p.m. via Teams. Craige will be an apology.

9 MEETING CLOSED 7:52p.m.

COUNCIL OFFICER AUTHORISATION

I, Petra Croot, accept the following recommendations made by the Hindmarsh Pride Committee at this meeting held on 11 November 2026:

ITEM NO.	DESCRIPTION	DECISION
5	Minutes	Minutes taken as read and confirmed.

SIGNED: [redacted]

Dated: 11 November 2026



Hindmarsh Shire Council
Nhill Township Advisory Committee Meeting

3 November 2026

MINUTES of the Nhill Township Advisory Committee meeting held on 3 November 2026 from 7pm at the Nhill Council Chambers.

MINUTES

In Attendance
Alison Dahlenburg – Chairperson
Natalie Farmers – Secretary
Mark Shandley – Committee Member
Lisa Olds - Committee Member
Julie McDonald – Committee Member
Cr Rosie Barker – Councillor Delegate
Cr Ron Ismay – Mayor
Petra Croot – HSC Director Corporate and Community Services

In Attendance – Community Representatives
Kingsley Dalgleish – Nhill Rotary/St Patrick's Primary School
Don Keam – Nhill Historical Society
Michael White – Proprietor Farmers Arms Hotel
Des Smith – Nhill SES
Helen Woodhouse-Herrick – Nhill Rotary

1 ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagalk Nations as Traditional Owners of Country.

We recognise the important ongoing role that Indigenous people have in our community and pay our respects to their Elders, past and present.

2 APOLOGIES

Jack Chatree Samajitrungruang

3 CONFLICTS OF INTEREST

Nil declared.

4 CONFIRMATION OF MINUTES

MOTION

That the Minutes of the Nhill Township Advisory Committee Meeting held on 6 October 2026 at the Council Chambers circulated to Committee Members be taken as read and confirmed.

Moved: Mark Shandley
Seconded: Julie McDonald

CARRIED

5 CORRESPONDENCE

5.1 Inward

Email – Mark Fletcher – re Business Mentoring Sessions – 14/10/26

5.2 Outward

MOTION

That the Committee notes the attached correspondence.

Moved: Mark Shandley
Seconded: Julie McDonald

CARRIED

6 FINANCE AND EXPENDITURE REPORT

6.1 Finance Report (Income and Expenditure)

MOTION

That the Finance Report as provided be noted.

Moved: Lisa Olds
Seconded: Julie McDonald

CARRIED

6.2 Expenditure Approval

Creditor	Value $	Description of Goods or Services	Quote Requirements Met (Y/N)
Australian Flag Makers	$354 plus freight	6 X Christmas Flags	Yes
Hindmarsh Hire or other	$400	Cherry Picker/Scissor Lift Hire	Yes
Nhill Lions	$2500	Carols in the Park – BBQ consumables	Verbal quotation required.
Millie Carter	$450	Carols in the Park - Face Painting	Yes
Kmart	$50	Carols in the Park - Glow Sticks	Yes
Hindmarsh Shire	$250	Carols in the Park - Flyer Printing	Yes
[redacted]	$1,000	Carols in the Park - Sound Engineer / Hire	Yes

$0-$5000 – verbal, $5,001 - $15,000 – one written quote, $15,001 - $50,000 – two written quotes

MOTION

The Committee approve the expenditure within delegation and seek approval from the Council for expenditure above delegation:

Moved: Lisa Olds
Seconded: Mark Shandley

CARRIED

7 GENERAL BUSINESS

7.1 Community Group Updates

Helen advised that she is meeting a Channel 7 journalist and his family at Nhill Station, when they get off the Overland. Will show them and a film crew around Nhill. Great publicity for Nhill and for improved rail services.

Legacy badges will be sold at the bakery and supermarket.

7.2 Current Community and Project Updates

- Accessible toilet upgrades at Goldsworthy Park – No update
- Emergency Services training facilities – No update
- Railway Station Beautification – Petra and Monica have met with Reed from Freight Alliance and are working on advocacy streams around both increased passenger rail and the upkeep and ownership of the Nhill Station building.
- Yanac Hockey Club – No update.
- Op Shop – No update
- Sensory Garden next to the Patch – No update
- New Residents Welcome – Will combine with Carols in the Park.
- Poles in Main Street – Des still investigating. May have found a company that can convert current poles to hinged poles.
- Frames for photo opportunities – Ram is organising this.
- Flags for poles each end of town for publicity/tourism – Will buy 6 Christmas Flags from the company Rosie has researched. Will then know the quality of the flags and what the company is like to deal with.
- Jaypex Slide – Scheduled to be repaired this month.

MOTION

That NTC purchase 6 Christmas flags for the flag poles at each end of town.

Moved: Mark Shandley
Seconded: Lisa Olds

CARRIED

7.3 Event Planning – Christmas

- SES will put up decorations in the street.
- Julie will organise fire truck to bring Santa.
- Need to cordon off area for fire truck to park.
- BBQ will be free.
- Most performers locked in. Waiting for music accompaniment.
- Face Painting organised.

MOTION

That the barbeque at Carols in the Park will be free of charge

Moved: Mark Shandley
Seconded: Lisa Olds

CARRIED

7.4 Council Report

- As per attached
- Would be good to have more Nhill people advocating for Nhill on the Community Panel
  Expression of Interest - Hindmarsh Community Panel

7.5 Officer Report

- As per attached

8 MEETING CLOSED

8.23pm

Nhill Town Committee Financial Report
As at 31 October 2026

01/07/2026	Opening Balance 26/27		$12,356.04	
	2026-27 Council Contribution		$8,000.00	
	Total funds available			**$20,356.04**

Less Expenditure to date

	Lowan Entry Signs		$1,500.00	
	Total expenditure			**$1,500.00**

Amount Remaining (unspent)	**$18,856.04**

Less: Amounts committed for Expenditure (invoices not yet paid)

			-	
			-	
			-	
	Amounts committed from TC funds			**-**

Commitments to Projects

			-	
			-	
			-	
			-	
	Total TC commitments			**-**

Funds Available for use	**$18,856.04**



Nhill Town Committee Officer's Report
November 2026

Well done to the A&P Society and the whole of the Nhill community for the show! I was away but have heard wonderful things from attendees around how excellent of an event it was. Congratulations!

Australia Day Awards Nominations

Nominations are currently open for the 2027 Australia Day Awards.

These awards include:

- Hindmarsh Shire Citizen of the Year
- Hindmarsh Shire Young Citizen of the Year
- Hindmarsh Shire Lifetime Achievement Award
- Hindmarsh Shire Community Event of the Year

Nominations close 11:59pm Sunday 6 December 2026.

https://www.hindmarsh.vic.gov.au/Community/Australia-Day-Awards

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Youth Council Nominations 2027

Nominations close: Sunday 29 November 2026 at 11:59pm.

https://www.hindmarsh.vic.gov.au/Community/Youth-and-Early-Years/Apply-for-Youth-Council

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Project Updates

- Heritage Rail Tour was a success, with 70 attending the lunch!
- Several Nhill community groups supported through the most recent grants program –
    - Nhill Silo Heritage Project $3,000 for a new "Nhill" sign on the Noske Silo
    - Zero Inn Motel, Nhill $3,000 for business promotional signage
    - Lots of Laughter Coffee and Food Van, Nhill $1,754.18 for outdoor furniture
    - Nhill Motorsports Club $2,000 to host a Ride Day event
    - Nhill Park Run $480 to purchase and install signage
    - CWA of Victoria Nhill Twilight Branch $917.10 to upgrade lighting and blinds in the CWA building
    - Nhill College Kindergarten (Emerge) $1,500 to create signage using children's artwork for installation in a community space
- Park Street shared footpath concerted section completed by contractors up to the end of housing, Council will commence the unsealed section.
- Council approved the submission of an application to the Department of Transport and Planning for a seasonal 60 km/h speed limit on the Western Highway through the Nhill-Jeparit Road and Winiam East Road intersections during the harvest period.

EVENTS

Stand Up Paddle Board - Water Safety Program

Come learn how to Stand Up Paddleboard and learn important water safety at the Nhill Lake.

- Wednesday, 11 November 2026 | 04:00 PM - 06:00 PM
- Wednesday, 25 November 2026 | 04:00 PM - 06:00 PM

https://www.hindmarsh.vic.gov.au/Community/Events/Upcoming-Events/Stand-Up-Paddle-Boarding-Program

Seniors Bingo

Wednesday 4 November 2026
2:00pm - 4:00pm
8 Campbell Street, Nhill
$2 per person

Jade Hurley & Rodney Vincent LIVE in Concert

- Thursday, 12 November 2026 | 01:00 PM - 03:30 PM

Tickets are available online via https://www.trybooking.com/DMVFZ.

Seniors Lunch - Nhill

Wednesday 18 November 2026
12:00pm - 4:00pm
8 Campbell Street, Nhill
$25 per person

Nhill Pool Season Opening Hours

Council's swimming pools will be open from Saturday 21 November 2026 until Monday 8 March 2027.

School Term Opening Hours:

Monday	CLOSED
Tuesday	3:30pm - 6:30pm
Wednesday	3:30pm - 6:30pm
Thursday	3:30pm - 6:30pm
Friday	3:30pm - 6:30pm
Saturday	2:00pm - 7:00pm
Sunday	2:00pm - 6:00pm

School Holidays Opening Hours:

Monday	2:00pm - 7:00pm
Tuesday	2:00pm - 7:00pm
Wednesday	2:00pm - 7:00pm
Thursday	2:00pm - 7:00pm
Friday	2:00pm - 7:00pm
Saturday	2:00pm - 7:00pm
Sunday	2:00pm - 7:00pm

Have Your Say!







https://www.haveyoursay.hindmarsh.vic.gov.au/

Community Panel

Expressions of are rolling and subject to vacancies on the panel. The next Community Panel meeting will be in early 2027.
Expressions of Interest - Hindmarsh Community Panel | Have Your Say Hindmarsh

Rosie Barker Councillor Report

November 2026

Hindmarsh Shire Council

Have Your Say

At the October Council Meeting, Councillors considered a broad range of reports relating to governance, community assets, infrastructure, tourism, recreation and long-term planning. A number of these matters have now been released for public consultation through Council's Have Your Say Hindmarsh platform, and I strongly encourage community members to take the opportunity to participate.

One of the most important decisions made was to place several significant strategic documents on public exhibition. These include the proposed:

- Privacy and Data Protection Policy,
- Building Management Plan 2026-2030,
- the revised Asset Management Policy,
- and the proposal regarding the future disposal of several surplus Council-owned properties and buildings. Community consultation is open through November, and feedback received will help shape the final decisions that come back before Council.

I particularly encourage residents to have their say regarding the proposed disposal of surplus land and buildings in Dimboola, Rainbow and Jeparit, as well as the future of facilities such as the former Jeparit Workshop, Dimboola Depot and Jeparit Bowling Club. These are important discussions about how Council manages community assets into the future and community views are critical.

Too often people discuss issues after decisions are made. The consultation process is the time when your voice can have the greatest impact. Whether your feedback is positive, supportive, critical, or identifies an alternative idea, it is important that Council hears from the community. Constructive feedback helps Councillors understand local priorities and make better-informed decisions on behalf of our towns and residents.

The meeting also considered several projects aimed at improving community safety and accessibility, including support for a funding application for a raised pedestrian crossing on Ellerman Street in Dimboola near the secondary college and sporting facilities, as well as a request to the Department of Transport and Planning to consider seasonal speed reductions on the Western Highway during harvest periods to improve safety for heavy vehicle movements.

Mental Health Advocacy

In addition to Council business, I would like to provide an update on mental health advocacy. Many residents will be aware of the recent announcement of a new $30 million mental health facility in Horsham, an important investment for our broader region. I have been actively involved in advocating for improved mental health outcomes across rural communities and have worked closely with others to ensure the challenges faced by regional areas continue to be heard.

A particular highlight was the successful motion presented at the Municipal Association of Victoria Annual Conference calling for stronger advocacy and support for rural mental health services. This motion, developed following collaboration with CEO Monica Revell and supported through the Wimmera Southern Mallee Council Alliance, generated significant debate, particularly from some metropolitan councils. Despite that opposition, the motion was ultimately passed, ensuring the MAV will continue advocating to State Government on behalf of rural and regional communities for improved mental health services and investment.

This result demonstrates the power of rural councils working together with a united voice. While our communities face different challenges to metropolitan areas, we deserve equitable access to mental health support and services. Advocacy does not always deliver immediate outcomes, but every successful motion adds weight to the case for future investment and improved services for our region.

Rail Advocacy Update

One positive development for our region has been the recent announcement by Emma Kealy regarding improved train scheduling into Horsham. While this announcement is welcome news for regional communities, it is important to recognise that improvements like these are often the result of sustained advocacy behind the scenes.

For some time, Hindmarsh Shire Council has been working collaboratively with State Government representatives and regional stakeholders to highlight the challenges faced by rural residents when accessing rail services. Reliable and practical transport connections are essential for accessing healthcare, education, employment, business opportunities and social connections.

This announcement demonstrates the value of ongoing advocacy and constructive engagement. While there is always more work to be done, it is encouraging to see regional transport concerns being recognised and acted upon. Council will continue advocating for improved passenger rail services and better transport connectivity for our communities, ensuring rural voices remain part of the conversation and future planning.

As always, I welcome any questions, concerns or ideas from community members and encourage everyone to take a few minutes to visit the Have Your Say Hindmarsh page and contribute to the consultations currently underway. The more feedback Council receives, the better our decisions will reflect the views and needs of the community.

Rosie Barker, Deputy Mayor
0451 371 009
rbarker@hindmarsh.vic.gov.au

Jeparit Town Committee Financial Report
As at 31 October 2026

01/07/2026	Opening Balance 26/27		$49,410.07	
	2026-27 Council Contribution		$7,500.00	
	Total funds available			**$56,910.07**

Less Expenditure to date:

12/10/2026	Meat for Town BBQ - Clugston Butchers		$502.60	
	Total expenditure			**$502.60**

Amount Remaining (unspent)	**$56,407.47**

Less: Amounts committed for Expenditure (invoices not yet paid)

	Purchase orders raised			
26/10/2026	Jeparit Entry Signage Project - PO 119078		$3,000.00	
	Total purchase orders			**$3,000.00**

Amounts committed from TC funds

			-	
			-	
	Total TC commitments			**-**

Funds Available for use	**$53,407.47**

Nhill Town Committee Financial Report
As at 31 October 2026

01/07/2026	Opening Balance 26/27		$12,356.04	
	2026-27 Council Contribution		$8,000.00	
	Total funds available			**$20,356.04**

Less Expenditure to date

	Lowan Entry Signs		$1,500.00	
	Total expenditure			**$1,500.00**

Amount Remaining (unspent)	**$18,856.04**

Less: Amounts committed for Expenditure (invoices not yet paid)

			-	
			-	
			-	
	Amounts committed from TC funds			**-**

Commitments to Projects

			-	
			-	
			-	
			-	
	Total TC commitments			**-**

Funds Available for use	**$18,856.04**

Rainbow Town Committee Financial Report
As at 31 October 2026

01/07/2026	Opening Balance 25/26		$58,982.55	
	Rainbow Town Mural Restorations Carry forward		$2,585.00	
	2026-27 Council Contribution		$7,500.00	
	Total funds available			**$69,067.55**

Less Expenditure to date:

			-	
	Total expenditure			**-**

Rainbow TC approved expenditure allocation (not yet invoiced)

26/08/2026	Rainbow Landcare Group (upgrade to the walking track at the rear of Rainbow Recreation Reserve)		$4,000.00	
	Total Approved Expenditure Allocation			**$4,000.00**

Amount Available as per Council Information	**$65,067.55**

Rainbow TC data not available to Council

Commitments to projects				
	Rainbow Silo Art		$7,400.00	
	Town Entrance Project		$10,021.95	
	Rainbow A&P Society	Entertainment Hire	$5,000.00	
	Total TC commitments to projects			**$22,421.95**

Working Group data not available to Council

Commitments from working groups				
	Rainbow Town Traders		$5,079.58	
	Total TC commitments to projects			**$5,079.58**

Funds Available for use	**$37,566.02**



Email: wmpmjeparit@gmail.com
Facebook: www.facebook.com/WMPMJeparit

Hindmarsh Shire Council
Wimmera Mallee Pioneer Museum
Community Asset Committee Meeting

20th October 2026

To Committee Members,
"as addressed"

NOTICE is hereby given that a General Meeting of **Wimmera Mallee Pioneer Museum Community Asset Committee** of Hindmarsh Shire Council was held at 5371 Dimboola-Rainbow Road, Jeparit, VIC, 3423 on Tuesday 20th October 2026 commencing at approximately 7:14pm.

MINUTES

IN ATTENDANCE
Don Pedder – Chairperson
Morgan Ninnes – Vice President/Secretary
Natalia Aguirre – Assistant Secretary/Treasurer
Mary-Anne Paech – Committee Member
Tige Mannington – Committee Member
Craige Proctor – Committee Member
Cr Roger Aitken – Councillor HSC

1 ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagalk Nations as Traditional Owners of Country. We recognise the important ongoing role that Indigenous people have in our community and pay our respects to their Elders, past and present.

2 APOLOGIES

Mark Fletcher – Hindmarsh Shire Council
Peter Pumpa, Christa Robnik, Clem Paech– Committee Members
Motion: Apologies be accepted. Moved: Morgan Ninnes-Tidyman Seconded: Cr. Roger Aitken

3 CONFLICTS OF INTEREST

No conflicts of interest

4 CONFIRMATION OF MINUTES

MOTION: *That the Minutes of the Wimmera Mallee Pioneer Museum Community Asset Committee Meeting held on Tuesday 15th September 2026 at the Briarley House circulated to Committee Members be taken as read and confirmed.*

Moved: Natalia Aguirre
Seconded: Mary-Anne Paech
CARRIED

5 CORRESPONDENCE

5.1 Inward

21/09 - Email from Ian Gumela re: invite to Grampians Wine festival on 1st October
22/09 - Email from Mark Fletcher re: Hindmarsh Business Connect Insights Survey forwarded.
22/09 - Email response from Mark re: tarrunyurk hall urgent maintenance
23/09 - Email from Darren M Britt re: Community Work and Partnerships follow up
29/09 - Email Matthew Polack re: Next Video Draft Pioneer Museum Ref.
29/09 - Email from Mark Fletcher re: Council decline response to Community Work & Partnerships, unable to facilitate.
30/09 - COP group visit email 11th November 11am-2pm
01/10 - Helen Curkpatrick invitation to history month celebration
14/10 - Mark Fletcher WWCC committee/volunteers
16/10 - Email from Helen Privett re: change of date for zoom meeting, Friday 23rd October 3pm
20/10 - Email proposal from Natalia Aguirre Re: Country Catering Co.

5.2 Outward

22/09 - Email to Council Re: Tarrunyurk Urgent Maintenance
06/10- Phone call outgoing from Natalia to FRRR re: Grant follow up and update
Execs to respond to incoming as required, follow up and forward on to committee and council as required.
RECOMMENDATION: *That the Committee notes the attached correspondence.*
Moved: Craige Proctor
Seconded: Mary-Anne Paech
CARRIED

6 GENERAL BUSINESS

6.1 President's Report

We had a fantastic Group Visit at the Museum of 106 Primary School Children from Horsham last Wednesday 14th October. All Committee Members done an excellent job at their designated activity stations and coordinating such a large group of young children. It was great having the opportunity to teach the next generation about our museum and local pioneering history. Thank you to HSC who promptly addressed the Tarrunyurk Hall Urgent Window Repairs before the School visit, much appreciated and Hall plus museum was enjoyed by all.

6.2 Treasurer's Report

Square POS extra quote update: Optus Horsham – iPad $380 approx., $65 square contactless reader- iPad will require internet connectivity. Mobile data quoted $30 a month with Optus - will it be enough? Preferably Museum would like unlimited data/wifi capabilities. Starlink nbn would be ideal for Connectivity and costing, need Quotes bring to next meeting for discussion. Councillor Aitken said he will ask HSC about the ability for the museum to have Free Public Wi-Fi, as this would be a major visitor drawcard for us going into the future. Morgan Ninnes Moved Natalia purchases a Square contactless reader and iPad from Optus and Committee Members to bring Wi-Fi/Starlink Quotes to next meeting for discussion. Seconded Tige Mannington CARRIED.

Opening Bank Balance: $25,654.24 as at 01/09/2026

Income: $916.50 as at 01/09/2026

Expenses: $23.00 as at 01/09/2026

Closing Balance: $26,547.74

Term Deposit: $39,166.58 Totals Mature

Expenses/Invoices to be Paid: $110.73 Sep Friendly Grocer

MOTION: *That the Treasurer's Report as provided be noted and payment of outstanding invoices be made and take cash out of accounts as required.*

Moved: Natalia Aguirre

Seconded: Morgan Ninnes CARRIED.

Reimbursement for Chemicals required purchased by Museum Volunteer Landscaper's for weed spraying; Moved by Natalia Aguirre Seconded Don Pedder CARRIED.

6.3 Volunteer Report

Volunteer Hours – September 2026: 273 hrs

Working Bee Hrs:

	Adults	Pens./Conc.	Student/ Children	Family	Group	**Totals**
Regular attendance	**17**	**29**	**5**	**1**	**2**	**54**
Group and Events	**3**	**5**	**3**		**JPS (3 kids, 2 Teachers) Centre For Participation (5 Res, 1 carer)**	**11**
Totals	**20**	**34**	**8**	**1**	**2**	**65**

6.4 Hindmarsh Shire Council Report

No report this month, Mark Fletcher – Hindmarsh Shire Council Delegate Apology

6.5 Hindmarsh Shire Council Councillor Update

Committee Members are doing a fantastic job and are commended by for their hard work as Volunteers and working well together as a new team. Committee also reminded of the importance of getting the appropriate correspondence sent to council in a timely manner, Committee understands this and will continue to work closely with council.

6.6 Display Updates

Detpa School: action plan, research, centenary- The Detpa School displays continue to evolve and are nearing completion. We still haven't set a date for the Centenary as the guest of honour, Dr Rosalie Triolo, is currently frequently in Queensland but we will negotiate a date in due course.
Firearms: Committee Approved Quote for Display and use of FRRR Grant pending result. Address for current storage, Serial number and exemption certificate update, Display design and specifications/ Plans drawn up & Quote, Storyboards.
Digital Copies of Glass Negatives: by Dale Conway, Dimboola

6.7 Facility Maintenance Report

- External Air Conditioning Unit Leaking again, Morgan to have a look at it and try fix.
- Storm water drains flood capping system maintenance (MF)
- Detpa School Curtains: Purchase Curtain Rod/Purchase of suitable replacement curtains – Need longer Curtain Rods and some brackets, Roger has some brackets he could supply. Committee to measure length and width required, preferably a full-length rod. TBC
- Albacutya -Wallpaper replacement, Exterior Paint, Lighting for cabinets. Possum exclusion & cameras, Hessian replacement, cleaning bedspread.
- Log cabin: Walls and roofing repairs/replacement- Roof tiles/Shingles come off, water is leaking onto table etc
- Briarley: Accessing recycled decking
- Straw Shed: Identify straw for replacing roof, repair the Northwest Corner wall. (pine girts?) Weed spraying Thatching required asap.
- Tarranyurk Side door repair, bird hole repair, window repair.
- Stationary engine shed reorganization
- Machinery shed: Flat tyre on the Sift Tractor, reorganisation of tractors for transfer of stationary engines. Move gravel and sand for floor, removal and storage of webbing, Girt replacement and donation from Andrew Kube.
- Organising and rationalising documents in storage: much work being undertaken and achieved by Gordon Bennett.
- Gutters: Leaks & repairs
- Furniture/Storage Container: Need to go through everything and have a plan for future- decide what needs to be kept, repaired, or moved on. (Idea of a Men's Shed, Repair Cafe)

6.8 WMPM Promotion

Presentation and report given to WVAHS Wimmera Mallee Zone Meeting Sunday 4th October 11am- Morgan and Natalia debrief, it was a very worthwhile day and an excellent opportunity to engage with representatives from Historical Societies and other Museums across the region. We exchanged ideas, listened to the experiences of other groups and engaged with everyone throughout the day, this resulted in some valuable conversations and connections. Overall was a very positive experience, we returned with new ideas, new contacts, potential future group visits and further inspiration for our Museum.

6.9 Fundraising and Events

Museum Spring Market- Mid November Sun 8th Nov

5th December Bunnings Sausage Sizzle Fundraiser Confirmed- More volunteers needed so we can make a roster and take shifts, so the whole day doesn't land on only a few people. Would be nice to see as many of the Committee Members as possible come represent and fundraise for our Museum and enjoy a nice day out.

Landcare Rainbow Parks Victoria- Funding for rabbit proofing?

6.10 Ongoing Activities for 2026/2027

- Rabbit proofing perimeter – Albacutya Homestead
- Tarrunyurk Repairs
- Resolving OH&S issues Clean up shed's 'occasional' items
- Development of Educational Kit (CNP/NA)
- Cataloguing collection
- Ryko Byko Display to be scaled down for framing
- Internet account and Website design
- Marketing and promotion – FB posts/Stats
- Seeds of Change upgrade
- Werrap Hall enhancement
- Fundraising, Markets and Events
- Detpa School Museum enhancement including NA's immersive experience proposal and video production by JW and CNP.

7 FINANCE AND EXPENDITURE REPORT

7.1 Finance Report (Income and Expenditure)

MOTION: Committee ask council to approve quotes, release funds and support the following financial projects:

MOTION: That the Finance Report as provided be approved.

Moved:

CARRIED

7.2 Expenditure Approval – greater than financial delegation ($2,000)

RECOMMENDATION:

The Committee approve the following expenditure within delegation and seek approval from the Chief Executive Officer/Council for expenditure above delegation:

8 NEXT MEETING

Tuesday 17th November 2026 7:30pm

9 MEETING CLOSED

Meeting closed 9:22pm

COUNCIL OFFICER AUTHORISATION

I Jeff Woodward accept the following recommendations made by the WMPM Committee at this meeting held on 20th October 2026:

ITEM NO.	DESCRIPTION	DECISION
4	Minutes	Confirmation of the Minutes
5	Correspondence	Approving the Outward Correspondence and Noting the Inward.
6	General Business	Treasurer's Report
7.1	Finance Report	That the Finance Report as provided be approved.
7.2	Approval of Expenditure (above $2,000)	The committee seek approval from the Council or CEO for expenditure listed greater than $2,000.

SIGNED: [redacted] Council Officer: Jeff Woodward

Dated: 19/11/2026

Yurunga Homestead Community Asset Committee

General Meeting Thursday October 22nd at 2pm at Yurunga.

Minutes

Meeting opened at 2:00pm

As Jeff Woodward had to leave early we went straight to important General Business.

General Business:

- Verandah project

Peter presented a budget spreadsheet for stages 2 and 3 based on quotes from Locks Constructions late in 2025 as Stage 1 was being worked on. Problems with stage 1 were highlighted.

Moved: Mark Thomas, Mike Smythe - We request a meeting with senior shire staff to formulate a plan to proceed with the verandah project. c/d

- Downpipe plumbing on the South verandah - pop rivet attachment July 31st. This repair is urgent. There are also leakage problems in the verandah roof.

- Defibrillator issue. Maintenance is required. It has been out of order since July. We want it fixed before our next meeting. Jeff will look into it.

Shire report from Jeff Woodward:
Nothing really to report. Numbers were checked on the Seymour train – 48, and Jacksons group – 67 on Saturday and 24 Sunday.
Jeff will pass all information on to Mark Fletcher, Aiden Dent and co.

Jeff left the meeting at 2:33pm

Return to standard agenda:

Acknowledgement of Country

We acknowledge the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagalk Nations as Traditional Owners of Country.
We recognise the important ongoing role that Indigenous people have in our community and pay our respects to their Elders, past and present.

Members Present:
Jenny Solly (Chair), Peter Solly (Secretary/Treasurer), Mark Thomas, Mike Smythe

Visitors:
Jeff Woodward – Hindmarsh Shire

Apologies:
Cr Tony Clark, Mark Fletcher, Jeff Woodward from 2:30 pm
Moved: Mike Smythe, Mark Thomas – That the apologies be accepted. c/d

Additional items for General Business:
(to be accepted at Chairperson's discretion)

Nil

Declaration of Interests:
Declaration by a Councillor, Officer or Committee Member of any direct or indirect interest in any item on the agenda.

Nil

Minutes of Previous Meeting:
Minutes of the previous meeting as circulated

Moved: Mark Thomas, Mike Smythe,– That the draft minutes of the general meeting held on Thursday September 24th 2026 as circulated be accepted as a true and accurate record. c/d

Correspondence:
Correspondence Inwards:
(Emails)

- September 30: From Mark Fletcher re verandah work. Council requires a motion with a dollar figure for the proposed work.
- October 1: From Melanie Angus, Trade Travel re updated dietary requirements for tour Tuesday October 27th.
- October 7: From Mark Fletcher re update on details for Seymour Heritage Rail visit.
- October 8: From Food Trader System re our registration due to expire on 31/12/2026
- October 13: From Mark Fletcher – HIGH PRIORITY – outstanding working with children checks must be followed up by October 19. A new more complicated system will apply after then.
- October 14: From Mark Fletcher re free Business Mentoring Sessions.
- October 16: From Melanie Angus, Trade Travel re requirements for tour Tuesday October 27th.

Late Correspondence Inwards:
(Emails)

- October 21: From Mark Fletcher re apology for October 22 meeting
- October 21: From Jeff Woodward re being able to attend our meeting until 2:30

Correspondence Outwards:
(Emails)

- October 7: To Mark Fletcher re request from Council re dollar amount. It will be on the agenda.
- October 1: To Melanie Angus, thanks for the update.
- October 7: To Mark Fletcher re thanks for the update
- October 13: To Mark Fletcher re drainage problems south side.
- October 13: To Volunteering re Draft Minutes of September meeting.
- October 16: To Melanie Angus, Trade Travel thanks re requirements for tour Tuesday October 27th.

- October 18: To Committee re September minutes and October agenda.

Late Correspondence Outwards:
(Emails)

- October 22: To Mark Fletcher re thanks for apology.

Moved: Mark Thomas, Mike Smythe – That the inward correspondence be received and the outward endorsed.

Business Arising:

- September 25: Peter checked and maintained watering systems.
- September 28 Peter sprayed lawn for clover and thistles.
- September 29 – October 10: Jenny washed and mended curtains, cleaned dusted etc to have Yurunga ready for Seymour Heritage Rail visit. Some still to do. Also commenced cooking for October 27 Trade Travel visit.
- October 3: Peter replaced fruit fly traps in the orchard
- October 6: Mowing done, lawn and outer area. Thanks Alan and co and anyone else involved. Peter whipper snipped orchard and around trees.
- October 11: Seymour Heritage Rail visit. We had 48 visitors at Yurunga. Thanks to volunteers – Tracey Smith, Barbara Young, Karen Koning, Mark Thomas, Col Frew, Mike Smythe, Natalie and Elodie Robinson, Peter and Jenny Solly. Thanks also to Wayne Nitschke for playing the Yurunga piano. A great afternoon.
- October 13: Contacted by Natasha, Maffescioni Bus Company Maryborough, 9:45 to 11:15 tour only. Wednesday 11th November. 19 senior people. Bringing own morning tea. We supply hot water. Natasha 03 5461 2838. 0421041233
- October 14 and 16: Two small groups visited. Thanks Mark and Peter for hosting.
- October 17: Offroad camper visit – We opened at 9 am planning to close at 11 am. It was a slow start but they kept coming. The last of 67 lovely visitors left at 3:20 pm. Thanks Mike, Mark, Peter and Jenny. A total of 127 visitors October 1 to October 17!
- October 18: Another 24 visitors including 3 primary students. With 32 expected on Tuesday 27th we will have had over 180 visitors in October!
- *October 22:* Noticed weights, 5 drums of water, have been placed on the warped verandah.

Reports - Yurunga Homestead Community Asset Committee

Financial Report

September 1st 2026 to September 30th 2026

Opening Balance per statement at 1st September		$9,947.99
Plus Income:		
General entries	$205.00	
Total Income		$205.00
Less Expenses:		
Rainbow Community Shed Garden seat repairs	$190.00	
Total Expenses		$190.00
Closing Balance per statement 30th September		$9,962.99
Term Deposit reinvested with interest on 8th August 2026 at 3.30% pa for 3 months To be reinvested by November 8th 2026	$16,024.58	
Bequest Term Deposit reinvested with interest on12th August 2026 at 3.35% pa for 3 months To be reinvested by November 12th 2026	$51,168.28	
Total available funds at September 30th		$77,155.85

Peter Solly MS Secretary/Treasurer, Yurunga Homestead Community Asset Committee

Moved: Peter Solly, Mike Smythe – That the financial report for September be accepted and that the term deposits due on November 8th and 12th be renewed.

Hindmarsh Shire – report from Jeff Woodward provided earlier.

Moved: Mark Thomas, Mike Smythe – That the Hindmarsh Shire report be received.

General Business:

- Carob trees we need an arborist to check these. The Sedums under the female needs to be removed.
- Trade Travel tour October 27th. This group is to arrive at 12:00. Lunch first – spiel then tour. Assistance would be great.

Bookings:

- Tuesday October 27th: Trade Travel Lunch and Tour. 30 ppl plus crew, [redacted]. Contact [redacted]
- Wednesday 11th November: [redacted] Bus Company [redacted], [redacted] 19 senior people. Bringing own morning tea. We supply hot water.
- Natasha [redacted]

Meeting Close
Meeting closed: 3:05 pm

Next Meeting:
Thursday November 26th 2026 at 2:00 pm at Yurunga

If you have anything that should be included, please get it to us a week before the meeting so that it can be included in the agenda. Otherwise it can be added as a late item at the meeting.