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SOUTHERN GRAMPIANS SHIRE COUNCIL

Council Meeting Minutes

Tuesday 11 August 2026

Held in Council Chambers

5 Market Place Hamilton at 2:00 pm





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The Meeting opened at 2:00pm.

1 Membership

Councillors

Cr Dennis Heslin, Mayor
Cr Afton Barber
Cr Adam Campbell
Cr Helen Henry, Deputy Mayor
Cr Jayne Manning
Cr Katrina Rainsford
Cr Tam Ramsay-Grounds, virtual attendance

Officers

Mr Tony Doyle, Chief Executive Officer
Mr Darren Barber, Director People and Performance
Mr Rory Neeson, Director Wellbeing, Planning and Regulation
Ms Marg Scanlon, Director Infrastructure and Sustainability
Mrs Karly Herring, Governance Coordinator

2 Welcome and Acknowledgement of Country

The Mayor, Cr Heslin will read the acknowledgement of country:

"Our meeting is being held on the traditional lands of the Gunditjmarra, Djap Wurrung, Jardwadjali, and Buandig people.

I would like to pay my respects to their Elders, past and present and the Elders from other communities who may be here today."

Please note: All Council meetings will be audio recorded, and may be livestreamed to Council's social media platform, with the exception of matters identified as confidential items in the Agenda.

By participating in open Council meetings, individuals consent to the use and disclosure of the information they share at the meeting (including any personal and/or sensitive information).

Other than an official Council recording, no video or audio recording of proceedings of Council Meetings will be allowed without the permission of Council.

3 Prayer or Opening Statement

Cr Manning led the meeting in an opening statement.

"As Councillors, we commit to this Council, wisdom, understanding and sincerity of purpose for the good governance of this Shire."



4 Apologies

Cr Henry

5 Confirmation of Minutes

RECOMMENDATION

That the Minutes of the Council Meeting held on 14 July 2026 be confirmed as a correct record of business transacted.

COUNCIL RESOLUTION

MOVED: Cr Heslin
SECONDED: Cr Rainsford

That the Minutes of the Council Meeting held on 14 July 2026 be confirmed as a correct record of business transacted.

CARRIED

6 Declaration of Interest

None Declared

7 Leave of Absence

Nil



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8 Questions on Notice

There were no Questions on Notice listed on the agenda.



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9 Public Deputations

There were no Public Deputations listed on the agenda.



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10 Petitions

There were no Petitions listed on the agenda.



11 Informal Meetings of Councillors

The Southern Grampians Shire Council Governance Rules require that records of Informal Meetings of Councillors that meet the following criteria:

If there is a meeting of Councillors that:

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

be tabled at the next convenient Council meeting and recorded in the minutes of that Council meeting.

An Informal Meeting of Councillors record was kept for:

- 14 July 2026
- 28 July 2026

This agenda was prepared on 27 July 2026. Any Informal Meeting of Councillors between that date and the date of today's Meeting will appear in the agenda for the next Council Meeting.



Informal Meeting of Councillors

ASSEMBLY DETAILS	
Title:	Informal Meeting of Councillors - 14 July 2026
Date:	14 July 2026
Location:	Martin J. Hynes Auditorium
Councillors in Attendance:	Cr Barber Cr Campbell Cr Henry Cr Heslin Cr Manning Cr Rainsford Cr Ramsay-Grounds
Council Staff in Attendance:	Executive Tony Doyle, Chief Executive Officer Marg Scanlon, Director Infrastructure and Sustainability Rory Neeson, Director Wellbeing, Planning and Regulation Nick Templeton, Acting Director People and Performance

The Informal Meeting commenced at 4.00PM.

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	CEO and Councillor Only Meeting	Nil
2	Council Meeting Items	Nil
3		
4		
5		
6		
7		

The Informal Meeting concluded at 5:00PM.



Informal Meeting of Councillors

ASSEMBLY DETAILS	
Title:	Informal Meeting of Councillors - 28 July 2026
Date:	28 July 2026
Location:	Martin J Hynes Auditorium
Councillors in Attendance:	Cr Barber Cr Campbell Cr Heslin Cr Manning Cr Rainsford Cr Ramsay-Grounds
Council Staff in Attendance:	Executive Tony Doyle, Chief Executive Officer Darren Barber, Director People and Performance Marg Scanlon, Director Infrastructure and Sustainability Rory Neeson, Director Wellbeing, Planning and Regulation Juan Donis, Manager Waste and Sustainability Fatema Shumona, Sustainability Officer Rami Sanchez, Asset Planning Engineer Alison Quade, Manager Communication and Engagement Matthew Tulloch, Manager Business Systems and Transformation

The Informal Meeting commenced at 2:45PM.

MATTERS CONSIDERED		CONFLICTS OF INTEREST DECLARED
1	Western Region Sustainable Water Strategy – Presentation – DEECA	Nil
2	MAV State Council Motions	Nil
3	CCTV Policy and Procedure	Nil

The Informal Meeting concluded at 5.00PM.



12 Management Reports

12.1 MAV State Council Motions

Directorate:	Office of the CEO
Report Approver:	
Report Author:	Tony Doyle, CEO
Attachment(s):	1. MAV - Strategic Plan [12.1.1 - 16 pages] 2. Statewide Swimming Pool Condition Audit Motion [12.1.2 - 4 pages] 3. State Funding for Department for Energy, Environment and Climate Action (DEECA) Crown Land Committees of Management Motion [12.1.3 - 4 pages] 4. Glass Bin Standards Motion [12.1.4 - 4 pages] 5. Release of State-Owned Roads Condition Data Motion [12.1.5 - 3 pages]

Executive Summary

The next Municipal Association of Victoria (MAV) State Council Meeting is to be held on Friday, 23 October 2026.

Councils have been called on to submit their motions to MAV by 24 August 2026.

Any motions to be put forward will require a Council Resolution.

Council is also required to confirm its attendee, with Councillor Campbell and proxy Mayor Heslin appointed via resolution at the Statutory Meeting in 2025, any variation from this will require a further Council resolution.

Discussion

MAV is the peak body for Victorian Local Government sector, offering Councils a one-stop shop of services and support to help them serve their communities.

MAV advocates for local government interests, initiates projects and services across a broad range of areas and supports the development, adoptions and implementation of evidence-based research and policy.

The MAV Rules require motions to be of strategic relevance to the MAV or significant to the sector and encourage Councils to align motions with the ten priorities outlined in the MAV Strategy 2024-2027 to ensure motions address issues across the local government sector in Victoria.

Motions must be submitted no less than 60 days prior to the meeting, with the agenda and business papers being forwarded to MAV delegates no less than 30 calendar days before the date of the meeting.

The 10 enabling priorities set out in the strategy include:



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1. Active local democracy
2. Connected places
3. Health and Wellbeing
4. Sustainable economy
5. Future Gen
6. First Peoples local government relations
7. Climate and regenerative design
8. Diversity, equity and inclusion
9. Resilience and recovery
10. Intergenerational infrastructure

The key dates for the meeting are below.

Event	Date
State Council Registrations open (Cvent)	Friday 3 July 2026
Motions submission open (Survey Monkey)	Friday 3 July 2026
Motions submission close	Monday 24 August 2026 (midnight)
Adjustments to motions due (submitting Council)	Friday 28 August 2026
Distribution of State Council Business Papers	Wednesday 23 September 2026
Pre-State Council Briefing	Thursday 8 October 2026 (6.00pm-7.00pm)
State Council Registrations close	Friday 9 October 2026
Nomination of Substitute Representative	Friday 9 October 2026
Amendments to Motions received by MAV	Friday 16 October 2026
State Council Meeting	Friday 23 October 2026 (9.00am – 2.30pm)

Following discussion with Councillors, Officers have identified four priority areas that would benefit from a statewide focus. These are:



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- Glass Bin Standards
- State Funding for Department for Energy, Environment and Climate Action (DEECA) Crown Land Committees of Management
- Statewide Pool Condition Audit
- Release of State-Owned Roads Condition Data.

The proposed motions are attached to this report and outlined below as part of the recommendation and include:

- Flexibility in glass bin standards.
- Funding for DEECA owned assets.
- Funding for statewide pool condition audit.
- Release of state-owned road condition data.

Financial and Resource Implications

Council is a MAV member, as agreed annually and set in the budget.

Expenses to attend the State Council Meeting are assessed in accordance with the Council Expense Policy and makes allowance for Councillor representatives to attend meetings and assist them to meet their duties.

Council Plan, Community Vision, Strategies and Policies

Leadership and Governance - We will demonstrate strong leadership and sound financial management through transparent decision-making, clear communication and meaningful engagement that builds community trust.

5.2 Communicate clearly about Council decisions, projects and services to increase awareness, confidence and trust in the community.

5.5 Advocate for community priorities.

Legislation

MAV operate under their own Meeting Rules and adoption of motions and representative to attend are in compliance with the Rules and subject to Council's own decision-making processes.

Gender Equality Act 2020

There are no gender equality considerations as part of the discussion paper.

Risk Management

There are no risk management considerations as part of the discussion paper.

Climate Change, Environmental and Sustainability Considerations



There is no climate change, environmental, or sustainability considerations as part of the discussion paper.

Community Engagement, Communication and Consultation

MAV have circulated advice to the sector regarding the State Council Meeting.

Youth Charter

There are no Youth Charter considerations as part of this discussion paper.

Disclosure of Interests

All Council Officers involved in the development and advice provided in this Report affirm that no general or material interests need to be declared in relation to any matters in this Report.

Karly Herring, Governance Coordinator

RECOMMENDATION

That Council:

1. Approve the following motions for submission at the Municipal Association of Victoria State Council on Friday 23 October 2026:
 - a. That the MAV lobby the State Government for the release of the state road condition data. the public swimming pools across Victoria.
 - b. That the MAV advocate to the Ministers for the Victorian Department of Energy, Environment and Climate Action (DEECA) to:
 - i. Ensure the mandated standardised four bin system provides flexibility for Council's to decide what service levels are appropriate for their community.
 - ii. Call on the Victorian Government to provide greater investment for the Container Deposit Scheme (CDS) to increase the accepted glass type of material.
 - iii. Call on Victorian Government to increase recycling glass separation targets at the Materials Recovery Facilities (MRFs) across the State.
 - c. That the MAV advocate to the State Government, State Opposition and Cross Benchers requesting the Victorian State Government:
 - i. Provide adequate funding streams to the DEECA Crown Reserve Committees of Management to address maintenance and renewal needs of these state-owned assets.
 - ii. Develop a strategy to support intergenerational hand over of these committees to a younger generation of volunteers
 - d. That the MAV advocate to the State Government, Opposition and Cross Benchers requesting the State Government to fund and undertake a statewide



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condition audit of all public pools in Victoria, with this data used to inform funding programs to where appropriate renew these important community assets.

2. Nominate Cr Helen Henry as Council's delegate at the 23 October 2026 State Council Meeting, and Cr _____ as a proxy.
3. Authorise the CEO, Cr Henry and proxy Cr _____ to amend the State Council motions, without altering their intent, in discussion with other Councils to gain regional and sector wide support.

COUNCIL RESOLUTION

MOVED: Cr Campbell
SECONDED: Cr Manning

That Council:

1. Approve the following motions for submission at the Municipal Association of Victoria State Council on Friday 23 October 2026:
 - a. That the MAV lobby the State Government for the release of the state road condition data.
 - b. That the MAV advocate to the Ministers for the Victorian Department of Energy, Environment and Climate Action (DEECA) to:
 - i. Ensure the mandated standardised four bin system provides flexibility for Council's to decide what service levels are appropriate for their community.
 - ii. Call on the Victorian Government to provide greater investment for the Container Deposit Scheme (CDS) to increase the accepted glass type of material.
 - iii. Call on Victorian Government to increase recycling glass separation targets at the Materials Recovery Facilities (MRFs) across the State.
 - c. That the MAV advocate to the State Government, State Opposition and Cross Benchers requesting the Victorian State Government:
 - i. Provide adequate funding streams to the DEECA Crown Reserve Committees of Management to address maintenance and renewal needs of these state-owned assets.
 - ii. Develop a strategy to support intergenerational hand over of these committees to a younger generation of volunteers
 - d. That the MAV advocate to the State Government, Opposition and Cross Benchers requesting the State Government to fund and undertake a statewide condition audit of all public pools in Victoria, with this data used to inform funding programs to where appropriate renew these important community assets.



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2. **Nominate Cr Helen Henry as Council's delegate at the 23 October 2026 State Council Meeting, and Cr Heslin as a proxy.**
3. **Authorise the CEO, Cr Henry and proxy Cr Heslin to amend the State Council motions, without altering their intent, in discussion with other Councils to gain regional and sector wide support.**

CARRIED



12.2 Contract 2024244 - Lonsdale Street Demolition - Contract Variation

Directorate: Infrastructure and Sustainability
Report Approver: Marg Scanlon (Director Infrastructure and Sustainability)
Report Author: Clare Oswald (Executive Officer to the Director Infrastructure and Sustainability)
Attachment(s): Nil

Executive Summary

The purpose of this report is to update Council on the Lonsdale Street Hamilton Demolition works and contract, specifically contamination detected on site which was not factored into the project scope of works, nor the project contract. This report seeks approval to allocate additional funds to address the contract variations 1, 2, and 3 associated with the demolition works and approve the variation.

Discussion

One of the main challenges when it comes to demolition projects, especially with old sites, is the unknown factors that may be hidden and buried underneath the building that cannot be assessed or identified until the demolishment of the built structure. This project is a case in point with the identification of contamination within a double concrete slab which has resulted additional costs that could not been identified by Council or the contractor until the demolition works were well advanced.

The project scope included demolition the buildings that were located at 90-92 Lonsdale Street, Hamilton and surface grading. The contract was awarded to Murrihy Demolitions with the value of \$234,600 (ex GST). As the demolition works commenced and the building floor was exposed, several issues were identified such as a redundant underground fuel tank, contaminated soil, and an additional layer of concrete on the slab foundation. These unforeseen findings triggered a request for three contract variations, specifically relating to costs associated with the asbestos assessment, removal and disposal.

On 26 February 2026, Murrihy Demolitions identified material considered to be contaminated and subsequently a hygienist was engaged to undertake a contamination assessment of stockpiled material on site. Asbestos-containing material was later identified within the foundations of the original shop floor. This foundation was covered by the floor slab subsequently not able to be identified during the initial contamination assessment or included in the original scope of works.

On 7 April 2026, the soil samples collected were analysed and reported against the Fill Material category in accordance with EPA Victoria publication with approximately 280 cubic metres of spoil, or contaminated soil identified. The contaminated soil needed to be transported to a landfill registered to take the asbestos, and Stawell Landfill managed by CleanAway is the nearest certified facility to receive this waste.



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On 18 April 2026, the CEO approved Variation 1 being \$75,000 enabling the works to continue onsite and the necessary actions to manage the contamination, based on the projected contaminated soil volume. The cost estimates provided at that time are as follows:

- \$25,010 removal from site and transport to Stawell landfill (1 Day)
- \$44,000 Stawell Landfill fees
- \$5,090 contingency

Total: \$75,000 (ex GST)

As the contamination soil removal commenced, the actual volume of contaminated soil was more than originally estimated so the final cost exceeded the original estimate by \$11,410 (Variation 2). The actual costs were as follows

- Day 1: \$25,010 contamination removal from site and transport to Stawell
- Day 2: \$9,100 contamination removal from site and transport to Stawell
- \$52,300 Stawell Landfill fees

Variation 1 + Variation 2 Total: \$86,410 (ex GST)

On 17 June 2026, Murrihy Demolitions identified a concrete slab beneath the original 92 Lonsdale Street shop floor, not shown on available records and not identified within the scope of the original contract or the earlier hygienist's contamination assessment (which was limited to the demarcated stockpile area).

The contractor has lodged an estimate (Variation 03) for the removal of this concrete slab and the associated contaminated soil, as follows.

Variation 3 Item	Cost \$
Asbestos concrete removal (10 tonne max allowed), including transport	\$4,100
Removal and disposal of approximately 110 cubic metres of concrete	\$6,050
Fleet hire (Truck, excavator and float)	\$4,500
Labour	\$1,100
Consumables	\$350
Hygienist	\$2350
TOTAL (ex GST)	\$18,450

Currently the site is inaccessible due to the recent rainfall. Council's Project Manager and the contractor continue to monitor weather forecast and the site condition seeking to secure an opportunity to complete these final works.

Financial and Resource Implications

The table below defines the project budget and the additional costs detailed within this report.

Budget



Endorsed Budget	Amount (ex GST)	Comment
Forecast Budget 24/25	\$40,000	
Forecast Budget 25/26	\$234,600	
Contingency Allowance	\$23,460	10% Contingency
TOTAL	\$298,060	

Expenditure		
Item	Amount (ex GST)	Comment
Site Mobilisation 2024/2025	\$39,000	Asbestos sample analysis & report, disconnection to services
Murrihy Demolitions Contract	\$234,600	Contract works awarded to Murrihy Demolitions
Soil removal and transport to Stawell Landfill	\$34,110	Part of Variation 1 + Variation 2 - Soil transport from demolition site to Stawell Landfill
Stawell Landfill fees	\$52,300	Part of Variation 1 + Variation 2 - Soil Disposal by Stawell Landfill
Other Expense	\$42,910	Contingency for signage, lawyer fee, fuel tank removal, fencing + Variation 3 (Estimate)
Project Management Cost	\$28,000	Not included in the initial project budget
Sub Total	\$430,920	

Requested Additional Budget		
Contamination removal and disposal	\$75,000	Variation 1 (Approved by ELT 18 April 2026)
Budget shortfall for works undertaken on 18-19 April 2026	\$11,410	Variation 2 Day2 soil removal cost + portion of landfill.
Project Management Costs	\$28,000	6% of Total Budget
Hygienist, concrete slab and contamination removal	\$18,450	Variation 3 (Estimate) - Projected Cost for remaining works
Budget shortfall	\$132,860	



Projected Adjusted Budget	\$430,920
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This results in this request to Council for the additional budget allocation of \$132,860 to be funded through capital savings identified over the course of 2026/2027.

Council Plan, Community Vision, Strategies and Policies

- ***Social and Community - We will promote a healthy community by ensuring people are safe, active and connected.***
- 1.3 Promote and create spaces and places that bring people together
-
- **Legislation**
-
- This report and the works described are subject to the following legislation and guidance:
 - Environment Protection Act 2017 (Vic) and Environment Protection Regulations 2021 governing the management, classification and disposal of contaminated soil and fill material.
 - EPA Victoria publication IWRG 1828.2 Soil Hazard Categorisation and Management, which provides the classification criteria applied to the sampling results referred to in this report.
 - Occupational Health and Safety Act 2004 (Vic) governing safe handling, removal and transport of contaminated material, including newly discovered asbestos-containing concrete.
 - Local Government Act 2020 (Vic) governing Council's financial management, procurement and delegation framework, and the requirement for Council approval where variations exceed the CEO's delegated financial authority.

Gender Equality Act 2020

No adverse gendered impacts have been identified within this project or the associated works.

Risk Management

While the project has a risk management assessment and associated plan, the volume and location of the identified contamination during construction was not anticipated, subsequently impacting the project timelines and budget as detailed within this report.

There is further potential risk of further contamination or redundant infrastructure under the remaining slab however this will not be determined until the final works progress.

Climate Change, Environmental and Sustainability Considerations

Contaminated material identified on site is being managed and disposed of in accordance with EPA Victoria requirements, at appropriately licensed facilities. This supports the site's future beneficial reuse for the community and minimises environmental impact.



Community Engagement, Communication and Consultation

Council's standard communications have been released various updates over the course of the project works and will continue through to the project completion.

Youth Charter

Guiding Principle 5: Respect

- Strengthen relationships, Respect fosters participation in programs and decision making.

Disclosure of Interests

All Council Officers involved in the development and advice provided in this Report affirm that no general or material interests need to be declared in relation to any matters in this Report.

Rishabh Sharma, Project Manager
Marg Scanlon, Infrastructure and Sustainability

RECOMMENDATION

That Council:

1. Approve an additional budget allocation of \$132,860 to be funded through identified savings over the course of 2026/2027.
2. Approve Contract Variations 1, 2, and 3 for \$104,860 excl GST (variation within the request for additional budget).

COUNCIL RESOLUTION

MOVED: Cr Manning
SECONDED: Cr Barber

That Council:

1. Approve an additional budget allocation of \$132,860 to be funded through identified savings over the course of 2026/2027.
2. Approve Contract Variations 1, 2, and 3 for \$104,860 excl GST (variation within the request for additional budget).

CARRIED



12.3 Annual Plan Actions - April to June 2026

Directorate:	People and Performance
Report Approver:	Darren Barber (Director People and Performance)
Report Author:	Karly Herring (Governance Coordinator)
Attachment(s):	1. Annual Plan Reporting 1 July 2025-30 June 2026 - Council Plan 2025-2029 [12.3.1 - 66 pages]

Executive Summary

The Annual Plan is developed each year to assist in the delivery of the Council Plan objectives and demonstrate to the community the key projects to be delivered each year of the Council Plan.

The Annual Plan Report for the period 1 July 2025 to 30 June 2026 has been prepared to provide information regarding the performance of the organisation against the Council Plan 2025-2029.

Discussion

The Annual Plan sets out specific actions and includes a detailed list of Council's activities and initiatives for the upcoming financial year. These initiatives are projects undertaken over and above normal service delivery and are intended to attain important outcomes for Council and the community.

Reports on the progress of the Annual Plan are reported to Council quarterly. This allows Council to receive timely, relevant and measurable information about how the organisation is performing. This in turn allows Council an opportunity to raise concerns about performance in a timely manner. The Annual Plan reporting also helps formulate the Annual Report and support the reporting against the Council Plan each year.

There are 83 actions in the Annual Plan for 2025-2026, of these 83 actions:

- 72 actions (87%) are on track - at least 90% of the target achieved;
- 6 actions (7%) require monitoring –between 70% and 90% of the target achieved; and
- 5 actions (6%) are off track – less than 70% of target achieved.

Details about the specific performance of the Annual Plan actions is detailed in the attached Action and Task Progress Report.

For the 1 July 2025 – 30 June 2026 year, 65 actions (78%) were completed.

As this is the final report for the first year of the Council Plan, Governance is seeking annual plan actions for the 2026-2027 financial year and advice has been circulated for ELT, SLT and Coordinators. Where items have not been marked as complete in 2025-2026, this will require advice from officers as to whether the actions are to be rolled over.

Financial and Resource Implications



There are no direct financial or resource implications associated with this reporting and where there are financial or resource implications relating to specific projects, these will be addressed through relevant business cases.

Council Plan, Community Vision, Strategies and Policies

Leadership and Governance - We will demonstrate strong leadership and sound financial management through transparent decision-making, clear communication and meaningful engagement that builds community trust.

- 5.1 Improve effective governance and public accountability
- 5.2 Communicate clearly about Council decisions, projects and services to increase awareness, confidence and trust in the community.
- 5.5 Advocate for community priorities
- 5.8 Ensure the community are at the forefront of decision making

Legislation

Council is required to adopt a Council Plan in accordance with Section 90 of the *Local Government Act 2020*. The Council Plan is supported by the development of an Annual Plan which details the actions that will be undertaken to achieve the strategic objectives in the Council Plan.

Gender Equality Act 2020

There are no direct *Gender Equality Act 2020* implications associated with this reporting and any strategies, policies or programs will have individual and tailored Gender Impact Assessments undertaken as they develop.

Risk Management

Reporting on the Annual Plan is presented to Council quarterly so Council can regularly monitor the performance of the organisation against the Council Plan.

Climate Change, Environmental and Sustainability Considerations

No direct implications as part of the Annual Plan reporting, environment is a pillar within the Council Plan 2025-2029 and has standalone objectives and strategies.

Community Engagement, Communication and Consultation

The Annual Plan quarterly progress reports are publicly available for viewing on Council's website.

Youth Charter

There are no direct implications as part of the reporting itself and youth objectives and strategies are identified within the Council Plan 2025-2029 and Annual Plan actions. Youth



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were consulted during the development of the Council Plan and below outlines the guiding principles during that consultation:

Guiding Principle 1 – Collaboration

- Innovation and creativity - Youth input inspires fresh ideas and approaches.

Guiding Principle 2 – Listen

- Understand needs - Ensures programs and services align with youth priorities.
- Respond- Confirm our understanding and engage. Youth perspectives bring creativity and new ideas.

Guiding Principle 3 – Empower

- Support future leaders – Prepares the next generation to shape the region.

Guiding Principle 4 – Advocate

- Promote fairness – Supports equal opportunities and access.

Guiding Principle 5 – Respect

- Strengthen relationships – Respect fosters participation in programs and decision making.

Disclosure of Interests

All Council Officers involved in the development and advice provided in this Report affirm that no general or material interests need to be declared in relation to any matters in this Report.

Karly Herring, Governance Coordinator
Tania Quinn, Acting Governance Coordinator

RECOMMENDATION

That Council receive the Annual Plan report for 1 July 2025 – 30 June 2026.

COUNCIL RESOLUTION

MOVED: Cr Barber
SECONDED: Cr Manning

That Council receive the Annual Plan report for 1 July 2025 – 30 June 2026.

CARRIED



12.4 CCTV Policy

Directorate: People and Performance
Report Approver: Matthew Tulloch (Manager Business Systems & Transformation)
Report Author: Joel Thewlis, Acting Coordinator IT Services
Attachment(s): 1. Draft CCTV Policy - June 2026 [12.4.1 - 7 pages]

Executive Summary

Southern Grampians Shire Council currently has two operational Closed-Circuit Television (CCTV) policies:

- CCTV in Public Spaces – Adopted 28 Jan 2020
- CCTV Policy – Adopted Oct 2018

These policies are substantially similar, and the reason for maintaining two separate internal operational policies is no longer clear. Given the importance of CCTV and its potential impact on community members, Council's Executive Management Team confirmed that the updated CCTV Policy should be established as a Council Policy.

Additionally, Council also has a Memorandum of Understanding with Victoria Police, commencing 1 April 2020, which provides Victoria Police with direct access to a limited number of Council CCTV cameras for live monitoring at various public locations including key traffic intersections.

To simplify Council's CCTV governance and operational requirements, two new documents an operational CCTV procedure and this CCTV Policy have been developed to replace the existing policies with this proposed Policy, now being brought to Council for adoption.

This document aligns with privacy and data security legislation, incorporate relevant elements from the current policies and MOU, and clearly separates Council's policy position from day-to-day operational requirements within a procedural document providing a clearer and more consistent framework for the effective management of Council's CCTV network as per the purpose extract below from the CCTV Policy.

The purpose of this Policy is to provide a single, consistent framework for the installation, use, operation, and management of all Council Closed-Circuit Television (CCTV) systems, including those installed on Council buildings, facilities, infrastructure, and in public spaces.

The objectives of this Policy are to:

- *Protect the safety of Council employees, Councillors, contractors, volunteers, and members of the public.*
- *Protect Council assets and property.*
- *Deter unlawful and antisocial behaviour and support the investigation of incidents.*
- *Ensure CCTV systems are managed lawfully, ethically, and transparently.*
- *Ensure appropriate management of CCTV footage, including access, privacy, security, retention, and disposal.*
- *Ensure Council's use of CCTV is compliant with relevant legislation.*

This Policy is supported by the CCTV Procedure, which sets out the operational, technical, and administrative requirements for the day-to-day management of CCTV systems.



The CCTV Policy is attached, and the officer's recommendation is that Council adopt the CCTV Policy.

Discussion

The proposed CCTV Policy establishes a single governance and operational framework for the use of CCTV across Council. The Policy sets the overarching principles, confirming that CCTV is used to support community safety, protect Council assets and assist with incident investigations, while ensuring all activities remain lawful, proportionate and transparent. It also confirms that CCTV must not be used for routine staff monitoring and must balance safety objectives with privacy and human rights obligations.

The framework applies to all Council-managed CCTV systems, including public spaces, Council buildings and vehicle-based systems. It also applies to staff, contractors and authorised third parties involved in the operation, management or use of CCTV. The documents are aligned to relevant legislation, including the Privacy and Data Protection Act, Surveillance Devices Act and Public Records Act. Governance responsibilities are clearly defined, with the CEO retaining overall accountability, the Executive Leadership Team responsible for strategic oversight and approvals, and the Manager Business Systems and Transformation overseeing operational delivery, system integrity and compliance activities.

The operational CCTV Procedure translates these principles into practical controls and processes. CCTV will generally operate as a reactive system, with proactive or live monitoring only permitted where there is a defined need and CEO approval. Access to footage is controlled through authorised users, role-based permissions, logging and regular audit. Footage may only be used for legitimate Council purposes, such as incident investigation, risk management and safety, with external disclosure managed through formal processes, including requests from law enforcement agencies and Freedom of Information applications.

The framework also introduces a structured approach to new CCTV installations, requiring documented justification, privacy and risk assessments, consideration of alternatives, and stakeholder consultation before requiring final approval of Council's Executive Leadership Team. Data security and lifecycle management are addressed through defined retention periods, secure storage and controlled disposal in line with records management obligations. Additional safeguards include mandatory signage, restrictions on audio recording, annual access audits and compulsory training for authorised users to support consistent and compliant application across the organisation.

Overall, the proposed Policy and its accompanying Procedure, provide Council with a robust, compliant and auditable CCTV framework. They strengthen community safety outcomes while protecting privacy, improving accountability and supporting consistent decision-making across all CCTV-related activities.

Financial and Resource Implications

The proposed Council - CCTV Policy and Operational - CCTV Procedure are expected to be implemented within existing operational resources. The updated framework supports a more consistent and controlled approach to the management of Council's CCTV systems, helping reduce privacy, security and compliance risks associated with inconsistent access, use,



retention or disclosure of CCTV footage. Any future expansion, upgrade or replacement of CCTV infrastructure would be considered through normal budget, procurement and approval processes.

Council Plan, Community Vision, Strategies and Policies

Social and Community - We will promote a healthy community by ensuring people are safe, active and connected.

1.1 Partner with community, agencies and other levels of government to ensure our community facilities and services are welcoming, safe, accessible and inclusive so people can live healthy, resilient lives.

Leadership and Governance - We will demonstrate strong leadership and sound financial management through transparent decision-making, clear communication and meaningful engagement that builds community trust.

5.1 Improve effective governance and public accountability.

5.2 Communicate clearly about Council decisions, projects and services to increase awareness, confidence and trust in the community.

Legislation

The proposed Council - CCTV Policy supports Council's compliance with relevant Victorian and Federal legislation and regulatory obligations, including privacy, surveillance, records management and human rights requirements. The updated framework provides clearer controls for the installation, operation, access, use, disclosure, retention and disposal of CCTV footage, helping ensure Council's CCTV systems are managed lawfully, transparently and consistently.

Gender Equality Act 2020

Potential gender equality risks associated with CCTV include differences in perceptions of safety, privacy impacts, and the extent to which surveillance locations address the needs of people of different genders. However, this policy is primarily a governance and operational framework governing the lawful use, management, security, and retention of CCTV footage. It does not introduce a new public-facing service or disproportionately affect people of any particular gender. Accordingly, gender equality risks are considered low and no Gender Impact Assessment is required at this time.

Risk Management

The Policy strengthens Council's overall approach to CCTV management by providing clearer governance, access controls and operational requirements. This helps minimise risks associated with inappropriate, inconsistent or unlawful use of CCTV footage, including privacy, security, records management and human rights risks. The updated framework also ensures CCTV cameras are used for legitimate and proportionate purposes, supporting the safety of Council staff, Councillors, Contractors, Volunteers, Council assets and the broader community.

Climate Change, Environmental and Sustainability Considerations



The implementation and operation of CCTV systems have limited environmental impacts. The primary environmental considerations relate to the energy consumption of CCTV cameras, network infrastructure, servers and storage systems used to retain footage. Council will seek to minimise these impacts through the use of energy-efficient equipment, appropriate retention periods, and lifecycle management practices that support responsible procurement, maintenance, replacement and disposal of ICT assets.

Community Engagement, Communication and Consultation

The updated Policy clarifies Council's position on CCTV systems and related activities by elevating the framework from an internal operational policy to a Council Policy. It is informed by sector-wide best practice and aligned with legislative requirements. This strengthens governance oversight and improves transparency for the community in relation to Council's CCTV network. Once endorsed, the Policy will be made available to the public through Council's website and media releases, and to staff through internal noticeboards and Council's intranet, ensuring appropriate access for those who may be affected by the use of CCTV.

Youth Charter

There are no youth charter considerations as part of this report.

Disclosure of Interests

All Council Officers involved in the development and advice provided in this Report affirm that no general or material interests need to be declared in relation to any matters in this Report.

Matthew Tulloch, Manager Business Systems and Transformation.

RECOMMENDATION

That Council adopt the CCTV Policy.

COUNCIL RESOLUTION

MOVED: Cr Campbell
SECONDED: Cr Barber

That Council adopt the CCTV Policy.

CARRIED



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13 Notices of Motion

13.1 Lake Hamilton 50th Anniversary

Councillors: Cr Manning (co-signed by Cr Barber)

Attachment(s): Nil

I hereby give notice of my intention to move the following motion at the Council Meeting to be held on 11 August 2026.

MOTION

That Council Officers provide a report on the feasibility of holding an event in November 2027 to celebrate the 50-year anniversary of Lake Hamilton.

COUNCIL RESOLUTION

MOVED: Cr Manning

SECONDED: Cr Barber

That Council Officers provide a report on the feasibility of holding an event in November 2027 to celebrate the 50-year anniversary of Lake Hamilton.

CARRIED



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14 Urgent Business

There was no Urgent Business.



15 Mayor, Councillors and Delegate Reports

Address from the Mayor and Councillors in relation to matters of civic leadership and community representation, including acknowledgement of community groups and individuals, information arising from internal Committees and delegates Committees, advocacy on behalf of constituents, and other topics of significance.

15.1 Cr Afton Barber

Cr Barber provided a verbal report which can be viewed in the livestream of the Meeting on Council's Facebook page or website.

15.2 Cr Adam Campbell

Cr Campbell provided a verbal report which can be viewed in the livestream of the Meeting on Council's Facebook page or website.

15.3 Cr Helen Henry

Cr Henry was an apology.

15.4 Cr Dennis Heslin

Cr Heslin provided a verbal report which can be viewed in the livestream of the Meeting on Council's Facebook page or website.

15.5 Cr Jayne Manning

Cr Manning provided a verbal report which can be viewed in the livestream of the Meeting on Council's Facebook page or website.

15.6 Cr Katrina Rainsford

26 July I attended a New Residents Community event at Coleraine with local clubs and services providing a snapshot of their activities and memberships

28 July Conversations with Coleraine Community with Southern Grampians Shire Council at The National Hotel which was well attended.

1 Aug I enjoyed attending a creative new exhibition in Hamilton by local artist Sarah Hope titled Arcadian displaying painting, pottery and home products.

1 Aug I attended the remake of the Hamilton Sheepvention Rural Expo Fashion Parade in the Showgrounds Exhibition Centre. Well attended by all ages, the local models and



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designers and diverse sponsorship brought a refreshing touch to this even which has been missing from our calendar for 8 years. Congratulations to everyone involved from concept to implementation. And congratulations too on an excellent coverage by our local media the Hamilton Spectator.

2/3 Aug I attended Sheepvention Rural Expo, with so many highlights and much I missed seeing only reading about due to my Rotary Lambar and Footprints community choir commitments. The Peter Schroeder guest Lecture from journalist Chris Ulmann was well attended, interesting and sobering.

4 Aug I attended a Rail Freight Alliance Executive Meeting online. As Southern Grampians Shire Council has decided not to continue supporting and being involved in this State wide Council based Rail Freight advocacy network this was a farewell meeting where I thanked the group and Executive Reid Mather for his excellent work as I stood down from my role as Deputy Chair to Cr Michael Carr of Glenelg Shire Council.

5 Aug I attended the DEECA Portland Community Information session on Bird Flu H5N1 I also responded to a community member seeking attending to a suspect infected Greater Crested Tern on the Portland Wharf where they had been recreational fishing alongside the trawler wharf.

It was distressing to see the impact of this virus on this bird and I attended using PPE, gloves mask, double bagging including contaminated coat used to cover bird and disposed of in a dedicated bird flu freezer to limit any spread Then when I attended the community information forum i was concerned that the public were advised to double bag dead birds and place in rubbish bin. With EPA approval and Councils would manage the biosecurity. There is some good news that the Federal Government has commenced trial H5N1 vaccination trials on at risk populations at zoos where vaccination requires double dosing. Maybe this could be a good use of drone technology.

6 Aug attended Hamilton Alexandra College production of Chicago which was a brilliant production. Our local schools produce some amazing performances well worth attending.

And on local community level I am part of a Save the Wannon River project to restore our much-loved Wannon River to a healthy condition.

15.7 Cr Tam Ramsay-Grounds

I have received concerns from our community about the arrival of H5 bird flu in south-west Victoria. While no cases have yet been confirmed within Southern Grampians Shire and the risk to humans and farmed animals remains low, the threat to wildlife is serious.

The factors that have contributed to the spread of H5 bird flu globally, highlight the relationship between intensive animal production, animal welfare and environmental health. The ways in which we confine, breed and transport other animals can intensify zoonotic risks, and extend those risks to across wildlife, farmed animals, workers and ecosystems. Intensive animal farming is a breeding ground for such disease. This can spread to our



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wildlife and birds, particularly those who may prey on carcasses of affected animals, like eagles. This disease can visit extraordinary suffering on birds, causing respiratory and neurological problems as well as the inability to stand or fly. The death, suffering and loss within animal communities, plus the ecological harm caused by the loss of our complex symbiotic wildlife communities should not be overlooked in favour of solely human or commercial interests. This arrival of this H5 bird flu is a reminder that how we treat other animals has consequences beyond what may be immediately obvious.

I acknowledge the work of Wildlife Victoria who have been liaising with State Government to ensure wildlife rescuers, transporters and carers are well equipped with extra information and personal protective equipment. Our volunteer wildlife rescuers, transporters, shelters, and foster carers are all working hard to prevent the spread of H5 to our wildlife community.

Also, the work of local veterinarians and Council staff has been important in helping everyone in our Shire stay prepared and informed. Stay vigilant and watchful. Look after the animals you live amongst, and look after each other.

We are all encouraged not to touch sick, dying or dead birds. Photograph the birds and note the location before double bagging the carcasses and placing them into general trash. Report them to the Emergency Animal Disease Hotline on 1800 675 888.



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16 Confidential Reports

There are no Confidential Matters listed on the agenda.



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17 Close of Meeting

This concludes the business of the meeting.

The Council Meeting of 11 August 2026 closed at 2:54pm.

To be confirmed by Resolution at the next Council Meeting.



Council Policy

Kerbside Waste Contamination Policy	Date Adopted:	
	Adopted By:	Council
	Review Due:	
	Responsible Officer:	Manager Waste and Sustainability
	Directorate:	Infrastructure and Sustainability
	SharePoint Ref:	

PURPOSE

This policy provides details and guidance to support the Southern Grampians Shire Council (SGSC) Kerbside Collection – Collection Receptacles Policy and the Community Local Law No.1 of 2022.

Contamination affects the management of waste across the municipality, Council is facing significant cost increases for properly disposing the material. In addition, Food Organics and Garden Organics (FOGO) is a key feedstock to the new organics processing facility, therefore, Council requires a clean product to provide a high-quality commercial compost.

DEFINITIONS

FOGO	means Food Organics, Garden Organics.
SGSC	means Southern Grampians Shire Council
Municipality	means Southern Grampians Shire
MWC	means Mobile Waste Containers
Comingled	means Mixed recycle e.g. paper, plastic, cardboard, glass, cans

APPLICATION AND SCOPE

This Policy details the Council Kerbside collection service through Mobile Waste Containers (MWC) provided to residents and businesses in the Shire.

GENERAL PROVISIONS

Mandated Kerbside Collection Service

Kerbside collection services are mandatory for all habitable dwellings located in urban areas and on designated rural collection routes as defined by the current collection zones endorsed by Council.

Occupiers and Owners Responsibilities and Requirements

The residents of each property receiving a Kerbside MWC service must:

- Only use the bin supplied by Council with appropriate colour code lid for waste streams.

- Place only those bins scheduled for collection in the designated area the night before or prior to 6.00am on the collection day, with lids fully closed and spaced at a minimum of 1 metre apart.
- Not place the bins out for collection more than 1 day before collection and remove bins from the kerbside not less than 1 day after collection.
- Only put materials in the yellow lid comingled bin that are accepted in the mixed recycling waste stream.
- Only put materials in the red lid waste bin that are acceptable as domestic waste.
- Only put materials in the green lid FOGO (Food Organics, Green Organics) bin that are accepted for FOGO waste stream.
- Maintain bins in clean and sanitary condition.
- Refer to the Council website if unsure of which materials are acceptable in each different bin and follow Council requests and updates on acceptable materials.
- Remove any material that has spilled onto the nature strip or road as soon as practicable.

The Residents of each property must not:

- Deposit household/domestic waste in public space bins.
- Deposit waste in any other property bins without the resident's consent.
- Deposit any items or materials not approved by the Council in the specified bin.

Council and contractor's responsibilities and requirements

With the supply of Kerbside MWC services, SGSC contractors must:

- Collect only Council supplied and authorised bins.
- Ensure bin collection does not commence before 6.00am on the scheduled day.
- Only empty appropriate waste bins as presented, if they are scheduled for collection.
- Visually inspect each bin that is emptied into the truck using the CCTV system.
- Immediately report any contaminated loads that have been collected and TAG the bin(s).
- Ensure all bins are returned to the kerbside collection point. If a bin falls causing an obstruction across roads or footpaths, it is the contractor's responsibility to remove the hazard and make it safe.
- Complete scheduled routes in a timely manner.
- Report any accidents or near misses immediately to the Council supervisor noting date, time, place and details.
- Respond to Merit or Council request for missed services within the advised timeframe.

The contractor may refuse kerbside MWC service if:

- The bin contains material that will contaminate the load or damage the compaction mechanism.
- The bin lid is not closed, and there is a likelihood the materials will be spilled if emptied.
- Materials have been placed on top of the closed bin and there is a likelihood these items will be spilled if emptied.
- The material in the bin is jammed and remains after attempting to empty.
- The bin is not upright.
- It is the incorrect bin for the scheduled collection.
- It is not an authorised Council bin.
- The weight of the bin exceeds the maximum lifting capacity for the truck.
- A Council supervisor has directed the contractor not to collect.

IMPLEMENTATION

Due to the cost of contamination to Council waste services, and the resulting impact on Council's aim to reduce waste to landfill, Council will take steps to encourage and educate residents to manage behaviors.

Council's rates and charges for waste management are in line with a full cost recovery model and reflect Council's principles of fairness, transparency and equity when adopting budgets.

Council reserves the right to change a collection service where there is repeated contamination of the MWC service.

If a bin is found to be contaminated or contain incorrect material, then an education and an infringement process, as per Council's Community Local Law No.1 of 2022 will be activated. This will escalate as per the following:

1. First occurrence: - The bin will be stickered highlighting which incorrect material has caused the contamination.
2. Second occurrence: - The bin will be stickered again, highlighting which incorrect material has caused the contamination. Council will communicate with the resident outlining the issue with contamination and possible next steps if it continues, education material to be included.
3. Third occurrence: - A penalty notice will be issued for Contaminated Waste Service in accordance with Part Seven (7) of Council's Community Local Law No.1 of 2022:

Separation of Recyclables and Organic Waste

1. A person must not place anything other than recyclables in any mobile bin provided and designated by Council for the disposal of recyclables.
2. A person must not place anything other than organic (food and garden) waste in any mobile bin provided and designated for the disposal of organic (food and garden) waste.
3. Council is not required to collect any mobile bin provided to any owner, occupier or property if it contains material other than that for which the mobile bin has been provided and designated by Council.

Continued Contamination of Kerbside Service

This policy will ensure the following process takes place independent of the Community Local Law No. 1 of 2022.

1. For continued unacceptable levels of contamination, Council may refuse normal Kerbside services. The resident will be notified that the standard MWC service will be allocated as a "special Kerbside contamination service". All Kerbside bins will be collected as landfill waste when presented for collection for a maximum period of three (3) months from the date of notification.
2. On completion of the "special Kerbside contamination service" period, the standard MWC Kerbside service will resume. At which point, the contamination of kerbside bins education and enforcement process will revert to "first occurrence".
3. Any subsequent MWC contamination occurrences will follow the relevant Council escalation process as outlined above.

CHARTER OF HUMAN RIGHTS COMPLIANCE

It is considered that this policy is compatible with the relevant human rights identified in the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

GENDER EQUALITY COMPLIANCE



It is considered that this policy is compatible with the relevant gender equality principles identified in the *Gender Equality Act 2020*.

Is a Gender Impact Assessment required?

☐ Yes

☒ No

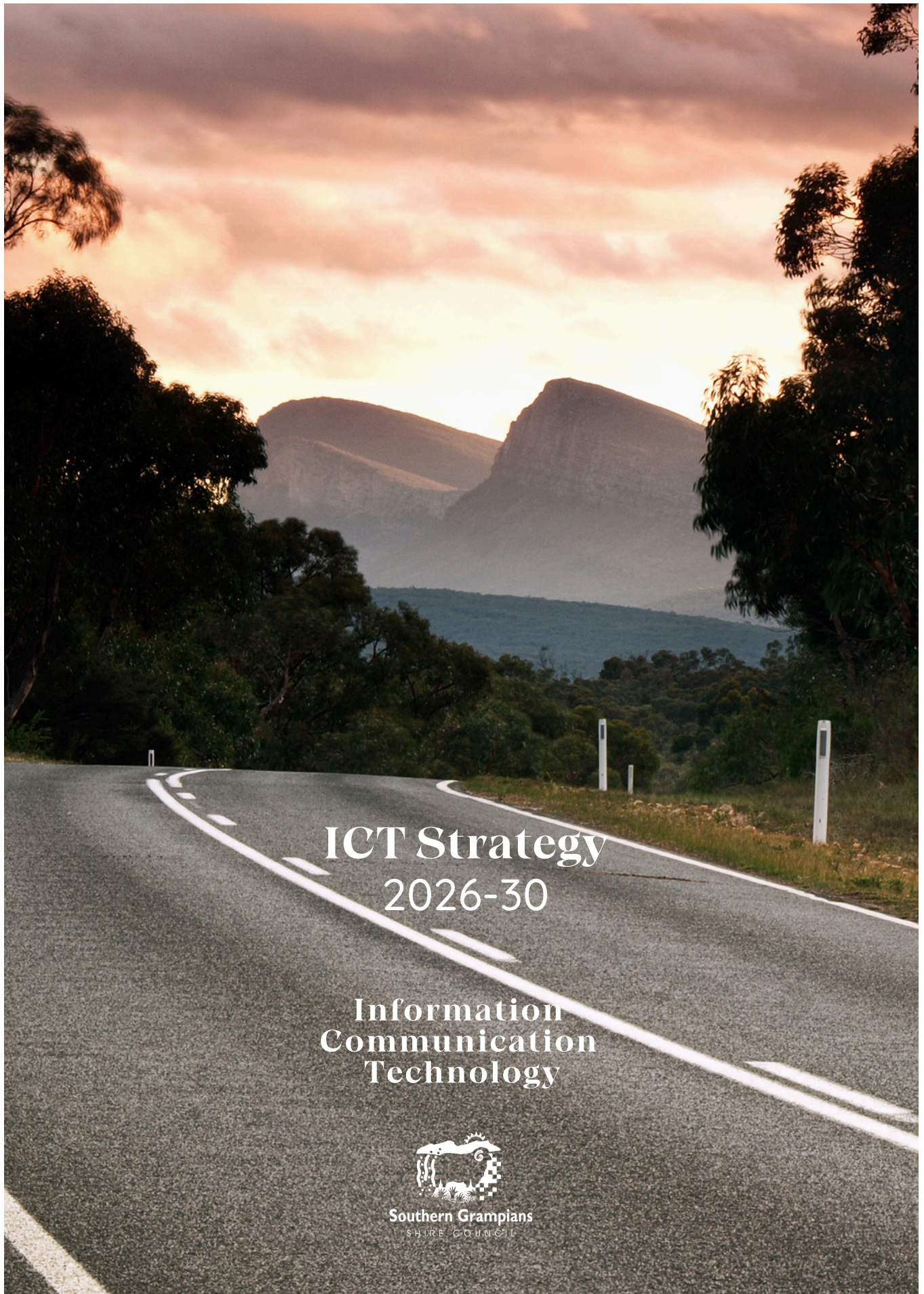
REVIEW

This Policy must be reviewed every four years

AUTHORISED

Adopted by Council on XXXXXXXX

END





Acknowledgement of Traditional Land Owners

Southern Grampians Shire Council acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the Gunditjmarra, Tjap Wurrung and Bunganditj people, the traditional custodians of the lands where we live and work. We pay our respects to ancestors and Elders, past and present. Southern Grampians Shire Council is committed to honouring Australian Aboriginal and Torres Strait Islander people's unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

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Background

Southern Grampians Shire Council has undergone significant transformation of its IT systems and infrastructure through the ICT Strategy 2021-24. This strategy focused on modernising core business systems and the underlying technology environment, transitioning from traditional on-premise, server-based systems to a predominantly cloud-based Software-as-a-Service (SaaS) model. This shift has established a strong digital foundation to support more flexible, resilient, and customer-focused service delivery.

Prior to this transformation, Council's ICT environment presented several operational challenges. System access was limited, with most systems only available from office-based desktops. Outdoor and non-desk staff had inequitable access and often relied on paper processes, which required manual re-entry into systems, creating inefficiencies and increased risk of error. Remote working capability was limited, and reliance on physical office locations created operational risks, particularly in the event of outages.

These challenges have been addressed through the ICT Strategy 2021-24 initiatives. Most systems have moved to cloud-based SaaS platforms, alongside improvements to network architecture, cybersecurity controls, and identity and access management to support secure external access. Devices have also shifted toward laptops, enabling mobility and remote working. Staff can now securely access systems from laptops, tablets, and mobile phones, improving equity of access, increasing workforce flexibility, enhancing organisational resilience, and reducing reliance on on-premise infrastructure, while maintaining appropriate governance and risk controls.

While digital systems play a critical role in enabling staff to work effectively and deliver services, they also underpin how the community interacts with Council. Websites, online forms, customer request channels and digital communications are often the primary points of engagement for residents seeking information or accessing services. Ensuring these digital touchpoints are accessible, consistent and well-integrated supports more efficient service delivery, improves transparency, and strengthens the overall experience for the community.

“Southern Grampians Shire residents and staff will have access to seamless digital services and systems, anywhere, at any time, on any device”

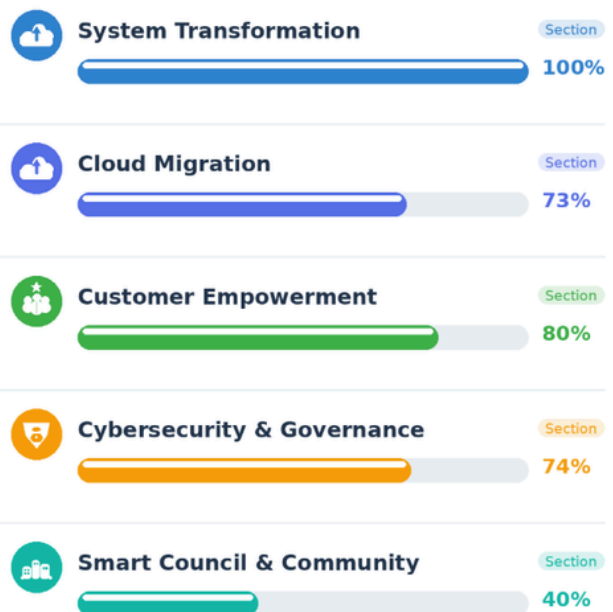
(extract vision from the ICT Strategy 2021-24)



The systems that have been modernised during this period included, but not limited to:

- Office productivity – email, file management, and collaborative workspaces
- Telecommunications – corporate phone system
- Finance and budgeting
- Customer request management
- Human resources and payroll
- Property and rates
- Waste services
- Animal services
- Infringements
- Environmental health services
- Project management
- Contract management
- Records management
- Planning and building services
- Report writing and Council meeting management
- Geospatial data (GIS / POZI)
- Organisational data reporting
- Asset management
- IT helpdesk

Between 2021 and 2024, Council has delivered a largely successful digital transformation, with most ICT Strategy 2021-24 initiatives completed. Council is now well positioned to transition from system replacement to optimisation, enablement, and continuous improvement, focusing on maximising value from existing systems, improving integration and adoption, and delivering ongoing service improvements.



(completion percentage of the ICT Strategy 2021-24 Roadmap initiatives)

About Us

Business Systems and Transformation



The Business Systems & Transformation Team is committed to advancing technological and process improvements across our organisation. We oversee the implementation and integration of business systems, lead digital transformation efforts to streamline operations, and provide comprehensive support for IT infrastructure and user devices. This enables our staff to work effectively and efficiently. Our goal is to continuously improve processes and leverage technology to meet the evolving needs of the organisation.

IT Services empowers both internal staff and external communities through technology. We maintain a robust technological infrastructure, provide comprehensive user support, and ensure cyber security. Our responsibilities include overseeing server and network infrastructure, managing Microsoft 365 users and system administration, and supporting end-user devices such as laptops, tablets, and mobile phones. This work enables seamless digital operations across the organisation.

Digital Transformation provides a wide range of valuable services to SGSC, including system administration and development, data analytics and reporting, GIS capabilities, digital forms and workflows, and seamless system integration. Our focus is on empowering staff to leverage technology effectively, enhancing business processes and decision-making. By streamlining operations and boosting efficiency, our team drives innovation and enhances effectiveness across the organisation.

Continuous Improvement is designed to support you and your team by enhancing service delivery, increasing efficiencies, and improving the work environment through smarter processes and staff empowerment. Led by the Continuous Improvement Service, this initiative facilitates process mapping, identifies potential efficiencies, implements improvements, and reviews their effectiveness across departments. This approach ensures ongoing efficiency gains and fosters a culture of continuous improvement among our staff.

Since adopting the ICT Strategy in 2021, the Business Systems and Transformation team has taken on greater responsibilities. Restructuring the department as recommended in the strategy, separated traditional IT services (handled by the IT Services team) from digital improvements managed through Digital Transformation. Additionally, Continuous Improvement was added, all to help Council modernise IT systems, streamline processes, and enhance customer service.



The Business Systems and Transformation Department now support the following:

350 staff using IT equipment and systems

- End user Devices management (Increase)
- IT Service Desk (Increase)
- Application Support (Increase)
- Microsoft User Licensing and Administration (Increase)
- Continuous Improvement Program (New)

System Management

- (Conquest/Konect) Asset Management (Increase)
- (Merit) Customer Request Management (New)
- (POZI/FME) Spatial Services (Increase)
- (Forms, Workflows, Integrations) Digital Transformation (Increase)
- (Power BI Reports) Business Analysis (Increase)
- IoT - Internet of Things Network (Decrease)
- (Teams Meetings and Calling) Telephony
- Support for other departmental systems (Increase)
- Information\Records Management (Increase)
- Email Signature Software (New)
- Visitor Check-in Software (New)

IT Infrastructure

- IT Network and Server Infrastructure (Increase)
- (WiFi, CBD Music etc.) Public Infrastructure (Increase)
- Internet Connectivity (Increase)
- Backup and IT Disaster Recovery
- Cybersecurity (Increase)
- CCTV Network (Increase)
- Printer Management (Increase)
- AV Systems and Digital Comms Displays (Increase)

Programs of work in place

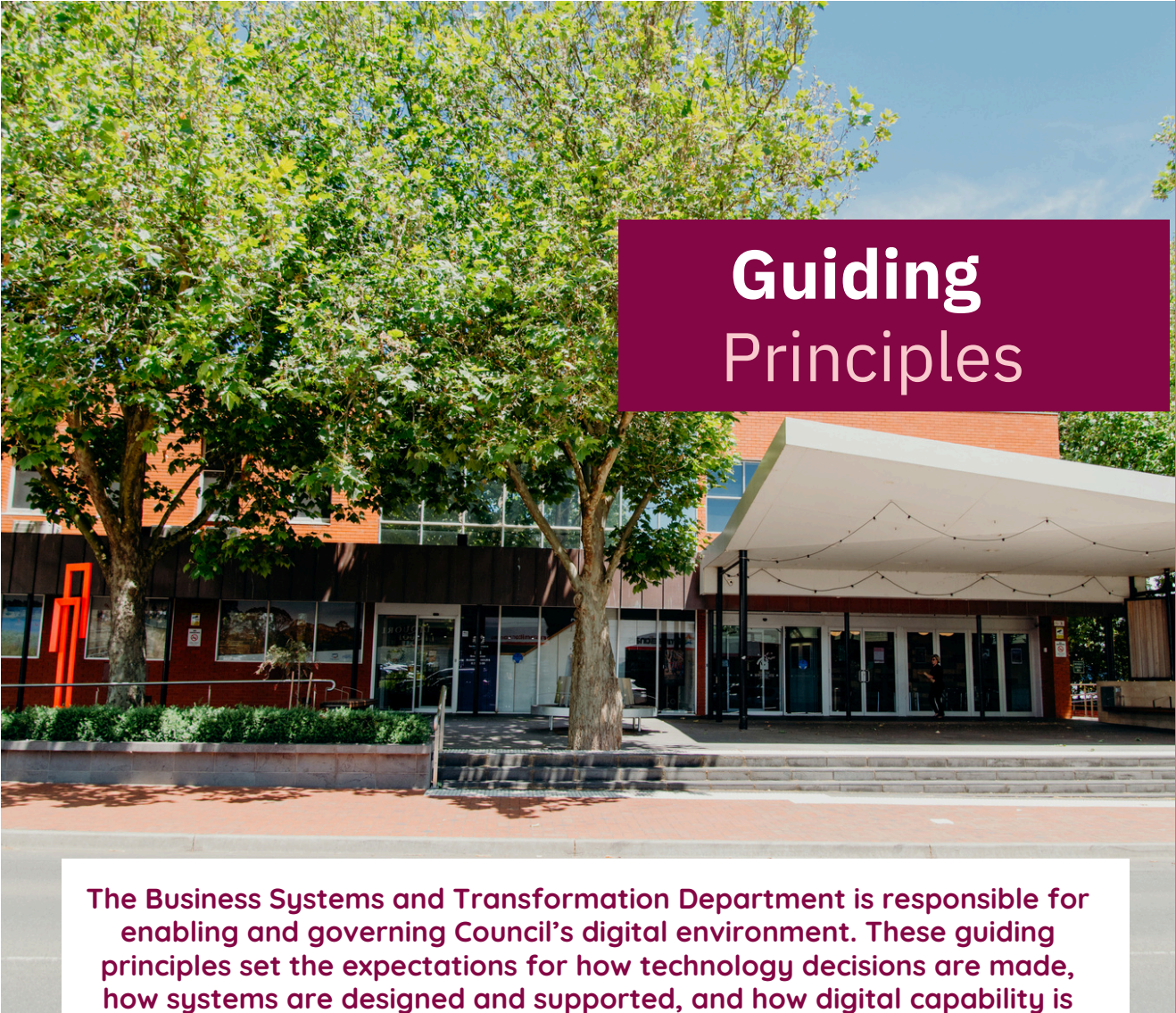
- Continuous Improvement
- AI Adoption
- Cyber Security Essential 8 Compliance
- Records Management VPDSS Compliance
- Customer Request Management improvement



Our Vision

“We will deliver modern, secure, and easy-to-use digital systems that empower customer-centric services and self-service, enable efficient ways of working, and drive informed decision-making through reliable data, ensuring we make the best use of the systems we already have.”

The Council's investment in modernising our IT environment has established a solid foundation for further development, consolidating previous achievements and strengthening our capacity as we enhance existing systems and support staff in using them confidently and effectively. This environment also underpins how the community interacts with Council, through websites, online forms, customer request channels and digital communications, which are increasingly the primary access points for services. Ensuring these digital touchpoints are accessible, consistent and well-integrated will support improved service delivery, strengthen transparency, and enhance the overall experience for the community.



Guiding Principles

The Business Systems and Transformation Department is responsible for enabling and governing Council's digital environment. These guiding principles set the expectations for how technology decisions are made, how systems are designed and supported, and how digital capability is embedded across the organisation.

They guide the delivery of ICT services and investments to ensure Council continues to realise value from its modern, cloud-based environment.

1. Fit-for-purpose and role-aligned technology

Council will provide technology and systems that are **appropriate to the role**, clearly understood, and designed to support how work is actually performed. Systems will be selected and configured based on business need and service outcomes, not technology preference, ensuring staff and contractors have the right tools to do their job effectively.

2. Positive community and staff experience and system enablement

Digital systems will be **user-friendly**, intuitive, and supported by clear **guidance, training, and change management**. A positive user experience is essential to productivity, wellbeing, and adoption for both community and staffs experience with digital services. Technology should simplify work, not create unnecessary complexity, and staff will be supported to confidently use the systems available to them, while community digital interactions are designed to be clear, accessible and easy to use.



3. Clear ownership, accountability, and responsibility

All systems and platforms will have **clear business ownership**, with well-defined roles between system owners, process owners, and IT support. There will be clarity on **why a system exists, what it is expected to do, and who is responsible** for data quality, decision-making, and continuous improvement. Technology will enable business outcomes, not replace accountability.

4. Secure, ethical, and proportionate use of technology

Security, privacy, and ethical use will be embedded by design. Controls will be **proportionate and risk-based**, balancing protection of Council and community information with usability, productivity, and cost. Emerging technologies, including AI, will be adopted **responsibly and transparently**, with clear guidance on appropriate use.

5. Optimisation before expansion

Council will prioritise **optimising and embedding existing systems** before introducing new platforms. This includes improving existing community-facing interfaces such as websites, customer request channels, online forms and applications before investing in new technology. Technology investments must demonstrate value, reduce duplication, and support consistent ways of working. Sustainable improvement comes from using what we already have well and reducing complexity and technical debt.

6. Data as a shared organisational asset

Data will be treated as a **trusted, shared asset** that supports **service delivery, decision-making, and accountability**. Systems will be designed to capture accurate information once, use it many times, and clearly establish ownership of insights and actions.

Reporting and analytics will support transparency, learning, and continuous improvement, while also enabling more responsive and personalised service experiences for the community.

7. Continuous improvement and staff/community involvement

Digital change will be informed by frontline insight and lived experience. Staff/community consultation is a core principle of system design, implementation, and improvement. Where relevant, improvement will also be informed by customer and community feedback to ensure services reflect real user needs. Technology will support continuous improvement by enabling better processes, reducing manual effort, and creating capacity for higher-value work.



Drivers For Change

Technology is no longer just a support function - it is a strategic enabler of transformation. By modernising IT systems, Council can unlock innovation, deliver smarter services, and create a connected, resilient community. Embracing digital change positions us to lead the sector and meet the evolving needs of our residents.

Business Needs:

Community expectations and organisational requirements have evolved significantly. Increasing demand for accessible digital services means that websites, online forms and applications are now primary interfaces between the community and Council. There is a growing expectation that these interactions are simple, clear and responsive, allowing residents to easily access services, request support and obtain information. At the same time, the way our partners and community interact with us continues to change, requiring support for hybrid working, effective collaboration, and adaptability to ongoing change.

Risk and Security:

Our reliance on outdated systems and technologies nearing end-of-life creates unacceptable operational risk. At the same time, cyber threats such as ransomware and phishing are increasing in frequency and sophistication. Strengthening our security posture and modernising platforms is essential to protect data, maintaining trust, and ensuring compliance.

Market:

The market has shifted towards modern delivery models, including cloud services, managed solutions, and shared service arrangements. Exploring these opportunities will help us remain positioned to take advantage of emerging technology trends to improve the way we work and deliver services more efficiently.

Technology:

Advancements in technology provide new ways to improve service delivery through Artificial Intelligence, Cloud Computing, Data Analytics, Robotics and Modern Workplace Tools. Leveraging these innovations will enhance efficiency, quality, and responsiveness.

Cost & Financial Sustainability:

Modernising systems and streamlining processes is critical to achieving long-term financial sustainability. Continual improvement of IT services, adopting new delivery models, and improving productivity will reduce costs and ensure we deliver maximum value from every investment.



IT Trends

Design Thinking: A human-centred approach ensures IT solutions are designed around real user needs. By emphasising empathy, prototyping, and iterative feedback, design thinking improves system adoption, reduces rework, and lowers the risk of project failure by validating solutions early and often.

Cybersecurity and Compliance: Protecting systems and data from evolving cyber threats is essential to maintaining trust and meeting regulatory obligations. Strong security controls, proactive monitoring, and staff awareness help safeguard sensitive information and ensure organisational resilience.

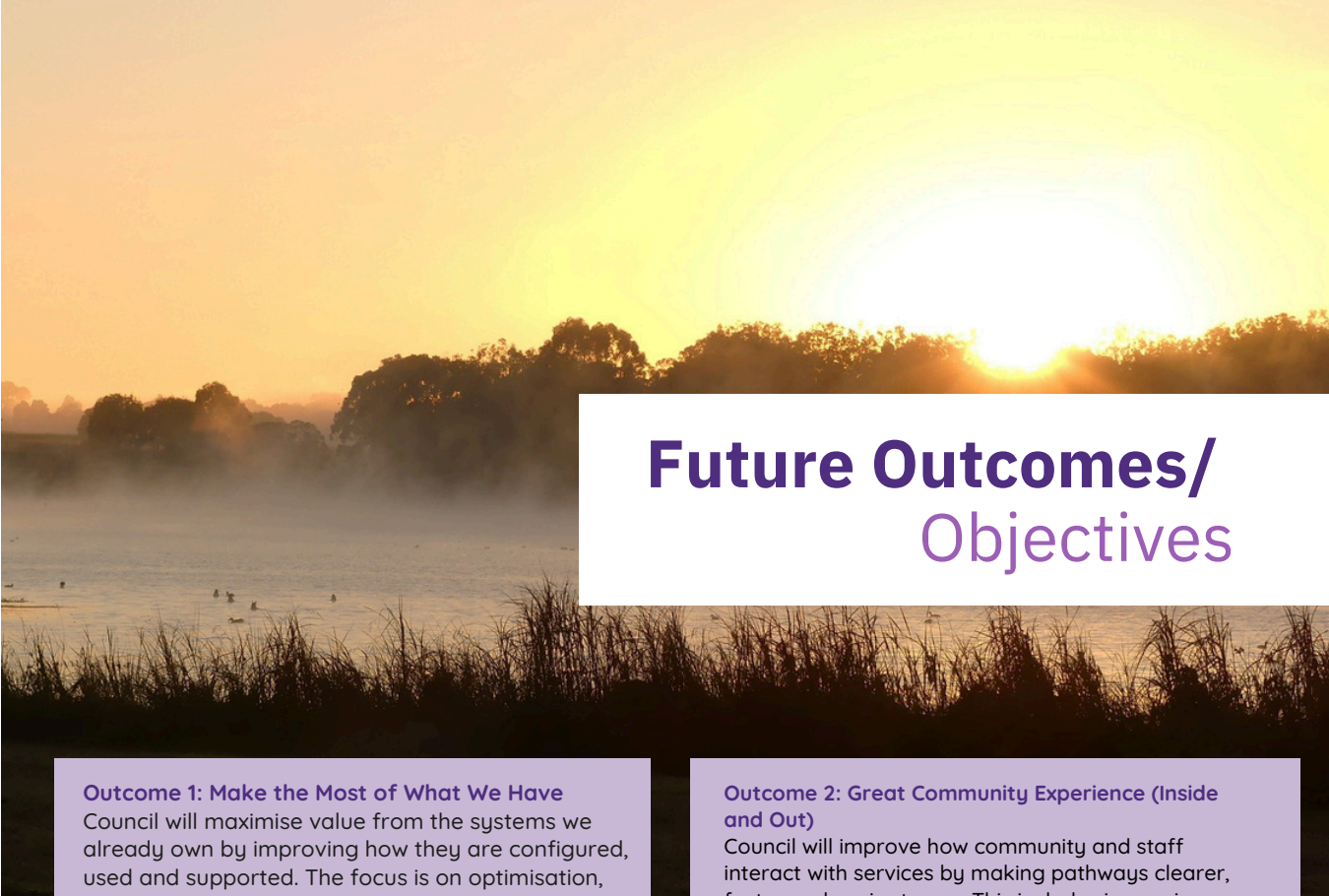
Data-Driven Decision Making: Capturing and analysing data enables evidence-based decision-making across the organisation. Accessible insights support better service delivery, informed resource allocation, and effective performance monitoring at both operational and strategic levels.

Generative AI: Generative AI technologies are creating new opportunities to improve efficiency and service delivery. By automating routine tasks and supporting content creation and analysis, AI can enhance productivity and enable more responsive, personalised engagement when used appropriately.

Process Automation: Automating repetitive tasks and workflows reduces manual effort, errors, and delays. This enables more consistent outcomes, improves compliance, and frees staff capacity to focus on higher-value, customer-focused work.

Continuous Improvement: Embedding a culture of continuous improvement ensures systems and processes evolve alongside organisational and community needs. Ongoing review and refinement drive efficiency, encourage innovation, and support sustainable service improvement over time.

Sector Collaboration: Working collaboratively with other councils and industry partners enables shared learning, reduced duplication, and better use of collective capability. Sector collaboration accelerates digital maturity and strengthens resilience across the local government sector.



Future Outcomes/ Objectives

Outcome 1: Make the Most of What We Have

Council will maximise value from the systems we already own by improving how they are configured, used and supported. The focus is on optimisation, adoption and integration so platforms are reliable, simpler to operate and deliver the outcomes they were purchased for.

This includes improving end-to-end processes and reducing manual work through continuous improvement, workflow and automation, and better planning and asset management practices. Where systems are not fit for purpose, improvement will be the preferred first approach. However, where systems are identified as underperforming or non-compliant and cannot be effectively remediated, replacement will be considered as a last resort, based on clear business need and value for money.

Outcome 2: Great Community Experience (Inside and Out)

Council will improve how community and staff interact with services by making pathways clearer, faster and easier to use. This includes improving customer request management, communications, and staff workflows that support timely responses and consistent service delivery, as well as Council's websites, online forms, apps and other digital interfaces that shape how the community accesses services, information and support.

We will expand digital self-service where it reduces effort and improves transparency, while keeping services accessible and well supported. AI will be adopted where it is safe and adds value, such as improving triage, drafting, search and knowledge support.

Outcome 3: Trusted Data, Security and Compliance

Council will improve data quality, governance and reporting, so performance and operational insight is consistent, trusted and easy to access. This includes common definitions, clear ownership of key datasets, and a more centralised and governed reporting approach.

Cyber security and compliance will be strengthened through practical control uplift and assurance activities, including Essential Eight maturity improvement and external auditing. Records, privacy and information protection obligations will be embedded into everyday work through clear policies, tools and staff awareness.

Outcome 4: Modern, Resilient and Sustainable Core IT Services

Council will deliver reliable "run the business" IT services that keep staff connected and systems available day to day. This includes networks, identity and access, end-user devices, core platforms, monitoring and support.

We will strengthen resilience and reduce risk through lifecycle planning, patching standards, disaster recovery and backup redesign, and ongoing optimisation of licensing and vendor contracts. Core infrastructure will be secure, supportable and cost-effective.



Issues and Challenges

Stakeholder Ownership

Problem: Clear ownership of some key business processes and the systems that support them remains inconsistent across the organisation. While the Business Systems and Transformation Department provides the platforms, integration, and technical enablement required to support service delivery, ownership of the underlying business processes and relevant IT systems is not always clearly defined or understood. As a result, IT is still frequently expected to assume responsibility for business-led activities where no formal owner has been established. Examples include customer request management, email signature templates, visitor check-in systems, and aspects of customer and property data management.

Implication: Where ownership is unclear, systems are more likely to be used inconsistently, data quality can decline, and decisions about priorities, standards, and improvements become fragmented. This reduces confidence in Council systems, slows service improvement, and places inappropriate operational and governance responsibility on IT teams. Over time, this blurring of accountability limits Council's ability to fully realise value from its digital investments and undermines the intent of technology as an enabler of business outcomes.

Strategic Response: In line with the guiding principle of **clear ownership, accountability, and responsibility**, the ICT Strategy will reinforce a shared understanding of the distinction between **business ownership and technology enablement**. Each major system and digital process will have an identified business owner responsible for defining requirements, maintaining data quality, setting priorities, and driving continuous improvement. Business Systems and Transformation will continue to provide platform support, integration, advisory capability, and technical expertise. Clarifying and embedding these ownership expectations will strengthen accountability, improve system effectiveness, build trust in data and technology, and ensure digital capability enables services rather than replaces business responsibility.

Governance

Problem: The Business Systems and Transformation function continues to manage a high volume of concurrent initiatives across IT services, digital transformation, and continuous improvement. This has, at times, resulted in projects progressing to near completion before attention shifts to the next priority, leaving critical activities such as documentation, decommissioning of legacy environments, benefits realisation, and post-implementation review incomplete. While governance intent exists, the organisation has not consistently applied a structured approach to prioritisation, delivery discipline, and resourcing across major ICT initiatives.

Implication: Without consistent governance discipline, Council risks spreading capability too thinly, carrying unnecessary technical debt, and failing to fully realise the intended value of technology investments. Incomplete close-out activities can increase operational risk, create confusion for users, and reduce confidence in new systems. A lack of shared understanding around resourcing requirements—across IT and business stakeholders—can also place pressure on delivery teams and limit Council's ability to successfully manage periods of significant change.

Strategic Response: In line with the guiding principle of clear ownership, accountability, and disciplined governance, the ICT Strategy will adopt a more structured and intentional approach to major ICT initiative delivery. Rather than defaulting to a formal IT Steering Committee, governance will be strengthened through clearer prioritisation, defined delivery stages, agreed success measures, and explicit resourcing commitments from both IT and business areas. The strong working relationship between ELT, SLT, and the Business Systems and Transformation team provides a solid foundation for collaborative decision-making, strategic planning, and effective resource allocation. By embedding stronger delivery discipline and governance expectations, Council will improve project outcomes, reduce residual risk, and ensure technology initiatives are completed, embedded, and delivering their intended benefits.



Skillset and Capability Development

Problem: The Business Systems and Transformation team is responsible for supporting and enabling an increasingly broad and evolving technology environment, including platforms such as Microsoft 365 and other modern SaaS solutions. While new capabilities and opportunities continue to emerge, the team largely relies on a **self-directed, “as-needed” learning approach** to stay current. High workloads and delivery expectations make it difficult to consistently allocate time for structured training or professional development.

Implication: Without dedicated time and structured support for skills development, there is a risk that staff knowledge does not keep pace with platform changes, new features, or emerging best practices. This can limit Council’s ability to fully leverage existing systems, slow adoption of new capabilities, and place additional pressure on staff who are required to learn while delivering. Over time, this may reduce confidence, increase reliance on workarounds, and constrain the organisation’s ability to optimise and innovate effectively.

Strategic Response: In line with the guiding principle of **positive user experience and system enablement**, the ICT Strategy recognises capability development as a core enabler of successful digital outcomes. Workloads and delivery planning will be managed to allow **dedicated and planned training time** for Business Systems and Transformation staff, ensuring skills remain current and aligned to Council’s technology environment. This may require adjusting project timelines, prioritising training alongside delivery, and selectively investing in external training where appropriate. By embedding professional development as part of normal operations, Council will strengthen internal capability, improve system outcomes, and ensure staff are well-equipped to support confident, effective use of technology across the organisation.

Resourcing and Capability of the Business Systems and Transformation Team

Problem: The scope and demand on the Business Systems and Transformation Department has increased significantly as Council’s digital capability has expanded. While earlier learnings, particularly from the creation of a separated Digital Transformation and IT Services teams pilot, demonstrated the value of dedicated resources focused on innovation and process improvement, competing demands have historically required staff to be redirected from core service delivery to project work. This “robbing Peter to pay Paul” approach created pressure on business-as-usual services and limited the organisation’s ability to sustain both operational support and transformational change concurrently.

Implication: Without sufficient and appropriately structured resourcing, Council risks over-extending key capability areas, particularly within IT Services, where increased staff access to systems and devices has driven higher service desk, device management, network, and infrastructure workloads. If project delivery continues to rely on drawing resources away from operational responsibilities, service quality, staff wellbeing, and delivery confidence may be negatively impacted. This also increases the risk of project delays, incomplete outcomes, and reduced return on investment from technology initiatives.

Strategic Response: In line with the guiding principle of **fit-for-purpose resourcing and sustainable delivery**, the ICT Strategy recognises the importance of aligning capacity to demand. The restructure separating IT Services, Digital Transformation, and Continuous Improvement has clarified roles and enabled greater focus across these functions. Digital Transformation can now concentrate on system administration, integration, data management, reporting, and process improvement, while Continuous Improvement provides dedicated support for identifying and driving change. To support periods of increased delivery demand, the strategy will consider **short-term or project-specific resourcing options** for larger initiatives, rather than relying on internal reallocation. This approach supports sustainable service delivery, protects operational capability, and ensures Council can continue to deliver both reliable day-to-day IT services and meaningful digital improvement.



Hybrid Environment

Problem: Council continues to operate within a hybrid ICT environment, combining a small number of on-premise systems with a predominantly cloud-based SaaS application landscape. While this was initially viewed as a transitional challenge during the move to full cloud services, it is now recognised that not all systems are best suited to a fully cloud-only model. However, maintaining a mixed environment still introduces complexity, particularly where legacy on-premise systems require specialised support, infrastructure maintenance, and operational overhead alongside modern SaaS platforms.

Implication: A hybrid environment, if not intentionally designed and actively managed, can place additional pressure on the IT Services team and service desk, increasing support effort and reducing capacity to focus on service quality and improvement. Inconsistent approaches to hosting, access, and support can also create frustration for users and increase operational risk. Without a clear and deliberate strategy, Council risks retaining legacy components longer than necessary, carrying avoidable maintenance burdens, and diluting the benefits achieved through cloud adoption.

Strategic Response: In line with the guiding principle of **optimisation before expansion and fit-for-purpose technology**, the ICT Strategy recognises hybrid environments as a valid and modern operating model when applied intentionally. Council has successfully migrated the majority of key systems to SaaS and cloud-based platforms, significantly reducing the on-premise footprint while improving resilience, mobility, and remote access. Remaining on-premise systems will continue to be **consolidated, minimised, and reviewed**, with migration pursued where it delivers clear operational or service benefits. The focus will shift from “moving everything to the cloud” to **maintaining the most appropriate mix of cloud and on-premise solutions**, ensuring the environment is simplified, supportable, and aligned to service needs. This approach reduces unnecessary complexity, protects service desk capacity, and ensures Council continues to benefit from its modern digital foundation without incurring avoidable operational overhead.

IT Budgeting and Investment

Problem: Council is entering a period where many of the most valuable digital opportunities are no longer foundational infrastructure upgrades, but **transformational improvements** that optimise systems, redesign processes, and embed new capabilities such as automation, data analytics, and AI. While the ICT strategy roadmap identifies multiple initiatives with the potential to significantly improve service delivery and organisational efficiency, many of these initiatives require **targeted investment** beyond existing operational budgets. Without a clear and shared approach to funding transformation, there is a risk that high-value initiatives are delayed, scaled back, or absorbed into business-as-usual workloads.

Implication: If transformational initiatives are expected to be delivered without appropriate investment, Council risks under-realising the benefits of its modern digital environment. This can lead to gradual improvements rather than transformative outcomes, extended delivery timeframes, and increased pressure on internal teams who are required to deliver transformation alongside core services. Over time, this approach may limit Council’s ability to improve customer experience, unlock efficiency gains, and respond effectively to emerging opportunities, despite having a strong technology foundation in place.

Strategic Response: In line with the guiding principle of **cost-effective investment that delivers measurable outcomes**, the ICT Strategy recognises IT funding as an **enabler of future value**, not simply an operational cost. Council will take a more deliberate approach to investing in transformational digital initiatives that demonstrate clear benefits to service quality, efficiency, risk reduction, or community outcomes. Business cases for IT investment will focus on expected outcomes, benefits realisation, and alignment with Council priorities, rather than technology alone. Where appropriate, transformation initiatives will be treated as **organisational investments**, supported by dedicated funding or project-based resourcing, rather than absorbed into operational budgets. This approach ensures Council can confidently invest in digital capability that delivers meaningful, long-term returns and positions the organisation to continue improving services for staff and the community.



Measures of Success

The success of the ICT Strategy will be measured through a consistent, survey-based approach that captures both measurable outcomes and staff experience. This will allow Council to establish a clear baseline, track progress over time, and understand whether digital investments are improving system reliability, usability, staff confidence, service efficiency, data quality, governance, and customer outcomes.

How do we measure success?

Qualitative experience-based measures

To support this approach, Council has drawn on early consultation with organisational leaders who were asked:

1. What word best describes your ideal experience with Council's IT systems?
2. When our IT and processes are working at their best, what does that feel like?
3. In one or two words, what would successful systems enable your staff/team to do?

The consultation activity held on 11 June 2026 with forty participants from our Senior Leadership Team, Coordinators and Team Leaders helped define the experience Council is seeking to create through its digital systems and processes.

Our Ideal experience is: **Seamless, user-friendly, smooth, functional, easy and simple.**

When IT and processes are working well it feels: **Productive, efficient, supported, useful and positive.**

Successful systems enable staff and teams to do: **Their job, work efficiently, save time and serve the community well.**

These themes provide the **qualitative foundation** for the survey and ensure that success is measured not only by activity or system outputs, but by whether staff experience Council's technology as seamless, reliable, useful, supportive, and enabling of better service delivery and will be supplemented with the **quantitative indicators** captured in the annual IT Systems & Services Staff Survey to be conducted each year in July.

Ongoing Review

Measures of success will be reviewed regularly and refined over time to ensure they remain aligned with Council priorities, service expectations, and the maturity of the organisation's digital environment. This approach supports continuous improvement and ensures the ICT Strategy remains responsive, accountable, and outcome-focused.



IT Systems & Services Staff Survey

Purpose

To support continuous improvement and ensure Council's digital investments deliver practical value, Council will establish a structured survey approach to capture detailed feedback from staff on the IT services and systems they use. This will provide a clearer picture of what is working well, where pain points exist, and which systems or services require further review, optimisation or support.

Why this matters

A strong digital environment is not only about system availability and technical performance. It is also about how well systems support staff to deliver services to the community, work efficiently, and provide a positive customer experience. Survey findings will help Council better understand lived experience across business areas and will inform future priorities, improvement initiatives and measures of success.

What the survey will capture

The survey can be used to gather both organisation-wide and system-specific insights, including:

- Ease of use and overall satisfaction with major systems
- How well systems support day-to-day work and service delivery
- Confidence in using systems and availability of training or support
- Pain points, duplication, workarounds, and manual effort
- The quality and responsiveness of IT support services
- Priority opportunities for improvement
- The impact of systems on internal efficiency and customer outcomes

How the information will be used

Survey results will be used to:

develop a scorecard for major systems and service areas
identify systems requiring optimisation, training, redesign or replacement
inform Year 1 and Year 2 improvement priorities
support evidence-based planning for digital transformation and continuous improvement
contribute qualitative and experience-based measures for the ICT Strategy's Measures of Success section

Strategic alignment

This work supports:

Outcome 1: Make the Most of What We Have by identifying optimisation opportunities for existing systems.

Outcome 2: Great Community Experience (Inside and Out) by understanding how systems and digital services affect both staff and customer service delivery.

Outcome 3: Trusted Data, Security and Compliance by improving confidence in the information used for decisions and reporting.

Outcome 4: Modern, Resilient and Sustainable Core IT Services by informing service improvement and support priorities.



Roadmap of Key Projects

The ICT Strategy Roadmap sets out the high-level priority projects Council will deliver to achieve the Strategy's outcomes. It is not a complete list: related ICT, digital transformation and continuous improvement work will align to the Strategy, while business as usual support and minor short-term items (typically under three months) will be managed through the IT Service Desk. The roadmap highlights major initiatives that require dedicated resourcing and typically take 6 to 18 months to deliver.

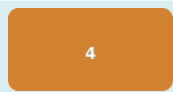
Given the pace of change in technology, and Council's commitment to remain innovative and agile, the roadmap details the first two years (2026-27 and 2027-28). The scope and refreshed roadmap for years 3 and 4 will be developed and endorsed by the Executive Team by June 2028.

Below is our roadmap of major projects with each having a project summary (pages 22-42)

Outcome 1:	Make the Most of What We Have
Outcome 2:	Great Community Experience (Inside and Out)
Outcome 3:	Trusted Data, Security and Compliance
Outcome 4:	Modern, Resilient and Sustainable Core IT Services



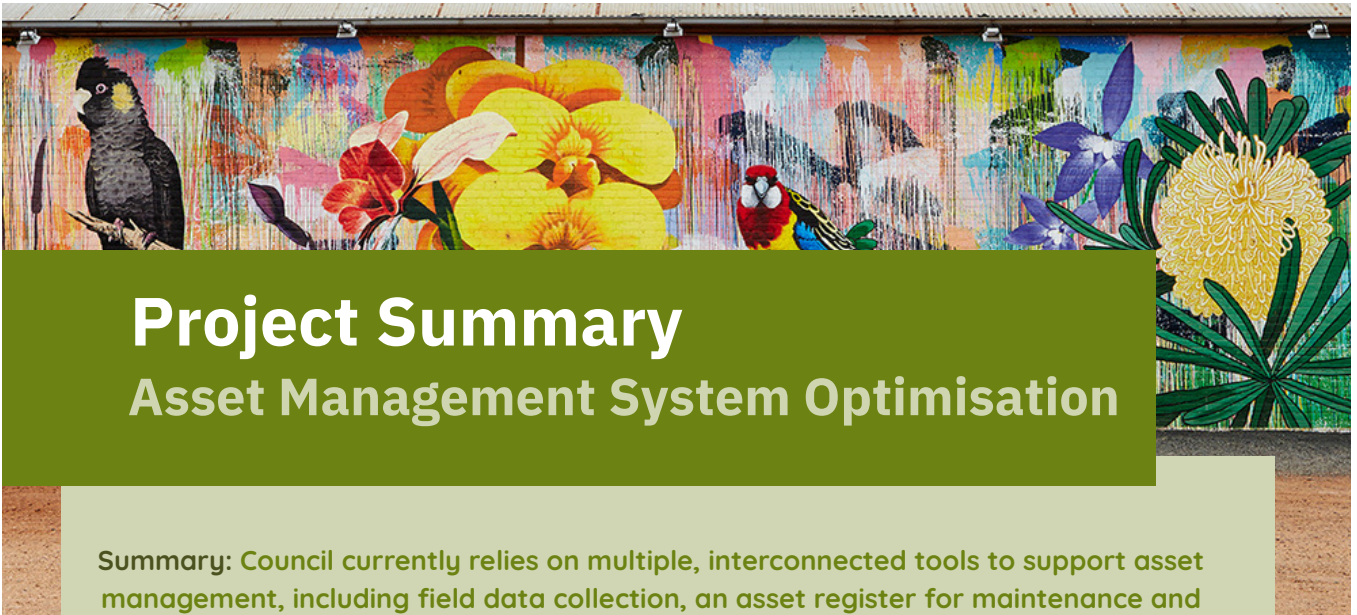
Year 1 2026-27 Projects

Asset Management System Optimisation	Outcomes 
Customer Request Management Improvement Action Plan	Outcomes 
Data Classification and Criticality Implementation	Outcomes 
CCTV Network Optimisation	Outcome 
On-Premises Server Rationalisation	Outcome 
CoOp - Cyber Security Compliance Improvement Plan	Outcome 
AI Adoption Strategy	Outcomes 
CoOp - Records Compliance Framework Improvement Plan	Outcome 
External Cyber Auditing	Outcome 
Continuous Improvement Program Delivery	Outcomes 
Value Stream Mapping Project	Outcomes 



Year 2 2027-28 Projects

Centralised Organisational Reporting Platform	Outcome	3
Data Governance Framework Implementation	Outcome	3
Business Process Workflow and Automation	Outcomes	1 2 4
Disaster Recover and Backup Redesign	Outcome	3 4
Network Infrastructure Redesign	Outcome	4
Microsoft 365 Licensing Optimisation	Outcome	1 4
Integrated Planning System Review	Outcomes	1 3
Smart City Strategy and Capability Plan	Outcomes	1 2 3 4
Continuous Improvement Program Delivery	Outcomes	1 2 3 4
Value Stream Mapping Project	Outcomes	1 2 3 4



Project Summary

Asset Management System Optimisation

Summary: Council currently relies on multiple, interconnected tools to support asset management, including field data collection, an asset register for maintenance and lifecycle management, map-based spatial visualisation, executive reporting and analytics, integration with finance for depreciation and other financial transactions, legacy inspection data that needs to be migrated into the core asset register, and an externally provided road condition audit dataset. The current landscape has grown complex, with too many overlapping systems, inconsistent integration, data quality challenges in the primary asset platform, and underutilisation of available capability.

This project will take a holistic, end-to-end view of people, process, data and technology to rationalise and consolidate tools where practical, resolve integration and data issues, and streamline field-to-office workflows, reporting and decision-making.

Project Lead: Systems Administrator - Spatial and Assets

Roadmap year: 2026/27

Category: Outcomes 1,3 and 4



Approach

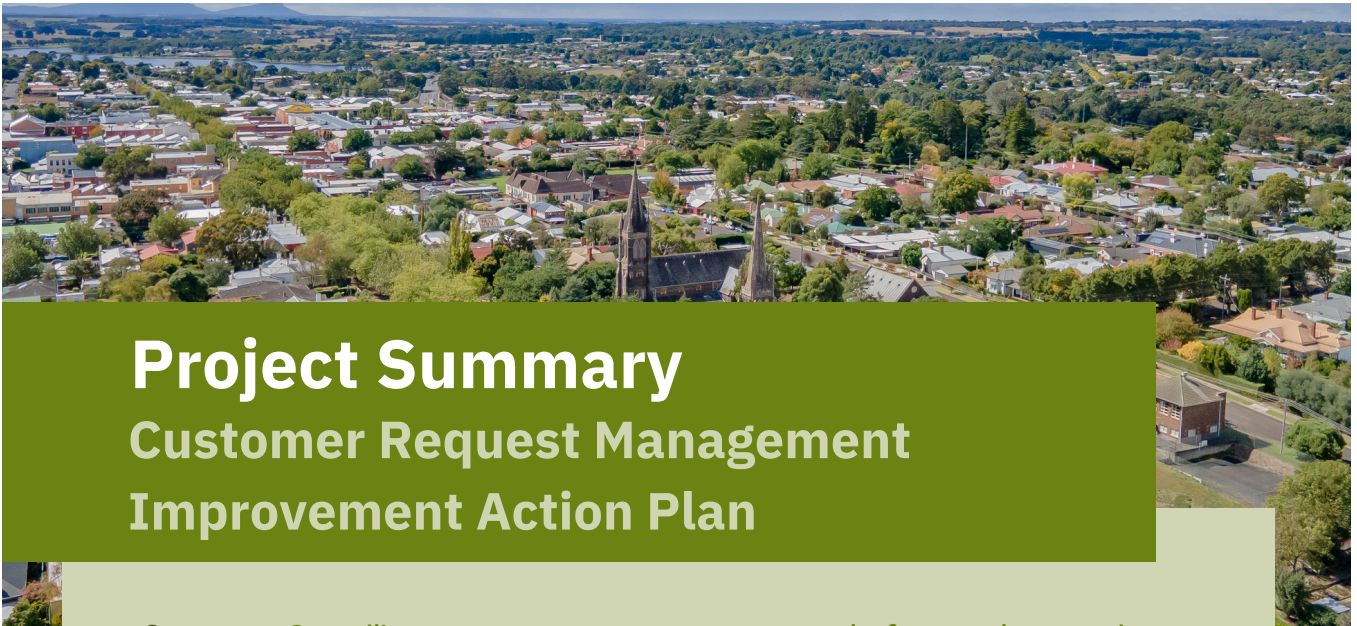
Confirm current state and pain points, complete a data and configuration review, implement agreed improvements (including integrations and reporting where relevant), and support adoption through guidance and training.

Objective

Improve the usability and performance of the asset management system to enable effective and efficient use across the organisation. This will support staff to maintain accurate asset data, inform planning and maintenance activities, and report with confidence.

Output

Refined systems configuration/integrations and streamlined process, improved asset data quality, enhanced reporting outputs, and a concise set of user guidance materials to support consistent and effective system use.



Project Summary

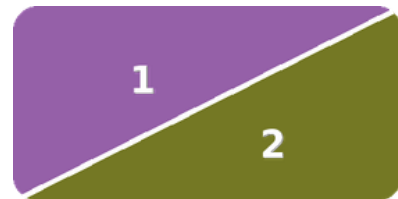
Customer Request Management Improvement Action Plan

Summary: Council's customer request management platform and supporting processes are not meeting operational or reporting needs and are applied inconsistently across the organisation. A recent review identified improvements across the system, workflows and customer communications. This project will consolidate and prioritise those recommendations, align them with partner CoOp councils' initiatives and Communities of Practice actions, and deliver an endorsed improvement plan. The focus is clearer end-to-end workflows, improved customer communications, greater efficiency and transparency, and stronger performance reporting (including assessing whether a new technology solution is required).

Project Lead: Business Analyst

Roadmap year: 2026/27

Category: Outcomes 1 and 2



Approach

Map current request intake and triage pathways, analyse demand and performance data, identify pain points and quick wins, and confirm a prioritised action plan with stakeholders and the CRM system administrator and project delivery team.

Objective

Improve customer experience and internal efficiency by standardising how requests are captured, assigned, tracked and resolved, while improving system functionality and supporting more consistent service delivery across the organisation.

Output

An endorsed improvement action plan, including priorities, owners, target timeframes and measures, along with recommended actions to improve workflows, customer communications, response and resolution performance, and reporting.

Project Summary

Data Classification and Criticality Implementation

Summary: Implement an organisation-wide approach to information classification through two linked initiatives: (1) sensitivity labelling to improve information protection and support compliance; and (2) a data and system criticality model to prioritise controls, backup/recovery and resilience investment based on business impact. The work will define clear classification levels and apply proportionate controls such as access restrictions, encryption and secure sharing.

Project Lead: Coordinator Digital Transformation

Roadmap year: 2026/27

Category: Outcomes 3 and 4



Approach

Phase 1 will scope and plan both initiatives (confirm objectives, in-scope information types and systems, stakeholders, and delivery approach). For sensitivity labelling, define the classification policy and label set, agree minimum handling requirements, configure and pilot labelling and protection controls, then deliver training and a staged rollout. For data and system criticality, identify priority datasets and systems, develop assessment criteria (including a simple scoring model), undertake stakeholder interviews/workshops to validate criticality, and establish or uplift a register that records classifications, criticality ratings, owners/custodians, and required controls.

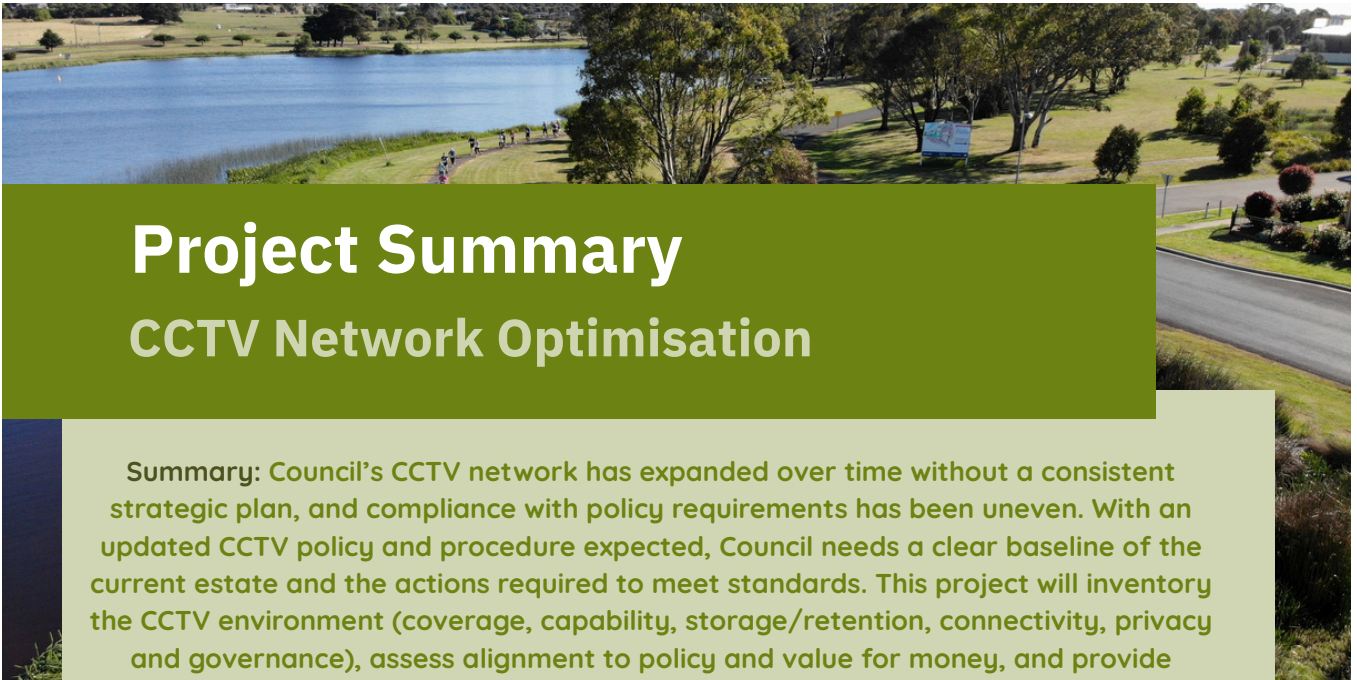
Phase 2 will implement agreed control improvements (access, retention, backup/recovery priorities) and embed governance for ongoing maintenance.

Objective

Improve the efficiency and overall handling and protection of Council information and improve resilience by ensuring data and systems are classified consistently and managed according to risk and business impact. This will support better data management, stronger compliance with records management and cyber security requirements, and more appropriate handling, access and protection based on classification.

Output

Approved classification and criticality framework (including sensitivity labels and criticality criteria), a classified information/data and system register with identified owners/custodians, configured protection and handling controls (for example access and secure sharing settings), updated guidance and awareness materials, and improved compliance with records management and VPDSS requirements.



Project Summary

CCTV Network Optimisation

Summary: Council's CCTV network has expanded over time without a consistent strategic plan, and compliance with policy requirements has been uneven. With an updated CCTV policy and procedure expected, Council needs a clear baseline of the current estate and the actions required to meet standards. This project will inventory the CCTV environment (coverage, capability, storage/retention, connectivity, privacy and governance), assess alignment to policy and value for money, and provide recommendations to support decisions on future camera purpose, placement and coverage. The outcome will be a more efficient, compliant and supportable CCTV network.

Project Lead: Support and Network Engineer

Roadmap year: 2026/27

Category: Outcomes 4

4

Approach

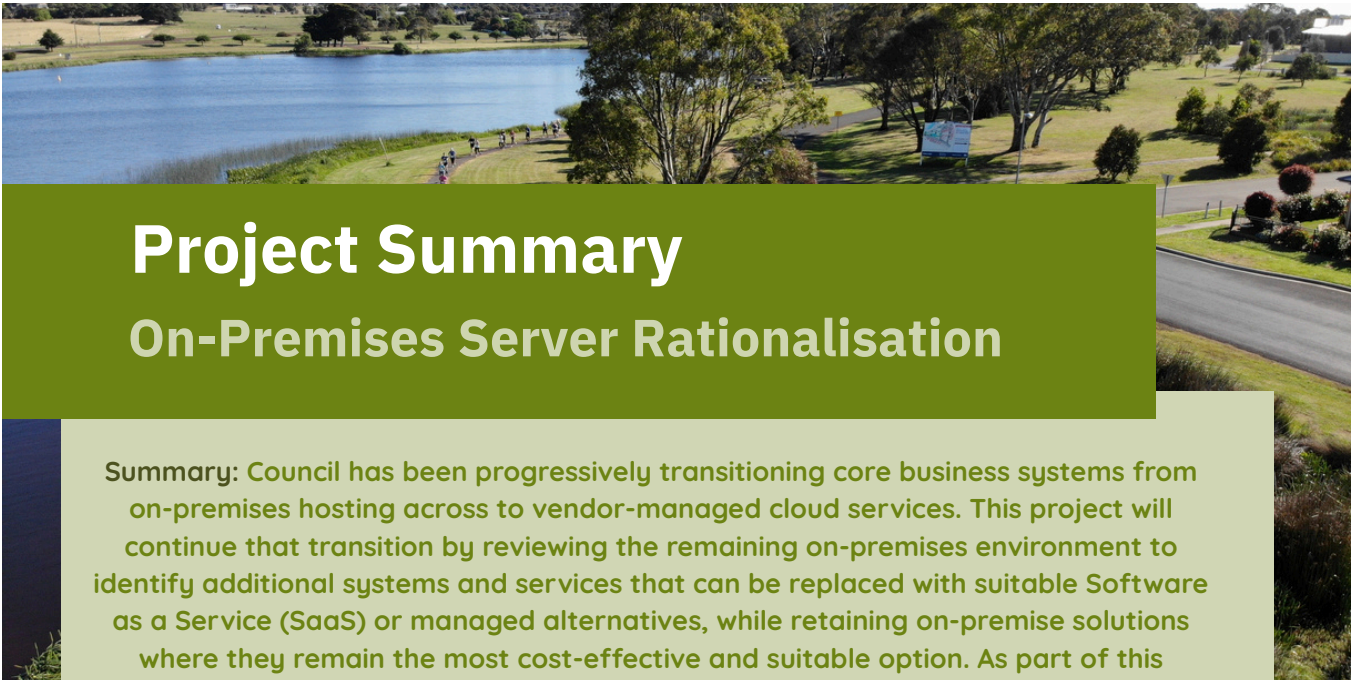
Complete a current-state audit of the CCTV network, including camera inventory and locations, purpose/justification, connectivity, recording platforms, storage capacity, retention settings, monitoring arrangements, access controls, and support processes. Assess compliance against the adopted CCTV policy and procedure (including privacy, signage, approval pathways, and data handling requirements) and identify gaps, risks and quick wins. Provide options and recommendations to the Executive Leadership Team on future CCTV coverage and strategic intent, including rationalisation opportunities and a cost/benefit view. Implement endorsed priority improvements (configuration, standards, monitoring, and remediation), and establish a sustainable governance and request process for future CCTV expansions.

Objective

Improve CCTV effectiveness, compliance and value for money by strengthening oversight of camera deployment, aligning the network to policy requirements, and ensuring the environment is reliable and supportable. This includes planning for camera replacement, establishing cleaning schedules, and identifying opportunities to decommission underutilised or non-compliant cameras.

Output

Current-state CCTV inventory and compliance assessment; updated CCTV camera locations in POZI; documented gaps, risks and prioritised recommendations; Executive Leadership Team decisions on long-term CCTV purpose, coverage and location strategy; an endorsed optimisation and rationalisation plan, including replacement planning, cleaning schedules, cost/benefit considerations, and opportunities to decommission underutilised or non-compliant cameras; implemented priority remediation and configuration improvements; and updated standards, governance and support procedures.



Project Summary

On-Premises Server Rationalisation

Summary: Council has been progressively transitioning core business systems from on-premises hosting across to vendor-managed cloud services. This project will continue that transition by reviewing the remaining on-premises environment to identify additional systems and services that can be replaced with suitable Software as a Service (SaaS) or managed alternatives, while retaining on-premise solutions where they remain the most cost-effective and suitable option. As part of this project, the cloud assessment component is limited to identifying and documenting further migration opportunities; delivery of any future cloud migrations is out of scope and would be progressed through separate, approved initiatives. The work will also rationalise and decommission legacy servers, review and reduce local data storage, and confirm the future-state server and storage design required to support Council's needs. The intended outcome is a small, well-managed on-premises footprint that minimises administration and cost overheads, and improves disaster recovery and business continuity through greater reliance on vendor-managed platforms where appropriate.

Project Lead: Systems Administrator

Roadmap year: 2026/27

Category: Outcomes 4

4

Approach

Complete an inventory of current servers, workloads and local storage, confirm business requirements, dependencies and data sensitivity, and assess each workload against clear criteria (fit for SaaS/managed service, cost, risk, performance, compliance, and vendor support). Define the target future-state hosting model and minimum on-premises footprint, including updated server, storage and connectivity requirements and alignment to backup, disaster recovery and business continuity objectives. Execute a staged program of remediation, migration and decommissioning, with appropriate testing, documentation, and handover to operational support.

Objective

Reduce operational overhead and improve resilience by minimising Council's on-premises server and storage footprint, transitioning suitable workloads to vendor-managed cloud services, and ensuring the remaining on-premises environment is fit for purpose and cost-effective.

Output

Current-state server, workload and storage inventory; workload assessment and target-state hosting design (including agreed criteria and on-premises footprint); a prioritised migration and decommissioning plan; decommissioned legacy servers and reduced local storage where appropriate; migrated workloads to SaaS/managed platforms where suitable; and updated operational, backup and recovery documentation.



Project Summary

CoOp Cyber Security Compliance Improvement Plan

Summary: Working with our CoOp partner councils, Council will participate in a coordinated review of Essential Eight (E8) cyber security maturity and compliance. An independent external provider will also be engaged to support auditing and validation, and these findings will be combined with other relevant assurance activities to establish a shared baseline across the partner councils. The outcome will be a practical, prioritised improvement plan that can be delivered collaboratively, followed by implementation of the agreed recommendations to uplift cyber security controls, improve compliance, and reduce risk in a cost-effective and supported manner.

Project Lead: Coordinator IT Services

Roadmap year: 2026/27

Category: Outcomes 3

3

Approach

Agree the scope, assessment method and evidence requirements for the E8 review across the CoOp councils. Coordinate external auditing and internal self-assessments, consolidate findings to establish a shared baseline, and identify common gaps, priority risks and quick wins. Develop a joint improvement plan with prioritised recommendations, cost estimates (where practicable), owners and timeframes, then progress implementation in a coordinated way across councils, tracking delivery and maturity uplift over time.

Objective

Improve Essential Eight (E8) cyber security maturity and compliance, and reduce organisational risk, through a coordinated multi-council assessment and a cost-effective, prioritised uplift program. This will help establish a clearer shared baseline, strengthen assurance over current controls, and support more consistent and practical security improvements across participating councils.

Output

Consolidated E8 assessment baseline (including external audit findings), gap and risk analysis, and an endorsed multi-council improvement plan with prioritised actions, owners, indicative costs and timeframes. This will also include coordinated tracking of uplift activities and progress over time to demonstrate maturity improvement, support shared assurance, and guide future cyber security investment and planning.



Project Summary

AI Adoption Strategy

Summary: Council will develop a practical AI Adoption Strategy to guide the safe, ethical and value-focused use of Generative Artificial Intelligence (Gen AI), with an initial focus on Gen AI personal assistance tools that can support staff productivity, service quality and organisational knowledge, before considering how AI can be expanded into more system-based tools that improve customer service and internal service delivery.

SGSC has established an AI workgroup to explore emerging Gen AI capability, test practical use cases and learn from other organisations' adoption approaches. Council will continue to collaborate across local government and broader sector networks to share resources, align approaches, and remain informed on adoption, compliance, governance and ethical use. The strategy will include capability and readiness surveys, prioritised opportunities for improvement, staff training and guidance, and an internal knowledge base. It will also consider pilots of more substantial system-based AI where appropriate (for example workflow automation, triage and analytics). This staged approach will guide increased use of AI in a controlled way, maintaining privacy, security, records obligations and community trust.

Project Lead: Manager Business Systems and Transformation

Roadmap year: 2026/27

Category: Outcomes 1, 2, 3, and 4



Approach

Confirm Council's AI principles, governance and risk settings, identify and assess priority use cases, engage with internal stakeholders and sector peers, define required platforms, controls and capability uplift, and develop a staged adoption plan including pilots, training, guidance, change management and review points.

Objective

Enable safe, ethical and high-value use of AI to improve productivity, service quality, decision making and risk management, while building organisational capability and identifying practical opportunities to improve both internal services and customer outcomes.

Output

An endorsed AI adoption strategy, a prioritised use case pipeline, governance and guidance materials, capability and readiness findings, and a phased implementation roadmap covering pilots, controls, training and next-step opportunities for broader adoption.



Project Summary

CoOp Records Compliance Framework Improvement Plan

Summary: Working with our CoOp partner councils, the participating councils will undertake a coordinated review of records management compliance against the OVIC VPDSS framework and other relevant records obligations. The work will establish a shared baseline of current maturity, controls, gaps and priority risks, support sector-wide collaboration and shared learning, and produce a practical, prioritised improvement plan that can be progressed in a coordinated and cost-effective way across councils.

Project Lead: Manager Business Systems and Transformation

Roadmap year: 2026/27

Category: Outcomes 3

3

Approach

Agree the scope, review method and evidence requirements for the records compliance assessment across participating councils, with reference to the OVIC VPDSS framework and related records management obligations. Coordinate current-state reviews, self-assessments and supporting evidence collection, consolidate findings to establish a shared baseline, and identify common gaps, priority risks and quick wins. Develop a joint improvement plan with prioritised recommendations, owners, indicative timeframes and implementation considerations, then support coordinated progression of agreed actions, tracking uplift over time and sharing learning, tools and approaches across councils.

Objective

Improve records management compliance and reduce information governance risk through a coordinated multi-council assessment and a practical, prioritised uplift program. This will help establish a clearer shared baseline, strengthen assurance over current records controls and practices, and support more consistent and sustainable compliance improvements across participating councils.

Output

Consolidated records compliance baseline findings, gap and risk analysis, and an endorsed multi-council improvement plan with prioritised actions, responsibilities, indicative timeframes and implementation considerations. This will also include coordinated tracking of compliance uplift activities and progress over time to demonstrate improvement, support shared assurance, and guide future records and information management planning.



Project Summary External Cyber Auditing

Summary: Council will engage an external cyber security specialist, in coordination with our partnered CoOp councils, to independently assess Essential Eight (E8) maturity and validate control effectiveness. The engagement will include an E8 audit (with evidence checks) and penetration testing, with results compared to Council's self-assessment and aligned to the broader CoOp Cyber Security Compliance Improvement Plan. Delivering this work collaboratively will support cost efficiencies, shared learning outcomes and a more consistent understanding of common gaps, risks and priority improvements across participating councils.

Project Lead: Manager Business Systems and Transformation

Roadmap year: 2026/27

Category: Outcomes 3

3

Approach

Confirm scope, systems in scope and evidence requirements, and coordinate the engagement in a way that aligns with the broader CoOp Cyber Security Compliance Improvement Plan and participating CoOp councils where practical. Complete E8 control testing and penetration testing, validate findings and risk ratings with stakeholders, and use the results to support shared learning and a more consistent understanding of common issues and improvement priorities. Then agree a prioritised remediation plan with owners and timeframes, and schedule follow-up validation for priority items where feasible.

Objective

Provide independent assurance of Council's cyber security controls and E8 maturity, and produce a clear, risk-based set of actions that reduces cyber risk and improves compliance over time. Delivered in alignment with partnered CoOp councils, this will also support cost efficiencies, shared learning and more consistent uplift planning across councils.

Output

E8 audit and penetration test report; confirmed maturity ratings and evidence notes; risk-rated findings and prioritised recommendations; and an endorsed remediation roadmap (including follow-up validation where required). The findings will also inform the wider CoOp cyber security uplift work by supporting shared assurance, cross-council learning and coordinated future planning.

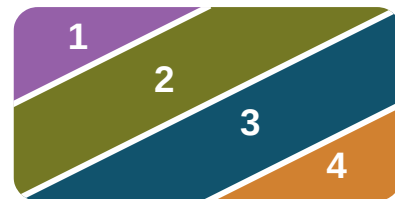


Summary: The Continuous Improvement (CI) Program supports measurable, ongoing uplift by delivering small improvements, facilitating value stream mapping (VSM) projects, and building staff capability. The program will work with business areas to identify and prioritise opportunities, reduce manual effort and rework, and improve process consistency and customer outcomes. It includes training and coaching to embed CI methods into day-to-day work and support leaders to endorse and resource delivery.

Project Lead: Continuous Improvement Lead

Roadmap year: 2026/27

Category: Outcomes 1, 2, 3 and 4



Approach

Establish and maintain a prioritised CI pipeline across the organisation, combining smaller incremental improvements with larger VSM initiatives. Facilitate workshops to map current processes, identify waste, delays and rework, and produce practical recommendations with benefits and feasibility assessment. Support leaders and executives to endorse priorities and allocate resources, then coordinate delivery of or support, approved improvements with appropriate change management, communications and measurement. Deliver CI training and coaching to build internal capability and embed CI tools and behaviours into everyday work.

Objective

Improve service delivery and organisational performance by embedding continuous improvement, enabling teams to implement practical changes, and delivering better outcomes for the community through more efficient and consistent processes.

Output

A prioritised CI pipeline; completed incremental improvements with documented benefits; facilitated VSM engagements with endorsed recommendation lists; implementation support for approved actions; CI training/coaching delivered to staff; and supporting materials such as process maps, standard work, guidance and communications.



Project Summary

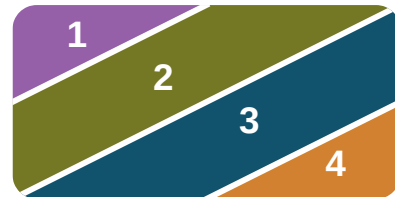
Value Stream Mapping Project – (Year 1)

Summary: Deliver of Council's Value Stream Mapping (VSM) program for a priority service area selected by the Executive Leadership Team (ELT). Using Lean workshops, map the end-to-end process to identify waste, bottlenecks, delays and rework. The outcome will be a practical set of recommendations for leaders and executives to endorse and resource for implementation through the Continuous Improvement pipeline.

Project Lead: Continuous Improvement Lead

Roadmap year: 2026/27

Category: Outcomes 1, 2, 3 and 4



Approach

Confirm the VSM project scope, stakeholders, and success measures, then facilitate VSM workshops to document the current state end-to-end process, handoffs and pain points. Analyse demand, cycle times and key constraints where data is available, and identify waste, bottlenecks and root causes. Develop a set of prioritised recommendations with indicative effort, benefit and dependencies, then present outcomes to leaders for endorsement and resourcing and feed the approved actions into the CI delivery pipeline.

Objective

Establish a clear baseline of the current process and provide decision-ready recommendations that enable Council to improve efficiency, consistency and service outcomes.

Output

Completed current-state value stream map(s) for the selected service area; documented pain points, constraints and opportunities; a prioritised recommendations list with indicative benefits, effort, owners and timeframes; and an agreed set of next-step actions for endorsement and implementation through the CI program.



Project Summary

Centralised Organisational Reporting Platform

Summary: Council reporting has developed in an ad hoc way across multiple tools, creating inconsistent definitions, duplication and variable reuse. This project will confirm priority reporting needs (service, statutory and executive), agree common definitions and establish a governed reporting environment. Council will then deliver a set of high-value dashboards and reports that are actively used, improve visibility of performance and reduce the effort required to produce and maintain reporting.

Project Lead: Business Analyst

Roadmap year: 2027/28

Category: Outcome 3

3

Approach

Consult across Council to confirm priority reporting needs and common definitions, identify and prepare source datasets, and establish governance for how reports, measures and data are managed over time. Build a governed reporting model and workspace, deliver a first set of standard dashboards and reports, and support adoption through training, guidance and clear ownership arrangements.

Objective

Improve decision making and organisational transparency by providing consistent, trusted reporting that is easy to access, understand and maintain. This will support better visibility of performance, reduce duplication and manual reporting effort, and strengthen confidence in the information used for operational, executive and statutory reporting.

Output

Central reporting workspace, standardised dataset and reporting model, an initial suite of organisational dashboards and reports, and supporting governance, ownership and guidance materials for ongoing reporting development, maintenance and consistent use.



Project Summary

Data Governance Framework

Implementation

Summary: Council does not currently have an established, organisation-wide approach to data governance. This project will develop and implement a practical framework that sets clear ownership, standards and controls to ensure the data Council collects and maintains is accurate, consistent and fit for purpose. Improving data quality will strengthen evidence-based decision making, reduce rework and manual reconciliation, and lower the administrative overhead created by unmanaged or poorly managed data.

Project Lead: Systems Administrator - Spatial and Assets

Roadmap year: 2027/28

Category: Outcome 3

3

Approach

Define governance roles and decision rights (data owners and custodians), establish standards for key datasets, implement a data register and quality measures, and assess current data issues, risks and priority improvement areas. Embed governance into reporting, system change and data maintenance processes, and support adoption through guidance, training and clear accountability arrangements.

Objective

Increase trust in Council data by clarifying ownership and improving the consistency, quality and management of core datasets used for decisions and reporting. This will support more reliable operational and executive reporting, reduce rework and manual reconciliation, and strengthen confidence in the information used across the organisation.

Output

Data governance framework (roles, standards and processes), data register for priority datasets, baseline data quality measures, defined ownership and stewardship responsibilities, and communication, guidance and awareness materials to support ongoing governance and improvement.



Project Summary

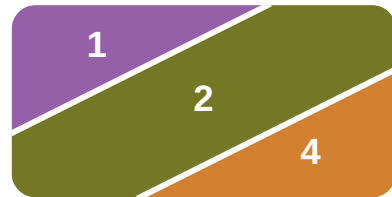
Business Process Workflow and Automation

Summary: Council's workflow and automation solutions have grown over time across multiple platforms. This project will review the current portfolio and consolidate delivery into a preferred platform with clearer standards, reusable components and a supportable operating model. It will prioritise workflows that reduce manual handling, improve consistency and make day-to-day tasks easier for staff, with appropriate governance and information protection controls. Where suitable, AI-assisted features may be incorporated to improve productivity (for example drafting, summarisation and triage), aligned to Council policy and controls.

Project Lead: Coordinator Digital Transformation

Roadmap year: 2027/28

Category: Outcomes 1, 2 and 4



Approach

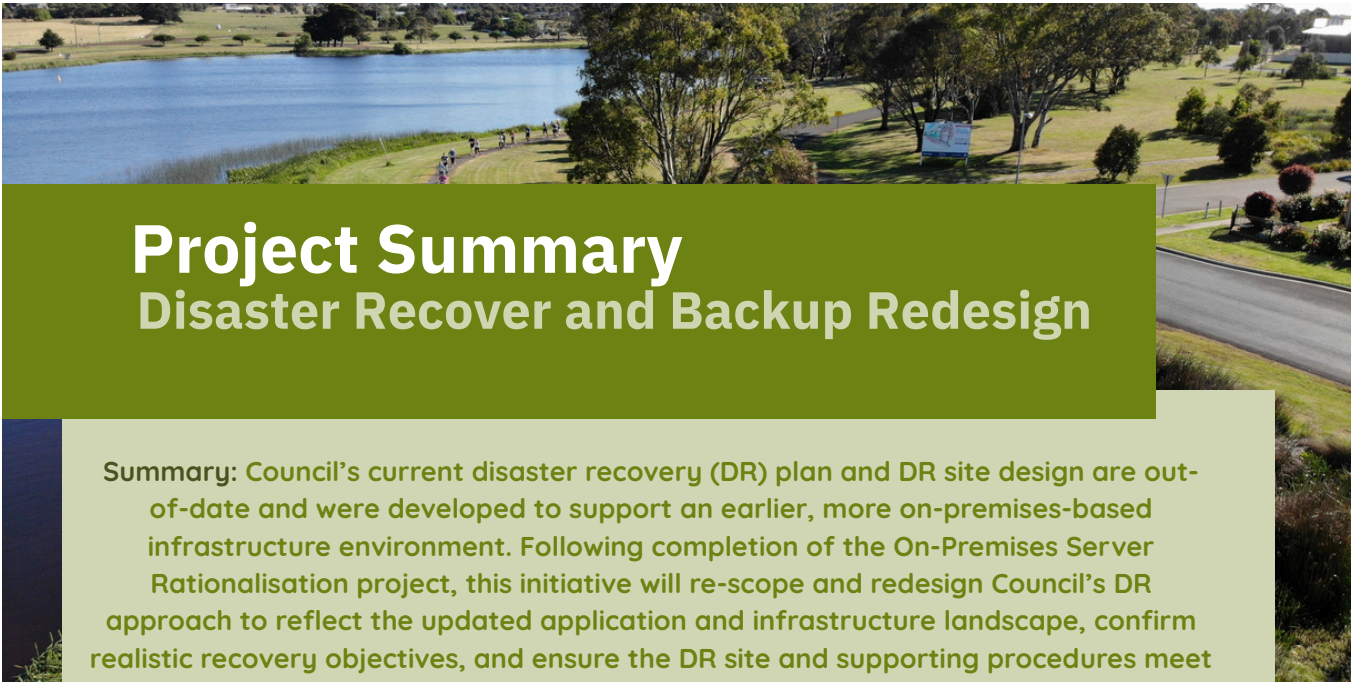
Complete a discovery and rationalisation of existing workflows and automations, identify priority business processes and pain points, and confirm which processes should be delivered through core business systems versus an in-house workflow platform. Define the target architecture, standards and reusable components for the chosen workflow platform (including security, data, environments, support model and governance), then deliver a prioritised pipeline of workflows and automations with user testing, training and change management. Where appropriate, incorporate AI-enabled capabilities (for example assisted triage, drafting, summarisation and knowledge prompts), aligned to Council governance and information protection requirements.

Objective

Improve customer and staff experience by reducing manual work, increasing process consistency, and speeding up end-to-end service delivery. This will support more efficient internal workflows, clearer handoffs and approvals, and more timely, reliable service outcomes.

Output

Rationalised workflow and automation portfolio agreed target platform and governance approach, a prioritised delivery backlog, implemented workflows/automations for selected processes, and supporting standards, guidance and measures for time/effort savings (including any approved AI-enabled capabilities).



Project Summary

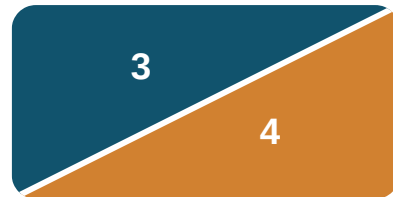
Disaster Recover and Backup Redesign

Summary: Council's current disaster recovery (DR) plan and DR site design are out-of-date and were developed to support an earlier, more on-premises-based infrastructure environment. Following completion of the On-Premises Server Rationalisation project, this initiative will re-scope and redesign Council's DR approach to reflect the updated application and infrastructure landscape, confirm realistic recovery objectives, and ensure the DR site and supporting procedures meet current and future operational needs. In parallel, Council will review backup solutions and coverage across remaining on-premises workloads, cloud services (including Microsoft 365), and other critical platforms to ensure protection is consistent, cost-effective and fit for purpose.

Project Lead: Systems Administrator

Roadmap year: 2027/28

Category: Outcomes 3 and 4



Approach

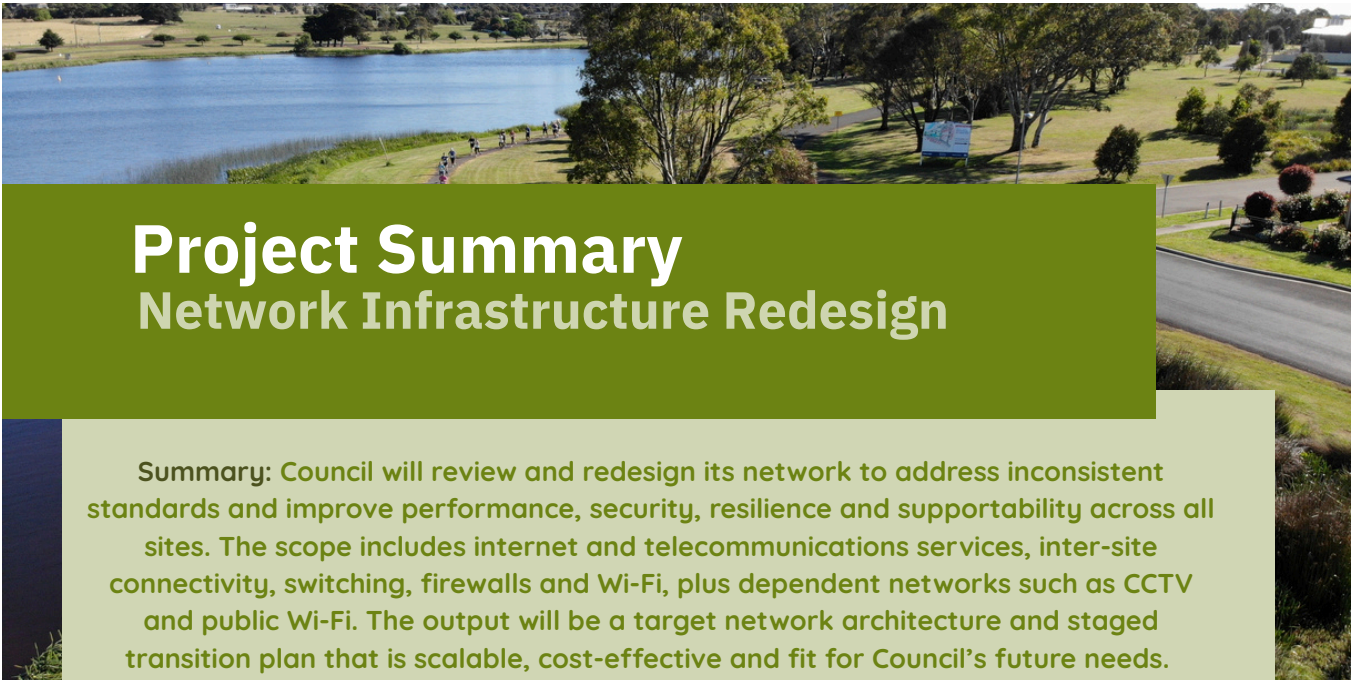
Confirm scope and dependencies with the On-Premises Server Rationalisation outcomes, then review the current DR plan, DR site design, backup architecture and coverage. Define target recovery objectives (RTO/RPO) for priority systems and services, informed by system criticality and business impact. Redesign the DR operating model and technical architecture to suit the future-state environment (including network, identity, connectivity, and any remaining on-premises infrastructure), and update backup and retention approaches for on-premises workloads, cloud services and Microsoft 365. Test restores and end-to-end recovery scenarios, update runbooks and monitoring/alerting, and establish an ongoing testing and assurance schedule to keep DR documentation current.

Objective

Improve Council resilience by modernising the disaster recovery and backup arrangements so they align to the future-state environment, provide reliable recovery for priority services, reduce recovery risk during outages or major incidents, and ensure backup and recovery controls remain practical, sustainable and cost-effective.

Output

Updated and endorsed DR plan and recovery runbooks; redesigned DR site and supporting architecture aligned to the future-state server and network environment; reviewed and improved backup solution coverage for remaining on-premises workloads, cloud services and Microsoft 365; validated restore and recovery testing results for priority systems; and an agreed ongoing DR/backup testing and assurance schedule.



Project Summary

Network Infrastructure Redesign

Summary: Council will review and redesign its network to address inconsistent standards and improve performance, security, resilience and supportability across all sites. The scope includes internet and telecommunications services, inter-site connectivity, switching, firewalls and Wi-Fi, plus dependent networks such as CCTV and public Wi-Fi. The output will be a target network architecture and staged transition plan that is scalable, cost-effective and fit for Council's future needs.

Project Lead: Support and Network Engineer

Roadmap year: 2027/28

Category: Outcome 4

4

Approach

Complete a current-state assessment of Council's network design, including site connectivity, telecommunications and internet services, switching, firewalls, Wi-Fi, and the connectivity requirements of key dependent networks such as CCTV and public Wi-Fi. Confirm performance, coverage, security, resilience and support constraints, assess current contracts and architecture, and define the target network architecture and standards. Provide input into Network Business Continuity for Councils Disaster Recovery Plan that sets critical site tolerance thresholds and procedures for extended carrier outages. Deliver a staged transition plan, implement priority upgrades and configuration changes, and update documentation, diagrams and monitoring.

Objective

Provide modern, secure and cost-effective network connectivity across Council sites and services by standardising network architecture, improving resilience and visibility, replacing high-risk ageing network devices, and ensuring the network reliably supports users, cloud services and connected devices.

Output

Current-state network assessment and pain points report; target network architecture and standards; reviewed connectivity and telecommunications service options; Accurate Network Business Continuity incorporated into Councils Disaster Recovery Plan, including critical site tolerance thresholds and extended carrier outage procedures; a staged transition and implementation plan; prioritised replacement of high-risk ageing network devices; implemented priority upgrades and configuration improvements; and refreshed network documentation, diagrams, monitoring and support procedures.



Project Summary

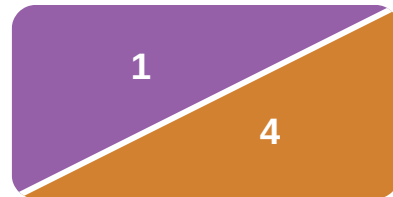
Microsoft 365 Licensing Optimisation

Summary: Undertake a holistic review of Council’s Microsoft licensing across the Microsoft 365 environment to ensure licensing remains fit for purpose as the licensing model evolves. With increasing complexity, frequent product changes, and the introduction of AI capabilities (including Copilot), Council needs a structured way to confirm the most appropriate licence types for different staff roles. This project will review current entitlements and usage, assess licensing requirements by role to ensure staff have the functionality they need, and confirm that security and compliance capabilities are appropriately applied to support both individual users and broader IT service requirements. The work will also identify cost optimisation opportunities (for example, removal of unused licences and reduction of over-licensing) while maintaining required controls and service quality.

Project Lead: Coordinator IT Services

Roadmap year: 2027/28

Category: Outcome 1 and 4



Approach

Analyse licence consumption, assigned entitlements, and feature utilisation across the environment (including security and compliance features). Define a set of role-based licence profiles based on functional needs, risk, and compliance requirements, and validate these profiles with service owners and stakeholders. Assess impacts and requirements relating to Copilot and future Microsoft 365 licensing changes (for example, eligibility, prerequisites, information protection considerations, and adoption readiness). Implement priority licence changes (including removal of inactive accounts, reallocation, or right-sizing), then establish ongoing licensing governance: request and approval process, periodic reviews, monitoring and reporting, and guidance for managers and ICT to support consistent allocation over time.

Objective

Ensure Council staff have the right Microsoft licences for their roles by aligning licensing to functional needs, security and compliance requirements, and actual usage, while optimising costs and establishing sustainable governance for future changes.

Output

Microsoft licensing review and optimisation report (current state, utilisation and cost); agreed role-based licence profiles and allocation principles (including security and compliance considerations); implemented licence changes and clean-up actions; assessment notes and recommendations relating to Copilot licensing/adoption readiness; and an ongoing monitoring, reporting and request/approval process to manage future licensing changes.



Project Summary

Integrated Planning System Review

Summary: Council will review its integrated planning system to confirm it is fit for purpose for managing the Council Plan and related planning, tracking and reporting.

CAMMS is not meeting needs, is inconsistently used, and is costly. Council is not currently getting the best value or capability from this type of system. This project will assess whether CAMMS can be improved and better governed, configured and used, or whether Council should go to market for an easier, more efficient solution that strengthens oversight, reporting and day-to-day management for executives, managers and Council.

Project Lead: Manager Business Systems and Transformation

Roadmap year: 2027/28

Category: Outcomes 1 and 3



Approach

Confirm scope and requirements with key stakeholders, then review current CAMMS use, configuration, governance, workflows, data quality and reporting to understand where the system is not being used effectively or efficiently. Define evaluation criteria (usability, workflow support, reporting, governance, integration effort, vendor support and total cost), and assess whether better configuration, clearer ownership, process alignment and improved user practices could deliver more value from CAMMS. Complete a market scan or go-to-market process, shortlist options and run demos as needed. Provide an options assessment (optimise versus replace) and a recommended path forward, including costs, risks, expected benefits and a high-level transition plan.

Objective

Establish an integrated planning solution that is easy to use, consistently adopted and managed effectively, and that strengthens Council's oversight, management and reporting of the Council Plan and related organisational activities. This will help ensure Council gets better value from CAMMS or its replacement, supports more efficient and effective planning workflows, and makes better use of the system's capability across the organisation.

Output

Current-state review and requirements; evaluation criteria; assessment of current CAMMS capability, usage and improvement opportunities; market scan or go-to-market outcomes and options assessment; recommendation (optimise CAMMS or replace); and a roadmap for next steps including costs, timing, governance, change management and actions to support more effective and efficient system use.



Project Summary

Smart City Strategy and Capability Plan

Summary: Council will develop a Smart City Strategy and Capability Plan to clarify the purpose, value and operating model for smart city activity across Southern Grampians Shire. Council has an existing LoRaWAN IoT network and a range of legacy sensor pilots, but ownership, oversight and ongoing funding are unclear. Some sensors are now business-critical but unmanaged, and much of the collected data is rarely used. The network and devices are also ageing, and community need and executive appetite are not well understood. This project will confirm the preferred direction (optimise, refocus, expand or decommission) and document the outcomes, governance and resourcing required to proceed.

Project Lead: Manager Business Systems and Transformation

Roadmap year: 2027/28

Category: Outcomes 1, 2, 3 and 4



Approach

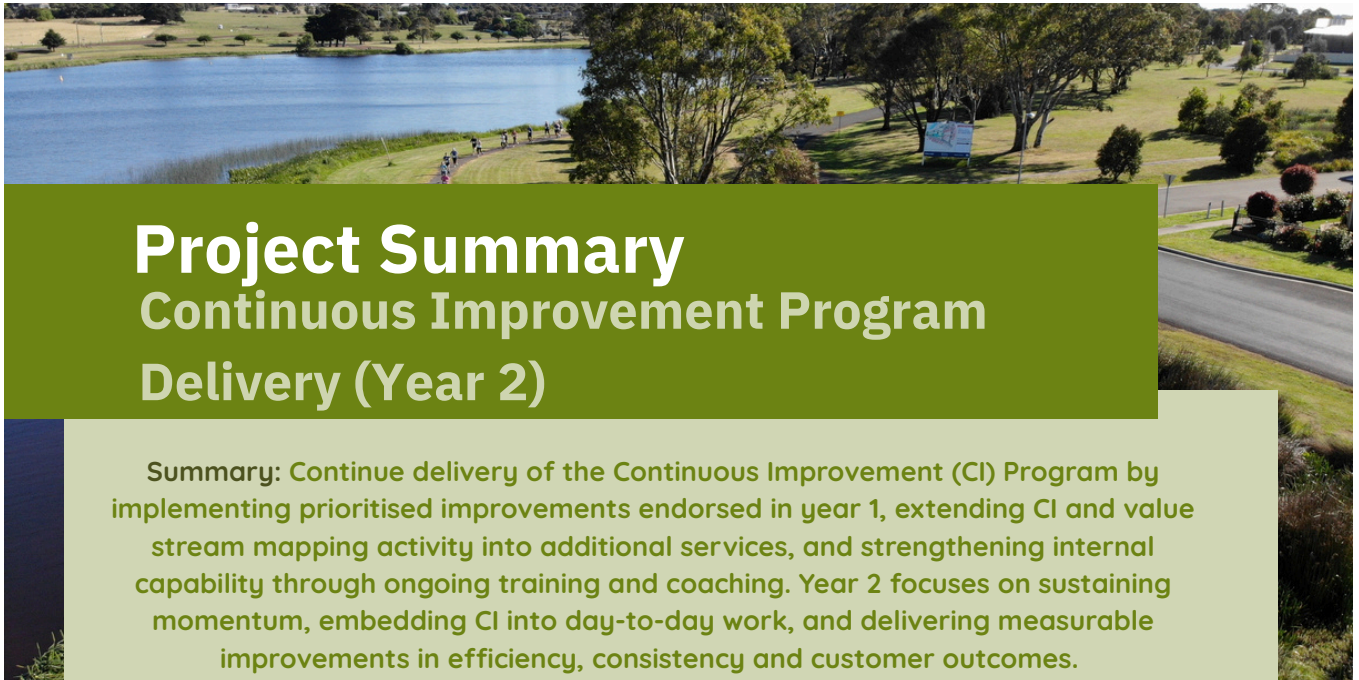
Undertake a current-state review (network coverage, sensor inventory, data use, costs, risks, security/privacy and support). Confirm business-critical sensors and assign ownership. Engage executives and service owners to agree objectives, priority use cases and decision criteria, including any community or partner reliance. Assess future options (optimise/refocus/expand/decommission) and define the preferred operating model, governance and funding. Produce a prioritised roadmap and quick wins, including actions to improve data use and reporting.

Objective

Confirm the future direction and operating model for Council's IoT/smart city capability, with clear ownership, sustainable resourcing and purposeful use of data. This will help ensure smart city investments are aligned to genuine business and community need, are managed in a supportable and cost-effective way, and deliver practical value through better oversight, use and reporting of smart city data.

Output

Smart City Strategy and Capability Plan covering the current state, priority use cases and desired outcomes; an options recommendation (optimise/refocus/expand/decommission); the agreed governance, operating model and resourcing approach; and a phased roadmap with priority actions, indicative implementation considerations, and measures of success to guide future decision making and delivery.



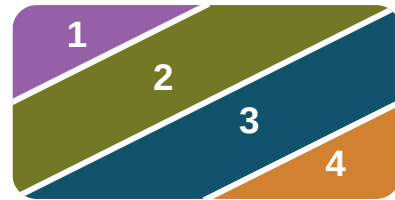
Project Summary Continuous Improvement Program Delivery (Year 2)

Summary: Continue delivery of the Continuous Improvement (CI) Program by implementing prioritised improvements endorsed in year 1, extending CI and value stream mapping activity into additional services, and strengthening internal capability through ongoing training and coaching. Year 2 focuses on sustaining momentum, embedding CI into day-to-day work, and delivering measurable improvements in efficiency, consistency and customer outcomes.

Project Lead: Continuous Improvement Lead

Roadmap year: 2027/28

Category: Outcomes 1, 2, 3 and 4



Approach

Deliver year 2 through a managed CI pipeline, prioritising implementation of endorsed recommendations from year 1 and completing additional VSM engagements where required. Partner with business owners to deliver approved changes, provide change management and communications support, and measure benefits achieved. Continue CI training, coaching and toolkits to embed standard ways of working and strengthen internal capability to identify, prioritise and implement improvements on an ongoing basis.

Objective

Embed continuous improvement and deliver measurable service and efficiency gains by implementing endorsed improvements and scaling CI practices across more services and teams.

Output

Implemented year 2 improvements with documented outcomes and benefits; updated process maps, standard work and guidance; completed additional VSM outputs and endorsed recommendation lists where applicable; CI training/coaching delivered; and a refreshed prioritised pipeline for ongoing delivery.



Project Summary

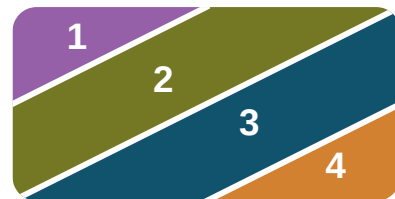
Value Stream Mapping Project (Year 2)

Summary: Deliver year 2 of Council's value stream mapping (VSM) program by progressing implementation of the endorsed recommendations from phase 1 and completing additional VSM engagements for other priority services. The focus is on converting VSM findings into practical improvements that reduce delays and rework and improve customer and staff experience.

Project Lead: Continuous Improvement Lead

Roadmap year: 2027/28

Category: Outcomes 1,2 3 and 4



Approach

Select year 2 focus areas and confirm success measures. Work with business owners to progress implementation of phase 1 recommendations (including benefits tracking and issue management) and facilitate additional VSM workshops to map current processes and identify new opportunities. Produce prioritised, decision-ready recommendation lists for each VSM engagement, secure endorsement and resourcing, and integrate approved actions into the CI delivery pipeline.

Objective

Convert value stream mapping findings into implemented improvements that reduce effort and delays, strengthen process consistency, and improve service outcomes.

Output

Progressed or completed implementation of phase 1 recommendations with documented benefits; additional current-state value stream map(s) for selected services; prioritised recommendation lists with indicative benefits, effort, owners and timeframes; and an updated CI backlog to guide ongoing delivery.

For further information
or to provide feedback
on this Strategy, please
contact:

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2026/27 Business Facade Improvement Program						Panel Assessment Results	
Applicant	Property Address	Town	Description of Works	Total Project Value	Total Amount Recommended	Aggregate % Scored	Comments
Approved							
Hamilton Vetcare	97 French St	Hamilton	Removal of redundant signage structure on roof	\$10,200.00	\$3,000.00	78.66666667	Large old orange metal structure from previous tenant (Video Ezy) will be removed.
Dunkeld Artisan Bakery	109a Parker St	Dunkeld	Handpainted External Wall Sign/Mural in courtyard	\$3,250.00	\$1,625.00	79.33333333	Business has invested in a makeover, this mural will complete their project, highly visible.
Dog on George	7 George St	Hamilton	Arborist / Fencing Screens / Labour	\$10,333.00	\$3,000.00	76	High volume of clients, decorative fencing improves aesthetic and safety for animals and visitors.
J & H Beattie Superannuation Fund	147 Gray St	Hamilton	Verandah Remedial Works	\$16,776.20	\$3,000.00	80	This building has a new tenant (Specsavers), these works by the building owner support the new business/tenant.
The Trustee for Gibbins Family Trust No. 2 t/a The Pitstop Cafe	246 Coleraine Rd	Hamilton	Lighting, Signage	\$10,581.65	\$3,000.00	84.66666667	New business owner who has undertaken significant renovation within the café. Strong community all accessibility.
McClure Plumbing Pty Ltd	62 Whyte St	Coleraine	Landscape	\$6,760.00	\$3,000.00	74.33333333	Central location within Coleraine, bus top adjacent, improves aesthetic.
Hamilton Gymnastics (6 Ducks Pty Ltd)	114 French St	Hamilton	Cleaning & Signage	\$5,246.00	\$2,623.00	83	Will improve building façade immensely

2026/27 Business Facade Improvement Program						Panel Assessment Results	
Applicant	Property Address	Town	Description of Works	Total Project Value	Total Amount Recommended	Aggregate % Scored	Comments
Approved							
Limewood Real Estate	110 Thompson St	Hamilton	Signage / Paintworks	\$4,760.00	\$2,380.00	80	Compliments initial works by new business, has revitalised empty shopfront.
Glenelg Fine Confectionery	99 Whyte St	Coleraine	Paintworks above parapet	\$3,200.00	\$1,600.00	74.66666667	Works to the parapet will join up with the previous heritage style signage works.
The Pet Palace	128 Thompson St	Hamilton	Signage	\$3,920.00	\$1,960.00	76	Follows on from paintworks to the building by the property owner in th previous grant round
Cottrill Plumbing Pty Ltd	26 Martin St	Penshurst	Fascia Works / Paintworks including paint / Signage	\$7,409.60	\$3,000.00	81.66666667	Prominently location, 100 year old family business, heritage building.
Strukta Group	25-27 Peck St	Hamilton	New signage supply and installation	\$5,472.00	\$2,736.00	89	Business relocating and investing in custom iron signage to compliment fence construction business.
Cambos Milk Bar and Takeaway	67A Whyte St	Coleraine	Paintworks	\$1,730.00	\$865.00	80.66666667	Business owner has undertaken works independently over previous years, property is ready for remedial paintworks.
The Speckled Frog	106 Gray St	Hamilton	Cleaning and paintworks	\$1,850.00	\$925.00	75	Prominent location in the CBD, paintworks to front façade will improve presentation.
Grangeburn Office and IT	210 Gray St	Hamilton	Signage	\$9,896.00	\$3,000.00	80	Business missed out in the first round in 2024 and has reapplied.
Totals				\$101,384.45	\$35,714.00		

Planning and Environment Act 1987

Victoria Planning Provisions

and all planning schemes

Amendment VC277

Explanatory report

Overview

Amendment VC277 amends car parking requirements to align car parking rates with demand and reduce the number of car parks required in locations well-served by public transport.

Who is the planning authority?

This amendment has been prepared by the Minister for Planning.

The Minister for Planning is the planning authority for this amendment.

What the amendment does

Amendment VC277 updates car parking rates in accordance with the *Car Parking Requirement Maps* (Department of Transport and Planning, December 2025) (CPR maps). The CPR maps divide all land into four categories of public transport accessibility derived from public transport accessibility data. The changes will result in a reduction in car parking rates in locations well-served by public transport and an overall net reduction in car parking requirements across Victoria.

The amendment changes the Victoria Planning Provisions and all planning schemes by modifying:

- clauses 18.02-3S (Public transport) and 18.02-4S (Roads) to insert the CPR maps as a policy document
- clause 52.06 (Car parking) to:
 - update Table 1 (Car parking requirement) to:
 - consolidate land use groupings and calculations,
 - provide new car parking rates for specified land uses
 - specify minimum and/or maximum car parking rates for each of the four CPR maps categories.
 - insert a permit requirement where a proposal provides more than the maximum car parking rate and specify relevant application requirements and decision guidelines. This is in addition to retaining

- the existing permit requirement where a proposal provides less than the minimum car parking requirement.
- insert a six-month transitional provision.
- make consequential drafting changes to improve the clarity and operation of the provision.
- clause 72.04 Incorporated documents to insert the CPR maps.

The CPR maps will be included as a layer in VicPlan.

Strategic assessment of the amendment

Why is the amendment required?

Action 5 of *Plan for Victoria* Action 5 is to, 'Match car and bike parking requirements and bike facilities with demand' to achieve housing affordability and reduce traffic congestion.

In 2023, Infrastructure Victoria recommended that the Victoria government reform the car parking requirements to improve the choice and affordability of new homes and to mitigate the growing cost of Greater Melbourne's traffic congestion from \$5.5 billion in 2016 to a project \$10.4 billion by 2031.

Victoria's 2035 Emission Reduction Target commits to achieving a greenhouse gas emissions reduction of 75-80 per cent by 2035 and net zero by 2045. In 2021, *Victoria's Zero Emission Vehicle Road Map* identified that cars account for half of transport emissions or approximately 12.2 per cent of Victoria's greenhouse gas emissions. A mode shift was noted as vital to curbing the projected growth of greenhouse gas emissions.

Amendment VC277 implements part of Action 5 of *Plan for Victoria* by matching car parking provision with demand. The amendment will also support housing choice and affordability, reduce congestion and contribute to greenhouse gas emissions reduction.

How does the amendment implement the objectives of planning in Victoria?

The amendment implements the objectives in section 4(1) of the Planning and Environment Act 1987 (the Act). In particular, it supports the objectives:

- a) to provide for the fair, orderly, economic and sustainable use, and development of land;
- c) to secure a pleasant, efficient and safe working, living and recreational environment for all Victorians and visitors to Victoria;
- g) to balance the present and future interests of all Victorians.

The amendment reduces car parking rates proportionate to public transport access to support housing choice and affordability, reduce congestion and contribute to greenhouse gas emissions.

How does the amendment address any environmental, social and economic effects?

The amendment generates social, economic and environmental benefits.

Social benefits

Amendment VC277 will have positive social benefits by supporting the efficient use of land for housing and employment, and facilitating more housing where public transport connectivity is greatest.

Economic benefits

The amendment will have economic benefits by removing the unnecessary cost of providing car parking in association with housing and other developments in areas that are well serviced by public transport.

The amendment will have economic benefits by mitigating the growing cost of Greater Melbourne's traffic congestion.

The amendment will also reduce the time and cost associated with obtaining planning approval to waive or reduce car parking requirements.

Environmental benefits

The amendment will have positive environmental effects by incentivising commuters to shift from cars to more sustainable forms of transport in locations that have good access to public transport. The reforms will also support Victoria meeting emissions reduction targets.

How does the amendment consider climate change?

Ministerial Direction 22 (Climate Change Consideration), specifies that a planning authority must have regard to the following matters in preparing a planning scheme or an amendment to a planning scheme in accordance with section 12(2A) of the *Planning and Environment Act 1987*:

- prepare a planning scheme
- rezone land from a non-urban zone to an urban zone
- enable a significant change to, intensification of the use and development of urban land
- enable a new use and development of land that may be exposed to a natural hazard that arises from, or is likely to arise from, the impacts of climate change.

The amendment does not include a matter to which Ministerial Direction 22 applies.

Does the amendment address relevant bushfire risk?

The amendment will not increase the risk of life, property, community infrastructure and the natural environment from bushfire.

Does the amendment comply with the requirements of any other Minister's Direction applicable to the amendment?

Amendment VC277 complies with relevant Ministerial Directions issued under section 12 of the Act.

This explanatory report has been prepared in accordance with *Ministerial Direction No.11 Strategic Assessment of Amendment*. The amendment is consistent with this direction which ensures a comprehensive strategic evaluation of a planning scheme amendment and the outcomes it produces.

The amendment complies with the *Ministerial Direction on the Form and Content of Planning Schemes* issued under section 7(5) of the Act.

How does the amendment support or implement the Planning Policy Framework and any adopted State policy?

The amendment supports the implementation of the Planning Policy Framework (PPF) by integrating land use and transport, minimising car dependency and increasing the proportion of trips made by public transport.

Relevant objectives and strategies include:

- Clause 18.01-1S (Land use and transport integration)
 - To facilitate access to social, cultural and economic opportunities by effectively integrating land use and transport.
 - Plan the use of land adjacent to the transport system having regard to the current and future development and operation of the transport system.
 - Support urban development that makes jobs and services more accessible by taking advantage of all available modes of transport.
- Clause 18.01-2S (Transport system)
 - To facilitate the efficient, coordinated and reliable movement of people and goods by developing an integrated and efficient transport system.
- Clause 18.01-3S (Sustainable and safe transport)
 - To facilitate an environmentally sustainable transport system that is safe and supports health and wellbeing.

- Design development to promote walking, cycling and the use of public transport, in that order, and minimise car dependency.
- Clause 18.02-3S (Public transport)
 - To facilitate an efficient and safe public transport network and increase the proportion of trips made by public transport.
- Clause 18.02-4S (Roads)
 - To facilitate an efficient and safe road network that integrates all movement networks and makes best use of existing infrastructure.
 - Allocate land for car parking considering the existing and potential mode of access including public transport.
- Clause 16.01-1S (Housing supply)
 - To facilitate well-located, integrated and diverse housing that meets community needs.
 - Encourage higher density housing development on sites that are well located in relation to jobs, services and public transport.

Is the amendment consistent with the delivery of the relevant housing target set out in the Planning Policy Framework?

The amendment supports housing affordability and higher density housing in areas close to jobs, services and public transport as reducing car parking requirements will have a direct impact on the cost of housing.

Does the amendment make proper use of the Victoria Planning Provisions?

The amendment makes proper use of the *Victoria Planning Provisions* by improving the alignment of the car parking rates with public transport accessibility.

How does the amendment address the views of any relevant agency?

No agencies were consulted in preparing the amendment.

Does the amendment address relevant requirements of the Transport Integration Act 2010?

Amendment VC277 improves the alignment of the *Victoria Planning Provisions* with the objectives and requirements of the *Transport Integration Act 2010* by aligning car parking requirements with access to public transport and supporting active forms of transport.

The amendment has addressed the following key Transport System objectives in the *Transport Integration Act 2010*:

- Social and economic inclusion: the amendment supports social and economic inclusion by aligning the car parking rates with access to public transport to support a modal shift in areas with high access to public transport.
- Economic prosperity: the amendment to car parking is based on the modelling of access to efficient public transport across Victoria.
- Environmental sustainability: the amendment promotes the efficient and sustainable use of the transport system in Victoria by encouraging a modal shift and reducing traffic congestion.
- Integration of transport and land use: the amendment supports the integration of land use and transport planning by ensuring that the rate of car parking is aligned with access to public transport.
- Efficiency, coordination and reliability: the amendment supports the efficient use of the transport system within Victoria.

How does the amendment have regard to the principles set out in the *Yarra River Protection (Wilip-gin Birrarung murrong) Act 2017* in relation to Yarra River land and other land, the use or development of which may affect Yarra River land?

The amendment supports the principles of the *Yarra River Protection (Wilip-gin Birrarung murrong) Act 2017* by providing an environmental benefit of reduced greenhouse gas emissions that may impact on the Yarra River and environs.

Resource and administrative costs

What impact will the new planning provisions have on the resource and administrative costs of the responsible authority?

The amendment will have a negligible impact on the administrative costs and resources required by the responsible authority. The amendment will reduce the number of planning applications for car parking waivers and reductions.

Where you may inspect this amendment

The amendment is available for public inspection, free of charge, by appointment only at the following places:

Barwon South West/Grampians Region

- Geelong office, Level 4, 27 Brougham Street, GEELONG VIC 3220 (by appointment only)
- Ballarat office, Level 3, 101 Armstrong Street Nth, BALLARAT VIC 3350

Loddon Mallee / Hume Region

- Bendigo office, Galkangu – BendigoGovHub, 189-229 Lyttleton Terrace, BENDIGO VIC 3550
- Wangaratta office, Level 1, 62 Ovens Street, WANGARATTA VIC 3676

Gippsland Region

- 71 Hotham Street, TRARALGON VIC 3844

The amendment can also be inspected free of charge at the Department of Transport and Planning website at planning.vic.gov.au/public-inspection or by contacting the office on 1800 789 386 to arrange a time to view the amendment documentation.

Council Meeting - 8 September 2026 Attachments - Agenda

7/22/26, 11:56 AM

Re: [EXTERNAL] [SEC=OFFICIAL] FW: Parking Overlay Schedule - Scott Elliott - Outlook

Regards,

Mark

Mark Rowntree
Senior Planner | Planning Systems
State Planning Policy
Department of Transport and Planning
Level 16, 1 Spring Street, Melbourne, Victoria, 3000
T: 03 5381 9475 | E: mark.rowntree@transport.vic.gov.au

I work flexible hours and I am sending this message now because it suits me. I do not expect you to read, action or respond outside of your normal work hours.



I acknowledge the Traditional Owners of Country throughout Victoria, and pay my respect to them, their culture and their Elders past and present.

From: Planning Systems (DTP) <Planning.Systems@transport.vic.gov.au>
Sent: Tuesday, 7 July 2026 11:43 AM
To: Mark E Rowntree (DTP) <mark.rowntree@transport.vic.gov.au>
Subject: FW: Parking Overlay Schedule
Importance: High

Hi Mark,

Please see the request below from Southern Grampians Shire Council.

Regards,
Celeste

Statutory Planning Systems
Department of Transport and Planning
1 Spring Street, Melbourne, VIC 3000
W dtp.vic.gov.au



From: Scott Elliott <scelliott@sthgrampians.vic.gov.au>
Sent: Tuesday, 7 July 2026 11:35 AM
To: Planning Systems (DTP) <Planning.Systems@transport.vic.gov.au>
Cc: Rory Neeson <rneeson@sthgrampians.vic.gov.au>; Daryl Adamson <daadamson@sthgrampians.vic.gov.au>; Anita Collingwood <acollingwood@sthgrampians.vic.gov.au>
Subject: Parking Overlay Schedule
Importance: High

Good morning

Further to Stuart Menzies email to Council on the 1st of July 2026, Council can advise that it wishes to have the Parking Overlay and Schedule 1 (Hamilton Central Activity District to the overlay) removed from the Southern Grampians planning scheme.

The time required for council endorsement of the subsequent amendment would be one to two months to allow for councillors to be briefed on the amendment; preparation of the officer's report recommending Council endorse the amendment and for subsequent minutes of Council meeting to be verified.

Please do not hesitate to contact me should you have any further queries relating to the matter.

Regards

Scott Elliott
Principal Strategic Planner
Southern Grampians Shire Council

1 Market Place, Hamilton, Victoria 3300
☎ [+61355514333](tel:+61355514333)



Council Meeting - 8 September 2026 Attachments - Agenda

7/22/26, 11:56 AM

Re: [EXTERNAL] [SEC=OFFICIAL] FW: Parking Overlay Schedule - Scott Elliott - Outlook

✉ scelliott@sthgrampians.vic.gov.au
www.sthgrampians.vic.gov.au



Southern Grampians Shire Council acknowledges that our Shire is on the traditional lands of the Gunditjmara, Tjap Wurrung, Jardwadjali and Buandig people. We recognise the important ongoing role that Aboriginal and Torres Strait Islander people have in our community and pay our respects to their Elders, past, present and emerging.

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Planning and Environment Act 1987

Victoria Planning Provisions

and all planning schemes

Amendment VC311

Explanatory report

Overview

Amendment VC311 amends clause 45.09 (Parking Overlay) to align with the changes made to clause 52.06 (Car parking) by Amendment VC277 in December 2025 as part of the car parking reforms. The amendment also makes consequential changes to clause 52.06.

Who is the planning authority?

This amendment has been prepared by the Minister for Planning.

The Minister for Planning is the planning authority for this amendment.

What the amendment does

The amendment changes the *Victoria Planning Provisions* (VPP) and all planning schemes by:

- Amending clause 45.09 (Parking Overlay) to require minimum and maximum car parking requirements specified in the Parking Overlay schedule to be based on the land categories identified in the *Car Parking Requirement Maps* (Department of Transport and Planning, 2025) (CPR maps) incorporated by Amendment VC277.
- Making consequential amendments to:
 - clause 52.06 (Car parking) to clarify:
 - that clause 52.06-5 applies to the calculation of a car parking requirement specified in a Parking Overlay schedule
 - the relationship between car parking requirement specified in a Parking Overlay schedule for a use for which a requirement is also specified in Table 1 to clause 52.06-5.
 - 'Transitional provision C' in clause 52.06-12.

Strategic assessment of the amendment

Why is the amendment required?

The amendment is required to ensure local car parking requirements applied through the Parking Overlay:

- are based on the land categories identified in the CPR maps so they are aligned with the operation of the state-wide car parking requirements introduced by Amendment VC277
- do not increase the state-wide car parking requirements.

The CPR maps were developed using the 'Public Transport Accessibility Level' (PTAL) methodology which determines a 'PTAL score' by calculating walk times to public transport stops or stations, number of services and the reliability of each service mode. The CPR map land categories (Categories 1 to 4) are based on the PTAL score. More information on the CPR maps, PTAL and car parking requirements is available online at planning.vic.gov.au.

The Parking Overlay schedule template in the *Ministerial Direction on the Form and Content of Planning Schemes* has also been amended to provide directions on drafting car parking requirements based on the CPR maps.

Existing car parking requirements in Parking Overlay schedules will continue to apply until they are updated to comply with the new schedule template.

How does the amendment implement the objectives of planning in Victoria?

The amendment implements the objectives in section 4(1) of the Planning and Environment Act 1987 (the Act). In particular, it supports the objectives:

- a) To provide for the fair, orderly, economic and sustainable use, and development of land;
- c) to secure a pleasant, efficient and safe working, living and recreational environment for all Victorians and visitors to Victoria;
- g) to balance the present and future interests of all Victorians.

By ensuring that the Parking Overlay is aligned with the recent changes to clause 52.06, the amendment supports the efficient and correct functioning of the VPP to implement the objectives of planning in Victoria.

How does the amendment address any environmental, social and economic effects?

The changes to the Parking Overlay and schedule will ensure that local car parking requirements applied through the overlay are based on the CPR maps and do not increase the state-wide car parking requirements introduced by Amendment VC277.

This is expected to generate positive social, economic and environmental benefits by ensuring local car parking requirements:

- reduce the amount of car parking required to be provided in areas which high-quality access to public transport
- support the efficient use of land for housing and employment, and facilitating more housing
- reduce unnecessary costs associated with providing car parking
- contribute to growing financial and environmental cost of traffic congestion.
- incentivise commuters to shift from cars to more sustainable forms of transport
- support Victoria meeting emissions reduction targets.

How does the amendment consider climate change?

Ministerial Direction 22 (Climate Change Consideration), specifies that a planning authority must have regard to the following matters in preparing a planning scheme or an amendment to a planning scheme in accordance with section 12(2A) of the *Planning and Environment Act 1987*:

- prepare a planning scheme
- rezone land from a non-urban zone to an urban zone
- enable a significant change to, intensification of the use and development of urban land
- enable a new use and development of land that may be exposed to a natural hazard that arises from, or is likely to arise from, the impacts of climate change.

The amendment does not include a matter to which Ministerial Direction 22 applies.

Does the amendment address relevant bushfire risk?

The amendment will not increase the risk of life, property, community infrastructure and the natural environment from bushfire because it does not remove any existing bushfire requirements within the VPP.

Does the amendment comply with the requirements of any other Minister's Direction applicable to the amendment?

Amendment VC311 complies with relevant directions issued under section 12 of the Act.

This explanatory report has been prepared in accordance with *Ministerial Direction No.11 Strategic Assessment of Amendment*. The amendment is consistent with this direction which ensures a comprehensive strategic evaluation of a planning scheme amendment and the outcomes it produces.

The amendment complies with the *Ministerial Direction on the Form and Content of*

Planning Schemes issued under section 7(5) of the Act.

How does the amendment support or implement the Planning Policy Framework?

The amendment supports the implementation of the Planning Policy Framework (PPF) by updating the VPP to help support the integration of land use and transport, reduce car dependency, and increase the proportion of trips made by public transport.

Relevant objectives and strategies include:

- Clause 16.01-1S (Housing supply)
- To facilitate well-located, integrated and diverse housing that meets community needs.
- Encourage higher density housing development on sites that are well located in relation to jobs, services and public transport.
 - Clause 18.01-1S (Land use and transport integration)
 - To facilitate access to social, cultural and economic opportunities by effectively integrating land use and transport.
 - Plan the use of land adjacent to the transport system having regard to the current and future development and operation of the transport system.
 - Support urban development that makes jobs and services more accessible by taking advantage of all available modes of transport.
- Clause 18.01-2S (Transport system)
 - To facilitate the efficient, coordinated and reliable movement of people and goods by developing an integrated and efficient transport system.
- Clause 18.01-3S (Sustainable and safe transport)
 - To facilitate an environmentally sustainable transport system that is safe and supports health and wellbeing.
 - Design development to promote walking, cycling and the use of public transport, in that order, and minimise car dependency.
- Clause 18.02-3S (Public transport)
 - To facilitate an efficient and safe public transport network and increase the proportion of trips made by public transport.
- Clause 18.02-4S (Roads)

- To facilitate an efficient and safe road network that integrates all movement networks and makes best use of existing infrastructure.
- Allocate land for car parking considering the existing and potential mode of access including public transport.

How does the amendment support or implement any relevant strategic plan or policy statement adopted by a Minister, government department or public authority?

Amendment VC311 supports *Plan for Victoria* Action 5 'Match car and bike parking requirements and bike facilities with demand' by ensuring that local car parking requirements applied through the Parking Overlay are based on the CPR maps and do not increase the state-wide car parking requirements introduced by Amendment VC277.

Reduced car parking in areas with high-quality access to public transport helps reduce traffic congestion, the cost of housing and to businesses, and emissions.

Is the amendment consistent with the delivery of the relevant housing target set out in the Planning Policy Framework?

The amendment supports housing affordability and higher density housing in areas close to jobs, services and public transport as reducing car parking requirements will have a direct impact on the cost of housing.

How does the amendment balance any competing policy objectives or strategies?

There are no competing policy objectives in respect of amendment VC311.

The amendment does not change any existing car parking requirements specified in existing Parking Overlay schedules. Amendment VC311 ensures that any future local car parking requirement applied through the Parking Overlay is based on the CPR maps and does not increase the state-wide car parking requirements introduced by Amendment VC277.

Does the amendment make proper use of the VPP?

The amendment makes proper use of the VPP by ensuring proper alignment between clause 52.06 and the Parking Overlay.

How does the amendment address the views of any relevant agency?

No agencies were consulted in preparing the amendment.

Does the amendment address relevant requirements of the Transport Integration Act 2010?

The amendment improves the alignment of the VPP with the objectives and requirements of the *Transport Integration Act 2010* by updating the Parking Overlay to align with the car parking reforms introduced by Amendment VC277.

How does the amendment have regard to the principles set out in the *Yarra River Protection (Wilip-gin Birrarung murrnong) Act 2017* in relation to Yarra River land and other land, the use or development of which may affect Yarra River land?

Amendment VC311 will ensure that future local car parking requirements applied through the Parking Overlay are based on CPR maps and do not increase the car parking requirements introduced by Amendment VC277. Reducing the amount of car parking required to be provided in areas with high-quality public transport access will generate positive social and environmental benefits that will support the principles of the *Yarra River Protection (Wilip-gin Birrarung murrnong) Act 2017*.

Resource and administrative costs

What impact will the new planning provisions have on the resource and administrative costs of the responsible authority?

The amendment will have a negligible impact on the administrative costs and resources required by the responsible authority.

Where you may inspect this amendment

The amendment is available for public inspection, free of charge, during office hours at the following places:

Barwon South West/Grampians Region

- Geelong office, Level 4, 27 Brougham Street, GEELONG VIC 3220 (by appointment only)
- Ballarat office, Level 3, 101 Armstrong Street Nth, BALLARAT VIC 3350

Loddon Mallee / Hume Region

- Bendigo office, Galkangu – BendigoGovHub, 189-229 Lyttleton Terrace, BENDIGO VIC 3550
- Wangaratta office, Level 1, 62 Ovens Street, WANGARATTA VIC 3676

Gippsland Region

- Gippsland office, 120 Kay Street, TRARALGON VIC 3844

The amendment can also be inspected free of charge at the Department of Transport and Planning website at planning.vic.gov.au/public-inspection or by contacting the office on 1800 789 386 to arrange a time to view the amendment documentation.



Southern Grampians
SHIRE COUNCIL

Planning Committee

Minutes

26 August, 2026

Held at 9.45am in the
M J Hynes Auditorium
5 Market Place, Hamilton

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1. Attendees

Councillors

Cr Jayne Manning
Cr Dennis Heslin

Officers

Mr Rory Neeson, Director Wellbeing Planning and Regulation
Ms Marg Scanlon Director Infrastructure and Sustainability

Daryl Adamson, Manager Shire Strategy and Regulation
Anita Collingwood, Planning Coordinator
Bernadine Pringle, Senior Statutory Planner

Landowners

Anthony and Jacqui Weinberg

Minutes

Sharon Clutterbuck, Executive Assistant - Director Wellbeing Planning and Regulation

2. WELCOME and ELECTION OF CHAIR

Cr Heslin nominated Cr Manning as Chair. Cr Manning accepted the nomination

Cr Manning welcomed attendees to the meeting and gave an Acknowledgement of Country

3. APOLOGIES

Nil

4. CONFIRMATION OF MINUTES

Minutes of the Meeting held on 20 October, 2025 have been circulated.

RECOMMENDATION

That the minutes of the meeting held on 20 October, 2025 be confirmed as a correct record.

RESOLUTION

That the minutes of the meeting held on 20 October, 2025 be confirmed as a correct record.

Moved: Cr Manning
Seconded Rory Neeson

Carried

5. DECLARATION OF INTEREST

nil

6. MATTERS FOR DECISION**6.1 Planning application TP-89-2025 – two-lot subdivision at 267 Thompsons Road, Tarrington****TP-89-2025 Attachments**Executive Summary

Planning application TP-89-2025 is presented to the Planning Committee with a recommendation for the application to be refused. The application presents a proposal for a two-lot subdivision to excise an existing dwelling on land at 267 Thompsons Road, Tarrington, being Lot 1 on Plan of Subdivision 725306H. The land is in the Farming Zone, and the two proposed lots are smaller than the minimum lot size permitted in that zone. The proposal also fails to meet the policy guidelines of Clause 14.01 the Southern Grampians Planning Scheme for a dwelling excision, as detailed in this report. The proposal is inconsistent with the planning policy which applies to the proposal, the purpose and desired outcomes of the zone and subdivision principles of rural planning and it is therefore recommended the responsible authority, being Council's delegated Planning Committee, refuse to grant a permit under section 65 of the *Planning and Environment Act 1987*.

Application Summary

Application Reference:	TP-89-2025
Application Received:	22 December 2025
Applicant:	Anthony Weinberg (owner) Robert Shatford, Urban Fields Consulting Pty Ltd (applicant contact)
Proposal:	Subdivision of land into two lots (dwelling excision)
Land / Address:	267 Thompsons Road, Tarrington
Title Restrictions:	Powerline easement (E-1 on Title Plan)
Zoning:	Farming Zone
Overlays:	None
Under what clause(s) is a permit required?	Clause 35.07-3 - Subdivision
Current Use & Development:	Residential, horse husbandry

Proposal

Two-lot subdivision (dwelling excision) with Lot 1 proposed to comprise an area of 12.86 hectares (ha) with horse paddocks and Lot 2 proposed to comprise an area of 8.308ha with existing dwelling, stables, horse arena, round yard and paddocks for horse agistment.

Access to the dwelling is proposed to be maintained using the existing crossover at Thompsons Road and a new crossover is proposed to service vacant Lot 1 to the front of the site. Two trees (Monterey Cypress species) are proposed to be removed to create this access and, being exotic species, are not protected by way of permit requirements under the Planning Scheme.

Planning application TP-68-2025 was lodged with Council on 22 December 2025 with the following supporting documentation submitted:

- Existing conditions and proposed subdivision plans;
- A Land Capability Assessment prepared by Land Capability Assessment Services (Project 25109, Revision 0, November 2025);
- A Land Management Plan prepared by Land Capability Assessment Services (Project 25110, Revision 0, December 2025); and
- A Town Planning Report prepared by Urban Fields Consulting.

Subject land and surrounding area

The subject land is known as 267 Thompsons Road, Tarrington and is formally described as Lot 1 on PS725306. The site is located within a rural area to the east of Hamilton and has a total area of approximately 21.168 hectares.

The lot is irregular in shape and currently contains an existing dwelling, associated outbuildings, equine infrastructure, fenced paddocks and areas utilised for horse agistment and animal husbandry activities. Existing access to the site is obtained via Thompsons Road.

The site is included within the Farming Zone and is identified as being within a Designated Bushfire Prone Area. The land is not affected by any environmental or heritage overlays. The broader locality is characterised by a mix of rural living and agricultural land uses, including grazing, animal husbandry and cropping activities. Development within the surrounding area generally comprises detached dwellings situated on large rural allotments with associated farm infrastructure and outbuildings. Existing vegetation within the locality consists predominantly of open pasture, scattered paddock trees and shelter belt planting.

The site itself is generally open and gently undulating, with the Land Management Plan identifying fertile soils and ongoing agricultural capability across the land. The locality maintains a rural character, with development dispersed across the landscape and separated by large areas of productive farming land.



Figure 1: Aerial view of the subject site



Figure 2: Existing Conditions (source: Land Management Plan)

Permit history

The subject lot was created via a two-lot subdivision permit (TP/21/2014) issued on 27 May 2014. The permit specifically allowed the subdivision of land into two lots for a dwelling excision and created lots with areas of 21 hectares and 44 hectares respectively. A snapshot of the endorsed plan is provided below.

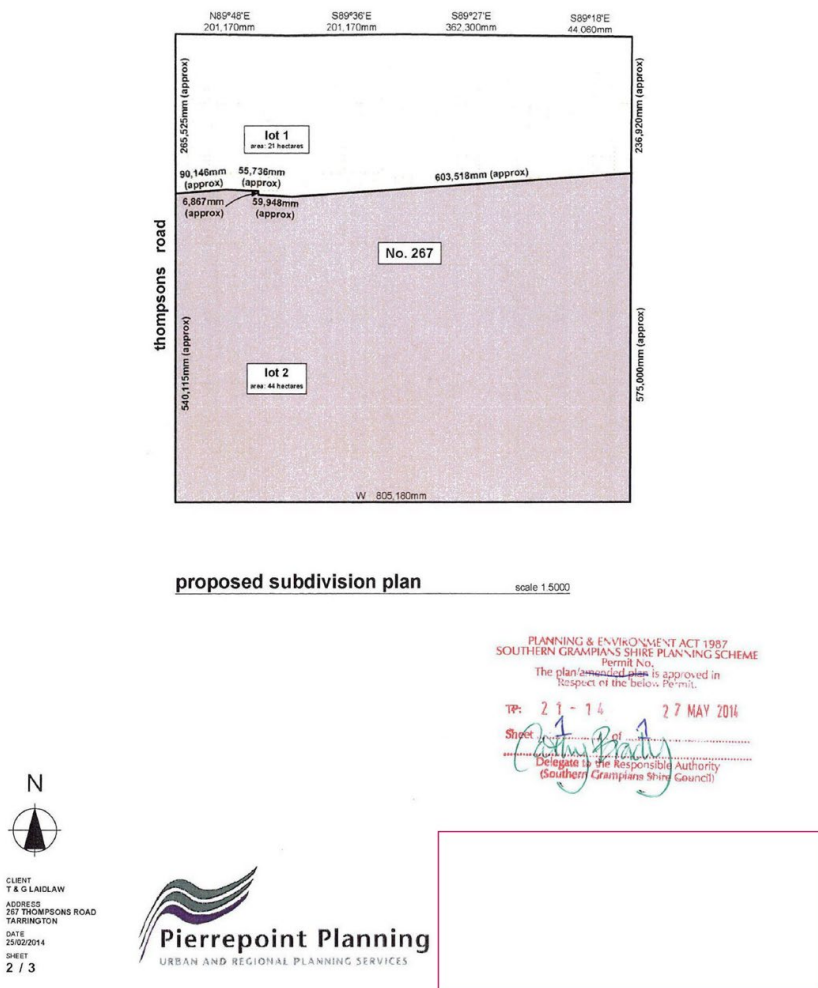


Figure 3: TP/21/2014 Endorsed subdivision plan

Planning Framework

Planning Policy Framework (PPF)

The following clauses of the Planning Policy Framework are relevant to the assessment of the application:

Settlement

- Clause 11.01-1S - Settlement
- Clause 11.01-1R - Settlement - Great South Coast
- Clause 11.03-6S - Regional and local places

These policies seek to facilitate sustainable growth and development while ensuring that non-urban areas maintain their rural and agricultural role.

Agriculture and Rural Land Use

Clause 14.01-1S - Protection of agricultural land
Clause 14.01-1L - Small lot subdivisions, house lot excisions and dwellings
Clause 14.01-2S - Sustainable agricultural land use
Clause 14.01-2L - Sustainable agricultural land use

These policies seek to protect productive agricultural land, support ongoing agricultural activities, minimise land use conflict and avoid inappropriate fragmentation of rural land.

Infrastructure

- Clause 19.03-2S - Infrastructure design and provision
- Clause 19.03-3S - Integrated water management

These policies seek to ensure land is capable of accommodating wastewater and infrastructure requirements in an environmentally sustainable manner.

Municipal Planning Strategy (MPS)

The following Municipal Planning Strategy clauses are considered relevant:

- Clause 02.02 - Vision
- Clause 02.03-4 - Natural resource management

The MPS seeks to protect the Shire's agricultural land base, support productive rural activities and ensure subdivision and development within rural areas does not undermine ongoing agricultural use or rural character.

Zone

Clause 35.07 - Farming Zone

The land is included within the Farming Zone. The purposes of the zone include:

- To provide for the use of land for agriculture;
- To encourage the retention of productive agricultural land;
- To ensure that non-agricultural uses, including dwellings, do not adversely affect the use of land for agriculture; and
- To encourage use and development of land based on comprehensive and sustainable land management practices.

Pursuant to Clause 35.07-3, a planning permit is required to subdivide land. The schedule to the zone specifies a minimum lot size of 40ha.

Overlays

No overlays apply to the land.

Particular provisions

Clause 53.03 Bushfire Planning

The land is within a designated Bushfire Prone Area (BPA) and, from 16 June 2026 under amendment VC312, decision guidelines now apply to applications for land within the BPA.

Other matters

Cultural Heritage

The subject land is not identified as being within an area of Aboriginal Cultural Heritage Sensitivity pursuant to the Aboriginal Heritage Regulations 2018.

Public Notification

Notice of the application was given to neighbours on 17 February 2026 via posted letter and the application documents published to Council's website.

No objections have been received from neighbours in relation to the proposal following that notice.

The key issues for consideration in the assessment of this application

1. Whether the proposed subdivision is consistent with the purposes and decision guidelines of the Farming Zone, particularly in relation to the protection of productive agricultural land and avoidance of inappropriate rural fragmentation.
2. Whether the proposed subdivision would support the ongoing agricultural and equine use of the land without undermining the viability or productive capacity of the balance rural land.
3. Whether the proposed lot configuration and sizes are appropriate having regard to the existing and intended rural land use activities.
4. Whether any other statutory or policy matters, including title restrictions, infrastructure servicing or environmental considerations, warrant refusal of the application or additional permit controls.

Assessment

A permit is required pursuant to Clause 35.07-3 of the Planning Scheme for the subdivision of land. Clause 35.07-3 specifies that each lot must be at least the area specified for the land in a schedule to this zone. If no area is specified, each lot must be at least 40 hectares. Aside from land in the Hamilton Racecourse Related Industries Development Area, all subdivisions in the FZ must have a minimum lot size of 40ha as specified in the schedule to the FZ.

A permit may be granted to create smaller lots if any of the following apply (relevant):

- The subdivision is to create a lot for an existing dwelling. The subdivision must be a two-lot subdivision.

Clause 14.01 sets out relevant policy and strategies for protecting agricultural land and industries in the Shire. Strategies for preserving productive farmland include:

- Identify areas of productive agricultural land, including land for primary production and intensive agriculture.
- Consider state, regional and local, issues and characteristics when assessing agricultural quality and productivity.
- Avoid permanent removal of productive agricultural land from the state's agricultural base without consideration of the economic importance of the land for the agricultural production and processing sectors.
- Protect productive farmland that is of strategic significance in the local or regional context.

- Protect productive agricultural land from unplanned loss due to permanent changes in land use.
- Prevent inappropriately dispersed urban activities in rural areas.
- Protect strategically important agricultural and primary production land from incompatible uses.
- Limit new housing development in rural areas by:
 - ❖ Directing housing growth into existing settlements.
 - ❖ Discouraging development of isolated small lots in the rural zones from use for dwellings or other incompatible uses.
 - ❖ Encouraging consolidation of existing isolated small lots in rural zones.

Clause 65.02 requires that the responsible authority consider, as appropriate, the following decision guidelines before deciding on any application to subdivide land:

- The suitability of the land for subdivision.
- The existing use and possible future development of the land and nearby land.
- The availability of subdivided land in the locality, and the need for the creation of further lots.
- The effect of development on the use or development of other land which has a common means of drainage.
- The subdivision pattern having regard to the physical characteristics of the land including existing vegetation.
- The density of the proposed development.
- The area and dimensions of each lot in the subdivision.
- The layout of roads having regard to their function and relationship to existing roads.
- The movement of pedestrians and vehicles throughout the subdivision and the ease of access to all lots.
- The provision and location of reserves for public open space and other community facilities.
- The staging of the subdivision.
- The design and siting of buildings having regard to safety and the risk of spread of fire.
- The provision of off-street parking.
- The provision and location of common property.
- The functions of any owners corporation.
- The availability and provision of utility services, including water, sewerage, drainage, electricity, and, where the subdivision is not a residential subdivision, gas.
- 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 sullage within the boundaries of each lot.
- Whether, in relation to subdivision plans, native vegetation can be protected through subdivision and siting of open space areas.
- The impact the development will have on the current and future development and operation of the transport system.

The application proposes a subdivision which, on the balance of these matters for consideration, is not worthy of approval. Rather than consolidating existing small lots (noting the subject site is already well under the 40ha minimum lot size at 21.168ha), the application seeks to further subdivide the land and excise the dwelling. Under permit TP/21/2014 issued 27 May 2014, the dwelling has already been excised once and the current 21.168ha lot created. Repeated subdivisions inherently diminish the usability and value of land for farming purposes and contribute to a rural living style environment which attracts further development and incompatible land uses.

A dwelling on a lot of less than 40 hectares requires a permit in the FZ and therefore the existing dwelling is referred to as a "section 2 use" since it does not meet the conditions of section one of the table of uses in the FZ. Any future proposal for a dwelling on the vacant lot would require a permit and, if approved, would further fragment the land, particularly because a dwelling in an unserviced area also requires a land application area for wastewater treatment and dispersal, driveways, water tanks and generally outbuildings and garden area.

A Land Capability Assessment report submitted with the application concludes that both proposed lots are capable of accommodating on-site wastewater management systems and dispersal areas in accordance with relevant Environment Protection Authority (EPA) guidelines. Whilst this is important for the existing dwelling since that use is proposed to continue, the vacant lot proposed should not be intended for residential purposes as it does not support the objectives of the zone and reduces usable land for sustainable land management.

Further subdivision of farmland also contributes to land use conflicts between sensitive land uses and farming activities. Land use conflict occurs through the introduction of sensitive uses into farming areas, with increased potential for impacts on residents from sprays, chemicals, irrigation, noise, odour, dust, farm traffic and hours of operation due to the close proximity of these uses. Due to the siting of the existing dwelling toward the rear of the site, the dwelling would be wholly surrounded – save for the narrow 13.59m driveway corridor from Thompsons Road – by larger farming lots. Without these lots being in common ownership there is no control over setbacks to adjoining farming activities and any future landowner / resident would need to accept the potential risks and impacts of nearby existing farming activities.

Clause 14.01-2L seeks to support intensive and productive use of rural land for higher value products, including timber plantations, horticulture, intensive animal industries and forestry. The FZ in the Southern Grampians Shire has a nominal 40ha minimum lot size which has been reviewed as part of Council's strategic planning work (most recently, Council's Rural Land Use Strategy in 2022) and maintained at that minimum lot size as it is consistent with the common agricultural pursuits of the region (mostly being grazing and cropping). Smaller farm lots are not needed and create ongoing conflict because of the eventual residential uses they attract.

Erosion of productive agricultural land results from the introduction of non-agricultural uses, particularly ones, such as dwellings, with associated built form and on-site service requirements (for example on-site wastewater treatment systems) which permanently remove land from agricultural use.

The subject lot is already undersized due to the approval of a dwelling excision in 2014, and the proposed excision further reduces the options for farming enterprises on the land. The creation of smaller lots, particularly on the periphery of a township, fragments usable farmland and creates a pseudo-rural residential / lifestyle area which will further dilute the functionality of the FZ in this area.

A true dwelling excision would allow for a dwelling that is surplus to requirements to be removed from a farming enterprise. The opposite applies here, by which farmland is surplus to the requirements of the dwelling owner-occupant and proposed to be subdivided off and sold. The dwelling lot proposed comprises an area four times larger than the nominal 2ha lot size sought for dwelling excisions under Clause 14.01-1L. Whilst it is acknowledged that the accompanying horse agistment activity to be carried forward with the dwelling requires that the lot be greater than 2ha in area, the 12.86ha Lot 1 has no guarantee of being used for agricultural purposes in future and cannot be readily consolidated with adjoining land which is in different ownership.

The vacant lot presents a narrow potential for ongoing farming use. Horse agistment is a practical use for the land but is not a common class of agriculture in this region and the likelihood of a second horse agistment business purchasing the land is low. Given the presence of other dwellings in the surrounding area and the proximity to Tarrington township, it is more likely that a purchaser would intend to use the land for rural residential purposes than meaningful farming.

The ongoing use of the proposed vacant lot for agriculture is diminished by such a small lot being created and the capacity of the dwelling lot to be used for meaningful agriculture is further reduced by the proposed subdivision. It is therefore determined that the proposed subdivision does not promote the purposes of the zone and cannot be supported.

Should the Planning Committee see fit to grant a permit under the FZ, it is recommended a condition of approval require an agreement under s173 of the *Act* be made between Council and the landowner to prohibit further subdivision of the land and prohibit use of the land for a dwelling. This would safeguard the site from further residential use and mitigate against further land being removed from farmland supply.

MEETING PROCESS

Planning Coordinator

The application is for a two-lot subdivision to excise an existing dwelling on land at 267 Thompsons Road, Tarrington, being Lot 1 on Plan of Subdivision 725306H. The proposal was assessed under the farming zone and relevant policy.

The land is in the Farming Zone, and the two proposed lots are smaller than the minimum lot size permitted in that zone. The proposal also fails to meet the policy guidelines of Clause 14.01 the Southern Grampians Planning Scheme for a dwelling excision

It is recommended that the permit application be refused.

Owners

A written submission was provided to Planning Committee members and was read out to the meeting. The submission is attached for information.

Question Cr Heslin – What was the key motivator for the application?

Response – to downsize and provide options in the future.

RECOMMENDATION

That Council's delegated Planning Committee refuse to grant a permit for application TP-89-2025 under Clauses 14.01, 35.07 and 65.02 of the Southern Grampians Planning Scheme for the subdivision of land at 267 Thompsons Road, Tarrington into two lots pursuant to the application lodged on 22 December 2025.

Grounds of Refusal

1. The proposed subdivision is inconsistent with planning policy at Clause 14.01 of the Southern Grampians Planning Scheme in that it creates two small lots in the Farming Zone.
2. The proposed subdivision fails to meet the minimum lot size required by Clause 35.07-3 of the Southern Grampians Planning Scheme.
3. The proposed subdivision is inconsistent with the outcomes sought in Clause 65.02 in that it creates a vacant lot that is unlikely to be used for agricultural purposes in a Farming Zone.

RESOLUTION

That Council's delegated Planning Committee, having given notice of planning application TP-89-2025 under section 52 of the *Planning and Environment Act 1987* and having considered all the matters required under section 60 of the *Act*, resolves to grant a permit under the provisions of Clause 35.07-3 of the Southern Grampians Planning Scheme for a two-lot subdivision (house lot excision) on land known and described as 267 Thompsons Road, Tarrington (Lot 1 on Plan of Subdivision 725306) in accordance with the endorsed plans, with the application dated 22 December 2025, and subject to conditions.

This permit allows:

<i>Planning Scheme Clause No.</i>	<i>Description of what is allowed:</i>
Clause 35.07-3 – Farming Zone	Subdivide land (excision of a dwelling)

Conditions

Endorsed Plans – Layout not altered

1. The layout and site dimensions of the proposed subdivision as shown on the endorsed plans must not be altered or modified without the written consent of the Responsible Authority. There are no requirements to alter or modify the endorsed plan if a plan is certified under the provisions of the *Subdivision Act 1988*, which is generally in accordance with the endorsed plans.

Compliance with documents approved under this permit

2. At all times what the permit allows must be carried out in accordance with the requirements of any document approved under this permit to the satisfaction of the responsible authority.

Land Management Plan

3. Before the issue of certification under the *Subdivision Act 1988*, the Land Management Plan (LMP) dated December 2025 must be amended to include/reflect the following:
 - a. Areas of the land to be set aside specifically for agriculture, domestic use, and conservation referred to consistently throughout, for example "Agriculture Zone", "Domestic Zone" and "Conservation Zone" respectively.

- b. Each area of the land nominated for agriculture, domestic use (on Lot 2 only) and conservation clearly delineated on a detailed site plan, drawn to scale and with relevant dimensions stated.
- c. The location of the wastewater management system, including the tank and effluent disposal field, for the existing dwelling on Lot 2 shown on a site plan, drawn to scale and with relevant setbacks stated.
- d. The current and potential agricultural capability of the site, for horse agistment or other purposes, including but not limited to:
 - i. Stocking rates,
 - ii. Soil productivity and health,
 - iii. Comparative farms and
 - iv. Expected potential economic viability of farming on each lot, noting Lots 1 and 2 may eventually be owned independently.
- e. Proposed Farm Management Plan, including but not limited to:
 - i. Pasture management,
 - ii. Tillage practices,
 - iii. Pest and weed control methods and frequency,
 - iv. Identification of environmental hazards,
 - v. Identification of other risks,
 - vi. Risk management methods,
 - vii. Farm water supply, storage and quality management.
- f. Correction of the description of the proposal to “subdivision of land” or omission of the opening sentence at section 1.1, noting the re-alignment of a boundary is not proposed.
- g. Removal all references to a building envelope on Lot 1 of the subdivision plan.
- h. Inclusion of a legend for “Aerial Image & Site Boundaries – Proposed Lot 1” on page 6.
- i. Inclusion of a plan which details the contours and natural features of the land.
- j. Correction of the landscape context description of the site to identify the lands proximity to the nearest township, being Tarrington, and inclusion of greater contextual detail, including nearby agricultural uses and natural features of the land and surrounding area.
- k. Expansion of the content of section 1.3.1. to categorise the climate of the site and the typical weather patterns, drought frequency and climate resilience needs of the land.
- l. Separation and expansion of points at 1.3.3. for vegetation and land use (i.e. create separate section for each topic and expand upon the key points).
- m. Details of proposed revegetation suggested by section 1.3.9, including timing of such vegetation, areas of the land to be revegetated and ongoing care and maintenance of revegetated areas.
- n. Clarification in section 2.1 of what fencing must be installed or replaced to improve wildlife safety on the land.
- o. Amendment of section 2.4 content to allow the free roam of trained working dogs on the land to support standard farm practises.

Once approved, the Land Management Plan will be endorsed to form part of the permit.

Section 173 Agreement

4. Before the issue of a Statement of Compliance under the *Subdivision Act 1988*, the owner of the land must enter into an agreement with the responsible authority and must be in a form to the satisfaction of the responsible authority under section 173 of the *Planning and Environment Act 1987*. The agreement must provide for the following:
 - a. The owner acknowledges that the existing dwelling on Lot 2 of the Plan of Subdivision will be used in association with the operation of the agricultural activity conducted on the land in accordance with the endorsed Land Management Plan (with associated Farm Management Plan) or any alternate Land Management Plan approved by the responsible authority under Planning Permit TP-89-2025 and the dwelling will only be used on that basis.
 - b. The owner/s and occupiers of the dwelling acknowledge and accept that the possibility of nuisance from adjoining or nearby agricultural operations may occur. Agricultural operations may include but are not limited to spraying, tilling, ploughing, drenching, pumping of water, fencing, harvesting, training of animals and may produce off-site impacts such as dust, noise, odour, vibration, light during day and nighttime hours. The owner/s and occupier/s of the dwelling commit to making no complaint against the owner/s or occupier/s of adjoining or nearby land for lawful agricultural activities.
 - c. The land may not be further subdivided to increase the number of lots.
 - d. The land within Lot 1 may not be used or developed for a Dwelling, including Caretaker's house.

The owner must be responsible for the expense of the preparation and registration of the agreement, including the responsible authority's reasonable costs and expenses (including legal expenses) incidental to the preparation, registration and enforcement of the agreement. The agreement will be registered on Title in accordance with Section 181 of the *Planning and Environment Act 1987*.

Access

5. Before the issue of a Statement of Compliance under the *Subdivision Act 1988*, the owner must construct and/or upgrade a vehicle crossing to both lots to an agreed construction standard to the satisfaction of the responsible authority in accordance with the requirements of the Infrastructure Design Manual (IDM) to the satisfaction of the responsible authority.

Wastewater

6. Before the issue of certification under the *Subdivision Act 1988*, a licenced Plumber's Report must be submitted to the responsible authority. The Report which must include:
 - a. A site plan showing the location of the existing wastewater management system, including tank/s, disposal area/s, grease trap/s and greywater outlet/s.
 - b. The dimensions and specifications of the existing wastewater management system.
 - c. The maximum hydraulic loading adequacy of the system.
 - d. Confirmation of whether the treatment tank/s has a baffle.
 - e. Records and/or evidence of pump-out and maintenance of the system.

- f. Confirmation of whether the onsite wastewater management system meets current standards under the *Environment Protection Act 2017* and related publications.
7. Before the issue of a Statement of Compliance under the *Subdivision Act 1988*, the owner / permit holder must demonstrate that all wastewater associated with the existing dwelling on Lot 2 is treated and retained in accordance with the Land Capability Assessment prepared by Land Capability Assessment Services dated November 2025 (or as amended with the agreement of the responsible authority) and in accordance with the requirements of the *Environment Protection Act 2017* (Vic), relevant publications and Council's Domestic Wastewater Management Plan 2019 (or as amended) and to the satisfaction of the responsible authority.

Any works to upgrade or alter the wastewater management system to bring it into compliance with current requirements must be approved by the responsible authority and installed to the satisfaction of the responsible authority.

Clause 66.01 Subdivision Conditions

8. The owner of the land must enter into agreements with the relevant authorities for the provision of water supply, drainage, sewerage facilities, electricity and gas (where it is proposed to be connected) services to each lot shown on the endorsed plan in accordance with the authority's requirements and relevant legislation at the time.
9. All existing and proposed easements and sites for existing or required utility services and roads on the land must be set aside in the plan of subdivision submitted for certification in favour of the relevant authority for which the easement or site is to be created.
10. 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.

Commencement of Permit

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

Permit Expiry – Subdivision

12. 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 two (2) years of the issued date of this permit.
 - b. A statement of compliance is not issued within five (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.

Permit Notes

- The starting of a subdivision is regarded by Section 68(3A) of the *Planning and Environment Act 1987* as the certification of a plan under Section 6 of the *Subdivision Act 1988*. Completion is regarded as registration of the subdivision.

- A Works within Road Reserve Permit must be obtained from Council's Assets Department prior to any work occurring in the road reserves. This includes any work to existing or for proposed crossovers. Crossovers must be constructed in accordance with the permit to the standards and satisfaction of the Responsible Authority.
- Separate consent is required to build over an easement. It will be necessary to obtain consent from all relevant authorities prior to construction. Please note that consent may or may not be given, depending on specific site circumstances and conditions.
- Proposals to install, construct or alter on-site wastewater management systems require separate approval. Please refer to Council's website and/or contact Council's Environmental Health Department for more information.

Moved: Cr Manning
Seconded: Cr Heslin

Carried

7. NEXT MEETING

9am Wednesday 23 September, 2026

8. CLOSE OF MEETING

Meeting closed at 10.49am.