



# Council Meeting **Agenda**

Wednesday 20 May  
2026

Commencing at 7:00pm

Wycheproof Supper Room  
367 Broadway, Wycheproof

Daniel McLoughlan  
Chief Executive Officer



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## **1 COUNCIL WELCOME AND STATEMENT OF ACKNOWLEDGEMENT WELCOME**

The Mayor Cr Graeme Milne will welcome all in attendance.

### **STATEMENT OF ACKNOWLEDGEMENT**

The Mayor Cr Graeme Milne will acknowledge the traditional owners of the land on which we are meeting and pay our respects to their Elders and to the Elders from other communities who may be here today.

## **2 RECEIPT OF APOLOGIES**

## **3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING**

### **RECOMMENDATION**

That Council adopt the Minutes of the Council Meeting held on 15 April 2026.

## **4 REQUESTS FOR LEAVE OF ABSENCE**

## **5 DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST**

In accordance with Section 130 (2) of the *Local Government Act 2020* Councillors who have a conflict of interest in respect of a matter being considered at this meeting, must

- a) Disclose the conflict of interest in the manner required by the Council's Governance Rules 2022; and
- b) Exclude themselves from the decision-making process in relation to that matter, including any discussion or vote on the matter at any Council meeting or delegated committee, and any action in relation to the matter.

Disclosure must occur immediately before the matter is considered or discussed.

**6 QUESTIONS FROM THE PUBLIC**

## 7 PROCEDURAL ITEMS

### 7.1 GOVERNANCE REPORT - MAY 2026

**Author's Title:** Director Corporate and Organisational Performance

**Directorate:** Corporate and Organisational Performance **File No:** GO/05/04

#### PURPOSE

The purpose of this report is to provide a single reporting platform for a range of statutory compliance, transparency, and governance matters.

The Governance report is prepared as a monthly report to Council.

The Governance report includes:

- Record of Councillor Assemblies and Meetings held
- Record of Councillor Briefings, at Attachment 1 to this report.
- Chief Executive Officer Activity Report
- The Status of Actions Report for Council resolutions at Attachment 2 to this report.
- Contracts awarded in accordance with the increased Financial Delegation provided to the Chief Executive Officer.

#### RECOMMENDATION

That Council:

1. Notes the Record of Councillor Assemblies and Meetings held.
2. Notes the Record of Councillor Briefings, at Attachment 1 to this report.
3. Notes the Chief Executive Officer Activity Report.
4. Notes the Status of Actions Report for Council resolutions at Attachment 2 to this report.
5. Notes there were no contracts entered into for this period, in accordance with the increased Financial Delegation provided to the Chief Executive Officer of \$1,500,000 (excluding GST).

#### KEY POINTS/ISSUES

The Governance Report is prepared as a monthly report to Council to provide a single reporting platform for a range of statutory compliance, transparency, and governance matters.

In accordance with best practice principles of good governance practice, and to ensure compliance with the requirements of the *Local Government Act 2020*, this report incorporates matters including records of meetings held, organised or hosted by Council, items relating to the delegation of Council powers and duties, and policy and strategy reporting.

#### **Record of Councillor Assemblies and Meetings held from 2 April 2026 to 6 May 2026**

Records of matters discussed at meetings organised or hosted by Buloke Shire Council that involve Councillors and Council officers are kept in accordance with the Governance Rules.

Meeting records must include attendees, including organisations represented by external presenters; the title of matters discussed; and any conflicts of interests disclosed and whether the declarant of a conflict of interest excused themselves from the meeting.

**Record of Councillor Assemblies:**

Date/Time/Venue	Councillor Attendees	Meeting Type
8 April 2026 5:00pm <i>Online</i>	Cr Milne, Cr Getley, Cr Delaney, Cr Barratt	Additional Councillor Briefing
9 April 2026 5:30pm <i>Online</i>	Cr Milne, Cr Hogan, Cr Getley, Cr Delaney, Cr Barratt, Cr Stafford	CEO and Councillor Only Time
15 April 2026 5:30pm <i>Wycheproof Senior Citizens</i>	Cr Milne, Cr Hogan, Cr Getley, Cr Delaney, Cr Barratt, Cr Stafford	Citizenship Ceremony
15 April 2026 7:00pm <i>Wycheproof Supper Room</i>	Cr Milne, Cr Hogan, Cr Getley, Cr Delaney, Cr Barratt, Cr Stafford	Council Meeting
6 May 2026 5:00pm <i>Berriwillock Community Centre</i>	Cr Milne, Cr Hogan, Cr Getley, Cr Barratt, Cr Stafford	Councillor Briefing

**Chief Executive Officer Activity Report from 2 April 2026 to 6 May 2026**

Record of meetings attended by the Chief Executive Officer on behalf of the Buloke Shire Council. Activity record includes the date, activity and location.

<b>Daniel McLoughlan – Chief Executive Officer</b> <i>(2 April 2026 – 6 May 2026)</i>		
Date	Activity	Location
08/04/2026	CEO and Mayor	Wycheproof
08/04/2026	NGSC Transmission Forum	Online
08/04/2026	Youth Advisory Group and EMT Lunch	Wycheproof
08/04/2026	Additional Councillor Briefing	Online
09/04/2026	VNI West – Social Value Strategy	Online
09/04/2026	Direl – Follow Up Meeting	Online
09/04/2026	VNI Update – Social Values and Workers Accommodation	Online
09/04/2026	CEO and Councillor Only Time	Online
10/04/2026	Governance Training - Legislation, Regulation and Policy Development	Online
10/04/2026	Murray Darling Basin Plan Review 2026 - Briefing session	Online
13/04/2026	Gold FM Radio	Radio
15/04/2026	Australian Citizenship Ceremony	Wycheproof
15/04/2026	Council Meeting	Wycheproof

16/04/2026	Buloke & Yarriambiack CEO's	Horsham
16/04/2026	WSMCA CEO Meeting	Horsham
16/04/2026	Dr Anne Webster - Energy and Mining Impact and Readiness Strategy & Prime Ag Bill	Online
20/04/2026	Gold FM Radio	Radio
20/04/2026	MAV   Monday Connect	Online
21/04/2026	Meeting - Resources Ready Report (DEECA/DJSIR/DTP & WSMCA)	Melbourne
22/04/2026	Buloke Shire Council / DEECA Loddon Mallee Catch Up (monthly)	Online
22/04/2026	Buloke Shire Council & V/Line Meeting	Online
23/04/2026	Mayor and CEO	Online
24/04/2026	Governance Training with Clare Batrouney, Maddocks 'Managing Council Land' Module	Online
24/04/2026	MAV   Special CEO Briefing x Maddocks Fuel Advice	Online
27/04/2026	Gold FM Radio	Radio
28/04/2026	Meeting with Rikkie-Lee Tyrrell MP	Wycheproof
29/04/2026	North Central News / Loddon Herald Meeting	Wycheproof
30/04/2026	MAV   Special CEO Briefing - Fuel Update	Online
30/04/2026	Buloke Shire Council All Staff Meeting	Wycheproof
04/05/2026	Gold FM Radio	Radio
06/05/2026	Councillor Briefing	Berriwillock

### Status of Action of past Council Meeting Resolutions

To provide Council with a list of the Status of Action of Council resolutions outstanding for completion of action since the last Council Meeting.

### Exercise of Delegated Authority

Council delegates powers, duties and functions to the Chief Executive Officer to support the efficient operation and delivery of Council services.

The Chief Executive Officer has been delegated authority by Council to award contracts up to \$300,000 (exclusive of GST) through an Instrument of Delegation made on 29 October 2025 (S5 Instrument of Delegation to the Chief Executive Officer).

There have been no contracts awarded.

### Attachments:

1. Attachment 7.1.1 - Councillor Briefing Record - 6 May 2026
2. Attachment 7.1.2 - Council Resolution SOA - tabled 20 May 2026



## Councillor Briefing Record

*Build a Better Buloke – a healthy, connected, inclusive and prosperous community*

<b>Date:</b>	Wednesday, 6 May 2026	<b>Time:</b>	5:00pm
<b>Location:</b>	Berriwillock Community Centre		
<b>Acknowledgement of Country:</b>	The Chair will acknowledge the Traditional Owners of the land on which we are meeting and pay our respects to their Elders and to the Elders from other communities who may be here today.		

NO.	MATTER FOR DISCUSSION
<b>1</b>	<b>Welcome / Councillor Only Time</b>
1.1	<b>Welcome</b>
1.2	<b>Apologies:</b> Cr Charmaine Delaney
1.3	<b>Guests:</b> Alison Watson – President, Berriwillock Community Development Group Jamie Simpson – Berriwillock Community Development Group Nicholas Tyrrell – BOM - Senior Hydrologist Hazard Preparedness & Response Victoria Rory White – Acting Manager Community Partnerships Paula Gardiner – Senior Manager Assets and Delivery Salomme Menezes – Manager Financial Strategy
1.4	<b>Attendees:</b> <u>Councillors:</u> Cr Graeme Milne – Mayor; Cr Bernadette Hogan – Deputy Mayor; Cr Alan Getley; Cr Bruce Stafford; Cr Stephen Barratt <u>Officers:</u> Daniel McLoughlan – Chief Executive Officer; Jenna Allan – Director Corporate and Organisational Performance; Gaynor Atkin – Director Community Development; Travis Fitzgibbon – Director Infrastructure and Delivery
1.5	<b>Declaration of Pecuniary and Conflicts of Interest</b> - Nil noted
<b>2</b>	<b>Confirmation of Notes of Previous Meeting</b>
2.1	<b>Notes of the Council Briefing held on 1 and 8 April 2026</b> - Accepted as correct.
<b>3</b>	<b>Presentations</b>
3.1	<b>Berriwillock Community Development Group – Alison Watson &amp; Jamie Simpson (5:45pm)</b>
3.2	<b>Bureau of Meteorology (BOM) – Donald Flood Services – Nicholas Tyrrell (6:15pm)</b>
	<b>Dinner – (7:00pm)</b>
<b>4</b>	<b>Briefing Reports</b>
4.1	<b>2025/2026 Swimming Pool Season – Rory White (6:30pm)</b>
4.2	<b>Draft Buloke Aquatic Strategy – Rory White (7:35pm)</b>
4.3	<b>Future of Community Grants – Gaynor Atkin (8:12pm)</b>



4.5	<b>Road Renaming Request – Walklate Lane, Charlton – Paula Gardiner (8:30pm)</b>
4.6	<b>Quarterly Financial Report – Q3 FY 2026/27 – Salomme Menezes (8:40pm)</b>
5	<b>Councillor Matters – (8:50pm)</b>
6	<b>Chief Executive Officer Updates – (9:00pm)</b>
	Local Law decision making (Governance Rules), to be discussed at the Councillor Briefing – Planning and Related Matters on Wednesday, 13 May 2026.
	Wycheproof Library Grand Opening
	Relationship with local media
	Vic Election candidate forum
	CEO meeting with Department Secretaries
7	<b>Next Briefing</b>
	The next Councillor Briefing will be held in Culgoa at the Culgoa Memorial Hall on Wednesday, 3 June 2026 at 5:00pm. In addition, two further Councillor Briefings will be held on Wednesday, 13 May 2026. One briefing will be dedicated to Planning and Related Matters, and a second briefing will be convened to consider financial policies scheduled for consideration at the May Council Meeting.
8	<b>Close Meeting</b>
	<b>Time:</b> 9:15pm

**Council Resolution Action – Outstanding and Items from Council Meeting 15 April 2026 – Tabled 20 May 2026**

Date	Directorate	Item	Resolution	Actioning Officer/s	Status of Action	Complete or commenced
02082023	Infrastructure & Delivery	8.2.1	That Council: <ol style="list-style-type: none"> <li>Notes following consultation process in accordance with its Community Engagement Policy, one submission was received to the proposed nine-lot subdivision sale of land at 110 Sutcliffe Street, Sea Lake;</li> <li>Sells nine-lot subdivision surplus land at 110 Sutcliff St, Sea Lake by private treaty or auction in accord sec 114 of the <i>Local Government Act 2020</i> and Council's Sale of Land Policy; and</li> <li>Authorises the CEO to execute the Transfer of Land documents and any other documents required to affect the sale of the land.</li> </ol>	Director Infrastructure & Delivery	<ol style="list-style-type: none"> <li>Complete</li> <li>Underway. Council to appoint conveyancer to progress release of titles prior to sale process commencing.</li> <li>Not started.</li> </ol>	Commenced
18122024	Corporate & Organisational Performance	8.1.2	Draft Governance Rules and Draft Election Period Policy. That Council: <ol style="list-style-type: none"> <li>Having prepared the Revised Draft Governance Rules in accordance with section 60 of the <i>Local Government Act 2020</i>, approves and commences a 9-week process of community consultation in relation to the Revised Draft Governance Rules and Draft Election Period Policy, and makes the Revised Draft Governance Rules and Draft Election Period Policy available for Public Exhibition via Council's website;</li> <li>Allows persons to make submissions in writing in relation to any proposal contained within the Revised Draft Governance Rules and/or Draft Election Period Policy; and</li> <li>Allows presentations in support of written submissions to be heard at the Council Meeting on 19 March 2025 prior to the proposed adoption of the Draft Governance Rules and Draft Election Period Policy at this Meeting.</li> </ol>	Director Corporate & Organisational Performance	Progress has been delayed due to impending Model Governance Rules being published for public exhibition.	Commenced
19022025	Corporate & Organisational Performance	9.5.1	Sale of properties for recovery of unpaid rates and charges	Director Corporate & Organisational Performance	Brought to Council. Sale process underway.	Commenced
19112025	Community Development	8.2.3	That Council: <ol style="list-style-type: none"> <li>Commit \$200,000 over FY2026/27 Annual Budgets for the purposes of submitting an application to the Local Sports Infrastructure Fund for the construction of a compliant netball court and associated sports lighting; and</li> </ol>	Director Community Development	<ol style="list-style-type: none"> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>Outstanding</li> </ol>	Commenced

**Tabled 20 May 2026 Council Meeting**

**Council Resolution Action – Outstanding and Items from Council Meeting 15 April 2026 – Tabled 20 May 2026**

Date	Directorate	Item	Resolution	Actioning Officer/s	Status of Action	Complete or commenced
			<ol style="list-style-type: none"> <li>2. Delegate authority to the Chief Executive Officer to apply for the Local Sports Infrastructure Fund; and</li> <li>3. Delegate authority to the Chief Executive Officer to underwrite a community contribution to the effect of \$200,000; and</li> <li>4. Authorises the Chief Executive Officer to sign the funding agreement on behalf of the Council should the application be successful.</li> </ol>			
17122025	Community Development	8.1.3	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Approves the officer recommendation to part fund the following projects under the Community Grants Program: \$1,000 – Birchip Neighbourhood House Inc Project: Together for Christmas \$500 - Lions Club of Charlton Inc Project: Charlton Community Xmas Fest</li> <li>2. Notes that a report will be presented to Council at a future meeting on the future of the Community Grants Program.</li> </ol>	Coordinator Community Development & Facilities	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Commenced</li> </ol>	Commenced
17122025	Corporate & Organisational Performance	9.5.1	<p>Confidential Report: Sale of Properties for Recovery of Rates and Charges</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Proceeds with the necessary next steps to sell [REDACTED] for the recovery of unpaid rates and charges in accordance with section 181 of the <i>Local Government Act 1989</i>;</li> <li>2. Accepts the terms and conditions as outlined by and for the Australian Securities and Investment Commission to be named as a 'defendant' in legal proceedings as Attachment 1 to this report;</li> <li>3. Notes and declares this report as confidential on the grounds that it relates to (a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released: (f) personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs as described in s 3(1) of the <i>Local Government Act 2020</i>.</li> </ol>	Manager Financial Strategy	<ol style="list-style-type: none"> <li>1. Progressing steps required</li> <li>2. Complete</li> <li>3. Complete</li> </ol>	Commenced

**Council Resolution Action – Outstanding and Items from Council Meeting 15 April 2026 – Tabled 20 May 2026**

Date	Directorate	Item	Resolution	Actioning Officer/s	Status of Action	Complete or commenced
15042026	Office of the CEO	8.2.1	That Council: 1. Endorse that Buloke Shire Council continue being a member of Grampians Wimmera Mallee Tourism (GWMT) by signing the Memorandum of Understanding that commenced 1 February 2026 and expires 30 June 2027; 2. Allocate an additional \$10,000 membership fee to GWMT (totalling \$25,000 excl. GST) for the 26/27 financial year, subject to Council's annual budgetary processes; and 3. Authorise the Chief Executive Officer to sign all applicable documentation supporting this continued commitment.	Office of the CEO	The CEO approved and signed all applicable documentation.	Complete
15042026	Community Development	8.2.2	That Council having caused notice of Planning Application No. PA25031 to be given under Section 52 of the <i>Planning and Environment Act 1987</i> and having considered all the matters required under Section 60 of the <i>Planning and Environment Act 1987</i> decides to issue a Notice of Decision to Grant a Permit under the provisions of 35.07-1, 35.07-4 and 44.04-2 of the Buloke Planning Scheme in respect of the land known and described as Saits Road, Charlton (Lot 1 PS932492), for the use and development of land for animal production (400,000 bird free range broiler farm), including eight (8) sheds, associated free range areas and ancillary buildings, and two (2) manager's dwellings in accordance with the endorsed plans, with the application dated 8 October 2025, subject to the provided conditions:	Director Community Development		
15042026	Corporate & Organisational Performance	8.3.1	That Council: 1. Endorse the draft 2026/27 Budget (incorporating the 4-year Budget) at Attachment 1 to this report for public exhibition. 2. Gives public notice of the draft 2026/27 Budget on Council's website and invites written submissions from Thursday 16 April until Thursday 7 May 2025. 3. Notes that in accordance with Section 93 and 96(1)(b) of the <i>Local Government Act 2020</i> , consultation will be undertaken in accordance with Council's Community Engagement Policy. 4. Notes that any person and/or organisation who makes a written submission in relation to the draft 2026/27 Budget may be heard by Council at the scheduled Public Submissions Hearing in Wycheproof, on Monday 25 May 2026. 5. Notes that the 2026/27 Budget (incorporating the 4-year Budget) will be considered for adoption at the Council Meeting to be held Wednesday, 17 June 2026 at 7.00pm.	Director Corporate & Organisational Performance		

**Tabled 20 May 2026 Council Meeting**

## 8 GENERAL BUSINESS

### 8.1 POLICY REPORTS

#### 8.1.1 FINANCIAL HARDSHIP FOR RATES AND CHARGES POLICY

**Author's Title:** Manager Financial Strategy

**Directorate:** Corporate and Organisational Performance **File No:** FM/02/09

#### **Relevance to Council Plan 2025 - 2029**

**Strategic Objective:** Council leadership and engagement  
Responsible leadership and decision making

#### **PURPOSE**

The purpose of this report is to present Council the revised Rates and Charges Financial Hardship Policy 2026 (the Policy) for adoption.

#### **SUMMARY**

Council's Rates and Charges Financial Hardship Policy provides a structured framework for assessing hardship and determining appropriate assistance for ratepayers unable to meet their payment obligations.

The Policy balances support for vulnerable community members with prudent financial management, ensuring decisions are transparent, consistent, and compliant with legislative requirements.

#### **RECOMMENDATION**

That Council:

1. Adopts the Rates and Charges Financial Hardship Policy 2026 and;
2. Places the Rates and Charges Financial Hardship Policy 2026 on Council's website for public access and transparency.

#### **DISCUSSION**

New 'Ministerial guidelines (the Guidelines) relating to payment of rates and charges under s 181AA of the Local Government Act 1989 were published in the Victoria Government Gazette on 24 December 2025. The guidelines provide direction to Council to review and update the existing hardship and debt management policies for the payment of rates and charges in a timely manner.

#### **KEY AMENDMENTS INTRODUCED BY MINISTERIAL GUIDELINES**

1. Council is required to review the mentioned policy and ensure consideration of the mandatory principles and strongly encourage to consider the recommended principles as listed below –

Recommended principles	Mandatory principles
<ul style="list-style-type: none"> <li>• Reduce costs associated with debt collection</li> <li>• Continuous improvement</li> <li>• Place-based approach</li> </ul>	<ul style="list-style-type: none"> <li>• Flexible, place-based approach</li> <li>• Clear and accessible communication</li> <li>• Fair, equitable and compassionate treatment</li> <li>• Protect privacy and confidentiality.</li> </ul>

2. The Guidelines define both “*Hardship*” and “*Financial Hardship*”, which are distinct terms under the 1989 Act.

Hardship	Financial Hardship
Can be caused due to loss of employment or income, health issues, substance use, bereavement, family or domestic violence, elder abuse, gambling, scams or fraud, incarceration, natural disasters etc.	Can be caused due to loss of employment or income, health issues, substance use, bereavement, family or domestic violence, elder abuse, gambling, scams or fraud, incarceration, natural disasters etc.
Refers to inability of the ratepayer to pay that a given point in time due to situations mentioned above.	Refers to inability of the ratepayer to afford basic necessities of life such as medical care and supplies, utility services (such as water, energy, and internet), and basic living requirements like food, housing, clothing, childcare and education, transport, and insurance, when faced by situations mentioned as above.
Possible Action – Deferment of rates and charges (in partial or full)	Possible Action – Deferment or Waiver of rates and charges (in partial or full)
No interest to be charged during period of deferment. Once the deferment period ends, interest can be charged.	Interest component can also be considered for waiver.
Demonstration of ‘financial hardship’ is not mandatory	Demonstration of ‘financial hardship’ is mandatory.

3. The Guidelines focus on proactively supporting ratepayers experiencing hardship or financial hardship with debt collection as its last resort leading to reduced additional organisational costs associated with debt recovery. Hence,
- payment plans must be available for unpaid rates and charges, regardless of a ratepayer experiencing hardship.
  - Guidelines require clear application forms, allow requests for more information, set response timeframes, and outline payment terms, duration, and reminders.
  - Emphasise working with ratepayers to create affordable plans and ensure they are informed of support options if a plan is cancelled.

In addition, these Guidelines will affect Councils’ existing policies by providing mandatory direction regarding Councils hardship and debt management policies. In supporting the review of the policy, Council has additionally laid out its ‘Guidelines for applications and consideration to assess applications’ as an Appendix to the policy.

**RELEVANT LAW**

The Policy is prepared in accordance with the *Local Government Act 1989* and the *Local Government Act 2020*.

**RELATED COUNCIL DECISIONS**

The Rates and Charges Financial Hardship Policy was last adopted at the Council meeting held on 10 February 2021.

**OPTIONS**

Council may seek not to adopt the Policy.

**SUSTAINABILITY IMPLICATIONS**

Not applicable.

**COMMUNITY ENGAGEMENT**

Council has not actively engaged the Community as this is an operational policy.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Not applicable.

**COLLABORATION**

This Policy has been prepared by the Financial Strategy Department in collaboration with relevant officers, where applicable.

**FINANCIAL VIABILITY**

Updating the Rates and Charges Financial Hardship Policy strengthens financial viability by ensuring hardship support is delivered consistently and only to genuinely eligible ratepayers. Improved assessment and documentation processes help protect Council's revenue base while maintaining transparent and equitable decision-making.

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

The Policy has been reviewed in accordance with the Ministerial Guidelines 'Payment of Rates and Charges' published in the Victoria Government Gazette on 24 December 2025.

**COUNCIL PLANS AND POLICIES**

This policy has been reviewed in accordance with the Council Plan 2025-2029.

**TRANSPARENCY OF COUNCIL DECISIONS**

Transparency in decision-making is supported through clearly defined hardship criteria, documented assessment requirements, and consistent application of the policy. These measures ensure that all hardship determinations are fair, evidence-based, and aligned with Council's financial and legislative responsibilities.

**CONFLICT OF INTEREST**

No officer involved in the preparation of this report has a conflict of interest.

**Attachments:**

1. Attachment 8.1.1.1 - Buloke Rates and Charges Financial Hardship Policy 2026





<b>POLICY LOCATION</b>	Corporate Services	<b>POLICY TITLE</b>	Rates and Charges Financial Hardship
<b>POLICY NUMBER</b>	CA20	<b>DATE ADOPTED</b>	20 May 2026
<b>REVISION NUMBER</b>	3	<b>REVISION DATE</b>	February 2028

## Introduction

This policy relates to the deferring of payment of any rates or charges, or the granting of a waiver of rates or charges, whether whole or in part to individual persons in accordance with the provisions of *sections 170 and 171A of the Local Government Act 1989* (the Act).

The aim of the policy is to:

- provide a deferment of rates or charges OR grant a waiver of rates or charges to ratepayers experiencing hardships including financial hardships;
- provide guidelines, templates and establish principles to apply when an application for the deferment or waiver of rates or charges is received;
- identify the type and amount of assistance that may be granted prior to an application for the deferment or waiver of outstanding rates or charges being approved;
- ensure Council's debt collection practices are sensitive and responsive to ratepayer's hardship issues;
- Alleviate the potential for rates to become a factor in domestic economic violence.

The policy aims to support ratepayers experiencing financial difficulty in meeting their outstanding rates and charges. A deferment or waiver of debt under the Act will generally be considered only after other Council assistance options have been explored. Council will work with ratepayers to establish achievable repayment plans within a reasonable timeframe, with an expectation of genuine effort to meet repayment commitments.

While all hardship circumstances do not always equate to financial hardship, legislation does not require proof of financial hardship for payment plans or deferrals, but such evidence is required when seeking a waiver of rates and charges.

## Objectives

The objective of this policy is to formulate a process of assistance to ratepayers facing hardships including - offering tailored payment arrangements that mutually benefit both of them, and Council.

## Scope

This Policy applies to deferring or waiving of outstanding rates and charges whether in whole or in part due to demonstrated hardship circumstances.



## Rates and Charges

### Current Rate Payment Process

Council sends out annual rate notices in late August or early September which are due for payment in full by 15 February each year.

Ratepayers who elect to pay by quarterly instalments will receive a separate notice for the second, third and fourth instalments. The four instalments are due on 30 September, 30 November, 28 February and 31 May respectively.

Council also offers instalment plans via direct debit, whereby ratepayers agree to have a regular deduction (e.g. weekly, fortnightly, monthly) made direct from their bank account to clear the annual rates and charges.

Council uses the following options to receive payment for rates and charges:

- Over the Counter (Wycheproof Office)
- BPay
- In person at Australia Post or Australia Post Billpay
- By mail
- Centrepay
- eNotices

A Final Notice is sent in early March to all ratepayers with an outstanding rates balance (excluding instalment payers and payment arrangements).

Ratepayers with accounts with a balance greater than \$500 remaining unpaid or for which no payment plan has been arranged are then referred to Council's debt collection agency for initiation of legal action.

### Rebates

Eligible Centrelink or Veterans Affairs cardholders may claim a rebate on their primary residence, with retrospective claims up to one year upon verification.

### Charging of Interest

A Council may choose to charge interest on any amount of unpaid rates and charges up to the maximum rate fixed by the Minister for Local Government in accordance with *section 172* of the Act.

No interest is charged on rates and charges that have been waived however, in case of deferment, no interest is chargeable while an approved deferment is in place.

If being on a payment arrangement, the ratepayer defaults on 2 occasions (not necessarily being consecutive), the respective interest charges will be re-instated.

### Charging of Penalty Interest.

*Section 171A* of the Act ensures appropriate safeguards are in place by ways of Council charging penalty interest, if any false and misleading information is found to have been provided by the ratepayer including



failure to provide notice of any change in circumstances.

The penalty interest rate is the rate fixed from time to time by the Attorney-General under *section 2 of the Penalty Interest Rates Act 1983 (Vic)*, as published in the Government Gazette.

#### **Sale of Property for Debt Recovery**

Under the provisions of *section 181* of the Act, Council may sell a property for the recovery of unpaid rates and charges.

Sale of a property for debt recovery purposes will only be undertaken as a last resort where all other means of recovering outstanding rates have failed or where all attempts to locate the owner of the property have been unsuccessful.

#### **Staff Training**

Council will provide training to rates and customer service staff that deal with ratepayers on a day-to-day basis. Training will increase awareness of hardship issues, available counselling resources, focus on ratepayer needs and ensure communication strategies are compassionate and confidential.

#### **Policy**

In accordance with the Act, deferring or waiving of rates or charges or interest is only available to a ratepayer's principal place of residence on properties rated as Residential or Retirement Village Properties. No option is available to defer or waive rates and charges on properties rated as vacant, commercial, industrial, or farm land (unless *section 171(4)(b)* of the Act applies).

For the purposes of this policy, financial hardship, in accordance with the Ministerial Guidelines December 2025 means ratepayer's inability to afford basic necessities of life for themselves or their dependants. Necessities of life include (but not limited to) essential medical care, utilities (such as water, energy and internet), and basic living needs including food, accommodation, clothing, childcare and education, transport, and insurance.

Hardship, on the other hand includes a variety of causes such as (but not limited to) - employment difficulties or unemployment of the ratepayer or family member; reduced, insufficient or lack of income; medical issues, injury, illness or mental illness of the ratepayer or family member; alcohol, drug or substance use; death of a family member or loved one; family circumstances such as family violence or economic abuse, elder abuse; gambling, scams or fraud, incarceration; natural disaster; barriers to accessing essential services including event-based circumstances and systemic and market-based factors, which result in economic and/or social exclusion or harm

Ratepayers must have outstanding rates or charges and should have demonstrated hardship as defined under *section 170* of the Act to apply for deferral or financial hardship (as defined under *section 171 to 171A* of the Act) to apply for waiver of rates or charges, whole or part thereof.

In all applications for deferral of rates or charges, the applicant will be encouraged to continue to pay the portion of rates or charges including interest that is affordable given their individual circumstances. Council encourages the applications for deferral or waiver to be assessed by a Financial Counsellor.

#### **References**



This policy was developed in accordance with the:

- *Local Government Act 1989*
- *Local Government Act 2020*
- Ministerial guidelines relating to payment of rates and charges – December 2025.



## APPENDIX

### PART A - Guidelines for Applying for Hardship

1. It is recommended that anyone intending to apply for hardship (including financial hardship), read a copy of Council's latest Rates and Charges Financial Hardship Policy.
  - Copies are available on Council's website, Council's customer service points.
  - Copies will be posted as a physical copy, if requested by a ratepayer.
  - Copies will be emailed as an electronic copy, if requested by a ratepayer.
2. Applications for hardship can be made at any stage during the year.
3. All hardship applications must be made to Council's Rate and Revenue Officer by means of an online application form available on Council's website. If a ratepayer is unable to access the online form, they can choose to come into Council's office and fill in a manual application form or could choose to provide details over the telephone for Council staff to enter into the form.
4. All applications must be supported from the below list of Council's ID requirements where minimum 2 forms of identification with at least 1 primary photo ID is mandatory.

Primary Photo ID includes -

  - Driver's License
  - Passport (Australian or overseas)
  - Proof of age/Photo card

Secondary Identification includes -

  - Medicare card
  - Pensioner Concession Card / Health Care Card
  - Birth certificate
  - Citizenship certificate
  - Bank card or bank statement
  - Student ID
5. Council could also request information around
  - government agency documents such as Centrelink, ATO, VicPol etc
  - Certified documents such as medical records and /or any statutory documents
  - Personal information i.e. payslips, evidence of employment, bank statements (only where necessary not mandatory) and/or other documents that are considered for
6. Based on the timing of application, resources available to assess them, Council would aim to respond to the application with an outcome within a reasonable timeframe, ranging between 15 working days and a month from the date all necessary information requested by Council is made available.
7. Whilst an application is being assessed, Council will not resort to recovery or enforcement for unpaid rates, charges or interest.



## **PART B - Guidelines for Consideration of an Application**

Once all necessary documents are made available to Council, assessment for deferment or waiver of rates and charges will commence. All applications from ratepayers for financial assistance by means of flexible payment options will be considered by Council officers under delegation.

The following guidelines would be considered when assessing an application for waiving of rates or charges.

1. the rate and charges (including interest) must relate to the applicant's principal place of residence;
2. applications for waiving of rates or charges for residential investment, commercial or industrial properties and vacant will NOT be granted;
3. applications for waiving of rates or charges for farms or commercial properties that are also used for residential purposes will NOT be granted, unless the residential part of the property is separately assessed for rates. In such cases, the relationship of the applicant to the adjoining business activity and gross income generated by that activity will be taken into consideration;
4. the amount to be waived or deferred must not be more than 5% of the Capital Improved Value of the residential property in the application;
5. the ratepayer must be experiencing demonstrated hardship or financial hardship;
6. the ratepayer, to be considered for a full/partial waiver must be able to demonstrate the requirement to pay the full amount outstanding would exacerbate existing financial hardship;
7. the ratepayer, to be considered for deferment must show they are prepared to contribute towards the longer-term payment of any outstanding amount. To this end, a "Debt Finalisation Date" must be nominated by the debtor;
8. the ratepayer must demonstrate they are able to honour payment arrangements they have entered into;
9. Council expects that the ratepayer is making legitimate attempts to ensure money is available to make rates and charges payments;
10. Council accepts that the ratepayer's commitment to a mortgage on their principal place of residence, utility services, property and health insurance and car loan and registration payments are essential and take precedence over rates and charges payments. That being so, it does not exclude the rates and charges debt from being paid and does not mean penalty interest will not be charged;
11. Council requires the ratepayer to advise Council if they decide to sell the property before the Debt Finalisation Date. Interest on the outstanding balance may then be applied if it is deemed appropriate;
12. Council requires the ratepayer to provide a Statutory Declaration of all income and expenses, assets and liabilities and potential sources of income. This includes details of shares portfolios, business partnerships, joint ventures etc. Copies of documentary evidence (e.g.: Tax returns etc.) may be required to be presented at Council's discretion;
13. Council may arrange for the information provided above to be assessed by independent professionals if considered necessary;



14. Council may require the ratepayer to meet with financial counselling professionals involved in the assessment of the application;
15. Any legal costs incurred against the property will remain, as this is a cost Council has incurred.

Other factors that are considered while assessing an application include the following –

- Whether paying rates would prevent the ratepayer from meeting basic living expenses or necessities of life.
- Whether the ratepayer receives payments from Centrelink or other government benefits.
- Whether the ratepayer is a low-income earner or rely on a fixed income, such as a pension or superannuation.
- Whether the ratepayer has been referred by a financial counsellor or a welfare support agency.
- Whether the ratepayer's payment history indicates difficulty in maintaining regular payments.

*All information received by Council or professionals engaged in the assessment process will be treated as strictly confidential.*

#### **Implementation and Review**

The application will be assessed against the above criteria by the Manager Financial Strategy (using a weighted scoring method) . All applications will be assessed on their merits as it is acknowledged that applicants may not meet all of the above principles/criteria. Therefore, a flexible approach, where necessary, will be taken in regard to provision of the above information.

A report and final recommendation will be presented to the Director Corporate and Organisational Performance. The report must include details of the appraisal of the application by either the Manager Financial Strategy or the independent assessor.

#### **Monitoring and post-action review**

The ratepayer is required to notify Council of any change in circumstances. Where false or misleading information is identified, Council reserves the right to undertake an investigation and, where necessary, initiate appropriate legal action.

In instances of deferment, where a ratepayer's application to defer rates has been approved, Council's Rates and Revenue Officer will undertake periodic contact with the ratepayer as the debt finalisation date approaches. This does not restrict the officer from contacting the ratepayer at any time, as deemed necessary

## 8.1.2 DEBTOR MANAGEMENT POLICY 2026

**Author's Title:** Manager Financial Strategy

**Directorate:** Corporate and Organisational Performance

**File No:** FM/02/09

### **Relevance to Council Plan 2025 - 2029**

**Strategic** Council leadership and engagement

**Objective:** Responsible leadership and decision making

### **PURPOSE**

The purpose of this report is to present Council the revised Debtor Management Policy 2026 (the Policy) for adoption.

### **SUMMARY**

The Debtor Management Policy, one of Council's key Financial Policies, is due for review and revision to ensure it remains aligned with current organisational practices and supports effective, timely recovery of outstanding debts.

### **RECOMMENDATION**

That Council:

1. Adopts the Debtor Management Policy 2026 and;
2. Places the Debtor Management Policy 2026 on Council's website for public access and transparency.

### **DISCUSSION**

Revision of the Debtor Management Policy is to ensure it reflects current organisational practices. Updating the policy strengthens Council's ability to recover outstanding debts in a fair and consistent manner. These improvements support financial sustainability by enhancing cashflow and reducing financial risk. Clear processes and transparent decision-making reinforce accountable and responsible management practices of public funds.

Apart from updating current position titles and aligning the Policy with current business practises, there are no material changes made to the Policy.

### **RELEVANT LAW**

The Policy is prepared in accordance with the *Local Government Act 2020* (the Act).

### **RELATED COUNCIL DECISIONS**

The Debtor Management Policy was last adopted at the Council meeting held on 29 June 2022.

### **OPTIONS**

Council may seek to not adopt the Policy.

**SUSTAINABILITY IMPLICATIONS**

Not applicable.

**COMMUNITY ENGAGEMENT**

Community engagement has not been undertaken due to the operational nature of this Policy.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Not applicable.

**COLLABORATION**

This Policy has been prepared by the Financial Strategy Department in collaboration with relevant officers, where applicable.

**FINANCIAL VIABILITY**

Revising the Debtor Management Policy supports financial viability by ensuring Council maintains effective, timely, and consistent processes for recovering outstanding debts. Strengthening these practices improves cash flow, reduces financial risk, and supports long-term organisational sustainability.

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

Not applicable.

**COUNCIL PLANS AND POLICIES**

This policy has been prepared in accordance with the Council Plan 2025-2029.

**TRANSPARENCY OF COUNCIL DECISIONS**

Transparency in debtor related decisions ensures the community can clearly understand how Council manages, monitors, and recovers outstanding debts, reinforcing confidence in the fair use of public funds. Clear processes, open reporting, and consistent application of the policy demonstrate accountable and responsible financial governance.

**CONFLICT OF INTEREST**

No officer involved in the preparation of this report has a conflict of interest.

***Attachments:***

1. Attachment 8.1.2.1 - Buloke Debtor Management Policy 2026



<b>POLICY LOCATION</b>	Finance	<b>POLICY TITLE</b>	Debtor Management
<b>POLICY NUMBER</b>	OP05	<b>DATE ADOPTED</b>	20 May 2026
<b>REVISION NUMBER</b>	2	<b>REVISION DATE</b>	April 2030

### Purpose

This Policy defines the framework for the management of outstanding debts.

The Policy aims to:

- Ensure the collection of debt is undertaken fairly, impartially, consistently, efficiently, effectively and in accordance with good governance principles
- Encourage any person, organisation or company having difficulty in paying an outstanding debt to contact the Council and establish a payment plan to pay the debt in a reasonable and manageable timeframe, and
- Ensure the collection of debt is consistent with the *Local Government Act 1989*, *Local Government Act 2020* and associated Regulations, Accounting Standards and recognised financial practices.

### Scope

This Policy is subordinate to any Regulations in relation to debts and debtors.

The *Local Government Act 2020* establishes the law that applies to the declaration of rates, and the *Local Government Act 1989* provides for the payments of interest, interest on outstanding rates and the collection of overdue rates.

This Policy covers:

- All debts
- Some aspects of invoicing
- The initial establishment of a debt
- Follow up actions to collect outstanding debts
- Creation of a provision for doubtful debts, and
- Write off of bad debts.

This Policy does not cover:

- Fees and charges where no debt is created (for example, application fees which should be paid at the time of application and for which an invoice is not raised)
- Non-monetary debts and obligations (for example, outstanding conditions on permits)
- Fines and infringements raised under Council’s Local Laws as governed by the *Infringements Act 2006*.
- State and federal grant income



This Policy includes but is not limited to:

- Rates
- Service fees
- Registration and application fees, not paid at the time of application.

### Definitions

In this Policy –

Term	Meaning
<b>Bad Debts and Bad Debt Write-Off</b>	Bad debts are debts which have been assessed as being uncollectable. When this assessment has been made, approval is sought to write off the debt which results in the debt being taken out of the Council's Balance Sheet and the write-off is recorded as an expense.
<b>Debt Owner</b>	Department or Unit within Council with responsibility for the income stream associated with the debt. The Debt Owner has overall responsibility for the management of the related debt. Generally, it would be the 'Manager of the business unit earning the income' who is termed as debt owner.
<b>Sundry debtors</b>	Includes debtors except 'Specific type of debtors.'
<b>Doubtful Debts</b>	An accounting term used to describe debts which have been assessed as likely to become bad debt. Under Accounting Standards an assessment must be made as to the collectability of debts, and a provision for doubtful debts must be created for debts which are unlikely to be collectable
<b>Penalty Interest on Unpaid Debts</b>	Interest which may be charged on unpaid rates and charges in accordance with <i>section 172 of the Local Government Act 1989</i>
<b>Rates</b>	Includes any and/or all rates and charges on rateable land as described under Part 8 of the Local Government Act 1989. Rates also includes any government-imposed charge or levy which Council is required to collect on behalf of the Government
<b>Specific type of debtors</b>	Includes 'Grant Debtors, Infringement debtors and/or Rate debtors.'
<b>Waiving of Debt</b>	Council may waive (forgive) debt which is collectable in extraordinary circumstances.



## **Roles and Responsibilities**

### **Debt Owner**

The Debt Owner is responsible for:

- Ensuring invoiced amounts are correct,
- Providing assistance to the Finance Department in the follow-up of overdue debts,
- Liaising with the Finance Department in terms of the status of the debts (for example, likelihood of recovery),
- Documenting any discussions with debtors in relation to outstanding monies and providing the documentation to the Finance Department including sending reminders,
- Ensuring further credit is not given to the debtor with overdue debts unless there is a specific regulation,
- Gaining approval from Director around write off and advise the Finance Department accordingly.

### **Finance Department**

In relation to debt collection the Finance Department is responsible for:

- Sending invoices,
- Recording debts in the financial system,
- Recording payments in the financial system,
- Determining the level of doubtful debts (with assistance from the Debt Owner) at year end,
- Referring debts to a debt collection agency after advice from the Debt Owner,
- Advising Departments on the status of outstanding debts and making recommendations on debt recovery and/or debt write-off at year end,
- Calculating the provision for doubtful debts at year end,
- Writing off debts in the financial systems after written confirmation is received from the Debt Owner at year end.

## **General Principles**

The general principles described in this section are applicable to all debts, but they also need to be considered in conjunction with specific requirements in relation to debtor types.

### **Payment Terms**

Council's payment terms are 30 days from the date of invoice being issued unless specific regulations apply.

### **Invoicing**

A debt is created when the service is provided or when the invoice is created (whichever occurs first).

Unless there is a regulation or accepted practice to the contrary, an invoice should be produced and payment requested at the time, or in advance, of the service being provided. This practice reduces the risk of non-payment. However, it is recognised there will be some instances where invoicing and payment in advance is not practicable.



Generally, only the Finance Department along with selected others have permission to raise invoices. Please liaison with Finance to understand who has permission.

### Reminder Notices

Except as specified in the specific debtor requirement section, if payment of an invoice has not been received within 30 days after the payment due-by date, a reminder notice might be sent out by the debt owner

The reminder notice will request payment within 30 days and advise of any penalties that may apply to non-payment. The reminder notice will encourage the debtor to contact the Council to discuss any concerns with debt or reasons why the invoice has not been paid.

Reminder phone calls and other debt follow-up procedures may be employed by the Debt Owner or the Finance Department.

In the case of specific debtor provisions like Rate Debtors, if payment has not been received within 14 days payment due by the date of the reminder notice, a final notice will be sent. The final notice will request payment within 10 days. The final notice will include any interest/penalties which may apply. If payment is not received in the required timeframe after the final notice the debtor may be referred to a debt collection agency.

Sufficient records are to be maintained for any contact or follow up throughout the process.

### Payment Arrangements

Any person, organisation or company who is having difficulty in paying a debt can make an application under Council's Rates and Charges Financial Hardship Policy. *(This is not applicable to Grant debtors.)*

The relevant debt owner will consider requests for a personal payment arrangement and may agree to a payment plan. Once approved, details of this must be recorded and passed on to the Finance Department so as to monitor payments.

Payment plans may be negotiated to repay debt over a maximum of 2 years, and wherever possible within the current financial year. Any new rates, fees or charges incurred by the debtor are not subject to the payment plan and are to be treated separately.

If a debtor defaults on the payment plan by missing 2 payments (not necessarily consecutive), debt recovery processes may commence unless the debt is governed by regulations which prohibit debt collection.

### Interest Penalties

The Council will charge interest on unpaid rates and charges in accordance with *section 172 of the Local Government Act 1989*.

The penalty interest rate is the rate fixed from time to time by the Attorney-General under *section 2 of the Penalty Interest Rates Act 1983 (Vic)*, as published in the Government Gazette.

The Council might charge penalty interest on **undry debtors** which are overdue by more than 60 days unless the charging of interest is prohibited by legislation or is excluded under the 'Requirements in Relation to Specific Types of Debtors' section of this Policy.



### **Continuation of Provision of Services where Debt is Overdue**

In some cases, specific regulations, or funding agreements, may require the Council to supply services regardless of outstanding debts.

In cases where the service is discretionary (for example, facility hire charge or service fee) and is not governed by specific regulation, the relevant Department or Unit must not continue to supply service where debts are more than 60 days old, and no payment arrangement has been agreed.

In these circumstances approval from the relevant Director is required to continue the provision of services.

### **Financial Hardship**

*Under section 170 and 171A of the Local Government Act 1989*, the Victorian Parliament has given councils the authority to:

- Defer payment of rates and charges due to hardship (*s170*), and
- Waive rates and charges including interest due to financial hardship (*s171A*).

Council's Rates and Charges Financial Hardship Policy is available on its website: [www.buloke.vic.gov.au](http://www.buloke.vic.gov.au)

### **Debt Recovery**

Unless there is a specific regulation or other requirement set out under the 'Requirements in Relation to Specific Types of Debtors' section of this Policy or where a payment plan has been agreed in accordance with the Payment Arrangements section of this Policy, Council will refer a debt which is overdue by 90 days or more to a debt collection agency.

The debtor will be liable for all legal costs incurred by the Council in the debt collection process.

Generally, only debts over \$100 will be referred to a debt collection agency. In the case of debts under \$100, considerations around writing off the debt might be taken in accordance with clause 10 and clause 11, and the debtor will be advised they are no longer eligible to receive the service until such time as the debt is paid.

The Finance Department will advise the Debtor Owner of the intention to refer the debt to a debt collection agency. For debt recovery action not to be taken for a cumulative amount up to \$500, written approval of the Debt Owner is required. If the cumulative amount exceeds \$500 upto \$1500, the approval of the relevant Director is required. Amount exceeding \$1500, should be subjected to debt recovery.

If the initial action by a debt collection agency does not result in payment of the debt, the Finance Department will determine if it is financially beneficial to pursue legal recovery.

### **Provision for Doubtful Debts**

This clause does not apply to Rate debtors.

A provision for doubtful debts is a liability to reflect that debt is likely never to be collected and hence is expected to be written off in future periods.

The Finance Department will maintain a provision for doubtful debts based on the following factors:



- Debtor balances exceeding 90 days
- Historical loss rate based on contracted debt collection data over the last 5 financial years

### **Bad Debts**

Unless mentioned under 'requirements for specific type of debtors', if debts are over 24 months with no payment plans in place, they will be considered to be bad debts.

After all avenues to collect the debt have been exhausted, approval may be sought to write-off a bad debt.

The Finance Department will refer all bad debts over 24 months old to the relevant Debt Owner's Director for confirmation.

All approved write-offs will be recorded in the nominated accounts by the Finance Department.

If a debt is written off, and a client seeks to have further service provided at a future date, the written off debt should be reinstated were practical, and the client will be required to pay the debt before the service is reinstated.

### **Approval to Write-off Bad Debts and/or Penalty Interest**

Following Debt Owner confirmation, bad debts for a year accumulating up to \$500 may be written off by the Manager Financial Strategy.

A bad debt for a year accumulating greater than \$500 and less than \$5,000 may be written off by the Director of Corporate and Organisational Performance following debt owner confirmation.

A bad debt for a year accumulating greater than \$5,000 may be written off by the Chief Executive Officer following debt owner Director confirmation.

Penalty interest associated with sundry debtors and rates debtors may be written off or waived by the Manager Financial Strategy or the relevant Director in accordance with the above-mentioned limits.

### **Correction of Errors**

In the event it is discovered that an error has been made, and a rate payer or debtor has been incorrectly undercharged, the Council will correct the error immediately for future billing periods and invoices and will not attempt to apply the correct fee or charge retrospectively. This includes supplementary valuations.

In the event it is discovered that an error has been made, and a ratepayer or debtor has been incorrectly overcharged, the Council will correct the error immediately for current and future billing periods and invoices and will apply the correct fee or charge retrospectively to 1 July of the financial year in which the error was discovered.

Upon written application from the ratepayer or debtor who has been incorrectly overcharged, the Director Corporate and Organisational Performance will consider the merits of the matter and may instruct to apply the correct fee or charge retrospectively (for example, in the case where an error which had previously been brought to the Council's attention and not corrected).

Any credit notices or other adjustments to amounts owed due to the correct amounts invoiced or rates levied must be approved by an appropriate delegate in accordance with the Council's



financial delegations.

### **Refunds and Waiving of Debt**

There may be circumstances where refunds may be due because the service was not provided, or the service was provided in an unsatisfactory manner. The refund must be approved based on financial delegation (*Refer Instrument of Financial Delegation*). *This is not applicable to 'Grant debtors.'*

There may also be special circumstances where the Council may waive a debt as a goodwill gesture, for example, where a debtor has suffered severe personal hardship. In such circumstances, the debt may be written off as follows:

- A debt in accumulation of up to \$500 may be written off by the Manager Financial Strategy
- A debt in cumulation of greater than \$500 and less than \$5,000 may be written off by the Director Corporate and Organisational Performance, following confirmation of the debt owner.
- A debt in cumulation of greater than \$5,000 may be written off by the Chief Executive Officer, following confirmation of the debt owner Director.

### **Requirements in Relation to Specific Types of Debtors**

#### **Grants debtors**

This related to money outstanding to be receivable from those funding bodies who have entered into agreements with Council to fund specific projects.

#### **Infringement debtors**

They are related to rate payers owing Council costs resulting from any violation of law. They are subjected to Court proceedings as directed by the debt owner.

#### **Rate debtors**

*Section 180 and section 181 of the Local Government Act 1989* outlines the Council's powers in relation to overdue rates and charges. Annual rate notices are sent out in late August or early September which are due for payment in full by 15 February each year.

Ratepayers who elect to pay by quarterly instalments will receive separate notices for the second, third and fourth instalments. The four instalments are due on 30 September, 30 November, 28 February, and 31 May respectively.

A reminder notice is sent 14 days after the third instalment date (28 February) and 10 days after the fourth instalment date (31 May). The reminder notice includes unpaid amounts from previous periods and interest payable. Each reminder notice states that payment must be made within 14 days. In the case of the fourth instalment, payment must be made on or about 28 June. A final notice is sent 14 days after the reminder notice for the fourth instalment (in first week of July). The final notice states that payment must be made in 10 days.

If the rate debt is still outstanding after this period, the debt will be referred to a debt collection agency, provided no payment plan is in place and the outstanding amounts exceed \$500.

Council may instruct the agency's solicitors or its own solicitors to take the following steps to collect the debt:



1. Debt collection agency urgent letter will be issued
2. Debt collection agency final notice will be issued
3. Application will be made to the Magistrates Court for a Complaint to be issued
4. Pre-judgement warning letter will be sent to the rates debtor
5. Application will be made to the Magistrates Court for final judgement
6. Pre-warrant warning letter will be sent to the rates debtor
7. Application will be made to the Magistrates Court for a warrant to be issued
8. Matter referred to the Supreme Court (if required).

Debt collection is an expensive process, and the full cost of any action is passed onto the rates debtor and becomes a charge against the property.

Under the *Local Government Act 1989* unpaid rates remain as a charge against the property and must be paid first when a property is sold. Historically the Council has not been successful in recovering rates under the allowed provisions. Consequently, a provision for doubt debts is maintained in regard to rates debtors outside of the Local Government Authority industry average.

The Finance Department will maintain a provision for doubt rates debts based on the following factors:

- Debtor balances exceeding 3 years
- Historical loss rate based on *section 181 of the Local Government Act 1989* over the last 5 financial years

#### **Sale of Land to Recover Rates**

Under *section 181 of the Local Government Act 1989*, the Council has the power to sell land to recover unpaid rates and charges if the rates and charges have been unpaid for more than 3 years.

The benefit of selling the land is that Council will be able to recover all monies owed to it, and furthermore the property becomes a revenue producing property again – that is, the new owner is a new ratepayer.

Council will not exercise the power it has under *section 181 of the Local Government Act 1989*:

- Until all other relevant requirements of this Policy (to recover the unpaid rates and charges on the land in question) have been taken
- If there is a dwelling constructed on the land which is currently being used as a residence additional 24 months grace will be provided
- If the land is land to which a payment plan is currently in place with the rate payer
- If an application has been made and granted under the Council's Rates and Charges Financial Hardship Policy.

Progress of debt collection under *section 181 of the Local Government Act 1989* must be passed by resolution of the Council.



#### References

- *Local Government Act 1989*
- *Local Government Act 2020*
- *Infringements Act 2006*
- *Penalty Interest Rates Act 1983*
- Buloke Shire Council – Rates and Financial Hardship Policy 2026
- Buloke Shire Council – Instrument of Financial Delegation 2024

### 8.1.3 INVESTMENT POLICY 2026

**Author's Title:** Manager Financial Strategy

**Directorate:** Corporate and Organisational Performance

**File No:** FM/02/09

#### **Relevance to Council Plan 2025 - 2029**

**Strategic** Council leadership and engagement

**Objective:** Responsible leadership and decision making

#### **PURPOSE**

The purpose of this report is to present to Council the revised Investment Policy 2026 (the Policy) for adoption.

#### **SUMMARY**

The Investment Policy, one of Council's key Financial Policies, is due for review and revision to ensure it remains aligned with current market conditions, regulatory requirements, and Council's contemporary financial practices.

#### **RECOMMENDATION**

That Council:

1. Adopts the Investment Policy 2026 and
2. Places the Investment Policy on Council's website for public access and transparency.

#### **DISCUSSION**

Council's Investment Policy is a formal governance document that outlines how Council will invest public funds. It sets the objectives, risk limits, authorised investments, reporting requirements, and decision-making responsibilities for managing Council money.

The Investment Policy requires revision to ensure it remains compliant with current legislation, reflects contemporary financial market conditions (credit ratings), and strengthens governance over the management of public funds. Updating the policy allows Council to incorporate improved risk controls, clarify delegations and reporting requirements, and align investment practices with Council's long-term financial strategy. Regular review ensures the policy remains fit-for-purpose and continues to safeguard Council's financial sustainability.

#### **Amendments to the Investment policy are recommended as follows -**

1. Maximum holding for 'A category' long term credit ratings is proposed to increase from 80% to 100% as Council does trade with A category banks;
2. Council will not invest in with an Institution with an S&P's credit rating lower than BBB from the current B rated institutions;
3. Maximum holding per institution is proposed to increase from 40% to 45%. This is not due to any intentional non-compliance with the current policy; rather, it reflects normal cash flow patterns. In the first half of the financial year, particularly up to Q2, Council often redeems investments to

meet working capital requirements, as majority of the rate revenue is received in February (i.e. Q3). These redemptions can temporarily alter the weighted average of the investment portfolio, resulting in technical non-compliance with the existing limit. Accordingly, it is recommended that the threshold be increased to 45% to more accurately reflect Council's underlying compliance position.

Apart from these major changes, the Policy has been updated to reflect current position titles and operational day-to-day activities.

**RELEVANT LAW**

The Policy is prepared in accordance with the *Local Government Act 2020* (the Act).

**RELATED COUNCIL DECISIONS**

Nil.

**OPTIONS**

Council may seek not to adopt the revised Policy.

**SUSTAINABILITY IMPLICATIONS**

Not applicable.

**COMMUNITY ENGAGEMENT**

Council has not actively engaged the Community due to the operational nature of the Policy.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Not applicable.

**COLLABORATION**

This Policy has been prepared by the Financial Strategy Department in consultation with the Executive Management Team.

**FINANCIAL VIABILITY**

Revising the Investment Policy supports financial viability by ensuring Council's investments continue to deliver secure, compliant, and sustainable returns in changing market conditions. Keeping the policy current strengthens risk management and protects public funds, supporting long-term financial sustainability.

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

Not applicable.

**COUNCIL PLANS AND POLICIES**

This policy has been prepared in accordance with the Council Plan 2025-2029.

**TRANSPARENCY OF COUNCIL DECISIONS**

Transparency in investment decisions ensures the community can clearly see how Council selects, manages, and evaluates its investments, strengthening trust in the management and use of public funds. Clear criteria, open reporting, and consistent oversight demonstrate accountable and responsible financial governance.

**CONFLICT OF INTEREST**

No officer involved in the preparation of this report has a conflict of interest.

***Attachments:***

1. Attachment 8.1.3.1 - DRAFT Investment Policy 2026



<b>POLICY LOCATION</b>	Financial Strategy	<b>POLICY TITLE</b>	Investment Policy
<b>POLICY NUMBER</b>	[INSERT NUMBER]	<b>DATE ADOPTED</b>	20 May 2026
<b>REVISION NUMBER</b>	1	<b>REVISION DATE</b>	2028

### 1. Purpose

The purpose of this Policy is to provide guidance for managing, investing and redeeming funds for the Buloke Shire Council (Council). The Policy aims to balance the responsibility of maximising earnings, whilst managing the security and risk of Council funds. Investments are to comply with the allowed investment types according to the *Local Government Act 2020 (Vic) (Act)*.

### 2. Scope

This Policy applies to all Investments made by Council, of Council funds or funds held in trust for third parties.

Due to the public nature of the Council’s activities, prudent management of its monetary assets is essential to mitigate against unnecessary risk. For this reason Council needs to establish conservative and risk averse guidelines for its investments.

### 3. Definitions

**Act** means the *Local Government Act 2020 (Vic)*.

**ADI** means Authorised Deposit-taking Institution’s which are corporations authorised under the Banking Act 1959. ADIs include banks, building societies, and credit unions.

**Council** means the Buloke Shire Council, being a body corporate constituted as a municipal Council under the *Local Government Act 2020 (Vic)*.

**Credit Rating** means an assessment of creditworthiness, that being the ADI’s capacity to meet its financial commitment and repay the investor.

**EMT** means the Executive Management Team within Council.

**S&P** means Standard & Poor’s. This is the world’s leading index provider and the foremost source of independent credit ratings.

The following details the S&P’s investment ratings:

**AAA** – Highest credit quality – This rating indicates the lowest expectation of credit risk They are assigned only in the case of **extremely** strong capacity for payment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events.



**AA** – Very high credit quality – This rating differs from ‘AAA’ to a small degree as indicates expectations of very low credit risk. They indicate **very** strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.

**A** – High credit quality – This rating indicates expectations of low credit risk. The capacity for payment of financial commitments is still considered **strong**. The capacity may, nevertheless, be more vulnerable to changes in circumstances or in economic conditions than is the case for higher ratings.

**BBB** – Good credit quality – this rating indicates that there is currently an expectation of low credit risk. The capacity for payment of financial commitments is considered **adequate**, but adverse changes in circumstances and in economic conditions is more likely to impair this capacity.

## 4. Policy Statement

### 4.1 Funds for Investment

Council will invest funds that are not required for short term financial commitments, in a manner that will provide the highest investment return with maximum security. Funds should, to the extent that the future can be forecast, be available for recurrent or capital expenditure where required and invested productively if not required.

Protection of principal is essential in the investment program. Investments of Council will be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.

Investments will be made with good judgement and care, not for speculation, and considering the probable safety of the capital as well as the probable income to be derived. The capital investment must not drop below face value.

### 4.2 Authority to Invest

Investments of Council funds are to be in accordance with Council’s power of investment under the *Act* – Section 103 Investments.

Investment decision making is the responsibility of those outlined in section 6 of this Policy.

### 4.3 Authorised Investments

Council’s funds must only be invested in those investments authorised under Section 103 of the *Act*. An excerpt of the current section is below:

Council may invest any money:

- (a) in Government securities of the Commonwealth; and
- (b) in securities guaranteed by the Government of Victoria; and
- (c) with an ADI; and
- (d) with any financial institution guaranteed by the Government of Victoria; and



(e) on deposit with an eligible money market dealer within the meaning of the Corporations Act; and

(f) in any other manner approved by the Minister, either generally or specifically, to be an authorised manner of investment for the purposes of this section.

## 5. Guidelines

### 5.1 Risk Management Guidelines

Investments obtained are to be considered in light of the following key criteria:

- **Preservation of Capital** – the requirement for minimising losses in an investment portfolio's total value.
- **Credit Risk** – The risk that a party or guarantor to a transaction will fail to fulfil its obligations. In the context of this document, it relates to the risk of loss due to the failure of an institution/entity with which an investment is held to pay the interest and/or repay the principal of an investment;
- **Diversification** – the requirement to place investments in a broad range of products so as not to be over exposed to a particular sector of the investment market;
- **Liquidity Risk (of Counterparty)** – the risk a financial institution runs out of cash, is unable to redeem investments at a fair price within a timely period, and thereby the Council incurs additional costs (or in the worst case is unable to execute its spending plans);
- **Market Risk** – the risk that fair value or future cash flows will fluctuate due to changes in market prices, or benchmark returns will unexpectedly overtake the investment's return;
- **Maturity Risk** – the risk relating to the length of term to maturity of the investment. The longer the term, the greater the length of exposure and risk to market volatilities; and
- **Rollover Risk** – the risk that income will not meet expectations or budgeted requirement because interest rates are lower than expected in future.

Council's investment portfolio is to comply with three key criteria:

- (a) Portfolio Credit Framework: limit **overall** credit exposure of the portfolio.
- (b) Counterparty Credit Framework: limit exposure to **individual** institutions.
- (c) Term to Maturity Framework: limits based upon maturity **duration** of securities.

#### (a) Portfolio (Overall) Credit Framework

The portfolio credit guidelines to be adopted will reference the S&P ratings system criteria and format. However, the equivalent Moody's or Fitch Ratings may be applied when an institution is not rated by S&P. Council notes that the primary control of credit quality is the prudential supervision and government support and explicit guarantees of the ADI sector, not ratings.

To control credit quality on the entire portfolio, the following credit framework limits the percentage of the portfolio, based upon Council's average annual balance, exposed to any particular S&P credit rating category:



Long-Term Credit Ratings Range	Maximum Holding
AAA Category	100%
AA Category (AA+ to AA-) or Major Banks*	100%
A Category (A+ to A-)	100%
BBB Category (BBB+ to BBB-)	70%
Unrated ADI Category	0%

\*For the purpose of this Policy, “Major Banks” are currently defined as the ADI deposits or senior guaranteed principal and interest ADI securities issued by the major Australian banking groups:

- Australia and New Zealand Banking Group Limited (ANZ)
- Commonwealth Bank of Australia (CBA)
- National Australia Bank Limited (NAB)
- Westpac Banking Corporation (WBC)

including ADI subsidiaries whether or not explicitly guaranteed, and brands (such Bank of Melbourne).

Council may ratify an alternative definition from time to time. Standard & Poor’s ratings attributed to each individual institution will be used to determine maximum holdings. In the event of disagreement between agencies as to the rating band (“split ratings”), Council shall use the higher in assessing compliance with portfolio Policy limits, but for conservatism shall apply the lower in assessing new purchases.

Investments issued into following adoption of this policy are to be restricted to and subject to the prudential standards of, the Australian Prudential Regulation Authority (APRA). Refer <https://www.apra.gov.au/register-of-authorized-deposit-taking-institutions> for a listing of approved ADI’s.

Council is not to invest with an Institution with a S&P’s credit rating of lower than BBB, or non-rated Institutions.

#### **(b) Counterparty (Individual Institution) Credit Framework**

Exposure to an individual institution will be restricted by their S&P rating so that single entity exposure is limited, as detailed in the table below:

Long-Term Ratings Range	Maximum Holding (per institution)
AAA Category	45%
AA Category (AA+ to AA-) or Major Banks*	45%
A Category (A+ to A-)	45%
BBB Category (BBB+ to BBB-)	30%
Unrated ADI Category	0%

These limits do not apply to approved Managed Funds. It should be noted that the Federal government does not guarantee the capital value or unit price of any approved Managed Fund investments.

Percentage holdings in each security should be based on average investment holdings, excluding at-call amounts held in operating accounts.



In the event that a credit rating of a security or of the company/body issuing the security falls below the required minimum, Council will make all necessary arrangements to withdraw deposits as soon as practical. Council may seek professional investment advice from an external advisor before making such a decision given the decision to withdraw a deposit prior to maturity may result in the substantial loss of income.

### (c) Term to Maturity (Duration) Framework

Council's investment portfolio shall be structured around the time horizon of investment to ensure that liquidity and income requirements are met.

Once the primary aim of liquidity is met, Council will ordinarily diversify its maturity profile as this will ordinarily be a low-risk method of obtaining additional return as well as reducing the risks to Council's income. However, Council always retains the flexibility to invest as short as required by cashflow requirements or the economic outlook.

The factors and/or information used by Council to determine minimum allocations to the shorter durations include:

- It's liquidity requirements to cover both regular payments as well as sufficient buffer to cover reasonably foreseeable contingencies;
- Medium term financial plans and major capital expenditure forecasts;
- Known grants, asset sales or similar one-off inflows;
- Seasonal patterns to Council's surplus funds.

The investment portfolio is to be invested within the following terms to maturity constraints:

Description	Horizon	Min. Allocation	Max. Allocation
Working Capital funds	0-3 months	10%	100%
Short-term funds	3-12 months	0%	100%
Short to medium term funds	1-2 years	0%	70%
Medium term funds	2-5 years	0%	40%
Long term funds	+5 years	0%	0%

### 5.2 Liquidity

The investment portfolio will remain sufficiently liquid to enable Council to meet all operating requirements which might be reasonably anticipated, with investment maturities scheduled to coincide with projected cash flow needs.

### 5.3 Title

All funds invested will be invested under the name of the "Buloke Shire Council" and no rights, powers or access to those funds is to operate in favour of any other party.

In the case of Restricted Funds, the funds **may** be invested under the name of "Buloke Shire Council LSL Account" or "Buloke Shire Council Waste Reserve Account". However, generally all funds will be



amalgamated and invested in line with this Policy for the best return (rather than on a purpose-by-purpose basis).

#### 5.4 Quotations

No less than three quotations shall be sought from ADI's when a new investment is proposed.

The best quote on the day will be successful after allowing for administrative and banking costs, as well as overall compliance with this Policy.

#### 5.5 Reporting

Accounting for investments will comply with the Australian Accounting Standards and the Act.

The Financial Strategy Unit will continually monitor compliance with the Policy, and this will be formally reported to the Manager Financial Strategy, Director Corporate & Organisational Performance and CEO as soon as possible in case any irregularities or non-compliance has been observed.

A report showing values of investments and returns will form part of the regular quarterly finance reporting to EMT and Council's Audit and Risk Committee. Breaches of the Investment Policy will be reported to EMT and ARC.

### 6. Roles & Responsibilities

- (a) Request for quotes and nomination of interest rates will generally be performed by the following, whilst ensuring compliance with this Policy:
  - Co-ordinator Financial Strategy
  - Manager Financial Strategy
- (b) All new investments, defined as committing additional funds, are to be performed and jointly authorised by any two of the following, provided the investment will ensure compliance with this Policy:
  - Co-ordinator Financial Strategy
  - Manager Financial Strategy
  - Director Corporate and Organisational Performance
  - CEO
- (c) The rollover of existing investments, regardless maturity duration or whether with the same ADI or not, are to be performed and jointly authorised by any two of the following, provided the rollover will ensure compliance with this Policy:
  - Co-ordinator Financial Strategy
  - Manager Financial Strategy
  - Director Corporate and Organisational Performance
  - CEO
- (d) All redemptions are to be performed and authorised by any one of the following, whilst ensuring compliance with this Policy:



- Co-ordinator Financial Strategy
- Manager Financial Strategy
- Director Corporate and Organisational Performance
- CEO

Should the required above listed staff members not be available on the date of maturity (including staff to facilitate payments), the invested funds will be redeemed and reinvested as a 'rollover' within a two-week period, provided this will ensure compliance with this Policy.

## References

This policy has been developed after consulting with staff directly involved in the investment of Council funding. This policy has also been presented to the Audit and Risk Committee prior to adoption, with recommendations incorporated into the review of the policy.

Staff are encouraged to access the related documents and/or external resources which are available, as per the below.

These documents include:

- Local Government Act 2020 (Vic);
- Australian Accounting Standards – AASB 139: Financial Instruments – Recognition and Measurement;
- Australian Prudential Regulation Authority;
- Banking Act 1959 (Cth);
- S&P Global -<https://www.spglobal.com/ratings/en/credit-ratings/about/understanding-credit-ratings>

### 8.1.4 CREDIT CARD POLICY 2026

**Author's Title:** Manager Financial Strategy

**Directorate:** Corporate and Organisational Performance **File No:** FM/02/09

#### **Relevance to Council Plan 2025 - 2029**

**Strategic Objective:** Council leadership and engagement  
Responsible leadership and decision making

#### **PURPOSE**

The purpose of this report is to present to Council the revised Corporate Card Policy 2026 (the Policy) for adoption.

#### **SUMMARY**

The Corporate Card Policy, one of Council's Financial Policies is due for review and revision to ensure the organisation remains aligned with best practice for financial management.

#### **RECOMMENDATION**

That Council

1. Adopts the Corporate Card Policy 2026 and;
2. Places the Corporate Card Policy on Council's website for public access and transparency.

#### **DISCUSSION**

A Corporate Card Policy establishes the governance for how approved roles within the organisation may use Council issued corporate cards. It defines permitted and prohibited spending, documentation requirements, approval processes, and responsibilities for cardholders and managers. Its role is to ensure consistent, compliant, and accountable use of Council funds, reduce financial and operational risk, and support strong governance and audit readiness across the organisation.

As organisations grow and work patterns change, outdated rules can create compliance gaps, inefficiencies, and confusion for employees. Periodic reviews keep the policy clear, relevant, and effective, strengthening financial governance and reducing organisational risk.

Apart from updating current position titles and aligning it to current business practises, there are no material changes to this Policy.

#### **RELEVANT LAW**

The Policy is prepared in accordance with the *Local Government Act 2020* (the Act).

#### **RELATED COUNCIL DECISIONS**

Nil.

#### **OPTIONS**

Council may seek not to adopt the Policy.

**SUSTAINABILITY IMPLICATIONS**

Not applicable.

**COMMUNITY ENGAGEMENT**

Council has not actively engaged the Community due to the operational nature of the Policy.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Not applicable.

**COLLABORATION**

This Policy has been prepared by the Financial Strategy Department in collaboration with relevant officers, where applicable.

**FINANCIAL VIABILITY**

Periodic revision of the corporate card policy supports financial viability by ensuring strong controls that minimise misuse, fraud, and unnecessary expenditure. Keeping the policy current also improves purchasing efficiency, reducing administrative costs and safeguarding public funds.

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

Not applicable.

**COUNCIL PLANS AND POLICIES**

This Policy has been prepared in accordance with the Council Plan 2025-2029.

**TRANSPARENCY OF COUNCIL DECISIONS**

Transparency in council decisions ensures that the community can see how corporate card use is governed, monitored, and justified, reinforcing public trust. Clear rules, open reporting, and consistent oversight demonstrate responsible management of council funds and strengthen accountability.

**CONFLICT OF INTEREST**

No officer involved in the preparation of this report has a conflict of interest.

***Attachments:***

1. Attachment 8.1.4.1 - Buloke Corporate Card Policy 2026



<b>POLICY LOCATION</b>	Finance	<b>POLICY TITLE</b>	Corporate Card
<b>POLICY NUMBER</b>	OP02	<b>DATE ADOPTED</b>	20 May 2026
<b>REVISION NUMBER</b>	5	<b>REVISION DATE</b>	February 2028

### Purpose

The Corporate Card policy sets out controls and guidance laid by the Buloke Shire Council (**Council**) in the issuing, use, management and control of Corporate Cards. The policy is designed to ensure transparency and financial accountability in Council operations concerning the use of Corporate Cards and to ensure Council’s records are managed with integrity and diligence.

### Scope

This policy applies to all Council staff assigned with or otherwise involved in the administration of Council Corporate Cards for the acquisition of goods or provision of services.

This policy must be read in conjunction with the Buloke Shire Council Procurement policy, Instruments of Delegation and the relevant Card holder Agreement.

### Glossary

In this policy the below terms

ABN	Australian Business Number which should be displayed on receipts or tax invoices of all suppliers operating within Australia.
ATM	Automatic Teller Machine.
Billing Period	The time-cycle agreed with the financial institution providing the card for payment of charges on all Corporate Cards.
Cardholder	The employee to whom the Corporate Card is issued.
Corporate Card	A card (either debit or credit) issued to an employee from a financial institution for the purchase of goods or services, following Council authorisation. The Card is embossed with the employee’s name and bears their signature.



Financial Institution	The Corporate Card company that pays the merchant and processes transactions to Council.
GST	Goods and Services tax, for which Council is liable.
Improper/Unauthorised Use	Includes but is not limited to personal use, cash advances, non- acquittal of expenditures, failure to provide evidence of transactions, or any other continued or repeated non-conformance with the requirements under this policy.
PIN	Personal Identification Number supplied to Cardholders by the Financial Institution, enabling Cardholders to access the debit card balance at an ATM.
ExpenseMe	Council's mobile companion application for expense management system designed to help the organisation manage business expenses and corporate card transactions more easily.

### Policy Statement

The Corporate Card is used by Council as one method of the purchase and payment of goods and services. The Corporate Card allows for prompt payment to suppliers for low value transactions.

Corporate Cards are not intended to bypass Council's Procurement Policy. Council is committed to proactive management and prompt response to any identified or suspected cases of fraud or corruption in the management and/or administration of Corporate Cards.

### Guidelines

1. The Chief Executive Officer is solely responsible for approving applications for Corporate Cards, once sponsored by the relevant Director.
2. A Corporate Card should, at all times only be used by the person assigned to it. Cards should not be a loaned, transferred or delegated to any other individual for any reason.
3. Corporate Cards are to be used solely for official business expenses. Use of a Corporate Card for personal expenses is not acceptable under any circumstances.
4. Cardholders must not use their Corporate Card to obtain cash advances from banks, building societies, credit unions or ATMs. This extends to cash equivalents including but not limited to bank cheques, traveller cheques and electronic cash transfers.
5. Corporate Cards should not be used where other policies or purchasing arrangements are in place such as but not limited to the purchase of fuel.
6. Corporate Card expenditure must be reconciled monthly against items within the assigned



'ExpenseMe' portal. All Corporate Card holders are required to submit/upload documentation for reconciliation at the end of the month.

7. Cardholders who do not acquit their monthly expenditures by month-end will be issued a reminder of their obligations under this policy.
8. The Manager of each Cardholder is responsible for immediate action in the event of any unusual transactions on statements issued by financial institutions.
9. Cardholders and their respective Managers are responsible for ensuring adherence to this policy, and for exercising adequate administrative controls to minimize risk of fraud or corruption.
10. Approval of corporate card transactions should be undertaken by -
  - The relevant Director to whom the cardholder is reporting to;
  - The Chief Executive Officer where the cardholder is a Director;
  - The Director Corporate and Organisational Performance where the cardholder is the Chief Executive Officer.

#### **Breaches or Suspected Breaches – Remedies Available**

1. Suspected breaches of this policy must be immediately referred to the Protected Interest Disclosure Coordinator and to the Director of Corporate and Organisational Performance.
2. Improper and/or unauthorised use of a Corporate Card will result in immediate cancellation of the card and consideration of disciplinary action, up to and including termination of employment, in accord with Council's Disciplinary Action policies and procedures.
3. Council reserves the right to hold Cardholders liable for any expenditure incurred as a result of improper and/or unauthorised use.

#### **References**

This Policy was developed in accord with the:

- *Local Government Act 2020*
- Buloke Shire Council Procurement policy 2025
- Instrument of Financial Delegations 2024
- Buloke Shire Council Risk Management Framework
- Buloke Shire Council Fraud and Corruption Reporting policy
- Buloke Shire Council Staff Code of Conduct
- Buloke Shire Council Disciplinary Action policy

## 8.2 MANAGEMENT REPORTS

### 8.2.1 WYCHEPROOF RECREATION RESERVE COMMUNITY ASSET COMMITTEE

**Author's Title:** Director Community Development

**Directorate:** Community Development

**File No:** GS/09/42

#### **Relevance to Council Plan 2025 - 2029**

**Strategic Objective:** Vibrant and connected communities  
Strengthen community activity and connections  
Empower and support organisations to make a difference in their communities

Built and natural environment  
Advocate and plan for, and manage community buildings, roads and transport networks

Prosperous and growing economy  
Promote Buloke as a great place to visit, live and invest

#### **PURPOSE**

The purpose of this report is for Council to consider the appointment of the nominated members to the Wycheproof Recreation Reserve Community Asset Committee.

#### **SUMMARY**

The Wycheproof Recreation Reserve Community Asset Committee was appointed at the March 2022 Ordinary Meeting of Council, in accordance with s65 of the *Local Government Act 2020*.

On 25 March 2026 members of the local Wycheproof community, sporting clubs and associations held a meeting to re-establish the Committee with eleven (11) members nominated for the new committee.

#### **RECOMMENDATION**

That Council:

1. Appoints the following community nominees to the Wycheproof Recreation Reserve Community Asset Committee for a twelve (12) month term, effective immediately:
  - Kevin Thompson (Chairperson)
  - Adrian Coatsworth
  - Martin Duke
  - Cathy Grant
  - Peter Coles
  - Tom Trewin
  - Joel Turner
  - Mark McLennan
  - Donald Denney
  - Paddy Eccles

- Rebecca Botheras
2. Formally thanks the outgoing committee members for their voluntary service.

## DISCUSSION

The Wycheproof Recreation Reserve Community Asset Committee was established at the August 2020 Ordinary Meeting of Council.

This was in response to *Local Government Act 2020* replacing the *Local Government Act 1989* (effective May 1, 2020), that introduced the replacement of Section 86 Committees with Community Asset Committees under Section 65.

This change in the Act required all existing Section 86 committees to be transitioned to the new Community Asset Committee structure by 1 September 2020, to ensure compliance with the new Act. These new committees were designed to specifically manage council-owned assets using streamlined and less bureaucratic guidelines and operate under updated C7 Instruments of Delegation to ensure compliance with modern governance requirements.

On 25 October 2021, a new C7 Instrument of Delegation was issued to reflect the appointment of Council's new Chief Executive Officer.

In November 2021, the Committee held an Annual General Meeting at which new members were put forward to be appointed to the committee and, at the 9 March 2022 Ordinary Meeting of Council, these members were formally appointed by Council.

Following recent discussions by council officers with members of the local Wycheproof community, sporting clubs and associations, a meeting was held in March 2026 to nominate new members to the Wycheproof Recreation Reserve Community Asset Committee.

The following nominations were received:

- Kevin Thompson – Chairperson (Mt Wycheproof and District Race Club)
- Adrian Coatsworth (Wycheproof Lawn Tennis Club)
- Martin Duke (Wycheproof Croquet Club)
- Cathy Grant (Wycheproof P-12 College / Stadium)
- Peter Coles (Wycheproof Bowls Club)
- Tom Trewin (Calder United Lions Cricket Club)
- Joel Turner (Calder United Lions Football Club)
- Mark McLennan (Mt Wycheproof & District Field & Game)
- Donald Denney (Wycheproof Golf Club)
- Paddy Eccles (Calder United Lions Hockey Club)
- Rebecca Botheras (Calder United Lions Netball Club)

As delegated at the 19 November 2025 Statutory Meeting, Councillor Stephen Barratt is the appointed Councillor to the Wycheproof Recreation Reserve Community Asset Committee.

**RELEVANT LAW**

*Local Government Act 2020.*

**RELATED COUNCIL DECISIONS**

At its September 2020 Ordinary Meeting the Committee was established in accordance with *s65 of the Local Government Act 2020.*

**OPTIONS**

Council has the option to not:

1. Appoint the community nominees to the Wycheproof Recreation Reserve Community Asset Committee for a twelve (12) month term, effective immediately.
2. Formally thank the outgoing committee members for their voluntary service.

**SUSTAINABILITY IMPLICATIONS**

Not applicable.

**COMMUNITY ENGAGEMENT**

The nominations for the Wycheproof Recreation Reserve Committee Community Asset Committee follows extensive community engagement with members of the local Wycheproof community, sporting clubs and associations.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

The nominated members have identified an opportunity to review the current governance structure of the committee and has expressed an interest in exploring a transition from its existing status as a Community Asset Committee to an incorporated association registered with Consumer Affairs Victoria.

At this stage, the members are seeking to flag this potential future direction with Council for information only.

Any proposal to dissolve the Wycheproof Recreation Reserve Community Asset Committee and establish an incorporated entity would be subject to Council approval with consideration of legal, financial, and operational implications, as well as transitional arrangements.

**COLLABORATION**

Not applicable.

**FINANCIAL VIABILITY**

The Wycheproof Recreation Reserve Community Asset Committee is allocated a financial contribution each year through Council Annual Budget process.

Under the C7 Instrument of Delegation, the Wycheproof Recreation Reserve Community Asset Committee has certain obligations and limitations imposed for financial management responsibilities, to ensure transparency in the use of financial resources for community benefit.

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

Not applicable.

**COUNCIL PLANS AND POLICIES**

Building a Better Buloke 2024: Community Vision

Council Plan 2025-2029

Buloke Health and Wellbeing Plan 2025-2035

Asset Plan 2025-2035

**TRANSPARENCY OF COUNCIL DECISIONS**

The recommendation to appoint the community nominees to the Wycheproof Recreation Reserve Community Asset Committee is being presented for consideration at the May 2026 Council Meeting.

**CONFLICT OF INTEREST**

No council officers involved in the development of this report have declared a conflict of interest.

***Attachments:*** Nil

## 8.2.2 2025/26 SWIMMING POOL SEASON

**Author's Title:** Coordinator Recreation Places and Spaces

**Directorate:** Community Development

**File No:** CP/19/01

### **Relevance to Council Plan 2025 - 2029**

**Strategic Objective:** Vibrant and connected communities  
Strengthen community activity and connections

Built and natural environment  
Welcoming and accessible parks and open spaces

### **PURPOSE**

The purpose of this report is to present the 2025-26 Swimming Pool Season Report to Councillors.

### **SUMMARY**

The 2025–26 Swimming Pool Season Report provides a summary of the 2025–26 Swimming Pool Season, including attendance, financial performance, operational challenges, and key learnings.

The report also outlines opportunities to improve the sustainability, efficiency, and delivery of Council's aquatic services to inform future planning and decision making.

### **RECOMMENDATION**

That Council:

1. Note the 2025-26 Swimming Pool Season Report.

### **DISCUSSION**

The 2025–26 Swimming Pool Season Report provides a summary of the 2025–26 Swimming Pool Season, including attendance, financial performance, operational challenges, and key learnings.

It outlines opportunities to improve the sustainability, efficiency, and delivery of Council's aquatic services to inform future planning and decision making.

The report also demonstrates the continued importance of Council's aquatic facilities to the local community and the delivery of strong participation outcomes across all seven pool sites.

Attendance levels remained stable this season with 23,143 visitors, despite a higher number of pool closures. These closures were largely attributable to localised weather-based operating thresholds and periods of workforce unavailability, particularly from February through to the end of the swimming pool season as lifeguards returned to school and tertiary study.

There were 20 unique user groups that regularly made pool bookings, reinforcing the importance of structured activities to overall usage levels. A total of 193 no-charge bookings were made during the season and accounted for approximately 40 per cent of all attendance. While playing a critical role in sustaining participation and community access, these bookings generated no direct revenue, placing additional pressure on annual operational budgets.

Staffing was the most significant operational risk identified for the 2025-26 Swimming Pool Season. While improvements were achieved through changes to recruitment timelines and the introduction of a new Aquatic Team Leader role, staff shortages (i.e. lifeguards) contributed to pool closures, particularly in Sea Lake.

Manual compliance and water quality monitoring processes also continued to be resource intensive, however presents opportunities for improvement.

Overall, the outcomes of the 2025-26 Swimming Pool Season reinforce the need to consider transition toward a more sustainable, demand responsive, and operationally resilient aquatic service model, consistent with the principles outlined in the Draft Aquatic Strategy.

#### **RELEVANT LAW**

*Public Health and Wellbeing Act 2008 & Public Health and Wellbeing Regulations 2019*

*Occupational Health and Safety Act 2004*

Safer Public Pools – Code of Practice (Life Saving Victoria)

Guidelines for Safe Pool Operations

#### **RELATED COUNCIL DECISIONS**

Buloke Shire Council received and noted the dates for the 2025/26 Swimming Pool Season at the 15 October 2025 Council Meeting.

#### **OPTIONS**

Council may decide to not receive or endorse the 2025-26 Swimming Pool Report.

#### **SUSTAINABILITY IMPLICATIONS**

Not applicable.

#### **COMMUNITY ENGAGEMENT**

Not applicable.

#### **INNOVATION AND CONTINUOUS IMPROVEMENT**

The 2025–26 Swimming Pool Season has identified key opportunities to improve the sustainability, efficiency, and resilience of Council’s aquatic services. These opportunities include:

- strengthening workforce recruitment and retention,
- transitioning to digital compliance and water-quality systems,
- optimising operating practices to better align with demand and safety requirements,
- expanding program-led activation to support participation, and
- improving cost recovery through Council’s fees and charges framework.

Many of these improvements are addressed in the Draft Aquatic Strategy.

#### **COLLABORATION**

There has been no direct collaboration with external parties to develop this report however extensive collaboration with other council areas, such as the Finance Team and the Assets and Infrastructure Team was undertaken.

#### **FINANCIAL VIABILITY**

While overall pool attendance remained consistent across the season, rising costs for staffing, utilities, compliance, and day-to-day operations are placing increasing pressure on the financial sustainability of Council's aquatic services. The total operational cost for the 2025–26 swimming pool season was approximately \$1.12 million, equating to an average Council subsidy of \$48.51 per visit. An increase on the previous season.

Analysis by individual pool highlights significant differences in the level of subsidy required across the network. Subsidies range from around \$26 per visit at Donald Swimming Pool, reflecting higher usage and more efficient operation, to more than \$200 per visit at smaller local pools in Berriwillock and Watchem. These variations are driven by factors such as population size, pool size, number of operating days, and local demand.

Understanding these differences helps provide a clearer picture of the true cost of operating each facility.

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

Not applicable

#### **COUNCIL PLANS AND POLICIES**

Building a Better Buloke 2040: Community Vision

Council Plan 2025-2029

Buloke Health and Wellbeing Plan 2025-2035

#### **TRANSPARENCY OF COUNCIL DECISIONS**

The 2025-26 Swimming Pool Season Report is being presented at a Council Meeting for noting.

#### **CONFLICT OF INTEREST**

No officer involved in the development of this report has declared a conflict of interest.

***Attachments:*** Nil

### 8.2.3 DRAFT BULOKE AQUATIC STRATEGY

**Author's Title:** Manager Community Partnerships

**Directorate:** Community Development

**File No:** CP/10/06

#### **Relevance to Council Plan 2025 - 2029**

**Strategic Objective:** Services supporting our communities to thrive  
Vibrant and connected communities  
Built and natural environment  
Prosperous and growing economy

#### **PURPOSE**

The purpose of this report is to present the Draft Aquatic Strategy to Councillors for endorsement for public exhibition.

#### **SUMMARY**

The Draft Buloke Aquatic Strategy has been developed to provide a long-term strategic framework for the seven outdoor swimming pools in Buloke Shire with a vision to *'provide sustainable, safe and accessible swimming pools that activate Buloke residents and connects communities.'*

The Strategy aims to achieve this by introducing four key objectives: Activate, Diversify, Well Managed and Sustainable.

Its approach has taken into consideration the current condition of the assets, patronage, population catchment and cost of service to provide a sustainable aquatic service in Buloke for the next ten years.

#### **RECOMMENDATION**

That Council:

1. Endorse the draft Buloke Aquatic Strategy (Attachment 1) for the purpose of public exhibition.
2. Gives public notice of the draft Buloke Aquatic Strategy on Council's website and invites written submissions from Thursday, 21 May 2026 until Thursday 2 July 2026;
3. Notes that in accordance with Section 93 and 96(1)(b) of the *Local Government Act 2020*, consultation will be undertaken in accordance with Council's Community Engagement Policy;
4. Notes that any person who makes a written submission in relation to the draft Buloke Aquatic Strategy may be heard by Council on Monday 27 July 2026;
5. Notes that the Buloke Aquatic Strategy will be considered for adoption at the Council Meeting to be held 19 August 2026.

#### **DISCUSSION**

The Draft Buloke Aquatic Strategy has been developed to provide a sustainable aquatic service across Buloke Shire for the next ten years. It prioritises increased utilisation of existing aquatic facilities through targeted programming and activation initiatives.

Under this approach, it is recommended that an operational budget is allocated to support activities and programs designed to enhance community engagement and participation. This approach does not include provision for major capital upgrades or projects exceeding \$100,000, but rather focuses on maximising the value, performance, and community benefit of existing aquatic assets.

The financial sustainability of Council's aquatic services has been a key consideration in the development of the Draft Buloke Aquatic Strategy and associated budget. Under the current operational model, which includes operating seven outdoor swimming pools, seven days per week across an 18-week season, Council would require an average additional investment of \$56,489 per annum over the next ten years to maintain the existing level of service.

Without this additional funding, the current service delivery model is not financially sustainable within existing budget parameters.

To align aquatic operations with the current budget, the Strategy proposes that a future reduction of 30 per cent in service delivery is implemented. This reduction would be achieved through three key operational changes:

- Reducing the standard pool season from 18 weeks to 14 weeks (1 December to the Labour Day long weekend);
- Increasing the temperature trigger for opening pools from 23°C to 25°C; and
- Introducing a shorter operating season at our local Pools (Berriwillock and Watchem pools), aligned with the peak summer school holiday period (approximately the second week of December to the last week of January).

These changes would bring Buloke Shire Council's operational model into closer alignment with neighbouring shires, while continuing to provide equitable access to aquatic services across the municipality and ensuring the service remains financially manageable within Council's existing budget framework.

A more consistent and planned programming model would also support improved promotion and communication of aquatic activities. With greater certainty around program delivery, staff would be better positioned to build community awareness and encourage participation across a broad range of age groups and abilities. Over time, this is expected to lead to increased facility utilisation, stronger community engagement, and an improved return on operational investment.

#### **RELEVANT LAW**

*Local Government Act 2020.*

#### **RELATED COUNCIL DECISIONS**

Not applicable.

#### **OPTIONS**

Councillors have the option to not endorse the Draft Buloke Aquatic Strategy for public exhibition.

#### **SUSTAINABILITY IMPLICATIONS**

The Draft Buloke Aquatic Strategy promotes social sustainability by maintaining access to aquatic facilities and encouraging increased participation through improved programming and engagement initiatives. This supports community health, wellbeing, and social connection across the municipality.

Environmental sustainability is supported through more efficient use of existing assets, reducing unnecessary resource consumption associated with extended operating periods, and enabling more targeted and efficient pool operations.

## **COMMUNITY ENGAGEMENT**

Community consultation to inform the Draft Buloke Aquatic Strategy was undertaken over a one-month period in March 2025 and involved a comprehensive mix of drop-in sessions, online surveys, and storyboard feedback to capture broad community input.

Engagement targeted residents, schools and community groups across Buloke Shire to understand current experiences with council-owned aquatic facilities and future service needs.

The consultation revealed strong community appreciation for local pools as valued community hubs that support health, social connection and inclusion, particularly due to their cleanliness, free access and friendly staff.

Key issues identified included increased programming and staffing capacity, improved maintenance and amenities, enhanced accessibility and inclusion, and the need for sustainable funding models. Overall, the feedback highlighted both the high value placed on local aquatic facilities and clear opportunities to improve access, quality and long-term sustainability across the Shire.

During the public exhibition period of the Strategy, Council's Aquatics Team will undertake a structured program of community engagement activities to introduce the directions proposed in the Strategy. This will include targeted engagement sessions with key community partners and stakeholders, such as user groups, schools, and community organisations, to gather detailed feedback on the proposed service model and operational changes to ensure the Strategy reflects local needs and expectations.

## **INNOVATION AND CONTINUOUS IMPROVEMENT**

The Draft Buloke Aquatic Strategy promotes innovation and continuous improvement through the introduction of a more structured and proactive approach to programming, activation, and service delivery. By shifting focus toward increased utilisation of existing facilities, the Strategy encourages new and diverse aquatic programs that respond to community needs and participation trends.

Ongoing monitoring, evaluation, and community feedback will inform continuous refinement of services, ensuring they remain relevant, accessible, and responsive. This adaptive approach supports the identification of opportunities to improve operational efficiency, enhance user experience, and strengthen community outcomes over time.

## **COLLABORATION**

The Draft Buloke Aquatic Strategy was developed in collaboration with key stakeholders, including local communities, user groups, schools, and community organisations, to support effective and responsive service delivery.

Ongoing collaboration will support the development and delivery of aquatic programs, strengthen partnerships, and increase community ownership of facilities. This approach aims to enhance participation, improve service outcomes, and ensure aquatic facilities remain accessible and relevant to the diverse Buloke community.

## **FINANCIAL VIABILITY**

The Draft Buloke Aquatic Strategy outlines a sustainable and considered approach to the long-term provision of Council's aquatic facilities, recognising both the significant community value these assets deliver, and the financial pressures associated with operating them.

The Strategy aims to provide a balance of maintaining access to high-quality aquatic services with ensuring Council can continue to deliver services within its existing financial capacity.

Currently, operating seven pools across the Shire, seven days a week over an 18-week season presents a substantial cost to Council. To maintain this level of service under the existing model would require an additional \$56,489 in operational funding per annum. This is further compounded by Council's aquatic facilities operating without direct revenue generation, with free public entry and complimentary access

provided to key user groups such as schools and neighbourhood houses. While this approach has delivered strong community access and participation outcomes, it places increasing pressure on Council's broader budget.

The Strategy acknowledges these challenges and identifies a range of opportunities to improve financial sustainability while continuing to prioritise community benefit. This includes exploring more efficient service delivery models, reviewing operational hours and usage patterns, and considering alternative pricing or contribution structures that maintain accessibility while introducing modest cost recovery where appropriate.

The Strategy does not seek to diminish the role of aquatic facilities within the community, but rather to ensure they remain viable and accessible into the future.

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

Active Victoria Strategy 2022–2026

Fair Access Policy Roadmap 2022–2030

Sport and Recreation Victoria Strategic Directions

Victorian Public Health and Wellbeing Plan 2019–2023

*Local Government Act 2020*

*Climate Change Act 2017*

### **COUNCIL PLANS AND POLICIES**

Council Plan 2025-29

Building a Better Buloke 2040 – Community Vision

Buloke Health and Wellbeing Plan 2025-2035

Asset Plan 2025-2035

### **TRANSPARENCY OF COUNCIL DECISIONS**

This report recommends that the Draft Aquatic Strategy goes on public exhibition from Thursday 21 May to Thursday 2 July 2026 to enable the public to make submissions and provide feedback.

### **CONFLICT OF INTEREST**

No officer involved in the development of this report has declared a conflict of interest.

- Attachments:**
1. Attachment 8.2.3.1 - Buloke Aquatic Strategy - Summary Report Final (1)



# BULOKE AQUATIC STRATEGY

SUMMARY REPORT - APRIL 2026



Photo Source: Buloke Shire Council

# Acknowledgments

## Project Acknowledgment

Otium Planning Group would like to acknowledge the staff, user groups and community from the Buloke Shire Council that have provided their expertise and input to the **Buloke Aquatic Strategy**.

Their valuable insights and feedback have been instrumental in shaping the strategic directions for this Strategy, which has been prepared by Buloke Shire Council and Otium Planning Group in partnership with the Victorian Government.

## Acknowledgment of Country

We respectfully acknowledge the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, Jupagulk people and Dja Dja Wurrung people as the Traditional Owners of the land on which we work and live. We pay our respect to their Elders both past, present and emerging.

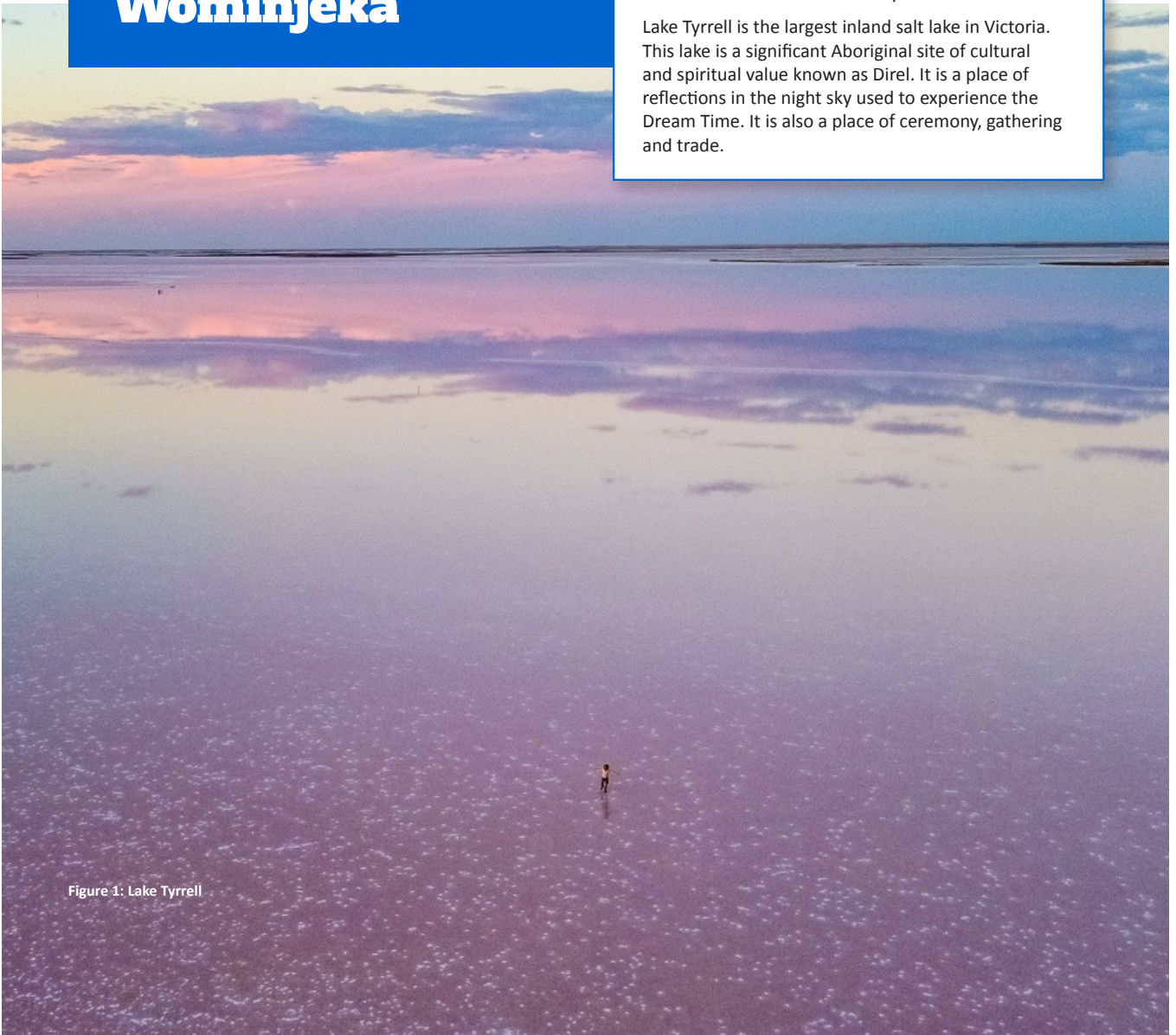
We acknowledge Aboriginal people as the original inhabitants of the land and their long and continuing connection to Country.

We are committed to national reconciliation and respect for indigenous peoples' unique cultural and spiritual relationships to the land and waters, and their rich contribution to society.

Lake Tyrrell is the largest inland salt lake in Victoria. This lake is a significant Aboriginal site of cultural and spiritual value known as Direl. It is a place of reflections in the night sky used to experience the Dream Time. It is also a place of ceremony, gathering and trade.

## Wominjeka

Figure 1: Lake Tyrrell



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# 1. THE PROJECT

The Buloke Aquatic Strategy is a ten-year strategy that will guide decision making and investment priorities by developing a framework for future strategic direction, infrastructure development and operational enhancement of swimming pools across Buloke Shire.

The Strategy has involved the following steps:



## 2. WHY DO WE NEED AN AQUATIC STRATEGY?

Swimming pools in Buloke Shire have played a key social and recreation role for our rural communities, whilst offering a safe, regulated place for people to swim and keep cool. This is important when experiencing high temperatures and there are unregulated and unsupervised places to swim, such as rivers, creeks, lakes, dams and water channels.



Participation in aquatic and leisure activities is an ingredient to improving community health and wellbeing. In Buloke, we have significant health concerns, and access to swimming pools and programs can help reverse this trend. However, our facilities and programs don't support our community's needs very well.



This Aquatic Strategy is an opportunity to increase the use of swimming pools to support the health and wellbeing outcomes of rural communities.



Council is committed to healthy communities, and to quality, safe and accessible swimming pools and aquatic services. But we need to do this in a financially sustainable way. These strategic objectives are outlined in Council's Building Buloke 2030 and the Council Plan. This Strategy builds on the Buloke Aquatic Strategy 2014-2024.



Buloke's swimming pools are ageing assets, and a strategic approach that maps out improvements that meet community needs and addresses asset condition issues is required.



The Buloke community has changed significantly since the swimming pools were built 70 years ago. Understanding the community's needs today and into the future may change the aquatic facilities and services required to meet those needs.



The local swimming pools are the heart of many townships and have been for generations. The community value them highly.



Our communities travel long distances for services. Having a local pool is one Council service that brings the community together.



A strategic approach that aligns with local, regional and state-level strategies will help the Council leverage external funding.

## The Benefits

**\$9.1B**

RLSA 'The Social, Health and Economic Value of the Australian National Aquatic Industry Report' found the industry delivers \$9.1B annually in economic, health and social benefits.



### Health Benefits

The aquatic industry **\$2.5B** annually in reduced burden of disease in Australia.



### Economic Benefits

The aquatic industry supports **\$2.8B** annually to gross domestic product.



### Social Benefits

The aquatic industry is a key driver of social benefit for Australians. **\$3.8B** annually in benefits from increased individual and community surplus.



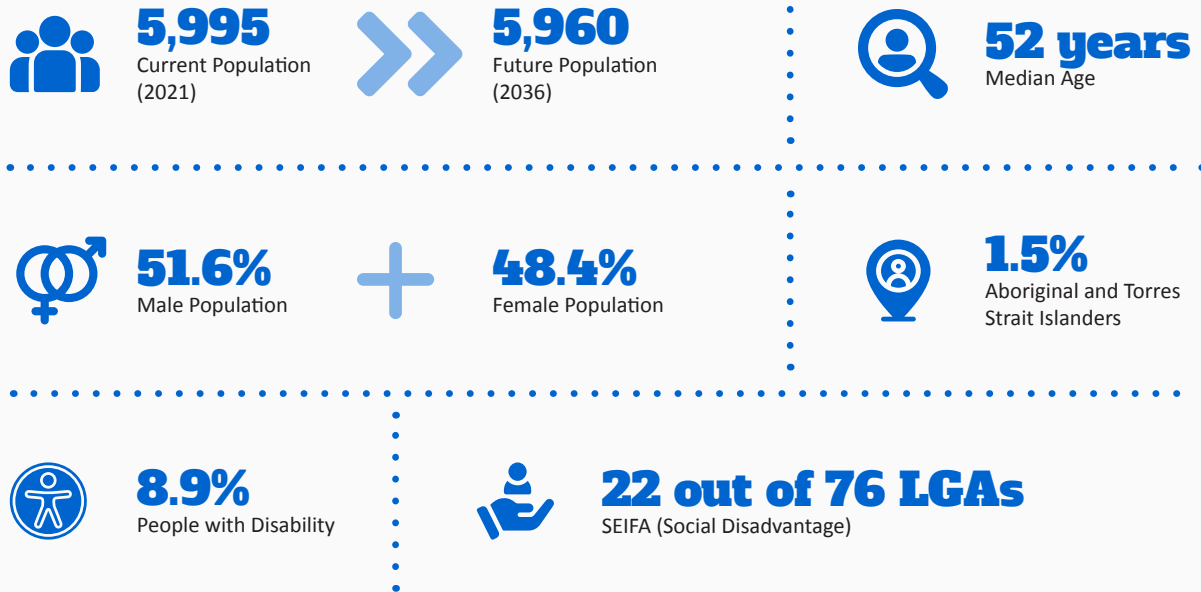
Social return on investment of **\$2.18** for every **\$1** spend on aquatic facility operations in regional Australia.



### 3. OUR COMMUNITY

#### Demographic snapshot

The Australian Bureau of Statistics 2021 Census, Victoria in Future Report 2023, and Loddon Malle Public Health Unit Buloke Data Profile 2024 have been used to inform the demographic snapshot.



Buloke is a rural council area within the Loddon Mallee region. The large (main) townships are Birchip, Charlton, Donald, Sea Lake and Wycheproof. These are supported by smaller townships of Berrillwillock, Culgoa, Nandaly, Nullawil, and Watchem.

The Buloke community is ageing and in decline. The current population of 5,995 (Australian Bureau of Statistics, 2021) is predicted to decline to 5,721 by 2036 (Victoria in Futures Report, 2023). A smaller population will mean the Council will continue to rely on State and Federal Government to fund services and renew and improve assets.

The Buloke community is ageing with a higher proportion of older adults 60 years and older than the rest of Victoria, and a lower proportion of children and young people aged under 18 years. This will increase the need for social and therapy-based programs, intergenerational play and fitness opportunities and universally accessible aquatic facilities.

Within the region, there is a higher rate of people indicating they are Aboriginal and Torres Strait Islander in Buloke when compared to the rest of Victoria. Developing culturally sensitive aquatic facilities and programs will be important to encouraging our Traditional Owners to access these services.

The median income for individuals, families and households is below the Regional Victoria average. This means providing affordable participation opportunities at Buloke swimming pools will be important to attract users.

The swimming pools designed 70+ years ago no longer support the programs and services needed to improve community health and wellbeing outcomes. Therefore, strategic investment into diversifying aquatic, fitness and community experiences at our swimming pool is needed to deliver community health outcomes.

This is particularly important because there is a need to encourage Buloke residents to move, which will improve the health and wellbeing of the community and address higher rates of cancer, diabetes, dementia, heart disease, mental health conditions and stroke compared to the rest of Victoria.

Access to places and services like aquatic facilities that facilitate and encourage people to be active is critical to reversing an alarming health statistic that sees higher rates of obesity in Buloke Shire compared to Regional Victoria.

## 4. OUR POOLS

A network of swimming pools services the Buloke community and includes:



**Council-owned** aquatic centres (outdoor swimming pools).



Facilities/services available from the **private sector** (e.g. fitness centres and personal training studios).



Sub regional and regional aquatic and leisure centres located in regional cities within the adjoining municipalities of Swan Hill Rural City Council (Swan Hill Aquatic and Leisure Centre), Horsham Rural City Council (Horsham Aquatic Centre) and Greater Bendigo City Council (Gurri Wanyarra Wellbeing Centre).

Within Buloke, Donald, Charlton, Birchip, Wycheproof and Sea Lake are the major service townships with the largest population catchments. Most residents can access a pool within an approximately 15-to-30-minute drive. There are overlapping catchments between:

- « Birchip and Watchem swimming pools
- « Charlton and Wycheproof swimming pools
- « Sea Lake and Berriwillock swimming pools.

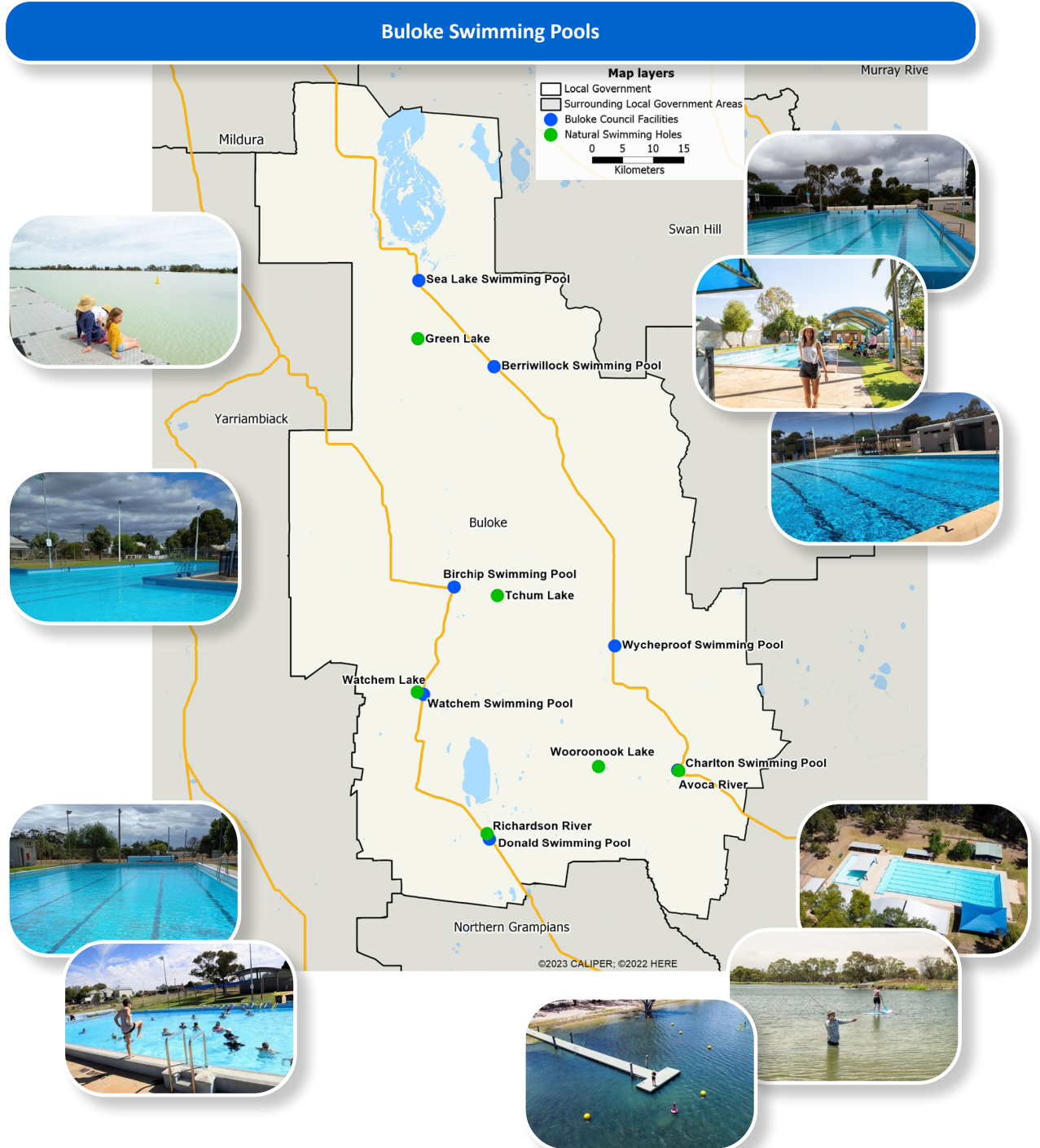
The following table outlines the hierarchy of the aquatic facilities.

Table 1: Facility Hierarchy

Service Hierarchy	Service Level Objective	Buloke and surrounding LGA Facilities
Local Local rural township catchment population (10 minutes)	<ul style="list-style-type: none"> <li>« Provides a local aquatic experience i.e. pool or water play/leisure water.</li> <li>« Usually linked to other community facilities to share management and operation cost.</li> </ul>	<ul style="list-style-type: none"> <li>« Berriwillock Swimming Pool</li> <li>« Watchem Swimming Pool</li> </ul>
District Major townships centre and district catchment population (20 minutes)	<ul style="list-style-type: none"> <li>« Ability to provide program pool (generally one 25m pool) combined with water play/leisure water.</li> <li>« Consideration should be given to improving all abilities access to existing pools.</li> </ul>	<ul style="list-style-type: none"> <li>« Birchip Swimming Pool</li> <li>« Charlton Swimming Pool</li> <li>« Donald Swimming Pool</li> <li>« Sea Lake Swimming Pool</li> <li>« Wycheproof Swimming Pool</li> </ul>
Sub Regional Major township centre with highest population area servicing a municipal catchment (30 minutes)	<ul style="list-style-type: none"> <li>« Ability to separate program and leisure water.</li> <li>« Larger dry/gym facilities.</li> <li>« Additional limited facilities.</li> </ul>	<ul style="list-style-type: none"> <li>« Swan Hill Leisure Centre</li> <li>« Horsham Aquatic Centre</li> </ul>
Regional Regional city catchment population servicing across municipal boundaries (30+ minutes)	<ul style="list-style-type: none"> <li>« More extensive program and leisure water.</li> <li>« Consideration of indoor 50m pool and complementary warm water pool.</li> <li>« Increased gym and program space.</li> <li>« Additional complementary amenities, food and beverage.</li> </ul>	<ul style="list-style-type: none"> <li>« Gurri Wanyarra Wellbeing Centre</li> </ul>

The following map shows the location of swimming pools and natural swimming holes in Buloke Shire.

Figure 2: Locations of Swimming Pools and Natural Swimming Holes in Buloke Shire



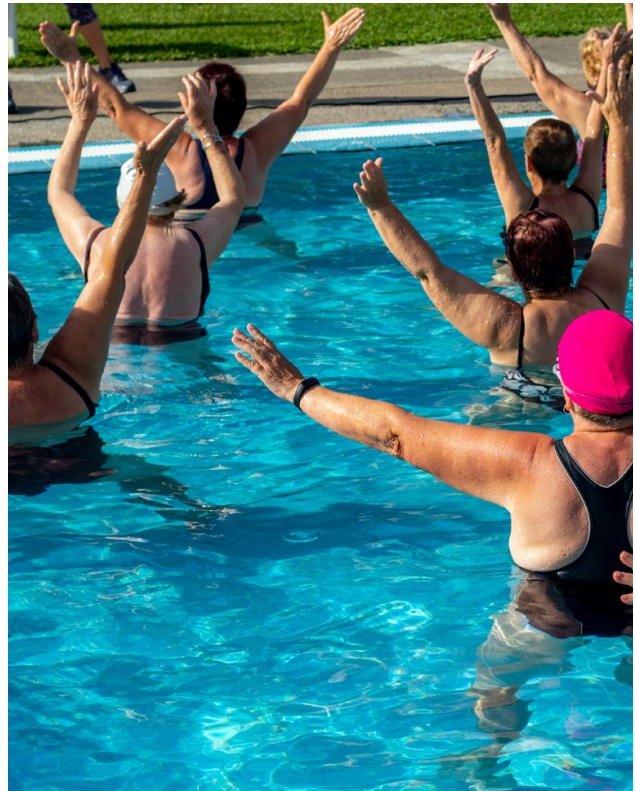
#### 4.1. BULOKE SWIMMING POOLS

Buloke Shire Council manages seven seasonal (November to March) outdoor public swimming pools located in Birchip, Berriwillock, Charlton, Donald, Sea Lake, Watchem and Wycheproof.

The swimming pools support the following range of aquatic activities including school and private swim lessons, school carnivals and fun days, aqua aerobics, lap swimming including early morning swims, swim club squad, inflatable days and recreational use.

Shire pools are not the only pools servicing Buloke residents. If residents wish to participate in aquatic programs i.e. learn to swim lessons or swim year-round, they will drive to Bendigo, Swan Hill or Horsham indoor aquatic facilities.

There are also 153 private pools/spas registered with Buloke Shire Council.



## 4.2. NATURAL SWIMMING HOLES

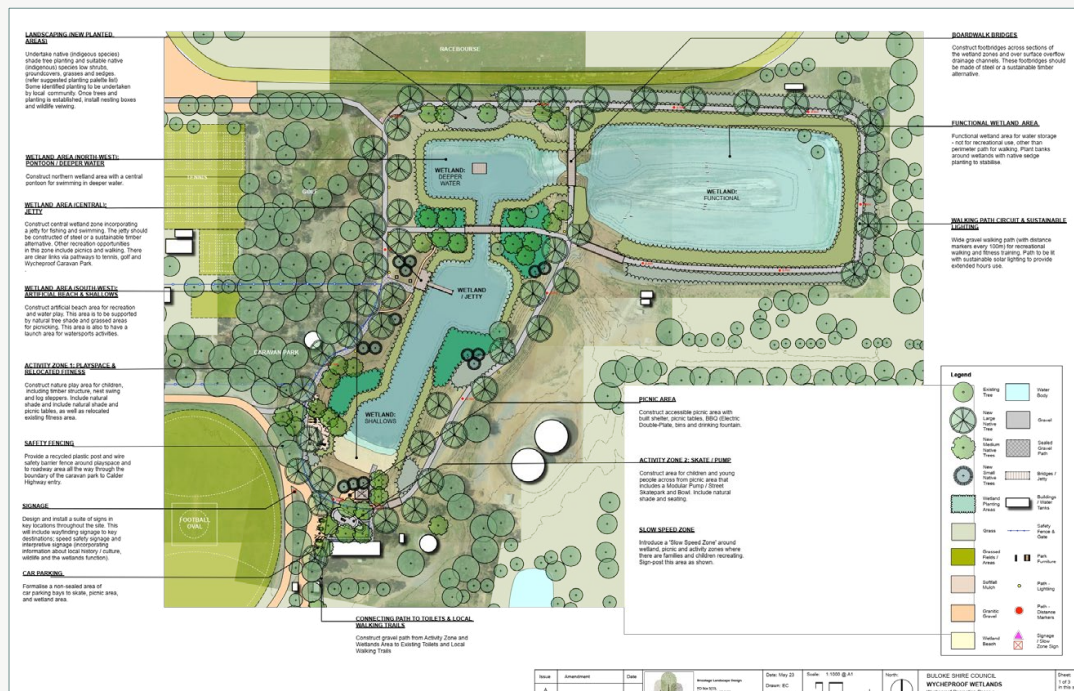
The swimming pools are complemented by natural swimming holes and water play experiences in Buloke including inland lakes and rivers like Wooroonook Lake, Watchem Lake, Tchum Lake and Green Lake and the Wycheproof Wetlands (under construction). These places provide unique place for people to swim, play in the water and other water activities that attract local communities and visitors to the region.

There is an opportunity to partner with Lakes Foreshore Committees and Traditional Owners in the development of diverse recreation activities and utilise cultural knowledge in sustainable water management.

### Case Study: Wycheproof Wetlands

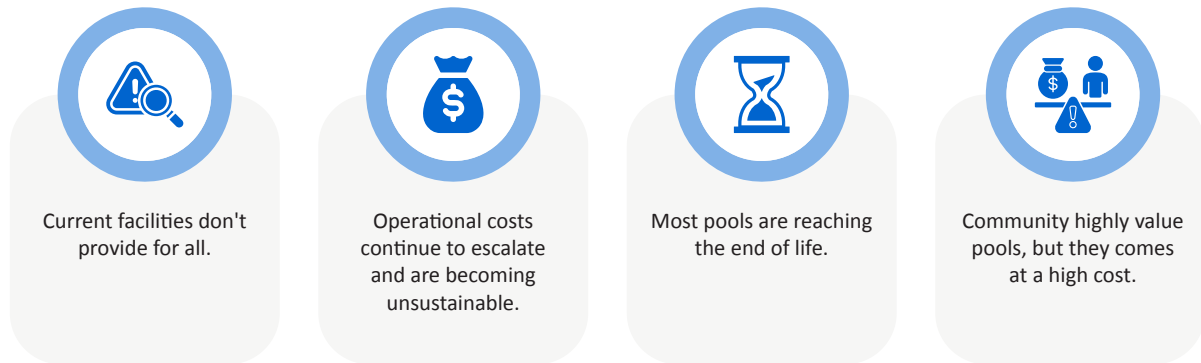
The wetlands are under construction and will provide a new swimming area with a pontoon.

Figure 3: Wycheproof Wetlands Concept



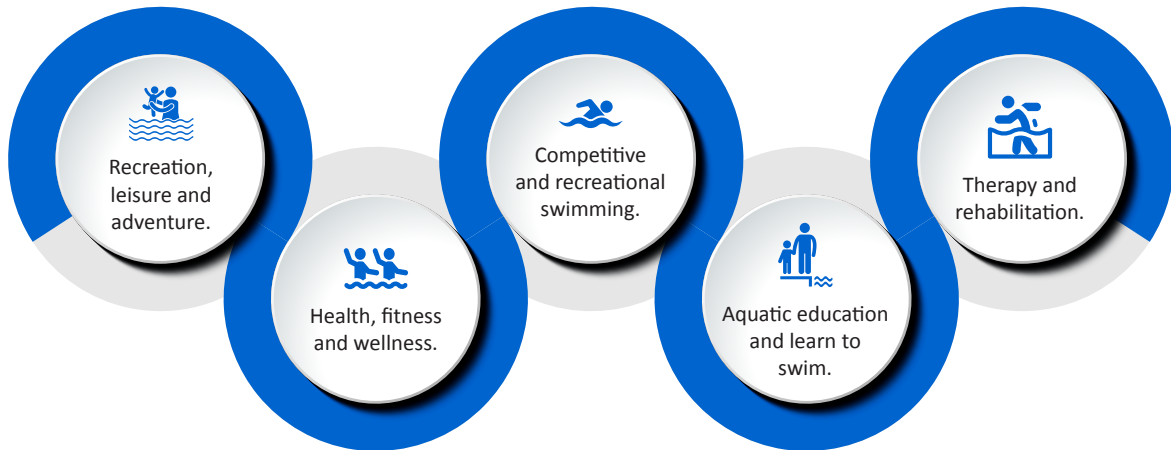
## 5. KEY CHALLENGES

The Council is facing key challenges in providing an aquatic service.



### 5.1. CURRENT FACILITIES DON'T PROVIDE FOR ALL

The key factors of successful swimming pools are providing diverse participation opportunities and programmable components. This Strategy has explored a range of contemporary 'wet' and 'dry' facilities in rural and regional areas that appeal to broader market segments:



The outdoor pools in Buloke Shire are missing key markets of leisure adventure facilities and therapy users, which impacts participation and financial position. They also do not meet industry standards for pool depths to support fitness and training and education users.

Providing equitable access to aquatic and leisure facilities (and other services like health, education, cultural, recreational and other community services) in rural and regional areas is a challenge, particularly in smaller townships. This is further impacted by the capital and operational costs of aquatic and leisure facilities having risen significantly over the last ten to 20 years, and even more so in recent times post the COVID-19 global pandemic.

### 5.2. OPERATIONAL COSTS CONTINUE TO ESCALATE AND ARE BECOMING UNSUSTAINABLE

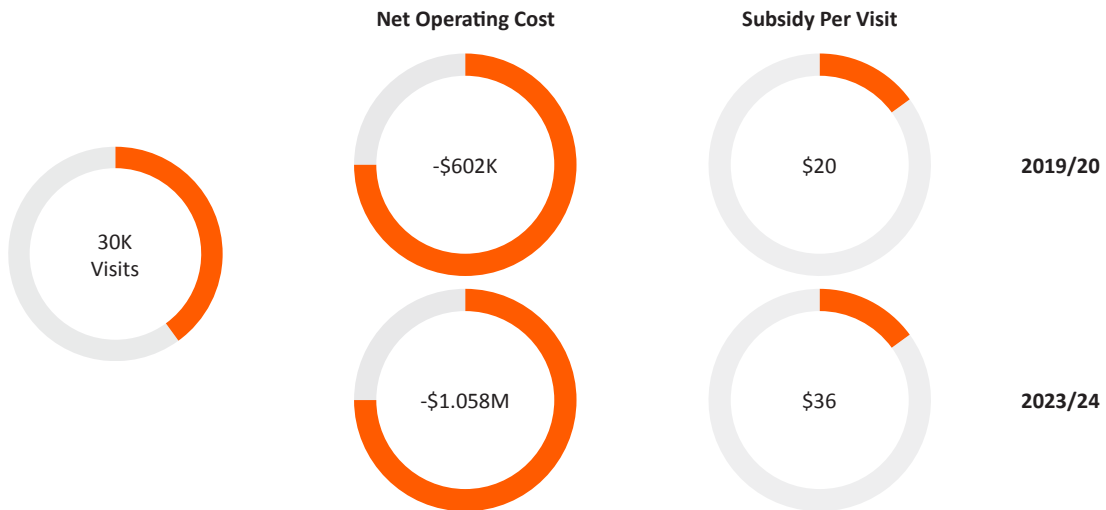
A key challenge facing the Council is that, despite the patronage over several years remaining stable, the maintenance and operational costs of the aquatic services are increasing, the facilities have accessibility issues, and there is a lack of a year-round facility.

The aquatic service review identifies that the seven outdoor swimming pools in Buloke Shire are attracting approximately 30,000 visits per annum. The Council is subsidising the use of the aquatic facilities by approximately \$36 per visit. This has increased by 76% over the last five years from \$20 per visit in 2019/20, mainly due to operating and maintenance costs almost doubling in five years.

Aquatic facility management and operations are subject to increasing costs across the industry. The higher cost of qualified staffing, chemical supply and utilities are major contributing factors for rural facilities. Staff (lifeguards) and chemicals (water treatment) are the major factors in managing operational risks and if underfunded, the risk to the Council and community increase.



### Operational Performance



*Subsidy includes net operational cost and asset maintenance costs*

**Visitation**

**23,143**

A total of 23,143 visits were recorded in the 2025/26 season, compared to 22,637 visits in 2024/25 season.

2025/26 Season							
Swimming Pool	Berrwillock	Birchip	Charlton	Donald	Sea Lake	Watchem	Wycheproof
Casual Visits	749	2,484	3,538	4,564	1,015	510	1,851
Bookings	75	2,325	1,907	2,084	995	0	1,043
Total Visits	824	4,809	5,445	6,648	2,010	510	2,894

Monthly Totals				
November	December	January	February	March
1,886	5,818	7,793	6,153	1,497
Daily Averages				
95	178	233	259	128

The Council’s objective is to maintain the current funding levels in the long-term financial plan.

To maintain the current aquatic service, which is a seven day per week operation from the start of November to end of March, the annual aquatic budget would need to increase by \$56,158 for the next 10-year period (total of \$565,178).

The Council supports maintaining access to all swimming pools; however, the Strategy recommends operational changes that, whilst delivering on the strategic objectives, reduce the current service level. This is required to maintain the current funding levels.



### 5.3. MOST POOLS ARE REACHING THE END OF LIFE

The funding of asset management works identified by the facility condition audit will only enable the status quo to be maintained and does not account for major failure or the ability to address identified community needs or new user markets. Due to the age of the outdoor pools and if asset renewal improvements are not undertaken, they will likely reach a catastrophic condition.

To help inform the Strategy, Structural Engineers undertook a detailed Technical Assessment of the swimming pools and has identified recommended asset renewal improvement and maintenance requirements of the facilities over the next five to 10 years. The total cost to maintain the current benefit, with no additional services, is about \$900,000 over this period.

That said, the Council investment in asset maintenance and improvements over the last decade has been worthwhile and extended the life of the pools. The pools can remain operational over the next 10 years if identified asset renewal improvement and maintenance costs are funded. Improvements include replacing plant and filtration and new amenities.

#### Case Study: Charlton Swimming Pool Improvements

New amenities, plant upgrade, lighting and shade structures at Charlton Swimming Pool.

Figure 4: Charlton Swimming Pool Amenities



### 5.4. COMMUNITY HIGHLY VALUE POOLS, BUT IT COMES AT A HIGH COST

The Council recognises that the Buloke Shire community highly values having access to swimming pool facilities and there is strong support for them. Pools are viewed as essential to supporting health and social connections in rural communities that don't have access to many free community services. It is especially important to the community during hot weather and school holidays.

A survey of the Buloke community generally rated the swimming pool facilities and programs as very good. The main activities during visits to the swimming pools were:



There is a strong interest in longer operating hours, improved adventure and water play, shade, social spaces and an increase in community programming.

Swimming lessons, water safety programs, and inclusive activities are seen as increasingly important due to declining swim competency across the diverse Buloke Shire communities and students with special needs. Schools are eager to expand their use of swimming pools for both education and events.

Unfortunately, the high cost of swimming pools is placing considerable pressure on Council's capacity to fund them amongst other competing community and infrastructure needs. A strategic approach to addressing this issue is critical.

### Community Engagement Key Themes

Aquatic facilities are well-used by locals and schools, with peak attendance during holidays and afternoons.

There is interest for longer opening hours on warmer days and longer seasons with flexible lifeguard models.

Key concerns include aging infrastructure and safety hazards.



Pools are viewed as essential, inclusive community hubs that support health, social connection, and access for all, particularly in remote areas.



Residents consistently called for more shade, water play areas, slides, and updated amenities to make pools more inviting and family friendly.




There is strong community interest in structured programs like learn-to-swim, fitness classes, early morning swimming, inclusion initiatives, and community events.



## 6. STRATEGIC DIRECTIONS

### 6.1. VISION

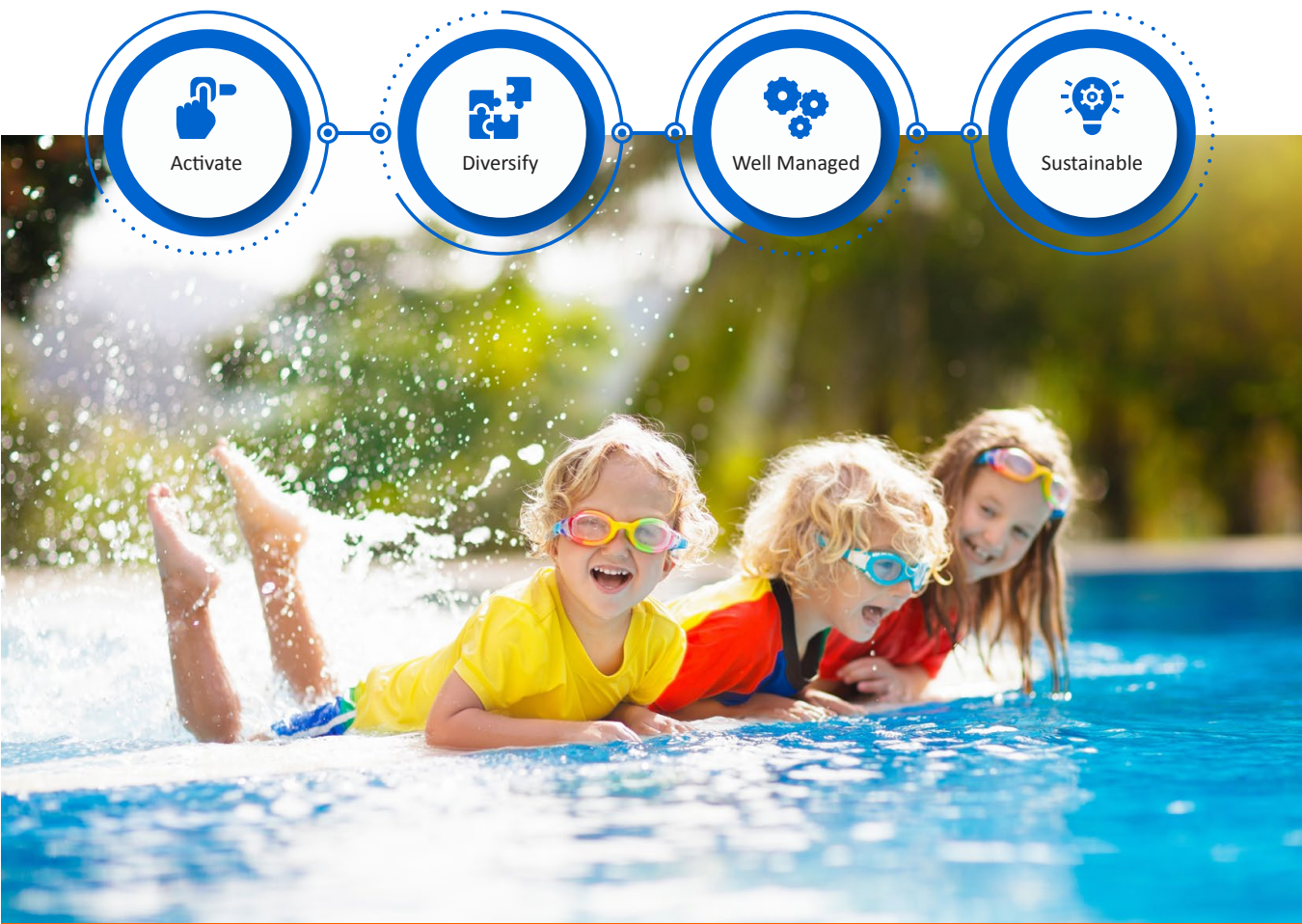
The Council aims to:

 Provide sustainable, safe and accessible swimming pools that activate Buloke residents and connects communities.

The following strategic objectives and actions have been developed to achieve this vision. A road map of improvements (renewal and improvements) supports the objectives and actions.

### 6.2. OBJECTIVES

The Council aims to:





### Activate aquatic facilities and communities

#### How?

- « Partner with Neighbourhood Houses and aquatic providers to facilitate programming of swimming pools for community activities i.e. aqua aerobics and early morning swimming.
- « Deliver innovative approaches and encourage a diversity of activities, programming and events at swimming pools to increase visitation, such as inflatable days and the Vicswim program.
- « Partner with health and fitness providers to provide fitness classes at aquatic facilities, such as Active Farmers boot camps, yoga, and Pilates classes.
- « Partner with the community in hosting community events at the aquatic facilities, such as dive-in movie nights and music concerts at the pools.



### Provide a diversity of aquatic experiences to encourage greater participation and use

#### How?

- « Take a strategic and place-making approach to the improvement of district swimming pools.
- « When assets are due for renewal, identify opportunities to diversify aquatic facility opportunities at district swimming pools and undertake an initial design to enhance the ability to attract external funding.
- « Prioritise improvements at district swimming pools that improve access, safety and diversify experiences (dry and wet) for young people, families and older adults. Consider opportunities for leisure and water play, fitness areas, and social seating and shade. Seek external funding for these works.
- « Partner with Traditional Owners and Lake Foreshore Committees in the development of reserve management plans. The plans should explore how to provide diverse recreation activities and utilise cultural (Traditional Owners) knowledge in sustainable water management.



### Well-managed and maintained quality aquatic facilities

#### How?

- « That Council undertake an annual review of the performance of all facilities in meeting key performance measures and progress made on the Strategy. The review should report on visitation and financial performance, including Council subsidy per visit, the condition of the assets and the level of risk to Council.
- « Apply a consistent standard to design and maintenance of swimming pools that responds to the planning framework (levels of service).
- « Develop an Asset Management Plan for aquatic facilities, informed by Structural Engineers Technical Condition Assessments and LSV Safety Audits, and regularly monitor and review the Asset Management Plan.
- « As part of Council's annual budget process provide funding for asset renewal of aquatic facilities as detailed in the Asset Management Plan.
- « Implement an off-season maintenance process for swimming pools.



### Deliver a sustainable aquatic service

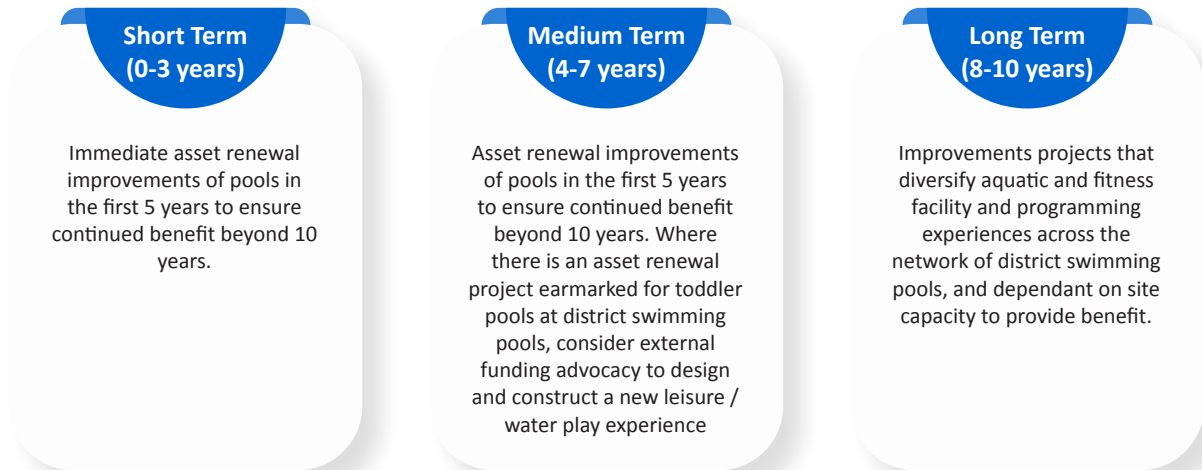
#### How?

- « Maintaining the existing pools is a priority in the short to medium term. However, if the cost of these works cannot be afforded over the long term, Council may be forced to close one or more of the existing pools. This will be considered if a pools asset renewal improvement and maintenance works exceed \$250,000 over five years.
- « Conducting close analysis and feasibility studies of individual pool locations. Upon catastrophic plant and/or pool failure, the Council will investigate alternative future aquatic experiences at these locations. This could include a water-play splash park or improvements at a local lake with a designated swimming area and would require external funding.
- « Delivering a flexible operating model that is supported by updated pool business rules and allows Council to operate within the current funding level. This approach will enable staff to adapt service delivery and consider:
  - Community demand and staffing capacity.
  - Reducing the season length from the start of November to the end of March to the start of December to mid-March (Labour Day weekend). This is in line with other rural Councils.
  - Increase the minimum weather temperature threshold from 23°C to 25°C. This is in line with other rural Councils.
  - Reduce operations for local pools (Berriwillock and Watchem swimming pools) to a six-week season (school summer holiday period). These communities will retain access to a district pool within 20 minutes for the full season.
- « Monitor annual visitation trends across all Buloke Shire swimming pools, with a trigger point of a 20% or greater decline in participation over a rolling three-year period prompting a formal service viability review.
- « Apply a graduated response to declining participation and increased service delivery costs. Progressing through maintaining the current service levels, reducing service delivery (hours, season length or programs), temporary or permanent closure, or repurposing the facility for alternative community recreation or activation uses.
- « Integrate environmentally sustainable design and water-sensitive urban design features in aquatic facility renewal and improvement projects.
- « Introduce a small fee for private providers and funded schools to operate aquatic and health and fitness programs at aquatic facilities. This fee would contribute to the cost of providing two lifeguards. This fee would not be applied to unfunded schools and could be reduced if school teachers or private providers receive lifeguard training, reducing the need for Council to provide two lifeguards.
- « Investigate management models and partnering opportunities for aquatic facilities, e.g. Community partnership models, and regional management models with partnering councils. This includes what a possible transition of management models could look like.

### 6.3. RECOMMENDED STRATEGY

The recommended strategy for Buloke aquatic facilities has taken into consideration the current condition of the assets, patronage, population catchment and cost of service. The recommended strategy aligns with the strategic directions and vision for the aquatic service in Buloke outlined above. This strategy supports a network approach that considers a fair and reasonable travel distance to access aquatic services. It is designed to provide a sustainable aquatic service for the next 10 years.

A road map has been prepared that applies the following strategic approach:

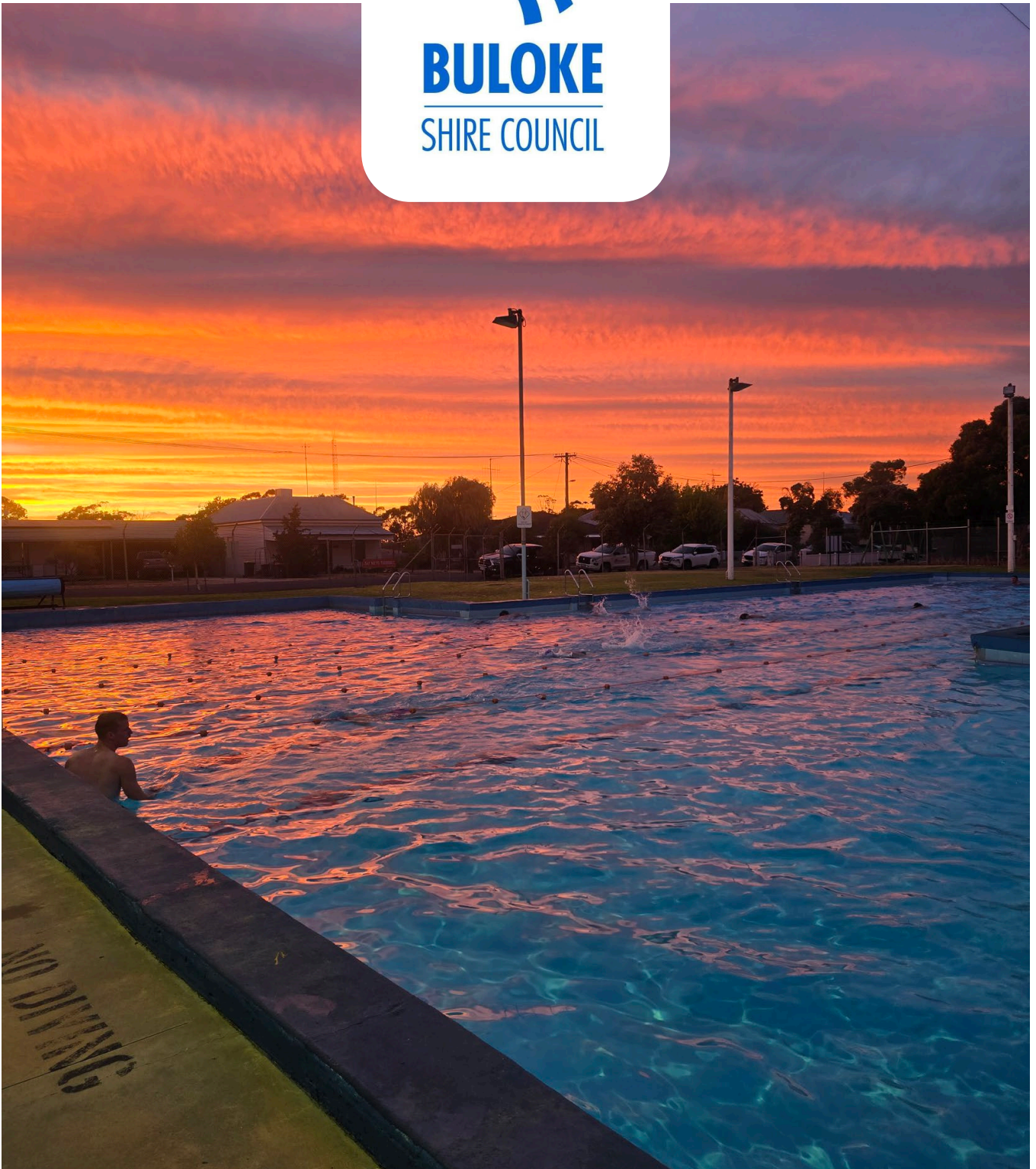


Improvement projects will be subject to external funding, e.g., grants, while asset renewal projects will be referred to the Council's annual budget or 10-year financial plan. In addition, the annual maintenance allowance will cover painting and minor repairs i.e. expansion joints.





**BULOKE**  
SHIRE COUNCIL



## 8.2.4 ROAD RENAMING REQUEST - WALKLATE LANE, CHARLTON

**Author's Title:** Senior Manager Assets and Delivery

**Directorate:** Infrastructure and Delivery

**File No:** RO/12/01

### **Relevance to Council Plan 2025 - 2029**

**Strategic** Built and natural environment

**Objective:** Advocate and plan for, and manage community buildings, roads and transport networks

### **PURPOSE**

To seek approval of the proposal to rename a section of Davies Street, between High Street and John Curtin Drive to Walklate Lane in the township of Charlton.

### **SUMMARY**

Council received a request from the Charlton Forum to rename the west end of Davies Street to Walklate Lane to honour the late Dr Walklate whom served as a beloved Doctor to the Charlton area for many years.

The section of Davies Street that has been identified for renaming is from High Street to John Curtin Drive, which is a laneway running along the Avoca riverbank.

Following receipt of the request from the Charlton Forum, the following process steps have been undertaken in line with Council's *Naming of Roads, Features and Localities Policy* (Policy);

- Officers reviewed the proposed road name to ensure it aligned with 'Principle C – Linking the name to place' as per the naming principles in Section 2 of the Naming Rules for Places in Victoria 2022.
- Advertised Council's intention to rename a section of Davies Street and called for submissions from the community as per the requirements of Council's Policy.
- Sent letters to the adjoining landowners to the proposed section of Davies Street to be renamed.
- At the close of the public submission period Council had received two (2) submissions.

As the request to rename the section of Davies Street to Walklate Lane was received from the Charlton Forum, further consultation was not undertaken with the Forum during the public notice period.

As submissions to the proposed road renaming have been received the following steps are to be follows as per Council's Policy, Section 11 – extract provided as follows;

#### **11. Objections and Submissions**

*Following notification, any objection or submission received during the public consultation period must be considered by Council including deciding the weight to be given to competing submissions having regard to the Naming Rules. All submissions must be included in an assessment report which includes an assessment and response to the submission.*

*If Council accepts a proposal and lodges it with the Registrar of Geographic Names, it must provide details of what the objections/submissions were and how they will be or have been dealt with.*

*Council must advise submitters of its decision in writing in accordance with Section 8 of the Naming Rules. Objectors have 30 days within which to lodge an appeal to the Registrar of Geographic Names.*

*Council must write a report on its decision of a proposal which includes information about how the proposal conforms to the relevant principles and guidelines of the Naming Rules and discussion on and responses to any objection/submission received during the public consultation period.*

## RECOMMENDATION

That Council:

1. Acknowledge the receipt of two (2) submissions lodged during the public submission period and thank the two (2) submitters for participating in the public submission period.
2. Having given consideration of the submissions received, Council accepts the proposal to rename a section of Davies Street, between High Street and John Curtin Drive to Walklate Lane.
3. Lodge a report to the Registrar of Geographic Names confirming Council's acceptance of a proposal to rename a section of Davies Street, between High Street and John Curtin Drive to Walklate Lane.
4. Write to each of the submitters advising of Council's acceptance of the proposal to rename a section of Davies Street, between High Street and John Curtin Drive to Walklate Lane.
5. Advise all submitters they have 30 days to lodge an appeal to the Registrar of Geographic Names.
6. Notes and declares the attachments to this report as confidential on the grounds that it relates to as described in s 3(1) of the *Local Government Act 2020*.

## DISCUSSION

Dr Brian Walklate was a popular and well-regarded doctor in Charlton and this proposal will provide recognition of his input to the Charlton community over his lifetime. The building that acted as his surgery is located on the western end of Davies St, providing a linkage to the rename proposal. This aligns with *Principle C – Linking the name to place* as per the Naming principles in Section 2 of the Naming rules for places in Victoria 2022.

The submissions received during the public submission period included a submission in support of the proposal and one submission opposed to the proposal. The submission summary and officer comments (assessment report) are provided in the below table.

Submitter	Submitter Position	Submission Summary	Officer Comments
1	Support	Supports the change, however, would prefer the name Brian Walklate Lane instead	The naming rules prefer only the last name of a person is used.
2	Oppose	To include the section of road identified as an extension of John Curtin Drive.	The proposed name has a link to that locality in that the surgery he operated is located at the western of the road.

## RELEVANT LAW

*Local Government Act 2020*

**RELATED COUNCIL DECISIONS**

This matter has not been presented to a Council meeting, however Councillors have been briefed with the relevant information at a previous Councillor briefing.

**OPTIONS**

The following options are available in regard to this proposal;

**Option One – Recommended by Officers.**

To approve this proposal and rename the section of Davies Street, between High Street and John Curtin Drive to Walklate Lane.

**Option Two – Not Recommended by Officers.**

Not approve this proposal and retain the current road name as Davies Street.

**Option Three – Not Recommended by Officers.**

Not approve this proposal and identify another location that could be used to honour Dr Walklate.

**SUSTAINABILITY IMPLICATIONS**

No sustainability implications have been identified by this proposal.

**COMMUNITY ENGAGEMENT**

Letters outlining the renaming proposal were sent to those property owners on High Street that have rear access from Davies Street. No objections to the proposal were received from the adjoining landowners.

Public notices were placed in local newspapers requesting feedback within 30 days.

- Buloke Times Friday - 5 September 2025
- North Central News – 10 September 2025
- Sea Lake & Wycheproof Times Ensign – 11 September 2025

At the close of the submission period, two (2) submissions had been received.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

This proposal will provide an improved relationship with the Charlton community by providing recognition of a former community member who provided a lifetime of service to the community.

**COLLABORATION**

Letters outlining the proposal were sent to the following agencies requesting feedback on the proposed change;

- State Emergency Service – Swan Hill
- Victoria Police – Swan Hill
- Victorian Electoral Commission
- Rural Ambulance Victoria
- Country Fire Authority
- Australia Post

No objections to the proposed change were received.

**FINANCIAL VIABILITY**

If approved, the installation of road signage is required within 30 days of Geographic Names Victoria providing approval of the road name.

The costs associated with the road name change is minimal and can be funded from existing operational budgets.

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

The proposal meets all the criteria identified in the Official Naming Rules for Places in Victoria 2022 document issued by Geographic Names Victoria

**COUNCIL PLANS AND POLICIES**

This proposal meets the criteria within Councils Naming of Roads, Features and Localities Policy.

**TRANSPARENCY OF COUNCIL DECISIONS**

The decision will be made in an open Council Meeting to promote openness and accountability.

**CONFLICT OF INTEREST**

No Council Officer identified a conflict of interest when considering this matter.

***Attachments:***

1. Attachment 8.2.4.1 - Attachment 1 - BSC Walklate Lane Public Notice
2. Attachment 8.2.4.2 - Attachment 2 - Road Naming Request - Charlton (Walklate Lane)
3. Attachment 8.2.4.3 - Attachment 3 - Submission 1 - Renaming Request of Walklate Lane Redacted
4. Attachment 8.2.4.4 - Attachment 4 - Submission 2 - Walklate Lane Redacted



Council is seeking comments on a proposal to rename **Davies St (Charlton)** running East from High St to John Curtin Drive along the Avoca riverbank, to Walklate Lane (Charlton).

Members of the public can provide feedback on the names or submit name nominations by **2 October 2025**, within 30 days of this notice addressed to:

**Buloke Shire Council**  
367 Broadway, Wycheproof VIC 3527  
[buloke@buloke.vic.gov.au](mailto:buloke@buloke.vic.gov.au)  
Contact No: **1300 520 520**



**BULOKE**  
SHIRE COUNCIL

### **Notice of an Application for a Planning Permit**

The land affected by the application is located at **462 Broadway, Wycheproof VIC 3527**.

The application is for a permit to **construct a building or construct or carry out works (Office, associated with the public land use conducted on behalf of the public land manager)**.

The application reference number is **PA25022**.

You may view the application and supporting documents on the **Buloke Shire Council website** <https://buloke.greenlightopm.com/planning> or by making contact with the office of the Responsible Authority, **Buloke Shire Office, Wycheproof** on 1300 520 520.

This can be done during office hours and is free of charge. Any person who may be affected by the granting of the permit may object or make other submissions to the Responsible Authority.

An objection must be made to the Responsible Authority in writing, include the objectors name and contact details, include reasons for the objection, and state how the objector would be affected. An online submission form is available at <https://www.buloke.vic.gov.au/planning-applications-on-exhibition>

The Responsible Authority will not decide on the application before **25 September 2025**.

If you object to the application, the Responsible Authority will tell you it's decision.

### Road Naming Proposal

*Greetings from the Charlton Forum.*

*A project we have had in the pipeline since 2021 has been the renaming of the access laneway that exists between the Avoca River and the rear of shops in High Street, Walklate Lane. Dr Walklate was a hugely popular and well regarded doctor in Charlton, whose elderly wife is still alive. It is our wish to get some momentum happening to complete the work already done to bring this project to completion.*

*Can I ask that you review the attached documentation and respond where you think the shire stands on getting this up and running.*

*Best wishes*

*Markus Phillips*

*Forum Secretary*



**Paula Gardiner**

---

**From:** Records  
**Sent:** Monday, 22 September 2025 3:40 PM  
**To:** Stephen Perger  
**Subject:** FW: [EXTERNAL]Renaming of part of Davies Street Charlton 3525.

Hi,

This has been registered.

File number.: RO/12/01  
Document no.: 25-004580  
Property no.: -

Kind regards,  
Stanna

---

**From:** [REDACTED]  
**Sent:** Friday, September 5, 2025 2:57 PM  
**To:** Records <Buloke@buloke.vic.gov.au>  
**Subject:** [EXTERNAL]Renaming of part of Davies Street Charlton 3525.

You don't often get email from [REDACTED] [Learn why this is important](#)

Good afternoon.

Further to your advertisement in the Buloke Times on 05 September and your request for feedback, I submit the following:

1. Davies Street was named after Cunningham and Davies who managed the East Charlton Station for the Trust and Agency Company from 1863 to 1868; Charlton; celebrating 150 years,1863-2013; Olive & Cadzow; page 51. (Mr Cunningham appears to have missed out!)
2. There is no street name sign identifying Davies Street at the High Street intersection or at the John Curtin Drive intersection.
3. Although I have lived in Charlton for 47 years, until today when I read your advertisement and checked a Charlton street map online, I did not know this stretch of road was part of Davies Street; nor did I know it had any name. I believe very few Charlton residents or others would know its name.
4. I believe street names should be retained, especially if named after local pioneers, features, events, etc; eg, Waugh Street, View Street.
5. The other parts of Davies Street, from the Ambulance Station, past Charlton College to the Highway, preserve the name Davies Street.
6. I support the proposal to rename this stretch of road Walklate Lane, although I would prefer the name to be: Brian Walklate Lane.

Regards.

[REDACTED], Charlton 3525; [REDACTED] [REDACTED]

**Paula Gardiner**

---

**From:** Records  
**Sent:** Monday, 15 September 2025 11:13 AM  
**To:** Stephen Perger  
**Subject:** FW: [EXTERNAL]Fw: Walklate plaque  
**Attachments:** 20250908\_110751.jpg

Hi,

This has been registered.

File number.: RO/12/01  
Document no.: 25-004413  
Property no.: -

Please use file and documents numbers if responding and send a copy to records.

Kind regards,  
Stanna

---

**From:** [REDACTED]  
**Sent:** Saturday, September 13, 2025 1:09 PM  
**To:** Records <Buloke@buloke.vic.gov.au>  
**Subject:** [EXTERNAL]Fw: Walklate plaque

You don't often get email from [REDACTED] [Learn why this is important](#)

Re: Rename Davies St Charlton to Walklate Lane

I suggest that the road from John Curtin Drive, Charlton to High Street at the bridge be named John Curtin Drive, not Walklate Lane for the following reasons.

John Curtin was a former resident of Charlton, the 14<sup>th</sup> Prime Minister of Australia. He led Australia through the majority of WW 11 until his untimely death 6 weeks before the war ended.

As it stands John Curtin Drive is of an insignificant length of only 80 metres, going past a toilet block. This is hardly adequate recognition for a war time Prime Minister.

A DRIVE is "a winding road, often named to reflect its path, which may follow natural contours like a hill or body of water".

Therefore, John Curtin Drive should continue around the corner following the Avoca River to High Street at the bridge (proposed Walklate Lane). Continuing John Curtin Drive from Travellers Rest entrance, High Street to High Street at the bridge is an opportunity not to be missed to make this a pleasant and historic drive of a suitable length.

The name Walklate Lane is not appropriate for this road as a LANE is a "narrow way or passage between hedges, fences, walls or house" whereas this road is a 2 way, bitumen sealed road with curbing.  
CERTAINLY NOT A LANE.

Dr. Walklate has been honoured for his immense contribution to Charlton with a plaque (photo attached) in Rotary Park. There is also a 1.5 metre bollard of him in Gordon Park playground.

If the people of Charlton want to further acknowledge Dr. Walklate's doctoring in Charlton another more suitable place could be found.

I expect my name to be used only within the Buloke Shire office and not for newspaper publication.

Yours Sincerely,

[Redacted] Charlton 3525  
Mob. [Redacted]

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**From:** [Redacted]  
**Sent:** Saturday, September 13, 2025 12:46 PM  
**To:** [Redacted]  
**Subject:** Walklate plaque and Walklate Lane

Sent from my Galaxy



## 8.2.5 PLANNING PERMIT APPLICATION PA25034 - THE USE AND DEVELOPMENT OF LAND TO CONSTRUCT THREE (3) DWELLINGS, SUBDIVIDE LAND INTO FOUR (4) LOTS AND TO CREATE OR ALTER ACCESS TO A ROAD IN TRANSPORT ZONE 2

**Author's Title:** Planning Officer

**Directorate:** Community Development

**File No:** LP/09/01

### **Relevance to Council Plan 2025 - 2029**

**Strategic** Built and Natural Environment

**Objective:** Prosperous and Growing Economy

### **PURPOSE**

The purpose of this report is for Council to consider Planning Permit Application PA25034 and as the Responsible Authority, resolve to issue a Notice of Decision to Grant a Permit or issue a Notice of Refusal.

### **SUMMARY**

A planning permit application was received by Council on 30 September 2025. In its current form, the application is for the use and development of land to construct three (3) dwellings, subdivide land into four (4) lots and to create or alter access to a road in Transport Zone 2.

The subject land is located at 40 McCracken Avenue, Donald, formally known as Lot 1 TP440022 and Lot 1 TP594262.

The application has come to Council as the Responsible Authority for a decision as there are unresolved objections to the application.

### **RECOMMENDATION**

That Council:

having caused notice of Planning Permit Application No. PA25034 to be given under Section 52 of the *Planning and Environment Act 1987* and having considered all the matters required under Section 60 of the *Planning and Environment Act 1987* grant a Notice of Decision to Grant a Permit under the provisions of 32.05-5, 32.05-8 and 52.29-2 of the Buloke Planning Scheme in respect of the land known and described as 40 McCracken Avenue, Donald (Lot 1 TP440022 and Lot 1 TP594262), for the use and development of land to construct three (3) dwellings, subdivide land into four (4) lots and create or alter access to a road in Transport Zone 2 in accordance with the endorsed plans, with the application dated 30 September 2025, subject to the following conditions:

#### **Endorsed Plans**

1. The use and development as shown on the endorsed plans must not be altered without the written consent of the responsible authority.

#### **Amenity**

2. The use and development must be managed so that the amenity of the area is not detrimentally affected, through the:
  - a. Transport of materials, goods or commodities to or from the land
  - b. Appearance of any building, works or materials
  - c. Emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit or oil
  - d. Presence of vermin

to the satisfaction of the responsible authority

3. The use and development of the land must not interfere with surrounding existing uses, including residential.
4. External lighting must be designed, baffled and located so as to prevent any adverse effect on adjoining land to the satisfaction of the responsible authority.
5. All activities associated with the construction of the development permitted by this permit must be carried out to the satisfaction of the responsible authority and all care must be taken to minimise the effect of such activities on the amenity of the locality.

#### **Access and Car Parking**

6. The owner/applicant must provide an owners corporation to manage all common property services.
7. Access to and exit from the site must only be at the nominated crossings shown on the endorsed plans. Access to and exit from the site must only be from McCracken Avenue.
8. Before the use or occupation of the development starts, the area(s) set aside for the parking of vehicles and access lanes as shown on the endorsed plans must be:
  - a. constructed
  - b. properly formed to such levels that they can be used in accordance with the plans
  - c. surfaced with an all-weather-access material
  - d. drained

to the satisfaction of the responsible authority.

Car spaces, access lanes and driveways must be kept available for these purposes at all times.

9. Before construction commences, photographic evidence of the condition of all Council infrastructure adjoining the subject land must be provided to the satisfaction of the responsible authority. This includes all footpaths, road, drainage, channel and curb and nature strip. Any damage to Council property during construction must be made good to the satisfaction of the responsible authority and at no cost to the responsible authority.

#### **Drainage**

10. Waste or soiled water must not be permitted to be discharged from the site to the stormwater drainage system during construction of the development or the ongoing use of the site, to the satisfaction of the responsible authority.
11. Storm water drainage from the proposed buildings and impervious surfaces must be directed to the legal point of discharge to the satisfaction of the responsible authority. A legal point of discharge permit must be taken out prior to the construction of a stormwater drainage system.

### **Landscaping**

12. Before the use or occupation of the development commences, a Landscape Plan must be submitted to and approved by the responsible authority. When approved, the Landscape Plan will be endorsed and will then form part of this permit.

The Landscape Plan must be drawn to scale with dimensions and must show the location of all proposed vegetation. The plan must include, as a minimum:

- Twelve (12) x Type A coverage trees;
  - Four (4) x Type B coverage trees;
  - Three (3) x Type C coverage trees; or
  - Any alternative combination of Type A, Type B and/or Type C coverage trees that collectively achieves the minimum 20 per cent site area landscaped requirement, to the satisfaction of the responsible authority.
13. The landscape area(s) shown on the endorsed plan(s) must be planted and thereafter maintained to the satisfaction of the responsible authority. Any dead, diseased or damaged plant must be removed and replaced. Once completed, the landscaped area(s) must be retained and must not be used for any other purpose unless otherwise agreed in writing by the responsible authority.

### **Services**

14. All dwellings in the development must be connected to a reticulated electricity supply or have an alternative energy source to the satisfaction of the responsible authority.
15. All dwellings in the development must be connected to reticulated sewerage, if available. If reticulated sewerage is not available, all wastewater from the dwelling must be treated and retained within the lot in accordance with the requirements of the Environment Protection Regulations under the Environment Protection Act 2017 for an on-site wastewater management system.
16. All dwellings in the development must be connected to a reticulated potable water supply or have an alternative potable water supply with adequate storage for domestic use as well as for firefighting purposes to the satisfaction of the responsible authority.

### **Subdivision**

17. All existing and proposed easements and sites for existing and required utility services and roads must be set aside in favour of the relevant authority for which the easement or site is to be created on the plan of subdivision submitted for certification under the Subdivision Act 1988.
18. The owner of the land must enter into agreements with the relevant authorities for the

provision of water supply, drainage, sewerage facilities and electricity services to each lot shown on the endorsed plan in accordance with the authority's requirements and relevant legislation at the time.

19. The owner of the land must enter into an agreement with:
- a. a telecommunications network or service provider for the provision of telecommunication services to each lot shown on the endorsed plan in accordance with the provider's requirements and relevant legislation at the time; and
  - b. a suitably qualified person for the provision of fibre ready telecommunication facilities to each lot shown on the endorsed plan in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network (NBN) will not be provided by optical fibre.

Before the issue of a Statement of Compliance for any stage of the subdivision under the Subdivision Act 1988, the owner of the land must provide written confirmation from:

- a. a telecommunications network or service provider that all lots are connected to or are ready for connection to telecommunications services in accordance with the provider's requirements and relevant legislation at the time; and
  - b. a suitably qualified person that fibre ready telecommunications facilities have been provided in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.
20. The plan of subdivision submitted for certification under the Subdivision Act 1988 must be referred to the relevant authority in accordance with Section 8 of that Act.

#### **Referral Authority Conditions - GWMWater**

21. The owner/applicant must provide individually metered water services to each lot/dwelling in accordance with GWMWater's requirements.
22. The owner/applicant is responsible for verifying the condition of any existing sewer connection point/s to determine their suitability for use.
23. The owner/applicant must provide plans and estimates of all proposed water supply works prior to commencement, for GWMWater's approval.
24. The owner/applicant must provide three metre wide easements in favour of GWMWater over all existing and proposed sewers located within private land.
25. The owner/applicant must provide written notification of commencement of works to enable GWMWater to organise inspections and coordinate with its staff.
26. The owner/applicant must provide an owners corporation to manage all common sewer property services.
27. The owner/applicant must provide GWMWater with an updated drainage plan for each lot/dwelling submitted by a qualified plumber.
28. The Owner/applicant must enter a Build Over Easement Agreement with GWMWater for structure which encroaches on a sewerage easement.

**Referral Authority Conditions - Powercor**

29. The applicant shall provide an electricity supply to all lots in the subdivision in accordance with the Distributor's requirements and standards.

**Notes:** Extension, augmentation or rearrangement of the Distributor's electrical assets may be required to make such supplies available, with the cost of such works generally borne by the applicant.

30. The applicant shall ensure that existing and proposed buildings and electrical installations on the subject land are compliant with the Victorian Service and Installation Rules (VSIR).

**Notes:** Where electrical works are required to achieve VSIR compliance, a registered electrical contractor must be engaged to undertake such works.

**Referral Authority Conditions - Head, Transport for Victoria**

31. There must only be one (1) shared vehicle access for use by all proposed lots (subject land) to McCracken Avenue (principal road).
32. Before the plan of subdivision is submitted to the Responsible Authority for certification under the *Subdivision Act 1988*, an updated concept plan must be submitted to and approved by the Head, Transport for Victoria. The concept plan must demonstrate that a passenger vehicle can enter and exit Lots 1 to 4 in a forward direction.
33. Prior to the issue of a Statement of Compliance, the following must be completed to the satisfaction of the Responsible Authority and at no cost to the Head, Transport for Victoria and the Responsible Authority. The access lands, driveway, crossover and associated works must be provided and available for use and be:
- a. Formed to such levels and drained so that they can be used in accordance with the endorsed plans.
  - b. Treated with an all-weather seal or some other durable surface.
34. The crossovers and associated shared driveway for the subject land must be maintained in a fit and proper state so as not to compromise the ability of vehicles to enter and exit the site in a safe manner or compromise operational efficiency of the road or public safety to the satisfaction of the Head, Transport for Victoria and the Responsible Authority.

**Commencement**

35. This permit will operate from the issued date of this permit.

**Permit Expiry**

36. This permit as it relates to development (subdivision) will expire if one of the following circumstances applies:
- a. The plan of subdivision has not been certified under the *Subdivision Act 1988* within 2 years of the issued date of this permit.
  - b. A statement of compliance is not issued within 5 years of the date of certification.

In accordance with Section 69 of the *Planning and Environment Act 1987*, an application may be submitted to the responsible authority for an extension of the periods referred to in this condition.

37. This permit will expire if one of the following circumstances applies:
- a. The development is not started within 2 years of the issued date of this permit.
  - b. The development is not completed within 4 years of the issued date of this permit.
  - c. The use does not start within 2 years of completion of the development.

In accordance with Section 69 of the *Planning and Environment Act 1987*, an application may be submitted to the Responsible Authority for an extension of the periods referred to in this condition.

## **DISCUSSION**

### **Proposal**

A planning permit application was received by Council on 30 September 2025 for the use and development of land to construct three (3) dwellings, subdivide land into five (5) lots and to create or alter access to a road in Transport Zone 2 at 40 McCracken Avenue, Donald, (Lot 1 TP440022 and Lot 1

TP594262). The original application included a fifth allotment for the future construction of a fourth dwelling.

The application was amended in response to objections received and in its current form, the application is for the use and development of land to construct three (3) dwellings, subdivide land into four (4) lots and to create or alter access to a road in Transport Zone 2.

The purpose of the project is to provide suitable accommodation for workers to reside within the township.

The subdivision will result in four (4) lots with the following areas:

- Lot 1 - 827.20m<sup>2</sup>
- Lot 2 - 839.64m<sup>2</sup>
- Lot 3 - 1005.21m<sup>2</sup>
- Lot 4 – 747.71m<sup>2</sup> containing common property for the purpose of access and services to all three allotments.

Lots 1 and 2 will comprise three-bedroom dwellings, with a four-bedroom dwelling proposed on Lot 3. A separate double carport will be provided for each dwelling.

### **Subject site & locality**

An inspection of the site and the surrounding area has been undertaken.

The site has a total area of 3415.61 square metres and currently contains:

- Two existing allotments containing vacant land (Lot 1 TP440022 and Lot 1 TP594262)

The main site/locality characteristics are:

- The subject site is within a residential area with farming zoned land to the northwest.
- The subject site adjoins McCracken Avenue to the southeast with a street frontage of 20 metres. McCracken Avenue is a through highway running southwest to northeast. The access road is a quite broad and has a service lane on the eastern side.
- There is an adjoining dwelling located on a separate allotment within the same ownership as the subject site (Lot 1 TP520539).
- Surrounding lot sizes range from 801m<sup>2</sup> to 11,798m<sup>2</sup>, with 70% of allotments on McCracken Avenue ranging from 800-2000m<sup>2</sup>.

### **Permit/Site History**

The history of the site includes:

- An application was made 6 March 2025 to use the existing dwelling for an office. The application received 14 objections, and the application was subsequently withdrawn.

### **Assessment**

#### **The zoning of the land and any relevant overlay provisions**

##### **32.05 Township Zone**

The purpose of the township zone is to:

- To implement the Municipal Planning Strategy and the Planning Policy Framework.

- To provide for residential development and a range of commercial, industrial and other uses in small towns.
- To encourage development that is responsive to the neighbourhood character of the area.
- To allow educational, recreational, religious, community and a limited range of other non-residential uses to serve local community needs in appropriate locations.

*Permit trigger – A planning permit is required to construct more than one dwelling on an allotment. A planning permit is also required to subdivide land.*

### **32.05-15 Decision guidelines**

Before deciding on an application to use land or construct a building or construct or carry out works, in addition to the decision guidelines in clause 65, the responsible authority must consider, as appropriate:

<b>Decision Guideline – Township Zone</b>	<b>Comments</b>
<b>General</b>	
The objectives set out in a schedule to this zone.	<i>There are no objectives set out in a schedule to this zone.</i>
The protection and enhancement of the character of the town and surrounding area including the retention of vegetation.	<p><i>The proposed development comprises a long, narrow subdivision containing three dwellings that do not directly front the street. While this configuration is not typical of detached dwellings within the immediate area, similar layouts are commonly associated with multi-unit developments, several of which exist within the township. As such, the proposed layout is not considered out of character with development patterns in the broader area.</i></p> <p><i>The proposed allotment sizes are generally consistent with those of surrounding properties. Although some larger allotments are present nearby, these are not representative of the prevailing standard lot size within the locality.</i></p> <p><i>The surrounding area contains a mix of weatherboard and brick veneer dwellings. The proposed development consists of modern, well-articulated dwellings featuring weatherboard cladding and pitched Colorbond roofs. The architectural presentation is considered clean and contemporary and is compatible with the existing character of the area.</i></p> <p><i>The subject site contains minimal vegetation of significance. The proposal includes a comprehensive landscaping proposal, incorporating a minimum of 19 trees to meet the requirements of Clause 55.02-7 (Tree Canopy Cover). The proposed trees are to be selected from flowering native species, contributing positively to the streetscape and broader landscape character.</i></p>
The availability and provision of utility services, including sewerage,	<i>The subject site can be connected to all services.</i>

water, drainage, electricity and telecommunications.	
The design, height, setback and appearance of the proposed buildings and works including provision for solar access.	<i>The proposed design is contemporary in nature and responds appropriately to the size and configuration of the subject land. All dwellings are single-storey, ensuring consistency with the prevailing neighbourhood character. The dwellings are designed with appropriate setbacks, including a minimum setback of 2.5 metres from the adjoining property to the north-east, while Dwelling 1 is setback 8.5 metres from the street boundary, contributing to a reasonable streetscape presence and compatibility with surrounding development.</i>
Provision of car and bicycle parking and loading bay facilities and landscaping.	<i>Clause 52.06 (Car Parking) requires a new dwelling to have a minimum of 1.2 car parking spaces per dwelling. A double carport has been provided to each dwelling, meeting this requirement.</i>
The effect that existing uses on adjoining or nearby land may have on the proposed use.	<i>The use and development of adjoining and nearby land will not adversely impact the proposed residential use. Surrounding land is predominantly residential in nature, which is compatible with the proposed development. While some farming activity may occur to the north-west of the subject land, this land directly interfaces with an established residential area and agricultural activities in this context are expected to generate minimal amenity impacts on future residents.</i>
The scale and intensity of the use and development.	<i>The proposed development of three dwellings represents a marginally higher density than is typically observed within the township. However, it is noted that each resulting allotment exceeds 800 m<sup>2</sup>, which is consistent with the prevailing lot sizes in the area that generally range between 800 m<sup>2</sup> and 2,000 m<sup>2</sup>. Furthermore, within the Township Zone, the construction of a dwelling on land exceeding 300 m<sup>2</sup> does not require a planning permit, indicating that the proposed allotment sizes are well within acceptable development parameters.</i>
The safety, efficiency and amenity effects of traffic to be generated by the proposal.	<i>The level of traffic generated by the proposed development is consistent with that typically associated with low-density residential areas. Any minor increase in vehicle movements is not expected to adversely impact traffic safety, efficiency, or the amenity of the surrounding area.</i>
The impact of overshadowing on existing rooftop solar energy systems on dwellings on adjoining lots in a Township Zone.	<i>No overshadowing on existing rooftop solar on dwellings on adjoining lots will occur.</i>

Any other decision guidelines specified in a schedule to this zone.	<i>The objectives and standards of Clause 55 have been considered. See attached report.</i>
<b>Subdivision</b>	
The pattern of subdivision and its effect on the spacing of buildings.	<i>The proposed subdivision layout is appropriate and responds well to the site context, providing suitable lot configuration and adequate spacing between buildings to ensure a functional and well-integrated development outcome.</i>
For subdivision of land for residential development, the objectives and standards of clause 56.	<i>The objectives and standards of Clause 56 have been considered. See attached report.</i>
<b>Construction of two or more dwellings on a lot</b>	
For two or more dwellings on a lot, the objectives, standards and decision guidelines of clause 55.	<i>The objectives and standards of Clause 55 have been considered. See attached report.</i>

Residential - An analysis of the application against the requirements of Clause 55 and 56 of the planning scheme are attached to this report.

### **Municipal Planning Strategy (MPS)**

The following Municipal Planning Strategies have been considered as part of this application:

#### **02.03-1 Settlement and housing**

Council's strategic directions for settlement and housing include:

- Encouraging residential and economic development in the main townships that have reticulated infrastructure including Birchip, Charlton, Donald, Sea Lake and Wycheproof.
- Maintaining urban character, amenity and services.
- Directing subdivision development to locations on the established road network.

#### **02.03-2 Environmental and landscape values**

Council's strategic directions for environmental and landscape values include:

- Protecting biodiversity, native vegetation, habitat and natural landscape values.
- Improving stormwater quality and enhancing natural waterways.
- Discouraging the expansion of development into areas of environmental sensitivity.

#### **02.03-5 Built environment and heritage**

Council's strategic directions for built environment and heritage include:

- Preserving the heritage values of the municipality to enhance the built environment.
- Supporting development in heritage places that complements the significance of the heritage place.
- Encouraging development that preserves and enhances the character and amenity of townships.

#### **02.03-6 Economic development**

Council's strategic directions for economic development include:

- Encouraging economic development and activity that increases opportunities for the community.

### **Planning Policy Framework (PPF)**

The following Planning Policy Framework have been considered as part of this application:

#### **11.01-1S Settlement**

##### **Objective**

To facilitate the sustainable growth and development of Victoria and deliver choice and opportunity for all Victorians through a network of settlements.

Strategies include:

- Develop sustainable communities through a settlement framework that:
  - o Offers a range of housing choices.
  - o Provides convenient access to jobs, services, infrastructure and community facilities.
  - o Takes into account regional and municipal contexts and frameworks.
- Provide for growth in population and development of facilities and services across a regional or sub-regional network in accordance with housing targets.
- Plan for development and investment opportunities that make best use of existing and planned transport infrastructure.

#### **11.03-6S Regional and local places**

##### **Objective**

To facilitate integrated place-based planning.

Strategies include:

- Integrate relevant planning considerations to provide specific direction for the planning of sites, places, neighbourhoods and towns.
- Consider the distinctive characteristics and needs of regional and local places in planning for future land use and development.

### **12.06-1S Urban forests**

#### **Objective**

To protect and enhance tree canopy in urban areas.

Strategies include:

- Contribute to achieving an overall 30 per cent tree canopy target for urban areas by:
  - Encouraging the retention of existing canopy trees.
  - Promoting the planting of new canopy trees within the public realm and open space and on private land.
- Ensuring that canopy tree species are appropriate for the locality, available space, growing conditions and future climate conditions.

### **15.01-1S Urban design**

#### **Objective**

To create urban environments that are safe, healthy, functional and enjoyable and that contribute to a sense of place and cultural identity.

Strategies include:

- Require development to respond to its context in terms of character, cultural identity and heritage, natural features, surrounding landscape and climate.
- Ensure the interface between the private and public realm protects and enhances personal safety.
- Ensure development supports public realm amenity and safe access to walking and cycling environments and public transport.
- Ensure that development provides landscaping that supports the amenity, attractiveness and safety of the public realm.

### **15.01-2S and 15.01-2L-01 Building design**

#### **Objective**

To achieve building design and siting outcomes that contribute positively to the local context, enhance the public realm and support environmentally sustainable development.

Strategies include:

- Design buildings and works to be in keeping with the prevailing scale, bulk, streetscape character and built form of the area.

### **15.01-3S Subdivision design**

#### **Objective**

To ensure the design of subdivisions achieves attractive, safe, accessible, diverse and sustainable neighbourhoods.

Strategies include:

- Providing a range of lot sizes to suit a variety of dwelling and household types to meet the needs and aspirations of different groups of people.

**15.01-5S Neighbourhood character****Objective**

To recognise, support and protect neighbourhood character, cultural identity, and sense of place.

Strategies include:

- Support development that respects the existing neighbourhood character or contributes to a preferred neighbourhood character.
- Ensure development responds to its context and reinforces a sense of place and the valued features and characteristics of the local environment and place by respecting the:
  - Pattern of local urban structure and subdivision.
  - Underlying natural landscape character and significant vegetation.
  - Neighbourhood character values and built form that reflect community identity.

**15.01-6S Design for rural areas****Objective**

To ensure development respects valued areas of rural character.

Strategies include:

- Ensure that the siting, scale and appearance of development protects and enhances rural character.
- Protect the visual amenity of valued rural landscapes and character areas along township approaches and sensitive tourist routes by ensuring new development is sympathetically located.

**16.01-1S Housing supply****Objective**

To facilitate well-located, integrated and diverse housing that meets community needs.

Strategies include:

- Encourage higher density housing development on sites that are well located in relation to jobs, services and public transport.
- Support opportunities for a range of income groups to choose housing in well-serviced locations.

**16.01-1L Housing diversity in Buloke**

Strategies include:

- Facilitate new and diverse housing opportunities within existing township boundaries.
- Encourage residential development that offers housing forms best suited to the household structures and age-groups in the municipality.
- Increase the mix of housing types and densities to reflect the needs of older people in the community.

**Relevant Particular Provisions****52.06 Car parking**

The purpose of Clause 52.06 includes:

- To ensure the provision of an appropriate number of car parking spaces having regard to the demand likely to be generated, the activities on the land and the nature of the locality.
- To ensure that car parking does not adversely affect the amenity of the locality.
- To ensure that the design and location of car parking is of a high standard, creates a safe environment for users and enables easy and efficient use.

*In accordance with Clause 52.06-5 (Car parking requirement calculation) each dwelling must be provided with 1.2 car parking spaces. Each proposed dwelling is provided with 2 car parking spaces.*

#### **52.29-2 Land adjacent to the principal road network**

The purpose of Clause 52.29 is:

- To ensure appropriate access to the Principal Road Network or land planned to form part of the Principal Road Network.
- To ensure appropriate subdivision of land adjacent to Principal Road Network or land planned to form part of the Principal Road Network.

*Permit trigger – A planning permit is required to create or alter an access to a road in a Transport Zone 2. A planning permit is also required to subdivide land adjacent to a road in a Transport Zone 2.*

#### **52.29-6 Decision guidelines**

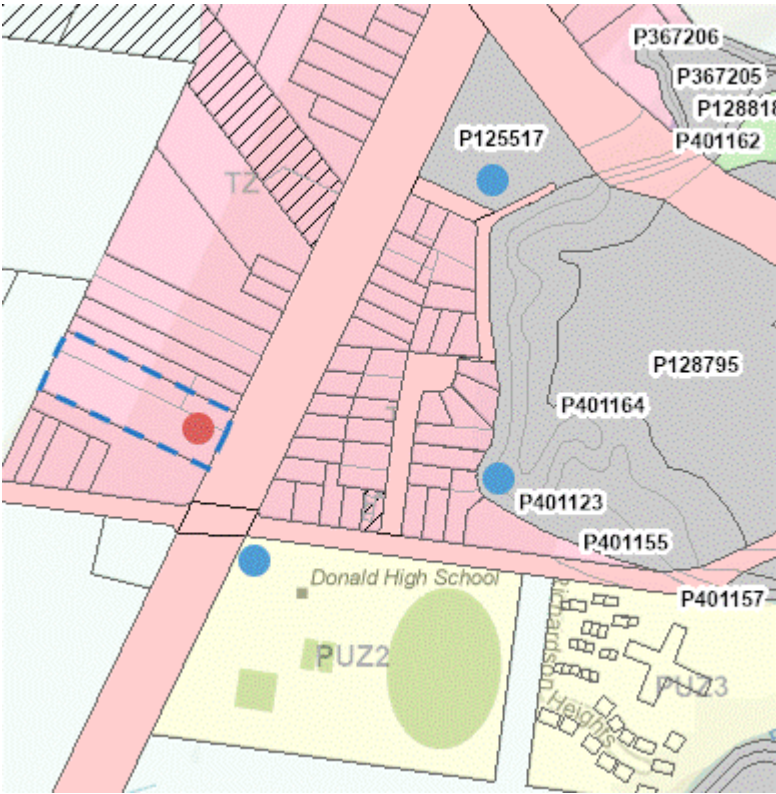
Before deciding on an application, in addition to the decision guidelines in clause 65, the responsible authority must consider:

<b>Decision Guidelines</b>	<b>Comments</b>
The views of the relevant road authority.	<i>The application was referred to the Head, Transport for Victoria (TfV) under Section 55 of the P&amp;E Act. TfV did not raise any objection subject to conditions on the permit.</i>
The effect of the proposal on the operation of the road and on public safety.	<i>The proposal is likely to result in an increase in traffic within the locality. However, it is considered that the anticipated traffic volumes will be low and will not result in any detrimental amenity or traffic impacts.</i>

#### **The decision guidelines of Clause 65**

Before deciding on an application or approval of a plan, the responsible authority must consider, as appropriate

<b>Decision Guidelines</b>	<b>Comments</b>
Any significant effects the environment, including the contamination of land, may have on the use or development.	<i>The subject land is not likely to be contaminated and is not highlighted on the EPA Register.</i>
The Municipal Planning Strategy and the Planning Policy Framework.	<i>The proposal is consistent with the objectives and strategies of the Municipal Planning Strategy and the Planning Policy Strategy.</i>
The purpose of the zone, overlay or other provision.	<i>The proposal meets the purpose of the zone and the relevant particular provision.</i>
Any matter required to be considered in the zone, overlay or other provision.	<i>These have been addressed earlier in the report.</i>
The orderly planning of the area.	<i>The proposal represents orderly planning and is an appropriate use and development outcome for the site.</i>

<p>The effect on the environment, human health and amenity of the area.</p>	<p><i>The proposed development is not likely to have an impact on the environment, human health, or amenity of the area.</i></p>
<p>The proximity of the land to any public land.</p>	<p><i>The site is situated approximately 75 metres north-west of the Donald High School, 245 metres west of the Richardson River and 290 metres south-west of the Donald Hospital. The development will not impact public land.</i></p>
 <p><i>Image sourced from VicPlan interactive mapping showing public land 22/04/2026</i></p>	
<p>Factors likely to cause or contribute to land degradation, salinity or reduce water quality.</p>	<p><i>The proposed development will not have an impact on land degradation or reduce water quality.</i></p>
<p>Whether the proposed development is designed to maintain or improve the quality of stormwater within and exiting the site.</p>	<p><i>Stormwater from the proposed development will be directed to a legal point of discharge.</i></p>
<p>The extent and character of native vegetation and the likelihood of its destruction.</p>	<p><i>Not applicable – no vegetation is to be removed.</i></p>
<p>Whether native vegetation is to be or can be protected, planted or allowed to regenerate.</p>	<p><i>Not applicable – no vegetation is to be removed.</i></p>
<p>The degree of flood, erosion or fire hazard associated with the location of the land and the use, development or</p>	<p><i>The proposed development will not increase any hazard.</i></p>

management of the land so as to minimise any such hazard.	
The adequacy of loading and unloading facilities and any associated amenity, traffic flow and road safety impacts.	<i>Not applicable</i>
The impact the use or development will have on the current and future development and operation of the transport system.	<i>Not applicable</i>

### 65.02 Approval of an application to subdivide land

Before deciding on an application to subdivide land, the responsible authority must consider, as appropriate:

<b>Decision Guidelines</b>	<b>Comments</b>
The suitability of the land for subdivision.	<i>The subject land is suitable for a residential subdivision.</i>
The existing use and possible future development of the land and nearby land.	<i>The proposed residential development is compatible with the surrounding established land uses.</i>
The availability of subdivided land in the locality, and the need for the creation of further lots.	<i>Donald currently has a limited supply of subdivided land, and the creation of additional lots is needed to meet local demand.</i>
The effect of development on the use or development of other land which has a common means of drainage.	<i>There is no common means of drainage for the land. Each new dwelling within the development will be provided with its own individual legal point of discharge.</i>
The subdivision pattern having regard to the physical characteristics of the land including existing vegetation.	<i>The proposed subdivision of land takes into consideration the existing physical characteristics of the land.</i>
The density of the proposed development.	<i>While there are some larger allotments in the area, the proposed development is of a similar density to the majority of surrounding development.</i>
The area and dimensions of each lot in the subdivision.	<i>Lot 1 will be 827.2m<sup>2</sup> with a street frontage of 20.12m, depth of 62.1m and a rear width of 13.15m. Lot 2 will be 839.64m<sup>2</sup> with a depth of 63.6m and width of 13.15m. Lot 3 will be 1005.21m<sup>2</sup> with a length of 52.8m and width of 18.9m. Lot 4 (containing the common property) will be 747.17m<sup>2</sup> with a street frontage of 6.25m, depth of 125.7m and rear width of 5.78m.</i>
The layout of roads having regard to their function and relationship to existing roads.	<i>The proposed subdivision is not expected to have a significant impact on existing road conditions. Any additional traffic movements</i>

	<i>generated by the development are considered acceptable within the context of a residential area. The proposed lots will utilise a shared access via the existing crossover.</i>
The movement of pedestrians and vehicles throughout the subdivision and the ease of access to all lots.	<i>Not applicable</i>
The provision and location of reserves for public open space and other community facilities.	<i>The subject site has access to a range of community facilities and recreation reserves within a 2-kilometre radius.</i>
The staging of the subdivision.	<i>Not applicable</i>
The design and siting of buildings having regard to safety and the risk of spread of fire.	<i>The building layout has been designed with due consideration to safety and fire risk. The development complies with relevant standards and is not anticipated to result in any increased safety or fire risk to occupants or adjoining properties.</i>
The provision of off-street parking.	<i>All proposed lots can accommodate off-street parking. Two undercover car parks are proposed for each dwelling/allotment.</i>
The provision and location of common property.	<i>The proposed subdivision incorporates common property for the provision of shared services and a shared driveway, ensuring efficient access and servicing for all lots.</i>
The functions of any body corporate.	<i>The body corporate will manage the common property.</i>
The availability and provision of utility services, including water, sewerage, drainage, electricity and gas.	<i>Utility services, including sewerage, water, drainage, electricity and telecommunications are available to the land.</i>
If the land is not sewered and no provision has been made for the land to be sewered, the capacity of the land to treat and retain all sewage and sillage within the boundaries of each lot.	<i>The land is sewered.</i>
Whether, in relation to subdivision plans, native vegetation can be protected through subdivision and siting of open space areas.	<i>Not applicable</i>
The impact the development will have on the current and future development and operation of the transport system.	<i>The development is expected to have minimal impact on the existing and future development and operation of the transport system.</i>

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## Summary of Key Issues

### Planning Context

A planning permit is required for the use and development of land for more than one dwelling on a lot,

for the subdivision of land, and to create or alter access to a road in Transport Zone 2 in accordance with the planning scheme.

The application has been assessed against the relevant State and Local Planning Policy Framework, zone and overlay provisions, particular provisions, and decision guidelines.

A total of 13 valid objections were received to the application. The objections raise concerns primarily relating to:

- Neighbourhood character and lot size,
- Traffic and parking impacts,
- Drainage and stormwater management, and
- The density of development relative to the existing area.

These matters have been considered in detail as part of this assessment and are addressed in the relevant sections of this report and summarised below.

### **Housing Need and Strategic Context**

The township of Donald has an identified need for additional housing, particularly accommodation suitable for workers, to support the ongoing agricultural industry and broader economic development of the area. The provision of higher-density housing and a greater diversity of dwelling types will expand housing choice and availability, assisting in meeting both current and future housing demand within the community.

The proposal is therefore consistent with the strategic objectives of encouraging appropriately located residential development that supports local employment and population retention.

### **Lot Size and Neighbourhood Character**

The proposed allotments are of a similar area to surrounding allotments and respond appropriately to the existing subdivision pattern in the locality.

- Surrounding allotment sizes range from roughly 800 m<sup>2</sup> to 11,800 m<sup>2</sup>.
- However, approximately 70% of allotments on McCracken Avenue range between 800 m<sup>2</sup> and 2,000 m<sup>2</sup>.
- Additionally, seven of the thirteen objectors' allotments are approximately 800–1,100 m<sup>2</sup>, which is comparable to the size of the proposed lots.

Accordingly, the proposal is not inconsistent with the prevailing lot sizes in the immediate area and will not result in an unreasonable departure from established neighbourhood character.

**Traffic and Access**

The development is expected to generate approximately 25–30 vehicle movements per day. This level of traffic generation is typical for low-density residential development and is not considered to result in any detrimental impact on the local road network, traffic conditions, or safety.

The development will be required to provide appropriate access for service and emergency vehicles and to comply with all applicable road and car-parking rules.

**Car Parking Provision**

Under the planning scheme, a new dwelling is required to provide 1.2 car parking spaces per dwelling. The development meets this requirement, providing two (2) car parking spaces per dwelling, ensuring adequate on-site parking and minimising the likelihood of on-street parking impacts.

**Drainage and Stormwater Management**

The application was referred to Council's Engineering Department, and no drainage issues were raised.

- All stormwater will be directed to a legal point of discharge or potentially retained on site via rainwater tanks.
- The addition of three dwellings is not expected to overload Council's drainage network.
- The proposal exceeds the required permeability standards, which will assist in managing stormwater runoff.

**External Referrals**

The application was referred to the Head, Transport for Victoria, and no concerns or objections were raised.

**RELEVANT LAW**

*Planning and Environment Act 1987.*

**RELATED COUNCIL DECISIONS**

Not applicable

**OPTIONS**

Council, as the Responsible Authority, has the option to issue a Notice of Refusal *Alternative motion*:

That Council having caused notice of Planning Application No. PA25034 to be given under Section 52 of the *Planning and Environment Act 1987* and having considered all the matters required under Section 60 of the *Planning and Environment Act 1987* decides to Issue a Notice of Refusal to Grant a Permit under the provisions of 32.05-5, 32.05-8 and 52.29-2 of the Buloke Planning Scheme in respect of the land known and described as 40 McCracken Avenue, Donald (Lot 1 TP440022 and Lot 1 TP594262), for the use and development of land to construct three (3) dwellings, subdivide land into four (4) lots and create or alter access to a road in Transport Zone 2, with the application dated 30 September 2025.

**SUSTAINABILITY IMPLICATIONS**

There are no significant sustainability implications.

**COMMUNITY ENGAGEMENT****Public Notice**

The application has been advertised pursuant to Section 52 of the *Planning and Environment Act 1987*, by:

- Sending notices to three (3) owners and occupiers of adjoining land.

- Notice in locally circulating newspapers

The notification has been carried out correctly.

Council has received 14 objections to date, with 13 of these objections received on a proforma that was signed by nearby residents. The key issues that were raised in the objections are:

- Inconsistent scale, density and building form.
- Traffic, congestion and school safety risks.
- Pedestrian and child safety.
- Inadequate parking provision and spill-over impacts
- Noise and residential amenity impacts.
- Main road and heavy vehicle safety concerns.
- Infrastructure and drainage capacity.
- Lack of community consultation.
- Precedent for further inappropriate development.

The other objection received related to an assumption that the development is to accommodate workers of the VNI West Project. Whilst this is not a valid planning reason, as there are other outstanding objections, it should be noted.

### Consultation

Consultation was undertaken and included:

- The objections were sent to the applicant, and the applicant was given a right of reply
- The applicant provided a response addressing the concerns of the 13 proforma objections.
- Additionally, the original proposal was amended from five lots and three dwellings, with the future development of the fourth residential lot, to the current proposal of four lots and three dwellings, removing the option of future development of a fourth lot.
- The applicant's response and amended plans were provided to the 13 objectors for consideration and were given the option to withdraw their objection or let their objection stand.
- No objectors took up the option to withdraw their objection
- Council officers determined that mediation would not be beneficial in the circumstances.

### INNOVATION AND CONTINUOUS IMPROVEMENT

Not applicable.

### COLLABORATION

#### Referrals

External Referrals/Notices Required by the Planning Scheme:

Referrals/Notice	Advice/Response/Conditions
Section 55 Referrals	GWMWater – no objection subject to conditions Head, Transport for Victoria – no objection subject to conditions Powercor – no objection subject to conditions
Section 52 notices	Not applicable

Internal Council Referrals	Advice/Response/Conditions
Assets and Infrastructure	No objection - subject to conditions

Municipal Building Surveyor	No objection – building permits required
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**FINANCIAL VIABILITY**

The subject matter of this report does not have significant budgetary implications or considerations. There may be costs associated with a VCAT appeal if that process occurs.

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

Relevant policies have been discussed in the Discussion section of this report.

**COUNCIL PLANS AND POLICIES**

Council Plan 2025-2029

Building a Better Buloke 2040: Community Vision

**TRANSPARENCY OF COUNCIL DECISIONS**

In order to promote transparency, Council will consider this resolution in an open meeting.

**CONFLICT OF INTEREST**

No officer involved in the preparation of this report has declared a conflict of interest in the subject matter of this report.

***Attachments:***

1. Attachment 8.2.5.1 - PA25034 Clause 55 Assessment
2. Attachment 8.2.5.2 - PA25034 Clause 56 Assessment
3. Attachment 8.2.5.3 - 22301 T P 22-0 e Site Plan - Proposed Building Envelopes
4. Attachment 8.2.5.4 - 22301 T P 22-1 d Site Plan - Development Design Response
5. Attachment 8.2.5.5 - 22301 T P 22-2 c Site Plan - New Title Boundaries
6. Attachment 8.2.5.6 - 22301 T P 22-3 c Site Plan - Permeability
7. Attachment 8.2.5.7 - 22301 T P 22-4 b Floor Plans - sheet 1
8. Attachment 8.2.5.8 - 22301 T P 22-5 b Floor Plan - sheet 2
9. Attachment 8.2.5.9 - 22301 T P 22-6 b Elevations - sheet 1
10. Attachment 8.2.5.10 - 22301 T P 22-7 b Elevations - sheet 2
11. Attachment 8.2.5.11 - Submission proforma
12. Attachment 8.2.5.12 - Copy of submission

**PA25034 Clause 55 Assessment**

Clause	Objective	Complies with standard
<b>55.02 Neighbourhood Character</b>		
<b>55.02-1</b> Street setback objectives	To ensure that the setbacks of buildings from a street respond to the existing or preferred neighbourhood character and make efficient use of the site.	<b>Standard B2-1</b> Complies <i>The proposed setback is 8.5 metres. This exceeds the minimum requirement of 6 metres.</i>
<b>55.02-2</b> Building height objective	To ensure that the height of buildings respond to the existing or preferred neighbourhood character.	<b>Standard B2-2</b> Complies <i>The development does not exceed 9 metres in height, with the greatest elevation being 4.5 metres.</i>
<b>55.02-3</b> Side and rear setbacks objective	To ensure that the height and setback of a building from a boundary responds to the existing or preferred neighbourhood character and limits the impact on the amenity of existing dwellings or small second dwellings.	<b>Standard B2-3</b> Complies <i>All buildings meet the minimum setback requirements.</i>
<b>55.02-4</b> Walls on boundaries objectives	To ensure that the location, length and height of a wall on a boundary responds to the existing or preferred neighbourhood character and limits the impact on the amenity of existing dwellings and small second dwellings.	<b>Standard B2-4</b> Not applicable

<p><b>55.02-5</b> Site coverage objective</p>	<p>To ensure that the site coverage responds to the existing or preferred neighbourhood character and responds to the features of the site.</p>	<p><b>Standard B2-5</b> Complies <i>Site area = 3,418.73m<sup>2</sup></i> <i>Allowable coverage of 60% = 2,051.23m<sup>2</sup></i> <i>Proposed building area Lots 1, 2 and 3 = 503.83m<sup>2</sup>.</i> <i>Total coverage = 1347.50m<sup>2</sup></i> <i>Site coverage therefore = 39.41%</i></p>
<p><b>55.02-6</b> Access objective</p>	<p>To ensure the number and design of vehicle crossovers responds to the neighbourhood character.</p>	<p><b>Standard B2-6</b> Complies <i>Maximum allowable driveway width = 6.6m</i> <i>Driveway width provided = 4.5m</i></p>
<p><b>55.02-7</b> Tree canopy objectives</p>	<p>To provide tree canopy that responds to the neighbourhood character of the area and reduces the visual impact of buildings on the streetscape.</p> <p>To preserve existing canopy cover and support the provision of new canopy cover.</p> <p>To ensure new canopy trees are climate responsive, support biodiversity, wellbeing and amenity, and help reduce urban heat.</p>	<p><b>Standard B2-7</b> Complies <i>No canopy cover onsite. A landscaping plan with the minimum requirements will be conditioned in the permit.</i> <i>Minimum canopy cover = 683m<sup>2</sup></i></p>

		<i>Proposed canopy cover = 691m<sup>2</sup></i>
<b>55.02-8</b> Front fences objective	To encourage front fence design that responds to the existing or preferred neighbourhood character.	<b>Standard B2-8</b> Complies <i>Maximum allowable height = 1.5m</i> <i>Proposed fence height = 1.5m</i>
<b>55.03 Liveability</b>		
<b>55.03-1</b> Dwelling diversity objective	To encourage a range of dwelling sizes and types in developments of ten or more dwellings.	<b>Standard B3-1</b> Not applicable
<b>55.03-2</b> Parking location objective	To minimise the impact of vehicular noise within developments on residents.	<b>Standard B3-2</b> Complies <i>All habitable room windows exceed 1.5m separation from driveways</i>
<b>55.03-3</b> Street integration objective	To integrate the layout of development with the street to support the safety and amenity of residents.	<b>Standard B3-3</b> Complies/Does not comply <i>Overview of street and vehicle accessways is provided. Lighting to entrance areas will be provided in final designs. Communal letterboxes will be provided.</i>

<p><b>55.03-4</b> Entry objectives</p>	<p>To provide each dwelling, apartment development or residential building with its own sense of identity.</p> <p>To provide entries with weather protection, safe design, natural light and ventilation.</p>	<p><b>Standard B3-4</b></p> <p>Complies</p> <p><i>Each dwelling has a direct line of sight from a street or accessway.</i></p> <p><i>Each dwelling has an external covered area of at least 1.44 square metres with a minimum dimension of least 1.2 metres over the entry door.</i></p>
<p><b>55.03-5</b> Private open space objectives</p>	<p>To provide adequate private open space for the reasonable recreation and service needs of residents.</p>	<p><b>Standard B3-5</b></p> <p>Complies</p> <p><i>Minimum POS area = 25m<sup>2</sup> with minimum 3m width</i></p> <p><i>Proposed POS area for each dwelling = 40m<sup>2</sup></i></p> <p><i>Meets min. width</i></p>
<p><b>55.03-6</b> Solar access to open space objective</p>	<p>To allow solar access into the secluded private open space of new dwellings and residential buildings.</p>	<p><b>Standard B3-6</b></p> <p>Complies/Does not comply</p> <p><i>All secluded POS have clear open space on the north side with no adjoining walls on the boundary.</i></p>
<p><b>55.03-7</b> Functional layout objective</p>	<p>To ensure dwellings provide functional areas that meet the needs of residents.</p>	<p><b>Standard B3-7</b></p> <p>Complies</p>

		<i>All bedrooms and living areas meet the minimum requirement.</i>
<b>55.03-8</b> Room depth objective	To allow adequate daylight into single aspect habitable rooms.	<b>Standard B3-8</b> Complies <i>No habitable room exceeds 6 metres in depth.</i>
<b>55.03-9</b> Daylight to new windows objective	To allow adequate daylight into new habitable room windows.	<b>Standard B3-9</b> Complies <i>All windows have access to day light which exceeds the requirements of the standard.</i>
<b>55.03-10</b> Natural ventilation objectives	To encourage natural ventilation of dwellings. To allow occupants to effectively manage natural ventilation of dwellings.	<b>Standard B3-10</b> Complies/Does not comply <i>Min breeze pathway req. = 5m</i> <i>Max breeze pathway req. = 18m</i> <i>Proposed breeze pathways = 9-12m</i>
<b>55.03-11</b> Storage objective	To provide adequate storage facilities for each dwelling.	<b>Standard B3-11</b> Complies <i>Min within dwelling = 12m<sup>3</sup></i> <i>Min total storage = 18m<sup>3</sup></i>

		<p><i>The two x 3-bedroom dwellings have internal storage in excess of 12m<sup>3</sup>.</i></p> <p><i>The 4-bedroom residence has 18.7m<sup>3</sup>.</i></p> <p><i>External storage unit to be provided behind each carport with dimensions of 2.4 x 1.2 x 2.1m = 6.0m<sup>3</sup>.</i></p>
<b>55.03-12</b> Accessibility for apartment developments objective	To ensure the design of dwellings meets the needs of people with limited mobility.	<p><b>Standard B3-12</b></p> <p>Not applicable</p>
<b>55.04 External Amenity</b>		
<b>55.04-1</b> Daylight to existing windows objective	To allow adequate daylight into existing habitable room windows.	<p><b>Standard B4-1</b></p> <p>Complies</p> <p><i>No habitable windows on adjoining properties are within 3m of this development.</i></p>
<b>55.04-2</b> Existing north-facing windows objective	To allow adequate solar access to existing north-facing habitable room windows.	<p><b>Standard B4-2</b></p> <p>Complies</p> <p><i>No north facing habitable windows on adjoining properties are within 3m of this development.</i></p>

<p><b>55.04-3</b> Overshadowing secluded open space objective</p>	<p>To ensure buildings do not significantly overshadow existing secluded private open space.</p>	<p><b>Standard B4-3</b> Complies <i>No private space on adjoining properties are overshadowed by this development.</i></p>
<p><b>55.04-4</b> Overlooking objective</p>	<p>To limit views into existing secluded private open space and habitable room windows.</p>	<p><b>Standard B4-4</b> Complies <i>No habitable rooms or private open space on adjoining properties are visible from the proposed development.</i></p>
<p><b>55.04-5</b> Internal views objective</p>	<p>To limit views into the secluded private open space and habitable room windows of dwellings and residential buildings within a development.</p>	<p><b>Standard B4-5</b> Complies <i>No habitable room or secluded POS are visible within the residential development.</i></p>
<p><b>55.05 Sustainability</b></p>		
<p><b>55.05-1</b> Permeability and stormwater management objective</p>	<p>To reduce the impact of increased stormwater run-off on the drainage system and downstream waterways. To facilitate on-site stormwater infiltration. To encourage stormwater management that maximises the retention and reuse of stormwater. To contribute to urban cooling.</p>	<p><b>Standard B5-1</b> Complies <i>Min area of pervious surfaces = 20%</i> <i>Proposed area of pervious surfaces = 1530m<sup>2</sup> (44.7%)</i></p>

<p><b>55.05-2</b> Overshadowing domestic solar energy systems objective</p>	<p>To ensure that the height and setback of a building from a boundary allows reasonable solar access to existing domestic solar energy systems on the roofs of buildings.</p>	<p><b>Standard B5-2</b> Complies <i>No over shadowing of adjoining roof spaces.</i></p>
<p><b>55.05-3</b> Rooftop solar energy generation area objective</p>	<p>To support the future installation of appropriately sited rooftop solar energy systems for a dwelling.</p>	<p><b>Standard B5-3</b> Complies <i>Roof design will provide all the necessary area and clearances to allow future installation of solar panels. All panels will be North, Northeast or West facing Minimum available area = 40m<sup>2</sup> and 60m<sup>2</sup> per dwelling</i></p>
<p><b>55.05-4</b> Solar protection to new north-facing windows objective</p>	<p>To encourage external shading of north facing windows to minimise summer heat gain.</p>	<p><b>Standard B5-4</b> Complies <i>Windows are protected by verandahs with a minimum depth 1.8m, with the exception of the north and west facing windows not protected by verandahs, which are to be provided with adjustable external blinds with solar fabric or similar to provide greater protection.</i></p>

<p><b>55.05-5</b> Waste and recycling objectives</p>	<p>To ensure dwellings are designed to facilitate waste recycling.</p> <p>To ensure that waste and recycling facilities are accessible and are of sufficient size to manage organic and general waste, and mixed and glass recycling.</p> <p>To ensure that waste and recycling facilities are designed and managed to minimise impacts on residential amenity.</p>	<p><b>Standard B5-5</b></p> <p>Complies</p> <p><i>Garbage and recycle bin storage will be provided to individual dwellings</i></p>
<p><b>55.05-6</b> Noise impacts objective</p>	<p>To minimise the impact of mechanical plant noise located in the development.</p>	<p><b>Standard B5-6</b></p> <p>Not applicable</p>
<p><b>55.05-7</b> Energy efficiency for apartment developments objectives</p>	<p>To achieve energy efficient dwellings and buildings.</p> <p>To ensure dwellings achieve adequate thermal efficiency.</p>	<p><b>Standard B5-7</b></p> <p>Not applicable</p>

Clause 56 Assessment (3-15 lots)

Clause	Objective	Complies with standard
56.04-2 Lot area and building envelopes objective	To provide lots with areas and dimensions that enable the appropriate siting and construction of a dwelling, solar access, private open space, vehicle access and parking, water management, easements and the retention of significant vegetation and site features.	<p><b>Standard C8</b></p> <p>Complies</p> <p><i>All lots are greater than 500 square metres and can contain a rectangle measuring 10 metres by 15 metres.</i></p>
56.04-3 Solar orientation of lots objective	To provide good solar orientation of lots and solar access for future dwellings.	<p><b>Standard C9</b></p> <p>Complies</p> <p><i>The long axis is orientated southeast to northwest, which facilitates effective solar orientation and maximises access to northern sunlight.</i></p>
56.04-4 Street orientation objective	To provide a lot layout that contributes to community social interaction, personal safety and property security.	<p><b>Standard C10</b></p> <p>Complies</p> <p><i>The development directly interacts with the street, providing passive surveillance and integrating with the established street character.</i></p>
56.04-5 Common area objectives	To identify common areas and the purpose for which the area is commonly held.	<p><b>Standard C11</b></p> <p>Complies</p>

	<p>To ensure the provision of common area is appropriate and that necessary management arrangements are in place.</p> <p>To maintain direct public access throughout the neighbourhood street network.</p>	<p><i>A Body Corporate will be established, comprising the owners of Lots 1 to 3. Lot 4 will be designated as common property, providing access to the residences and accommodating services. The ongoing maintenance and management of the common property will be the responsibility of the Body Corporate.</i></p>
<p><b>56.05-1</b> Integrated urban landscape objectives</p>	<p>To provide attractive and continuous landscaping in streets and public open spaces that contribute to the character and identity of new neighbourhoods and urban places or to existing or preferred neighbourhood character in existing urban areas.</p> <p>To incorporate natural and cultural features in the design of streets and public open space where appropriate.</p> <p>To protect and enhance native habitat and discourage the planting and spread of noxious weeds.</p> <p>To provide for integrated water management systems and contribute to drinking water conservation.</p>	<p><b>Standard C12</b> Not applicable</p>
<p><b>56.06-2</b> Walking and cycling network objectives</p>	<p>To contribute to community health and well being by encouraging walking and cycling as part of the daily lives of residents, employees and visitors.</p> <p>To provide safe and direct movement through and between neighbourhoods by pedestrians and cyclists.</p> <p>To reduce car use, greenhouse gas emissions and air pollution.</p>	<p><b>Standard C15</b> Complies</p>

<p><b>56.06-4</b> Neighbourhood street network objective</p>	<p>To provide for direct, safe and easy movement through and between neighbourhoods for pedestrians, cyclists, public transport and other motor vehicles using the neighbourhood street network.</p>	<p><b>Standard C17</b> Complies</p>
<p><b>56.06-5</b> Walking and cycling network detail objectives</p>	<p>To design and construct footpaths, shared path and cycle path networks that are safe, comfortable, well constructed and accessible for people with disabilities.</p> <p>To design footpaths to accommodate wheelchairs, prams, scooters and other footpath bound vehicles.</p>	<p><b>Standard C18</b> Not applicable</p>
<p><b>56.06-7</b> Neighbourhood street network detail objective</p>	<p>To design and construct street carriageways and verges so that the street geometry and traffic speeds provide an accessible and safe neighbourhood street system for all users.</p>	<p><b>Standard C20</b> Not applicable</p>
<p><b>56.06-8</b> Lot access objective</p>	<p>To provide for safe vehicle access between roads and lots.</p>	<p><b>Standard C21</b> Complies <i>Provided via existing crossover.</i></p>
<p><b>56.07-1</b> Drinking water supply objectives</p>	<p>To reduce the use of drinking water.</p> <p>To provide an adequate, cost-effective supply of drinking water.</p>	<p><b>Standard C22</b> Complies <i>To be provided in accordance with the requirements and to the satisfaction of GWM Water.</i></p>
<p><b>56.07-2</b> Reused and recycled water objective</p>	<p>To provide for the substitution of drinking water for non-drinking purposes with reused and recycled water.</p>	<p><b>Standard C23</b> Complies <i>Rainwater to be collected in a tank on each allotment and used to service toilet</i></p>

		<i>cisterns with external outlets via a pressure pump.</i>
<b>56.07-3</b> Wastewater management objective	To provide a waste water system that is adequate for the maintenance of public health and the management of effluent in an environmentally friendly manner.	<b>Standard C24</b> Complies <i>To be connected to reticulated sewerage.</i>
<b>56.07-4</b> Stormwater management objectives	To minimise damage to properties and inconvenience to residents from stormwater.  To ensure that the street operates adequately during major storm events and provides for public safety.  To minimise increases in stormwater and protect the environmental values and physical characteristics of receiving waters from degradation by stormwater.  To encourage stormwater management that maximises the retention and reuse of stormwater.  To encourage stormwater management that contributes to cooling, local habitat improvements and provision of attractive and enjoyable spaces.	<b>Standard C25</b> Complies <i>Rainwater will be harvested and retained in storage tanks and reused. Overflows and site drainage to be discharged to legal points of discharge.</i>
<b>56.08-1</b> Site management objectives	To protect drainage infrastructure and receiving waters from sedimentation and contamination.  To protect the site and surrounding area from environmental degradation or nuisance prior to and during construction of subdivision works.  To encourage the re-use of materials from the site and recycled materials in the construction of subdivisions where practicable.	<b>Standard C26</b> Complies/Does not comply <i>Detailed site management measures will be prepared and provided through the construction tender process at a later stage.</i>
<b>56.09-1</b> Shared trenching objectives	To maximise the opportunities for shared trenching.  To minimise constraints on landscaping within street reserves.	<b>Standard C27</b> Complies

		<i>Shared trenching will be considered for mains supply to each lot where practicable.</i>
<b>56.09-2</b> Electricity and telecommunications objectives	<p>To provide public utilities to each lot in a timely, efficient and cost-effective manner.</p> <p>To reduce greenhouse gas emissions by supporting generation and use of electricity from renewable sources.</p>	<p><b>Standard C28</b></p> <p>Complies</p> <p><i>Power supply pit will be from existing overhead supply lines in street to a group metering board at front of allotment within Lot 4 and then cabling direct to the switchboard of each residence. New cabling and installation will be to Powercor requirements.</i></p>
<b>56.09-3</b> Fire hydrants objective	<p>To provide fire hydrants and fire plugs in positions that enable fire fighters to access water safely, effectively and efficiently.</p>	<p><b>Standard C29</b></p> <p>Complies</p> <p><i>There is a fire hydrant located in McCracken Avenue that will enable full coverage.</i></p>
<b>56.09-4</b> Public lighting objective	<p>To provide public lighting to ensure the safety of pedestrians, cyclists and vehicles.</p> <p>To provide pedestrians with a sense of personal safety at night.</p> <p>To contribute to reducing greenhouse gas emissions and to saving energy.</p>	<p><b>Standard C30</b></p> <p>Not applicable</p> <p><i>Although C30 is not applicable, low-level lighting will be provided</i></p>

		<i>within the common property (Lot 4)</i>
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Town Planning  
not issued for construction



location plan  
SCALE NTS

project drawing list:-

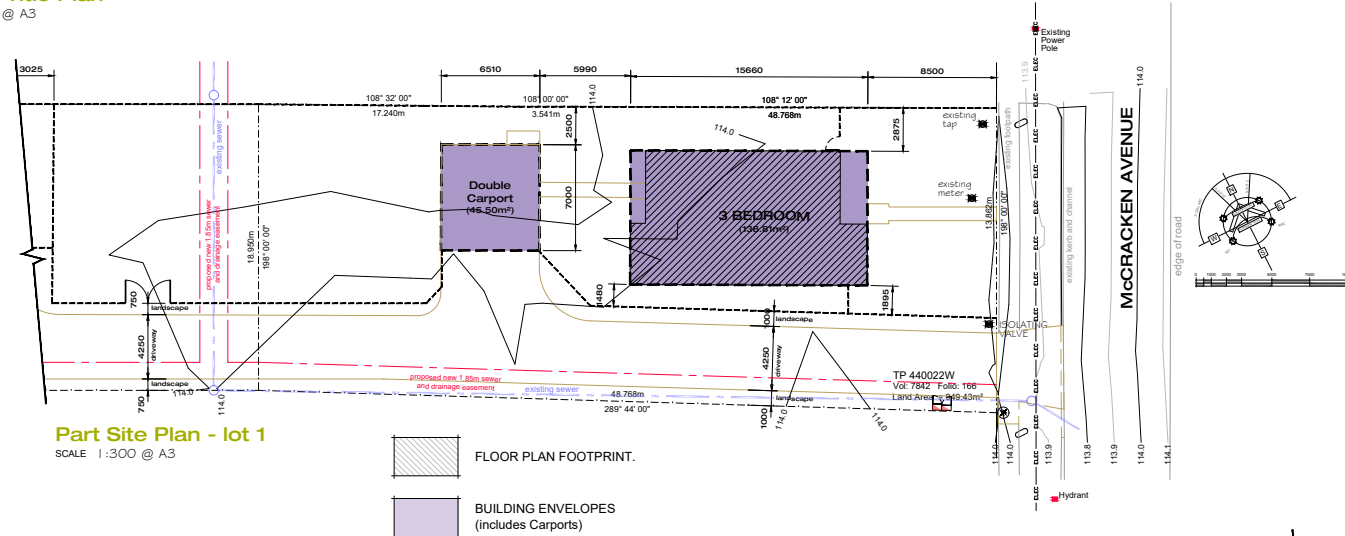
- building design (A3 sheets)
- TP22-0 Site Plan - Building Envelopes
- TP22-1 Site Plan - Design Response
- TP22-2 Site Plan - Proposed Boundaries
- TP22-3 Site Plan - Permeability
- TP22-4 Floor Plans - sheet 1
- TP22-5 Floor Plan - sheet 2
- TP22-6 Elevations - sheet 1
- TP22-7 Elevations - sheet 2

property details

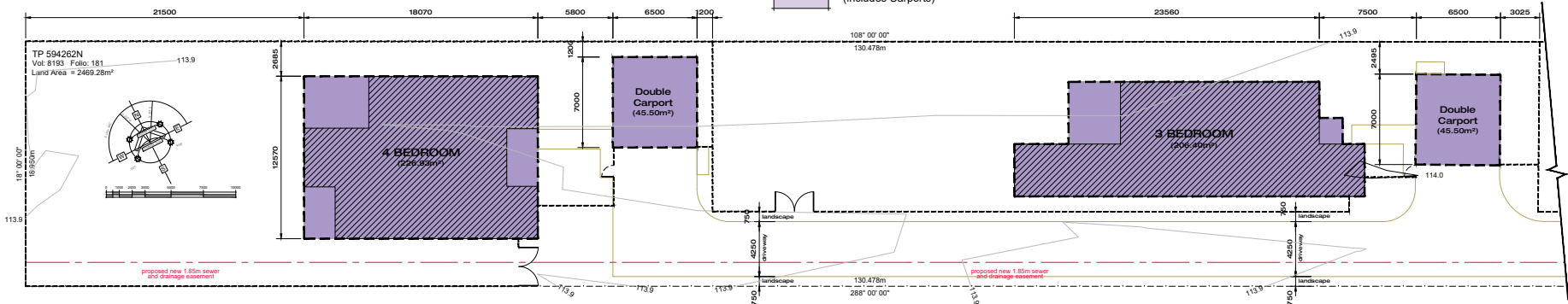
VOLUME:- 7842 and 8193 FOLI:- 166 and 181  
REGISTERED PLAN:- TP 440022W and TP594262N  
CROWN ALLOTMENT:- 1 (Part) SECTION- 8  
PARISH:- WITCHPOOL LOT No:- Lot 2  
TOWNSHIP:-  
COUNTY:-  
B.A.L. Rating:- TBA  
MUNICIPALITY:- BULOKE SHIRE COUNCIL  
PROPERTY NUMBER:- 114004903



existing Title Plan  
SCALE 1:600 @ A3



Part Site Plan - lot 1  
SCALE 1:300 @ A3



Part Site Plan - lots 2 and 3  
SCALE 1:300 @ A3

DATE	ISSUED TO	
03.03.20	Client for Review and Sign-off	
03.03.20	Buloke Shire Planning Dept., Client	
24.03.20	Ray White for Civil + Services Design Consultants, Client	
05.05.20	Buloke Shire Planning Dept., Client	
	<b>E</b> 05.05.20 EXISTING TITLE PLAN LAND AREAS CORRECTED	
	<b>D</b> 02.03.20 DEVELOPMENT CHANGED TO 3 RESIDENCES	
	<b>C</b> 04.12.20 4 BEDROOM HOUSE MOVED TO REAR OF SITE	
	<b>B</b> 27.11.20 REDUCED DWELLING NUMBERS	
	<b>A</b> 20.01.20 STAGED SITE DEVELOPMENT	
REV	DATE	AMENDMENT DESCRIPTION



• SITE PLANNING • DESIGN • IMPLEMENTATION  
0418 833 537 | 03 5408 3933 | 03 5408 3933  
P.O. Box 50 Murrumbidgee SA40 | 216 2524 2661



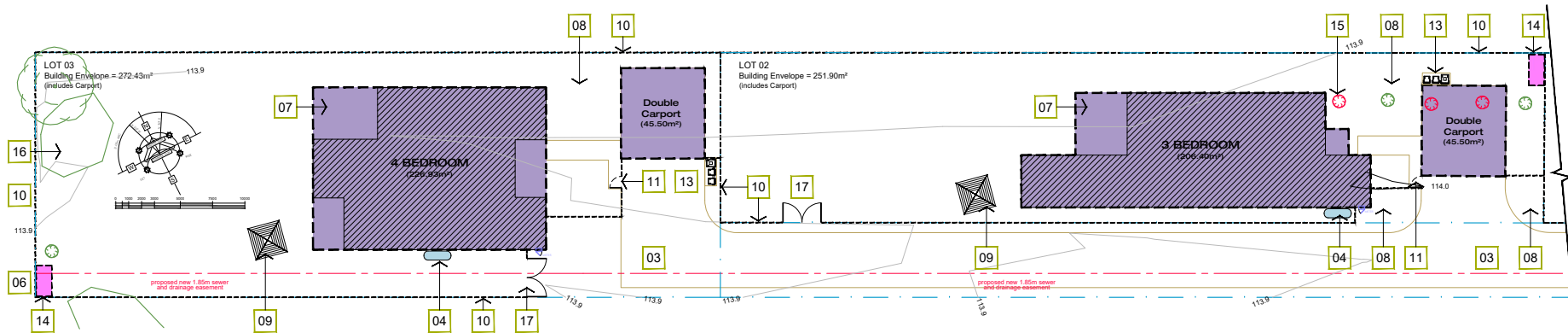
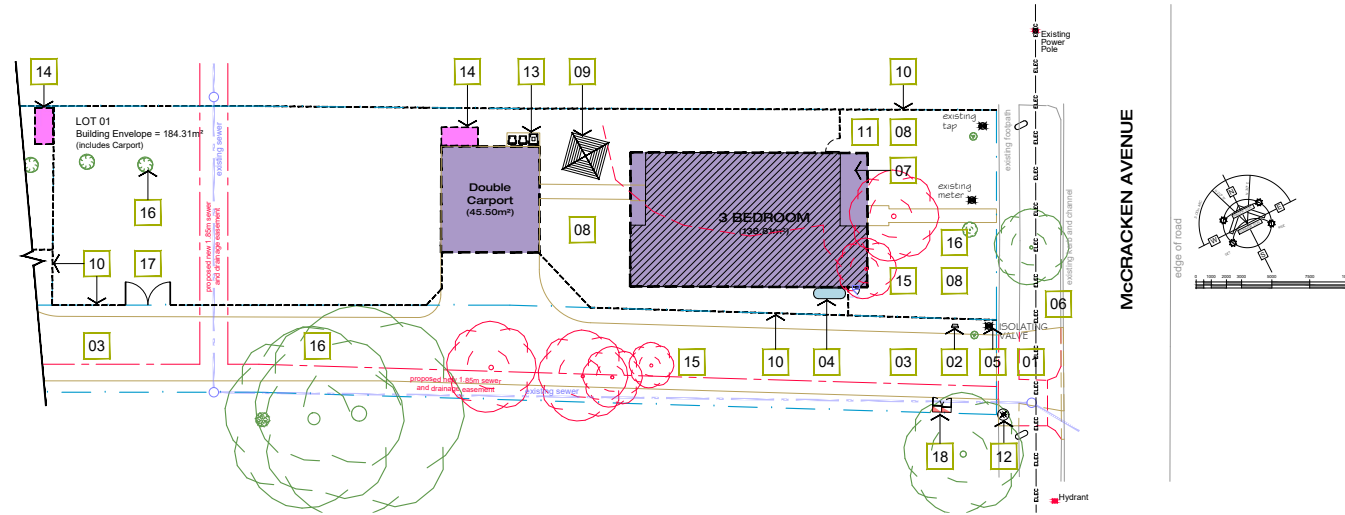
DRAWN: RJS  
CHECKED: WS / CH  
DATE: 03-2026  
SCALE: AS NOTED  
PROJECT REFERENCE: 22301

DRAWING: SITE PLAN  
- Proposed Building Envelopes  
REVISION: SHEET 01 OF 08  
TP22-0 E

PROJECT: proposed three lot plan of subdivision plus common property for multi-residential development at 40 McCracken Avenue DONALD 3480  
CLIENT: Donald Housing Innovations Pty Ltd

Town Planning  
not issued for construction

- 01 NEW NOMINAL 6.0m WIDE CONCRETE CROSS-OVER AND CULVERT TO COUNCIL DESIGN AND APPROVAL EXTENDED TO EXISTING PAVEMENT.
- 02 3 x BLACK "Sandford" MULTI- UNIT LETTERBOXES c/w 450x1500 MULTI FRAME LETTERBOX POST
- 03 NEW SEALED DRIVEWAY COMPRISING 150mm THICK Class "C" COMPACTED CRUSHED ROCK AND 2 COATS OF SPRAY SEAL - REFER TO CIVIL DRAWINGS FOR DRAINAGE DETAILS.
- 04 3,000 LITRE Colorbond® STORMWATER TANK c/w MINIMUM 100mm THICK COMPACTED "Crusher Dust" BASE WITH 150x45 H3 TREATED PINE EDGING TO ALL EXPOSED FACES AND PRESSURE PUMP CONNECTED TO TOILETS - OVERFLOW CONNECTED TO LPOD.
- 05 PREFERRED LOCATION OF MAIN WATER SUPPLY ISOLATION VALVE TO LOTS 2 and 3 - SUBJECT TO SUPPLY AUTHORITY APPROVAL.
- 06 LEGAL POINT OF DISCHARGE FOR STORMWATER - SUBJECT TO COUNCIL APPROVAL.
- 07 OPEN VERANDAH AREAS - REFER TO DRAWINGS TP22-4 and TP22-5 FOR FLOOR PLANS.
- 08 NEW SOFT LANDSCAPING TO PROVIDE MINIMUM 330m² SHADE CANOPY - DESIGN AND PLANT SPECIES TO FUTURE DETAIL.
- 09 NEW COLLAPSIBLE AND REMOVABLE CLOTHES LINE - FINAL LOCATION TO BE DETERMINED ON SITE.
- 10 NEW 1.5m HIGH Colorbond® PANEL FENCE TO SELECTED COLOUR c/w NOM 150x45 H3 TREATED TIMBER PLINTH BOARDS.
- 11 900 WIDE LOCKABLE PERSONAL ACCESS GATE TO MATCH Colorbond® FENCE.
- 12 PREFERRED LOCATION OF UNDERGROUND POWER SUPPLY POINT OF CONNECTION - SUBJECT TO SUPPLY AUTHORITY APPROVAL.
- 13 RUBBISH BIN STORAGE - 1 x 240 LITRE and 2 x 120 LITRE BINS LOCATED ON 2.1m x 0.9m GRANITIC SAND PAD c/w H3 TIMBER EDGING.
- 14 2.4m x 1.2m x 2.1m High Colorbond® STORAGE SHED ON GRANITIC SAND PAD c/w H3 TIMBER EDGING - LOCATION TO BE DETERMINED ON SITE.
- 15 EXISTING VEGETATION TO BE REMOVED
- 16 EXISTING VEGETATION TO BE RETAINED AND PROTECTED DURING CONSTRUCTION WORKS.
- 17 2 x 1500 WIDE LOCKABLE ACCESS GATES TO MATCH ADJOINING Colorbond® FENCE.
- 18 GROUP METERING PANEL and PUBLIC LIGHT AND POWER SWITCHBOARD.



DATE	ISSUED TO
02.03.20	Client for Review and Sign-off
03.03.20	Buloke Shire Planning Dept., Client
24.03.20	Ray White for Civil + Services Design Consultants, Client
05.05.20	Buloke Shire Planning Dept., Client

REV	DATE	AMENDMENT DESCRIPTION
D	05.05.20	STORAGE SHED SIZE CORRECTED
C	02.03.20	DEVELOPMENT REDUCE TO THREE DWELLINGS
B	12.11.19	REDUCED DWELLING NUMBERS
A	20.01.20	STAGED SITE DEVELOPMENT

**cuedesign**

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0418 833 517 | 03 5408 3033 | CLUEDesign@bigpond.com  
P.O. Box 10 Melbourne 3040 | 216 5824 2661



VBA VICTORIAN BUILDING AUTHORITY REGISTERED Building Practitioner

DP-AD 2338

03.03.20: 2020 DRAWING, UNLESS OTHERWISE NOTED ALL DIMENSIONS ARE IN MILLIMETRES

DRAWN: RJS  
CHECKED: WS  
DATE: 05-2026

SCALE: 1:300 @ A3

DRAWING REFERENCE: 22301

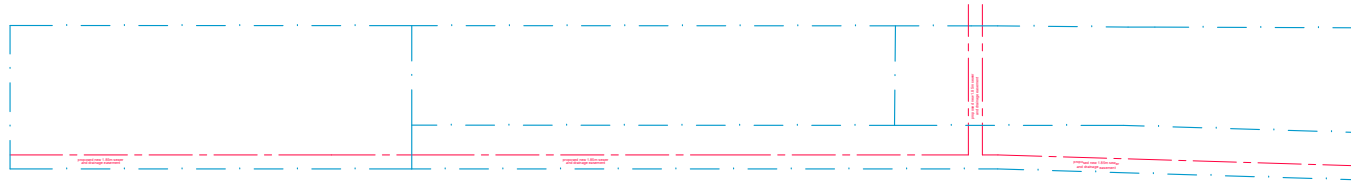
DRAWING: SITE PLAN  
- Development Design Response

REVISION: 02  
SHEET: 08

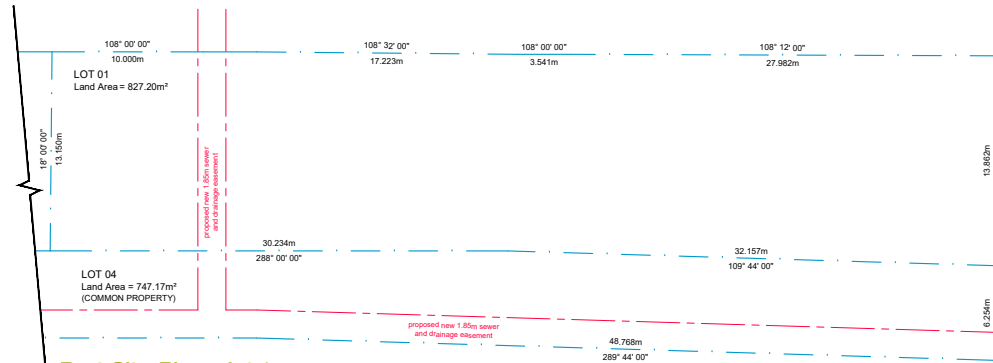
PROJECT: proposed three lot plan of subdivision plus common property for multi-residential development at 40 McCracken Avenue DONALD 3480

CLIENT: Donald Housing Innovations Pty Ltd

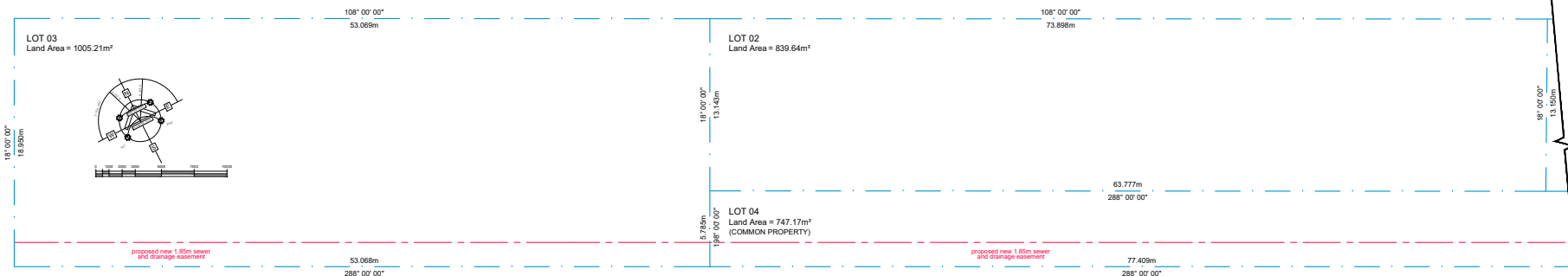
Town Planning  
 not issued for construction



proposed Title Plan  
 SCALE 1:600 @ A3

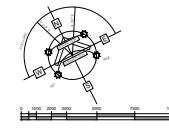


Part Site Plan - lot 1  
 SCALE 1:300 @ A3



Part Site Plan - lots 2 and 3  
 SCALE 1:300 @ A3

MCCRACKEN AVENUE



DATE	ISSUED TO
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24.03.20	Ray White for Civil + Services Design Consultants, Client
05.05.20	Buloke Shire Planning Dept., Client

REV	DATE	AMENDMENT DESCRIPTION
C	05.05.20	TITLE BOUNDARY DIMENSIONS CORRECTED
B	02.03.20	REDUCED DWELLING NUMBERS
A	01.02.20	REDUCED DWELLING NUMBERS



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DRAWN: RJS  
 CHECKED: WS  
 DATE: 05-2026  
 SCALE: as noted  
 PROJECT REFERENCE: 22301




DRAWING: SITE PLAN  
 SHEET: 03 OF 08

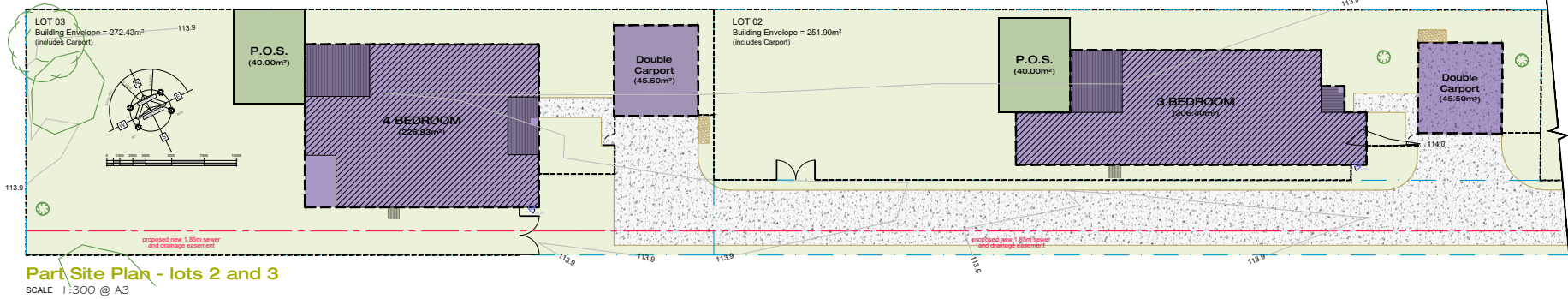
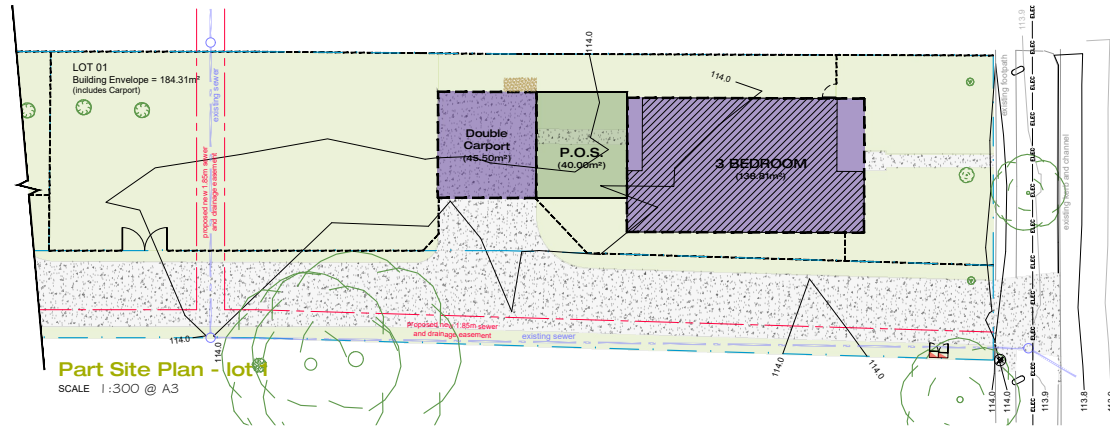
PROJECT: proposed three lot plan of subdivision plus common property for multi-residential development at 40 McCracken Avenue DONALD 3480  
 CLIENT: Donald Housing Innovations Pty Ltd

Town Planning  
not issued for construction

area analysis:

TOTAL SITE AREA	3418.73m <sup>2</sup>
EXISTING BUILDING AREA	
PROPOSED BUILDING AREA	495.19m <sup>2</sup>
STORAGE (excludes Carports)	8.64m <sup>2</sup>
HARDSTAND / DRIVEWAYS	843.67m <sup>2</sup>
APPROXIMATE SITE COVERAGE	39.41%
OFF-STREET CAR PARKING	SIX
PRIVATE OPEN SPACE	120m <sup>2</sup>

-  SOFT LANDSCAPED AREAS  
(refer to detailed Landscape Plan)
-  FORMAL DRIVEWAYS or FOOTPATHS
-  GRANITIC SAND OR SIMILAR PERMEABLE FINISH TO SERVICE AREAS



DATE	ISSUED TO
03.03.20	Buloke Shire Planning Dept., Client
24.03.20	Ray White for Civil + Services Design Consultants, Client
05.05.20	Buloke Shire Planning Dept., Client

REV	DATE	AMENDMENT DESCRIPTION
C	05.05.20	Lot 1 POS RELOCATED / AREAS CORRECTED
B	02.03.20	REDUCED DWELLING NUMBERS
A	31.01.20	REDUCED DWELLING NUMBERS

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Building Practitioner  
DP-AD 2338  
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DIMENSIONS ARE IN MILLIMETERS

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DATE: 05-2026  
SCALE: 1:300 @ A3  
DRAWING REFERENCE: 22301  
PROJECT REFERENCE: TP22-3

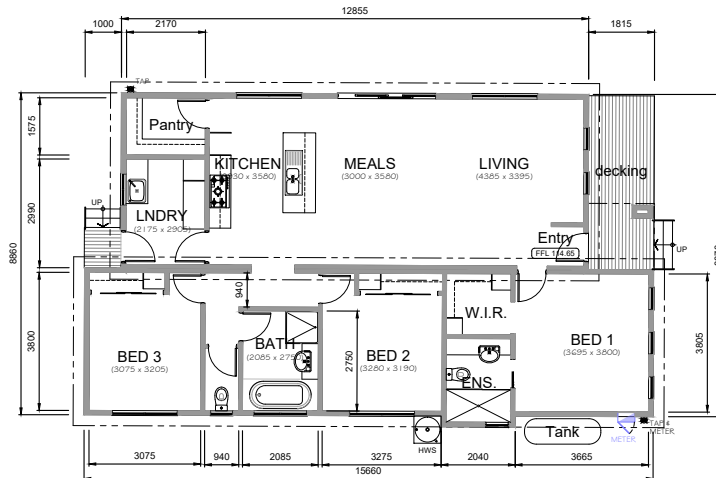
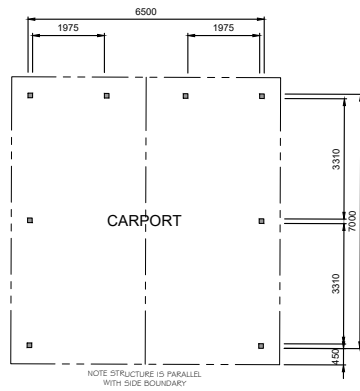
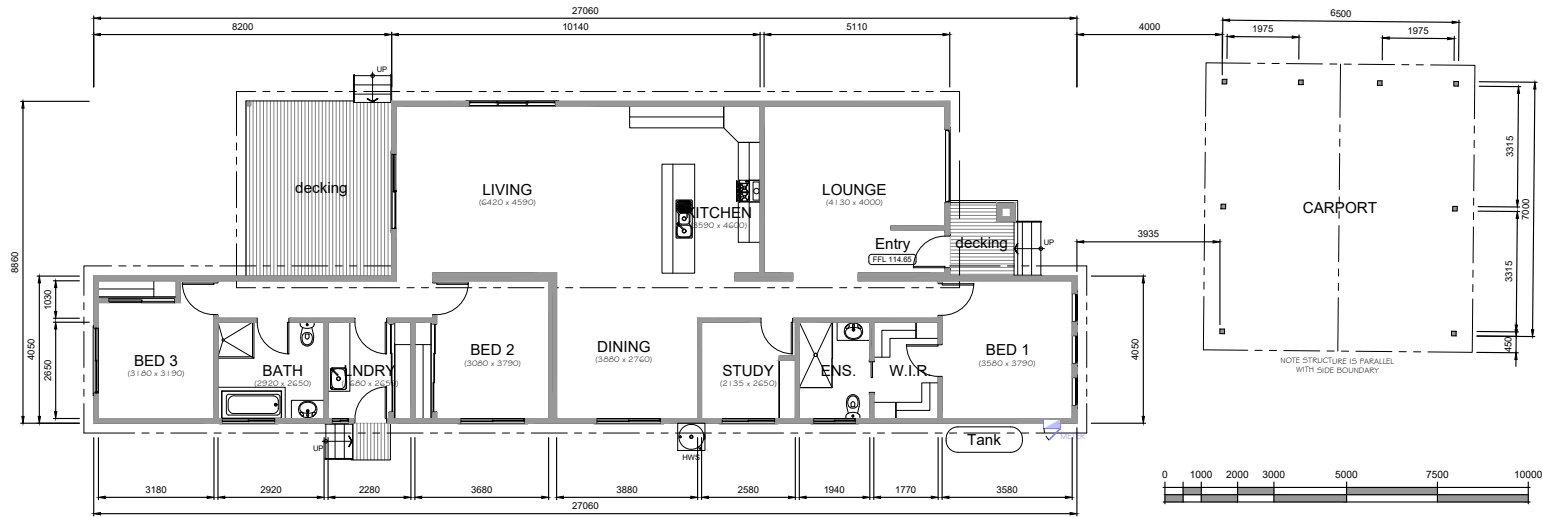
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- Permeability  
REVISION: C  
SHEET: 08

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PROJECT: proposed three lot plan of subdivision plus common property for multi-residential development at 40 McCracken Avenue DONALD 3480  
CLIENT: Donald Housing Innovations Pty Ltd

Town Planning  
not issued for construction

FLOOR PLAN AND BUILDING ELEVATION COURTESY OF Swanbuild Homes 1800 008 024 <https://www.swanbuild.com.au>



DATE	ISSUED TO
03.03.20	Buloke Shire Planning Dept., Client
24.03.20	Ray White for Civil + Services Design Consultants, Client

REV	DATE	AMENDMENT DESCRIPTION
B	03.03.20	Line Numbers Aligned with Drawing TP22-04
A	18.12.25	Unit Numbers Aligned with Drawing TP22-0c

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**REGISTERED** Building Practitioner

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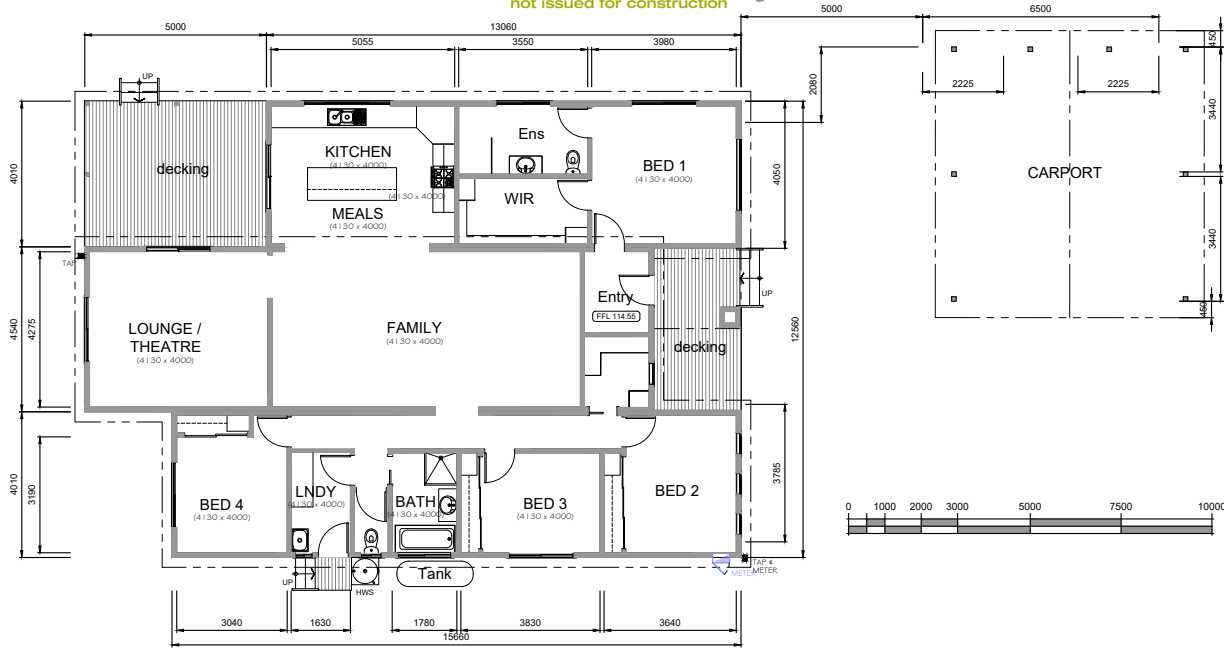
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DRAWING REFERENCE: 22301  
SHEET REFERENCE: TP22-4 B

**FLOOR PLANS**  
- sheet 1

REVISION: 05  
SHEET: 08

PROJECT: proposed three lot plan of subdivision plus common property for multi-residential development at 40 McCracken Avenue DONALD 3480  
CLIENT: Donald Housing Innovations Pty Ltd

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Lot 3 (Contempo 20)  
SCALE 1:125 @ A3

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DATE	ISSUED TO
03.03.20	Buloke Shire Planning Dept., Client
24.03.20	Ray White for Civil + Services Design Consultants, Client

REV	DATE	AMENDMENT DESCRIPTION
B	03.03.20	Line Numbers Aligned with Drawing TP22-04
A	18.12.25	Unit Numbers Aligned with Drawing TP22-0c

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DRAWING  
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- sheet 2

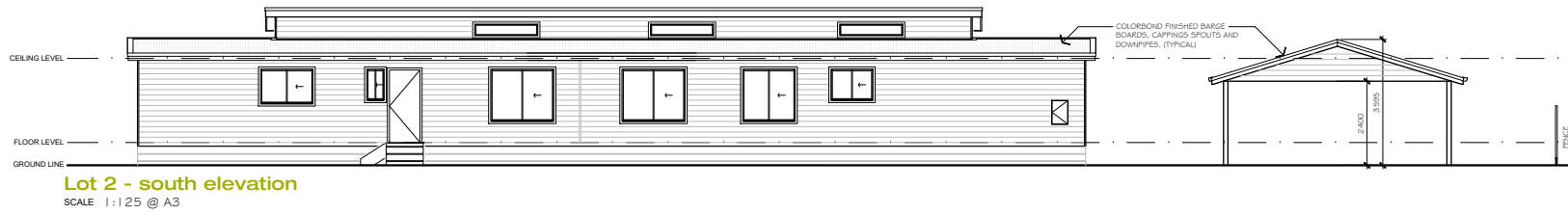
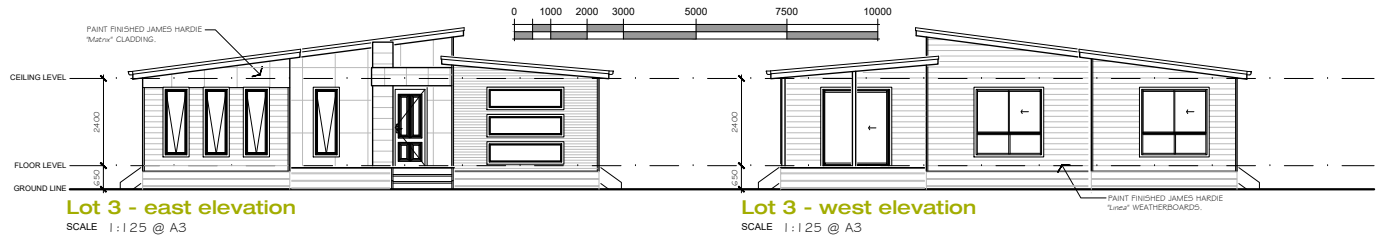
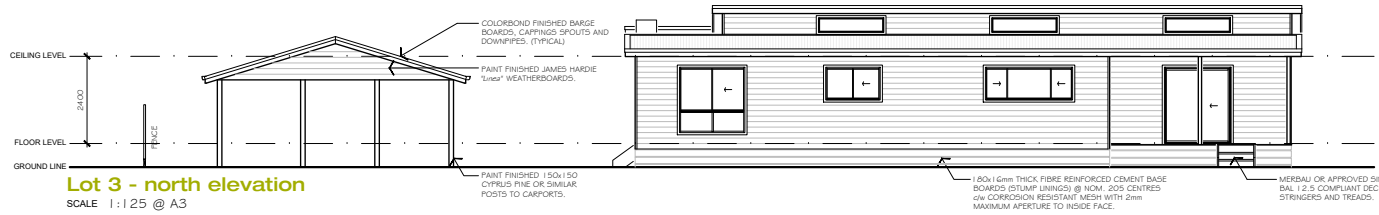
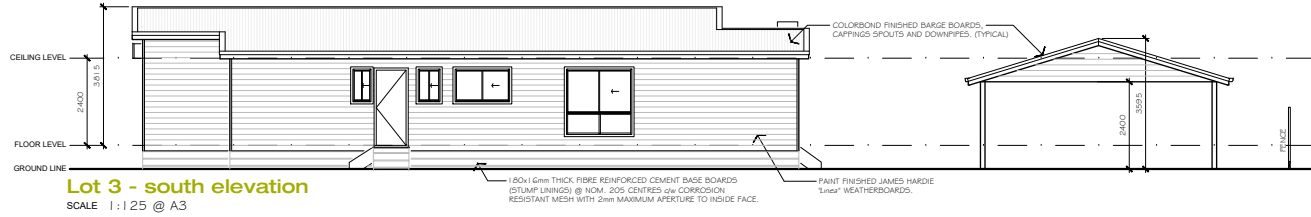
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PROJECT  
proposed three lot plan of subdivision plus common property for multi-residential development at 40 McCracken Avenue DONALD 3480  
CLIENT  
Donald Housing Innovations Pty Ltd

A3 DRAWING SHEET

Town Planning  
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DATE	ISSUED TO
03.03.20	Buloke Shire Planning Dept., Client
24.03.20	Ray White for Civil + Services Design Consultants, Client

REV	DATE	AMENDMENT DESCRIPTION
B	03.03.20	Link Numbers Aligned with Drawing TP22-04
A	18.12.25	REDUCED DWELLING NUMBERS

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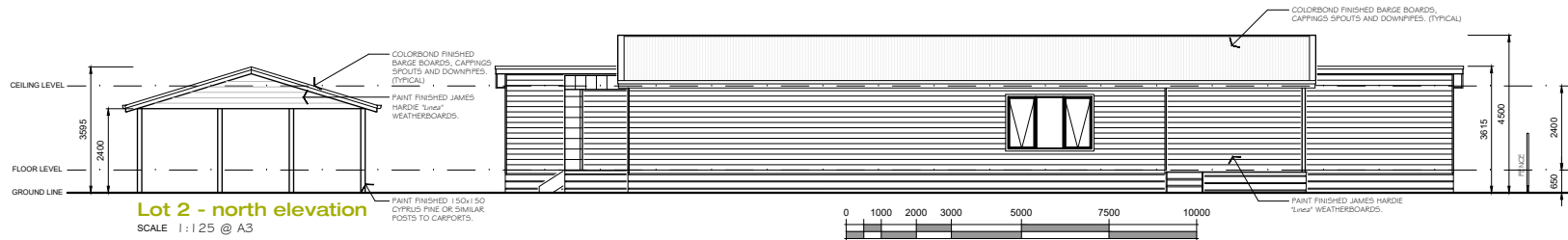
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PROJECT REFERENCE: 22301

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- Sheet 1  
REVISION: 07  
SHEET: 08

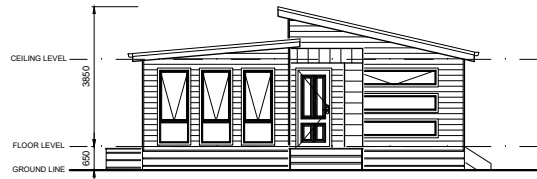
PROJECT: proposed three lot plan of subdivision plus common property for multi-residential development at 40 McCracken Avenue DONALD 3480  
CLIENT: Donald Housing Innovations Pty Ltd

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not issued for construction

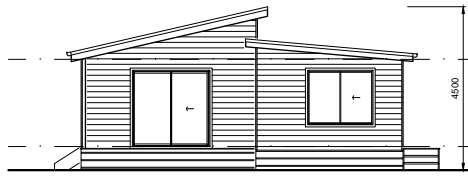
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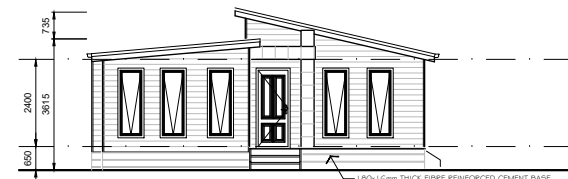
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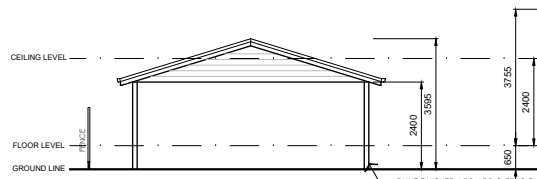
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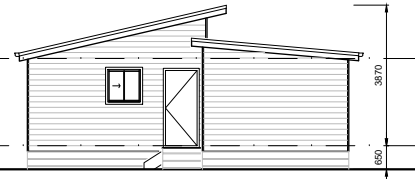
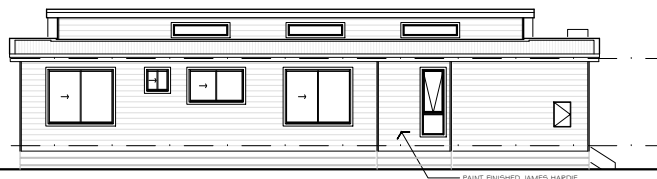
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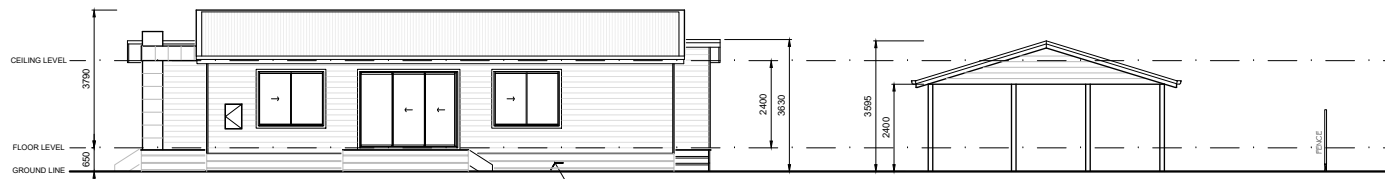
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SCALE 1:125 @ A3



**Lot 1 - south elevation**  
SCALE 1:125 @ A3



**Lot 1 - west elevation**  
SCALE 1:125 @ A3



**Lot 1 - north elevation**  
SCALE 1:125 @ A3

DATE	ISSUED TO
03.03.20	Buloke Shire Planning Dept., Client
24.03.20	Ray White for Civil + Services Design Consultants, Client

REV	DATE	AMENDMENT DESCRIPTION
B	03.03.20	Link Numbers Aligned with Drawing TP22-04
A	18.12.25	REDUCED DWELLING NUMBERS

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0418 833 557 | 03 5408 3933 | CLUEDesign@donald.com.au  
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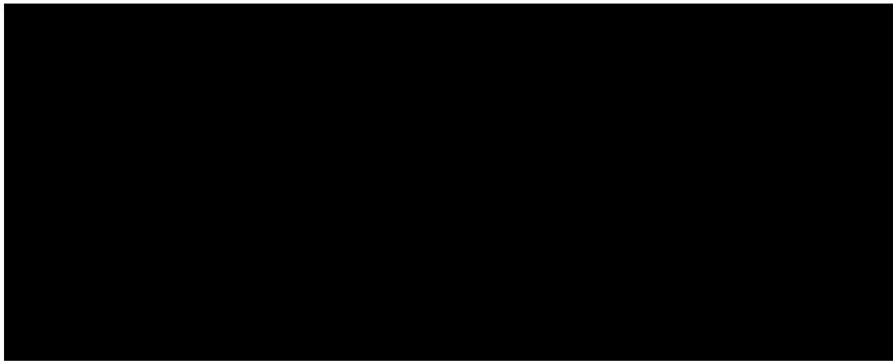


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CHECKED: WS  
DATE: 03-2026  
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PROJECT REFERENCE: 22301

DRAWING: ELEVATIONS  
- sheet 2  
REVISION: B  
SHEET: 08

PROJECT: proposed three lot plan of subdivision plus common property for multi-residential development at 40 McCracken Avenue DONALD 3480  
CLIENT: Donald Housing Innovations Pty Ltd

A3 DRAWING SHEET



28 February 2026

To:  
The Planning Department  
Buloke Shire Council

**Re: Objection to Planning Permit Application – PA25034 (McCracken Avenue, Donald)**

Dear Sir/Madam,

I am writing to formally object to Planning Permit Application PA25034 for the proposed multi-unit development at McCracken Avenue, Donald.

My objection is based on the following grounds:

**1. Inconsistent Scale, Density and Built Form**

McCracken Avenue is a low-density residential street characterised by single dwellings on larger allotments. The proposed development represents an overdevelopment of the site that is not in keeping with the established built form, spacing, and scale of surrounding properties. The intensity of the proposal would fundamentally alter the character and residential amenity of the street and broader neighbourhood.

**2. Traffic, Congestion and School Safety Risks**

McCracken Avenue intersects with Camp Street, directly adjacent to Donald High School. This intersection already experiences significant congestion during school drop-off and pick-up times, including buses, staff vehicles, parents, and student pedestrians. The introduction of multiple dwellings, particularly if intended for workers, would substantially increase vehicle movements and exacerbate an already constrained and high-risk traffic environment, creating unacceptable safety concerns.

**3. Pedestrian and Child Safety**

The street is heavily used by students walking and riding to and from Donald High School, as well as younger children using bikes and scooters. Increased traffic volume, on-street parking, and reduced visibility would heighten the risk to vulnerable pedestrians and is inconsistent with a safe residential environment near a school.

**4. Inadequate Parking Provision and Spill-Over Impacts**

The proposed plans do not appear to provide sufficient on-site parking to accommodate the likely number of vehicles associated with multiple units. Inadequate parking will inevitably result in overflow onto McCracken Avenue, leading to congestion, obstructed sightlines, blocked driveways, and reduced access for service and emergency vehicles.

**5. Noise and Residential Amenity Impacts**

Higher-density housing in this location will introduce increased noise from vehicles, residents, shift workers, deliveries, and waste collection. These impacts would represent a permanent change to the amenity of an otherwise quiet residential street and are inconsistent with surrounding land uses.

**6. Main Road and Heavy Vehicle Safety Concerns**

McCracken Avenue (Stawell Road) functions as a key entry point into Donald and is used by local traffic as well as heavy vehicles decelerating as they approach the township. Increased residential density at this location would add complexity to traffic movements and elevate safety risks for residents, pedestrians, and motorists.

**7. Infrastructure and Drainage Capacity**

The increase in site coverage and residential density raises concerns regarding stormwater management, drainage capacity, and pressure on existing infrastructure. Without appropriate upgrades, this development risks contributing to localised flooding, runoff issues, and infrastructure strain affecting neighbouring properties.

**8. Lack of Community Consultation**

There appears to have been little to no meaningful consultation with neighbouring residents prior to the submission of this application. Many residents were unaware of the proposal until they were approached to financially contribute to the project. This is not a transparent or appropriate method of community engagement and has caused concern and confusion within the neighbourhood.

**9. Precedent for Further Inappropriate Development**

Approval of this application would set an undesirable precedent for further higher-density developments within a low-density residential area, gradually eroding the established character, safety, and liveability of the neighbourhood.

For these reasons, I respectfully request that Council refuse this application, as it is inappropriate for the location and would result in unacceptable impacts on safety, amenity, character, and community cohesion.

Thank you for considering my objection. I request confirmation of receipt of this letter and to be kept informed of any future decisions, meetings, or hearings relating to this application.



PA2034 Copy of Submission – 40 McCracken Avenue, Donald

I oppose this Planning Application as I believe it to be a backdoor way of the owner of 40 McCracken Avenue Donald getting what they wanted from 12 months ago (a base for VNI). I believe that owner wants to facilitate accommodation for workers of the VNI powerline project. The vast majority of Buloke residents oppose this project and what it represents. Many news articles have been published and rallies held in opposition.

The owner of 40 McCracken avenue has signed up for large numbers of windmills. These windmills are a stranded asset if there are no transmission projects. That Host stands to benefit if an unwanted powerline is built through Buloke. These projects trample the property rights of farms up to their 7th generation.

There are over 160 community groups nationwide fighting this Ruinables scam. They are all watching what happens with VNI. They are also watching who are the supporters and sell outs to these projects (enemies).

Knowing this, if these worker units are in any way associated with VNI or other Ruinables projects, they will be the focus of demonstrations, boycotts and rallies.

All very close to the school and impressionable minds.

Of all the vacant land available in Donald, why this position which is linked to a prior failed attempt to aide VNI?.

I smell a rat.

## 8.3 FINANCIAL REPORTS

### 8.3.1 QUARTERLY FINANCIAL REPORT FOR PERIOD ENDING 31 MARCH 2026

**Author's Title:** Manager Financial Strategy

**Directorate:** Corporate and Organisational Performance **File No:** FM/02/09

#### **Relevance to Council Plan 2025 - 2029**

**Strategic Objective:** Council leadership and engagement  
Responsible leadership and decision making

#### **PURPOSE**

The purpose of this report is to present Council with the quarterly financial reports for the period ended 31 March 2026 in accordance with the requirements of Section 97 of the *Local Government Act 2020*.

#### **SUMMARY**

Council adopted its FY2026 Annual Budget at the Council meeting on 18 June 2025. The attached reports include a comparison of the operating and capital works budgets with actuals for the period ended 31 March 2026 as well as Cash Flow Statement and Balance Sheet.

It also includes a revised forecasted operating result for period ending June 2026.

#### **RECOMMENDATION**

That Council receives and notes the Quarterly Financial Statements for the period ended 31 March 2026.

#### **DISCUSSION**

Under Section 97 of the *Local Government Act 2020* a quarterly budget report must be presented to Council. The attached reports include a comparison of the operating and capital works budgets with actuals for the 9 months ended March 2026 and forecasts for full year ended June 2026, as well as cash flow statement and balance sheet.

The financial reports for FY2025-26 quarter 3, comprise the following:

**Comprehensive Income Statement** compares year-to-date actual results against the year-to-date budget and includes the remaining budget for the financial year. In addition to year-to-date performance, the statement also presents Council's forecast result as of June 2026, prepared in consultation with relevant budget managers. Council has reported a year-to-date surplus of \$2.243 million, with a forecasted full-year surplus of \$732K.

**Balance Sheet** and **Statement of Cash Flow** as of 31 March 2026 as well as the **Statement of Capital Works**, which reflects total expenditure of \$7.3 million and is forecasted to be \$12.314 million.

The forecasted result presented to the Committee reflected an operating surplus result of \$8.364 million. However, the following major changes have impacted the surplus to now be forecasted at \$731,656.

**Major changes to the forecasted financials presented at Q2 –**

<b>Comprehensive Income Statement</b>	<b>\$</b>	<b>Comment</b>
<b>Forecasted operating surplus</b>	<b>\$8,364,314</b>	
Less - Share of profit/loss from associate	\$213,000	Investment in Wimmera Southern Mallee post withdrawal, being recognised as an expense
Less – Capital Grant	\$7,419,658	AGRN 1270 (March rain event) has caused works under AGRN 1037 (October 2022) and 1096 (December 2023) to be re-assessed resulting in works being paused. Hence, income from October 2022 and December 2023 floods are forecasted to be unearned.
<b>Revised forecasted surplus</b>	<b>\$731,656</b>	

- Capital works have been forecasted to be at \$12.314 million, a drop of \$11 million from December reported figures because of AGRN 1270 (March rain event)
- Cash and cash equivalents at year end stands revised to forecast a balance exceeding \$25 million.

The above-mentioned statements are detailed further to inform Council of financial outcomes to date, highlight variances, and support oversight of budget delivery.

**COMPREHENSIVE INCOME STATEMENT**

Council's **year-to-date (YTD) Comprehensive Income Statement** reflects a surplus of \$2.243 million. When compared to the YTD budget, this represents an unfavourable variance of \$7.409 million. Council's **forecast result** indicates a surplus of \$731,656, which is an unfavourable variance of \$28.101 million against the approved full-year budget.

The below table details the YTD and forecasts variances:

Detail	YTD Variance Comments	Forecasted Variance Comments
<b>Income</b>		
Rates and charges	Against YTD budget has a favorable variance of \$44K.	Favorable variance forecasted due to supplementary valuations.
Statutory fees and fines	Favorable variance primarily due to planning fees earned from subdivision of land of 2 properties.	Favorable variance forecasted due to a one-off planning fees earned from subdivision of land, remaining items travelling close to budget.
User fees	Favorable variance of approx. \$16K primarily due to receipt of early animal registrations approx. \$23K, income received from sheep sale approx. \$39K off-set by lower-than-expected services such as public health, building and compliance, electric car and swimming pools cumulating to a total of approx. \$46K.	Unfavorable variance forecasted due to lower-than-anticipated level of operations in the building and compliance service areas.
Grants – operating	Unfavorable variance of \$3.034 million YTD due to <ul style="list-style-type: none"> <li>Timing difference of the Financial Assistance Grants receipt (approx.\$2 million, first 50% received in FY24/25).</li> <li>Non-recognition of Council Flood Support Fund of \$164K received in advance. Income will be recognised when acquittals are approved on a quarterly basis.</li> </ul>	Unfavourable variance forecasted of \$3.9 million is primarily due to Financial Assistance Grants for financial year 2025/26 received in advance during financial year 2024/25. Council is not forecasting to receive an advance for FY2026-27 in FY2025-26.
Grants - capital	Unfavorable variance due to	Total Grants Capital Income was budgeted at \$35.304 million, including \$26.880 million relating to funding under the Disaster

	<ul style="list-style-type: none"> <li>- Delays in project delivery majorly due to flood work</li> <li>- Unearned income majorly from roads to recovery, works scheduled for Q3</li> <li>- Income earned from advances received towards playspaces, Asset management system and LIADR.</li> </ul>	<p>Recovery Funding Arrangements (DRFA). The balance of income was budgeted to include other external grants linked to floodworks, in addition to other capital works income sources. An unfavorable forecasted variance of \$22.340 million is primarily due to unearned income from flood recovery works funded by DRFA for flood recovery.</p> <p>The current forecasted income of \$12 million, includes income of capital projects such as Roads to Recovery (\$2.388 million), Cabins (\$1.605 million), LRCI phase 4 (\$2.162 million), Balance of Tiny towns, Wetlands, Playspaces and Birchip Cenotaph (\$1.182 million) and floods works forecasted (\$5.444 million).</p>
Contributions	An unfavorable variance of \$414K is reported mainly due to the Birchip Netball Courts' unsuccessful insurance claim. Additional income received for administration support under the Essential Services and Volunteers Fund and final portion of the October 2022 flood event insurance outcome received has reduced the overall unfavorable result.	Unfavorable variance forecasted primarily due to the Birchip Netball Courts' unsuccessful insurance claim of approx. \$500,000.
Other income	Unfavorable variance of \$52K is mainly attributed to interest income on investments not received as investments being redeemed for working capital. This has been partially offset by fuel tax credits; funding received from the Department of Transport and Planning for the sale of emulsion, reimbursements from community groups leasing Council properties for utility expenses and unbudgeted income from electoral commission.	Unfavorable variance forecasted due to lower-than-anticipated interest income on investments not received, as investments being redeemed primarily to fund flood works until Council receives the grant funding.
Share of net profits from investment in associates	NA	Council has its membership in Wimmera Southern Mallee Development. Hence, its share of profits that were recognised as investments have been forecasted as an expense.

<b>Expenditure</b>		
Employee costs	Favorable variance to date of \$508K due to internal staff associated with flood recovery works being capitalised (i.e. transferred to works-in-progress during the year) along with minor vacancies within the organisation and vacant positions not filled.	Favorable variance forecasted due to vacancies.
Materials and services	Favorable variance of approximately \$600K is mainly due to lower-than expected expenditure in operational contracts and services approx. \$1.57 million. This has been reduced by excess of YTD budgeted expenditure under consultancy approx. \$700K, software approx. \$114K and utilities approx. \$124K	Unfavorable variance forecasted mainly due to unbudgeted external consultants costing approx. \$693,000 and membership fee savings towards Wimmera Southern Mallee Development costing approx. \$65,000.
Depreciation and Amortization	Depreciation for the period is over budget due to the capitalisation of assets at year end.	Unfavorable variance forecasted due to depreciation charge on assets capitalised at year end.
Right of use assets	Staff vacancies have led to fewer vehicles being required resulting in a favorable variance.	Favorable variance forecasted as staff vacancies have led to fewer vehicles being hired.
Finance costs	Interest on light vehicles leased is close to YTD budget	Favorable variance in lines with right of use assets.
Other expenses	Favorable variance of approximately \$116K due to timing difference in council contributions being paid out.	Unfavorable variance due to increase in council contributions towards Wimmera Southern Mallee Council Alliance Group, Safer Together grant obligations, Birchip Community Group specifically for Ray Neville Silo Art as part of Tourism Business Innovation grant obligations.

**BALANCE SHEET AS AT 31 MARCH 2026**

<b>Detail</b>	<b>Commentary</b>
<b>Assets</b>	
Trade and other receivables	These have decreased and are now nearing the opening balance amount following the receipt of rates income in February 2026.
Cash and cash equivalents*	Cash and cash equivalents stand at \$7.150 million, which when compared to year ended 30 June 2025 increased by \$4.021 million.
Other financial assets*	Reduced due to investments being redeemed for working capital requirements.
Other assets	Forecasted to change due to prepayments at year end.
Property, infrastructure, plant and equipment	Adjusted for depreciation, and capital expenditure to date is included as work in progress.  Forecasted to increase to include year-end capitalisation.
<b>Liabilities</b>	
Trade and other payables	These have decreased by approximately \$1.572 million as credit and payroll accruals recorded at year end as well as creditors due post year end have been paid.
Trust funds and deposits	Includes the fire services levy raised that will be payable to the State Government.
Contract and other liabilities	Decreased due to external grants received as at 30 June 2025 and during FY2026 now being recognised as income.
Provisions	A decrease due to payout of Long Service Leave (approximately \$71.6K) netted off by YTD accruals.
Lease liabilities	No change.
<b>Equity</b>	
Accumulated surplus	Adjusted for last year's surplus and year-to-date earnings.
Reserves	No change.

*\*Cash and Cash equivalents together with Other Financial assets are forecasted to be approx. \$25 million by June 2026.*

**STATEMENT OF CAPITAL WORKS**

<b>Detail</b>	<b>Commentary</b>
Land and land improvements	Minor unfavorable variance due to no budget allocated for FY2026.
Building improvements	Favorable variance as items under building improvements are being progressed as per timeline. However, work towards the replacement of public toilet facility at Watchem Park are being flagged as a potential risk.
Plant and equipment	Favorable variance as the procurement has been kept on hold until the outcome of the heavy plant and fleet strategy is received.
<b>Infrastructure</b>	
Roads	Favorable variance majorly due to works including – <ol style="list-style-type: none"> <li>1. Flood works being affected by AGRN 1270 that are considered to have an impact on existing flood packages. Re-investigation is currently being done on impacted works with majority of it being considered as a carry forward into FY2027. now being under procurement phase and to commence construction soon.</li> <li>2. Roads to Recovery progressing as per timeline with major works schedules for Q4.</li> <li>3. Works towards safer local roads have not yet started, funding agreement received for 6 roads.</li> </ol>
Footpaths and cycleways	Favorable variance due to program being developed.
Drainage	Favorable variance due to program still under development.
Recreational, leisure and community facilities	Favorable variance due to the delay in the delivery of major projects such as: <ol style="list-style-type: none"> <li>1. Aquatic Renewals, where priority projects at Donald, Sea Lake and Birchip have been identified.</li> <li>2. Tiny Towns, being in progress in Berriwillock, Nandaly, Nullawil and Watchem.</li> <li>3. Birchip Netball Court Remediation, not going ahead due to unsuccessful insurance outcome.</li> </ol>

Parks, open space and streetscapes	<p>Favorable variance caused due to -</p> <ol style="list-style-type: none"> <li>1. Delay in delivery of projects such as Septic Replacements at Wooroonook, Birchip Streetscape Lighting and Donald Streetscapes.</li> <li>2. Regional Workers Accommodation (Cabins) is progressing as per the timelines while other projects are in the procurement or final completion stages.</li> </ol>
Aerodromes	Favorable variance due to projects still in the development phase.
<p>Capital Works are forecasted to be approx. \$12.314 million with a potential carry forward of \$33 million into FY2026-27 of which approx. \$27 million is flood works.</p>	

**RELEVANT LAW**

The reports are consistent with the requirements of the *Local Government Act 2020*.

**RELATED COUNCIL DECISIONS**

Council adopted its Annual Budget 2024/25 on 18 June 2025.

**OPTIONS**

Not applicable.

**SUSTAINABILITY IMPLICATIONS**

Not applicable.

**COMMUNITY ENGAGEMENT**

Not applicable.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Not applicable.

**COLLABORATION**

The attached reports and comments have been prepared in collaboration with various Council officers.

**FINANCIAL VIABILITY**

The reports provide a snapshot of Council's financial performance for the period ended 31 March 2026 and reforecasts for the year, noting the impact on the adopted budget.

The financial position of Council will continue to be monitored and managed.

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

Not applicable.

**COUNCIL PLANS AND POLICIES**

The report is an opportunity for Council to compare its financial performance against its annual budget and is in accordance with its Council Plan 2025-2029 commitment to manage its budgets responsibly to achieve long-term financial sustainability.

**TRANSPARENCY OF COUNCIL DECISIONS**

Quarterly financial reporting ensures Council and the Buloke community are aware of financial implications of decisions and actions. Reporting Council's financial position allows Council to monitor and respond to financial risk.

**CONFLICT OF INTEREST**

No officer involved in the preparation of this report has a conflict of interest.

***Attachments:***

1. Attachment 8.3.1.1 - Quarterly Financial Statements March 2026



**COMPREHENSIVE INCOME STATEMENT**

For quarter ending March 2026

	Full Year Budget	Jul 2025 - March 2026			Full Year Budget	Jun-26	
	Approved	Approved	Actuals	Variance	Remaining Budget	Forecasted	Variance
400 - Income/Revenue							
1 - Rates & Charges	\$15,905,298	\$15,885,298	\$15,929,532	\$44,234	(\$24,234)	\$15,946,136	\$40,838
2 - Statutory fees and fines	\$123,800	\$92,850	\$151,979	\$59,129	(\$28,179)	\$150,905	\$27,105
3 - User fees	\$498,750	\$239,563	\$257,088	\$17,525	\$241,662	\$463,877	(\$34,873)
4 - Grants - operating	\$9,455,512	\$7,247,910	\$4,213,362	(\$3,034,548)	\$5,242,150	\$5,513,456	(\$3,942,056)
5 - Grants - Capital	\$35,304,000	\$9,515,275	\$4,677,947	(\$4,837,328)	\$30,626,053	\$12,963,006	(\$22,340,994)
6 - Contributions	\$607,550	\$607,175	\$193,008	(\$414,167)	\$414,542	\$144,822	(\$462,728)
7 - Other Income	\$1,348,900	\$897,364	\$845,335	(\$52,029)	\$503,565	\$1,259,151	(\$89,749)
8 - Share of net profits (or loss) of associates and joint ventures	\$0	\$0	\$0	\$0	\$0	(\$213,000)	(\$213,000)
<b>Total Income/Revenue</b>	<b>\$63,243,810</b>	<b>\$34,485,435</b>	<b>\$26,268,251</b>	<b>(\$8,217,184)</b>	<b>\$36,975,559</b>	<b>\$36,228,353</b>	<b>(\$27,015,457)</b>
600 - Operating Expense							
1 - Employee Costs	\$13,415,316	\$9,771,721	\$9,263,801	\$507,920	\$4,151,515	\$12,915,811	\$499,505
2 - Materials and services	\$10,817,077	\$7,406,903	\$6,807,559	\$599,344	\$4,009,518	\$11,588,778	(\$771,701)
3 - Bad and doubtful debts	\$60,000	-	-	-	\$60,000	\$60,000	\$0
4 - Depreciation	\$8,852,407	\$6,639,305	\$7,074,707	(\$435,402)	\$1,777,701	\$9,575,653	(\$723,246)
5 - Right of use assets	\$464,564	\$348,423	\$331,889	\$16,534	\$132,676	\$457,931	\$6,633
6 - Finance costs - Leases	\$54,203	\$40,652	\$37,971	\$2,681	\$16,232	\$53,486	\$717
7 - Other expenses	\$747,285	\$625,789	\$509,483	\$116,306	\$237,802	\$845,038	(\$97,753)
<b>Total Operating Expense</b>	<b>\$34,410,853</b>	<b>\$24,832,793</b>	<b>\$24,025,411</b>	<b>\$807,382</b>	<b>\$10,385,442</b>	<b>\$35,496,698</b>	<b>(\$1,085,845)</b>
<b>Operating Net Surplus/(Deficit)</b>	<b>\$28,832,958</b>	<b>\$9,652,642</b>	<b>\$2,242,841</b>	<b>(\$7,409,801)</b>	<b>\$26,590,117</b>	<b>\$731,656</b>	<b>(\$28,101,302)</b>



**BALANCE SHEET**

As at 31 March 2026

	30 June 2025	31 March 2026	Movement
<b>Assets</b>			
<b>Current Assets</b>			
Trade and other receivables	\$3,811,406	\$3,640,365	(\$171,042)
Cash & Cash Equivalents	\$3,128,433	\$7,150,196	\$4,021,763
Other financial assets	\$28,000,000	\$26,000,000	(\$2,000,000)
Inventories	\$95,739	\$95,739	\$0
Other assets	\$553,247	\$645,949	\$92,702
<b>Total Current Assets</b>	<b>\$35,588,826</b>	<b>\$37,532,249</b>	<b>\$1,943,424</b>
<b>Non-Current Assets</b>			
Property, infrastructure, plant and equipment	\$306,648,161	\$306,863,927	\$215,766
Right-of-use assets	\$760,948	\$760,948	\$0
Investments in associates	\$212,916	\$212,916	\$0
<b>Total Non-Current Assets</b>	<b>\$307,622,024</b>	<b>\$307,837,790</b>	<b>\$215,766</b>
<b>Total Assets</b>	<b>\$343,210,850</b>	<b>\$345,370,040</b>	<b>\$2,159,190</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and other payables	\$2,459,972	\$887,836	(\$1,572,136)
Trust funds and deposits	\$426,994	\$2,253,670	\$1,826,676
Contract and other liabilities	\$3,149,880	\$2,917,847	(\$232,033)
Provisions	\$1,787,650	\$1,681,493	(\$106,157)
Lease Liability	\$381,938	\$381,938	\$0
<b>Total Current Liabilities</b>	<b>\$8,206,434</b>	<b>\$8,122,783</b>	<b>(\$83,651)</b>
<b>Non-current Liabilities</b>			
Provisions	\$2,533,103	\$2,533,103	\$0
Lease Liability	\$449,651	\$449,651	\$0
<b>Total Non-current Liabilities</b>	<b>\$2,982,754</b>	<b>\$2,982,754</b>	<b>\$0</b>
<b>Total Liabilities</b>	<b>\$11,189,188</b>	<b>\$11,105,537</b>	<b>(\$83,651)</b>
<b>Net Assets</b>	<b>\$332,021,662</b>	<b>\$334,264,503</b>	<b>\$2,242,841</b>
<b>Equity</b>			
Accumulated surplus	\$131,464,078	\$133,706,918	\$2,242,841
Reserves	\$200,557,584	\$200,557,584	\$0
<b>Total Equity</b>	<b>\$332,021,662</b>	<b>\$334,264,503</b>	<b>\$2,242,841</b>



**STATEMENT OF CASH FLOWS**  
For the quarter ending March 2026

	<i>Inflows / (Outflows)</i>
<b>Cash flows from operating activities</b>	
Rates and charges	15,684,415
Statutory fees and fines	154,607
User fees	257,088
Grants - operating	4,061,243
Grants - capital	4,114,820
Contributions - monetary	193,008
Interest received	858,888
Trust funds and deposits taken	34,457
Other receipts	2,192,176
Net GST refund / payment	-
Employee costs	(9,958,261)
Materials and services	(7,395,984)
Short-term, low value and variable lease payments	-
Trust funds and deposits repaid	(4,878)
Other payments	(509,483)
<b>Net cash provided by/(used in) operating activities</b>	<b>9,682,096</b>
<b>Cash flows from investing activities</b>	
Payments for property, infrastructure, plant and equipment	(7,290,473)
Proceeds from sale of property, infrastructure, plant and equipment	-
Payments for investments	2,000,000
Proceeds from sale of investments	-
Loans and advances made	-
Payments of loans and advances	-
<b>Net cash provided by/ (used in) investing activities</b>	<b>(5,290,473)</b>
<b>Cash flows from financing activities</b>	
Finance costs	-
Proceeds from borrowings	-
Repayment of borrowings	-
Interest paid - lease liability	(37,971)
Repayment of lease liabilities	(331,889)
<b>Net cash provided by/(used in) financing activities</b>	<b>(369,860)</b>
Net increase/(decrease) in cash & cash equivalents	4,021,763
Cash and cash equivalents at the beginning of the financial year	<b>3,128,433</b>
<b>Cash and cash equivalents as at 31 March 2026</b>	<b>7,150,196</b>



**CAPITAL WORKS STATEMENT**  
For period ending March 2026

Account	Full Year Budget	Year-to-date		Forecasted		Status	Comments
		Actuals	Variance	Spend	Carry Forward		
<b>Land improvements</b>							
5022 - Sea Lake Housing Development	\$0	\$9,079	(\$9,079)	\$12,000	\$0	<b>At Risk - Intervention Required</b>	GWMWater Statement of Compliance issued. Conveyancer being engaged to allow release of titles.
<b>Total Land improvements</b>	<b>\$0</b>	<b>\$9,079</b>	<b>(\$9,079)</b>	<b>\$12,000</b>	<b>\$0</b>		
<b>Building improvements</b>							
5040 - Building improvements	\$232,047	\$21,193	\$210,854	\$168,047	\$64,000	<b>On Track</b>	Charlton amenities block - Contract awarded for construction and installation of prefabricated unit. Construction and installation to be completed by mid-June  Donald Police Camp - Plumbing works 80% complete, procurement to be completed for restumping following plumbing works.  Donald Office gutters - Works completed.  Donald Hall toilets - Concrete works completed. Framing to commence in April followed by electrical and plumbing fit out, plaster, paint and flooring.
5042 - Replacement of existing public toilet facility at Watchem Park	\$160,000	\$0	\$160,000	\$0	\$160,000	<b>Potential Risk - Being Monitored</b>	Proposal from underpinning contractor under consideration for levelling the front of the building. Septic system has been cleaned out, and assessed by plumber who also camera inspected all sewer lines which were clear however pooled slightly at one end. Options for remediation of the septic system are currently being investigated, request for quote to be issued in April.
<b>Total Building improvements</b>	<b>\$392,047</b>	<b>\$21,193</b>	<b>\$370,854</b>	<b>\$168,047</b>	<b>\$224,000</b>		
<b>Plant, machinery and equipment</b>							
5060 - Plant, machinery and equipment	\$2,089,111	\$91,991	\$1,997,120	\$92,111	\$1,997,000	<b>Potential Risk - Being Monitored</b>	Procurement of Heavy Fleet has been placed on hold pending the completion of the Heavy Fleet asset management plan and funding strategy.
<b>Total Plant, machinery and equipment</b>	<b>\$2,089,111</b>	<b>\$91,991</b>	<b>\$1,997,120</b>	<b>\$92,111</b>	<b>\$1,997,000</b>		
<b>Fixtures, fittings and furniture</b>							
5065 - Fixtures, fittings and furniture	\$88,771	\$47,224	\$41,547	\$88,771	\$ -	<b>On Track</b>	Heating and Cooling upgrades being scoped for council buildings without split systems or requiring split system replacement.  Quote for CCTV upgrades due to be returned in early April.  Officer furniture replacement ordered.
<b>Total Fixtures, fittings and furniture</b>	<b>\$88,771</b>	<b>\$47,224</b>	<b>\$41,547</b>	<b>\$88,771</b>	<b>\$0</b>		

<b>Computers and telecommunications</b>							
5070 - Computers and Information Technology equipment	\$169,534	\$132,347	\$37,187	\$169,534	\$0	<b>On Track</b>	The first round of purchases have been made. Second round in progress.
5075 - Library assets	\$9,486	\$0	\$9,486	\$9,486	\$ -	<b>On Track</b>	On track purchasing shelving for Charlton and Wycheproof and New Books for collection.
<b>Total Computers and telecommunications</b>	<b>\$179,020</b>	<b>\$132,347</b>	<b>\$46,673</b>	<b>\$179,020</b>	<b>\$0</b>		
<b>Roads</b>							
5085 - Second temporary levee Donald	\$718,729	\$69,659	\$649,070	\$763,065	\$0	<b>On Track</b>	Manufacture of Flood Barrier progressing. Site works will commence on 13 April
5083 - Safer local roads	\$2,000,000	\$0	\$2,000,000	\$0	\$2,000,000	<b>On Track</b>	Funding agreement received for 6 projects.
5082 - Resheet program	\$1,250,000	\$120,127	\$1,129,873	\$549,854	\$0	<b>On Track</b>	Works to be awarded in March
5086 - Jeffcott Road Rehabilitation & final seal	\$350,000	\$108,923	\$241,077	\$4,340	\$0	<b>On Track</b>	First section completed. Final pavement being constructed in week commencing Monday 7 April. Final seal for the second section by 30 April.
5088 - Rehabilitation works	\$1,900,000	\$0	\$1,900,000	\$0	\$0	<b>On Track</b>	No projects identified at this stage. Funds are set aside to enable complimentary works to be completed that are not eligible for flood recovery works.
5080 - Rehabilitation and flood works	\$31,403,000	\$3,854,834	\$27,548,166	\$5,756,000	\$27,547,000	<b>On Track</b>	Flood recovery rehabilitation works underway and progresses as approval of eligibility of flood damage is approved by DTP. Project to carryover as works will continue into 26/27 financial year
5081 - Reseal program	\$1,291,629	\$9,878	\$1,281,751	\$812,910	\$0	<b>On Track</b>	Resealing to begin after Easter
5084 - Major patching	\$100,000	\$527,968	(\$427,968)	\$578,719	\$0	<b>At Risk - Intervention Required</b>	
<b>Total Roads</b>	<b>\$39,013,358</b>	<b>\$4,691,389</b>	<b>\$34,321,969</b>	<b>\$8,464,888</b>	<b>\$29,547,000</b>		
<b>Bridges</b>							
5200 - Charlton Swing Bridge Refurbishment (timber deck replacemer	\$30,000	\$12,666	\$17,334	\$12,666	\$ -	<b>Complete</b>	Works complete.
<b>Total Bridges</b>	<b>\$30,000</b>	<b>\$12,666</b>	<b>\$17,334</b>	<b>\$12,666</b>	<b>\$0</b>		
<b>Footpaths and cycleways</b>							
5220 - Footpath and cycleways	\$133,222	\$0	\$133,222	\$0	\$133,222.00	<b>Not Started</b>	Works to be programmed.
<b>Total Footpaths and cycleways</b>	<b>\$133,222</b>	<b>\$0</b>	<b>\$133,222</b>	<b>\$0</b>	<b>\$133,222</b>		

<b>Drainage</b>							
5250 - Drainage Works	\$50,000	\$21,565	\$28,435	\$21,565	\$ 28,000.00	<b>Potential Risk - Being Monitored</b>	Works to be programmed in March
5251 - Nullawil - West/East drainage (Calder Highway Pipeworks)	\$152,000	\$0	\$152,000	\$0	\$ 152,000.00	<b>At Risk - Intervention Required</b>	Works to be scoped and tendered. At risk to carryover into 26/27
5270 - Kerb and Channel	\$150,000	\$0	\$150,000	\$0	\$ 150,000.00	<b>Potential Risk - Being Monitored</b>	Works to be programmed in March
<b>Total Drainage</b>	<b>\$352,000</b>	<b>\$21,565</b>	<b>\$330,435</b>	<b>\$21,565</b>	<b>\$330,000</b>		
<b>Recreational, leisure and community facilities</b>							
5280 - Aquatic facilities renewal works	\$100,000	\$0	\$100,000	\$50,000	\$50,000	<b>Not Started</b>	Pool Covers for Donald and Sea Lake, repairs to Birchip pipework and dosing line cleaning system to be prioritised.
5284 - Flagpole upgrades	\$18,897	\$6,733	\$12,164	\$6,733	\$0	<b>Completed</b>	
5285 - Electric vehicle charger Birchip or Charlton	\$54,757	\$0	\$54,757	\$0	\$54,757	<b>Not Started</b>	EOI for the Central Victorian Greenhouse Alliance completed. Final tender via the CVGHA will be issued by June 2026.
5281 - Birchip netball court remediation	\$500,000	\$16,789	\$483,211	\$0	\$4,000	<b>Not Started</b>	
5286 - Tiny Towns	\$332,923	\$78,254	\$254,669	\$270,923	\$62,000	<b>Potential Risk - Being Monitored</b>	Berriwillock Tennis Club - Funding variation approved to allow a concrete apron at the entry to the courts to be constructed with remaining funds. Club to engage contractor for works.  Culgoa Signage - Works complete, funding acquittal submitted.  Nandaly Tennis Club - Land Owner Consent granted by DEECA. RFQ scope to be confirmed by tennis club prior to release to market in April.  Nullawil Community Building - Funding variation approved to allow additional time to complete the works, change of use permit under consideration by Planning department to allow kitchen, accessible toilet & entry upgrade works to be complete at the same time as funded scope.  Watchem Streetscape - Funding variation approved to allow additional time to complete works. Path construction and silo relocation complete. Lighting, signage, seating and landscaping to be completed by end of May
5283 - Recreational vehicle dump point	\$35,728	\$55,043	(\$19,315)	\$55,043	\$0	<b>Completed</b>	RV Dump Point installed at Tchum Lake.
5282 - Birchip recreation reserve generator	\$82,171	\$66,147	\$16,024	\$66,147	\$0	<b>Completed</b>	Generator installed and live. Training and maintenance requirements training to be held on Tuesday 14 April.
5291 - Wycheproof Netball Court	\$0	\$19,110	(\$19,110)	\$19,110	\$0	<b>Completed</b>	Design Complete, funding application submitted, decision expected by funder from April onwards. Project budget identified in Draft 2026/27 Annual Budget.
5292 - Wycheproof Multi Sport Facility	\$0	\$225	(\$225)	\$11,298	\$0	<b>Completed</b>	Project did not proceed, funding application unsuccessful.
<b>Total Recreational, leisure and community facilities</b>	<b>\$1,124,476</b>	<b>\$242,301</b>	<b>\$882,175</b>	<b>\$479,254</b>	<b>\$170,757</b>		

<b>Parks, open space and streetscapes</b>							
5420 - Wycheproof Recreation Reserve public toilets	\$92,798	\$89,719	\$3,079	\$72,671	\$0	On Track	Works commenced
5411 - Watchem septic replacement *	\$100,756	\$110,122	(\$9,366)	\$118,668	\$0	On Track	Works completed, invoices still to be submitted for payment.
5410 - Regional worker accommodation (Cabins)	\$1,605,131	\$1,385,336	\$219,795	\$1,647,162	\$0	On Track	All cabins installed and working through a list of minor transport defects. Cabins currently being connected to the water, sewer and electricity services.
5416 - Playspace (Berri, Birchip, Charlton, Donald & Wycheproof)	\$0	\$38,600	(\$38,600)	\$149,975	\$0	At Risk - Intervention Required	Stormwater repairs to Berriwillock shelter and remaining lighting components at Donald and Birchip complete. Sprinkler issue at Charlton to be resolved.
5413 - Birchip streetscape lighting	\$197,487	\$3,336	\$194,151	\$2,810	\$194,677	On Track	Original RFQ came in with prices well above budget. The project specifications has been reviewed and identified potential savings. Second RFQ has commenced with submissions closing on 15 April.
5418 - Nullawil public toilets	\$31,622	\$68,608	(\$36,986)	\$68,608	\$0	Complete	
5419 - Sea Lake streetscape lighting	\$81,474	\$14,518	\$66,956	\$14,518	\$66,956	Complete	
5417 - Memorial Park changing places	\$63,396	\$31,626	\$31,770	\$44,535	\$0	Complete	Remaining task is to demolish the former toilet block which has been scheduled.
5415 - Regional Infrastructure Fund Cabins	\$0	\$62,811	(\$62,811)	\$104,898	\$0	Complete	All works completed. The hydrants have been tested for pressure and flow rate and passed. Waiting for final paperwork.
5414 - Donald Streetscape	\$451,732	\$6,119	\$445,613	\$61,301	\$390,431	Potential Risk - Being Monitored	Remaining scope confirmed with Donald 2000 for installation of planter boxes and lighting along Woods Street from Hammill to Blair Street. Quote received and under review for design services required to inform RFQ for construction. 14 week timeline proposed for design works.
5421 - Wycheproof Wetlands	\$75,093	\$117,571	(\$42,478)	\$174,709	\$0	At Risk - Intervention Required	Initial water fill in the lake section complete. Quotes requested for final earthworks and initial vegetation establishment due in April. Minor defects remaining to be rectified by contractor including alterations to pump program and repairs to a section of fence scheduled for completion in April. GWMWater connection approved, plumber to finalise quote by end of March for installation in April.
5412 - Wooroonook septic replacement	\$295,540	\$7,613	\$287,927	\$201,036	\$0	On Track	Contractor appointed. Works scheduled for April after Easter
5422 - Sea Lake Apex Park Shelter	\$0	\$10,717		\$10,717	\$0	Complete	
5423 - Birchip cenotaph refurbishment	\$103,000	\$69,522	\$33,478	\$81,754	\$0	On Track	Block seating installed, 2 additional seats ordered to complete entryway, landscaping to occur after seats are installed. Uplighting installed and commissioned. Custom memorial cross holders completed, signs to be fitted once complete. Storyboards are delayed and will be unveiled in May at anniversary of the park opening.
<b>Total Parks, open space and streetscapes</b>	<b>\$3,098,029</b>	<b>\$2,016,219</b>	<b>\$1,092,527</b>	<b>\$2,753,362</b>	<b>\$652,064</b>		
<b>Aerodromes</b>							
5530 - Aerodrome Audit Works	\$51,900	\$0	\$51,900	\$51,900	\$0	On Track	Lighting upgrade procured at Birchip, contractor to confirm works schedule in March.
<b>Total Aerodromes</b>	<b>\$51,900</b>	<b>\$0</b>	<b>\$51,900</b>	<b>\$51,900</b>	<b>\$0</b>		
<b>Total capital works</b>	<b>\$46,551,934</b>	<b>\$7,285,973</b>	<b>\$39,276,678</b>	<b>\$12,314,098</b>	<b>\$33,054,043</b>		

## 8.4 ORGANISATIONAL REPORTS

### 8.4.1 QUARTERLY ORGANISATIONAL PERFORMANCE REPORT – QUARTER 3 FY2026/27

**Author's Title:** Director Corporate and Organisational Performance

**Directorate:** Corporate and Organisational Performance **File No:** FM/02/08

#### **Relevance to Council Plan 2025 - 2029**

**Strategic Objective:** Council leadership and engagement  
Consulting with and informing our community

#### **PURPOSE**

To present to Council the draft Quarterly Organisational Performance report for Quarter 3 FY2025/26 (at Attachment 1) for noting.

#### **SUMMARY**

The quarterly organisational performance report is an integrated progress report that updates Council and community on the delivery of the strategic objectives of the Council Plan 2025-29, including performance reporting, financial performance and delivery of the capital works program for the period of July 2025 up to and including the end of March 2026 (Quarter 3).

The report focusses on the activities undertaken in Quarter 3, noting that many activities and projects are ongoing and a progressive update from the Quarters 1 & 2 performance reports, presented to Council in February 2026.

As at the end of March 2026, the Council Plan overall performance demonstrates a positive position of progress. At this point in the first year of the new Council Plan, which was adopted by Council in June 2025, the completion of more key initiatives from the previous Council Plan is promising progress, equally as promising, the organisation is tracking well for service delivery targets despite further interruptions due to the emergency flood event to the north of the Shire in February/March 2026.

Council continues to work towards a more strategic approach in communication of key priorities and overall Council Direction that ensures that our community are well informed and able to track our progress.

#### **RECOMMENDATION**

That Council:

1. Receives and notes the Quarterly Organisational Performance Report for Quarter 3 FY2025/26 at Attachment 1.

**DISCUSSION**

The Council Plan 2025/26 was adopted by Council on 18 June 2025 in accordance with the *Local Government Act 2020* (The Act).

Within the Council Plan, a detailed 'Key things we will do' list of actions is provided against each of the strategies associated to the five (5) over-arching strategic objectives.

The key initiatives and projects undertaken by Council are recorded through internal processes, and documented within each service area Business Unit Plan, developed in alignment with the Annual Budget process, which sets out the financial year, + the three years thereafter. Importantly, the Council Plan is also a 4-year document which must be complimented by Council's other key strategic documents and plans in accordance with the integrated strategic planning and reporting framework.

In accordance to the recommendations of the Municipal Monitor's Report published in January 2025 for the Buloke Shire Council, a commitment has been made to maintaining financial sustainability and establishing an Annual Budget on a cash basis going forward.

Like all Local Government Authorities, the Buloke Shire experiences financial constraints that are not new or surprising. Rate capping, cost shifting for various services across sectors and generally rising costs for materials and services (particularly for rural and remote areas) continues to be a challenge in managing the 4-year Annual Budget, which must also inform the long-term financial position outlined within the Financial Plan (10 years).

Resourcing continues to be a major issue in the current environment, increased turnover rates and associated changes in attitudes and culture for employment in the public sector has remained difficult to manage since the COVID pandemic. This is more problematic for Council's typically more traditional, steady tenured roles.

Council's ability to establish a long-term financially sustainable position without having to rely on non-recurrent grant funding remains unlikely. Due to this fact, the challenge remains for Council to deliver the long-term aspirations of the community in a strategically aligned way that enables the delivery of core Council services in the short term.

**RELEVANT LAW**

*Local Government Act 2020*

**RELATED COUNCIL DECISIONS**

The Council Plan 2025-29 was adopted by Council in June 2025.

**OPTIONS**

Council may seek further clarification on matters raised within the report where appropriate.

**SUSTAINABILITY IMPLICATIONS**

Not applicable.

**COMMUNITY ENGAGEMENT**

Community engagement is undertaken in a meaningful and deliberative way to prepare the 4-year Council Plan. The introduction of this report as a measure of progress on a quarterly basis across the entire 4-year term aims to provide the community with a transparent method of ensuring accountability

for delivery of the objectives of the Plan to be met in line with the community engagement which informed them.

#### **INNOVATION AND CONTINUOUS IMPROVEMENT**

Council will continue to consider improvements and innovative ways to improve this new report in the interest of informing progress against the Council Plan.

#### **COLLABORATION**

The preparation of this report requires internal collaboration to present an organisational-wide update of overall performance.

#### **FINANCIAL VIABILITY**

Nil to report at this point in relation to the preparation of this report – noting that this report’s purpose is to provide a progress update. Individual service areas and key initiatives noted within the report should be considered in relation to their individual resourcing and financial implications as separate to this report and its purpose in presentation.

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

Not applicable.

#### **COUNCIL PLANS AND POLICIES**

This report aligns with Council’s obligations to track its progress against the strategic objectives of the Council Plan 2025-29.

This report forms an important part of Council’s integrated strategic planning and reporting framework, including the associated Policy.

#### **TRANSPARENCY OF COUNCIL DECISIONS**

This report provides a quarterly performance update of Council’s progress against the Council Plan and associated Council decisions. The report encourages a transparent means of reporting progress against all strategic objectives and deliverables within the Council Plan.

#### **CONFLICT OF INTEREST**

No conflicts of interest were declared in the preparation of this report.

#### ***Attachments:***

1. Attachment 8.4.1.1 - Organisational Performance Report Q 3 2025 26



# ORGANISATIONAL PERFORMANCE REPORT

Buloke Shire Council

Quarter 3 – FY2026/27

Daniel McLoughlan  
**Chief Executive Officer**



## **ORGANISATIONAL PERFORMANCE REPORT**

Quarter 3 – FY2025/26



Buloke Shire Council acknowledges the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagalk, the Dja Dja Wurrung and Wamba Wemba people as the Traditional Owners of parts of the land now known as Buloke. We pay our respects to Elders past and present, and value their ongoing contribution to our heritage and our community.



## ORGANISATIONAL PERFORMANCE REPORT



Quarter 3 – FY2025/26

The third quarter of the financial year has once again demonstrated the resilience, adaptability and commitment of Council's workforce and our communities. While responding to a declared flood emergency affecting the northern part of the Shire in March, Council has continued to deliver essential services, progress priority projects and maintain focus on longer-term objectives. This balance between response and continuity is a strong reflection of our organisational capability and the dedication of our staff.

Emergency response activities required a coordinated and flexible effort across multiple teams, often alongside partner agencies and community members. At the same time, Council's day-to-day operations continued, ensuring residents could rely on consistent service delivery during a period of disruption. The ability to maintain business as usual while responding to emergency conditions provides confidence in Council's systems, leadership and workforce, and reinforces our role as a stable and trusted presence in the community during challenging times.

As the immediate impacts of the flood event have stabilised, attention during the quarter has increasingly turned to recovery, advocacy and forward planning. This includes progressing repairs, seeking external support where required and preparing for increased delivery activity in the final quarter of the financial year. Across the organisation, there is a clear focus on completing committed work, advancing key projects and positioning Council to close out the year in a strong and organised manner.

The progress reported this quarter also reflects the continued embedding of the strategic frameworks adopted earlier in the year. The shift from planning to delivery is increasingly evident across operational and capital programs, financial management and governance practices. This approach supports clearer prioritisation, more disciplined use of resources and stronger visibility of progress against Council's commitments to the community.

Looking ahead, Council is well placed as it prepares to enter the second year of delivery under the current four-year Council Plan. The work undertaken in Year 1 to establish clear direction, strengthen foundations and respond effectively to unforeseen events has built confidence in the organisation's capacity to deliver. As we move toward the next stage of implementation, our focus remains on delivering practical outcomes, maintaining financial sustainability and continuing to support the wellbeing and resilience of the Buloke community.

*Daniel McLoughlan*

**Chief Executive Officer**

**STRATEGIC OBJECTIVE 1:**

**SERVICES SUPPORTING OUR COMMUNITIES TO THRIVE**



As Council moves through the third quarter of the financial year, work under this strategic objective has increasingly focused on putting earlier planning and engagement into practice. With clear direction now established, attention this quarter has shifted to how Council applies this work day-to-day to support community wellbeing and access to essential services.

Ongoing engagement with the community has continued to shape Council's priorities and approach. Conversations with residents and stakeholders during the quarter have helped refine understanding of local needs and expectations, particularly in relation to Council's partnerships to maximise the services and opportunities for the youth and early years sectors within the Buloke Shire. This continued engagement supports informed decision making and helps ensure that Council's resources are used in ways that are meaningful and visible to the community.

The Health and Wellbeing Plan remains central to how Council supports a healthy, connected community. Throughout the quarter, Council has continued to deliver and review core services such as maternal and child health, immunisation, library services and supported playgroups, ensuring they remain accessible and responsive as community needs evolve. During Q3, service delivery focussed on maximising resources and programs across services, to increase the exposure and benefits to community, demonstrating Council's ongoing commitment to inclusive and effective service delivery.

Supporting community leadership and participation has also remained a focus. The Youth Advisory Group has continued to build confidence and momentum, providing young people with a voice in Council decision making and strengthening links between Council and emerging community leaders. The establishment of the new Youth Advisory Group for this school year has presented new opportunities for enhancing Council decision making with an informed youth perspective.

Council has continued its advocacy efforts during the quarter, particularly in relation to transport access and road conditions following recent flood and storm events. Engagement with funding bodies and government partners has remained important to ensure the long-term safety and reliability of the road network. This advocacy reflects the connection between strong infrastructure, community wellbeing and the ability for residents to stay connected to services, employment and each other.

Quarterly Organisational Performance Report FY2025/26 Q3



## STRATEGIC OBJECTIVE 2:

### VIBRANT AND CONNECTED COMMUNITIES



Throughout the third quarter, Council has continued to focus on strengthening connections between people, places and organisations across the municipality. Community-led activity remains at the heart of this objective, with volunteers, local groups and community leaders playing a central role in bringing people together and sustaining the events, facilities and networks that support inclusive and vibrant communities.

Council has continued to work closely with communities to understand local priorities and respond to emerging needs. Engagement through Community Forums, targeted discussions and partnerships with community representatives during the quarter has supported a shared understanding of challenges and opportunities across townships. This ongoing collaboration reinforces Council's role in supporting and enabling community action, while ensuring local knowledge and experience continue to inform Council decision making.

Support for participation and community wellbeing has remained a focus through programs that back locally driven initiatives. The Community Grants Program being exhausted by December 2025 has presented the opportunity to review the guidelines and revisit the opportunities to support community in their grant writing and project planning processes in anticipation for the new financial year.

Youth participation has also continued to be prioritised, with opportunities for young people to connect, contribute and lead within their communities. Building on earlier initiatives, the newly established youth advisory committee (aligned with the new school year commencing) has been a key focus to investigate new and exciting ways to engage with and involve a youth voice for Council decision making processes.

Maintaining safe, accessible and welcoming community facilities has remained essential to supporting participation across the municipality. Council has continued to work alongside committees of management and local volunteers to support the operation and upkeep of recreation reserves, halls and seasonal facilities such as aquatic centres.

**STRATEGIC OBJECTIVE 3:  
OUR BUILT AND NATURAL ENVIRONMENT**



During the third quarter of the financial year, Council's focus under this strategic objective has shifted from planning and preparation toward applying new frameworks and progressing on-ground activity. With clearer direction now in place to guide asset management and investment, work this quarter has centred on prioritisation, delivery readiness and maintaining the condition and safety of Council's built and natural assets.

The Asset and Asset Management Plans developed earlier in the year have begun to inform decision making more directly, supporting a clearer understanding of infrastructure priorities across roads, drainage, buildings and open spaces. These plans are helping Council balance asset condition, service levels and financial capacity in a more consistent and transparent way. During the quarter, operations have focussed on supporting the response and recovery efforts from the Charlton and Sea Lake fire events, followed by the February rain/flood event in the north of the Shire.

Alongside this strategic focus, Council has continued to manage its existing assets to ensure they remain safe, functional and fit for purpose. Routine maintenance programs, inspections and condition assessments have continued across the municipality, with particular attention given to areas experiencing ongoing wear or environmental pressure. Investigations and works relating to drainage have remained an important focus during the quarter, recognising the role effective drainage plays in protecting roads, properties and community facilities.

Capital works activity has increased as the year has progressed, following the planning and procurement completed earlier in the financial year. Construction and delivery of priority projects commenced or advanced during the quarter, with the remainder of a larger number of project works anticipated to be completed ahead of the end of the financial year.

Council has also continued to consider its natural environment alongside built infrastructure, recognising the connection between well-managed open spaces, environmental assets and community wellbeing. Ongoing management activities and project planning undertaken during the quarter aim to support sustainable use, protect environmental values and enhance the liveability of local places.

**STRATEGIC OBJECTIVE 4:**

**PROSPEROUS AND GROWING ECONOMY**

4

During the third quarter of the financial year, Council's work under this strategic objective has continued to focus on supporting a strong and resilient local economy by enabling business activity, strengthening partnerships and removing barriers where possible. With systems and approaches established earlier in the year, attention during the quarter has increasingly shifted to practical application, delivery and relationship building.

Statutory planning services have continued to play an important role in supporting economic confidence. Timely and transparent decision making remains a priority, providing applicants with greater reliability as they progress development and investment proposals.

Work to strengthen regional collaboration and longer-term economic planning has also progressed. Council has continued to engage with regional tourism bodies, neighbouring councils and economic development partners to inform the development of a coordinated Economic Development and Tourism Strategy. This work recognises the importance of aligning local opportunity with broader regional strengths and visitor markets.

Advocacy and engagement with external stakeholders have remained important, particularly in relation to renewable energy and transmission projects proposed within the municipality. Council has continued to participate in planning and consultation processes, advocating for clearer communication, appropriate community engagement and consideration of local impacts. At the same time, Council has supported local businesses and organisations by sharing information about funding opportunities, programs and initiatives that contribute to longer-term economic resilience.

A capable workforce continues to underpin delivery of this objective. During the quarter, Council has maintained its focus on recruitment, retention and workforce planning in a competitive labour market. Ongoing investment in systems and internal capability is helping Council respond to operational needs and seasonal demands, while supporting continuity of service delivery across economic and regulatory functions.

**STRATEGIC OBJECTIVE 5:  
COUNCIL LEADERSHIP AND ENGAGEMENT**

**5**

During the third quarter of the financial year, Council has continued to strengthen the way it leads, governs and engages with the community. With key governance and financial frameworks established earlier in the year, the focus during this period has been on applying these settings in practice and supporting confident, transparent decision making across the organisation.

Financial governance has remained a priority, with the Long Term Financial Plan continuing to guide both strategic planning and day-to-day decisions. Work undertaken during the quarter has supported greater clarity around future financial pressures, priorities and trade-offs, helping Council take a more deliberate and sustainable approach to managing community resources.

Internal governance practices have continued to evolve to support effective leadership and oversight. Council meeting processes, briefings and workshops have been used to strengthen understanding of complex issues and support informed decision making by Councillors. Procurement and governance frameworks have continued to be applied and embedded across the organisation, improving consistency, accountability and value for money outcomes.

A positive organisational culture and responsive service delivery remain central to community confidence in Council. During the quarter, Council has continued to focus on improving customer experience and responsiveness, ensuring enquiries and requests are handled in a timely and respectful way.

Emergency management preparedness has also remained an important focus. Training, planning and system improvements undertaken during the quarter have continued to build Council's capacity to prepare for and respond to emergencies, recognising the critical leadership role Council plays during times of disruption.

Together, the work undertaken during the quarter reflects Council's ongoing commitment to strong leadership, sound governance and meaningful engagement. By continuing to embed robust frameworks and focus on continuous improvement, Council is strengthening its ability to deliver reliable services, manage risk and support the long-term wellbeing of the Buloke community.

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## Quarterly Capital Works Update

### Financial Overview

As at the end of the quarter, total year-to-date capital expenditure is **\$7.29 million**, representing **15.7% of the full-year budget of \$46.55 million**. The remaining budget of **\$39.27 million (84.3%)** reflects the planned delivery and expenditure profile, with several major projects scheduled for construction and payment in the final quarter of the financial year.

### Program Delivery Status

A total of **44 capital projects** are included in the current program:

- **11 projects (25%)** have been completed,
- **18 projects (40.9%)** are tracking well and considered on schedule,
- **6 projects (13.6%)** are being monitored due to emerging risks,
- **5 projects (11.4%)** are identified as at risk and require active intervention,
- **4 projects (9.1%)** have not yet commenced.

Overall, the program remains stable, with the majority of projects either completed or progressing as planned.

### Expenditure Focus Areas

Key expenditure during the quarter has been concentrated in:

- **Roads**, with \$4.69 million expended reflecting ongoing rehabilitation and patching works,
- **Parks, Open Space and Streetscapes**, with \$2.02 million expended (65.1% of the annual allocation),
- **Recreational Facilities**, with \$242,000 expended in line with staged project delivery.

### Projects Requiring Attention

The following projects are subject to increased oversight:

- **Major Patching (Project 5084)** – over budget by \$427,968,
- **Wycheproof Wetlands (5421)** – over budget by \$42,478,



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- **Playspace Project (5416)** – over budget by \$38,600,
- **Sea Lake Housing Development (5022)** – delayed pending title release,
- **Nullawil Drainage (5251)** – potential carryover into the 2026/27 financial year.

Corrective actions and mitigation strategies are in place and are being reviewed regularly.

#### **Key Achievements**

During the quarter, **11 projects were successfully completed**, including the Charlton Swing Bridge, upgrades to public facilities, and streetscape lighting projects, delivering tangible benefits to local communities.

#### **Forward Look (Q4)**

The final quarter will focus on delivery acceleration, with major works scheduled across levee construction, road rehabilitation, and amenities upgrades. Priority will be placed on expenditure progression, risk management, and timely completion ahead of the financial year end.

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**Quarterly Financial Update**

The financial reports for FY2025-26 quarter 3, comprise the following:

**Comprehensive Income Statement** compares year-to-date actual results against the year-to-date budget and includes the remaining budget for the financial year. In addition to year-to-date performance, the statement also presents Council’s forecast result as of June 2026, prepared in consultation with relevant budget managers. Council has reported a year-to-date surplus of \$2.243 million, with a forecasted full-year surplus of \$732K.

**Balance Sheet** and **Statement of Cash Flow** as of 31 March 2026 as well as the **Statement of Capital Works**, which reflects total expenditure of \$7.3 million and is forecasted to be \$12.314 million.

The forecasted result presented to the Committee reflected an operating surplus result of \$8.364 million. However, the following major changes have impacted the surplus to now be forecasted at \$731,656.

**Major changes to the forecasted financials presented at Q2 –**





Comprehensive Income Statement	\$	Comment
<b>Forecasted operating surplus</b>	<b>\$8,364,314</b>	
Less - Share of profit/loss from associate	\$213,000	Investment in Wimmera Southern Mallee post withdrawal, being recognised as an expense
Less – Capital Grant	\$7,419,658	AGRN 1270 (March rain event) has caused works under AGRN 1037 (October 2022) and 1096 (December 2023) to be re-assessed resulting in works being paused. Hence, income from October 2022 and December 2023 floods are forecasted to be unearned.
<b>Revised forecasted surplus</b>	<b>\$731,656</b>	

- Capital works have been forecasted to be at \$12.314 million, a drop of \$11 million from December reported figures because of AGRN 1270 (March rain event)
- Cash and cash equivalents at year end stands revised to forecast a balance exceeding \$25 million.

Organisational Performance Report – Quarter 3 FY2025/26: Alignment to Council Plan 2025-29


**STRATEGIC OBJECTIVE 1: SERVICES SUPPORTING OUR COMMUNITIES TO THRIVE**


**Strategy: Active advocacy and participation in service networks**

1.1	<i>Actively participate in and provide leadership to service networks.</i>					Council's role in achieving:		
						Partnering	Advocacy	
Service Area	Key Initiative, Action or Project	Status	Start Date	End Date	%Complete	Target	On Target	
Children and Youth	Support Early Learning Centre Management	On Track	July 2025	June 2026	75%	100%	 Green	
Regular meetings held with service providers, department of education and early learning centre parent advisory groups to discuss and resolve matters of interest and concern. Ongoing meetings established where necessary to support enhanced program delivery, particularly for 3-year-old kindergarten services at the Birchip Centre.								
Children and Youth	Facilitate and support a local Youth Network.	On Track	July 2025	June 2026	75%	100%	 Green	
Buloke Early Years Forum - attended by representatives from Neighbourhood Houses, local Primary Schools, Early Learning Centres, Mallee Family Care, North Central Local Learning and Employment Network (NCLLEN) and East Wimmera Health Service. Topics discussed included; Youth Fest 2026 funding, 2026 Buloke Youth Health Expo and opportunities for the North Central Football League to be working with Neighbourhood houses and community partners to have greater impact for any special days of recognition.								
Children and Youth	Facilitate and support a local Early Years Network.	On Track	July 2025	June 2026	75%	100%	 Green	
In Quarter 3, a Buloke Youth Network meeting was held and attended by representatives from Neighbourhood Houses, local schools, North Central Local Learning and Employment Network and East Wimmera Health Service. Topics discussed included: Playgroup services and participation (there is strong demand for first-time parent / newborn-focused groups); access services; transitions through early years services → kindergarten → primary → secondary school; workforce challenges (ongoing shortage of qualified early childhood educators within the area).								
Children and Youth	Support and deliver the Youth Advisory Group program and initiatives to further support young people to be active change makers in their community.	On Track	July 2025	June 2026	75%	100%	 Green	
Recruitment of the 2026 Buloke Youth Advisory Group (YAG) was completed with three new members recruited and one returning member for the new school year. The YAG have held two in-person meetings and four online meetings in quarter 3. During these meetings they have undertaken an induction and started discussions around project planning for Youth Fest 2026, researching funding opportunities - including the ABC Heywire Grants and applying for Vic Governments Youth Fest Funding.								

Organisational Performance Report – Quarter 3 FY2025/26: Alignment to Council Plan 2025-29

YAG have also received presentations from council officers on waste and aquatic services as well as projects and engineering.





<b>1.2</b>	<b>Advocate for improvement in the accessibility of health and community services.</b>					<b>Council's role in achieving:</b>		
						<b>Advocacy</b>		
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Community Safety & Development Services	Food Premises Inspections	On Track	July 2025	June 2026	75%	100%	 Green	
A total of seven (7) food premise inspections were carried out in the towns of Charlton (4) and Wycheproof (3) in Q3.								

<b>1.3</b>	<b>Champion the benefits of living locally.</b>					<b>Council's role in achieving:</b>		
						<b>Partnering</b>	<b>Advocacy</b>	
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Customer Engagement	Develop and distribute regular community newsletters, media releases and corporate publications	On Track	July 2025	June 2026	75%	100%	 Green	
The benefits of living locally were promoted throughout Q3 via the distribution of 207x Facebook posts (incl. shares), 14x X posts (incl. shares), 3 LinkedIn 10x Community Update newsletters and six media releases (includes WSMCA joint releases).								



Organisational Performance Report – Quarter 3 FY2025/26: Alignment to Council Plan 2025-29



**STRATEGIC OBJECTIVE 1: SERVICES SUPPORTING OUR COMMUNITIES TO THRIVE**

**Strategy: Accessible and Responsive Health and Community Services**



1.4	<i>Support the provision of quality early years services for families and children.</i>					Council's role in achieving:		
						Delivering	Partnering	
Service Area	Key Initiative, Action or Project	Status	Start Date	End Date	%Complete	Target	On Target	
Children and Youth	Develop and deliver a local Supported Playgroup program	On Track	July 2025	June 2026	75%	100%	 Green	
Fifteen supported playgroup sessions were delivered across Birchip, Charlton, Donald and Wycheproof, engaging 30 families and 45 children.								
Children and Youth	Support and manage the delivery of the Enhanced Maternal Child Health service.	On Track	July 2025	June 2026	75%	100%	 Green	
Maternal and Child Health nurses supported 19 Enhanced Program clients during this period. The Enhanced Maternal and Child Health program provides additional support to vulnerable children and families who experience challenges or risk factors.								
Children and Youth	Support and manage the delivery of a compliant Maternal and Child Health Service which meets the physical and emotional needs of children 0–6 years and provides support and advice to caregivers.	On Track	July 2025	June 2026	75%	100%	 Green	
During this period, Maternal and Child Health nurses received 11 birth notifications and conducted 11 four-week Key Age and Stage visits. In total, 107 children have accessed this service during this period.								
Children and Youth	Coordinate the implementation of the National Immunisation Program	On Track	July 2025	June 2026	75%	100%	 Green	
A total of 12 Immunisation sessions were held across the towns of Wycheproof, Sea Lake, Birchip, Charlton and Donald.								


Organisational Performance Report – Quarter 3 FY2025/26: Alignment to Council Plan 2025-29

1.5 Advocate for improved transport connections including public and community transport.					Council's role in achieving:		
					Advocacy		
Service Area	Key Initiative, Action or Project	Status	Start Date	End Date	%Complete	Target	On Target
Assets and Delivery	Participation in Central Murray Transport Advocacy Committee, Calder Hwy Improvement Committee, Wimmer Sth Mallee Transport Advocacy Group, Sunraysia Hwy Committee	On Track	July 2025	June 2026	75%	100%	 Green
Council representatives have attended scheduled meetings for all transport advocacy committees during Quarter 3.							
Assets and Delivery	Notice of Motion – Call to Action for State Funding commitment	On Track	July 2025	June 2026	100%	100%	 Green
Council adopted the Council Readiness Plan at the March 2026 Council Meeting. A key priority of the plan is a region wide transport strategy that ensures strategic investment in Council, State and Federal managed roads.							

1.6 Support Neighbourhood Houses to deliver vibrant programs and services and support lifelong learning.					Council's role in achieving:		
					Delivering	Partnering	
Service Area	Key Initiative, Action or Project	Status	Start Date	End Date	%Complete	Target	On Target
Community Partnerships	Partnership for library services and community connection through literacy	On Track	July 2025	June 2026	75%	100%	 Green
Library services were delivered to all ten townships across the Buloke Shire, providing collection development, resource rotation, and promotion of audio and eBook services, supported by book clubs and community reviews. Throughout Q3, library users borrowed 353 items and 10 new members registered with the Buloke Library Service.							
Community Partnerships	Develop and support partnerships to enhance community wellbeing in Buloke.	On Track	July 2025	June 2026	75%	100%	 Green
Continued to work in partnership with the Mallee Neighbourhood House network to address community wellbeing needs and service gaps, with a focus on communities facing barriers related to diversity, multiculturalism, socio-economic disadvantage, and overall wellbeing.							

Organisational Performance Report – Quarter 3 FY2025/26: Alignment to Council Plan 2025-29




1.7 <i>Deliver library programs and services to support literacy and learning and community connections.</i>					Council's role in achieving:		
					Delivering		
<i>Service Area</i>	<i>Key Initiative, Action or Project</i>	<i>Status</i>	<i>Start Date</i>	<i>End Date</i>	<i>%Complete</i>	<i>Target</i>	<i>On Target</i>
Children and Youth	Develop and deliver early years' focused pop up sessions for delivery in the Libraries to encourage more families to use the service.	On Track	July 2025	June 2026	75%	100%	 Green
Two pop up sessions were held in the Charlton and Wycheproof Libraries to promote literacy and learning, whilst also encouraging more families and children to use the facilities and service. 4 families utilised the session with 7 children attending.							
Library Services	Deliver the regular library service and scheduled timetable across the Buloke Shire, including the library van outreach service to Berrillock, Culgoa, Nandaly, Nullawil and Watchem. Complete regular rotation and collection development activities whilst actively promoting the use and benefits of Council's eLibrary.	On Track	July 2025	June 2026	75%	100%	 Green
During this reporting period, a total of 353 library users borrowed items across the library service. Additionally, 10 new members registered as new Buloke library members.							

1.8 <i>Promote information about services and activities in our community and how to access them.</i>					Council's role in achieving:		
					Delivering		Partnering
<i>Service Area</i>	<i>Key Initiative, Action or Project</i>	<i>Status</i>	<i>Start Date</i>	<i>End Date</i>	<i>%Complete</i>	<i>Target</i>	<i>On Target</i>
Customer Engagement	Develop and distribute weekly Community Update newsletters for local print media.	On Track	July 2025	June 2026	75%	100%	 Green
Throughout Q3 there were 10x Community Update newsletters distributed to local media outlets and Neighbourhood Houses as well as being uploaded onto Council's website.							






Organisational Performance Report – Quarter 3 FY2025/26: Alignment to Council Plan 2025-29

## STRATEGIC OBJECTIVE 2: VIBRANT AND CONNECTED COMMUNITIES

### Strategy: Strengthen Community Activity and Connections

2.1	<i>Promote opportunities for the community to be more involved in local activities and initiatives including arts and culture, library activities, community events and festivals, sport and recreation.</i>					Council's role in achieving:		
						Partnering		
Service Area	Key Initiative, Action or Project	Status	Start Date	End Date	%Complete	Target	On Target	
Customer Engagement	Social media and Community Updates	On Track	July 2025	June 2026	75%	100%	 Green	
Q3 Promoted the Australia Day Awards and events, mobile library services, playgroup, and options for high heat days across Buloke. Shared information and advocacy for all abilities' activities undertaken in partnership with the Mallee Sports Assembly. Additionally shared information for the creative ideas support grants with Regional Arts Victoria.								
Children and Youth	Smoothie Bike Activation at the Pool	Complete	January 2026	February 2026	100%	100%	 Green	
Council held a pop up Smoothie Bike Activation at the Birchip, Wycheproof and Donald pools in the last week of the school holidays. Young people were invited to create their own smoothies and blend them by pedaling on the smoothie bike poolside, combining fun with a hands on, active experience which actively promoted healthy eating choices. Attendance varied across locations, with 25 participants at Birchip, 15 at Wycheproof, and 27 at Donald.								
2.2	<i>Facilitate and support local community planning processes to identify and respond to long term community aspirations, to celebrate achievements of the local community plans and encourage community connections and collaboration.</i>					Council's role in achieving:		
						Delivering	Partnering	
Service Area	Key Initiative, Action or Project	Status	Start Date	End Date	%Complete	Target	On Target	
Community Partnerships	Development of the Sea Lake Recreation Masterplan	Delayed	2025	June 2026	40%	100%	 Orange	
Issues and Options Report has been developed and presented to the community for feedback. Process delays experienced throughout Quarter 2 and 3 potentially risk Council from successfully meeting the June deadline for completion.								

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Community Partnerships	Development of the Donald Recreation Masterplan	Delayed	2025	December 2026	10%	50%	 Red	
Project delayed due to competing priorities and resourcing constraints. The Sea Lake Masterplan will be prioritised for completion ahead of next steps for the Donald project. Other support and maintenance works have been progressed for the Donald recreation reserve in lieu of further delays to the reserve masterplan update.								
Community Partnerships	Completion of all 10 Community Plans	Complete	2023	March 2026	100%	100%	 Green	
Final design of Wycheproof Community Plan approved by Wyche Alive Inc.								
Community Partnerships	Development of the Buloke Aquatic Strategy	Delayed	2025	June 2026	80%	100%	 Orange	
Draft Buloke Aquatic Strategy presented to Councillors at a workshop in March 2026. Strategy is scheduled for presentation to Council at the May meeting for consideration of endorsement for public exhibition. Following a public exhibition process in June/July it is planned to return the final Strategy to the August Council meeting for adoption.								
<b>2.3</b>	<b><i>Promote and support volunteerism to enable community participation in sport, recreation, cultural and community programs, and respond to emergency situations.</i></b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>	<b>Partnering</b>	
<b><i>Service Area</i></b>	<b><i>Key Initiative, Action or Project</i></b>	<b><i>Status</i></b>	<b><i>Start Date</i></b>	<b><i>End Date</i></b>	<b><i>%Complete</i></b>	<b><i>Target</i></b>	<b><i>On Target</i></b>	
Community Partnerships	Wycheproof Recreation Reserve	On Track	July 2025	June 2026	95%	100%	 Green	
Staff supported the user groups of the Wycheproof Recreation Reserve to reestablish the Wycheproof Recreation Reserve Committee following expiry of the previous committee term. Report for noting the reestablished committee is to be presented to the May Council Meeting.								
Community Partnerships	Donald Recreation Reserve	Delayed	July 2025	June 2026		100%	 Orange	
Staff continue to work with the Donald Recreation Reserve Committee to establish a Management agreement with roles and responsibilities in alignment with the best interests and best practice management principles for the benefit of all reserve users and user groups.								





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<b>2.4</b>	<b><i>Build meaningful relationships with our First Nations people and their supporting organisations.</i></b>					<b>Council's role in achieving:</b>		
						<b>Partnering</b>		
<b><i>Service Area</i></b>	<b><i>Key Initiative, Action or Project</i></b>	<b><i>Status</i></b>	<b><i>Start Date</i></b>	<b><i>End Date</i></b>	<b><i>%Complete</i></b>	<b><i>Target</i></b>	<b><i>On Target</i></b>	
No reportable activities or initiatives for Quarter 3.								


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**STRATEGIC OBJECTIVE 2: VIBRANT AND CONNECTED COMMUNITIES**


**Strategy: EMPOWER AND SUPPORT ORGANISATIONS TO MAKE A DIFFERENCE IN THEIR COMMUNITIES**

<b>2.5</b>	<b><i>Partner with community organisations and townships to provide community, cultural and heritage activities and events.</i></b>					<b>Council's role in achieving:</b>		
						<b>Partnering</b>		
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Economic Development	Develop and implement new Event Planning Guide	Delayed	July 2025	June 2026	75%	100%	 Orange	
Feedback received on the Draft Event Planning Guide being consolidated and due for endorsement by Council in Q4. Resourcing constraints have delayed this project since Q2.								
<b>2.6</b>	<b><i>Support recreation and sporting organisations to provide social and competitive opportunities and activities, and support opportunities for women, girls and older adults to participate in recreation and sporting activities.</i></b>					<b>Council's role in achieving:</b>		
						<b>Partnering</b>		
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Community Partnerships	Develop and introduce the activation of Access Keys for local community facilities to inform and support inclusive access for all users of community recreation reserves.	Delayed	2024	December 2026	45%	100%	 Orange	
Draft access key supporting documents scheduled to be finalised and distributed to local community recreation facilities for feedback throughout Winter sporting season.								
Community Partnerships	Swimming Pool Season 2025/26 Visitation	Complete	November 2025	March 2026	100%	100%	 Green	
The 2025–26 swimming pool season recorded 23,143 patron visits over 18 weeks, A total of 20 user groups delivered 193 sessions, including early morning swimming and lessons.								
Community Partnerships	Swimming pool Season Opening rate	Complete	November 2025	March 2026	91%	90%	 Green	
Across the seven pools we maintained a 91% open rate, with minimal closures due to weather, staffing, or maintenance.								

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Community Partnerships	Swimming pool Season Lifeguard Recruitment & Management.	Complete	August 2025	March 2026	100%	100%	 Green
Council employed 53 lifeguards, including 21 new staff and 32 returning lifeguards, supporting both safe operations and local employment opportunities.							






2.7	<b>Support community groups including Neighbourhood Houses, playgroups, community gardens, theatre and arts groups and book clubs to provide responsive community programs and activities.</b>					<b>Council's role in achieving:</b>		
	<b>Partnering</b>							
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Community Partnerships	Support local groups and organisations in the planning and delivery of events, programs, and activities that respond to local community needs.	On Track	July 2025	June 2026	75%	100%	 Green	
Council library services team in partnership with the neighbourhood houses in Wycheproof and Charlton continue to support regular Book Club gatherings which strength social connection and inclusion.								

2.8	<b>Partner with community organisations and townships to provide opportunities for community connections including Senior Citizens Clubs, Men's Sheds, CWA, Probus, youth groups and playgroups.</b>					<b>Council's role in achieving:</b>		
	<b>Partnering</b>							
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Community Partnerships	Facilitate the FY2025/26 Buloke Shire Council Community Grants and Sponsorships Programs.	On Track	July 2025	June 2026	100%	100%	 Green	
The Community Grants Program was put on hold in December 2025 due to funds being exhausted. No applications for Community Sustainability Grants Program or Sponsorship Program were received in Quarter 3.								






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**STRATEGIC OBJECTIVE 3: BUILT AND NATURAL ENVIRONMENT**



**Strategy: ADVOCATE AND PLAN FOR, AND MANAGE COMMUNITY BUILDINGS, ROADS AND TRANSPORT NETWORKS**




3.1	Regularly report on the planning and delivery of capital works projects.					Council's role in achieving:		
						Delivering		
Service Area	Key Initiative, Action or Project	Status	Start Date	End Date	%Complete	Target	On Target	
Assets and Delivery	Regional Workers Accommodation – Capital Project.	On Track	March 2025	June 2026	90%	100%	 Green	
All cabins have been delivered and installed on site. Minor works remaining to complete service connections.								
Assets and Delivery	Deliver Council's 2025/26 Capital Works Program (excluding Flood Recovery Works).	On Track	July 2025	June 2026	60%	80%	 Orange	
Council is targeting minimum 80% overall completion rate for the new 2025/26 Capital Works projects. Further details for the status of each project are contained within the Quarterly Financial Report.								
Assets and Delivery	Deliver Council's Carry-Forward Capital Works Program (excluding Flood Recovery Works).	On Track	July 2025	June 2026	75%	90%	 Green	
Council is targeting minimum of 90% overall completion rate for existing carry-forward Capital Works projects. Further details for the status of each project are contained within the Quarterly Financial Report (refer Capital Works Statement).								
Assets and Delivery	Deliver Council's Renewal Program for Roads Infrastructure.	On Track	July 2025	April 2026	35%	60%	 Orange	
Delivery of Council's annual Reseal Program, Resheet Program, and Road Shoulder Resheet Program have been slightly delayed due to the February/March 2026 rain event. Works scheduled to restart mid April 2026.								
Customer Engagement	Regularly report on the planning and delivery of capital works projects.	On Track	July 2025	June 2026	75%	100%	 Green	
Shared relevant updates on social media and in Community Update: service updates, roads and infrastructure project updates and relevant information.								

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3.2	<b>Review Council's role in managing built and natural assets on Crown Land.</b>					<b>Council's role in achieving:</b>		
						Delivering	Partnering	Advocacy
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Assets and Delivery	Review and Adoption of Asset Management Policy	Complete	July 2025	August 2026	100%	100%	 Green	
Policy reviewed and updated in July, prior to being presented to the August Ordinary Meeting for adoption								
Assets and Delivery	Prepare an Asset Management Strategy	On Track	July 2025	June 2026	80%	100%	 Green	
Draft Asset Management Strategy finalisation delayed due to emergency event impact on operational activities. Strategy planned for presentation in Quarter 4.								
Assets and Delivery	Review and Prepare Asset Management Plans for Transport and Drainage	On Track	July 2025	June 2026	80%	100%	 Green	
Draft Asset Management Plans for Transport and Drainage finalisation delayed due to emergency event impact on operational activities. Plans anticipated to be ready for presentation in Quarter 4.								
3.3	<b>Regularly review and implement the Road Management Plan, partnering with VicRoads and other agencies on road network planning and maintenance, transport networks and infrastructure.</b>					<b>Council's role in achieving:</b>		
						Delivering	Partnering	Advocacy
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Assets and Delivery	Review and adoption of the Road Management Plan 2025	Complete	June 2025	October 2025	100%	100%	 Green	
Adopted by Council at the Ordinary Meeting in October 2025.								
Assets and Delivery	Review and adoption of the Naming of Roads, Features and Localities Policy	Complete	June 2025	October 2025	100%	100%	 Green	
Policy reviewed in July and Councillors briefed in July ahead of the policy being brought to the August Ordinary Meeting for adoption.								

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3.4	<i>Facilitate a network of walking and cycling paths in towns to enhance connectivity and promote physical activity.</i>					Council's role in achieving:		
						Delivering	Partnering	Advocacy
Service Area	Key Initiative, Action or Project	Status	Start Date	End Date	%Complete	Target	On Target	
Assets and Delivery	Complete programmed Hazard Inspections to identify any hazards as described in the Road Management Plan	Complete	July 2025	December 2026	100%	100%	 Green	
Footpath and Cycleway programmed inspections were completed in December 2025 (as per the Road Management Plan requirements). All hazards identified were logged in Council's asset management system for actioning.								
Assets and Delivery	Rectify all footpath and cycleway hazards within the timeframes nominated by the Road Management Plan	On Track	July 2025	June 2026	50%	100%	 Green	
Through Council's asset management system, officers investigate and remediate hazards identified by Council's Asset inspectors and reports from the community. Intervention levels and required actions are inline with Councils Road Management Plan.								

3.5	<i>Review Council's portfolio of community buildings and promote shared and multi-purpose use in response to community needs.</i>					Council's role in achieving:		
						Delivering	Partnering	
Service Area	Key Initiative, Action or Project	Status	Start Date	End Date	%Complete	Target	On Target	
Assets and Delivery	Adopt 10 Year Asset Plan.	Complete	June 2025	October 2025	100%	100%	 Green	
Adopted by Council at the Ordinary Meeting in October 2025.								
Assets and Delivery	Review and Prepare Asset Management Plans for Buildings and Open Spaces.	On Track	June 2025	June 2026	75%	100%	 Green	
Draft Asset Management Plans for Buildings and Open Spaces finalisation delayed due to emergency event impact on operational activities. Plans will be ready for Quarter 4.								
Assets and Delivery	Prepare Disposal Surplus Assets Strategy.	On Track	August 2025	June 2026	60%	100%	 Orange	
The Strategy will align with the Land Disposal Policy and provide guidelines for consideration and process for assessing and prioritization of land to be disposed of. Strategy finalisation has been delayed and will now be finalised in Quarter 4.								

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**OBJECTIVE 3: BUILT AND NATURAL ENVIRONMENT STRATEGIC OBJECTIVE 3: BUILT AND NATURAL ENVIRONMENT**




**Strategy: WELCOMING AND ACCESSIBLE PARKS AND OPEN SPACE**

<b>3.6</b>	<b>Plan for and implement a targeted capital works program for key parks and open space areas, lakes and waterways.</b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>		
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Assets and Delivery	Playspaces Project – supporting infrastructure and maintenance	Complete	2024	September 2025	100%	100%	 Green	
Playspaces Projects have been completed in Birchip, Charlton, Wycheproof, Donald and Berrivillock.								
<b>3.7</b>	<b>Work with community groups to improve stewardship of parks and open space.</b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>	<b>Partnering</b>	
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Works	Surge workforce & Town Blitz projects	On Track	July 2025	June 2026	70%	100%	 Green	
Town Blitz projects will continue to be delivered, with the timing and scheduling of blitz works to best align with key town events. Significant works undertaken ahead of the March long weekend with it being the biggest weekend for events across the Shire. Resourcing challenges also at this time due to the flood event in the North part of the Shire.								
<b>3.8</b>	<b>Support integrated planning approaches when infrastructure investments and / or upgrades are proposed in towns to promote community connections and avoid duplication of facilities.</b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>	<b>Partnering</b>	
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Assets and Delivery	Buloke Aerodrome Strategy (Shire Wide)	Delayed	October 2025	October 2026	15%	75%	 Orange	
Consultant engagement delayed. Expected to commence development of Strategy within Quarter 4.								



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**STRATEGIC OBJECTIVE 3: BUILT AND NATURAL ENVIRONMENT**


**Strategy: CARING FOR OUR ENVIRONMENT**

<b>3.9</b>	<b>Support and promote community environmental programs and initiatives.</b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>		
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Community Safety & Development Services	Coordinate the delivery of the Roadside Weeds and Pests Program	On Track	January 2026	June 2026	50%	100%	 Green	
Works have commenced to undertake the removal of Boxthorn, Horehound, Cactus and rabbits and the works are expected to be completed in Quarter 4.								
<b>3.10</b>	<b>Actively manage and care for our lakes and their natural and recreation values and work with partners to advocate for access to adequate recreational water in our lakes and waterways.</b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>	<b>Partnering</b>	<b>Advocacy</b>
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Assets and Delivery	Capital works program – Lake Improvements	On Track	July 2025	June 2026	75%	95%	 Green	
See Capital Works updates for lake improvements. Council supports the community lake committees to maintain facilities and services to support the local environment and visitor attractions.								
<b>3.11</b>	<b>Prepare for, respond and adapt to the risks and impacts of a changing climate on our community, environment, infrastructure and services.</b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>	<b>Partnering</b>	<b>Advocacy</b>
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Assets and Delivery	Buloke LiDAR (light detection and ranging) and flood studies.	On Track	January 2026	June 2027	10%	100%	 Green	

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Contract awarded for shire wide LiDAR survey which commenced in January 2026. RFT advertised for engagement of Consultant to prepare and complete the Flood Studies, which is expected to commence in Q4.							
Community Safety & Development Services	Review and update the Climate Change Mitigation and Adaptation Strategy and Plan	On Track	July 2025	June 2026	50%	100%	 Green
A review of the Climate Change Mitigation and Adaptation Strategy and Plan has commenced with an update to be provided to Councillors in Q4.							
Community Safety & Development Services	Coordinate the annual municipal fire prevention program	Completed	October 2025	March 2026	100%	100%	 Green
Inspections of all townships were undertaken in the lead up to, and during the Fire Danger Period with 291 Fire Prevention Notices (FPN) issued to properties requiring works.							




<b>3.12</b>	<b><i>Enhance streetscapes and town entrances to improve their attractiveness and encourage community pride.</i></b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>		
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Works	Surge workforce & Town Blitz projects	On Track	July 2025	June 2026	50%	100%	 Green	
Town Blitz projects will continue to be delivered, with the timing and scheduling of blitz works to best align with key town events.								

<b>3.13</b>	<b><i>Explore innovative waste management strategies to minimise waste to landfill and maximise recycling and re-use and educate and support the community in adopting waste minimisation and composting activities.</i></b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>		<b>Partnership</b>
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Works	Circular Economy Household Education Fund project	On Track	July 2025	January 2026	80%	85%	 Green	
Promotion and advocacy for recycling program and 'glass out' campaign continued through Q3.								

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**STRATEGIC OBJECTIVE 4: PROSPEROUS AND GROWING ECONOMY**


**Strategy: ATTRACT INNOVATIVE, CREATIVE AND SUSTAINABLE BUSINESSES**

4.1	<i>Support and encourage investment that assists industry and economic growth and diversification.</i>					Council's role in achieving:		
						Delivering	Partnering	
<i>Service Area</i>	<i>Key Initiative, Action or Project</i>	<i>Status</i>	<i>Start Date</i>	<i>End Date</i>	<i>%Complete</i>	<i>Target</i>	<i>On Target</i>	
Community Safety & Development Services	Ensure the statutory, delegated and procedural obligations of Local Government under relevant legislation and established guidelines in relation to Statutory Planning.	On Track	July 2025	June 2026	50%	100%	 Green	
A total of nine (9) planning applications were received with seven (7) decisions made. Of these seven (7) decisions, three (3) were processed within the required timeframes.								
Community Safety & Development Services	Ensure the statutory, delegated and procedural obligations of Local Government under relevant legislation and guidelines in relation to Building.	On Track	July 2025	June 2026	50%	100%	 Green	
A total of 23 building permits were issued during the Quarter 3 program by Private Building Surveyors with a total estimated value of \$4,898,179. In addition, Building Staff conducted a number of Secondary Impact Assessments on a number of properties that were affected by the February/March 2026 rain/flood event.								
4.2	<i>Support sustainable agricultural pursuits and their contribution to Buloke and the broader community.</i>					Council's role in achieving:		
						Partnering		
<i>Service Area</i>	<i>Key Initiative, Action or Project</i>	<i>Status</i>	<i>Start Date</i>	<i>End Date</i>	<i>%Complete</i>	<i>Target</i>	<i>On Target</i>	
No reportable activities or initiatives for Quarter 3								
4.3	<i>Provide spaces, places and opportunities that develop, and actively support our creative industries.</i>					Council's role in achieving:		
						Delivering	Partnering	
<i>Service Area</i>	<i>Key Initiative, Action or Project</i>	<i>Status</i>	<i>Start Date</i>	<i>End Date</i>	<i>%Complete</i>	<i>Target</i>	<i>On Target</i>	
Economic Development	Participate in and promote the Regional Arts Victoria membership and initiatives.	On Track	October 2025	June 2026	75%	100%	 Green	

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Continued supporting the RAV membership by attending the November Local Government Creative Connections meeting.




4.4	<b>Advocate for timely and constructive consultation on renewable energy proposals and maximise the community and economic benefits from investments in renewable energy infrastructure.</b>					<b>Council's role in achieving:</b>		
						Advocacy		
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
No reportable activities or initiatives for Quarter 3								

4.5	<b>Establish and encourage collaboration and partnerships with key industries and organisations.</b>					<b>Council's role in achieving:</b>		
						Delivering	Partnering	
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Economic Development	Engage with local, regional and state Economic and Tourism stakeholders	On Track	July 2025	June 2026	75%	100%	 Green	
Attended Grampians Wimmera Mallee Tourism monthly meetings. Continued to facilitate workshops with Buloke Tourism Board to develop a strategic plan as well as attending their monthly meetings.								

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**STRATEGIC OBJECTIVE 4: PROSPEROUS AND GROWING ECONOMY**




**Strategy: INVEST IN OUR YOUNG PEOPLE**

<b>4.6</b>	<b>Support regional approaches for education, training and workforce development and involve young people in decision making.</b>					<b>Council's role in achieving:</b>		
						<b>Partnering</b>	<b>Advocacy</b>	
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Children and Youth	Participate in regional education, training and workforce development initiatives, working with schools and key partners to support youth voices and strengthen local education and employment pathways.	On Track	July 2025	June 2026	75%	100%	 Green	
Continue to regularly meet with North Central Local Learning and Employment Network to plan for career development programs.								
<b>4.7</b>	<b>Collaborate with education and training organisations to facilitate local opportunities and pathways.</b>					<b>Council's role in achieving:</b>		
						<b>Partnering</b>		
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Children and Youth	Support Schools and North Central Local Learning and Employment Network to deliver the Broader Horizons program and Schools to Work Program.	On Track	July 2025	June 2026	75%	100%	 Green	
No reportable activities in Quarter 3, school holidays and commencement of Term 1 is a challenging time for programs.								
<b>4.8</b>	<b>Promote employment opportunities with Council.</b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>	<b>Partnering</b>	<b>Advocacy</b>
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Customer Engagement	Promote Employment Opportunities with council	On Track	January 2026	March 2026	100%	100%	 Green	
Promoted job opportunities during Quarter 3 throughout the region via local newspapers and social media (7 roles).								



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## STRATEGIC OBJECTIVE 4: PROSPEROUS AND GROWING ECONOMY

### Strategy: PROMOTE BULOKE AS A GREAT PLACE TO VISIT, LIVE AND INVEST

4.9	<i>Promote collaboration and leadership within the business community</i>					Council's role in achieving:		
						Partnering	Advocacy	
Service Area	Key Initiative, Action or Project	Status	Start Date	End Date	%Complete	Target	On Target	
Economic Development	Develop, foster and maintain local business relationships and networks	On Track	July 2025	June 2026	75%	100%	 Green	
Continue to support the Grampians Wimmera Mallee Tourism's business mentoring program.								
4.10	<i>Actively support innovative approaches to increase the diversity, supply, and sustainability of housing and identify successful initiatives implemented by other communities</i>					Council's role in achieving:		
						Partnering	Advocacy	
Service Area	Key Initiative, Action or Project	Status	Start Date	End Date	%Complete	Target	On Target	
Community Development	Participate in the Loddon Mallee Housing Leadership Group.	On Track	Oct 2025	June 2026	75%	100%	 Green	
Continued participation in the Loddon Mallee Housing Leadership Group.								
4.11	<i>Promote and support the local and regional visitor economy and highlight Buloke's unique qualities and attractions.</i>					Council's role in achieving:		
						Delivering	Partnering	Advocacy
Service Area	Key Initiative, Action or Project	Status	Start Date	End Date	%Complete	Target	On Target	
Economic Development	Develop and implement an Economic Development and Tourism Strategy	On Hold	July 2025	December 2026	75%	100%	 Red	
Draft Economic Development and Tourism Strategy has been paused due to Council's competing priorities as a result of the external factors impacting the economic development sector. The Readiness Strategy development and consultation has presented a competing priority to this work, Council is exploring the opportunity to separate the Tourism component of the strategy to allow for progress in this space.								

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Economic Development	Provide support to the Buloke Tourism Board to ensure the promotion and advocacy for localised tourism projects and initiatives.	On Track	July 2025	June 2026	75%	100%	 Green
Two facilitated workshops were held to create a strategic document to guide the Buloke Tourism Board, ensuring that local tourism projects and initiatives are adequately promoted.							
Economic Development	Support implementation of the Buloke Local Area Action Plan	On Track	July 2025	June 2026	75%	100%	 Green
Facilitated a third workshop with Buloke Tourism Board to finalise a strategic document that will provide structure to the promotion of local tourism projects and initiatives.							




<b>4.12</b>	<b><i>Support the development of an increased range of options for visitor accommodation.</i></b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>	<b>Partnering</b>	<b>Advocacy</b>
<b><i>Service Area</i></b>	<b><i>Key Initiative, Action or Project</i></b>	<b><i>Status</i></b>	<b><i>Start Date</i></b>	<b><i>End Date</i></b>	<b><i>%Complete</i></b>	<b><i>Target</i></b>	<b><i>On Target</i></b>	
Economic Development	Work with the relevant Committees of Management and Council departments to support the delivery and operations of the Cabins Projects.	Delayed	July 2025	December 2026	60%	100%	 Orange	
Continued to support the delivery of the second round of cabins at local lakes and caravan parks with further support to be provided to Committees of Management in Quarter 4 with operational processes and promotion.								

<b>4.13</b>	<b><i>Advocate for improved access to NBN and mobile phone coverage.</i></b>					<b>Council's role in achieving:</b>		
						<b>Advocacy</b>		
<b><i>Service Area</i></b>	<b><i>Key Initiative, Action or Project</i></b>	<b><i>Status</i></b>	<b><i>Start Date</i></b>	<b><i>End Date</i></b>	<b><i>%Complete</i></b>	<b><i>Target</i></b>	<b><i>On Target</i></b>	
No reportable activities or initiatives for Quarter 3								


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## STRATEGIC OBJECTIVE 5: COUNCIL LEADERSHIP AND ENGAGEMENT


### Strategy: RESPONSIBLE LEADERSHIP AND DECISION MAKING

5.1	<b><i>Demonstrate strong leadership through open decision making and a commitment to local democracy.</i></b>					Council's role in achieving:		
						Delivering		
<b><i>Service Area</i></b>	<b><i>Key Initiative, Action or Project</i></b>	<b><i>Status</i></b>	<b><i>Start Date</i></b>	<b><i>End Date</i></b>	<b><i>%Complete</i></b>	<b><i>Target</i></b>	<b><i>On Target</i></b>	
Governance	Coordination of scheduled Council Meetings and Councillor Briefings in alignment with the LGA2020 and Council's Governance Rules	On Track	January 2026	March 2026	100%	100%	 Green	
Council meetings and briefings are held in accordance with the adopted Council meeting schedule. Council has held 2 Ordinary Meetings of Council, 2 Councillor Briefings and 2 budget workshops in Quarter 3. No Council meetings or briefings are held in January.								
5.2	<b><i>Implement financial planning and reporting processes to support Council's ongoing financial sustainability.</i></b>					Council's role in achieving:		
						Delivering		
<b><i>Service Area</i></b>	<b><i>Key Initiative, Action or Project</i></b>	<b><i>Status</i></b>	<b><i>Start Date</i></b>	<b><i>End Date</i></b>	<b><i>%Complete</i></b>	<b><i>Target</i></b>	<b><i>On Target</i></b>	
Governance	Undertake the internal audit for the 10 Year Financial Plan.	On Track	January 2026	May 2026	95%	100%	 Green	
Audit undertaken and to be presented to the May Audit and Risk Committee.								
5.3	<b><i>Maintain an innovative and responsive policy and planning framework to sustain future growth and development of the Shire.</i></b>					Council's role in achieving:		
						Delivering	Partnering	
<b><i>Service Area</i></b>	<b><i>Key Initiative, Action or Project</i></b>	<b><i>Status</i></b>	<b><i>Start Date</i></b>	<b><i>End Date</i></b>	<b><i>%Complete</i></b>	<b><i>Target</i></b>	<b><i>On Target</i></b>	
Community Safety & Development Services	Seek approval of Amendment C044blok.	On Track	July 2025	June 2026	75%	100%	 Green	
Amendment C044blok was submitted to the Minister for Planning for approval on 22 January 2026.								


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Community Safety & Development Services	Seek approval of Amendment C047blok.	On Track	July 2025	June 2026	75%	100%	 Green
The Minister for Planning authorised the preparation of Planning Scheme Amendment C47blok on 10 March 2026.							

5.4	<b>Ensure a commitment to customer service excellence including effective processes for follow up of community service requests.</b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>		
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Customer Engagement	Continue to provide a high level of customer service.	On Track	July 2025	June 2026	75%	100%	 Green	
Throughout Quarter 3, the Customer Engagement Team received 182 email queries, 2,210 phone calls and 416 walk-in visits to the Wycheproof Customer Service Centre. Total enquiries increased by 36.7% compared with the previous quarter, with email enquiries rising by 237%. In-person visits increased by 89.1% and phone enquiries by 23.7%, with most traffic relating to rates, pet registrations, roads and March wet-weather events.								
Customer Engagement	Review the online customer service request processes	Complete	July 2025	January 2026	100%	100%	 Green	
An updated online Customer Request form was developed and implemented in Quarter 3.								
Customer Engagement	Review and upgrade Council's website.	Delayed	July 2025	June 2027	15%	100%	 Orange	
Resourcing constraints have delayed progress on this project. Quotes received and assessed for a new website to be developed into the new financial year.								

5.5	<b>Review employment practices to assist attraction and retention of a capable and committed workforce.</b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>	<b>Partnering</b>	
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
People and Culture	Leadership Development Program and Frontline Management Program	On Track	June 2025	June 2026	75%	100%	 Green	

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<p>Council continued to strengthen leadership capability through the Leadership Development and Frontline Management Programs, with a focus on inclusive leadership. Progress was made on the Gender Equality Action Plan (GEAP) to support workforce participation and retention. A risk mitigation workshop, delivered by Aegis, also built people leaders' skills in identifying and managing workplace risks, contributing to a more capable and resilient workforce</p>							
People and Culture	Recruitment Process Review	On Track	January 2026	June 2026	50%	100%	 Green
<p>Council improved recruitment processes by introducing a structured timeline with key dates set before going to market, along with clearer roles and streamlined process. These changes support faster hiring, better candidate experience and more consistent, merit-based recruitment.</p>							

Organisational Performance Report – Quarter 3 FY2025/26: Alignment to Council Plan 2025-29

**STRATEGIC OBJECTIVE 5: COUNCIL LEADERSHIP AND ENGAGEMENT**



**Strategy: ADVOCACY AND PARTNERING TO DELIVER ON PRIORITIES**

<b>5.6</b>	<b>Advocate to stakeholders and key decision makers on matters of strategic importance to Council and the community.</b>					<b>Council's role in achieving:</b>		
						<b>Advocacy</b>		
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
No reportable activities or initiatives for Q3.								

<b>5.7</b>	<b>Actively seek external sources of funding.</b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>	<b>Partnering</b>	
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
Community Development/Infrastructure and Delivery	Identify and pursue external funding opportunities to support Council projects, programs and services.	On Track	July 2025	March 2026	100%	100%	 Green	
There were no new applications submitted in Q3 for external funding. Outcome of the Sports and Recreation 2025-26 Local Sports Infrastructure Fund Community Facilities Stream application for the Wycheproof Netball Court Redevelopment and Lighting Upgrade yet to be announced.								

<b>5.8</b>	<b>Actively pursue partnerships and collaborative relationships with government agencies, local businesses and community organisations to progress our community's shared interests.</b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>	<b>Partnering</b>	
<b>Service Area</b>	<b>Key Initiative, Action or Project</b>	<b>Status</b>	<b>Start Date</b>	<b>End Date</b>	<b>%Complete</b>	<b>Target</b>	<b>On Target</b>	
No reportable activities or initiatives for Qquarter 3..								

Organisational Performance Report – Quarter 3 FY2025/26: Alignment to Council Plan 2025-29

5.9	<i>Work with key partners to proactively plan for and respond to emergency events.</i>				Council's role in achieving:		
					Delivering	Partnering	
<i>Service Area</i>	<i>Key Initiative, Action or Project</i>	<i>Status</i>	<i>Start Date</i>	<i>End Date</i>	<i>%Complete</i>	<i>Target</i>	<i>On Target</i>
Governance	Facilitate and complete the internal audit for Emergency Management.	Complete	July 2025	December 2025	100%	100%	 Green
The Audit and Risk Committee received the final Internal Audit Report – Emergency Management – Esoteric Festival at its meeting held Wednesday, 10 December 2025.							
Emergency Management	Work with communities to enhance their resilience toward emergency and enable them to identify risks, understand emergency roles, and be self-sufficient in the critical initial period following an emergency.	On Track	July 2025	June 2026	75%	100%	 Green
Worked in partnership with local communities and networks as well as State and Regional emergency services and support agencies to coordinate the response, relief and recovery efforts for the emergency events impacting our community such as the Charlton and Sea Lake fires, extreme heatwave days and flooding in February/March.							

Organisational Performance Report – Quarter 3 FY2025/26: Alignment to Council Plan 2025-29

## STRATEGIC OBJECTIVE 5: COUNCIL LEADERSHIP AND ENGAGEMENT

### Strategy: CONSULTING WITH AND INFORMING OUR COMMUNITY

<b>5.10</b>	<b><i>Promote collaboration and leadership within the business community.</i></b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>		
<b><i>Service Area</i></b>	<b><i>Key Initiative, Action or Project</i></b>	<b><i>Status</i></b>	<b><i>Start Date</i></b>	<b><i>End Date</i></b>	<b><i>%Complete</i></b>	<b><i>Target</i></b>	<b><i>On Target</i></b>	
No reportable activities or initiatives for Quarter 3.								
<b>5.11</b>	<b><i>Actively support innovative approaches to increase the diversity, supply, and sustainability of housing and identify successful initiatives implemented by other communities.</i></b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>	<b>Partnering</b>	
<b><i>Service Area</i></b>	<b><i>Key Initiative, Action or Project</i></b>	<b><i>Status</i></b>	<b><i>Start Date</i></b>	<b><i>End Date</i></b>	<b><i>%Complete</i></b>	<b><i>Target</i></b>	<b><i>On Target</i></b>	
No reportable activities or initiatives for Quarter 3.								
<b>5.12</b>	<b><i>Promote and support the local and regional visitor economy and highlight Buloke's unique qualities and attractions.</i></b>					<b>Council's role in achieving:</b>		
						<b>Delivering</b>	<b>Partnering</b>	
<b><i>Service Area</i></b>	<b><i>Key Initiative, Action or Project</i></b>	<b><i>Status</i></b>	<b><i>Start Date</i></b>	<b><i>End Date</i></b>	<b><i>%Complete</i></b>	<b><i>Target</i></b>	<b><i>On Target</i></b>	
No reportable activities or initiatives for Quarter 3.								



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## 8.5 REPORTS FROM COUNCILLORS

### Lower Avoca Ward

**Name:** Cr Stephen Barratt

**Date:** 2 April - 6 May 2026

**Meetings Attended:**

Date	Meeting / Event
08/04/2026	Wycheproof Resource Centre - Cuppa and a Chat with a Councillor
08/04/2026	NGSC Transmission Forum – <i>Online</i>
08/04/2026	Additional Councillor Briefing – <i>Online</i>
15/04/2026	Australian Citizenship Ceremony - <i>Wycheproof Senior Citizens</i>
15/04/2026	Council Meeting – <i>Wycheproof Supper Room</i>
25/04/2026	ANZAC Day Service – <i>Coonooer Bridge</i>
25/04/2026	ANZAC Day Service – <i>Wycheproof</i>
25/04/2026	Rededication of Kurrajong trees at Mt Wycheproof
27/04/2026	Charlton Neighbourhood House Coffee with a Councillor
05/05/2026	Friends of Mt Wycheproof Meeting – <i>Wycheproof Senior Citizens</i>
06/05/2026	Councillor Briefing - <i>Berriwillock</i>

**Name:** Cr Bruce Stafford

**Date:** 2 April - 6 May 2026

**Meetings Attended:**

Date	Meeting / Event
09/04/2026	CEO and Councillor Only Time – <i>Online</i>
15/04/2026	Australian Citizenship Ceremony – <i>Wycheproof Senior Citizens</i>
15/04/2026	Council Meeting – <i>Wycheproof Supper Room</i>
25/04/2026	ANZAC Day Service – <i>Charlton</i>
27/04/2026	Charlton Neighbourhood House Coffee with a Councillor
03/05/2026	Wycheproof Library Grand Opening
04/05/2026	Charlton Park Committee Meeting
06/05/2026	Councillor Briefing – <i>Berriwillock</i>

### Mallee Ward

**Name:** Cr Alan Getley

**Date:** 2 April - 6 May 2026

**Meetings Attended:**

Date	Meeting / Event
08/04/2026	NGSC Transmission Forum – <i>Online</i>

08/04/2026	Additional Councillor Briefing – <i>Online</i>
09/04/2026	CEO and Councillor Only Time – <i>Online</i>
13/04/2026	Culgoa Development Meeting
14/04/2026	Nullawil Progress Association Meeting
15/04/2026	Australian Citizenship Ceremony – <i>Wycheproof Senior Citizens</i>
15/04/2026	Council Meeting – <i>Wycheproof Supper Room</i>
21/04/2026	VNI West CRG meeting – <i>Donald</i>
24/04/2026	WSM RTG Meeting
25/04/2026	ANZAC Day Service – <i>Nullawil</i>
25/04/2026	ANZAC Day Service – <i>Culgoa</i>
25/04/2026	ANZAC Day Service – <i>Wycheproof</i>
27/04/2026	Charlton Neighbourhood House Coffee with a Councillor
27/04/2026	Buloke Tourism Board Meeting - <i>Birchip</i>
28/04/2026	Meeting with Rikkie-Lee Tyrrell MP – <i>Wycheproof</i>
06/05/2026	Councillor Briefing - Berriwillock

**Name:** Cr Bernadette Hogan

**Date:** 2 April - 6 May 2026

**Meetings Attended:**

Date	Meeting / Event
08/04/2026	Birchip Historical Society Meeting
09/04/2026	CEO and Councillor Only Time - <i>Online</i>
14/04/2026	Nullawil Progress Association Meeting
15/04/2026	NCLLEN Finance & Risk Committee – <i>Online</i>
15/04/2026	Australian Citizenship Ceremony – <i>Wycheproof Senior Citizens</i>
15/04/2026	Council Meeting – <i>Wycheproof Supper Room</i>
20/04/2026	Birchip Forum Meeting
21/04/2026	NCLLEN Board Meeting - <i>Online</i>
25/04/2026	ANZAC Day Dawn Service – <i>Sea Lake</i>
25/04/2026	ANZAC Day Service – <i>Curyo</i>
25/04/2026	ANZAC Day Service – <i>Birchip</i>
27/04/2026	Buloke Tourism Board Meeting - <i>Birchip</i>
03/05/2026	Wycheproof Library Grand Opening
06/05/2026	Councillor Briefing - Berriwillock

**Mount Jeffcott Ward**

**Name:** Cr Charmaine Delaney

**Date:** 2 April - 6 May 2026

**Meetings Attended:**

<b>Date</b>	<b>Meeting / Event</b>
08/04/2026	Additional Councillor Briefing – <i>Online</i>
09/04/2026	CEO and Councillor Only Time - <i>Online</i>
14/04/2026	Watchem Progress Association Meeting
15/04/2026	Australian Citizenship Ceremony - <i>Wycheproof Senior Citizens</i>
15/04/2026	Council Meeting – <i>Wycheproof Supper Room</i>
22/04/2026	Donald Community Precinct Meeting
22/04/2026	Donald 2000 Meeting

**Name:** Cr Graeme Milne**Date:** 2 April - 6 May 2026**Meetings Attended:**

<b>Date</b>	<b>Meeting / Event</b>
07/04/2026	Rail Freight Alliance Finance Meeting
08/04/2026	CEO & Mayor Catch-up
08/04/2026	NGSC Transmission Forum – <i>Online</i>
08/04/2026	Additional Councillor Briefing – <i>Online</i>
09/04/2026	CEO and Councillor Only Time - <i>Online</i>
13/04/2026	Donald History Meeting
14/04/2026	Watchem Progress Association Meeting
15/04/2026	Australian Citizenship Ceremony – <i>Wycheproof Senior Citizens</i>
15/04/2026	Council Meeting – <i>Wycheproof Supper Room</i>
20/04/2026	Birchip Community Forum
22/04/2026	Watchem Progress Association – Tiny Towns Discussion
22/04/2026	Buloke Shire Council & V/Line CEO Meeting – <i>Online</i>
22/04/2026	Donald Community Precinct Meeting
22/04/2026	Donald 2000 Meeting
23/04/2026	CEO & Mayor Catch-up
27/04/2026	Buloke Tourism Board Meeting - <i>Birchip</i>
28/04/2026	Meeting with Rikkie-Lee Tyrrell MP – <i>Wycheproof</i>
29/04/2026	Buloke Shire Council & North Central News/Loddon Herald – <i>Wycheproof</i>
29/04/2026	Wycheproof Library Walk Through
05/05/2026	Rail Freight Alliance Finance Meeting
06/05/2026	Councillor Briefing – <i>Berriwillock</i>

**9 OTHER BUSINESS**

**9.1 NOTICES OF MOTION**

Nil.

**9.2 QUESTIONS FROM COUNCILLORS**

**9.3 URGENT BUSINESS**

**9.4 ANY OTHER BUSINESS**

**9.5 MATTERS WHICH MAY EXCLUDE THE PUBLIC**

Nil.

**10 MEETING CLOSE**