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SERVICE LEVEL AGREEMENT

BETWEEN

MURRAY RIVER COUNCIL AND CAMPASPE SHIRE COUNCIL

AND

ECHUCA MOAMA AND DISTRICT TOURISM DEVELOPMENT INC

2022-2023



PURPOSE OF AGREEMENT

To outline responsibilities and obligations in relation to the annual funding contribution made by Campaspe Shire Council and Murray River Council (the Councils) to Echuca Moama and District Tourism Association Inc (EMT), for the provision of destination marketing and visitor information services.

OUTCOMES OF THE AGREEMENT

The aim of the Agreement is to achieve the following outcomes for the Echuca Moama Catchment:

1. Increased visitation;
2. Increased length of stay;
3. Increased visitor spend;
4. A high level of stakeholder satisfaction, including:
 - a) visitors;
 - b) Councils
 - c) EMT members; and
 - d) ;
 - e) EMT staff.

EMT will ensure the above outcomes are a key focus of the organisation's activities and will report to the Councils on the achievement of these outcomes and how the actions of EMT have resulted in the achievement of these outcomes.

PROVISIONS

EMT will operate the Echuca Moama Visitor Information Centre, as per the Australian Tourism Accreditation Program, seven days per week.

Visitor Information Services will promote towns and attractions throughout the Council's footprints, as well as other tourism projects the Councils are involved in (e.g. The Long Paddock, History Trail, Silo Art Trail and Backroads Trail).

STRUCTURE OF EMT

EMT acknowledges that it is an association registered pursuant to the *Associations Incorporation Reform Act 2012* and that it will always comply with the provisions of that Act and its Regulations.

EMT acknowledges that it has an effective board. EMT acknowledges that it is authorised to enter into this agreement. If EMT alters its Statement of Purpose or Rules in any significant manner, it will advise Councils of these changes.

The parties acknowledge that EMT is a separate entity from the Councils and that it is responsible for its own financial and statutory responsibilities, conduct, organisation management, insurance etc. Council is not liable or responsible for the activities of EMT or for its debts, liabilities, expenses, losses, or deficiencies.

PERIOD OF AGREEMENT

This agreement will commence on 1 July 2022 and continue for a one-year period, subject to meeting agreed outcomes, (expiry 30 June 2023).

COMMUNICATION BETWEEN EMT AND COUNCIL

The Councils do not require a representative from each of the Member Councils to form part of the 8-member Committee (Board). The Councils suggest that at the next AGM, the EMT Constitution be updated to reflect this.

It is recommended that relevant council staff members may attend board meetings of EMT to provide information and/or assistance to EMT (observer/advisory capacity only).

The Councils and EMT are to ensure open and proactive communication. Direct communication is to take place between relevant staff on a regular basis. At a minimum quarterly meetings will be held between representatives of EMT and Council staff, to discuss relevant issues and opportunities.

Councils require that EMT is forthright and prompt in bringing to Council's attention any significant issues, deficiencies, and concerns EMT has regarding the running of the Association.

EMT REPORTING TO COUNCIL

At the commencement of this contractual arrangement, EMT will provide Councils with a copy of its Strategic Plan, One Year Business Plan, Annual Budget, and Annual Marketing Plan.

Following the Annual General Meeting, EMT will provide Council with its Annual Report and audited financial statement. EMT will provide Council with the agendas, reports, minutes, and attachments relevant to the monthly board meeting.

EMT are to report to the Councils as follows:

Documents to be provided and/or presentations to be made	When
Strategic Plan, One Year Business Plan and Annual Budget and Annual Marketing Plan	Upon contract signing
Annual Report and audited financial statement	After AGM
Agendas, reports, minutes, and attachments relevant to the monthly board meetings	Monthly
Presentation to the Councils to report on the previous six-month period and how the actions of EMT have resulted in the achievement of the key outcomes.	December
Presentation to the Councils to put forward plans for the following financial year, including any requests to make changes to this agreement, or the annual allocation, or any other item to be considered in Council's budget	February

EMT must present to Council in **December** 2022 a report on the previous six-month period and how the actions of EMT have resulted in the achievement of the following key outcomes:

5. Increased visitation;
6. Increased length of stay;
7. Increased visitor spend;
8. A high level of stakeholder satisfaction, including:
 - f) visitors;
 - g) Councils
 - h) EMT members; and
 - i) EMT staff.

EMT will present to Councils in **February** 2023 its plans for the following financial year, including any requests to make changes to this agreement, or the annual allocation, or any other item to be considered in Council's budget (this must also be submitted in writing).

PAYMENTS

EMT agrees to provide destination marketing and visitor services to achieve the key outcomes listed above.

The Councils agree to provide funding, as follows:

Campaspe Shire Council will:

1. Provide up to **\$92,869 (ex GST)** towards the delivery of Destination Marketing
2. Provide and maintain the Visitor Information Centre venue in line with current lease arrangements
3. Provide up to **\$269,554 (ex GST)** for Visitor Information Services

Murray River Council will:

1. Provide **\$79,939 (ex GST)** to go towards the delivery of destination marketing and visitor services
2. Provide EMT with a registered motor vehicle that will be changed over in accordance with Council's vehicle replacement program. Maintenance of the vehicle is the responsibility of Murray River Council and provision of fuel for the vehicle is the responsibility of EMT.

Payments will be made upon receipt of tax invoice.

LIABILITY

EMT will not represent itself or its activities or its staff as belonging to or being conducted on behalf of the Councils. EMT acknowledges that the Councils are not liable or responsible for the activities of EMT or for its debts, liabilities, expenses, losses, or deficiencies. EMT will ensure that it is covered by an appropriate insurance policy for its activities.

PROBITY

EMT will ensure that its board members and staff comply with proper standards of probity as recognized by the relevant State Ombudsman.

TERMINATION

This Agreement will be valid until 30 June 2023, unless:

- both parties agree to terminate the agreement
- a financial administrator is appointed to any property of EMT
- any application is made, or resolution passed for the winding up of EMT
- EMT becomes insolvent within the meaning of Corporations Law
- a meeting of EMT creditors is called with a view to entering an arrangement or compromise with creditors
- the structure or objectives of EMT are changed substantially, without the approval of the Councils
- either party to the agreement notifies the other party in writing that it seeks to terminate the relationship outlined in this agreement on grounds that the other party had failed to meet its

obligations under this agreement and that the party alleged to have not met its obligations has been provided:

- reasonable notice in writing of the alleged failure to meeting its obligations
- an opportunity to participate in an industry accepted mediation process, and
- a minimum of 60 days' notice of the intended termination.

AGREEMENT OF CONTINUATION

EMT and the Councils will commence work in a cooperative manner to develop the Service Agreement for the period following this one is drafted by 1 March 2023 and in place before 1 July 2023 as negotiated.

ALTERATION TO AGREEMENT

Alteration to this agreement can be made by mutual consent of EMT and the Councils.

DISPUTE RESOLUTION

Any dispute between the parties to the terms of this Agreement or the performance of the parties pursuant to the agreement will be resolved as follows:

The parties will use their best endeavours to resolve the dispute by negotiation.

If the negotiations are not successful either party may serve on the other a notice of dispute setting out the details of the dispute.

The dispute will be arbitrated in accordance with the provisions of the **Commercial Arbitration Act (Vic) 2011**. The parties are authorised to utilise legal representations for such arbitration if they so choose.

NOTICES

Any notices, demands or other communications between the parties for the purposes of the agreement must be in writing and be addressed to the party at that party's address.

AUTHORISATION

SIGNED ON BEHALF of the ECHUCA MOAMA & DISTRICT TOURISM DEVELOPMENT ASSOCIATION INC

on the day of 2022

.....
John Hall
Chairperson

SIGNED ON BEHALF of CAMPASPE SHIRE COUNCIL

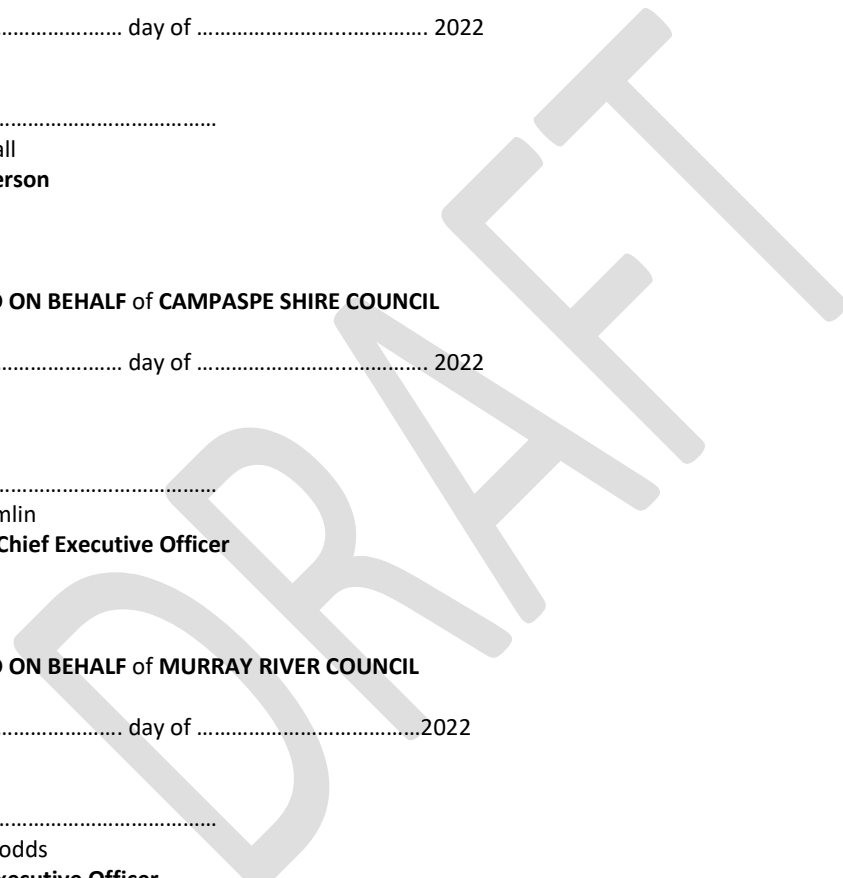
on the day of 2022

.....
Tim Tamlin
Acting Chief Executive Officer

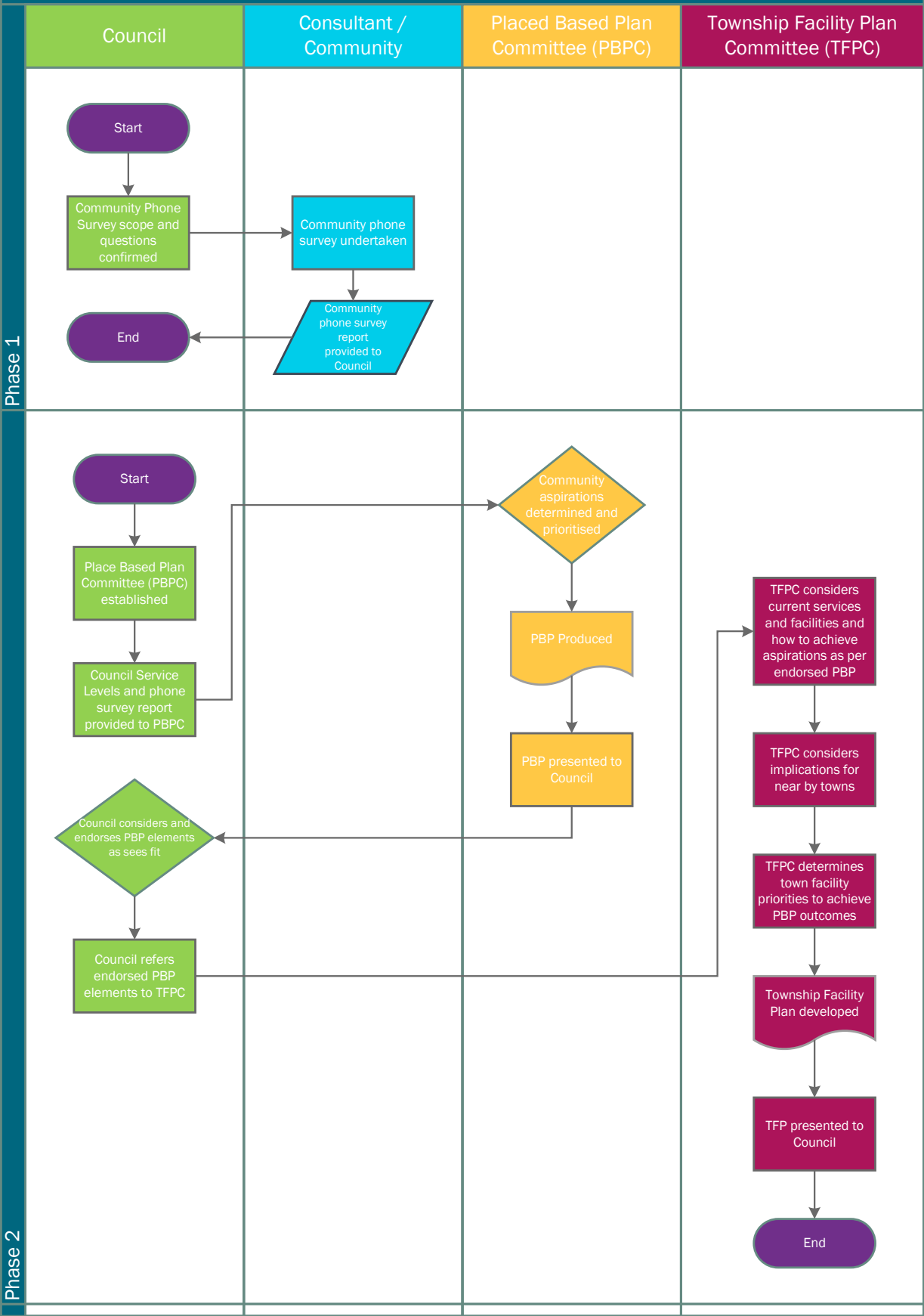
SIGNED ON BEHALF of MURRAY RIVER COUNCIL

on the day of2022

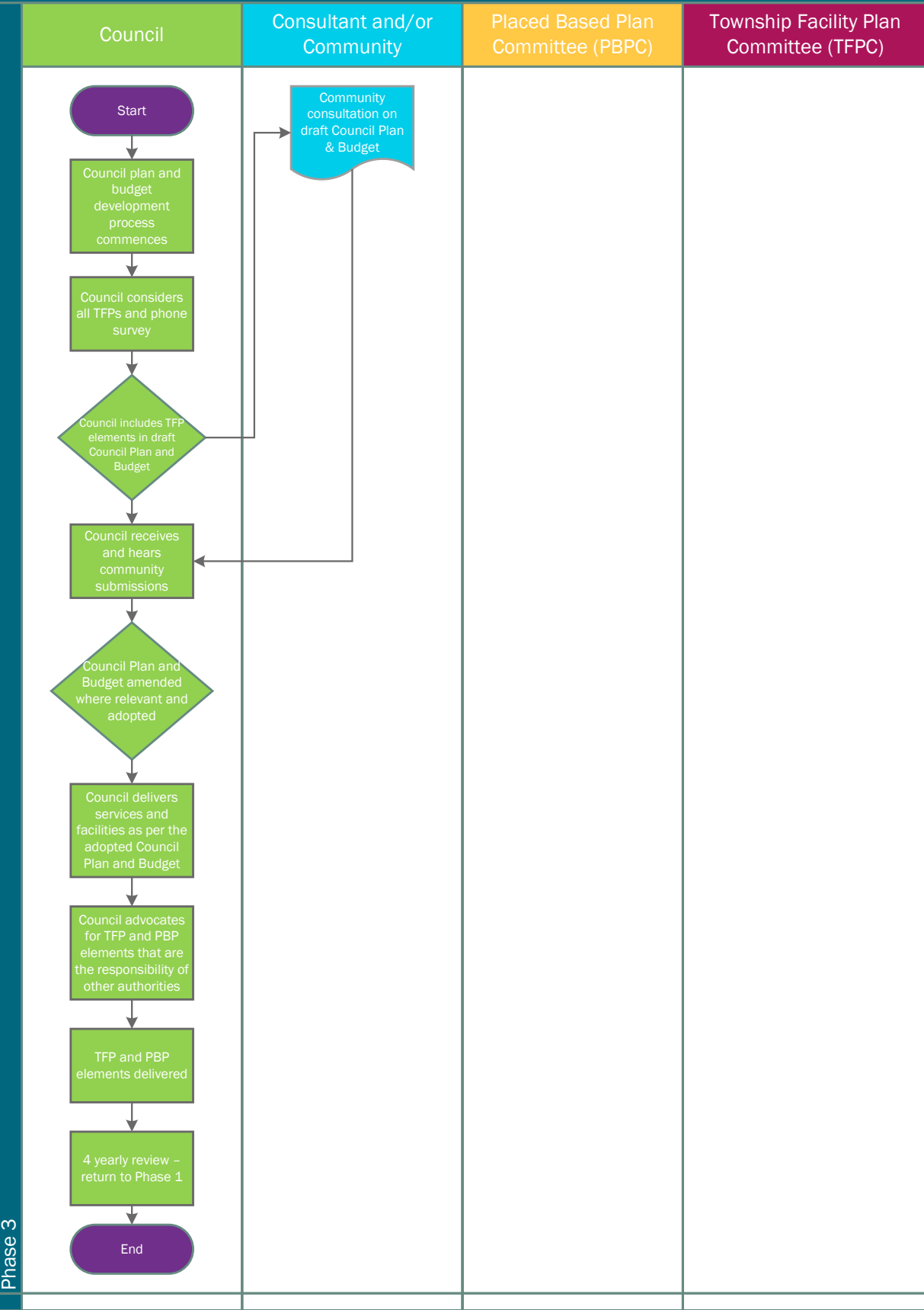
.....
Terry Dodds
Chief Executive Officer



CSC – Place Based and Township Facility Planning Process



CSC – Place Based and Township Facility Planning Process



Phase 3



**Campaspe Shire Council
Township Facility Plan Committee
Terms of Reference**

Campaspe Shire Council – Township Facility Plan Charter

OFFICIAL

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- 1. Purpose**
- 2. Authority**
- 3. Membership and Tenure**
- 4. Meetings**
- 5. Responsibilities**
 - 5.1 Review Community Assets**
- 6. Reporting to Council**
- 7. Committee Member Code of Conduct**

Appendices

- A. Committee Member Code of Conduct – Guidance to Members**

Campaspe Shire Council – Township Facility Plan Charter

OFFICIAL

1. Purpose

Council has established Township Facility Planning groups to support stronger consultation with community about its needs and ambitions for facilities and assets with its townships.

Working in parallel with each communities' Vision/Ambition developed in the Place Based Planning process, a Township Facility Plan Committee (the Committee) will provide a proposal for the future of key community assets within a Township.

The proposal could include a range of recommendations to Council for its township assets, and Committee will develop its recommendations by undertaking a comprehensive review process that must incorporate:

- Consultation with direct and indirect users of community assets within a township, to clearly understand user group needs.
- Consultation with the general community.
- Consultation with Council Officers for clarification on matters relating to:
 - Current Council policy and strategy
 - Legislative requirements
 - Planning considerations
- Council will also provide data relating to operational and capital cost(s) and usage rates.

Justification for recommendations made by the committee are to reflect the Place Based Plan Township aspiration/vision statement and must consider the following as a minimum:

- Social and community health and wellbeing outcomes
- Multiuser approach
- Financially sustainability and economic factors
- Impacts and implications for neighbouring towns

The Committee has no executive authority and no delegated responsibilities.

2. Authority

The Committee will be required to:

- Make recommendations to Council about the future of Community assets within its township;
- Seek any relevant information it requires from Council and other relevant external groups to support it making informed recommendations.

The Committee will be supported by Council by having access to appropriate management support to enable it to fulfill its objectives.

Campaspe Shire Council – Township Facility Plan Charter

OFFICIAL

3. Membership and Tenure

The Committee will consist of seven (7) to eleven (11) community members appointed by Council.

Details of membership and tenure are set out below:

Committee Members

- 3.1 will be appointed for the duration of the Township Facility Planning process
- 3.2 should collectively have expertise in areas outlined at clause 3.12 (below).
- 3.3 if absent for two consecutive meetings, without submitting an apology or been granted a leave of absence may be removed from the Committee.

Chairperson

- 3.4 The Committee will appoint the Chair of the Committee at the first official meeting.
- 3.5 If the Chair is unable to attend a meeting, the members in attendance at the meeting will appoint a Chair for that meeting from among the attending members;

Quorum for Meetings

- 3.6 A quorum will comprise of at least 50% plus 1 of the independent members, and one Council officer.

Induction

- 3.7 All Committee members will receive an induction to the purpose and responsibilities of the Committee and on Campaspe Shire Council's objectives for the Township Facility Plan.

Removal of a Member

- 3.8 If Council proposes to remove a member of the Committee prior to the conclusion of the term of the committee, it must give written notice of its intention to do so and afford the member an opportunity to respond in writing and be heard by the Council, if the affected member so chooses.

Recruitment

- 3.9 All vacancies will be advertised within the Township through Council's regular media channels. Community members will be invited to self-nominate for their relevant Township Facility Plan Committee.

Selection

- 3.10 A selection panel, comprising three Councillors and three Council Officers will conduct a selection process to identify candidates meeting the criteria and considered suitable to recommend to Council for appointment.
- 3.11 The criteria for the appointment of members will be experience and qualifications to meet the collective skills mix of the Committee.
- 3.12 The selection panel should consider and give weight to the following points when recommending appointments to Council.

Campaspe Shire Council – Township Facility Plan Charter

OFFICIAL

- a. Individuals who demonstrate skills, qualifications and experience in one or more of the identified fields of expertise:
 - Community/Social Wellbeing
 - Sport and Recreation
 - Business Management and Tourism
 - Construction, Maintenance and Engineering
 - Finance and Accounting
 - Legal
 - Planning and Development
 - Real Estate

- b. Individuals who live and/or work within the relevant Township of the Shire of Campaspe.

3.13 Members must demonstrate a capacity to maintain confidentiality, attend a minimum of 80% of meetings and commit to reviewing all information provided to ensure capacity to make informed recommendations.

Insurance

3.14 Members of the committee are covered by Council's insurance policies.

4. Meetings

The Committee will meet as often as may be required to conduct their assignment.

- 4.1 Council will provide administrative support to the Committee including the preparation of minutes and agendas.
- 4.2 All Committee members are expected to attend each meeting in person, although in special circumstances members can attend through electronic means.
- 4.3 Committee members may request the Chair convene additional meetings if they feel that is justified to address unexpected matters that may arise.
- 4.4 Meeting agendas and briefing documents will be provided to the Chair for approval prior to committee distribution. The approved agenda and attachments will be provided to members at least one week before each meeting.
- 4.5 Minutes will be prepared for all meetings, provided to the Chair for review before being distributed to all Committee Members, Councillors and Council staff.

Campaspe Shire Council – Township Facility Plan Charter

OFFICIAL

5. Responsibilities

The Committee will carry out the following responsibilities.

Review Community Assets

- 5.1 Justification for recommendations made by the committee are to reflect the Place Based Plan Township aspiration/vision statement and must consider the following as a minimum:
 - Social and community health and wellbeing outcomes
 - Multiuser approach
 - Financially sustainability and economic factors
 - Impacts and implications for neighbouring towns
- 5.2 Consider the role, nature, use, condition and fit for purpose status of Township Assets, before making recommendations.
- 5.3 Recommendations may include the renewal, upgrade, repurposing or retirement of the facility.

6. Reporting to Council

- 6.1 Officers will circulate briefing papers to Councillors, as required, to update on them on the progress of the project
- 6.2 The Consultant will prepare a report for Council at the completion of the Township Facility Plan, which must include:
 - Full set of recommendations on Council and non-Council owned/managed Community facilities and,
 - Detailed consultation report to support the justification of the recommendations.

Campaspe Shire Council – Township Facility Plan Charter

OFFICIAL

Appendix A

Committee Member Code of Conduct

Guidance to Members

LGA Section	LGA Requirement
Misuse of Position	
123(1)	A Committee member must not intentionally misuse their position to: <ul style="list-style-type: none"> a) Gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person; or b) Cause, or attempt to cause, detriment to the Council or another person
123(3)	Circumstances involving misuse of a position by a member of the Committee include: <ul style="list-style-type: none"> a) Making improper use of information acquired as a result of being a member of the Committee; or b) Disclosing information that is confidential information; or c) Directing or improperly influencing, or seeking to direct or improperly influence, a member of Council staff; or d) Exercising or performing, or purporting to exercise or perform, a power, duty or function that the person is not authorised to exercise or perform; or e) Using public funds or resources in a manner that is improper or unauthorised; or f) Participating in a decision on a matter in which the member has a conflict of interest.
Confidential Information	
125	A member of the Committee must not intentionally or recklessly disclose information that the member knows, or should reasonably know, is confidential information. There are some exemptions to this requirement, the key one being that if the information disclosed by the member has been determined by Council to be publicly available.
Conflicts of Interest	
126	A member of the Committee has a conflict of interest if the member has: <ul style="list-style-type: none"> a) A general conflict of interest as described in Section 127; or b) A material conflict of interest as described in Section 128.
127	A member of the Committee has a general conflict of interest in a matter if an impartial, fair-minded person would consider that the members private interests could result in that member acting in a manner that is contrary to their public duty as a member of the Committee.
128	A member of the Committee has a material conflict of interest in a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.
<p>Please Note</p> <p><i>The above guidance is not verbatim from the Act and does not include all details as explained in Part 6, Division 1 of the Act. For a full understanding of the requirements of the Act in relation to the matters summarised above, members are expected to make themselves fully aware of the requirements of the Act.</i></p>	

Campaspe Shire Council XXXX Place Based Plan Committee Terms of Reference

Background

In January 2022 Council endorsed use of Place Based Planning to support it identify the needs and aspirations of the communities within Campaspe.

Place Based Planning is a collaborative process where Council and Community work together to identify the particular needs of township localities, and through strong consultation develop sustainable and supportive solutions.

Purpose of this Committee

The purpose of the Governance Committee is to enable Council to work with a diverse cross representation of the XXXXX community. This group is tasked with ensuring its Place Based Plan (PBP) is a reflection on the XXXXX community aspirations and needs.

The XXXXX PBP Governance Committee will focus on the following tasks:

- 1. Monitor the development of the PBP**
 - a. Track progress of the plan against timelines developed by consultant.
 - b. Ensure community feedback is being represented in drafted and final documentation.
- 2. Support the engagement of XXXXX Community**
 - a. Members of the group will act as champions of the PBP, supporting communication through its local networks.
 - b. Members will also encourage community members to participate.
 - c. Members to provide feedback to Council on the level of community satisfaction in relation to the process.
- 3. Authorise the plan once completed**
 - a. Members of the Committee will be required to endorse the plan on behalf of the community prior to its submission to Council.
- 4. Make representation to Council on the outcomes of the Place Based Plan.**
 - a. Members of the Committee will be engaged in delivering a presentation(s) of the PBP to Council, with the assistance of and support of Council staff.

Objectives

- Ensure effective communication between the PBP Consultant, Council, and the Community
- Monitor the plan against community expectation.
- Provide leadership and constructive analysis in the development of the PBP
- Provide clarity to Council about the Vision, objectives and priority activities listed in the Place Based Plan.
- Consider implications for nearby towns.

Exclusions

The committee has no financial delegation or responsibility for any actions arising from the PBP once tabled to Council.

Duration

Once the PBP is endorsed by the Committee and tabled to Council, this group will be disbanded.

Membership

Community (Voting Participant):

- Up to nine representatives from the PBP community
- Broad range of representation focusing on all facets of rural/regional lifestyle
- Community members are selected through an Expression of Interest (EOI) process

Councillors (Non-voting Participant):

- Attend meetings to assist with facilitation and guidance.
- Non-voting participant.

Council Officers (Non-voting Participant):

- Includes:
 - Manager Community Development
 - Community Development Coordinator
 - Community Development Officer
- Responsible for:
 - Facilitation and administrative support to the Committee and for PBP process.
 - Providing the required and relevant information to the Committee to enable the informed development of a PBP.
 - Responding to the needs and requests of the Committee relevant to the successful development of a PBP.

Meetings

Meetings are to be held on a need's basis at the discretion of the Chair in consultation with Council.

Meetings will be set on a day agreed upon by Group Members.

Reporting Mechanisms

Meeting minutes will be shared with all members.

Chairperson & Secretary Roles

The chairperson role will be Community member elected by the committee.

The minute taker and Secretary will be the Campaspe Shire Council Manager Community Development or their delegate.

Agenda items are to be confirmed at the end of each meeting. Additional agenda items shall be forwarded to Chair and secretary.

The Secretary will be responsible for circulation of the minutes and agendas, once approved by the Chair, one week prior to the meeting where possible.

Quorum

Minimum 5 Community members

A Staff representative from Council to provide facilitation and administrative support.

**Campaspe Shire Council
ANNUAL FINANCIAL REPORT**

For the Year Ended 30 June 2022

**Campaspe Shire Council
Financial Report
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Campaspe Shire Council
2021/2022 Financial Report

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.

Ailsa Box CPA
Principal Accounting Officer

Date : XX/09/2022
Echuca

In our opinion the accompanying financial statements present fairly the financial transactions of Campaspe Shire Council for the year ended 30 June 2022 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.

Cr Christine Weller
Councillor

Date : XX/09/2022
Echuca

Cr XXXXX XXXXXXX
Councillor

Date : XX/09/2022
Echuca

Declan Moore
Chief Executive Officer

Date : XX/09/2022
Echuca

Campaspe Shire Council
2021/2022 Financial Report

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Campaspe Shire Council
2021/2022 Financial Report

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Campaspe Shire Council
2021/2022 Financial Report

Comprehensive Income Statement
For the Year Ended 30 June 2022

	Note	2022 \$'000	2021 \$'000
Income			
Rates and charges	3.1	45,779	44,696
Statutory fees and fines	3.2	1,861	1,941
User fees	3.3	14,610	12,772
Grants - operating	3.4 (a)	19,096	16,201
Grants - capital	3.4 (b)	8,206	4,372
Contributions - monetary	3.5	511	244
Contributions - non monetary	3.5	961	2,774
Other income	3.7	1,102	1,315
Total income		92,126	84,315
Expenses			
Employee costs	4.1	(29,361)	(27,817)
Materials and services	4.2	(26,095)	(21,651)
Depreciation	4.3	(20,626)	(20,650)
Depreciation - right of use assets	4.4	(471)	(633)
Bad and doubtful debts	4.5	(188)	(168)
Borrowing costs	4.6	(88)	(113)
Finance costs - leases	4.7	(18)	(34)
Other expenses	4.8	(4,176)	(4,506)
Impairment loss	6.2	-	(7,316)
Net loss on disposal of property, infrastructure, plant and equipment	3.6	(5,104)	(6,100)
Total expenses		(86,127)	(88,988)
Surplus for the year		5,999	(4,673)
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	5.2 (b), 6.2	57,747	19,628
Total comprehensive result		63,746	14,955

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Campaspe Shire Council
2021/2022 Financial Report

Balance Sheet
As at 30 June 2022

	Note	2022 \$'000	2021 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	10,289	14,539
Other financial assets	5.1 (b)	59,020	48,030
Trade and other receivables	5.1 (c)	4,068	4,921
Inventories		728	676
Other assets	5.2 (a)	2,416	561
Non-current assets classified as held for sale	6.1	-	850
Total current assets		76,521	69,577
Non-current assets			
Trade and other receivables	5.1 (c)	16	17
Other financial assets	5.1 (b)	28,000	18,500
Property, infrastructure, plant and equipment	6.2	773,637	717,696
Right of use asset - lease assets	5.8	309	571
Intangible assets - water rights	5.2 (b)	3,919	3,721
Total non-current assets		805,881	740,505
Total assets		882,402	810,082
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	8,036	3,716
Trust funds and deposits	5.3 (b)	2,227	2,716
Unearned Income/revenue	5.3 (c)	6,135	3,883
Provisions	5.5	5,923	6,447
Interest-bearing liabilities	5.4	1,430	1,009
Lease liabilities	5.8	205	384
Total current liabilities		23,956	18,155
Non-current liabilities			
Trust funds and deposits	5.3 (b)	18	18
Provisions	5.5	1,818	1,724
Interest-bearing liabilities	5.4	5,090	2,322
Lease liabilities	5.8	116	205
Total non-current liabilities		7,042	4,269
Total liabilities		30,998	22,424
Net assets		851,404	787,658
Equity			
Accumulated surplus		324,051	322,217
Reserves	9.1	527,353	465,441
Total Equity		851,404	787,658

The above balance sheet should be read in conjunction with the accompanying notes.

Campaspe Shire Council
2021/2022 Financial Report

Statement of Cash Flows
For the Year Ended 30 June 2022

	Note	2022 Inflows/ (Outflows) \$'000	2021 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		46,199	44,135
Statutory fees and fines		1,934	2,072
User fees		15,385	13,938
Grants - operating		19,096	16,201
Grants - capital		9,686	7,985
Contributions - monetary		511	244
Interest received		548	1,163
Trust funds and deposits taken		10,606	4,194
Other receipts		438	376
Net GST refund/(payment)		1,589	1,036
Employee costs		(29,113)	(25,729)
Materials and services		(25,087)	(30,305)
Other payments		(4,594)	(4,956)
Short-term, low value and variable lease payments		(145)	(228)
Trust funds and deposits repaid		(11,094)	(3,652)
Payments for landfill rehabilitation		(19)	(58)
Net cash provided by/(used in) operating activities	9.2	35,940	26,416
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(25,529)	(20,507)
Proceeds from sale of property, infrastructure, plant and equipment	3.6	3,221	1,881
Payments for investments		(48,530)	(37,030)
Proceeds from sale of investments		28,041	29,500
Net cash provided by/(used in) investing activities		(42,797)	(26,156)
Cash flows from financing activities			
Finance costs		(88)	(113)
Proceeds from borrowings		4,262	-
Repayment of borrowings		(1,073)	(1,064)
Interest paid - lease liability		(18)	(34)
Repayment of lease liabilities		(477)	(729)
Net cash provided by/(used in) financing activities		2,606	(1,940)
Net increase (decrease) in cash and cash equivalents		(4,250)	(1,680)
Cash and cash equivalents at the beginning of the financial year		14,539	16,219
Cash and cash equivalents at the end of the financial year		10,289	14,539
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

The above statement of cash flow should be read in conjunction with the accompanying notes.

Campaspe Shire Council
2021/2022 Financial Report

Statement of Changes in Equity
For the Year Ended 30 June 2022

		Accumulated		Revaluation	Other
		Total	Surplus	Reserve	Reserves
2022		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		787,658	322,217	440,200	25,241
Surplus for the year		5,999	5,999	-	-
Net asset revaluation increment	5.2 (b), 6.2, 9.1 (a)	57,747	-	57,747	-
Transfers to other reserves	9.1 (b)	-	(9,821)	-	9,821
Transfers from other reserves	9.1 (b)	-	5,656	-	(5,656)
Balance at end of the financial year		851,404	324,051	497,947	29,406

		Accumulated		Revaluation	Other
		Total	Surplus	Reserve	Reserves
2021		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		772,410	328,334	420,572	23,503
Recognition of found assets	8.6	294	294	-	-
Deficit for the year		(4,673)	(4,673)	-	-
Net asset revaluation increment	9.1 (a)	19,628	-	19,628	-
Transfers to other reserves	9.1 (b)	-	(6,852)	-	6,852
Transfers from other reserves	9.1 (b)	-	5,114	-	(5,114)
Balance at end of the financial year		787,658	322,217	440,200	25,241

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Campaspe Shire Council
2021/2022 Financial Report

Statement of Capital Works
For the Year Ended 30 June 2022

	2022 \$'000	2021 \$'000
Property		
Buildings	1,329	88
Heritage buildings	238	-
Total buildings	1,567	88
Total property	1,567	88
Plant and equipment		
Heritage plant and equipment	690	254
Plant, machinery and equipment	2,353	3,266
Computers and telecommunications	54	13
Total plant and equipment	3,097	3,533
Infrastructure		
Roads	9,861	10,088
Bridges	627	484
Footpaths and cycleways	1,269	1,892
Drainage	2,415	2,846
Recreational, leisure and community facilities	6,151	300
Waste management	55	407
Parks, open space and streetscapes	-	74
Aerodromes	-	129
Other infrastructure	455	666
Total infrastructure	20,833	16,886
Total capital works expenditure	25,497	20,507
Represented by:		
New asset expenditure	1,602	814
Asset renewal expenditure	17,382	16,808
Asset upgrade expenditure	6,513	2,885
Total capital works expenditure	25,497	20,507

The above statement of capital works should be read with the accompanying notes.

Note 1 OVERVIEW

Introduction

Campaspe Shire Council was established by an Order of the Governor in Council on 18 November 1994 and is a body corporate.

The Council's main office is located at Heygarth Street, Echuca.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable

Note 1 OVERVIEW

- other areas requiring judgments

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Impact of Covid-19

During 2021-22 the COVID-19 pandemic continued to impact on Council's operations. Council has noted the following significant impacts on its financial operations:

- Revenue reductions – several services were closed due to government directives, these services were recreation facilities including aquatic facilities, libraries, caravan parks and tourism related services. The closure of these services has reduced the revenue generated by the service.
- Cost reductions – there have been savings made due to the closure of services, both in materials and labour costs.
- Additional costs – Additional cleaning has been required to comply with the required covid plans, but there have been no other additional costs.
- Asset valuations – Land assets have increased across the municipality between 15% – 25 %. The current market environment, impacted by the pandemic, creates significant valuation uncertainty. This has given rise to performing an index-based revaluation of Council land resulting in a \$21.35 million valuation increment.
- Infrastructure valuations – The values of several classes of assets have increased resulting in a \$36.19 million valuation increment. The current environment has created significant valuation uncertainty, this is being driven by supply chain issues and workforce shortage which are impacting construction costs.
- Rates and debt collection – Council waived interest on unpaid rates until 30 June 2022. Debt collection of unpaid rates resumed in 2022. There has not been an increase in the level of unpaid rates or debtors.

Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 per cent or \$500,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income and expenditure

	Budget 2022 \$'000	Actual 2022 \$'000	Variance 2022 \$'000	Variance %	Ref
Income					
Rates and charges	39,754	39,825	71	0.2%	1
Garbage charges	6,018	5,954	(64)	(1.1%)	
Statutory fees and fines	1,553	1,861	308	19.8%	2
User fees	14,441	14,610	169	1.2%	3
Grants - operating	14,471	19,096	4,625	32.0%	4
Grants - capital	5,965	8,206	2,241	37.6%	5
Contributions - monetary	-	511	511	100.0%	6
Contributions - non monetary	-	961	961	100.0%	7
Gain on disposal of property, infrastructure, plant and equipment	290	-	(290)	100.0%	8
Other income	1,024	1,102	78	7.7%	9
Total income	83,516	92,126	8,610	10.3%	
Expenses					
Employee costs	30,896	29,361	1,535	5.0%	10
Materials and services	22,889	26,095	(3,206)	(14.0%)	11
Depreciation	21,010	20,626	384	1.8%	12
Amortisation - Right of use assets	558	471	87	15.6%	13
Bad and doubtful debts	-	188	(188)	100.0%	14
Borrowing costs	130	88	42	32.6%	15
Finance costs - Leases	-	18	(18)	100.0%	16
Other expenses	4,568	4,176	392	8.6%	17
Loss on disposal of property, infrastructure, plant and equipment	-	5,104	(5,104)	100.0%	18
Total expenses	80,051	86,127	(6,075)	(7.6%)	
Surplus for the year	3,465	5,999	2,534	73.1%	

2.1.1 Income and expenditure (cont.)

(i) Explanation of material variations

Ref	Explanation
1	Rates and Charges - The variance between the budget and the actual result is due to the supplementary rates raised being greater than expected when setting the budget. A conservative approach is taken when budgeting for supplementary rates.
2	Statutory fees and fines - The variance between the budget and the actual result is due to animal registrations being budgeted incorrectly under user fees, this is responsible for the variance.
3	User fees - The variance between the budget and the actual result is due to taking a very conservative approach when setting the budget due to the uncertainty of the Covid 19 pandemic. Tourism related services have performed above budget expectations which has resulted in the positive variance, which is being partially offset by animal registrations being classified under user fees in the budget. These should have been budgeted under statutory fees and fines.
4	Grants - operating - Pre payment of three quarters of the 2022/23 Financial Assistance Grants is greater than budgeted by \$3.915 million. Additional grants related to assist business as the result of the pandemic have been received.
5	Grants - capital - Grants received in 2020/21 have been recognised as revenue in the 2021/22 year as projects related to the Local Roads and Community Infrastructure Grant scheme have been completed.
6	Contributions - monetary - Monetary contributions from developers for public open space and carparking, as per planning conditions, are unbudgeted.
7	Contributions - non monetary - On completion of the subdivisions by developers, the infrastructures assets are transferred to Council's control. These assets comprise roads, footpaths, kerbs and channel, drainage and parks & reserves. It is unpredictable and unbudgeted during the budget time.
8	Gain on disposal of property, infrastructure, plant and equipment - The budget only considers sale of industrial land, these are all combined with the disposals and the net effect sits in expenese.
9	Other income - Interest rates and the amount of funds available for investments is budgeted conservatively. The actual rates achieved and the amount of funds available to invest have been greater than budgeted, resulting in greater than budgeted interest income.
10	Employee costs - Recruiting qualified staff to fill vacancies is an issue across the local government sector. The variance is related savings of salaries while recruiting to various positions. These roles have been filled by consultant contractors which has contributed to the unfavourable variance in materials and services.

2.1.1 Income and expenditure (cont.)

(i) Explanation of material variations

Ref	Explanation
11	Materials and services - The variance between budget and the actuals results is due to an increase in the use of consultants of \$582k, some of which is covered by savings in employee costs, see Note 9. An increase in contractor costs due to increased costs of construction impacting all types of construction of \$2.345m. A portion of the variance is due to spending on programs provided as a result of receiving unbudgeted grants for business activation of \$360k.
12	Depreciation - The variance between the budget and the actual results is due to Council selling building assets. These were not included in the budget as the sales were not certain when the budget was set.
13	Amortisation right of use assets - The variance between the budget and the actual result is due to budget estimate being based on the prior year result. There has been no new vehicles leased which has reduced the actual result.
14	Bad and doubtful debts - The expense related to the allowance made for bad and doubtful debts is not budgeted.
15	Borrowing costs - The variance between the budget and the actual result is due to the drawdown of a new loan not occurring until June. It was budgeted to occur in December.
16	Finance costs - Leases - The interest component of the cost of leasing assets was not considered when the budget was set.
17	Other expenses - The main variances between the budget and the actual result is due to an decrease in equipment hire \$69k, office supplies and postage \$82k, quarry royalties \$62k and training \$31k . There are other minor savings across other services that contribute to the final result.
18	Loss on disposal of property, infrastructure, plant and equipment - The result is due to the written down value of renewed assets being 'written off' and then written back on at their new value. \$2.99m relates to infrastructure assets such as roads, footpaths and drainage. \$1.1m relates to the write off of assets sold, \$866K relates to the repairs carried out on the three paddlesteamers.

2.1.2 Capital works

	Budget 2022 \$'000	Actual 2022 \$'000	Variance 2022 \$'000	Variance 2022 %	Ref
Property					
Land improvements	2,250	-	2,250	100.0%	1
Total Land	2,250	-	2,250	100.0%	
Buildings	2,761	1,329	1,432	51.9%	2
Heritage buildings	-	238	(238)	100.0%	3
Total Buildings	2,761	1,567	1,194	43.3%	
Total Property	5,011	1,567	3,444	68.7%	
Plant and Equipment					
Heritage plant and equipment	25	690	(665)	(2661.7%)	4
Plant, machinery and equipment	2,855	2,353	502	17.6%	5
Computers and telecommunications	-	54	(54)	100.0%	6
Total Plant and Equipment	2,880	3,097	(217)	(7.5%)	
Infrastructure					
Roads	9,591	9,861	(270)	(2.8%)	
Bridges	56	627	(571)	(1020.5%)	7
Footpaths and cycleways	4,406	1,269	3,137	71.2%	8
Drainage	2,900	2,415	485	16.7%	9
Recreational, leisure and community facilities	1,180	6,151	(4,971)	(421.3%)	10
Waste management	240	55	185	77.1%	11
Parks, open space and streetscapes	170	-	170	100.0%	12
Aerodromes	1,824	-	1,824	100.0%	13
Other infrastructure	100	455	(355)	(354.7%)	14
Total Infrastructure	20,467	20,833	(366)	(1.8%)	
Total Capital Works Expenditure	28,358	25,497	2,860	10.1%	
Represented by:					
New asset expenditure	2,608	1,602	1,006	38.6%	
Asset renewal expenditure	18,859	17,382	1,477	7.8%	
Asset upgrade expenditure	6,891	6,513	378	5.5%	
Total Capital Works Expenditure	28,358	25,497	2,860	10.1%	

2.1.2 Capital works (cont.)

(i) Explanation of material variations

Ref	Explanation
1	Land Improvements - The variance between budget and actual result is due to the project to develop the Aquatic Reserve being dependent of receiving grant funding. Unfortunately no funding has been received, therefore the project has not proceeded.
2	Buildings - The variance between budget and actual result is due to a number of projects still to be completed. The projects were budgeted to be fully completed in the 2021/22 year but due to the availability of materials and contractors these will be completed in the 2022/23 year. There are a few projects that have been put on hold pending further investigations of the works.
3	Heritage Buildings - The variance between budget and actual result is due works being completed on buildings with in the Port of Echuca were unbudgeted but possible due to receiving grant funding.
4	Heritage plant and equipment - The variance between budget and actual result is due to the projects to repair and have the paddlesteamer to resume service was budgeted in prior years but completed in the 2021/22 year.
5	Plant, machinery and equipment - The variance between budget and actual result is due to supply chain issues. Delivery of ordered items has been delayed.
6	Computers and telecommunications - The variance is related to a carryover project from the 2020/21 year being completed in 2021/22.
7	Bridges - The variance between budget and actual result is due to works carried over from prior years being completed in the current year.
8	Footpaths and cycleways - The variance between budget and actual result is due to the Waranga Trail still in progress and the additional footpaths funded under grant programs still to be completed.
9	Drainage - The variance between budget and actual result is due to savings having been made on a number of projects. The savings have been returned to reserves to be used on future capital works.
10	Recreational, leisure and community facilities - The variance between budget and actual result is due to the completion of the Echuca East Community Precinct stage 1 and the completion of the redevelopment of Gunbower Lions Park. These were both budgeted in prior years.
11	Waste management - The variance between budget and actual result is due to a number of projects yet to be completed. These will be carried over to the 2022/23 year.

Campaspe Shire Council
 2021/2022 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2022

2.1.2 Capital works (cont.)

(i) Explanation of material variations

Ref	Explanation
12	Parks, open space and streetscapes - A number of projects were not completed due to the availability of contractors and materials. These projects have been carried over to the 2022/23 year.
13	Aerodromes - The variance between budget and actual result is due to the project to upgrade the aerodrome being dependent of receiving a grant to do the works. Thus far no grant applications have been successful.
14	Other infrastructure - The variance between budget and actual result is due to projects carried over from prior years being completed in the current year.

Note 2.2**Analysis of Council results by program**

Council delivers its functions and activities through the following pillars as defined in the Council Plan 2021-2025. These pillars guide the delivery of services.

Flourishing local economy

Campaspe's economic drivers are numerous: agriculture, food production, manufacturing, health care and tourism. Many factors within Council's control contribute directly to these and others, such as roads and land allocation, and many areas we indirectly support are also important, such as freight links and education. Our aim over this term is to re-establish a sound basis for investment in Campaspe and, to do this, we will build a program of advocacy that helps attract funding for local infrastructure, boosts vocational education, employs our people, especially younger people, and supports all major sectors of our economy.

Well planned places

Council has significant responsibilities to make Campaspe a great place, and these are focused on ensuring we have the land we need for the future, and that we're well connected, within and outside the Shire. This means that Council, over this term, will invigorate and progress development of significant sites, such as the Bridge to Bridge locality, and identify future such sites. In addition, we will pay attention to ensuring we've got enough land available for living, working and industry. And, we'll focus on the underlying infrastructure like drains and stormwater, and the aboveground open spaces that our communities rely upon. All whilst protecting our natural environment for future generations and planning with the changing climate in mind. Roads are a vital part of our Shire, and 50% of our budget will continue to be spent on them. But, increasingly, we rely on digital communications also, so our advocacy efforts will be redoubled here.

Resilient protected and healthy natural environment

Council has several responsibilities to ensure a resilient natural environment now, and for future generations especially in light of changing climate. Chief amongst these is to lead — and deliver — an environmentally and economically sustainable waste service. Our aim is to ultimately become a circular economy, so it's important that we work with our communities to use less that ultimately becomes landfill. In addition, we will look carefully at our own practices, especially in water and energy use, and find ways to create less negative impact. We will continue to play an integral role in managing native vegetation and pest plants on roadsides and supporting the goal of 'no net loss to biodiversity as a result of the removal, destruction or lopping of native vegetation'. We will support farmers and landowners care for their land, to enable agricultural productivity into the future. Finally, we will act as steward for the land we manage, and as partners and advocates with other land managers so that we and future generations can have the best use and enjoyment of our Campaspe environment.

Growing quality of life

Strong economies, resilient natural environments, and great places don't automatically lead to a higher quality of life. But we will ensure that communities have a voice in how Council spends its limited budgets in each community's interests, in a fair way. We will review services and make prudent decisions about improving those the community wants the most and divest ourselves of some that others can perform just as well or better than we can. Finally, we will work with our numerous Communities of Priority to ensure that Campaspe is a place that welcomes, and provides opportunities, for all.

Organisational support

Council has several internal, enabling services which provide responsible management to the broader organisation and the community. These services ensure that the organisation has the necessary tools to perform and enhance effectiveness and efficiency.

Campaspe Shire Council
2021/2022 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2022

Note 2 Analysis of Council results by program (cont.)

2.2.1 Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2022					
Flourishing local economy	14,240	9,335	4,905	-	57,963
Well planned places	40,594	44,378	(3,784)	8,279	680,762
Resilient protected and healthy natural environment	12,415	7,910	4,505	257	15,535
Growing quality of life	14,803	12,193	2,610	1,637	63,097
Organisational support	10,074	12,311	(2,237)	17,130	65,044
	92,126	86,127	5,999	27,302	882,401

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2021					
Balanced Services and infrastructure	24,430	35,961	(11,531)	4,633	542,721
Healthy environment	15,797	10,620	5,176	245	16,480
Resilient economy	11,336	7,828	3,508	-	60,347
Responsible management	10,729	8,404	2,325	12,774	48,340
Strong and engaged communities	22,023	26,174	(4,151)	2,920	141,902
	84,315	88,987	(4,673)	20,572	809,790

2020/21 comparatives were categorised based on the 2017-20 Council Plan.

Strong and engaged communities

Strong and engaged communities will be fostered by the delivery of services, programs and advocacy that enable improved health, wellbeing and safety of our community.

Resilient economy

A resilient economy is a diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development.

Healthy environment

A healthy environment for current and future generations.

Balanced Services and infrastructure

Providing balanced services and infrastructure will ensure services and assets meet current and future community needs.

Responsible management

Responsible management is strong leadership, advocacy and good governance and an organisation that is responsive, flexible, honest, accountable and consistent.

Campaspe Shire Council
2021/2022 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2022

Note 3 Funding for the delivery of our services	2022	2021
3.1 Rates and charges	\$'000	\$'000

Council uses capital improved values as the basis of valuation of all properties within the municipal district. The capital improved value of a property is its equivalent to market price at the prescribed date of valuation.

The valuation base used to calculate general rates for 2021/22 was \$8,979,379 million (2020/21 was \$8,181,739 million).

Residential	20,855	20,525
Commercial	3,642	3,712
Industrial	1,892	1,881
Farm	8,982	8,244
Municipal charge	4,108	4,070
Waste management charge	4,313	4,362
Recycling and garden organics charges	1,641	1,566
Supplementary rates and rate adjustments	346	336
Total rates and charges	45,779	44,696

The date of the general revaluation of land for rating purposes, relevant to the reporting period, within the municipal district was 1 January 2021 by the Victorian Valuer General, and the valuation was first applied in the rating year commencing 1 July 2021.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Infringements and costs	443	474
Town planning fees	759	807
Land information certificates	116	126
Animal registrations	543	534
Total statutory fees and fines	1,861	1,941

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

Campaspe Shire Council
2021/2022 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2022

3.3 User fees	2022	2021
	\$'000	\$'000
Community Health	71	341
Caravan park fees	3,000	2,435
Child care/children's programs	3,764	3,717
Leisure centre and recreation	877	564
Livestock selling centre	559	563
Tourism	824	657
Other fees and charges	782	711
Parking	871	515
Quarry sales	3,154	2,718
Sale of materials	708	551
Total user fees	14,610	12,772
User fees by timing of revenue recognition		
User fees recognised at a point in time	14,610	12,772
Total user fees	14,610	12,772

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

Grants were received in respect of the following :

Summary of grants

Commonwealth funded grants	24,445	16,596
State funded grants	2,857	3,977
Total grants received	27,302	20,573

(a) Operating Grants

Recurrent - Commonwealth Government

Community Care	95	365
Environmental Health	2	3
Financial Assistance Grants - General purpose	10,812	7,942
Financial Assistance Grants - Local roads	5,704	4,212

Recurrent - State Government

School Crossing Supervisors	99	91
Family and Children	895	1,020
Community Programs	224	-
Environmental Health	85	76
Libraries	308	298
Total recurrent operating grants	18,224	14,007

3.4 Funding from other levels of government (cont.)	2022	2021
Non-recurrent - Commonwealth Government	\$'000	\$'000
Family and Children	84	144
Community Programs	50	348
Economic Development	-	262
Non-recurrent - State Government		
Community Care	3	-
Family and Children	-	2
Emergency services	73	-
Environmental Health	25	252
Libraries	42	9
Community Programs	525	1,077
Waste Management	70	-
ICT Technology	-	100
Total non-recurrent operating grants	872	2,194
Total operating grants	19,096	16,201
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	2,637	2,648
Total recurrent capital grants	2,637	2,648
Non-recurrent - Commonwealth Government		
Economic Development	185	-
Roads	65	116
Recreation	6	-
Local Road and Community Infrastructure	4,805	556
Non-recurrent - State Government		
Roads	(66)	-
Recreation	256	-
Economic Development	306	-
Waste Management	12	1,052
Total non-recurrent capital grants	5,569	1,724
Total capital grants	8,206	4,372

3.4 Funding from other levels of government (cont.)

(c) Unspent grants received on conditions that they be spent in a specific manner

	2022	2021
	\$'000	\$'000
Operating		
Balance at start of year	1,582	1,712
Received during the financial year and remained unspent at balance date	-	595
Received in prior years and spent during the financial year	(1,539)	(725)
Balance at year end	43	1,582
Capital		
Balance at start of year	3,896	637
Received during the financial year and remained unspent at balance date	4,533	3,444
Received in prior years and spent during the financial year	(2,881)	(185)
Balance at year end	5,548	3,896

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 *Income of Not-for-Profit Entities*

General purpose	19,095	16,201
Specific purpose grants to acquire non-financial assets	8,206	4,372
	27,302	20,573

3.5 Contributions

Monetary	511	244
Non-monetary	961	2,774
Total contributions	1,472	3,018

Contributions of non monetary assets were received in relation to the following asset classes.

Land	194	189
Buildings	62	-
Infrastructure	705	2,585
Total non-monetary contributions	961	2,774

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

	2022	2021
	\$'000	\$'000
3.6 Net (loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	3,221	1,881
Write down value of assets disposed	(7,471)	(7,980)
Written down value of assets held for sale	(854)	-
Total net loss on disposal of property, infrastructure, plant and equipment	(5,104)	(6,100)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

Interest	668	938
Investment property rental	419	374
Reimbursements	15	3
Total other income	1,102	1,315

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 4 The cost of delivering services

4.1 (a) Employee costs

Wages and salaries	19,765	18,729
Annual leave and long service leave	2,584	2,144
Casual staff	2,481	2,649
Superannuation	2,634	2,635
Work cover	225	390
Fringe benefits tax	137	119
Sick leave	1,122	1,118
Redundancy	413	33
Total employee costs	29,361	27,817

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super).	131	135
	<u>131</u>	<u>135</u>
Employer contributions payable at reporting date.	-	-

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,670	1,864
Employer contributions - other funds	833	636
	<u>2,503</u>	<u>2,501</u>
Employer contributions payable at reporting date.	97	351

Refer to note 9.3 for further information relating to Council's superannuation obligations.

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	2022	2021
	\$'000	\$'000
4.2 Materials and services		
Consultants	1,498	1,075
Contract payments	9,363	7,721
Contract payments - waste management	2,414	1,916
Information technology	1,529	1,539
Insurance	926	865
Legal services	214	183
Materials	3,793	2,575
Repair and maintenance	2,576	2,432
Service level contributions	875	720
Utility costs	1,860	1,980
Vehicle costs - other	185	73
Vehicle fuel costs	862	572
Total materials and services	26,095	21,651

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

	\$'000	\$'000
4.3 Depreciation		
Property	2,696	2,792
Plant and equipment	2,578	2,428
Infrastructure	15,351	15,430
Total depreciation	20,625	20,650

Refer to note 6.2 for a more detailed breakdown of depreciation charges and accounting policy.

4.4 Depreciation - Right of use assets		
Fleet and plant & equipment	350	463
Office equipment	78	91
Other assets	43	79
Total depreciation - right of use assets	471	633

Refer to note 5.8 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

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For the Year Ended 30 June 2022

	2022	2021
	\$'000	\$'000
4.5 Bad and doubtful debts		
Parking fine debtors	103	85
Animal debtors	78	55
Other debtors	7	28
Total bad and doubtful debts	188	168
Movement in provisions for doubtful debts		
Balance at the beginning of the year	(727)	(558)
New Provisions recognised during the year	(188)	(168)
Amounts already provided for and written off as uncollectible	16	9
Amounts provided for but recovered during the year	1	(10)
Balance at end of year	(898)	(727)

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.6 Borrowing costs

Interest - borrowings	88	113
Total borrowing costs	88	113

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.7 Finance Costs - Leases

Interest - lease liabilities	18	34
Total finance costs	18	34

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	2022	2021
	\$'000	\$'000
4.8 Other expenses		
Advertising	225	158
Audit expenses - VAGO - audit of the financial statements, performance statement and grant acquittals	56	83
Audit expenses - internal	52	46
Bank fees	181	162
Commission	1,135	993
Contributions and Community Grants	450	299
Councillor - other expenses	3	6
Councillor allowances	339	298
Councillor election costs	6	222
Equipment hire	247	737
Fire service levy	95	97
Food purchases	103	115
Licence fees	16	20
Marketing	208	56
Membership to associations	226	285
Operating lease rentals	219	203
Postage and stationery	275	315
Property rent	86	169
Protective clothing	88	84
Quarry Royalties	14	20
Veterinary costs	152	138
Total other expenses	4,176	4,506

Note 5 Our financial position

5.1 Financial assets

	2022	2021
	\$'000	\$'000
(a) Cash and cash equivalents		
Cash on hand	9	9
Cash at bank	10,280	14,530
Total cash and cash equivalents	10,289	14,539

(b) Other financial assets

Term deposits - current	59,020	48,030
Term deposits - non-current	28,000	18,500
Total Other financial assets	87,020	66,530

Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 5.3)	2,245	2,734
- Grants received but not acquitted (Note 3.4(c))	5,591	5,478
Total restricted funds	7,836	8,212
Total unrestricted cash and cash equivalents	2,453	6,327

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- Reserve funds allocated for specific future purposes	29,406	25,241
- Cash held to fund carried forward capital works	8,319	10,565
- Cash held to fund carried forward operational works	43	1,582
Total funds subject to intended allocations	37,768	37,388

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

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Notes to the Financial Report
For the Year Ended 30 June 2022

5.1 Financial assets (cont.)	2022	2021
(c) Trade and other receivables	\$'000	\$'000
Current		
<i>Statutory receivables</i>		
Rates debtors	2,165	2,578
Parking infringement debtors	1,335	1,191
Provision for doubtful debts - parking infringements	(898)	(727)
Special rate scheme	-	6
Net GST receivable	-	610
<i>Non statutory receivables</i>		
<i>Other debtors</i>		
Other debtors	1,466	1,263
Total current trade and other receivables	4,068	4,921
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	16	17
Total non-current trade and other receivables	16	17
Total trade and other receivables	4,084	4,938

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	680	975
Past due by up to 30 days	22	53
Past due between 31 and 180 days	738	162
Past due between 181 and 365 days	15	43
Past due by more than 1 year	11	30
Total trade and other receivables	1,466	1,263

(e) Ageing of individually impaired Receivables

At balance date, debtors representing financial assets with a nominal value of \$1,263,900 (2021: \$1,095,578) were impaired. The amount of the provision raised against these debtors was \$897,528 (2021: \$726,684). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged for debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	50	52
Past due by up to 30 days	71	16
Past due between 31 and 180 days	60	54
Past due between 181 and 365 days	108	69
Past due by more than 1 year	975	904
Total trade and other receivables	1,264	1,095

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Notes to the Financial Report
For the Year Ended 30 June 2022

	2022	2021
5.2 Non-financial assets		
(a) Other assets	\$'000	\$'000
Prepayments	380	250
Accrued Income	2,036	311
Total other assets	2,416	561
(b) Intangible assets		
Water Rights	3,919	3,721
Total intangible assets	3,919	3,721
Gross carrying amount		
Water Rights		
Balance at 1 July 2021	3,721	3,811
Revaluation	198	(74)
Write off water right transferred to community group	-	(16)
Balance at 1 July 2022	3,919	3,721

Valuation of water rights is based upon market value by reference to the water rate charged by the relevant authority and trading prices as at 30 June 2022.

5.3 Payables, trust funds and deposits and unearned income/revenue

(a) Trade and other payables		
Trade payables	6,816	2,994
Accrued expenses	1,220	722
Total trade and other payables	8,036	3,716
(b) Trust funds and deposits		
Current		
Refundable deposits	525	1,143
Refundable contract retention deposits	274	246
Fire services levy	1,085	1,009
Caravan Park deposits	343	318
Total current trust funds and deposits	2,227	2,716
Non-current		
Other refundable deposits	18	18
Total non-current trust funds and deposits	18	18
Total trust funds and deposits	2,245	2,734

Amounts received as deposits and retention amounts controlled by council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

5.3 Payables (cont.)**Purpose and nature of items**

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Services Levy - Council is the collection agent for fire services levy on behalf of the state government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention amounts - council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with council's contractual obligations.

Caravan park deposits - deposits are taken for forward accommodation bookings at the caravan park. These deposits are refundable if the accommodation booking is cancelled or converted to income when accommodation is used.

	2022	2021
	\$'000	\$'000
(c) Unearned income/revenue		
Grants received in advance - capital	5,548	3,444
Prepaid Rates	587	439
Total unearned income/revenue	6,135	3,883

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of prepaid rates. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

5.4 Interest-bearing liabilities**Current**

Treasury Corporation of Victoria borrowings - secured	788	-
Borrowings - secured	642	1,009
	1,430	1,009

Non-current

Treasury Corporation of Victoria borrowings - secured	3,410	-
Borrowings - secured	1,680	2,322
	5,090	2,322

Total	6,520	3,331
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Borrowings are secured by rates

(a) The maturity profile for Council's borrowings is:

Not later than one year	1,430	1,009
Later than one year and not later than five years	5,003	2,235
Later than five years	87	87
	6,520	3,331

5.4 Interest-bearing liabilities (cont.)

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

5.5 Provisions	Employee provision \$ '000	Landfill restoration \$ '000	Total \$ '000
2022			
Balance at beginning of the financial year	6,837	1,335	8,172
Additional provisions	1,475	417	1,892
Amounts used	(1,597)	(111)	(1,708)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(291)	(324)	(615)
Balance at the end of the financial year	6,424	1,317	7,741
2021			
Balance at beginning of the financial year	7,171	1,724	8,895
Additional provisions	1,580	(348)	1,232
Amounts used	(2,211)	58	(2,153)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	297	(99)	198
Balance at the end of the financial year	6,837	1,335	8,172
(a) Employee provisions	2022	2021	
Current provisions expected to be wholly settled within 12 months	\$'000	\$'000	
Annual leave	1,388	1,483	
Long service leave	414	480	
	1,802	1,963	
Current provisions expected to be wholly settled after 12 months			
Annual leave	291	297	
Long service leave	3,726	4,092	
	4,017	4,389	
Total current employee provisions	5,819	6,352	
Non-current			
Long service leave	605	485	
Total non-current employee provisions	605	485	

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5.5 Provisions (cont.)	2022	2021
Aggregate carrying amount of employee provisions:	\$'000	\$'000
Current	5,819	6,352
Non-current	605	485
Total aggregate carrying amount of employee provisions	6,424	6,837

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:	2022	2021
- discount rate	3.38%	1.66%
- inflation rate	3.85%	2.95%
(b) Landfill restoration	\$'000	\$'000
Current	104	96
Non-current	1,213	1,240
	1,317	1,336

The provision for landfill restoration maintenance has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to maintain and monitor the site to comply with EPA requirements. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Council has no operating landfills, the landfill restoration provision relates to capped landfills previously operated by Council.

Key assumptions:	2022	2021
- discount rate	3.09%	0.70%
- inflation rate	5.10%	1.10%

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5.5 Provisions (cont.)	2022	2021
Provisions	\$'000	\$'000
Current - Employee provisions	5,819	6,352
Current - Landfill provisions	104	96
Total current provisions	5,923	6,447
Non-current - Employee provisions	605	485
Non-current - Landfill provisions	1,213	1,240
Total non-current provisions	1,818	1,724

5.6 Financing arrangements

Council has the following funding arrangements in place as at 30 June 2022.

Bank overdraft	1,200	1,200
Credit card facilities	200	200
Asset finance leasing	36	59
Loans	6,520	3,392
Total facilities	7,956	4,851
Used facilities	6,612	3,467
Unused facilities	1,344	1,384

5.7 Commitments

Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

2022	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Garbage collection	2,529	2,605	8,293	12,265	25,693
Landfill	1,402	1,444	4,598	3,299	10,743
Recycling and transfer stations	2,436	2,510	6,831	14,985	26,762
Consultancies	320	-	-	-	320
Cleaning/maintenance contracts	249	220	227	-	696
Corporate software	880	112	-	-	991
Caravan parks	315	-	-	-	315
Total	8,130	6,891	19,949	30,550	65,520
Capital					
Tourism	329	-	-	-	329
Road	1,656	-	-	-	1,656
Plant and Fleet	280	-	-	-	280
Infrastructure	2,104	-	-	-	2,104
Recreation	4,132	-	-	-	4,132
Total	8,501	-	-	-	8,501

5.7 Commitments (cont.)

(a) Commitments for expenditure (cont.)

2021	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Garbage collection	2,108	2,171	6,911	12,972	24,162
Landfill	1,242	1,228	3,910	4,273	10,653
Recycling and transfer stations	1,771	1,710	4,599	3,011	11,091
Consultancies	5	-	-	-	5
Corporate software	544	760	57	-	1,361
Caravan parks	1,185	331	-	-	1,516
Total	6,856	6,200	15,477	20,256	48,788
Capital					
Tourism	89	-	-	-	89
Roads	162	-	-	-	162
Drainage	600	-	-	-	600
Plant and Equipment	948	-	-	-	948
Infrastructures	580	-	-	-	580
Recreation	137	-	-	-	137
Total	2,516	-	-	-	2,516

(b) Operating lease receivables

Operating lease receivables

The Council has entered into commercial property leases on its properties located at the Port of Echuca and surplus commercial properties in Kyabram. These properties held under operating leases have remaining non-cancellable lease revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2022	2021
	\$'000	\$'000
Not later than one year	388	380
Later than one year and not later than five years	510	305
Later than five years	-	27
	898	712

5.8 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under *AASB 16 Leases* which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Council does not have any leases, as a lessee, that are significantly below-market terms.

5.8 Leases (cont.)

Right-of-Use Assets	Office Equipment	Fleet, Plant & Equipment	Other	Total
	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2021	108	392	71	571
Additions	-	202	7	209
Depreciation charge	(78)	(350)	(43)	(471)
Balance at 30 June 2022	30	244	35	309
Lease Liabilities	2022	2021		
Maturity analysis - contractual undiscounted cash flows	\$'000	\$'000		
Less than one year	213	400		
One to five years	97	190		
More than five years	33	33		
Total undiscounted lease liabilities as at 30 June:	343	623		
Lease liabilities included in the Balance Sheet at 30 June:				
Current	205	384		
Non-current	116	205		
Total lease liabilities	321	589		

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2022	2021
	\$'000	\$'000
Expenses relating to:		
Short-term leases	-	3
Leases of low value assets	132	204
Total	132	207

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:		
Within one year	100	119
Later than one year but not later than five years	53	96
Total lease commitments	153	215

Note 6 Assets we manage**6.1 Non current assets classified as held for sale**

Buildings held for resale	-	850
Total non current assets classified as held for sale	-	850

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

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Notes to the Financial Report
For the Year Ended 30 June 2022

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2021*	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Impairment of Assets	Adjustments & Transfers	Carrying amount 30 June 2022
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	121,894	29	194	21,354	(14)	(2,514)	-	88	141,031
Buildings	103,287	-	-	-	(2,682)	(926)	-	3,535	103,214
Plant and Equipment	13,168	-	-	-	(2,578)	(894)	-	3,507	13,202
Infrastructure	462,308	-	705	36,194	(15,351)	(3,137)	-	18,497	499,216
Artworks	1,138	-	-	-	-	-	-	-	1,138
Work in progress	15,904	25,497	62	-	-	-	-	(25,628)	15,835
Total	717,698	25,526	961	57,548	(20,625)	(7,471)	-	-	773,637

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write Offs	Contributions	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land and Buildings	1,013	4,496	(4,034)	-	62	1,537
Plant and Equipment	305	3,209	(3,507)	-	-	7
Infrastructure	14,584	17,793	(18,086)	-	-	14,291
Total	15,904	25,497	(25,628)	-	62	15,835

*Restatement of opening balances, refer to note 8.6.

Campaspe Shire Council
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Notes to the Financial Report
For the Year Ended 30 June 2022

6.2 Property, infrastructure, plant and equipment (cont.)

(a) Property

	Land - Un Specialised \$'000	Land under roads \$'000	Land - specialised \$'000	Land improvements \$'000	Total Land \$'000	Buildings Specialised \$'000	Total Buildings \$'000	Work In Progress \$'000	Total Property \$'000
At fair value 1 July 2021	29,303	4,395	87,718	525	121,941	185,889	185,889	1,013	308,844
Accumulated depreciation at 1 July 2021	-	-	-	(47)	(47)	(82,603)	(82,603)	-	(82,650)
	29,303	4,395	87,718	478	121,894	103,287	103,287	1,013	226,194
Movements in fair value									
Acquisition of assets at fair value	29	-	-	-	29	-	-	4,496	4,525
Contributed assets	-	12	182	-	194	-	-	62	256
Revaluation increments/decrements	4,822	793	15,739	-	21,354	-	-	-	21,354
Fair value of assets disposed	(2,309)	-	(206)	-	(2,514)	(2,252)	(2,252)	-	(4,766)
Transfers	-	-	-	88	88	(5,842)	(5,842)	(4,034)	(9,788)
	2,542	805	15,715	88	19,151	(8,094)	(8,094)	523	11,581
Movements in accumulated depreciation									
Depreciation	-	-	-	(14)	(14)	(2,682)	(2,682)	-	(2,696)
Accumulated depreciation of disposals	-	-	-	-	-	1,326	1,326	-	1,326
Transfers	-	-	-	-	-	9,377	9,377	-	9,377
	-	-	-	(14)	(15)	8,021	8,021	-	8,006
At fair value 30 June 2022	31,845	5,200	103,433	614	141,093	177,796	177,796	1,536	320,425
Accumulated depreciation at 30 June 2022	-	-	-	(61)	(61)	(74,582)	(74,582)	-	(74,643)
	31,845	5,200	103,433	552	141,031	103,214	103,214	1,536	245,781

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For the Year Ended 30 June 2022

6.2 Property, infrastructure, plant and equipment (cont.)

(b) Plant and Equipment

	Plant machinery and equipment	Fittings, Heritage plant and furniture and equipment	Heritage plant and equipment	Computers and telecomms	Total plant and equipment before WIP	Artworks	Total artworks	Work In Progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2021	14,531	349	3,029	9,686	27,595	1,138	1,138	305	29,039
Accumulated depreciation at 1 July 2021	(7,880)	(229)	(458)	(5,861)	(14,428)	-	-	-	(14,428)
	6,651	121	2,571	3,825	13,168	1,138	1,138	305	14,612
Movements in fair value									
Acquisition of assets at fair value	-	-	-	-	-	-	-	3,209	3,209
Fair value of assets disposed	(891)	(23)	(1,040)	(504)	(2,458)	-	-	-	(2,458)
Transfers	2,361	-	1,040	107	3,507	-	-	(3,507)	-
	1,470	(23)	-	(398)	1,049	-	-	(298)	751
Movements in accumulated depreciation									
Depreciation	(1,628)	(8)	(37)	(905)	(2,578)	-	-	-	(2,578)
Accumulated depreciation of disposals	891	23	173	477	1,564	-	-	-	1,564
Transfers	-	-	-	-	-	-	-	-	-
	(737)	15	136	(428)	(1,014)	-	-	-	(1,014)
At fair value 30 June 2022	16,001	326	3,029	9,288	28,644	1,138	1,138	7	29,790
Accumulated depreciation at 30 June 2022	(8,617)	(214)	(322)	(6,289)	(15,442)	-	-	-	(15,442)
	7,383	113	2,707	2,999	13,202	1,138	1,138	7	14,348

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Notes to the Financial Report
For the Year Ended 30 June 2022

6.2 Property, infrastructure, plant and equipment (cont.)
(c) Infrastructure

	Roads	Bridges	Footpaths and Cycleways	Drainage	Recreational, Leisure and Community*	Parks, Open Spaces and Streetscapes	Other infrastructure	Total infrastructure before WIP	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2021	481,401	33,802	30,087	82,013	19,747	6,151	18,801	672,001	14,584	686,585
Accumulated depreciation at 1 July 2021	(133,322)	(16,808)	(13,217)	(29,760)	(7,800)	(3,045)	(5,742)	(209,693)	-	(209,693)
	348,079	16,994	16,870	52,252	11,947	3,106	13,059	462,308	14,584	476,892
Movements in fair value										
Acquisition of assets at fair value	-	-	-	-	-	-	-	-	17,793	17,793
Contributed Assets	291	-	66	348	-	-	-	705	-	705
Revaluation increments/decrements	44,716	-	-	7,191	-	-	-	51,907	-	51,907
Fair value of assets disposed	(5,863)	(316)	(318)	(456)	(370)	(43)	(97)	(7,463)	-	(7,463)
Transfers	9,535	316	1,452	5,566	916	814	159	18,757	(18,086)	671
	48,679	-	1,200	12,650	545	771	61	63,906	(294)	63,613
Movements in accumulated depreciation										
Depreciation	(11,686)	(337)	(625)	(1,165)	(765)	(294)	(479)	(15,351)	-	(15,351)
Revaluation increments/decrements	(12,742)	-	-	(2,971)	-	-	-	(15,713)	-	(15,713)
Accumulated depreciation of disposals	3,497	161	194	242	165	32	35	4,326	-	4,326
Transfers	-	-	-	-	(260)	-	-	(260)	-	(260)
	(20,930)	(176)	(431)	(3,894)	(860)	(262)	(443)	(26,998)	-	(26,998)
At fair value 30 June 2022	530,080	33,802	31,287	94,662	20,292	6,922	18,862	735,907	14,290	750,198
Accumulated depreciation at 30 June 2022	(154,252)	(16,984)	(13,648)	(33,655)	(8,659)	(3,307)	(6,185)	(236,690)	-	(236,690)
	375,827	16,818	17,639	61,008	11,633	3,615	12,677	499,216	14,290	513,507

* Restatement of opening balances, refer to note 8.6

6.2 Property, infrastructure, plant and equipment (cont.)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period 2021/22	Threshold Limit \$'000
<i>Asset recognition thresholds and depreciation periods</i>		
Land and land improvements		
land	Not applicable	At cost
land improvements	Not applicable	0
water rights	Not applicable	At cost
Buildings		
heritage buildings	75 years	10
buildings	75 years	10
building improvements	20 -50 years	10
Plant and Equipment		
heritage plant and equipment (paddlesteamers)	100 years	5
plant, machinery and equipment	3 - 20 years	10
fixtures, fittings and furniture	3 - 15 years	5
computers and telecommunications	4 years	5
Infrastructure		
road seals	15 - 20 years	10
road pavement	80 years	10
road formation and earthworks	999 years	10
road kerb, channel and minor culverts	50 - 80 years	10
gravel roads and gravel shoulders	15 years	10
bridges deck	100 years	10
bridges substructure	100 years	10
footpaths and cycleways	40 - 50 years	10
drainage	20 - 80 years	10

Land under roads

Council recognises land under roads it controls at fair value.

6.2 Property, infrastructure, plant and equipment (cont.)

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer, Simon Eishold, a qualified independent valuer from Eishold Property in April 2021. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

The current market environment, impacted by the pandemic (Covid 19), creates significant valuation uncertainty. The value assessed at the valuation date may therefore change over a relatively short time period.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

An indexation valuation was conducted in the current year on land assets based on the Valuer Generals Englobo land indexation factors. The increase used was an average across the shire of 18%. A full valuation of these assets will be conducted in 2023/24.

The date of the current valuation is detailed in the following table.

Details of council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

6.2 Property, infrastructure, plant and equipment (cont.)

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	DoV
Specialised land	-	-	103,433	Jun-21
Non specialised land	-	31,845	-	Jun-21
Non specialised buildings	-	-	103,214	Jun-21
Land under roads	-	-	5,200	Jun-21
Land improvements	-	-	552	Jun-20
Total	-	31,845	212,399	

Valuation of infrastructure

Valuation of infrastructure assets has been determined by Council staff using unit rates derived from the construction cost of contributed assets and Rawlinson's indexes. The current environment has created significant valuation uncertainty. The pandemic, supply chain issues and workforce shortages have impacted construction costs.

A revaluation was conducted on the asset class of basins, retaining walls, wetlands and levee banks, these asset classes sit within the asset group 'Drainage'. These assets were revalued by applying a unit rates. A revaluation was conducted on sealed roads, this asset class sits within the asset group 'Roads'. A unit rate was applied to the seal component and an index was applied to the formation. The index used for the revaluation was the ABS construction index.

The total revaluation movement for infrastructure assets is \$36.19 million.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost or indexes less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	DoV
Roads	-	-	375,827	Jun-20
Bridges	-	-	16,818	Jun-20
Footpaths and cycleways	-	-	17,639	Jun-20
Drainage	-	-	61,008	Jun-20
Recreational, leisure and community facilities	-	-	11,633	Jun-20
Parks, open space and streetscapes	-	-	3,615	Jun-20
Other infrastructure	-	-	12,677	Jun-20
Total	-	-	499,217	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads are valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.17 and \$5,900 per square metre.

6.2 Property, infrastructure, plant and equipment (cont.)

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$50 to \$5,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 25 years to 75 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 0 to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2022	2021
	\$'000	\$'000
Reconciliation of specialised land		
Specialised land	103,433	87,718
Land under roads	5,200	4,396
Land improvements	552	478
Total specialised land	109,186	92,592

Valuation of Artworks

Artworks are not revalued in line with councils asset revaluation policy but are carried at their nominal value.

Details of council's artworks and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1	Level 2	Level 3
	\$ '000	\$ '000	\$ '000
Artworks	-	-	1,138

6.3 Investments in associates, joint arrangements and subsidiaries

Council does not have any investments in associates, joint arrangements or subsidiaries.

Community Asset Committees

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as community asset committees, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Shire of Campaspe is not the parent entity of any other entities.

Subsidiaries and Associates

Council does not have any investments in associates, joint arrangements or subsidiaries.

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors	Councillor Christine Weller (Mayor, 17 November 2020 - current)
	Councillor Adrian Weston
	Councillor Leanne Pentreath
	Councillor John Zobec
	Councillor Daniel Mackrell
	Councillor Robert Amos
	Councillor Colleen Gates
	Councillor Paul Jarman
	Councillor Tony Marwood
KMP	Chief Executive Officer x 2
	General Manager - Corporate
	General Manager - Development
	General Manager - Community
	General Manager - Infrastructure x 2
	Manager Planning and Building
	Manager Finance
	Manager Community Business
	Manager Governance & Strategy

	2022	2021
	No.	No.
Total Number of Councillors	9	14
Total of Chief Executive Officer and other Key Management Personnel	11	9
Total Number of Key Management Personnel	<u>20</u>	<u>23</u>

The variance in the number of Councillors relates to the election being held in 2020 and the change of Councillors. There were five Councillors that finished their term as councillors in October 2020.

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7.1 Council and key management remuneration (cont.)

(c) Remuneration of Key Management Personnel

	2022	2021
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	2,232	2,172
Long-term benefits	40	41
Post-employment benefits	166	152
Termination benefits	323	-
Total	2,761	2,365

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2022	2021
	No.	No.
\$1 - \$9,999	-	5
\$10,000 - \$19,999	-	4
\$20,000 - \$29,999	8	3
\$30,000 - \$39,999	1	-
\$50,000 - \$59,999	-	1
\$60,000 - \$69,999	-	1
\$80,000 - \$89,999	1	-
\$100,000 - \$109,999	1	-
\$160,000 - \$169,999	1	-
\$170,000 - \$179,999	1	-
\$180,000 - \$189,999	-	2
\$190,000 - \$199,999	2	2
\$200,000 - \$209,999	1	-
\$220,000 - \$229,999	-	2
\$230,000 - \$239,999	1	-
\$240,000 - \$249,999	1	2
\$250,000 - \$259,999	1	-
\$350,000 - \$359,999	-	1
\$630,000 - \$639,999	1	-
	20	23

7.1 Council and key management remuneration (cont.)

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000.

The number of Senior Officers are shown below in their relevant income bands:

	2022	2021
	No.	No.
Income Range:		
<\$151,000	1	-
\$151,000 - \$159,999	5	5
\$160,000 - \$169,999	1	-
\$170,000 - \$179,999	1	1
	8	6
	2022	2021
	\$'000	\$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to:	1,229	939

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties.

Council has six employees who are close family members of key management personnel, the total remuneration paid to these employees is.	548	506
Total rental income received from related parties	87	51
Total transactions paid to related parties	-	3

All contracts and transactions were at arms length and under normal business terms and conditions.

(b) Outstanding balances with related parties

There are no balances outstanding at the end of the reporting period in relation to transactions with related parties 2021/2022 Nil (2020/2021 Nil).

(c) Loans to/from related parties

No loans have been made, guaranteed or secured by council to a responsible person 2021/2022 Nil (2020/2021 Nil).

(d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by council to a related party are as follows:

Council has long term commercial rental agreements with related parties for properties owned by council.	638	384
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Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council. At balance date the Council are not aware of any contingent assets.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Insurance claims

Council has no major insurance claims that could have a material impact on future operations.

Legal matters

Council has no major legal matters that could have a material impact on future operations.

Building cladding

Council has no potential contingents existing in relation to rectification works or other matters associated with building cladding that may have the potential to adversely impact on Council.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

8.1 Contingent assets and liabilities (cont.)

(c) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

	2022	2021
	\$'000	\$'000
<i>Bank Guarantees held in favour of other Entities</i>		
(a) Council currently has three Bank Guarantees in favour of the Department or Environment, Land, Water and Planning for the rehabilitation bond at the Nanneella Quarry.	365	365
(b) Council currently has three Bank Guarantees in favour of the Department or Environment, Land, Water and Planning for the rehabilitation bond at the Mt Scobie Quarry.	151	151
(c) Council currently has two Bank Guarantees in favour of the Department or Environment, Land, Water and Planning for the rehabilitation bond at Weeks and Browns Pits.	14	14
(d) Council currently has one Bank Guarantees in favour of the Environmental Protection Agency for the rehabilitation bond for Council landfills.	800	800
Total	1,330	1,330

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council assesses the impact of these new standards.

As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank and Treasury Victoria Corporation borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in notes of the financial statements. Risk management is carried out by senior management under policies approved by Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

8.3 Financial instruments (cont.)

(b) Market risk (cont.)

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. We manage interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- Council has a policy for establishing credit limits for the entities we deal with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating as specified in Council's Investment Policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

8.3 Financial instruments (cont.)

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements Council will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to finance guarantees disclosed in note 8.1(c) and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +1.5% and -1.5% in market interest rates (AUD) from year-end rates of 1.93%.

These movements will not have a material impact on the valuation of council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities;

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 3 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

8.4 Fair value measurement (cont.)

Impairment of assets

At each reporting date, The Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No other matters have occurred after balance date that require disclosure in the financial report.

8.6 Adjustment directly to equity

Following a review of infrastructure assets registers Council found that assets to the value of \$294 thousand were not reflected in the register. The asset category effected is recreation leisure and community. In 2022 the asset adjustments have been brought to account as an adjustment to the Councils accumulated surplus in the 2020/21 year.

	2022
	\$'000
(a) Found assets	
Sports lighting	294
Total assets found	294

The effect of Council recognising found assets in the 2021/22 year is an increase to the years opening balance of accumulated surplus of \$294 thousand and an increase to property, infrastructure, plant and equipment of \$294 thousand.

Campaspe Shire Council
2021/2022 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2022

Note 9 Other matters

9.1 Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
2022			
Property			
Land and land improvements	50,586	21,354	71,940
Water rights	3,450	198	3,648
Artworks	124	-	124
Plant and Equipment	1,659	-	1,659
Buildings	83,523	-	83,523
	<u>139,342</u>	<u>21,552</u>	<u>160,894</u>
Infrastructure			
Roads	254,966	31,974	286,940
Bridges	11,305	-	11,305
Footpaths and cycleways	4,623	-	4,623
Drainage	22,233	4,220	26,453
Other infrastructure	7,731	-	7,731
	<u>300,858</u>	<u>36,194</u>	<u>337,052</u>
Total asset revaluation reserves	440,200	57,747	497,947
2021			
	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
Property			
Land and land improvements	27,457	23,129	50,586
Water rights	3,524	(74)	3,450
Artworks	124	-	124
Plant and equipment	1,659	-	1,659
Buildings	83,401	122	83,523
	<u>116,165</u>	<u>23,176</u>	<u>139,342</u>
Infrastructure			
Roads	258,750	(3,784)	254,966
Bridges	11,305	-	11,305
Footpaths and cycleways	4,623	-	4,623
Drainage	22,233	-	22,233
Other infrastructure	7,496	235	7,731
	<u>304,407</u>	<u>(3,549)</u>	<u>300,858</u>
Total asset revaluation reserves	420,572	19,628	440,200

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Campaspe Shire Council
2021/2022 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2022

9.1 (b) Other reserves	Balance at beginning of reporting period	Transfer to accumulated surplus	Transfer from accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
2022				
Restricted reserves				
Recreational land	1,397	-	74	1,471
Car parking	188	-	10	198
	1,585	-	84	1,669
Unrestricted reserves				
Accumulated unallocated cash	2,517	-	-	2,517
Asset renewal	10,436	(813)	5,847	15,470
Asset renewal - plant replacement	1,970	(2,586)	1,614	998
Commercial investment - Holiday Park	954	(1,150)	250	54
Community plan implementation	79	-	-	79
Capital Works Contingency	1,000	(977)	977	1,000
Disability Discrimination Act reserve	561	(130)	100	531
Industrial land	2,001	-	949	2,950
Rochester water rights reserve	173	-	-	173
Waste reserve	3,965	-	-	3,965
	23,656	(5,656)	9,737	27,737
Total Other reserves	25,241	(5,656)	9,821	29,406
	Balance at beginning of reporting period	Transfer to accumulated surplus	Transfer from accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
2021				
Restricted reserves				
Recreational land	1,326	-	71	1,397
Car parking	184	-	4	188
	1,510	-	75	1,585
Unrestricted reserves				
Accumulated unallocated cash	2,517	-	-	2,517
Asset renewal	8,474	(2,000)	3,962	10,436
Asset renewal - plant replacement	3,027	(2,403)	1,346	1,970
Commercial investment - Holiday Park	1,162	(458)	250	954
Community plan implementation	82	(3)	-	79
Capital Works Contingency	1,000	-	-	1,000
Disability Discrimination Act reserve	674	(250)	137	561
Industrial land	1,806	-	195	2,001
Rochester water rights reserve	173	-	-	173
Waste reserve	3,078	-	887	3,965
	21,993	(5,114)	6,777	23,656
Total Other reserves	23,503	(5,114)	6,852	25,241

9.1 (b) Other reserves (cont.)

Restricted Reserves - Must be cash backed at all times and relate to funds received that must be used by Council for a specific purpose.

Recreational Land - The purpose of this reserve is to provide improved recreational facilities for the Campaspe Shire Council, both of an active and passive nature. This reserve is funded solely from subdivision developer contributions in lieu of the 5% public open space requirement. Outflows are limited to capital works on parks and playgrounds, recreation reserves and other outdoor sporting activities including swimming pool development. The call on the reserve has to be directly connected to the residential catchments for which the contribution has been made.

Car parking - The purpose of this reserve is to capture funds that are received by Council either from developer contributions for lieu of parking or from the sale of car parking land, and also to establish funding for future development of car parking spaces in accordance with the Echuca CBD and Heritage Parking Strategies. This reserve is funded principally from developer contributions and used to provide parking development.

Unrestricted Reserves - Must be cashed back at year end but can be used throughout the year to fund Council's working capital requirements.

Accumulated Unallocated Cash

The purpose of this reserve is to separately identify Council's unallocated cash and is funded from the year end unallocated cash result.

Asset Renewal

The purpose of this reserve is to isolate funds identified for asset renewal that have not been expended in the budget year and any savings from completed capital projects. These funds are to be used to support the delivery of the adopted 10 year capital works program.

Asset Renewal - plant replacement

The purpose of this reserve is to provide for the replacement of fleet, major and minor plant and is funded by a 100% budgeted depreciation allocation of these assets.

Capital Works Contingency

The purpose of this reserve is to hold funds to cover unforeseeable additional costs associated with capital works projects.

Commercial Investment - Echuca Holiday Park

The purpose of this reserve is to allocate funds for investment in the Echuca Holiday Park to maintain and grow revenue and is funded from operations or the resale of assets on the site.

Community Plan Implementation

The purpose of this reserve is to allocate funds for implementation of community plans in line with Council strategy and is funded from operations.

Disability Discrimination Act reserve

The purpose of this reserve is to allocate funds to upgrade community facilities in line with the Disability Discrimination Act when it is deemed necessary and is funded from operations.

Industrial land

The purpose of this reserve is to develop industrial land that can facilitate the growth, expansion and attraction of business across the Shire. This reserve is funded solely from sales of industrial land and must be used for the establishment of industrial estates.

Rochester water rights reserve

The purpose of this reserve is to manage the funds from the sale of water rights in Rochester to ensure these funds are spent back in the community.

Waste reserve

The purpose of this reserve is to provide funding in line with the approved waste strategy as adopted by Council. It is funded from the surplus or deficit of the waste service.

Campaspe Shire Council
2021/2022 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2022

	2022	2021
	\$'000	\$'000
9.2 Reconciliation of cash flows from operating activities to surplus/deficit		
Surplus/(deficit) for the year	5,999	(4,673)
Depreciation	20,626	20,650
Depreciation - right of use assets	471	633
(Profit)/loss on disposal of property, infrastructure, plant and equipment	5,104	6,100
Impairment losses	-	7,316
Contributions - Non-monetary assets	(961)	(2,774)
Borrowing costs	88	113
Finance costs - leases	18	34
Bad debts	188	168
Other	(193)	(151)
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	854	(62)
(Increase)/decrease in prepayments	(130)	(25)
Increase/(decrease) in trust funds and deposits	(489)	543
Increase/(decrease) in accrued income	(1,725)	225
Increase/(decrease) in unearned income	2,252	3,314
Increase/(decrease) in trade and other payables	4,320	(4,316)
(Increase)/decrease in inventories	(52)	44
Increase/(decrease) in provisions	(430)	(723)
Net cash provided by/(used in) operating activities	35,940	26,416

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saving, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2022, this was 10.0% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Campaspe Shire Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 Employee Benefits.

9.3 Superannuation (cont.)

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2021, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category.

The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 109.8%.

The financial assumptions used to calculate the VBI were:

Net investment returns 4.75% pa

Salary information 2.75% pa

Price inflation (CPI) 2.25% pa.

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Vision Super has advised that the VBI at 30 June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

The financial assumptions used to calculate this VBI were:

Net investment returns 5.5% pa

Salary information 2.5% pa to 30 June 2023 and 3.5% pa thereafter

Price inflation (CPI) 3.0% pa.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2021 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2022, this rate was 10.0% of members' salaries (9.5% in 2020/21). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

9.3 Superannuation (cont.)

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2021 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2021	2020
	(Interim)	(Triennial)
	\$m	\$m
A VBI surplus	214.7	100.0
A total service liability surplus	270.3	200.0
A discounted accrued benefits surplus	285.2	217.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2021.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2021.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

9.3 Superannuation (cont.)

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

Scheme	Type of Scheme	Rate	2022 \$'000	2021 \$'000
Vision super	Defined benefits	10% (2021:9.5%)	131	135
Vision super	Accumulation	10% (2021:9.5%)	1,670	1,864
Other funds	Accumulation	10% (2021:9.5%)	833	636

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$NIL for 2021/22 year (2020/21 \$NIL).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$135,000.

Note 10 Change in accounting policy

There have been no changes to accounting policies in the 2021-22 year.



PERFORMANCE STATEMENT

For the year ending 30 June 2022



Performance Statement

For the year ended 30 June 2022

Description of municipality

The Shire of Campaspe is located in north central Victoria, approximately 180 kilometres north of Melbourne. It includes the communities of Echuca, Kyabram, Rochester, Lockington, Gunbower, Rushworth, Stanhope and Tongala as well as many smaller areas outside of these main townships. The shire is located in the heart of one of the richest and most diverse agriculture and food processing areas in Victoria. Its climate, history, cultural heritage, natural assets and location in relation to major urban centres provide the shire with extensive opportunities. The shire encompasses a total land area of over 4,500 square kilometres.

The Shire of Campaspe scores 967 on the SEIFA (Socio-Economic Indexes for Areas) index, indicating that it is more disadvantaged than the Victorian average of 1010 and the national average of 1001.9. The level of disadvantage varies across the Shire of Campaspe from well below the national average to above the Victorian average.

Overview of 2021/2022

On 30 January 2020, COVID 19 was declared as a global pandemic by world health organisation. Since then, various measures were taken by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis and measures taken to mitigate it has impacted Council's operations in the following areas for the financial year ended 30 June 2022.

- Additional revenue – several grant programs have been rolled out by both the Federal and State governments. These grants have been for both capital and operational projects.
- Revenue reductions – several services were closed due to government directives, these services were recreation facilities including aquatic facilities, libraries, caravan parks and tourism related services. Initially the revenue from these services was reduced. Since lockdowns were lifted and restrictions reduced there has been greater activity in tourism related services which has seen revenue exceed initial budget expectations. Revenue from recreation services has remained less than budgeted.
- Additional costs – Additional cleaning has been required to comply with the required covid plans, but there have been no other additional costs.
- Cost reductions – there have been savings made due to the closure of services, both in materials and labour costs.
- Asset valuations – Land assets have increased across the municipality between 12% – 26 %. The current market environment, impacted by the pandemic, creates significant valuation uncertainty. This has given rise to performing an index-based revaluation of Council land resulting in a \$21.35 million valuation increment.
- Infrastructure assets valuations – The values of several classes of assets have increased, resulting in a \$36.19 million valuation increment. The current environment has created significant valuation uncertainty, this is being driven by supply chain issues and workforce shortage which are impacting construction costs.
- Rates and debt collection – Council waived interest on unpaid rates up to 30 June 2022 in response to the pandemic. This measure has not impacted the collection of rate revenue with collection with the percentage of rates collected above prior years by 1.33 percent.

The comments against individual indicators will explain the impact of these closures on the indicators results.

Sustainable Capacity Indicators

For the year ended 30 June 2022

Indicator/measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
Population					
C1 Expenses per head of municipal population * <i>[Total expenses / Municipal population]</i>	\$2,117.87	\$2,434.72	\$2,361.99	\$2,280.81	The result in 2021-22 is in line with prior years. A one off net loss of \$13.3 million on the disposal of property plant and equipment impacting in the 2019-20 result.
C2 Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$13,362.55	\$16,123.72	\$15,806.42	\$16,752.45	The increase in the indicator is due to a valuation adjustment made to a number of asset classes.
C3 Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	9.26	9.39	9.40	9.42	The long-term trend of the population density per length of road remains generally steady.
Own-source revenue					
C4 Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,625.64	\$1,677.88	\$1,611.76	\$1,677.69	The overall trend in own-source revenue per head of municipal population has been an increase over the preceding four years in line with Council's financial principles of cost recovery for services where possible. The reduction in 2020-21 is the result of service closures due to the pandemic and therefore a reduction in the associated revenue.
Recurrent grants					
C5 Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$469.59	\$485.50	\$442.07	\$552.43	The increase in this indicator for this year is due to the pre-payment of three quarters of the 2022-23 Financial Assistance Grants being paid in the 2021-22 year.
Disadvantage					
C6 Relative Socio-Economic Disadvantage <i>[Index of Relative Socio-Economic Disadvantage by decile]</i>	3.00	3.00	3.00	3.00	
Workforce turnover					
C7 Percentage of staff turnover <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	11.9%	19.01%	15.2%	17.3%	Staff turnover is trending similar to prior years. Attracting and retaining staff is a sector wide issue. There have been 6 staff resigned due to noncompliance with vaccine mandates in 21/22. The result in 19/20 is due to exiting aged care services and the subsequent a number of staff being made redundant.

* Population data used in the indicators is ABS March 2022 estimates.

Sustainable Capacity Indicators

For the year ended 30 June 2022

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"population" means the resident population estimated by council

"own source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Statement
For the year ended 30 June 2022

	<i>Service/indicator/measure</i>	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
	Aquatic Facilities Utilisation *					
AF6	<i>Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]</i>	6.22	3.04	1.87	3.31	There was a significant increase in visitation across all aquatic facilities due to the easing of COVID restrictions. The Echuca Indoor Facility noted an almost 50% increase in visitation compared to the previous year. Due to COVID restrictions, school swimming programs were held at a number of outdoor pools to abide by capacity limitations. This resulted in an increase in visitation at each of these locations.
	Animal Management					
	Health and safety					
AM7	<i>Animal management prosecutions [Number of successful animal management prosecutions/Total number of animal management prosecutions]x100</i>	New in 2020	0.00	0.00	0.00	No animal prosecutions were issued in 2021/22.
	Food Safety					
	Health and safety					
FS4	<i>Critical and major non- compliance outcome notifications [Number of critical non- compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</i>	100.00%	100.00%	100.00%	85.00%	Officers identified 20 major or critical non-compliances in 2021. There were no major or critical non-compliances identified by external auditors. Of the 20 non-compliances, three premises did not receive a follow up assessment in 2021. This was primarily due to State Government COVID regulations impacting officer practices. These premises have been prioritised in 2022 for assessment.
	Governance					
	Satisfaction					
G5	<i>Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>	47.00	48.00	52.00	43.00	Throughout 2021/22, Council made several significant decisions. Council recognises that there are diverse views across the community in relation to many of these decisions. Understanding the drivers behind community satisfaction remains a focus for Council decisions.

* Population data used in the indicators is ABS March 2022 estimates.

Service Performance Indicators

For the year ended 30 June 2022

	Service/indicator/measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
Libraries						
	Participation *					
LB4	<i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	15.34%	15.31%	13.69%	12.33%	Due to State Government COVID regulations, library closures and capacity limitations impacted library members ability to access the collection and to keep their membership activated. A review of the library management system is underway to investigate membership auto-renewal.
Maternal and Child Health (MCH)						
	Participation					
MC4	<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	73.71%	72.81%	72.20%	69.11%	Service delivery was impacted, with restricted service models in place during COVID restrictions and peak periods. 0-8 week old infants and vulnerable children were prioritised for service delivery during much of the reporting period, with physical and telephone assessments undertaken. Additionally, cancellations due to staff or client illness were greatly increased compared to previous years.
	Participation					
MC5	<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	69.54%	73.91%	82.74%	78.23%	Service delivery was impacted during the reporting period, with restricted service models in place during COVID lockdown and peak infection periods. 0-8 week infants and vulnerable children were prioritised for service delivery during much of the reporting period, with a blend of physical and telephone assessments undertaken. Additionally, cancellations due to staff or client illness were greatly increased compared to prior years. Improved reporting from 2020 has given more accurate data in the following years.

* Population data used in the indicators is ABS March 2022 estimates.

Service Performance Indicators

For the year ended 30 June 2022

	Service/indicator/measure	Results 2019	Results 2020	Results 2021	Results 2022	Material variations and comments
Roads						
	Satisfaction					
R5	<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	47.00	49.00	47.00	41.00	Improved understanding of the sealed local road network (gained through customer service requests and the ongoing inspection program) indicate that the network is in good condition. All results from the community satisfaction survey have been impacted by some council decisions.
Statutory Planning Decision making						
SP4	<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	90.91%	83.33%	80.00%	62.50%	Council had very few decisions appealed to VCAT (eight). Staff seek to address concerns through the processing of applications, including consultation meetings so concerns are addressed. This prevents VCAT appeals. The service measure does not reflect that changes were made to applications prior to the appeal or what type of appeal was considered (conditions or decision). Staff note and review VCAT decisions to ensure consistency and to understand any changes to planning case law.
Waste Collection						
	Waste diversion					
WC5	<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	39.03%	48.02%	48.46%	48.76%	The diversion rate increased slightly which can be attributed to additional Food and Garden Organic services adopted by residents.

Service Performance Indicators

For the year ended 30 June 2022

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 98 of the Act

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

"critical non-compliance outcome notification" means a notification received by council under section 19N (3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

Financial Performance Indicators

For the year ended 30 June 2022

Dimension/ indicator/ measure	Results				Forecast				Material variations and comments	
	2019	2020	2021	2022	2023	2024	2025	2026		
Efficiency										
E2	Expenditure level									
	<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]									
	\$3,860.50	\$4,408.60	\$4,202.70	\$4,034.29	\$3,896.13	\$3,894.90	\$3,960.54	\$4,027.38	There has been a trend of decrease in expenses per property assessment due to expenses remaining relatively steady and an increase in the number of assessments due additional subdivisions coming on line. The trend in the forecast years is expected to remain steady.	
E4	Revenue level									
	<i>Average rate per property assessment.</i> [General rates and Municipal charges / Number of property assessments]									
	New in 2020	1,784.07	\$1,830.88	\$1,865.47	\$1,921.61	\$1,949.87	\$1,979.12	\$2,008.83	The overall trend for the average rate per property assessment is consistent with the increase in property values.	
Liquidity										
L1	Working capital									
	<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100									
	370.05%	376.00%	383.24%	319.42%	311.76%	253.53%	222.41%	229.81%	The trend in working capital will remain strong but has decrease in the current year, this will continue in the forecast period. This is due to an increase in borrowings and a decrease in cash held as reserves are used to fund capital works.	
L2	Unrestricted cash									
	<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100									
	190.66%	270.55%	232.48%	213.31%	233.24%	164.38%	132.04%	142.43%	The trend in percentage of unrestricted cash has seen an decrease in 2021-22 from the previous year due to more cash being required for carried forward capital works from the prior year. The cash reserves are anticipated to decrease as the spend on maintenance and renewal of assets increases to improve the condition of Council's assets.	

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Financial Performance Indicators

For the year ended 30 June 2022

Dimension/ indicator/ measure	Results				Forecast				Material variations and comments	
	2019	2020	2021	2022	2023	2024	2025	2026		
Loans and borrowings										
Obligations										
O2	<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	12.83%	10.01%	7.45%	14.24%	18.42%	15.19%	11.98%	9.79%	Loans have increased in 2021-22 as Council has draw down borrowings to complete two significant pieces of community infrastructure, these are Echuca East Community Centre and redevelopment of the Gunbower Lions Park. There are no further borrowings planned and the forward trend is a decrease in this indicator as loans are repaid.
O3	<i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3.22%	2.69%	2.63%	2.54%	3.24%	3.21%	3.17%	2.14%	The trend across the preceding four years has been a steady decline as current borrowings are paid down. The trend is forecast to increase next year due to the effect of new borrowings, it will then decline as these are paid down.
Indebtedness										
O4	<i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	11.39%	9.98%	7.03%	11.12%	15.87%	13.11%	11.02%	9.41%	The trend across the preceding four years has been a steady decline as current borrowings are paid down. The trend is forecast to increase next years as the effect of new borrowings impact the result. It will then decline as loans are paid down.

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Financial Performance Indicators

For the year ended 30 June 2022

Dimension/ indicator/ measure	Results				Forecast				Material variations and comments
	2019	2020	2021	2022	2023	2024	2025	2026	
Asset renewal and Upgrade O5 <i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and asset upgrade expense / Asset Depreciation] x 100	New in 2020	108.59%	95.37%	116.15%	148.36%	141.06%	107.07%	84.20%	The trend in the forecast shows that Council is meeting its asset renewal obligations. Council's ten year capital works plan has planned to do additional works in the 2023 and 2024 years, reducing in the following two years.
Operating position Adjusted underlying result OP1 <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	0.22%	(10.49%)	(11.38%)	(0.75) %	(4.34%)	(3.00%)	(3.41%)	(3.81%)	This result is an improvement on prior years as the loss on the disposal of property, plant and equipment is less than prior years. Council has planned to run deficit operational budgets over the forecast years.
Stability Rates concentration S1 <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	52.82%	53.02%	56.17%	53.54%	59.30%	59.43%	59.55%	59.67%	The trend in the percentage of rates concentration has generally remained steady over the four years of reporting and is forecast to continue to remain steady through to 2025-26.

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Financial Performance Indicators

For the year ended 30 June 2022

Dimension/ indicator/ measure	Results				Forecast				Material variations and comments
	2019	2020	2021	2022	2023	2024	2025	2026	
Rates effort									
S2 <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.57%	0.57%	0.54%	0.50%	0.43%	0.42%	0.41%	0.40%	The trend in this indicator is reduction over the forecast years. This is due the rate cap environment that restrains rate income as property values rise.

Retired Measures

The following indicators were retired in the year ended 30 June 2020

Service/indicator/measure	Results 2018	Results 2019	Results 2020	Material variations and comments
Animal Management				
AM4 Health and Safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	3.00	0.00	Retired in 2020	Retired in 2020 and replaced by a similar indicator which is a measure of proportion (percentage) rather than a number.
Efficiency				
E1 Revenue level <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$1,721.59	\$1,866.47	Retired in 2020	Retired in 2020 and replaced by a similar indicator that includes all assessment types across all differential categories, instead of just residential.
Obligations				
O1 Asset renewal <i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	71.07%	69.50%	Retired in 2020	Retired in 2020 and replaced by a similar indicator that includes asset renewal and upgrade, instead of just renewal.

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Definitions

"adjusted underlying revenue" means total income other than-

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in

paragraphs (a) and (b)

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's the budget

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

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Other Information

For the year ended 30 June 2022

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's budget. *The Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its budget on 15 June 2022, which forms part of the council plan. The budget includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The budget can be obtained from Council's website.

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Certification of the performance statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Ailsa Box, CPA
Principal Accounting Officer
Dated: XX September 2022

In our opinion, the accompanying performance statement of the *Campaspe Shire Council* for the year ended 30 June 2022 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.

Cr Christine Weller
Councillor
Dated: XX September 2022

Cr Xxxxx Xxxxxx
Councillor
Dated: XX September 2022

Tim Tamlin
Interim Chief Executive Officer
Dated: XX September 2022

Thursday, 8 September 2022

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Audit and Risk Committee Annual Report 2021-22



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1. MESSAGE FROM THE CHAIRPERSON

The Audit and Risk Committee Charter, in alignment with the Local Government Act 2020, requires the chairperson of the Campaspe Shire Council Audit and Risk Committee, to prepare a report to Council, through the Chief Executive Officer on the Committee's activities. The Committee has agreed that a mid year report be prepared for the 1 July -31 December period with an annual report covering the full financial year. These reports provide the Council with details of how the Committee has discharged its responsibilities contained in the Committee's Charter. The half yearly report for this financial year was presented to Council at its meeting held on 16 February 2022.

This is the annual report for the 2021-22 financial year.

The key purpose of this report is to:

- Increase awareness of the composition, purpose, role and responsibilities of the Audit and Risk Committee;
- Outline the activities of the Audit and Risk Committee;
- Provide Council and the Community with confidence about the oversight provided on Council's operations, risk management, governance, internal controls and financial management.

During the 2021-22 year, Council's internal auditor, AFS and Associates, presented a program of four separate internal audit reviews. Further details of these audits can be found in section 4 of this report.

This year the Committee provided oversight to the implementation of numerous internal audit recommendations and Council's Internal Auditor has verified the implementation of the recommendations that addressed the identified risks.

For the 2021-22 financial year the Victorian Auditor General's Office (VAGO) appointed Johnsons MME as its external audit agent for Campaspe Shire. The external auditors play a key role in providing the Committee and Council with confidence that the annual financial audits fully reflect the financial performance of Council.

In addition to the formal audit programs, the Committee reviews Council's quarterly finance reports to ensure that any financial risks are being appropriately managed and are an accurate reflection of Council's financial position. Further to this, the Committee monitored Council's implementation of the legislative obligations within the Local Government Act 2020 and the Gender Equality Act 2020. Council responses to a number of VAGO audit report recommendations were also considered.

The Committee adds value to the Council's governance and control processes through the diverse experience and knowledge of its members.

This year Council and the Committee welcomed Chis Gillard to the committee as an independent member. Chris's first meeting was in October 2021. Council and the Committee farewellled Ray Warren at the conclusion of his term. Ray was a member of the Committee for two and a half years as an affiliate member.

On behalf of the Committee, I wish to acknowledge the professionalism and support of the Victorian Auditor General's appointed external audit agents, Johnsons MME, Council's internal auditor, AFS and Associates and all Council officers who contributed to the work of the Committee.

Finally, I thank all my fellow Audit and Risk Committee members (Councillors and independent members) for their participation, diligence, professionalism and contributions throughout 2021-22. I also wish to thank the Mayor, Councillor Chrissy Weller for her attendance at each meeting.

Linda MacRae – Chair & External Member

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2. AUDIT & RISK COMMITTEE PURPOSE

The Audit and Risk Committee (the Committee) operates under a Charter that defines the role, responsibilities, composition and operation of the Committee. This Charter was reviewed, updated and approved by Council in July 2020.

The Committee's purpose is to support Council in discharging its oversight responsibilities related to:

- financial and performance reporting,
- risk management,
- fraud prevention systems and controls,
- maintenance of a sound internal control environment,
- assurance activities including internal and external audit functions; and
- Council's performance with regard to compliance with its policy and legislative requirements.

Further details of the Committee's responsibilities under each of the above points can be found in the Committee's Charter that is available on Council's website.

The Committee achieves its purpose by monitoring, reviewing, endorsing and advising on the above matters.

To ensure that the Committee is appropriately discharging its responsibilities, the Committee can request information from management on issues, within its areas of responsibility. This assists the Committee in providing further assurance to Council that it is meeting the responsibilities contained in the adopted Charter.

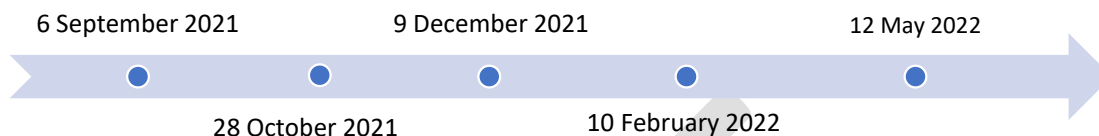
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3. MEMBERSHIPS, MEETINGS AND PERFORMANCE

Committee membership comprises three external members, one affiliate member and two councillors, with support provided by the Corporate Division staff and Chief Executive Officer.

The Committee is required to meet a minimum of four times each year, based on the approved Charter.

For the 2021-22 year the Committee met five times as follows:



The following is a table of attendance for each of the Committee Members for the financial year:

Committee member	Eligible to attend	Attended
Linda MacRae (Full Member)	5	5
Simone Knight (Full member)	5	5
Ray Warren (Affiliate Member)	3	1
Chris Gillard (Full Member)	4	4
Cr Rob Amos (Councillor Member)	5	4
Cr Tony Marwood (Councillor Member)	5	5
AFS Chartered Accountants (internal auditor)	5	5
JohnsonsMME (external auditor)	5	2

In addition to the appointed members of the Committee, the Committee Charter provides for the Mayor or any other Councillor to attend a meeting of the Audit and Risk Committee as an observer. The Mayor attended each of the meetings held during the reporting period.

Each year the Committee undertakes a self-assessment of its performance against the Campaspe Shire Council's Audit and Risk Committee Charter. This assessment was managed and completed in March 2022 by AFS & Associates, Council's appointed internal auditor.

The results of this self-assessment were independently collated and of the seven (7) committee members invited to participate, six (6) committee members responded.

The following is an excerpt from the AFS report on the summary of results from the self-assessment.

'Overall Result

The overall average response score from Audit and Risk Committee ('Committee') members on a scale of 1 to 5 was 4.16. This is a strong positive result with a slight decrease from last year's average response of 4.22.

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4. AUDIT & RISK COMMITTEE ACTIVITIES 2021-22

The following table outlines the activities of the Committee during the reporting period under the areas of responsibilities defined within the Audit and Risk Committee Charter.

Financial & Performance Reporting
<p>6 September 2021</p> <ul style="list-style-type: none"> Review of the Annual Financial Statements and Performance Statement for the 2020/21 year were considered by the Committee. The review included presentation and discussion of the Victorian Auditor General's Office (VAGO) drafts of the 2020-21 Management Letter, Closing Report and Management Representation Letter. After review and consideration of all documentation, the Committee recommended to Council that the Annual Financial Statements and Performance Statement be signed. <p>28 October 2021</p> <ul style="list-style-type: none"> Reviewed the Quarterly Budget Report for the period ended 30 September 2021. <p>9 December 2021</p> <ul style="list-style-type: none"> Reviewed a reconciliation of Council's cash position and requested further clarification be provided on some of the items contained within the cash reconciliation scheduled with a further report to be brought back at or before the May 2022 meeting. <p>10 February 2022</p> <ul style="list-style-type: none"> Reviewed the Quarterly Budget Report for the period ended 31 December 2021. Received a further report on the Council's cash position that provided an update to the information received at the 9 December 2021 meeting. <p>12 May 2022</p> <ul style="list-style-type: none"> Reviewed the Quarterly Budget Report for period ended 31 March 2022.
Internal Control Environment
<p>28 October 2021</p> <ul style="list-style-type: none"> Reviewed a revised Procurement Policy that incorporated a range of changes to ensure alignment with the Local Government Act 2020 and recommended adoption by Council. Provided clarity of the policies that require Audit and Risk Committee consideration and review prior to the consideration and approval by Council for Council policies or the approval of the Chief Executive Officer for administration policies. <p>9 December 2021</p> <ul style="list-style-type: none"> Reviewed the Investment Policy and several proposed changes that were made and recommended adoption by Council. Reviewed the outcomes of a completed Security Penetration Testing.
Risk Management
<p>9 December 2021</p> <ul style="list-style-type: none"> Reviewed the operational risk register review undertaken by the organisation and noted the updates performed as a result of the organisation review. <p>12 May 2022</p> <ul style="list-style-type: none"> Provided an overview of the review of the Human Resources Operational Risks to ensure it responds to the findings and risks identified through the VAGO Sexual Harassment in Local Government Report.

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Risk Management cont...
At all meetings the Committee: <ul style="list-style-type: none"> Reviewed the status and risk profile of the Strategic Risk Register and the controls in place for each of the 19 strategic risks.
Fraud Prevention Systems & Controls
6 September 2021 <ul style="list-style-type: none"> Reviewed the Fraud Policy (Policy) and Fraud Minimisation & Reporting Procedure (Procedure) that incorporated minor amendments and recommended that the Policy and Procedure be presented to Council for consideration and adoption.
Internal Audit
6 September 2021 <ul style="list-style-type: none"> Reviewed the Internal Audit Plan including proposed amendments to the forward plan and requested an updated Internal Audit Plan be circulated to Committee members. Reviewed the outcome of the Asset Management Framework Internal Audit completed by the Internal Auditor, noting that management accepted all the recommendations made by the Auditor.
28 October 2021 <ul style="list-style-type: none"> Reviewed an update on the progress of the Contract Management Framework.
9 December 2021 <ul style="list-style-type: none"> Reviewed past actions identified in internal audits that were verified by the Internal Auditor in a Past Issues Review. Eleven (11) actions were put forward for closure and all were confirmed as responded to and closed.
10 February 2022 <ul style="list-style-type: none"> Reviewed the outcome of the Risk Management (Application & Culture) Internal Audit completed by the Internal Auditor, noting that management accepted or partially accepted the 5 recommendations made and agreed to accept 2 of the 3 opportunities identified. One opportunity while not accepted by management identified an alternative approach to be considered when reviewing the Risk Management Plan. Reviewed and endorsed the Internal Audit Charter, which remains current and reflective of the role of the current appointed internal auditor.
12 May 2022 <ul style="list-style-type: none"> Reviewed past actions identified in internal audits that were verified by the Internal Auditor in a Past Issues Review. Six (6) actions were put forward for closure and all were confirmed as responded to and closed.
At all meetings the Committee: <ul style="list-style-type: none"> Reviewed the status of the Annual Internal Audit Plan and the scopes for four Internal Audits that are scheduled during 2022. Monitored the status of all actions recommended by the Internal Auditor from past Internal Audits that remain in progress.
External Audit
6 September 2021 <ul style="list-style-type: none"> Reviewed the drafts of the 2020-21 Final Closing Report and Management Letter issued by the Victorian Auditor General's Office (VAGO). The draft 2020-21 Management Letter confirmed management had resolved all outstanding points from previous audits and no additional points were identified during the 2020-21 audit.

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External Audit cont...
<p>28 October 2021</p> <ul style="list-style-type: none"> Received a management report on the results of the VAGO report released in December 2020 titled 'Sexual Harassment in Local Government' along with results specific to Campaspe Shire Council and requested a further report on the actions taken by Council in response to the recommendations made within the VAGO report. <p>9 December 2021</p> <ul style="list-style-type: none"> Received a management report on the results of the VAGO independent assurance report titled 'Council Waste Management Services' that was tabled in Parliament on 2 December 2021. <p>10 February 2022</p> <ul style="list-style-type: none"> Received a management report on the results of the VAGO report titled 'Results of 2020-21 Audits: Local Government' that was tabled in Parliament on 2 December 2021. <p>12 May 2022</p> <ul style="list-style-type: none"> Reviewed the Audit Strategy for the 2021/22 year.
Compliance Management
<p>6 September 2021</p> <ul style="list-style-type: none"> Reviewed the legislated Governance and Management Checklist for inclusion in Council's 2020-21 Annual Report. <p>28 October 2021</p> <ul style="list-style-type: none"> Received a management report providing an overview of the Gender Equality Act 2020 and the obligations it places on Local Government along with the links to recommendations made under the VAGO report titled 'Sexual Harassment in Local Government'. <p>12 May 2022</p> <ul style="list-style-type: none"> Received a management report providing an update on the actions taken by the organisation in response to the recommendations made within the VAGO report titled 'Sexual Harassment in Local Government'. Received a management report on the response to recommendations made by Energy Safe Victoria following an Electric Line Clearance Management Plan Audit. Received a management report providing an update on the obligations under the Gender Equality Act 2020 and the organisation's achievement of these obligations. <p>At all meetings the Committee:</p> <ul style="list-style-type: none"> Reviewed the status of Council's compliance with implementing the requirements of the Local Government Act 2020.
Reporting to Council
<p>6 September 2021</p> <ul style="list-style-type: none"> A draft 2020-2021 Audit and Risk Committee Annual Report was reviewed and recommended to be presented to Council at the next available meeting. The report was included in the agenda of Council's meeting held on the 15 September 2021. <p>9 December 2021</p> <ul style="list-style-type: none"> Following a call for nominations for the role of Chairperson for the 2022 calendar year and none being received, the Committee recommended to Council that it appoint Linda MacRae as Chairperson for the 2022 year, notwithstanding that it would be for a third consecutive year and beyond the terms defined within the Audit and Risk Committee Charter. Council considered this recommendation at its meeting held on 19 January 2022. Having considered the recommendation Council resolved to appoint Linda MacRae as Chairperson for the 2022 year.

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<p>10 February 2022</p> <ul style="list-style-type: none"> A draft Half Yearly Report for the period 1 July 2021 to 31 December 2021 was reviewed and recommended to be presented to Council at the next available meeting. The report was included in the agenda of Council's meeting held on 16 February 2022.
Performance Evaluation
<p>12 May 2022</p> <ul style="list-style-type: none"> Reviewed the results of the Committee's self assessment that was conducted by the Internal Auditor. A summary of these results is contained within this report.
Review of Charter
<ul style="list-style-type: none"> As the Committee charter was adopted by Council at its meeting held on the 21 July 2020, the charter is next due for review in the second half of 2022.
Other Matters
<p>6 September 2021</p> <ul style="list-style-type: none"> Met with the Internal and External Auditors in the absence of management. There were no issues identified requiring action from the meeting. <p>10 February 2022</p> <ul style="list-style-type: none"> The Committee met without management. There were no issues identified requiring action from this meeting. <p>At all meetings the Committee:</p> <ul style="list-style-type: none"> Reviewed the Annual Work Plan of the Committee. Received a report summarising Councillor expenses & reimbursements received in accordance with Council's adopted Councillor Expenses Policy.

INSTRUMENT OF DELEGATION

Council to the Chief Executive Officer



Adopted: 21 September 2022

Instrument of Delegation by Council to the Chief Executive Officer

Instrument of Delegation

In exercise of the power conferred by s 11(1) of the *Local Government Act 2020 (the Act)* and all other powers enabling it, the Campaspe Shire Council ("Council") delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on 21 September 2022;
2. the delegation
 - 2.1. comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2. is subject to any conditions and limitations set out in the Schedule;
 - 2.3. must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
 - 2.4. remains in force until Council resolves to vary or revoke it;

**The Common Seal of the
Campaspe Shire Council
was hereunto affixed
on the twenty first day of September 2022
in the presence of:**

)
)
)
)
)

Councillor

Councillor

Chief Executive Officer

Instrument of Delegation by Council to the Chief Executive Officer

Schedule

The power to

1. determine any issue;
2. take any action; or
3. do any act or thing

arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.

Conditions and Limitations

The delegate must not determine the issue, take the action or do the act or thing

1. if the issue, action, act or thing is an issue, action, act or thing which involves
 - 1.1 entering into a contract exceeding the value of \$1,000,000 inclusive of GST.
 - 1.2 making any expenditure that exceeds \$1,000,000 (unless it is expenditure made under a contract already entered into or is expenditure which Council is, by or under legislation, required to make in which case it must not exceed \$2,000,000.
 - 1.3 appointing an Acting Chief Executive Officer for a period exceeding 28 days;
 - 1.4 electing a Mayor or Deputy Mayor;
 - 1.5 granting of a reasonable request for leave under section 35 of the Act;
 - 1.6 making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;
 - 1.7 approving or amending of the Council Plan;
 - 1.8 adopting or amending of any policy that Council is required to adopt under the Act;
 - 1.9 adopting or amending of the Governance Rules;
 - 1.10 appointing of the chair or the members to a delegated committee;
 - 1.11 making, amending or revoking a local law;
 - 1.12 approving the Budget or Revised Budget;
 - 1.13 approving the borrowing of money;
 - 1.14 subject to section 181H(1)(b) of the *Local Government Act 1989*, declaring general rates, municipal charges, service rates and charges and specified rates and charges; or
2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;
3. if the issue, action, act or thing is an issue, action or thing which Council has previously been designated as an issue, action, act or thing which must be the subject of a Resolution of Council;

Instrument of Delegation by Council to the Chief Executive Officer

4. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - 4.1 policy; or
 - 4.2 strategy
adopted by Council;
5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of s 11(2)(a)-(n) (inclusive) of the Act, or otherwise; or
6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

INSTRUMENT OF DELEGATION COUNCIL TO MEMBERS OF STAFF



Instrument of Delegation – Council to Members of Staff

Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. record that references in the Schedule are as follows:

Abbreviation	Position
ND	Not Delegated
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DCOM	Director Community
DCOR	Director Corporate
DINF	Director Infrastructure
EHC	Environmental Health Coordinator
EHO	Environmental Health Officer
ED	Executive Director
LLC	Local Laws Coordinator
LLO1	Local Laws Officer 1
LLO2	Local Laws Officer 2
MA	Manager Assets
MCH	Manager Community Health
MPB	Manager Planning & Building
MPF	Manager Projects & Facilities
PL	Planner
PBA1	Planning and Building Assistant 1
PBA2	Planning and Building Assistant 2
PTL	Planning Team Leader
SP	Senior Planner

3. declares that:
 - 3.1 this Instrument of Delegation is authorised by resolution" of Council passed on 21 September 2022, if appropriate; and
 - 3.2 the delegation:
 - 3.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 3.2.2 remains in force until varied or revoked;
 - 3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and
 - 3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

Instrument of Delegation – Council to Members of Staff

Schedule

Legislation Delegated

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Instrument of Delegation – Council to Members of Staff

Domestic Animals Act 1994			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 41A(1)	Power to declare a dog to be a menacing dog	ED, DCOM, LLC, LLO1, LLO2	Council may delegate this power to a Council authorised officer

Food Act 1984			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	EHO, EHC, MCH	If s 19(1) applies
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	EHO, EHC, MCH	If s 19(1) applies
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	EHO, EHC, MCH	If s 19(1) applies Only in relation to temporary food premises or mobile food premises

Instrument of Delegation – Council to Members of Staff

Food Act 1984			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 19(4)(a)	Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, and (ii) inform the public by notice in a published newspaper or otherwise	EHO, EHC, MCH	If s 19(1) applies
s 19AA(2)	Power to direct, by written order, that a person must take any of the actions described in (a)-(c).	EHO, EHC, MCH	Where Council is the registration authority
s 19AA(4)(c)	Power to direct, in an order made under s 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	EHO, EHC, MCH	Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution
s 19CB(4)(b)	Power to request copy of records	EHO, EHC, MCH	Where Council is the registration authority
s 19E(1)(d)	Power to request a copy of the food safety program	EHO, EHC, MCH	Where Council is the registration authority
s 19EA(3)	Function of receiving copy of revised food safety program	EHO, EHC, MCH	Where Council is the registration authority
s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	EHO, EHC, MCH	Where Council is the registration authority

Instrument of Delegation – Council to Members of Staff

Food Act 1984			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s19IA(1)	Power to form opinion that the food safety requirements or program are non-compliant.	EHO, EHC, MCH	Where Council is the registration authority
s 19IA(2)	Duty to give written notice to the proprietor of the premises	EHO, EHC, MCH	Where Council is the registration authority Note: Not required if Council has taken other appropriate action in relation to deficiencies (see s 19IA(3))
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	EHO, EHC, MCH	Where Council is the registration authority
s 19N(2)	Function of receiving notice from the auditor	EHO, EHC, MCH	Where Council is the registration authority
s 19NA(1)	Power to request food safety audit reports	EHO, EHC, MCH	Where Council is the registration authority
s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances	EHO, EHC, MCH	
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	EHO, EHC, MCH	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39.

Instrument of Delegation – Council to Members of Staff

Food Act 1984			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	EHO, EHC, MCH	Where Council is the registration authority
s 19W(3)(a)	Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	EHO, EHC, MCH	Where Council is the registration authority
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	EHO, EHC, MCH	Where Council is the registration authority
	Power to register or renew the registration of a food premises	EHO, EHC, MCH	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 36A	Power to accept an application for registration or notification using online portal	EHO, EHC, MCH	Where Council is the registration authority
s 38AA(5)	Power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	EHO, EHC, MCH	Where Council is the registration authority

Instrument of Delegation – Council to Members of Staff

Food Act 1984			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	EHO, EHC, MCH	Where Council is the registration authority
s 38A(4)	Power to request a copy of a completed food safety program template	EHO, EHC, MCH	Where Council is the registration authority
s 38D(3)	Power to request copies of any audit reports	EHO, EHC, MCH	Where Council is the registration authority
s 38E(2)	Power to register the food premises on a conditional basis	EHO, EHC, MCH	Where Council is the registration authority not exceeding the prescribed time limit defined under s 38E(5)
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	EHO, EHC, MCH	Where Council is the registration authority
s 38G(1)	Power to require notification of change of the food safety program type used for the food premises	EHO, EHC, MCH	Where Council is the registration authority
s 38G(2)	Function of receiving notice from proprietor if there is a change of the food safety program type used for the food premises	EHO, EHC, MCH	Where Council is the registration authority
s 38G(4)	Power to require the proprietor of the food premises to comply with any requirement of the Act	EHO, EHC, MCH	Where Council is the registration authority

Instrument of Delegation – Council to Members of Staff

Food Act 1984			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 39(2)	Duty to carry out an inspection of the premises during the period of registration before the registration of the food premises is renewed	EHO, EHC, MCH	
s 39A	Power to register, or renew the registration of a food premises despite minor defects	EHO, EHC, MCH	Where Council is the registration authority Only if satisfied of matters in s 39A(2)(a)-(c)
s 39A (6)	Duty to comply with a direction of the Secretary	EHO, EHC, MCH	
s 40(1)	Duty to give the person in whose name the premises is to be registered a certificate of registration	EHO, EHC, MCH	Where Council is the registration authority
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the Public Health and Wellbeing Act 2008	EHO, EHC, MCH	
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	EHO, EHC, MCH	Where Council is the registration authority
s 40D(1)	Power to suspend or revoke the registration of food premises	EHO, EHC, MCH	Where Council is the registration authority
s 40E	Duty to comply with direction of the Secretary	EHO, EHC, MCH	

Instrument of Delegation – Council to Members of Staff

Food Act 1984			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 40F	Power to cancel registration of food premises	EHO, EHC, MCH	Where Council is the registration authority
s 43	Duty to maintain records of registration	EHC, MCH	Where Council is the registration authority
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering or renewing registration of a component of a food business	EHO, EHC, MCH	Where Council is the registration authority
s 43F(7)	Power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	EHO, EHC, MCH	Where Council is the registration authority
s 45AC	Power to bring proceedings	EHO, EHC, MCH	
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	EHO, EHC, DCOM, MCH	Where Council is the registration authority

Instrument of Delegation – Council to Members of Staff

Heritage Act 2017			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 116	Power to sub-delegate Executive Director's functions, duties or powers	ND	Must first obtain Executive Director's written consent Council can only sub-delegate if the Instrument of Delegation from the Executive Director authorises sub-delegation

Local Government Act 1989			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 185L(4)	Power to declare and levy a cladding rectification charge	CEO, EHC, DCOM, MCH	

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 4B	Power to prepare an amendment to the Victorian Planning Provisions	CEO, DCOM, MPB	If authorised by the Minister
s 4I(2)	Duty to make and copy of the Victorian Planning Provisions and other documents available in accordance with public availability requirements	CEO, DCOM, MPB	
s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A	CEO, DCOM, MPB	
s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme	ND	
s 8A(7)	Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	CEO, DCOM, MPB	
s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	ND	
s 12(3)	Power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons	CEO, DCOM, MPB	
s 18	Duty to make amendment etc. available in accordance with public availability requirements	DCOM, MPB	Until the proposed amendment is approved or lapsed

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	CEO, DCOM, MPB	
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	ND	Where Council is a planning authority
s 21(2)	Duty to make submissions available in accordance with public availability requirements	DCOM, MPB	Until the end of 2 months after the amendment comes into operation or lapses
s 22(1)	Duty to consider all submissions received before the date specified in the notice	DCOM, MPB	Except submissions which request a change to the items in s 22(5)(a) and (b)
s 22(2)	Power to consider a late submission Duty to consider a late submission, if directed by the Minister	DCOM, MPB	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	CEO, DCOM, MPB	
s 26(1)	Power to make report available for inspection in accordance with the requirements set out in s 197B of the Act	DCOM, MPB	

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 26(2)	Duty to keep report of panel available in accordance with public availability requirements	MPB, PBA1, PBA2	During the inspection period
s 27(2)	Power to apply for exemption if panel's report not received	CEO, DCOM, MPB	
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	CEO, DCOM, MPB	Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency
s 46GR(2)	Power to consider a late submission Duty to consider a late submission if directed to do so by the Minister	CEO, DCOM, MPB	
s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	CEO, DCOM, MPB	
s 46GV(3)(b)	Power to enter into an agreement with the applicant	CEO, DCOM, MPB	Where Council is the collecting agency
s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	CEO, DCOM, MPB, PTL	Where Council is the collecting agency

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	CEO, DCOM, MPB, PTL	Where Council is the collecting agency
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	CEO, DCOM, MPB, PTL	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	CEO, DCOM, MPB, PTL	Where Council is a collecting agency or development agency
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	CEO, DCOM, MPB, PTL	
s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	CEO, DCOM, MPB, PTL	
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	CEO, DCOM, MPB, PTL	
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	CEO, DCOM, MPB, PTL	

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	CEO, DCOM, MPB, PTL	
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	CEO, DINF, DCOM, MPB, PTL, CFO	Only applies when levy is paid to Council as a 'development agency'
s 46QC	Power to recover any amount of levy payable under Part 3B	CEO, DCOR, DINF, DCOM, MPB, PTL	
s 47	Power to decide that an application for a planning permit does not comply with that Act	DCOM, MPB, PTL	
s 50(5)	Power to refuse to amend application	CEO, DCOM, MPB, PTL	
s 50A(1)	Power to make amendment to application	PL, CEO, DCOM, MPB, SP, PTL	
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	PL, CEO, DCOM, MPB, SP, PTL	

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 52(3)	Power to give any further notice of an application where appropriate	PL, CEO, DCOM, MPB, SP, PTL	
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	PL, CEO, DCOM, MPB, SP, PTL	
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	PL, CEO, DCOM, MPB, SP, PTL	
s 54(1)	Power to require the applicant to provide more information	PL, CEO, DCOM, MPB, SP, PTL	
s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	PL, CEO, DINF, DCOM, MPB, SP, PTL	
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	CEO, DINF, MPB, SP, PTL	
s 57A(5)	Power to refuse to amend application	CEO, DINF, DCOM, MPB, SP, PTL	

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 58A	Power to request advice from the Planning Application Committee	CEO, DINF, DCOM, MPB, SP, PTL	
s 60(1A)	Duty to consider certain matters	PL, CEO, DINF, DCOM, MPB, SP, PTL	
s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	CEO, DINF, DCOM, MPB, SP, PTL	The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006. Council has the ability to call in an application proposed to be approved or refused by a delegate, if consistent with the approved 'call-in' process.
s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	CEO, DINF, DCOM, MPB	Council has the ability to call in an application proposed to be approved or refused by a delegate, if consistent with the approved 'call-in' process.
s 62(2)	Power to include other conditions	CEO, DINF, DCOM, MPB, SP, PTL	

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	CEO, DINF, DCOM, MPB, SP, PTL	
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	CEO, DCOM, MPB, SP, PTL	
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	CEO, DCOM, MPB, SP, PTL	
s 69(2)	Power to extend time	CEO, DCOM, MPB, SP, PTL	
s 71(1)	Power to correct certain mistakes	CEO, DINF, DCOM, MPB, SP, PTL	
s 73	Power to decide to grant amendment subject to conditions	PL, CEO, DINF, DCOM, MPB, SP, PTL	
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	CEO, DCOM, MPB, SP, PTL	

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 84AB	Power to agree to confining a review by the Tribunal	CEO, DCOM, MPB, SP, PTL	
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	CEO, DINF, DCOM, MPB, SP, PTL	
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	CEO, DINF, DCOM, MPB, SP, PTL	
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	CEO, DINF, DCOM, MPB	
s 96G(1)	Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the Planning and Environment (Planning Schemes) Act 1996	CEO, DINF, DCOM, MPB	
s 96H(3)	Power to give notice in compliance with Minister's direction	PL, CEO, DINF, DCOM, MPB, SP, PTL	

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 96J	Duty to issue permit as directed by the Minister	CEO, DINF, DCOM, MPB, SP, PTL	
s 97C	Power to request Minister to decide the application	CEO, DINF, DCOM, MPB, PTL	
s 103	Power to reject a claim for compensation in certain circumstances	CEO, DCOM, MPB	
s 107(3)	Power to agree to extend time for making claim	CEO, DINF, DCOM, MPB	
s 113(2)	Power to request a declaration for land to be proposed to be reserved for public purposes	ND	
s 114(1)	Power to apply to the VCAT for an enforcement order	CEO, DCOM, MPB, PTL	
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	CEO, DCOM, MPB, PTL	
s 123(1)	Power to carry out work required by enforcement order and recover costs	CEO, DCOM, PTL	

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	CEO, DCOM, MPB	Except Crown Land
s 130(5)	Power to allow person served with an infringement notice further time	CEO, DCOM, MPB, PTL	
s 149A(1)	Power to refer a matter to the VCAT for determination	CEO, DINF, DCOM, MPB, PTL	
s 149A(1A)	power to apply to VCAT for the determination of a matter relating to the interpretation of a s.173 agreement	CEO, DCOM, MPB, PTL	
s 171(2)(f)	Power to carry out studies and commission reports	CEO, DINF, DCOM, MPB, SP, PTL	
s 171(2)(g)	Power to grant and reserve easements	CEO, DINF, DCOM, MPB, PTL	
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	CEO, DCOM, MPB	Where Council is a development agency specified in an approved infrastructure contributions plan

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	CEO	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	CEO	Where Council is the development agency specified in an approved infrastructure contributions plan
s 173(1)	Power to enter into agreement covering matters set out in s 174	CEO, MPB	
s 173(1A)	Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	CEO, DCOM, MPB	Where Council is the relevant responsible authority
	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires something to be to the satisfaction of Council or Responsible Authority	CEO, DINF, DCOM, MPB, PTL	
	Power to give consent on behalf of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires that something may not be done without the consent of Council or Responsible Authority	CEO, DINF, DCOM, MPB, PTL	

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	CEO, DINF, DCOM, MPB, PTL	
s 178	power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	CEO, DINF, DCOM, MPB, PTL	
s 178A(5)	Power to propose to amend or end an agreement	CEO, DINF, DCOM, MPB, SP, PTL	
s.178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	CEO, DINF, DCOM, MPB, SP, PTL	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CEO, DINF, DCOM, MPB, SP, PTL	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(c)	Power to refuse to amend or end the agreement	CEO, DINF, DCOM, MPB, SP, PTL	If no objections are made under s 178D Must consider matters in s 178B

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	CEO, DINF, DCOM, MPB, SP, PTL	After considering objections, submissions and matters in s 178B
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CEO, DINF, DCOM, MPB, SP, PTL	After considering objections, submissions and matters in s 178B
s.178E(3)(c)	power to amend or end the agreement in a manner that is substantively different from the proposal	CEO, DINF, DCOM, MPB	After considering objections, submissions and matters in s.178B
s 178E(3)(d)	Power to refuse to amend or end the agreement	CEO, DINF, DCOM, MPB, SP, PTL	After considering objections, submissions and matters in s 178B
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	CEO, DINF, DCOM, MPB	
s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement	CEO, DCOR, DINF, DCOM, MPB	

Instrument of Delegation – Council to Members of Staff

Planning and Environment Act 1987			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 182	Power to enforce an agreement	CEO, DINF, DCOM, MPB, SP, PTL	
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	CEO, DINF, DCOM, MPB, SP, PTL	
s 185B(1)	Duty to comply with a request from the Minister to provide the name, address, email address or telephone number of any person to whom the Minister is required to give notice	CEO, DCOM, MPB	
	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	PL, CEO, DINF, DCOM, MPB, SP, PTL	
	Power to give written authorisation in accordance with a provision of a planning scheme	CEO, DINF, DCOM, MPB, SP, PTL	

Instrument of Delegation – Council to Members of Staff

Residential Tenancies Act 1997			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	EHO, EHC, MCH	
s 522(1)	Power to give a compliance notice to a person	EHO, EHC, MCH	
s 525(2)	Power to authorise an officer to exercise powers in s 526 (either generally or in a particular case)	CEO, DCOM	
s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	CEO, DCOM	

Road Management Act 2004			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	ND	Obtain consent in circumstances specified in s 11(2)

Instrument of Delegation – Council to Members of Staff

Road Management Act 2004			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	ND	
s 12(2)	Power to discontinue road or part of a road	ND	Where Council is the coordinating road authority
s 12(4)	Duty to publish, and provide copy, notice of proposed discontinuance	DINF	Power of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	DINF	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate
s 14(7)	Power to appeal against decision of the Head, Transport for Victoria	ND	
s 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	ND	
s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	ND	

Instrument of Delegation – Council to Members of Staff

Road Management Act 2004			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 16(7)	Power to enter into an arrangement under s 15	DINF	
s 17(3)	Power to decide that a road is reasonably required for general public use	ND	Where Council is the coordinating road authority
s 17(4)	Power to decide that a road is no longer reasonably required for general public use	ND	Where Council is the coordinating road authority
s 18(1)	Power to designate ancillary area	ND	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2)
s 40(5)	Power to inspect, maintain and repair a road which is not a public road	ND	
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	DINF	
s 42(1)	Power to declare a public road as a controlled access road	DINF	Power of coordinating road authority and sch 2 also applies
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	DINF	Power of coordinating road authority and sch 2 also applies

Instrument of Delegation – Council to Members of Staff

Road Management Act 2004			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	DINF	Where Council is the coordinating road authority If road is a municipal road or part thereof and where road is to be specified a freight road
s 49	Power to develop and publish a road management plan	DINF	
s 51	Power to determine standards by incorporating the standards in a road management plan	DINF	
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	DINF	
s 54(6)	Power to amend road management plan	DINF	
s 63(1)	Power to consent to conduct of works on road	DINF	Where Council is the coordinating road authority
s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	DINF	Where Council is the infrastructure manager
s 66(1)	Power to consent to structure etc	DINF	Where Council is the coordinating road authority

Instrument of Delegation – Council to Members of Staff

Road Management Act 2004			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 67(3)	Power to request information	DINF, MO, MA	Where Council is the coordinating road authority
s 68(2)	Power to request information	DINF, MO, MA	Where Council is the coordinating road authority
s 71(3)	Power to appoint an authorised officer	CEO	
s 96	Power to authorise a person for the purpose of instituting legal proceedings	CEO	
s 112(2)	Power to recover damages in court	DINF	
s 116	Power to cause or carry out inspection	DINF, MO, MA	
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria)	DINF, MO, MA	
s 120(2)	Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)	DINF, MO, MA	
s 121(1)	Power to enter into an agreement in respect of works	DINF, MO, MA	
s 122(1)	Power to charge and recover fees	DINF, MO, MA	

Instrument of Delegation – Council to Members of Staff

Road Management Act 2004			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 123(1)	Power to charge for any service	DINF, MO, MA	
sch 2 cl 2(1)	Power to make a decision in respect of controlled access roads	DINF, MA	
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	DINF, MA	
sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	DINF	Where Council is the coordinating road authority
sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	DINF	Where Council is the coordinating road authority
sch 7 cl 12(5)	Power to recover costs	DINF	Where Council is the coordinating road authority
sch 7 cl 13(2)	Power to vary notice period	DINF	Where Council is the coordinating road authority
sch 7 cl 16(1)	Power to consent to proposed works	DINF, MA	Where Council is the coordinating road authority
sch 7 cl 16(5)	Power to consent to proposed works	DINF	Where Council is the coordinating road authority
sch 7 cl 16(6)	Power to set reasonable conditions on consent	DINF	Where Council is the coordinating road authority

Instrument of Delegation – Council to Members of Staff

Road Management Act 2004			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
sch 7 cl 16(8)	Power to include consents and conditions	DINF	Where Council is the coordinating road authority
sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	DINF	Where Council is the coordinating road authority
sch 7 cl18(1)	Power to enter into an agreement	DINF	Where Council is the coordinating road authority
sch7 cl 19(1)	Power to give notice requiring rectification of works	DINF	Where Council is the coordinating road authority
sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	DINF	Where Council is the coordinating road authority
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	DINF	Where Council is the coordinating road authority
sch 7A cl 2	Power to cause street lights to be installed on roads	DINF	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road

Instrument of Delegation – Council to Members of Staff

Planning and Environment Regulations 2015			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r.21	power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under section 54 of the Act	CEO, DCOM, MPB, SP, PTL	

Planning and Environment (Fees) Regulations 2016			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r 19	Power to waive or rebate a fee relating to an amendment of a planning scheme	CEO, DINF, MPB	when Council is the responsible authority
r 20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	CEO, DINF, MPB	when Council is the planning authority

Instrument of Delegation – Council to Members of Staff

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r 7	Function of entering into a written agreement with a caravan park owner	EHC, DCOM, MCH	Agreements that may incorporate or impact on Essential Services Requirements under the control of the MBS must have the prior approval of the MBS
r 12(1)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	DCOM, MCH	
r 12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	EHC, DCOM, MCH	
r 14(3)	Power to determine where notice of transfer is displayed	EHC, MCH	
r 16(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	ND	
r 18(4)	Power to determine where the emergency contact person's details are displayed	EHC, MCH	
r 18(6)	Power to determine where certain information is displayed	EHC, MCH	

Instrument of Delegation – Council to Members of Staff

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r 23	Power to determine places in which caravan park owner must display a copy of emergency procedures	EHC, MCH	
r 24	Power to determine places in which caravan park owner must display copy of public emergency warnings	EHC, MCH	
r 28(c)	Power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling	EHC, DCOM, MCH	
r 40(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	EHC, DCOM, MCH	
r 43	Power to approve use of a non-habitable structure as a dwelling or part of a dwelling	DCOM, MPB, MCH	
sch 3 cl 4(3)	Power to approve the removal of wheels and axles from unregistrable movable dwelling	DCOM, MPB, MCH	

Instrument of Delegation – Council to Members of Staff

Road Management (General) Regulations 2016			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r 16(3)	Power to issue permit	DINF, MO, MA	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	DINF, MO, MA	Where Council is the coordinating road authority
r 23(2)	Power to make submission to Tribunal	CEO, DINF	Where Council is the coordinating road authority
r 23(4)	Power to charge a fee for application under s 66(1) Road Management Act	DINF, MO, MA	Where Council is the coordinating road authority
r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	DINF, MO, MA	Where Council is the responsible road authority
r 25(2)	Power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3))	CEO, DINF	Where Council is the responsible road authority
r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	CEO, DINF	

Instrument of Delegation – Council to Members of Staff

Road Management (Works and Infrastructure) Regulations 2015			
Column 1	Column 2	Column 3	Column 4
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r 15	Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works	CEO, DINF, MPF, MO, MA	Where Council is the coordinating road authority and where consent given under s 63(1) of the Act
r 22(2)	Power to waive whole or part of fee in certain circumstances	CEO, DINF, MPF, MO, MA	Where Council is the coordinating road authority

INSTRUMENT OF DELEGATION

Council to Members of Staff

Under the Environment Protection Act 2017



Instrument of Delegation – Council to Members of Staff

Instrument of Delegation

By this Instrument of Sub-Delegation, in exercise of the power conferred by s 437(2) of the *Environment Protection Act 2017* ('Act') and the Instrument of Delegation of the Environment Protection Authority under the Act, dated 4 June 2021, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described in column 3 of the Schedule;
2. record that a reference in the Schedule are as follows:

EHC	Environmental Health Coordinator
EHO	Environmental Health Officer
LLC	Local Laws Coordinator
LLO1	Local Laws Officer 1
LLO2	Local Laws Officer 2
MPB	Manager Planning & Building
PL	Planner
PTL	Planning Team Leader
SP	Senior Planner
3. this Instrument of Sub-Delegation is authorised on 21 September 2022 pursuant to a power of sub-delegation conferred by the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021;
4. the delegation:
 - 4.1 comes into force immediately the common seal of Council is affixed to this Instrument of Sub-Delegation;
 - 4.2 remains in force until varied or revoked;
 - 4.3 is subject to any conditions and limitations set out in sub-paragraph 5, and the Schedule; and
 - 4.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
 - 5.1 the powers, duties and functions described in column 1 and summarised in column 2 of the Schedule are only delegated for the purpose of regulating:
 - 5.1.1 onsite wastewater management systems with a design or actual flow rate of sewage not exceeding 5000 litres on any day; and
 - 5.1.2 noise from the construction, demolition or removal of residential premises;
 - 6.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
 - 6.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - (a) policy; or
 - (b) strategy
 adopted by Council;

Instrument of Delegation – Council to Members of Staff

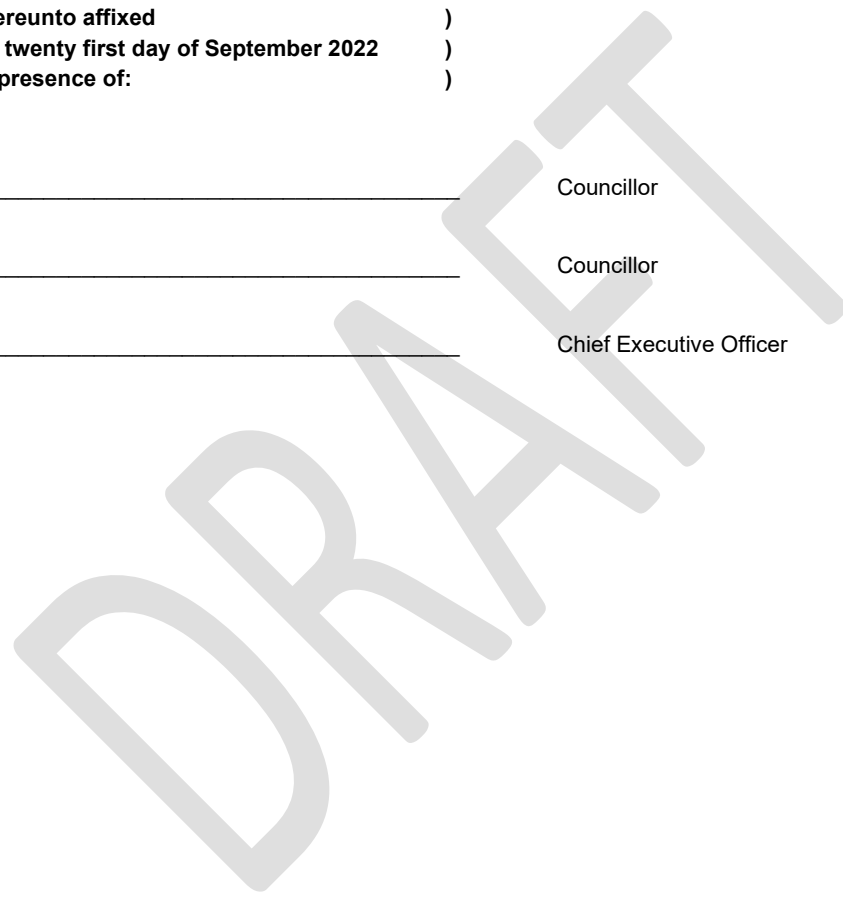
- 6.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
- 6.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

The Common Seal of the
Campaspe Shire Council
was hereunto affixed
on the twenty first day of September 2022
in the presence of:

Councillor

Councillor

Chief Executive Officer



Instrument of Delegation – Council to Members of Staff

Schedule

DRAFT

Instrument of Delegation – Council to Members of Staff

ENVIRONMENTAL PROTECTION ACT 2017			
Column 1	Column 2	Column 3	Column 4
Provision	Item Delegated	Delegate	Conditions & Limitations
s 271	Power to issue improvement notice	EHC, EHO, LLC, LLO1, MPB, PL, SP, PTL, LLO2	
s 272	Power to issue prohibition notice	EHC, EHO, LLC, LLO1, MPB, PL, SP, PTL, LLO2	
s 279	Power to amend a notice	EHC, EHO, LLC, LLO1, MPB, PL, SP, PTL, LLO2	
s 359(1)(b)	Power to do all things that are necessary or convenient to be done for or in connection with the performance of the Environment Protection Authority's functions and duties and to enable the Authority to achieve its objective.	EHC, EHO, LLC, LLO1, MPB, PL, SP, PTL, LLO2	
s 359(2)	Power to give advice to persons with duties or obligations	EHC, EHO, LLC, LLO1, MPB, PL, SP, PTL, LLO2	