



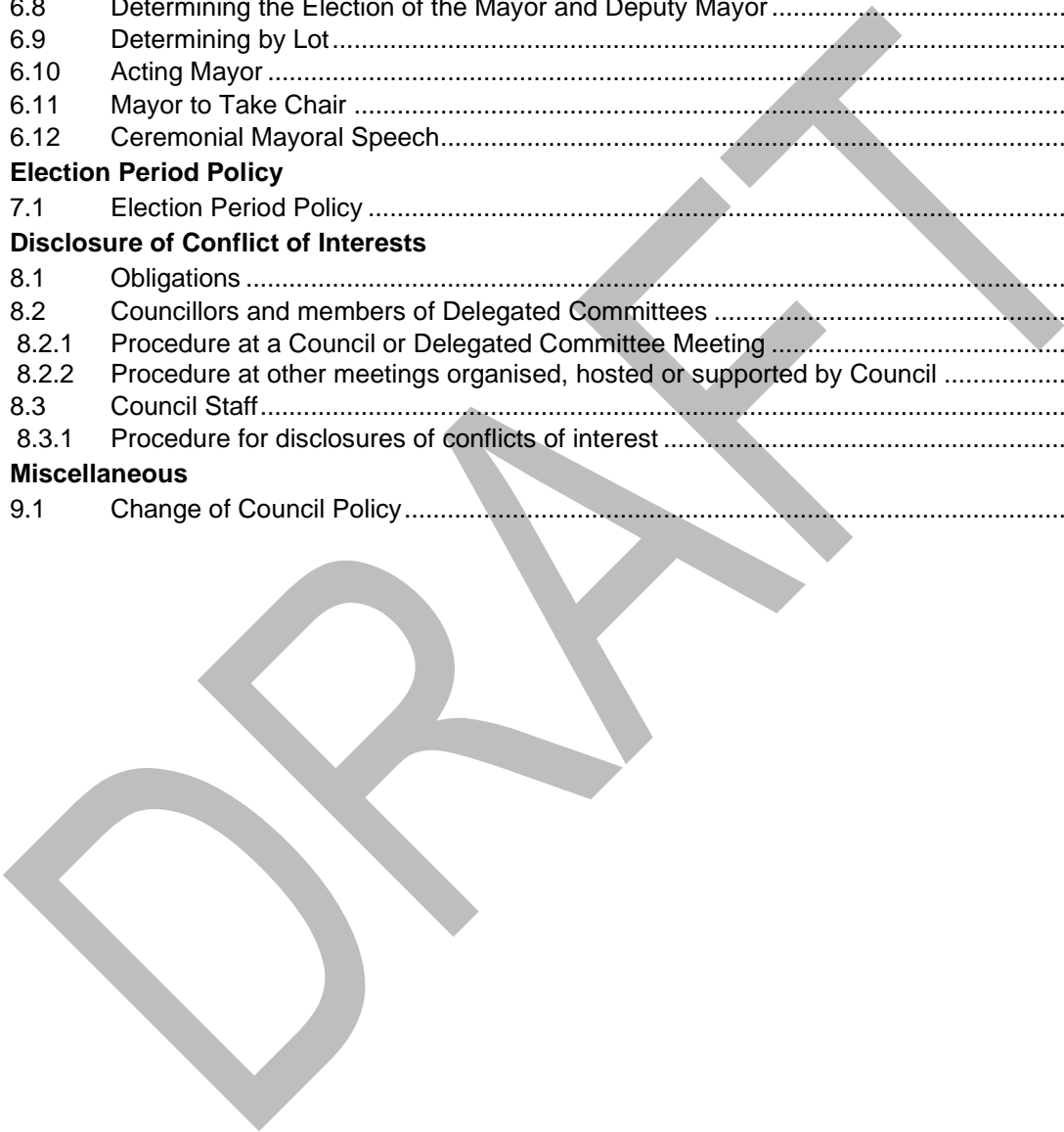
# CAMPASPE SHIRE COUNCIL DRAFT GOVERNANCE RULES

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## Authorisation

The Campaspe Shire Council Governance Rules was adopted by Council on XX XXX 2020.

The Common Seal of the ) .....Councillor

Campaspe Shire Council ) .....Councillor

was hereunto affixed ) .....CEO

on the XX XXXX 2020

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# Governance Rules

## Introduction

### Nature of Rules

These are the Governance Rules of Campaspe Shire Council, made in accordance with section 60 of the Local Government Act 2020.

### Content

These Governance Rules are divided into the following Chapters:

Chapter	Name
Chapter 1	Governance Overview & Decision Making
Chapter 2	Meeting Procedure for Council Meetings
Chapter 3	Meeting Procedure for Delegated Committees
Chapter 4	Meeting Procedure for Community Asset Committees
Chapter 5	Meeting Records
Chapter 6	Mayor and Deputy Mayor Appointment Processes
Chapter 7	Election Period Policy
Chapter 8	Disclosure of Conflict of Interests
Chapter 9	Miscellaneous

### Abbreviations

In these Governance Rules, the following abbreviations mean:

Abbreviation	Meaning
CEO	CEO
CSC	Campaspe Shire Council

# Governance Rules

## Definitions

In these Governance Rules, the following words and phrases mean:

Words and Phrases	Meaning
Agenda	means the notice of a meeting setting out the business to be transacted at the meeting
Authorised Officer	means a person appointed by Council under section 224 of the Local Government Act 1989
Business Papers	means the presentation of information on an item of business to be considered and actioned by the Council and includes reports and communications
Chair	means the Chairperson of a meeting and includes an acting, a temporary or a substitute Chairperson
CEO	means the CEO appointed by Council
Community Asset Committee	means a Community Asset Committee established under section 65 of the Act
Council	means Campaspe Shire Council
Councillor	means an elected member of Council who has taken the oath or affirmation of office in accordance with section 63 of the Local Government Act 1989 or section 30 of the Local Government Act 2020
Council Meeting	means a meeting of the Council under section 61 of the Local Government Act 2020
Delegated Committee	means a Delegated Committee established under section 63 of the Local Government Act 2020
Deputations/Delegations	a group of people appointed to take part in a formal process on behalf of a larger group
Directly affected	Means an individual who will be directly impacted in either a positive or negative way by a decision of Council and in turn will receive or lose a current benefit
Election Period	Means the period that starts at the time that nominations close on nomination day and ends at 6pm on election day.
Leave of the Council	A majority vote of the Councillors in the Council Meeting
Mayor	means the Mayor of Council elected in accordance with section 25 of the Local Government Act 2020
Member	means a member of a Committee who is entitled to vote on motions (other than on matters in which he or she has an interest that are dealt with at meetings)
Minute book	means the collective record of proceedings of Council
Minutes	means the record of proceedings of a Meeting

# Governance Rules

these Rules	means these Governance Rules
Visitor	means any person other than a Councillor or member of Council staff present at a Meeting
Written or in Writing	includes duplicates, lithographs, photocopies, photographs, facsimiles, printed, typed, or emailed

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# Governance Rules

## 1. Governance Overview & Decision Making

### 1.1 Context

- (1) These Rules should be read in the context of and in conjunction with:
  - (a) The overarching governance principles specified in section 9(2) of the Local Government Act 2020; and
  - (b) The following documents adopted or approved by Council:
    - i) Councillor Code of Conduct
    - ii) Risk Management Framework
    - iii) Council policies

### 1.2 Decision making

- (1) In any matter in which a decision must be made by a Council (including person acting with the Delegated authority of Council), Council must consider the matter and make a decision:
  - (a) Fairly, by giving consideration and making a decision which is balanced, ethical and impartial; and
  - (b) On the merits, free from favouritism or self-interest and without regard to irrelevant or unauthorised considerations.
- (2) Council must, when making any decision to which the principles of natural justice apply, adhere to the principles of natural justice (including, without limitation, ensuring that any person whose rights will be directly affected by a decision of Council is entitled to communicate their view and have their interests considered).
- (3) Without limiting anything in sub-rule (2):
  - (a) Before making a decision that will directly affect the rights of a person, Council (including any person acting with the delegated authority of Council) must identify the person or persons whose rights will be directly affected, give notice of the decision which Council must make and ensure that such person or persons have an opportunity to communicate their views and have their interests considered before the decision is made;
  - (b) If a report to be considered at a Council meeting concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered;
  - (c) If a report to be considered at a Delegated Committee concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered; and
  - (d) If a member of Council staff proposes to make a decision under delegation and that decision will directly affect the rights of a person or persons, the member of Council staff must, when making that decision, complete a Delegate Report that records that notice of the decision to be made was given to the person or persons and such person or persons were provided with an opportunity to communicate their view and their interests considered.

# Governance Rules

## 2. Meeting Procedure for Council Meetings

### 2.1 Purpose

- (1) The purpose of this Chapter is to:
  - (a) Provide for the procedures governing the conduct of Council Meetings; and
  - (b) Set the rules of behaviour for those participating in or present at Council Meetings.

### 2.2 Notices and Agendas

#### 2.2.1 Date, Time and Place of Meetings

- (1) Council will fix the dates, times and places of Council Meetings for a twelve (12) month period at a meeting of Council which is to be held no earlier than the fourth Saturday in October and no later than 30 November in each year.
- (2) Council will hold a minimum of twelve Council Meetings per calendar year to conduct the business of Council.
- (3) The date, time and place of all Council Meetings are to be made available to the public.
- (4) Council by resolution, or the CEO, may change the date, time and place of, or cancel, any Council Meeting which has been fixed and must provide notice of the change to the public.

#### 2.2.2 Unscheduled Meetings

- (1) Council may by resolution call an unscheduled meeting of the Council.
- (2) The Mayor, or three Councillors may by written notice request the CEO to call an unscheduled meeting of the Council.
- (3) The CEO, following consultation with the Mayor, may call an unscheduled meeting.
- (4) A written notice to call an unscheduled meeting must:
  - (a) Specify the business to be transacted; and
  - (b) Be delivered to the CEO in sufficient time to enable notice to be given in accordance with 3.2.3 Notice of Meetings of these Governance Rules.
- (5) The CEO must determine the time and date for the meeting, giving consideration to:
  - (a) The urgency of the business to be transacted;
  - (b) The availability of Councillors; and
  - (c) A reasonable notice period for persons whose rights or interests may be impacted by the business to be transacted.
- (6) The CEO must arrange for notice of the meeting to be placed on Council's website.

# Governance Rules

- (7) Any resolution of Council to call an unscheduled Council Meeting must specify the date and time of the unscheduled meeting and the business to be transacted. The date and time of the unscheduled meeting must not be prior to 5pm on the day following the Council Meeting at which the resolution was made.
- (8) The CEO must call an unscheduled Council Meeting to elect a Mayor following a Council election declaration, in accordance with the Local Government Act 2020.
- (9) The unscheduled Council Meeting for the election of a Mayor following an election may also consider the role of Deputy Mayor and any other matters as determined by the CEO.
- (10) Only the business specified in the Council resolution, or written notice, may be considered at an unscheduled meeting, unless all Councillors are in attendance and by unanimous resolution of Council determine to admit another matter.

## 2.2.3 Notice of Meetings

### Council Meetings

- (1) A notice of a Council Meeting, that is not an unscheduled meeting, incorporating or accompanied by an agenda of the business to be dealt with and business papers, must be sent electronically to every Councillor for all Council Meetings, at least 3 business days before the meeting.
- (2) The notice for any meeting, including unscheduled meetings, must be sent to each Councillor's CSC email address.
- (3) It will not be necessary for a notice of a meeting to be sent to a Councillor who has been granted leave of absence unless the Councillor has requested in writing to the CEO to continue to receive notice of any meeting to be held during their absence.
- (4) A Councillor who has declared a conflict of interest in a particular matter may request in writing to the CEO not to receive any business papers concerning that particular matter.
- (5) An agenda for each Council Meeting, that is not an unscheduled meeting, will be made available on Council's website no less than 48 hours before the Council Meeting.
- (6) A schedule of Council Meetings must be prepared and published that ensures it is available to a broad section of the community, including on Council's website and available from Council's Customer Service Centres.

### Unscheduled Meetings

- (7) Notice of an unscheduled meeting of Council must be published on Council's website as soon as practicable after the time and date of the meeting has been determined.
- (8) A notice of an unscheduled Council Meeting, incorporating or accompanied by an agenda and business papers must be made available to every Councillor at least 48 hours before the meeting. A period of less than 48 hours may be justified if exceptional circumstances exist.
- (9) An agenda for an unscheduled Council Meeting will be made available on Council's website no less than 24 hours before the unscheduled Council Meeting.

# Governance Rules

## 2.2.4 Meetings Open to the Public

- (1) In accordance with Section 66 of the Local Government Act 2020, all meetings of Council must be open to the public unless a resolution is made to close the meeting to members of the public pursuant to Section 66 of the Act.

## 2.2.5 Meetings Closed to the Public

- (1) Council may resolve that a Council Meeting be closed to the public if the meeting:
  - (a) is to consider confidential information as defined in section 3(1) of the Local Government Act 2020;
  - (b) there are security reasons; or
  - (c) it is necessary to do so to enable the meeting to proceed in an orderly manner.
- (2) If the Council Meeting is closed to the public, the reasons for the closure will be documented in the minutes of the meeting.

## 2.3 Quorum

### 2.3.1 Quorum – Council Meeting

- (1) A quorum for any Council Meeting will an absolute majority of the total number of Councillors holding office.
- (2) In the event of Councillors abstaining from voting on an item it is still a requirement for a majority of those present at the meeting, including those abstaining from voting, to vote in favour of the motion for it to be adopted.

### 2.3.2 Failure to Raise a Quorum

- (1) If a quorum is not present within 30 minutes of the time appointed for the commencement of any meeting or adjournment the CEO, (or Acting CEO), may adjourn the meeting for a period not exceeding seven (7) days from the date of the planned meeting.

### 2.3.3 Inability to Maintain a Quorum

- (1) If during any meeting a quorum cannot be maintained the CEO, (or Acting CEO), may adjourn the meeting for a period not exceeding seven (7) days from the time of the adjournment.

### 2.3.4 Inability to Maintain a Quorum due to Declarations of Conflict of Interests

- (1) If during any meeting it becomes apparent to the Chair that it will not be possible to maintain a quorum due to the number of Councillors who have disclosed a declaration of a conflict of interest in an item of business and will be unable to vote, Council must consider whether the decision can be made in an alternative manner as outlined in section 67(3) of the Local Government Act 2020.
- (2) If a decision on the business item is still unable to be made due to an inability to maintain a quorum for the reasons of conflict of interest, then a delegated committee must be established by the Council in accordance with section 67(4) of the Local Government Act 2020.



# Governance Rules

## 2.4 Business of a Meeting

### 2.4.1 Order of Business Listed on an Agenda

- (1) The order in which business is listed on the agenda is determined by the CEO and should be kept consistent from meeting to meeting.
- (2) Notwithstanding sub rule (1), generally, the order of business will be as follows:
  - (a) Apologies and Requests for Leave of Absence
  - (b) Confirmation of Minutes and Attachments
  - (c) Changes to the Order of Business
  - (d) Declaration of Interest
  - (e) Responsible Authority Decisions
  - (f) Planning Authority Decisions
  - (g) Question Time
  - (h) Acknowledgements
  - (i) Council Decisions
  - (j) Council Information
  - (k) Councillor Reports
  - (l) CEO's Report
  - (m) Petitions/Letters
  - (n) Notices of Motion
  - (o) Urgent Business
  - (p) Confidential Business
  - (q) Close Meeting
- (3) Sub rule (2) does not preclude the CEO from altering the order of business from time to time to enhance the fluent and open process of the government of the Council.
- (4) The CEO may include any matter on the agenda that they believe should be considered by Council after consulting the Mayor.

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## 2.4.2 Apologies (including leave of absence)

- (1) A Councillor is required to seek a leave of absence from the Council if they will knowingly be absent from a Council Meeting, other than an unscheduled meeting.
- (2) The request for a leave of absence must be tendered at an earlier meeting and if granted will be recorded in the minutes. The agenda for the subsequent meeting will show the Councillor as an apology due to a leave of absence being previously granted.
- (3) If the Councillor cannot seek prior approval, formal, written apologies should be submitted to the CEO at the earliest possible time before non-attendance at any Council Meeting.
- (4) An appropriate notice would include the following:  
  
***I am unable to attend the Council Meeting to be held on (date / month / year) and request that my apology be tendered and a leave of absence be granted.***
- (5) Once the apology is tendered the Council will vote on granting a leave of absence.
- (6) The Council must grant any reasonable request for a leave of absence.
- (7) A Councillor will cease to hold the office of Councillor if the Councillor is absent from Council Meetings for a period of four consecutive months without leave being obtained from the Council in accordance with section 35(1)(e) of the Local Government Act 2020.
- (8) There is no requirement to grant leave of absences or accept apologies from Council staff.

## 2.4.3 Councillor Acknowledgments

- (1) At each Council Meeting, other than an unscheduled meeting, Councillors will have the opportunity to acknowledge significant community members and events. These may relate to notable achievements by community members and groups as well as offering of condolences for a recently deceased person who had provided distinguished service in the local area.
- (2) The duration of any acknowledgement from a Councillor will be limited to two (2) minutes.
- (3) Any acknowledgment intended to be raised by a Councillor at a Council Meeting must be notified to the CEO at least three (3) hours before the commencement of the meeting.

## 2.4.4 Changes to the Order of Business

- (1) Once an agenda has been prepared and sent to Councillors, the order of business for that meeting may only be altered by resolution of the Council. This includes the request for an item to be brought forward.
- (2) A resolution to change the order of business will be recorded in the minutes of the meeting.

## 2.4.5 Deputations/Delegations

- (1) A deputation or delegation wishing to be heard at a meeting of Council must make a written request to the CEO who, after consulting the Mayor, will determine whether

# Governance Rules

the deputation/delegation will be granted an opportunity to speak to an item of Council business.

- (2) In order for requests to be considered, they must be submitted no later than 24 hours prior to the Council Meeting.
- (3) Deputations and delegations will only be allowed for items that are listed for consideration on that meeting's agenda.
- (4) A maximum of two deputations/delegations will be heard on any one item of Council business.
- (5) If the CEO agrees to hear the deputation or delegation, Council will not hear more than two speakers on behalf of any one deputation and a combined five (5) minute time limit will be set as to the length of the address for the deputation.
- (6) Councillors may question the deputation on matters raised before Council for the purpose of clarification, but not to seek their opinion on statements made by Councillors (and others) or enter into a discussion.
- (7) Any further information that the deputation/delegation may want the Council to have must be given to the CEO, by 12:00pm (noon) on the day of the meeting. No further written or audio-visual information is allowed to be presented during the meeting, unless such prior approval has been obtained.
- (8) The CEO must advise the applicant of the date, time, venue and protocols that apply for Council to hear the deputation or delegation.

## **2.4.6 Presentation of Officer Reports**

- (1) Officer reports must not be read out loud in full at any Council Meeting unless Council resolves to the contrary.

## **2.4.7 Supplementary Reports**

- (1) Occasionally there may be reports that have missed the meeting agenda deadline. In these cases, the CEO may approve the reports to be presented as supplementary reports. A notification will be sent to Councillors advising that a supplementary report has been approved for distribution and is available on the Councillor portal. Supplementary reports do not meet the criteria for urgent business as the matter has not arisen since the distribution of the agenda.

## **2.4.8 Petitions / Joint Letters**

- (1) For the sake of clarity, a petition and a joint letter have the same meaning and will be treated as being the same by Council.
- (2) Petitions and joint letters received by Councillors and/or Council officers must be lodged with the CEO within the appropriate time for inclusion in the Agenda of a Council Meeting, unless;
  - (a) the matter which is the subject of the petition or joint letter has been acted upon within the last three (3) months; or
  - (b) the matter which is the subject of the petition or joint letter has a resolution of the Council within the last 12 months.
- (3) Any petition or joint letter not included in an agenda of a Council Meeting, in accordance with sub rule (2), will receive a response to the chief petitioner,

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acknowledging receipt of the petition or joint letter and advising of the action taken or Council resolution that has been made in relation to the subject matter of the petition or joint letter.

- (4) Any petition or joint letter received will be tabled at the next available Council Meeting.
- (5) Council may resolve to receive the petition or joint letter and to refer the matter for a report or appropriate action as required to the next appropriate meeting of the Council, unless the Council agrees to deal with it earlier.
- (6) A petition or joint letter must:
  - (a) be in legible and permanent writing;
  - (b) identify the CSC as the recipient of the petition;
  - (c) not be defamatory, indecent, abusive or objectionable in language or content;
  - (d) not relate to matters beyond the powers of Council;
  - (e) provide a clear and concise statement identifying the subject matter of the petition;
  - (f) bear the whole of the petition or request, referred to in sub rule (6)(e), upon each page of the petition;
  - (g) consist of single pages of paper and must not be pasted, stapled, pinned or otherwise affixed to any other piece of paper;
  - (h) identify the full name, address and phone number of the person submitting the petition (chief petitioner), together with the name of the organisation/group they represent if the petition is submitted on behalf of an organisation or group;
  - (i) include the name, physical address and signature of each of the petitioners supporting the petition.
- (7) Any petitions or joint letters that do not comply with these Governance Rules will not be tabled at a Council Meeting.
- (8) A petition or joint letter may nominate a person to whom a reply must be sent, but if no person is nominated or is the obvious intended nominated person, Council may reply to the first signatory which appears on the petition.
- (9) An electronic or online petition must be in accordance with sub rule (6) of these Governance Rules, except sub rule (6)(a), (6)(f) and (6)(g).
- (10) For the purpose of compliance with sub rule (6)(i) an electronic or online petition the petitioner supporting the petition must include their name, physical address and email address.

## 2.4.9 Public Question Time

- (1) Question time will be available at a Council Meeting, except for an unscheduled meeting, to enable members of the public to address questions to Council.
- (2) All such questions must be received in writing on the prescribed form as outlined on Council's website.



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- (3) All such questions must be received by the CEO or person authorised for this purpose by the CEO no later than 12:00pm (noon) on the day of the Council Meeting.
- (4) A question will only be read to the meeting if the CEO has determined that the question:
  - (a) does not relate to a matter of the type described in section 66(2) of the Local Government Act 2020;
  - (b) does not relate to a matter in respect of which Council has no power to act;
  - (c) is not defamatory, indecent, abusive or objectionable in language or substance;
  - (d) is not a repetition of a question already asked or answered (whether at the same or an earlier meeting); and
  - (e) is not asked to embarrass a Councillor or member of Council staff.
- (5) If the CEO determines that a question will not be read to the meeting, then the CEO must:
  - (a) advise the meeting accordingly; and
  - (b) make the question available to Councillors upon request.
- (6) The CEO must read to the meeting the name of the person who has submitted a question.
- (7) The CEO must read the text of the question and the CEO may then direct that question to be answered by a nominated Councillor or member of Council staff.
- (8) No debate on or discussion of a question or an answer will be permitted other than for the purposes of clarification.
- (9) A Councillor or member of Council staff nominated to answer a question may:
  - (a) seek clarification of the question from the person who submitted it;
  - (b) seek the assistance of another person in answering the question; or
  - (c) defer answering the question, so that the answer may be researched, and a written response be provided within ten (10) working days following the meeting (the question thereby being taken on notice).
- (10) A copy of the written response to a question, referred to in sub rule (9)(c) will be attached to the minutes of the meeting.
- (11) No responses will be provided or recorded to questions that were not accepted under sub rule (4).
- (12) An individual is limited to a maximum of two questions at any one Council Meeting.
- (13) A maximum of two questions will be put on any one topic at the Council Meeting.
- (14) Question time at a Council Meeting will be limited in duration and will not exceed 30 minutes.

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- (15) Council may resolve to bring forward the commencement of Question Time, so that questions are considered before Responsible Authority Decisions and Planning Authority Decisions.

## 2.4.10 Notices of Motion

- (1) A Notice of Motion must be in writing, dated and signed by the intending mover and lodged with the CEO no later than 12:00 pm (noon) at least ten (10) business days before the Council Meeting. For the purpose of clarity, the day that the motion is lodged is not included but the day of the meeting is included when calculating the ten (10) business days. Public holidays are not included as business days.
- (2) A Notice of Motion will not be accepted for consideration at an unscheduled meeting.
- (3) A Notice of Motion will only be accepted if it:
- (a) does not relate to a matter in respect of which Council has no power to act;
  - (b) does not substantially change the levels of Council services;
  - (c) does not commit Council to significant expenditure not included in the adopted budget;
  - (d) does not declare a rate or charge;
  - (e) does not establish or amend Council policy;
  - (f) does not commit Council to any contractual arrangement;
  - (g) is not defamatory, indecent, abusive or objectionable in language or substance;
  - (h) provides sufficient detail to ensure the motion is implementable; and
  - (i) is not against public order or safety.
- (4) A Notice of Motion must include a rationale. The CEO has the discretion to include an officer comment on any proposed notice of motion including rescission motions.
- (5) If a Notice of Motion is considered by the CEO to not meet any or all of sub rule (3) the CEO must notify the Councillor who delivered the Notice of Motion the reasons for that opinion and provide adequate support to the Councillor to structure the notice of motion (if possible) to meet the requirements of sub rule (3).
- (6) A Notice of Motion cannot be accepted by the Chair unless the full text of any such motion has been listed on the agenda for the Council Meeting at which it is proposed to be moved.
- (7) Except by leave of the Council, Notices of Motion before a Council Meeting will be considered in the order in which they were received.
- (8) If a Councillor who has given a Notice of Motion is absent from the meeting or fails to move the motion when called upon by the Chair, any other Councillor may move the motion.
- (9) If a Councillor proposing the motion wishes to amend the Notice of Motion, they may do so by first seeking leave of the Council to amend the Notice of Motion, prior to it being seconded.

# Governance Rules

- (10) Another Councillor can put forward an amendment for consideration, which must be dealt with in accordance with rules 2.6.18, 2.6.19 and 2.6.20 of these Governance Rules.
- (11) If a Notice of Motion, whether amended or not, is lost, a similar motion cannot again be put before Council for a period of three (3) calendar months from the date it was lost.
- (12) A Notice of Motion cannot be submitted in relation to a matter that was the subject of a Rescission Motion within three (3) calendar months of the Rescission Motion having been considered by Council.

## 2.4.11 Notice of Rescission Motion

- (1) A Councillor may propose a motion to rescind a decision of Council provided the subject motion has not been acted on.
- (2) An actual notice of motion to rescind or alter a previous resolution of Council:
  - (a) Must be provided to the CEO by 5.00pm the next business day following the Council Meeting at which the motion was resolved.
  - (b) Is deemed to have been withdrawn if not moved at the Council Meeting at which the notice of rescission motion is included in the agenda.
  - (c) If it is a second or subsequent notice to rescind or alter an earlier resolution, must not be accepted by the CEO until a period of three (3) months has elapsed since the date of the meeting at which the motion of rescission or alteration was dealt with.
- (3) Once a Notice of Rescission Motion has been received by the CEO, no further action is to be taken on the resolution that is the subject of the rescission motion.
- (4) Any Councillor providing a Notice of Rescission Motion is required to provide written justification that must include one of the following:
  - (a) The vote may not have accurately reflected the opinion held by the meeting due to the misunderstanding of the motion or for some other reason; or
  - (b) New information to hand; or
  - (c) Some vital information has been overlooked.
- (5) A Notice of Rescission Motion must include the written endorsement of at least two other Councillors.
- (6) The CEO will inform the Councillor whether the motion has been accepted or not, and any points for refusal and discuss with the Mayor and the Councillors at the earliest opportunity. If the motion has been accepted it must be listed on the agenda of the next available Council Meeting.

## 2.4.12 When a Resolution has been Acted On

- (1) A resolution, or part thereof, will be considered as having been acted on;
  - (a) once its details have been formally communicated in writing (which includes electronic communications) to either internal or external parties affected by or reliant on the resolution; or

# Governance Rules

- (b) when a statutory procedure has been carried out.
- (2) The CEO may initiate action or cause action to be initiated on any Council resolution, or part thereof, at any time after the meeting at which it was carried.
- (3) If a resolution can be broken down into parts and some parts of the resolution have not been acted on, then any proposed change to the remaining parts is to be treated as an amendment of the resolution unless the substance of the proposed change is to reverse the resolution when considered as a whole.

## 2.4.13 Reports from Councillors / Delegates

- (1) At each Council Meeting, Councillors will have the opportunity to speak on any meetings, conferences or events that they have recently attended.
- (2) The duration of any report from a Councillor will be limited to two (2) minutes. If a Councillor requires information on the conference/event to be included in the minutes, the Councillor must seek the leave of the Council.
- (3) If leave is granted by the Council to include information on a conference/event, the Councillor must submit the additional information in writing to the CEO or member of Council staff responsible for the minutes by 9.00am on the next business day following the meeting.

## 2.4.14 Urgent Business

- (1) If the agenda for a meeting makes provision for urgent business, business cannot be admitted as urgent business other than by resolution of Council and only then if it;
  - (a) relates to or arises out of a matter which has arisen since distribution of the agenda; and
  - (b) deferring the item until the next Council Meeting will mean a decision on the item will not have any effect on the matter; or
  - (c) the item involves a matter of urgency as determined by the CEO; and
  - (d) the matter cannot be addressed through an operational service request process.
- (2) An item of urgent business must not:
  - (a) substantially affect the levels of Council service;
  - (b) commit Council to significant expenditure not included in the adopted budget;
  - (c) establish or amend Council Policy;
  - (d) commit Council to any contractual arrangement;
  - (e) require pursuant to other policy determined by Council from time to time, the giving of prior notice; and
  - (f) has the potential to directly affect a person's rights, for which they should be afforded an opportunity to communicate their views and have their interests considered.



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- (3) A Councillor proposing an item of business be admitted as urgent business must lodge it in writing to the CEO no later than 3 pm on the day of the Council Meeting.
- (4) The CEO will advise the Mayor of any matter they determine appropriate for Council to consider admitting as urgent business.

## 2.4.15 Time Limit for Meetings

- (1) A Council Meeting must not continue after three (3) hours from the time it commences unless a majority of Councillors present vote in favour of its extension in accordance with this rule.
- (2) Extensions of a Council Meeting will be in block periods of 30 minutes.
- (3) After the initial 30 minute extension the Council Meeting must not continue unless a majority of Councillors present vote in favour of a further extension.
- (4) A meeting may only be continued for a maximum of two 30 minute extensions.
- (5) In the absence of such extensions as provided for in sub rules (1) and (3), or in the event there is further business to be transacted at the completion of two extensions, the Council Meeting must stand adjourned to a time and date resolved by Council or within 14 days from the date of the Council Meeting which is adjourned.
- (6) Notwithstanding sub rule (5), the Chair may seek leave of the Council not to adjourn the meeting, if the Chair reasonably believes the remaining business will take less than 10 minutes to transact.
- (7) If Council did not resolve the date and time for the resumption of the adjourned meeting under sub rule (5), the CEO must give notice to each Councillor, of the date, time and place to which the meeting stands adjourned and of the business remaining to be considered, within three (3) business days of the meeting which is adjourned.

## 2.5 Addressing the Meeting

- (1) Any Councillor or person who addresses the meeting must direct all remarks through the Chair.
- (2) The Chair may address a meeting, however if the Chair wishes to move any motion or amendment the Chair must advise the Council of that intention and vacate the Chair for the duration of the item under discussion.
- (3) Any person addressing the Chair should refer to the Chair as:
  - Mr Mayor; or
  - Madam Mayor; or
  - Mayor; or
  - Chair; or
  - Mr Chair; or
  - Madam Chair; as the case may be.
- (4) The Mayor of the day may advise the Councillors and staff of their naming preference.
- (5) When speaking during a meeting, Councillors and officers must address each other by their titles of Councillor or officer position as the case may be.

# Governance Rules

## 2.6 Meeting Procedures

### THE CHAIR

#### 2.6.1 Role of the Chair

- (1) The Chair must facilitate an orderly, respectful, transparent and constructive meeting by ensuring that all Councillors have the opportunity to be heard, matters are adequately discussed, meeting procedures are followed appropriately, and statutory requirements are adhered to.
- (2) The Chair is an independent leader of Council Meetings and generally does not move or second motions.
- (3) The Chair will adhere to the specific duties and discretions of the Chair outlined throughout these Governance Rules.

#### 2.6.2 Mayor to take the Chair

- (1) The Mayor must take the Chair at all Council Meetings at which the Mayor is present.
- (2) If the Mayor is not in attendance or vacates the Chair at a Council Meeting, the Deputy Mayor must take the Chair.
- (3) If the Mayor and Deputy Mayor are not in attendance at a Council Meeting, Council must elect one (1) of the Councillors present as Chair for the Council Meeting.

#### 2.6.3 The Chair's Duties and Discretions

- (1) In addition to the specific duties and discretions provided in these Governance Rules:
  - (a) The Chair must not accept any motion, question or statement which is
    - i) defamatory; or
    - ii) objectionable in language or nature; or
    - iii) is vague or unclear in its intention;
    - iv) is outside the powers of Council; or
    - v) is not relevant to an item of business on the agenda and has not been admitted as urgent business; or
    - vi) purports to be an amendment but is not.
  - (b) The Chair must call a person to order, if the behaviour of a person is disruptive and interferes with the conduct of the business of Council.

### VOTING

#### 2.6.4 Voting – How Determined

- (1) To determine a motion that is put before a meeting, the Chair will first call for those voting in favour of the motion and then those voting against the motion and will then declare the results to the meeting.

# Governance Rules

## 2.6.5 Voting – By Show of Hands

- (1) Voting on any motion will be by show of hands.
- (2) All Councillors present are required to vote on any matter before Council unless that Councillor has declared a conflict of interest in the item or signified their intention to abstain from voting on the matter.
- (3) If a Councillor intends to abstain from voting they must provide an explanation for abstaining once the Chair calls the item for consideration and prior to the next item of business being considered by the meeting.
- (4) The Councillor intending to abstain from the vote may decide to leave or stay in the Chamber while the matter is being considered. If the Councillor who abstains from the vote stays in the Chamber, the Councillor will be considered as having voted in the negative in accordance with section 31(5)(e) of the Local Government Act 2020.

## 2.6.6 Call for a Division

- (1) Immediately after any motion is put to a meeting and before the next item of business has commenced, any Councillor may call for a division.
- (2) The call must be made to the Chair either immediately prior to or immediately after the vote has been taken but cannot be called after the next item of business has commenced.
- (3) For the purpose of sub rule (2) the next item of business has not commenced until the Chair has named the mover of the next item of business.
- (4) When a division is called in accordance with sub rule (2), the vote already taken must be set aside and voting in the division will decide the motion or amendment.

## 2.6.7 Procedure for a Division

- (1) When a division is called, the Chair will:
  - (a) first ask each Councillor wishing to vote in favour of the motion to indicate their vote by raising a hand and the Chair must then state the names of those Councillors to be recorded in the minutes;
  - (b) then ask each Councillor wishing to vote against the motion to indicate their vote by raising a hand and the Chair must then state the names of those Councillors to be recorded in the minutes;
  - (c) next, ask each Council abstaining from voting to indicate their vote by raising a hand and the Chair must then state the names of those Councillors to be recorded in the minutes; and
  - (d) finally, declare the result of the division.

## 2.6.8 Between the Original Vote and the Division

- (1) No Councillor is prevented from changing their vote when voting on the division. The voting by division, will determine the Council's resolution on the motion.

## 2.6.9 Vote to be Taken in Silence

- (1) Except that a Councillor may call a division, Councillors must remain seated in silence while a vote is being taken.

# Governance Rules

## 2.6.10 Recount of Vote

- (1) The Chair may direct that the vote be re-counted as often as may be necessary to be satisfied of the result.

## 2.6.11 Declaration of Vote

- (1) The Chair must declare the result of the vote or division as soon as it is taken.

## 2.6.12 Casting Vote

- (1) In the event of an equality of votes, the Chair has a casting vote, except in cases where the Local Government Act 2020 or these Governance Rules determine otherwise.
- (2) If the Chair exercises their casting vote, they must provide an explanation to the meeting as to why they voted in a particular way.

## 2.6.13 Recording of Opposition of Motion

- (1) Any Councillor may ask that their opposition to a motion resolved by the meeting be recorded in the minutes of the meeting.

## 2.6.14 Motion to be Read Again

- (1) Before any motion or amendment is put to the vote, a Councillor may request that the motion or amendment be read again.
- (2) The Chair, whether requested or not, may also ask the CEO (or other person authorised by the CEO to attend the meeting and take the minutes of such meeting) to read the question, motion or amendment to the meeting before the vote is taken.

## MOTIONS AND AMENDMENTS

*A resolution, and therefore a motion, must be capable of standing alone, that is, a person reading the decision of Council in the minutes must be able to understand what Council is seeking to achieve without reference to other sources. This usually means it should include specifics about the action to be taken, the timing of the action to be taken and the details of any other conditions, limitations or other parties to be included when undertaking the action.*

To assist in understanding the process of moving motions and amendments, a flow chart is at Appendix 1.

## 2.6.15 Motions in Writing

- (1) All motions, except procedural motions, must be submitted in writing;
- (2) The Chair may adjourn a meeting while a motion is being written or may request Council to “lay the motion on the table” (pausing debate), in accordance with rule 2.6.25, until the motion has been written, allowing the meeting to proceed uninterrupted.
- (3) If debate is paused in accordance with rule 2.6.25, a procedural motion is required to take a motion from the table (resume debate) in accordance with rule 2.6.25.

## 2.6.16 Moving a Motion

- (1) The procedure for any motion is:
  - (a) The Chair calls for a motion to be put to the Council.

# Governance Rules

- (b) The mover must outline the motion without speaking in support of it;
  - (c) The motion must be seconded by a Councillor other than the mover.
  - (d) If the motion is not seconded, the motion lapses for want of a seconder.
  - (e) If there is a seconder, then the Chair must call on the mover to speak to the motion.
  - (f) After the mover has spoken to the motion, the seconder may also speak to the motion.
  - (g) After the seconder has spoken to the motion (or after the mover has spoken to the motion if the seconder does not speak to the motion) the Chair must call on any Councillor who wishes to speak against the motion, then on any Councillor who wishes to speak for the motion and continue this sequence until all Councillors wishing to speak to the motion have spoken; and
  - (h) If no Councillor wishes to speak against the motion, then the Chair may put the motion.
- (2) A Councillor calling the attention of the Chair to raise a point of order is not regarded as speaking to the motion.
  - (3) A Councillor who moves an amendment to the motion is not regarded as having spoken to the motion.
  - (4) When a motion contains more than one part, a Councillor may request the Chair to put the motion to the vote in separate parts.
  - (5) The Chair may decide to put any motion to the vote in separate parts.

## **2.6.17 Right of Reply**

- (1) The mover of a motion, which has not been amended, may, once debate has been exhausted, exercise a right of reply to matters raised during the debate.
- (2) No new material or comments may be raised during the right of reply.
- (3) If a Councillor has not spoken against a motion, there will be no right of reply.
- (4) After the right of reply has been exercised, the motion must be immediately put to the vote without any further discussion or debate.

## **2.6.18 Moving an Amendment**

- (1) A motion, which has been moved and seconded, may be amended by leaving out, inserting or adding words, which must be relevant to the subject of the motion.
- (2) An amendment to a motion cannot be negative, or substantially contrary, to the motion.
- (3) An amendment may be proposed or seconded by any Councillor, except the mover and seconder of the original motion.
- (4) If a Councillor proposes an amendment and the original mover and seconder of the motion both indicate their agreement with the amendment, the amended motion becomes the substantive motion without debate or vote, and debate of the motion continues in accordance with these Governance Rules.

# Governance Rules

- (5) If a Councillor proposes an amendment to which either the original mover or seconder does not agree, the following will apply;
  - (a) The amendment must be moved and seconded;
  - (b) A Councillor may speak on any amendment once, whether or not he or she has spoken to the motion, but debate must be confined to the terms of the amendment;
  - (c) Any number of amendments may be proposed to a motion, but only one amendment may be accepted by the Chair at any one time. No second or subsequent amendment, whether to the motion or an amendment of it may be taken into consideration until the previous amendment has been dealt with and voted on;
  - (d) If the amendment is carried, the motion as amended then becomes the motion before the meeting (known as the substantive motion);
  - (e) The mover and seconder of the amendment become the mover and seconder of the substantive motion.
  - (f) Debate commences as if a new motion; and
  - (g) The mover of an amendment does not have a right of reply.
- (6) An amendment motion having been moved and seconded may be adjusted by the minute taker by leaving out, inserting or adding words which must be relevant to the original motion and framed as to complement it as an intelligible and consistent whole.
- (7) No notice need be given of any amendment.

## **2.6.19 Second or Subsequent Amendments**

- (1) A second or subsequent amendment cannot be moved until the immediately preceding amendment is determined.
- (2) If any Councillor intends to move a second or subsequent amendment, he or she must give notice of their intention to do so prior to the amendment currently being debated being put to the vote.
- (3) A Councillor cannot move more than two (2) amendments in succession.

## **2.6.20 An Amendment Once Carried**

- (1) If an amendment is carried, it becomes the substantive motion.

## **2.6.21 Foreshadowing a Motion**

- (1) At any time during debate, a Councillor may foreshadow a motion to inform the Council of their intention to move a motion at a later stage in the meeting, but this does not extend any special rights to the foreshadowed motion.
- (2) A foreshadowed motion may be prefaced with a statement that in the event a particular motion before the Council is resolved in a certain way a Councillor intends to move a motion.
- (3) A motion foreshadowed has no procedural standing and is merely a means to assist the flow of the meeting.



# Governance Rules

- (4) The minutes of the meeting will not include foreshadowed motions unless the foreshadowed motion is subsequently formally moved as a motion.

## **2.6.22 Withdrawal of a Motion**

- (1) Before any motion is put to the vote, it may be withdrawn by the leave of the Council.

## **2.6.23 Debating a Motion**

- (1) Debate must always be relevant to the motion before the Council, and if not, the Chair must direct the speaker to confine debate to the motion before Council.
- (2) If after being directed to confine debate to the motion before the Council, the speaker continues to debate irrelevant points, the Chair may disallow the speaker any further comment in respect of the motion before the Council.
- (3) If an item of business before the Council is significant in nature, every Councillor must be afforded the opportunity to debate the motion.
- (4) A motion has been sufficiently debated if opposing views (where they exist) have been sufficiently put, not so much the number of those who have spoken but whether all minority opposing views have been put.
- (5) Once the views put are representative of the views of all Councillors the debate would be regarded as sufficient.
- (6) At any time during the debate a Councillor may request through the Chair that the CEO, or an officer directed by the CEO, provide clarification on the item, but they must not debate the item.

## **2.6.24 Deferring or Pausing Debate**

- (1) The deferring or pausing of debate of a motion is a procedural motion and must be done in accordance with rule 2.6.25.
- (2) If an item of business is paused for debate, in effect laying a motion on the table, that item of business must be taken from the table at the same meeting, otherwise the item of business will lapse from being the business of Council.
- (3) If an item of business is deferred, the item of business must be placed on the agenda and included in the business papers of the meeting to which it was deferred. Deferred items of business have priority over any other business except formal business.
- (4) If the procedural motion to defer the item of business does not include a specific date or meeting, the item of business will automatically lapse from the business of the Council.

# Governance Rules

## PROCEDURAL MOTIONS

### 2.6.25 Procedural Motion Table

Motion	Form	Mover/ Seconder	When prohibited	Effect if Carried	Effect if Lost	Debate Permitted
<b>Deferral of a matter (to a future meeting)</b>	'That the debate on this matter be deferred until (insert meeting/date) to allow (purpose of deferral)'...	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	(a) During the election of the Mayor/Deputy Mayor; (b) During the election of a <i>Chair</i> ; or (c) When another Councillor is speaking.	Consideration/debate on the motion and/or amendment is postponed to the stated date and the item is re-listed for consideration at the resolved future meeting, when a fresh motion may be put and debated.	Debate continues unaffected.	Yes
<b>Closure (of debate)</b>	'That the motion now be put'	Any Councillor who has not moved or seconded the original motion or spoken for/against the original motion	During nominations for a Chair.	Motion or amendment is put to the vote immediately without further debate, subject to any Councillor exercising their right to ask any question concerning or arising out of the motion.	Debate continues unaffected.	No
<b>Laying a motion on the table (pausing debate)</b>	'That the motion be laid on the table'	A Councillor who has not spoken for/against the motion.	During the election of the Mayor/Deputy Mayor.	Motion not further discussed or voted on until Council resolves to take the motion from the table at the same Council Meeting.	Debate continues unaffected.	No
<b>Take a motion from the table (resume debate on a matter)</b>	'That the motion in relation to xx be taken from the table'	Any Councillor	When no motion is on the table.	Debate of the item resumes.	Debate of the item remains paused.	No
<b>Alter the order of business</b>	'That the item listed at xx on the agenda be considered before/after the item listed as xy'	Any Councillor	(a) At a Meeting to elect the Mayor; or (b) During any debate.	Alters the order of business for the Council Meeting.	Items are considered in the order as listed in the agenda.	No

# Governance Rules

Motion	Form	Mover/ Seconded	When prohibited	Effect if Carried	Effect if Lost	Debate Permitted
<b>Suspension of Standing Orders</b>	'That Standing Orders be suspended to ...' (reason must be provided)	Any Councillor		The rules of the meeting are temporarily suspended for the specific reason given in the motion. No debate or decision on any matter, other than a decision to resume Standing Orders, is permitted.	The meeting continues unaffected.	No
<b>Resumption of Standing Orders</b>	'That Standing Orders be resumed'	Any Councillor	When Standing Orders have not been suspended.	The temporary suspension of the rules of the meeting is removed.	The meeting cannot continue.	No
<b>Consideration of confidential matter(s) (Close the meeting to members of the public)</b>	That, in accordance with section 66(2)(a) of the <i>Local Government Act 2020</i> the meeting be closed to members of the public for the consideration of item xx <i>is confidential as it relates to [insert reason]</i>	Any Councillor	During the election of the Mayor/Deputy Mayor.  When the item of business does not meet the definition of confidential as defined in the <i>Local Government Act 2020</i> .	The meeting is closed to members of the public.	The meeting continues to be open to the public.	Yes
<b>Close the meeting to members of the public for security reasons or to enable meeting to proceed in an orderly manner.</b>	That, in accordance with section 66(2)(a) of the <i>Local Government Act 2020</i> the meeting be closed to members of the public <i>[for security reasons or to enable the meeting to proceed in an orderly manner [insert reason]</i>	Any Councillor	During the election of the Mayor/Deputy Mayor.	The Council Meeting is closed to members of the public.	The Council Meeting continues to be open to the public.	Yes
<b>Reopen the meeting</b>	'That the meeting be reopened to members of the public'	Any Councillor		The Council Meeting is reopened to the public.	The Council Meeting remains closed to the public.	No

# Governance Rules

## 2.6.26 Moving a Procedural Motion

- (1) Unless otherwise prohibited, and subject to rule 2.6.25, a procedural motion may be moved at any time and must be dealt with immediately by the Chair.
- (2) A procedural motion must be seconded.

## 2.6.27 Who Can Move a Procedural Motion

- (1) The mover/seconded of a procedural motion must not have moved, seconded or spoken to the motion or any amendment of it before the Chair.
- (2) A procedural motion cannot be moved or seconded by the Chair.

## 2.6.28 Procedural Motion may be Rejected

- (1) The Chair may reject a procedural motion if they believe the motion on which it is proposed has not been sufficiently debated, as outlined in rule 2.6.23(4) and 2.6.23(5).

## 2.6.29 Consideration of Procedural Motions

- (1) Regardless of any other provision in these Governance Rules, a procedural motion must be dealt with in accordance with the table at rule 2.6.25.

## 2.6.30 Debate and Amendments to Procedural Motions Not Allowed

- (1) Unless otherwise provided, debate on a procedural motion is not permitted and the mover does not have a right of reply.
- (2) Unless otherwise provided a procedural motion cannot be amended.

## SPEAKING TO THE MEETING

### 2.6.31 Speaking Times

- (1) A Councillor must not speak longer than the time set out below, unless granted an extension by resolution of the Council.
  - (a) A mover of a motion – five (5) minutes;
  - (b) The seconder of a motion – three (3) minutes;
  - (c) Any other Councillor – two (2) minutes; and
  - (d) The mover of a motion when exercising their right of reply – two (2) minutes.
- (2) An extension of speaking time may be granted to a Councillor, except the mover of the motion, by resolution of the Council.
- (3) Only one extension per Councillor is permitted for each item of business.
- (4) Any extension of speaking time must not exceed two (2) minutes.

# Governance Rules

## 2.6.32 Interruptions and Interjections

- (1) A Councillor must not be interrupted except by the Chair or by another Councillor raising a Point of Order or personal explanation.
- (2) If a Councillor is interrupted by the Chair or by another Councillor raising a Point of Order or personal explanation, then they must remain silent until the Councillor raising the Point of Order has been heard and the point of order disposed of, or the personal explanation has been delivered.

## 2.6.33 Priority of Address

- (1) In the case of competition for the right to speak, the Chair must decide the order in which the Councillors will be heard.

## 2.6.34 Councillors Not to Speak Twice to Same Motion or Amendment

- (1) A Councillor must not speak more than once to the same motion or amendment, except;
  - (a) As the mover of a motion in exercising a right of reply; or
  - (b) When a Councillor is raising a Point of Order or providing a personal explanation.

### POINTS OF ORDER

## 2.6.35 Points of Order

- (1) A Point of Order is taken when a Councillor draws the attention of the Chair to an alleged irregularity in the proceedings.
- (2) A Point of Order may be raised in relation to:
  - (a) a time limit has been exceeded;
  - (b) a quorum is not present;
  - (c) a question of procedure;
  - (d) debate that is irrelevant to the item of business under consideration;
  - (e) a Councillor who is not conducting themselves in accordance with the Councillor Code of Conduct;
  - (f) an item of business or debate is outside the powers of Council; or
  - (g) any act of Disorder.
- (3) A Councillor may at any time raise a point of order which will, until disposed of, take precedence over the consideration and decision of every other item of business.
- (4) A Councillor who is addressing the Council must not be interrupted unless called to order at which time they must remain silent until the Councillor raising the Point of Order has been heard and the point of order disposed of.
- (5) A Point of Order must be raised by stating 'Point of Order' and the alleged irregularity being raised.

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- (6) The expression of difference of opinion or to contradict a speaker is not a Point of Order.

## **2.6.36 Consideration of Point of Order**

- (1) When called to order, a Councillor must remain silent until the Point of Order is decided unless they are requested by the Chair to provide an explanation.

## **2.6.37 Chair to Decide Point of Order**

- (1) The Chair may temporarily adjourn the meeting to consider a Point of Order but must otherwise rule upon it as soon as it is raised.
- (2) All matters before the Council are to be suspended until the Point of Order is decided.

## **2.6.38 Disagreeing with Chair's Ruling**

- (1) The decision of the Chair in respect to a Point of Order raised will be final and conclusive unless the majority of Councillors present at the meeting move a motion of dissent.

## **2.6.39 Motion of Dissent**

- (1) A motion of dissent in the Chair's ruling of a Point of Order must, if seconded, be given priority over all other items of business and a substitute Chair must be elected to preside while the motion is being considered.
- (2) The substitute Chair will call on the first Chair to provide an explanation for their ruling and must preside over the vote on the first Chair's ruling.
- (3) The ruling must be decided by a majority vote.
- (4) Once the vote has been conducted the first Chair will preside for the remainder of the meeting.

## **2.6.40 Personal Explanation**

- (1) A Councillor may, at a time convenient to Council, make a brief personal explanation in respect of any statement (whether made at a Council Meeting or not) affecting him or her as a Councillor.
- (2) However, a personal explanation arising out of a statement at a Council Meeting must be made as soon as possible after that statement was made.
- (3) A personal explanation must not be debated except upon a motion to censure the Councillor who has made it.

## **2.6.41 Disorderly Conduct**

- (1) The conduct of Councillors and members of Delegated Committees is governed by the Local Government Act 1989, the Local Government Act 2020, these Governance Rules and the Councillor Code of Conduct.
- (2) The Chair may call a break in a Meeting for either a short time, or to resume another day if:
  - (a) The behaviour at the Council Meeting by Councillors or people in attendance at the meeting are significantly disrupting the meeting; or
  - (b) When a meeting has been in progress for longer than 2 hours.



# Governance Rules

- (3) The break referred to in sub rule (2) is an adjournment and must be conducted in accordance with rule 2.6.25 and 2.6.43.
- (4) If a Councillor engages in improper or disorderly conduct, or acts in a way that otherwise disrupts the Council Meeting and prevents the conduct of Council business:
  - (a) Council may, by resolution, suspend that Councillor from a portion of the Council Meeting or from the balance of the Council Meeting if the Chair has already warned the Councillor to cease that behaviour; or
  - (b) The Mayor, under section 19 of the Local Government Act 2020, at a Council Meeting, having previously warned the Councillor to cease that behaviour, may direct a Councillor to leave the meeting for a period of time or the balance of the Council Meeting.
- (5) When Council suspends a Councillor under sub rule (4)(a), or the Mayor directs a Councillor to leave the meeting under sub rule (4)(b), the Councillor will take no active part in the portion of the Council Meeting from which they have been suspended.
- (6) If a Councillor has been directed to leave in accordance with sub rule (4)(b), the minutes of the Council Meeting will record the time the Councillor left the meeting and if so allowed, the time the Councillor returned to the meeting.
- (7) If a Councillor has been suspended from a meeting or directed to leave in accordance with sub rule (4) the Chair may ask the CEO, an Authorised Officer or a member of Victoria Police to remove the Councillor.

## SUSPENSION OF STANDING ORDERS

*Standing Orders are the rules made to govern the procedure at Council Meetings contained in these Governance Rules. The Standing Orders cover a range of matters including the order of business, rules of debate, procedural motions and election procedures. Standing Orders can be suspended to facilitate the business of a meeting.*

### 2.6.42 Suspension of Standing Orders for the Purpose of Discussion

- (1) To temporarily remove the constraints of formal meeting procedure and allow full discussion or clarification of any issues, Council may, by resolution, suspend standing orders in accordance with the procedural motion table at rule 2.6.25.
- (2) Suspension of standing orders must not be used purely to dispense with the processes and protocol of the government of Council.
- (3) No motion can be accepted by the Chair or lawfully be dealt with during any suspension of standing orders, except a motion to resume standing orders.
- (4) No motion to suspend standing orders can be accepted by the Chair during a second extension of time for a meeting.

# Governance Rules

## ADJOURNMENTS

### 2.6.43 Adjourning the Meeting

- (1) Once a meeting is declared open, Council may, from time to time, resolve to adjourn the Meeting:
  - (a) If a quorum is not present within half an hour after the time appointed for the meeting;
  - (b) if at any time throughout a meeting a quorum is lost;
  - (c) if the meeting becomes excessively disorderly and order cannot be restored;
  - (d) to allow for additional information to be presented to a meeting;
  - (e) to give Councillors a comfort break
  - (f) Any other situation if the adjournment could aid the process of the meeting.
- (2) A meeting cannot be adjourned for a period exceeding fourteen (14) days from the date of the adjournment.
- (3) An appropriate motion would be:

***“That the meeting be adjourned until \_\_\_ (time the date specified, which does not exceed fourteen (14) days)”.***
- (1) No discussion is allowed on any motion for adjournment of the meeting, but if on being put the motion is lost, the subject then under consideration of the next on the Agenda or any other matter that may be allowed precedence must be resolved before any subsequent motion for adjournment is made.

### 2.6.44 Notice for Adjournment of Meeting

- (1) If a meeting is adjourned, the CEO will ensure that the Agenda for such a meeting is identical to the agenda for the meeting which was resolved to be adjourned.
- (2) Except when a meeting is adjourned until later on the same day, the CEO must give all Councillors written notice of a new date for the continuation of the adjourned meeting and every reasonable attempt must be made to advise the public of the new meeting date.
- (3) If it is not practical to provide written notice to Councillors because time does not permit that to occur then provided a reasonable attempt is made to contact each Councillor, contact by telephone, electronic medium, or in person will be sufficient.

### 2.6.45 Lapsed meeting

- (1) A meeting is deemed to have lapsed if a meeting does not commence and therefore no resolution can be carried to adjourn the meeting.

### 2.6.46 Undisposed Business of a Lapsed Meeting

- (1) If a Council Meeting lapses, the undisposed-of Business will, unless it has already been disposed of at an unscheduled Council Meeting, be included in the agenda for the next scheduled Council Meeting.
- (2) The business of the lapsed meeting must be dealt with prior to any other business, and in the same order as the original meeting papers.

# Governance Rules

## 2.6.47 Compliance with Governance Rules

- (1) If during a meeting the CEO becomes aware of any non-compliance with the meeting procedures contained in these Governance Rules or other applicable legislation relating to meeting procedures, the CEO must immediately inform the Chair about the requirement of these Governance Rules or other applicable legislation relating to meeting procedures.
- (2) The Chair must allow the CEO to advise the meeting of any such breach or likely breach of these Governance Rules or other applicable legislation and the meeting must take account of the advice given.

## 2.7 Behavioural Conduct During Council Meetings

### 2.7.1 Electronic Devices

- (1) Any person in attendance at a Council Meeting must ensure that their electronic device is turned off or switched to silent.

### 2.7.2 Behaviour during Council Meetings

- (1) It is the responsibility of individual Councillors to exhibit good conduct in meetings. Councillors should listen while others are speaking, avoid interrupting, be aware of their body language and use reasonable and temperate language in debates (no matter how contentious the topic may be).

### 2.7.3 Criticism of Council Staff

- (1) The CEO may address a Council Meeting in respect of any statement made affecting a Council officer if that comment is made at a Council Meeting or in the media.

### 2.7.4 Gallery to be Silent

- (1) Visitors must not interject or take part in the debate of any item of business before the Council.
- (2) Silence must be maintained by members of the public in the gallery at all times.

### 2.7.5 Display of Posters, Banners and Placards

- (1) A person must not display any placards or posters in the Council Chamber or in any building where a Meeting is being, or is about to be held, except outside the entrance to the building.
- (2) A poster, banner or placards must not:
  - (a) Display any offensive, indecent, insulting or objectionable item or words; or
  - (b) Obstruct the entrance to the Council Chamber or a building where a Meeting is being or is about to be held; or
  - (c) Obstruct the view or physically impede any person.
- (3) The Chair or CEO may order and cause the removal of any poster, banner or placard that is deemed by the Chair or CEO to be objectionable, disrespectful or otherwise inappropriate.

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## 2.7.6 Ejection of Disorderly Visitors

- (1) If a person, other than a Councillor, interjects or are gesticulating offensively during the Council Meeting, the Chair may direct;
  - (a) the person to stop interjecting or gesticulating offensively; and
  - (b) if the person continues to interject or gesticulate offensively, the removal of the person.
- (2) The Chair may cause the removal of any object or material that is deemed by the Chair to be objectionable or disrespectful.
- (3) In giving effect to a person's removal under sub rule (1)(b) or material under sub rule (2), the Chair may ask the CEO, an Authorised Officer or a member of Victoria Police to remove the person, object or material.

## 2.7.7 Chair May Adjourn Disorderly Meeting

- (1) If the Chair is of the opinion that disorder at the Council table or in the gallery makes it desirable to adjourn the meeting, they may adjourn the meeting to a later time on the same day, or to some later day prior to the next Council Meeting, at a time and date and venue to be fixed as they think proper.
- (2) Any adjournment is to be done in accordance with rule 2.6.43 of these Governance Rules.

## 2.8 Provisions to Record Council Meetings

- (1) The CEO (or other person authorised by the CEO) may conduct electronic broadcasting of the proceedings of Council Meetings.
- (2) Recordings will be retained and available to the public for viewing or listening for a period of twelve (12) months from the date of the meeting.
- (3) Public Council Meetings are an open forum of statements, questions and answers. Occasionally some things that are said may be regarded as offensive defamatory or contrary to law. In circumstances when statements are made that may fall into these categories the CEO, at their sole discretion, may edit the recorded version of the meeting so as not to cause embarrassment or increase liability exposure to members of the public or Council.
- (4) In circumstances where comments are made that may be considered defamatory, breach copyright, breach privacy or may be considered discriminatory, such comments will be edited from the available recorded version of the meeting before being posted to Council's website.
- (5) The use of recording devices during the Council Meeting within the Council Chamber are prohibited. Media representatives and members of the public may access the live broadcasting or recording after the meeting via Council's website.

## 2.9 Joint Council Meetings

- (1) Council may resolve to participate in a Joint Council Meeting, with other councils, to consider;
  - (a) Collaborative projects;
  - (b) Collaborative procurement; or

# Governance Rules

- (c) Emergency Response and Recovery.
- (2) If Council resolves to participate in a Joint Council Meeting, the CEO will agree on the governance rules with the participating Council's CEOs.
- (3) If CSC is the lead Council on a matter to be brought for consideration at a Joint Council Meeting, the Mayor will be nominated to Chair the Joint Council Meeting.
- (4) Consistent information will be provided to Councillors prior to any Joint Council Meeting and every endeavour will be made by the CEO to facilitate a joint briefing.
- (5) A joint briefing arranged in accordance with sub rule (e) may be held electronically.

## 2.10 Submissions and Submissions Hearing

- (1) Council may call for submissions in relation to a proposed decision from any person affected by the proposed decision.
- (2) For a submission to be valid, a person making a submission must provide in writing how they could be affected by the proposed decision, outline their views and/or how they want their interests considered when Council considers its decision.
- (3) Council must, when calling for submissions, provide a public notice in local circulating media publications and on Council's website providing a minimum of 28 days for submissions to be received by Council and fix the date, time and place for a Submissions Hearing if submissions are received.
- (4) People making a submission may request to speak in support of their submission to Council at a Submissions Hearing.
- (5) A Submissions Hearing must be held at least 14 days prior to the proposed decision being considered at a Council meeting.
- (6) Any person speaking in support of their submission will have a maximum of 5 minutes to address Council at the Submissions Hearing and must only speak to the content of their written submission.
- (7) Council must consider all submissions received prior to consideration of the proposed decision for which the submissions were called.
- (8) Council must advise in writing, each person who has made a separate submission of the decision made in relation to their submission and the reasons for this.

## 2.11 Procedure Not Provided for in These Rules

- (1) In all cases not specifically provided by these Governance Rules, the Council will decide the procedure to apply.

# Governance Rules

## 3. Meeting Procedure for Delegated Committees

### 3.1 Overview

Council may establish Delegated Committees in accordance with section 63(1) of the Local Government Act 2020.

#### 3.1.1 Governance Rules Apply

- (1) If Council establishes a Delegated Committee, these Governance Rules will apply to a Delegated Committee Meeting, with any necessary modifications.
- (2) For the purpose of sub rule (1):
  - (a) A Council Meeting is to read as a reference to a Delegated Committee Meeting;
  - (b) A Councillor is to be read as a reference to a Member of the Delegated Committee; and
  - (c) A reference to the Mayor is to be read as a reference to the Chair of the Delegated Committee.
- (3) The following Governance Rules do not apply to the conduct of Delegated Committee Meetings:
  - (a) 2.4.1 – Order of Business
  - (b) 2.4.3 – Councillor Acknowledgements
  - (c) 2.4.10 – Public Question Time
  - (d) 2.4.11 – Notices of Motion
  - (e) 2.4.15 – Urgent Business
  - (f) 2.6.36 – Speaking Times
- (4) If Council establishes a Delegated Committee, Council may resolve that any further provision of these Governance Rules do not apply to that Committee.



# Governance Rules

## 4. Meeting Procedure for Community Asset Committees

### 4.1 Overview

Council may establish a Community Asset Committee, for the management of a community asset such as a hall or reserve, in accordance with section 65 of the Local Government Act 2020. Council may appoint members of the community to a Community Asset Committee.

### 4.2 Operation of Community Asset Committee

- (1) Council, if it establishes a Community Asset Committee, may resolve which rules within these Governance Rules apply to that Committee.
- (2) Notwithstanding sub rule (1), a Community Asset Committee must adhere to Chapter 5 Meeting Records.
- (3) A Community Asset Committee must act in accordance with its adopted Charter, Instrument of Delegation from the CEO and any Terms of Reference adopted by Council.

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# Governance Rules

## 5. Meeting Records

### 5.1 Minutes

#### 5.1.1 Keeping of Minutes

- (1) The CEO, or a person authorised by the CEO, is responsible for the keeping of minutes on behalf of Council.
- (2) Each item in the minutes must be clearly headed with a subject title and be consecutively numbered and consecutively page numbered. The minutes must be signed by the Chair of the meeting at which they have been confirmed.

#### 5.1.2 Content of Minutes

- (1) The CEO (or other person authorised by the CEO to take the minutes) must keep minutes of each Council Meeting and those minutes must record:
  - (a) the date, place, time and nature of the Council Meeting was commenced, adjourned, resumed and concluded;
  - (b) the names of Councillors and whether they are present, an apology, or leave of absence or other details as provided;
  - (c) the names of members of Council staff in attendance with their organisational titles;
  - (d) the disclosure of a conflict of interest made by a Councillor in accordance with the Local Government Act 1989 or Local Government Act 2020, whichever provision is in force.
  - (e) arrivals and departure times (including temporary departures) of Councillors during the course of the meeting;
  - (f) each motion and amendment moved, including the mover and seconder of the motion;
  - (g) the outcome of every motion (including procedural motions) and amendment, that is whether it was put to the vote and the result (namely, carried, lost, withdrawn, lapsed for the want of a seconder, or amended);
  - (h) if a division is called, the names of every Councillor and the way their vote was cast (either for or against);
  - (i) the name of the Councillor who abstained from voting on an item and the Councillor's reason for abstaining;
  - (j) details of a failure to achieve a quorum and any adjournment whether as a result or otherwise;
  - (k) a summary of any question asked and the response provided as part of public question time;
  - (l) a summary of all committee reports and or deputations made to Council;
  - (m) the time and reason for any adjournment of the meeting or suspension of standing orders;

# Governance Rules

- (n) closure of the meeting to members of the public and the reason for such closure;
- (o) any other matter which the CEO deems should be recorded to clarify the intention of the meeting or the reading of the minutes.

## 5.1.3 Confirmation of Minutes

- (1) The Minutes as recorded by the CEO, or person authorised by the CEO to take the minutes, will be made available as the proposed minutes to:
  - (a) Councillors, within seven (7) business days of the Council Meeting as they relate; and
  - (b) Members of the public, within nine (9) business days of the Council Meeting as they relate.
- (2) At every Council Meeting the Minutes of the preceding Council Meeting(s) must be dealt with as follows:
  - (a) A Motion moved to confirm the Minutes in the following terms, 'That the Minutes of the .....Meeting held on ..... 20..... be confirmed.'
  - (b) If a Councillor indicates opposition to the minutes, the Councillor must specify the particular item or items in the Minutes and after asking any questions to clarify the matter, can only move a motion to rectify the alleged error(s) in the Minutes by adding the following words to the motion in sub rule (2)(a) '...subject to the following alteration(s).....'.
- (3) No debate or discussion is permitted on the confirmation of minutes except as to their accuracy as a record of the proceedings of the Council Meeting to which they relate.
- (4) Once the minutes are confirmed in their original or amended form, the minutes must, if practicable be signed by the Chair of the Council Meeting at which they have been confirmed; and
- (5) The minutes must be entered in the minute book and each item in the minute book must be entered consecutively.

# Governance Rules

## 6. Mayor and Deputy Mayor Appointment Processes

### 6.1 Eligibility

- (1) Any Councillor is eligible for election or re-election to the office of Mayor or Deputy Mayor.

### 6.2 When Required

- (1) The Councillors must elect a Councillor annually or bi-annually to be Mayor of the Council at a Council Meeting which is to be held as close to the end of the one or two year term as is reasonably practicable as set out under section 26 of the Local Government Act 2020.
- (2) The Mayor is to be elected as soon as practicable after any vacancy in the office of Mayor occurs.
- (3) If Council has resolved to establish an office of Deputy Mayor, the Councillors must elect a Councillor annually or bi-annually to be the Deputy Mayor of the Council at a Council Meeting which is to be held as close to the end of the one or two year term as is reasonably practicable and in accordance with section 2 of the Local Government Act 2020.

### 6.3 Agenda Content

- (1) The agenda for the Council Meeting to elect the Mayor and Deputy Mayor must include so far as is possible;
  - the election of the Mayor;
  - the election of the Deputy Mayor (if a Deputy Mayor is to be elected);
  - appointments of Council representatives to committees, peak industry bodies, regional and community based organisations; and
  - the fixing of the dates, times and place of all Council Meetings for a twelve (12) month period.

### 6.4 Temporary Chair

- (1) The CEO will be temporary Chair of the meeting at which the election of the Mayor and Deputy Mayor is to be conducted but will have no voting rights.

### 6.5 Returning Officer

- (1) The CEO will be the Returning Officer for the election of the Mayor and Deputy Mayor.

### 6.6 Nominations for the Office of Mayor

- (1) The CEO will call for nominations for the position of Mayor and confirm acceptance of the nomination with the nominee.
- (2) Any Councillor nominated may refuse nomination.

# Governance Rules

- (3) If there is only one nomination for the position of Mayor, that person is deemed to be elected Mayor.
- (4) If there is more than one nomination at the Council Meeting, the election of the Mayor will follow rule 6.7 of these Governance Rules.

## 6.7 Nominations for the Office of Mayor

- (1) The Mayor will call for nominations for the position of Deputy Mayor and confirm acceptance of the nomination with the nominee.
- (2) Any Councillor nominated may refuse nomination.
- (3) If there is only one nomination for the position of Deputy Mayor, that person is deemed to be elected Deputy Mayor.
- (4) If there is more than one nomination at the Council Meeting, the election of the Deputy Mayor will follow rule 6.7 of these Governance Rules.

## 6.8 Determining the Election of the Mayor and Deputy Mayor

- (1) The process to elect the Mayor and Deputy Mayor is:
  - (a) If there is more than one nomination (each of which must be seconded), the Councillors present at the meeting must vote for one of the candidates by a show of hands. In the event of a candidate receiving an absolute majority of the votes, the candidate is declared to have been elected.
  - (b) In the event that no candidate receives an absolute majority of the votes, the candidate with the fewest number of votes is declared to be a defeated candidate. The Councillors present at the meeting must then vote for one of the remaining candidates by a show of hands.
  - (c) If one (1) of the remaining candidates receives an absolute majority of the votes, he or she is duly elected. If none of the remaining candidates receives an absolute majority of the votes, the process of declaring the candidate with the fewest number of votes a defeated candidate and voting for the remaining candidate by a show of hands must be repeated until one (1) of the candidates receives an absolute majority of the votes. That candidate will then be declared to have been duly elected.
- (2) In the event of two (2) or more candidates having equal votes and one (1) of them having to be declared:
  - (a) a defeated candidate; or
  - (b) duly elected;

the temporary Chair will have no second or casting vote, and the result will be determined by lot.

# Governance Rules

## 6.9 Determining by Lot

- (1) If a lot is required, the CEO will conduct the lot and the following provisions will apply:
  - (a) The order of drawing lots shall be determined by the alphabetical order of the surname of the Councillors who received an equal number of votes, except that if two (2) or more such Councillors surnames are identical, the order shall be determined by the alphabetical order of the Councillor's first name;
  - (b) As many identical pieces of paper as there are Councillors who receive an equal number of votes shall be placed in a receptacle provided by the CEO;
  - (c) Each candidate will draw one (1) lot;
  - (d) If the lot is being conducted to determine which candidate is to be duly excluded, the word "Excluded" shall be written on one (1) of the pieces of paper and the Councillor who draws the paper with the word "Excluded" written on it shall be declared to have been excluded.
  - (e) If more than one candidate remains, a further drawing of lots will be conducted until one candidate remains and declared the Mayor.

## 6.10 Acting Mayor

- (5) If Council has established an office of Deputy Mayor, the Deputy Mayor must perform the role of the Mayor in accordance with section 21 of the *Local Government Act 2020*.
- (6) If Council has not established an office of Deputy Mayor and;
  - a. the Mayor is unable for any reason to attend a Council meeting or part of a Council meeting; or
  - b. the Mayor is incapable of performing the duties of the office of Mayor for any reason, including illness; or
  - c. the office of Mayor is vacant;

Council must appoint a Councillor to be the Acting Mayor in accordance with section 20B of the *Local Government Act 2020*.

## 6.11 Mayor to Take Chair

- (1) After the election of the Mayor is determined, the Mayor will take the Chair.

## 6.12 Ceremonial Mayoral Speech

- (1) Upon being elected, the Mayor may make a ceremonial speech to outline the priorities for the year ahead based on the adopted Council Plan.



# Governance Rules

## 7. Election Period Policy

### 7.1 Election Period Policy

- (1) Council will have in place an election period policy that:
  - (a) Governs decision making during a local government election period, including what may be considered at a Council Meeting.
  - (b) Prohibits the use of Council resources for any election campaign purposes, including Federal, State or Council elections.
  - (c) Sets out the conditions for any community engagement required to be undertaken during an election period, including consultations and Civic events.
  - (d) Sets out the requirements for any council publications during a local government election period including the use of Council's website, social media, newsletters and advertising.
  - (e) Defines role and responsibilities in relation to who is the principle spokesperson for Council is during the election period.
- (2) The Election Period Policy forms part of these Governance Rules.
- (3) At least once in each Council term and no later than 12 months prior to the commencement of an election period, Council will review its election period policy.
- (4) The operation of Committees established by Council will be suspended upon the commencement of the election period prior to a general council election.
- (5) During the election period prior to a general council election, the CEO will not accept any Notices of Motion or Notices of Rescission Motions for consideration at a Council Meeting conducted during the election period.
- (6) During the election period prior to a general council election or by election, Council Meetings held during the election period will not consider any urgent business, conduct public question time or receive any deputations or delegations.

# Governance Rules

## 8. Disclosure of Conflict of Interests

### 8.1 Obligations

- (1) Councillors, members of Delegated Committees and Community Asset Committees and Council staff are required to:
  - (a) Avoid all situations that may give rise to conflicts of interest;
  - (b) Identify any conflicts of interest; and
  - (c) Disclose or declare conflicts of interest.

### 8.2 Councillors and members of Delegated Committees

- (1) Councillors and members of Delegated Committees must not participate in discussion or decision making on a matter in which they have a conflict of interest.
- (2) Councillors and members of Delegated Committees must disclose the conflict of interest in writing and in the form determined by the CEO.
- (3) When disclosing a conflict of interest, Councillors must clearly state their connection to the matter.
- (4) All disclosures of conflicts of interest will be recorded in the minutes of a Council Meeting or Delegated Committee Meeting.
- (5) Council will maintain a Conflict of Interest Register that will be made available on Council's website.

#### 8.2.1 Procedure at a Council or Delegated Committee Meeting

- (1) At the time indicated in the agenda, a Councillor with a conflict of interest in an item on the agenda must indicate they have a conflict of interest by clearly stating:
  - (a) The item for which they have a conflict of interest; and
  - (b) The nature of their conflict of interest; and
  - (c) The circumstances that give rise to the conflict of interest.
- (2) Immediately prior to the consideration of the item in which they have a conflict of interest, a Councillor or Member of a Delegated Committee must indicate to the meeting the existence of the conflict of interest and leave the meeting.
- (3) A Councillor who is not present at the designated time in the agenda for disclosures of conflicts of interest, must disclose their conflict of interest in the manner required for the declaration of conflicts of interest at sub rule (1) prior to leaving the meeting.
- (4) A Councillor or member of a Delegated Committee who discloses a conflict of interest and leaves a Council Meeting must not communicate with any participants in the meeting while the decision is being made.

# Governance Rules

## 8.2.2 Procedure at other meetings organised, hosted or supported by Council

- (1) A Councillor who has a conflict of interest must not participate in discussion of matters that will come before Council for a decision, or if a decision will be made by a member of staff acting under delegation.
- (2) At the time indicated on the agenda, a Councillor with a conflict of interest will indicate the existence of the conflict of interest and the item of business in which the conflict of interest arises.
- (3) If there is no agenda, a Councillor with a conflict of interest will indicate the existence of the conflict of interest as soon as the matter arises.
- (4) At the time for discussion of that item, the Councillor will leave the discussion and not communicate with any members of the meeting for the duration of the discussion.
- (5) The existence of a conflict of interest will be recorded in the minutes of the meeting.
- (6) If there are no minutes kept of the meeting, the conflict of interest will be recorded in a meeting record and provided to the CEO for recording in the register of Conflicts of interest.
- (7) The meeting minutes or record will also record the duration of the discussion and whether the Councillor left the meeting.

## 8.3 Council Staff

- (1) Must act in accordance with the Employee Code of Conduct.
- (2) Must not exercise a delegation or make a decision on any matter if they have a conflict of interest.
- (3) May be permitted to provide advice to a decision maker if a conflict of interest exists, subject to the procedure and disclosure provisions at rule 8.3.1 of these Governance Rules.

### 8.3.1 Procedure for disclosures of conflicts of interest

- (1) Council staff must disclose the existence of all conflicts of interest in writing and in the form determined by the CEO.
- (2) All conflicts of interest disclosed by Council staff will be provided to the Manager Governance for recording in the register of Conflicts of Interest.
- (3) A Council staff member who has disclosed a conflict of interest may provide advice to Council or another staff member acting under delegation if;
  - (a) The number and qualifications of other people providing advice regarding the same matter is equal or greater; or
  - (b) The staff member who has disclosed the conflict of interest is the only staff member with expertise in the area; and
  - (c) The CEO determines that the staff member's conflict of interest has not influenced the advice provided; and
  - (d) The existence of the conflict of interest is documented in all advice provided by that staff member and in the case of verbal advice is documented by the decision maker.

# Governance Rules

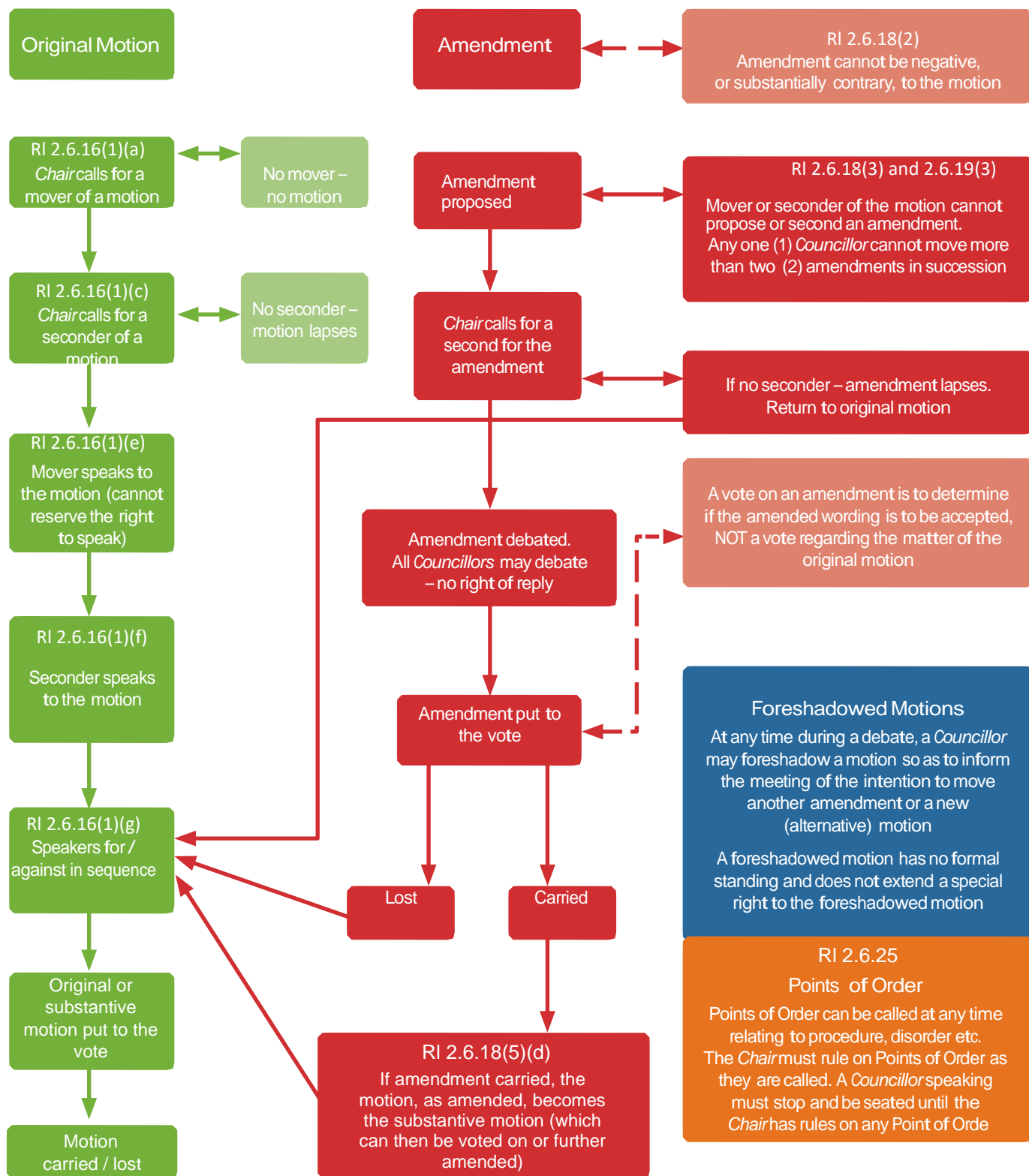
## 9. Miscellaneous

### 9.1 Change of Council Policy

- (1) Council reviews its policies to ensure they are current and continue to reflect community expectations and the position held by a particular Council.
- (2) Council will review significant policies at least once in each council term (every four years) and such reviews may lead to a change in policy position.
- (3) Subject to sub rule (4), if Council wishes to change a Council policy, a formal notice of rescission is not required.
- (4) If a policy has been in force in its original or amended form for less than 12 months, any intention to change the policy which may result in a substantial change to the policy's application or operation for members of the public should be communicated to those affected, and their comments sought, prior to the policy being changed.

DRAFT

# Appendix 1 - Procedure for Motions and Amendments



# Election Period

<b>Council Policy Number</b>	<b>152</b>
Date adopted	17 September 2019
Scheduled for review	September 2023



## Purpose

- To provide procedures intended to prevent Council from making inappropriate decisions or using resources inappropriately during the election period before a general election.
- To limit public consultation and the scheduling of Council events during the election period.
- To provide procedures to ensure access to information held by Council is made equally available and accessible to candidates during the election.

## Policy Statement

Council is committed to fair and democratic elections and therefore adopts and endorses the following practices and legislative requirements.

This policy is in two parts, addressing two fundamental policy principles:

- a) Council Decision Making; and
- b) Use of Council Resources.

## Part A Council Decision Making

### 1. Decisions During the Election Period

It is an established democratic principle that elected bodies should not unnecessarily bind an incoming government during an election period. The Council therefore commits to the principle that it will make every endeavour to avoid making decisions that inappropriately bind the incoming Council.

The election period commences 32 days before the election, **when nominations close**, until 6:00pm on Election Day.

### 2. Decisions Prohibited During the Election Period

Section 69 the Act specifies decisions that are prohibited by a Council during the election period for a general election: .

- a) Relating to the appointment or remuneration of a Chief Executive Officer, but not to the appointment or remuneration of an acting Chief Executive Officer; or
- b) Commits the Council to expenditure exceeding 1% of the Council's income from general rates, municipal charges and services rates and charges in the preceding financial year; or
- c) The Council considers could be reasonably deferred until the next Council is in place; or
- d) The Council considers should not be made during an election period.

This policy also prohibits any Council decision during the election period for a general election or a by-election that would enable the use of Council's resources in a way that is intended to influence, or is likely to influence, voting at the election.

### 3 Election Period Statement

In order to assist the Council with its commitment to appropriate decision making during the election period, the Chief Executive Officer will ensure that an "Election Period Statement" is included in every report submitted to the Council for a decision.

The "Election Period Statement" will describe the status of each item, specifically relating to section 69 of the Act.

This type of procedure assists Councillors and serves as a reminder to the community that the Council is taking its responsibilities seriously.

## **Part B Use of Council Resources**

### **4. Use of Council Resources during an Election**

Councillors and members of Council staff will comply with section 304 of the Act regarding the prohibition of Council resources during the election period.

### **5. Media and Publicity**

Section 304 of the Act also prohibits Councils from printing, publishing or distributing electoral matter unless it is only about the election process.

#### **Publications**

- Pamphlets, brochures, and newsletters relating to Council services / facilities / programs / projects will be reviewed, for material which may be construed as electoral matter. If these publications are found to contain electoral matter, they will be withdrawn from display/distribution during the election period.
- The Annual Report will be produced to meet legislative requirements without reference to any electoral matter.

#### **Website**

- Council's website will be scrutinised by the Chief Executive Officer, during the election period. Councillor profiles will be modified – names, contact details and Council appointments will remain but information that could be construed as individual Councillor Policy statements will be removed for the election period. Other material on the website or links to material that might be considered as electoral matter will be reviewed. New material will be scrutinised by the Chief Executive Officer before publication while historical material will generally remain.

#### **Media**

- Media releases and advertisements during the election period will focus on Council activities and services and will not contain electoral matter.

#### **Councillors**

- Election Period Procedures do not restrict the ability of Councillors to issue media releases or make media comment in their own name (not referenced as Councillor or Cr) and using their own resources.

Council communications are a legitimate way to promote Council activities and services. It is important that all Councillors have access to the Council's communication resources to enable them to fulfil their elected roles. However, they cannot be developed or used in support of a candidate's election campaign.

During the election period as defined:

- A Council employee must not make any public statement that could be construed as influencing the election. Statements of clarification may be required from time to time and these are to be made in accordance with the Media Liaison Procedure.
- Council publicity and communications will be restricted to promoting normal Council activities and services and for informing residents about the conduct of the election.
- No media advice or assistance will be provided to Councillors in relation to election campaign matters.
- Councillors must not use their position as an elected representative or their access to Council staff and other Council resources to gain media attention specifically in support of an election campaign.
- Ward meetings and newsletters are not to be arranged by Council during the election period.
- Council logos or letterheads, Campaspe Shire Council branding including corporate colours or Council provided photographs must not be used by Councillors in any way that relates to an election.



**6. Council Equipment and Facilities**

Equipment and facilities provided to Councillors for the purpose of conducting normal Council business must not be used for campaigning purposes.

**7. Councillor Expenses**

Reimbursement of Councillors' out-of-pocket expenses during the Election Period will only apply to costs that have been incurred in the performance of normal Council duties, and not for expenses supporting or connected with a candidate's election campaign.

**8. Other Election Period Matters**

Council recognises that all election candidates have rights to information. However, it is important that sitting Councillors continue to receive information that is necessary to fulfil their elected roles. Neither Councillors nor candidates will receive information or advice from Council staff that might be perceived to support election campaigns, and transparency will be observed and practised in the provision of all information and advice during the Election Period. Information and briefing material prepared by staff for Councillors during the Election Period will relate only to factual matters or to existing Council policies and services.

All such requests are to be issued through an Information Request Register which will contain the details of requests made and advice provided and is a public document. Such information will not relate to new policy development, new projects or matters that are the subject of public or election debate or that might be perceived to be connected with a candidate's election campaign. Only information that can be reasonably accessed will be released.

All requests for information are to be directed to the Manager Governance and Strategy.

**9+. Role of Council Staff**

Council staff will not undertake any tasks connected directly or indirectly with a councillor or candidate's election campaign.

**10. Politicisation of Meetings**

During the election periods there will be no Council policy formation or adoption, no censure of government departments or Ministers and Notices of Motions and General Business are not to be of a political nature.

**11. Other Resources**

1. The Council will ensure other Council resources are not used inappropriately in ways that may influence voting in an election or provide an undue advantage for a candidate. This includes financial, human and material resources.
2. Prior to the election period for any election the Chief Executive Officer will ensure that all members of Council staff are advised in regard to the application of these procedures:
  - a) Council staff will not undertake an activity that may affect voting in the election, except if it only relates to the election process and is authorised by the Chief Executive Officer; and
  - b) Council staff will not authorise, use or allocate a Council resource for any purpose that may influence voting in the election, except if it only relates to the election process and is authorised by the Chief Executive Officer.
3. Any staff member who considers that a particular use of Council resources may influence voting in an election or provide an undue advantage for a candidate should advise their manager before authorising, using or allocating the resource. The manager will seek appropriate advice in order to ascertain whether the use of Council resources is in accordance with this statement.
4. In applying these principles, the Council understands that the following will be normal practice during election periods:
  - a) Public events will only be organised and run by Council if they are part of the normal services or operation of Council;
  - b) Media services, including media releases, will not be provided for Councillors by the administration during the election period. The Mayor or Councillors will not be quoted in any media releases;

- c) Councillor newsletters will not be resourced by Council in any way during the election period; and
- d) Neither the Council logo nor Council stationery will be used by Councillors in any way that relates to the election.
- e) Community engagement activities related to any electoral matter or likely to become an electoral matter will be suspended during the election period.

**Exclusions**

Nil

**Human Rights**

This policy has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of *Human Rights and Responsibilities Act 2006*.

**Definitions**

Election Period: The election period starts on the last day on which nominations for that election can be received and ends at 6:00 pm on election day.

**Related Legislation**

*Local Government Act 2020*

**Related Policies, Procedures and Strategies**

Council Policy 058 Council Expenses

**Attachments**

Nil

**Review Period**

Four years

**Responsible officer**

Manager Governance and Strategy

**Administrative Updates**

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

**Approval History**

Adopted	28 January 2016	Minutes Book Reference No 63 (Item 6.13)
Revised	13 September 2016	Minute Book Reference No 823 (Item 6.5)
Revised	21 November 2017	Minute Book Reference No 3382 (item 6.3)
Revised	17 September 2019	Minute Book Reference No 3516 (item 7.1)

Chief Executive Officer: .....

Date: .....

## Local Law Community Impact Statement (LLCIS)

### **Campaspe Shire Council Local Law No. 1 – Use of the Common Seal 2020**

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Campaspe Shire Council (**Council**) provides the following information to the community in respect of Local Law No. 1 – Use of the Common Seal 2020.

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#### **1. INTRODUCTION**

Council is proposing to make the new Local Law No. 1 – Use of the Common Seal 2020 (**proposed Local Law**).

The proposed Local Law will revoke Council's Local Law No.1 Meeting Procedure 2019 (**current Local Law**) and replace the current Local Law to the extent that the current Local Law regulates the use of Council's common seal.

This Community Impact Statement has been prepared to inform the community about the proposed Local Law and to assist any member of the public who may wish to make a submission to Council during the public consultation process required under the *Local Government Act 1989 (Act)*.

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#### **2. BACKGROUND**

The current Local Law addresses the meeting procedure applicable to Council (and Special Committee) meetings. It also regulates the use of Council's common seal and creates an offence for misuse of the common seal.

The meeting procedure applicable to Council (and Delegated Committee) meetings will now be addressed through Governance Rules made under the *Local Government Act 2020 (2020 Act)*. As part of the transition to the 2020 Act, Council is revoking the current Local Law to make way for Council's Governance Rules.

However, the use of the common seal cannot be addressed through Governance Rules. Accordingly, Council has resolved to repeal the current Local Law and make the proposed Local Law to provide for the continued regulation of Council's common seal.

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#### **3. OVERVIEW OF PROPOSED LOCAL LAW**

The purpose of the proposed Local Law is to:

- revoke the current Local Law; and
- regulate the use of the common seal.

The proposed Local Law will come into operation on 18 August 2020 and, unless it is revoked earlier, will expire 10 years after commencement.

On commencement of the proposed Local Law, the current Local Law will be revoked.

Proposed changes brought about by the proposed Local Law are not substantial and will, save for a minor change in terminology, reproduce the existing provisions of the current Local Law with respect to the regulation of the common seal.

Under s 223 of the Act, Council is required to give public notice of the proposed Local Law and invite submissions for a period of at least 28 days.

The statutory consultation period will run from 2 July to 30 July 2020.

Anyone who makes a written submission can request to be heard in support of their submission at the Council Meeting which considers the making of the proposed Local Law, details of which will be provided.

The proposed Local Law has been reviewed by Council’s lawyers who confirm that it complies with all regulatory requirements.

A copy of the proposed Local Law is attached (**Attachment 1**) to this Community Impact Statement.

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#### 4. EVALUATION OF THE PROPOSED LOCAL LAW

In accordance with Guidelines issued by the Minister for Local Government in relation to the making of local laws, Council has conducted an evaluation of the Proposed Local Law. The evaluation is outlined in the following Table.

Issue	Evaluation
Legislative Framework	The 2020 Act gives councils the power to make local laws with respect to use of their common seals.  The proposed Local Law addresses matters related to the use of its common seal.
State legislation more appropriate	State legislation permits Council to make Local Laws with respect to the use of its common seal. In developing the proposed Local Law, Council has not sought to address any issues which it considers are best addressed at the State or Federal level.
Overlap with existing legislation	The proposed Local Law does not overlap with existing legislation, rather it operates in conjunction with the requirements of the 2020 Act.
Planning Scheme	Not applicable.
Legislative Approach	Council has taken a high impact regulatory approach that is considered appropriate as it provides clear accountability for appropriate use and safekeeping of the common seal.
Performance Standards or Prescriptive Details	Council has adopted a prescriptive approach to the proposed Local law because its purpose is to prescribe the circumstances in which Council’s common seal may be lawfully used.
Risk Assessment	No formal risk assessment has been undertaken.  Council does not consider that there are any risks associated with the proposed Local Law.

Issue	Evaluation
Measures of Success	The success of the proposed Local Law will be measured by monitoring the level of compliance with the proposed Local Law.
Permits and Fees	The proposed Local Law does not make provision for the issue of permits and does not prescribe any fees.
Penalties	<p>The proposed Local Law creates one offence (cl 2.5) attracting a maximum penalty of 20 penalty units.</p> <p>Council has compared the level of penalty provided for in the proposed Local Law with the Local Laws of other like and neighbouring councils.</p> <p>Council is satisfied that the penalty is similar in nature and amount to like and neighbouring councils and is sufficient to act as a deterrent while also reflecting the seriousness of the offence.</p>
Restriction of competition	Not applicable.
Comparison with other Councils	In drafting the proposed Local Law, Council examined Local Laws from a number of like and neighbouring councils to assess similarities and differences and ensure a reasonable degree of consistency in content, approach and penalties.
Charter of Human Rights	<p>The <i>Charter of Human Rights and Responsibilities Act 2006 (Charter)</i> contains twenty basic rights that promote and protect the values of freedom, respect, equality and dignity. Councils must not knowingly be in breach of these rights and must always consider them when they create laws, develop policies and deliver services.</p> <p>The proposed Local Law has been reviewed for compatibility with the Charter and is considered to be compatible with the Charter.</p>
Community Consultation	<p>The proposed Local Law has been reviewed in consultation with Councillors, members of Council staff and Council's legal advisers.</p> <p>A community consultation process will be conducted in accordance with ss 119(2) and 223 of the Act.</p> <p>This will require Council to give public notice of its intention to make the proposed Local Law and provide members of the public with an opportunity to make a written submission to Council in relation to the proposed Local Law. Council will consider submissions received before making a final decision on the proposed Local Law.</p> <p>A person who makes a written submission is entitled to request (in the submission) to be heard by Council in support of his/her submission. When Council makes a final decision on the proposed Local Law, it must notify in writing each submitter of the decision and the reasons for the decision.</p> <p>This Community Impact Statement has been prepared to inform the community about the proposed Local Law and to assist any member of the public who may wish to make a submission to Council.</p>

## 5. ATTACHMENTS

- **Attachment 1** - Proposed Local Law No. 1 – Use of the Common Seal 2020





# LOCAL LAW NO. 1 USE OF THE COMMON SEAL 2020

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**PROPOSED**



## PART 1 - INTRODUCTION

### 1.1 Title

This Local Law will be known as the Campaspe Shire Council, "Local Law No. 1 - Use of the Common Seal 2020".

### 1.2 Purpose of this Local Law

The purpose of this Local Law is to regulate the use and prohibit unauthorised use of the common seal.

### 1.3 Authorising Provision

This Local Law is made under section 14(2)(c) of the *Local Government Act 2020* and section 111(1) of the *Local Government Act 1989*.

### 1.4 Operational Commencement

This Local Law:

- a. Comes into operation on 18 August 2020; and
- b. operates throughout the *municipal district* of Campaspe Shire Council in accordance with section 121(1) of the *Local Government Act 1989*.

### 1.5 Revocation of Meeting Procedure Local Law

On the commencement of this Local Law, Council's Local Law No.1 Meeting Procedure 2019 adopted by Council on 3 December 2019 is revoked.

### 1.6 Sunset

This Local Law will cease to operate on the 18 August 2030, unless revoked sooner by Council resolution.

## **PART 2 – THE COMMON SEAL**

### **2.1 Use of Common Seal**

The common seal of Council must be in the following form:

The Common Seal of the ) .....Councillor

Campaspe Shire Council ) .....Councillor

was hereunto affixed ) ..... Chief Executive Officer

on the (day) of (month) (year)

### **2.2 Signatures to Accompany Common Seal**

Every document to which the common seal is affixed must be signed by two (2) Councillors and the Chief Executive Officer.

### **2.3 Authority for Use of Common Seal**

The common seal must be affixed to a document only for the purpose of giving effect to a decision which has been:

- a) made by Council resolution;
- b) made by resolution of a Delegated Committee to which the power to use the common seal has been delegated; or
- c) made by the Chief Executive Officer or a senior officer to whom power to use the common seal has been delegated.

### **2.4 Who Keeps the Common Seal**

For security purposes, the Chief Executive Officer or other member of Council staff to whom this duty has been delegated must keep the common seal in safe custody.

### **2.5 Unauthorised Use of the Common Seal**

Any person who uses the common seal or any device resembling the common seal without authority is guilty of an offence.

*Penalty 20 penalty units*

# Name of Document

The Campaspe Shire Council Local Law No 1 Use of the Common Seal was adopted by Council on **XX August** 2020.

The Common Seal of the ) .....Councillor

Campaspe Shire Council ) .....Councillor

was hereunto affixed ) .....Chief Executive Officer

on **the XXX August** 2020

PROPOSED

# Grants, Sponsorships and Donations Programs



<b>Council Policy Number</b>	<b>176</b>
Date adopted	23 June 2020
Scheduled for review	June 2023

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## 1. Preamble

Grants, Sponsorships and Donations Programs are established from funds which may be set aside in the Budget each financial year.

## 2. Purpose

This Policy provides a framework for Campaspe Shire Council (CSC) to allocate its funds in an effective and equitable manner for the benefit of community organisations, groups and individuals.

## 3. Scope

- a. Grants and Donation are available to individuals, organisations or groups that provide services, programs and facilities for the benefit of the local community.
- b. Sponsorships are available to community groups, businesses or organisations that provide services, programs and facilities for the benefit of the local community
- c. This Policy applies to all Grants, Sponsorships and Donations offered by the CSC and for which an application is required.

## 4. Definitions

- a. Grants are one-off financial allocations made to encourage the development of services, programs and/or facilities that meet demonstrated community needs and/or personal achievements, and which otherwise might not be developed or recognised.
- b. Sponsorship provides financial support to community organisations, businesses and groups that are planning to stage events and/or activities for the benefit of the local community.
- c. The Donation Program aims to provide financial assistance to community organisations and groups that provide services to people in immediate need.

## 5. Policy Statement

- a. Funds will be administered in a transparent and equitable manner and they will be promoted across the CSC in a way that will allow maximum opportunity for organisations and individuals to apply.
- b. Funds will be administered using the eligibility criteria and conditions in the Guidelines as approved by Council from time to time.
- c. It is the expressed intention of Council that funds be distributed equitably amongst eligible applicants so that no one deserving applicant is disadvantaged through the lack of available funds.
- d. All grants, sponsorships and donations are approved on a discretionary basis.
- e. Council funds are not be used by recipients to make subsequent grants, sponsorships or donations to other individuals or organisations, without the prior approval of Council.

## 6. Categories of Community Grants, Sponsorships and Donations

### a. Community Grants – annual and responsive

CSC provides through its Community Grants Program, the opportunity for community groups and organisations to contribute to improving the well-being of the citizens of Campaspe Shire.

Includes grants for Environment Programs to support initiatives that address conservation, biodiversity, recycling, waste and pollution reduction.

Responsive grants provide a limited opportunity to apply for funds after the annual grants process has been completed, provided that the applicant can demonstrate the idea/event/opportunity/need was not known prior to (or during) the time that the annual grants program was open.

### b. Junior Individual Development Grants

Through its Junior Individual Development Grants Program, CSC aims to encourage and support young people aged 18 years and under in their personal development and growth.

Funds are available to assist local young people who have been chosen to represent their institution, club or organisation (at State or National level) in a variety of areas including sport and recreation, culture, the arts, science and technology.

Funds are available for only one State event (per person per financial year) and only one National event (per person per financial year).

Funding is limited to the equivalent of 3 applications per event per year, should more than 3 be received then the value of three grants will be divided equally amongst the applicants.

### c. Donations

Assistance may be available (depending on funds) if there is an urgent requirement or an emergency situation for which the organisation has no immediate specific budget provision and it is not eligible (under the relevant funding guidelines) for Council's Community Grants Program.

### d. Sponsorships – community and not for profit

Assistance, which may comprise in kind support, a cash contribution, or a combination of both, may be made available to community organisations and groups in order to stage events and activities for the benefit of the local community.

The CSC expects defined and measurable outcomes to be obtained in exchange for such sponsorship.

The provision of in kind support involves a direct cost for the community and CSC, either by the provision of additional support/service over that usually available to the community, or an opportunity cost – i.e. the diversion of support/resources away from normal business towards the sponsorship.

*Sponsorship funds are not to be passed on to third parties as payments, fees, gifts, or prizes etc.*

### e. Sponsorships – business and commercial

There are two categories of assistance, depending on the status of the applicant:

- i. Local      The applicant/entity are ratepayers of the Shire.  
                    May be eligible for cash and/or *in kind* support.
- ii. External    The applicant/entity are not ratepayers of the Shire.  
                    May be eligible for *in kind* support only.

NB Events/Activities that charge the public an admission fee will not be considered for a cash contribution as part of Council's Sponsorship.

The provision of in kind support involves a direct cost for the community and CSC, either by the provision of additional support/service over that usually available to the community, or an opportunity cost - the diversion of support/resources away from normal business towards the sponsorship.

Therefore, the value of Council's sponsorship can readily be ascribed a Total Cash Equivalent (TCE) for the purposes of the sponsorship. CSC requires that the TCE be recognised when organisers determine Council's Sponsor Status.

CSC expects formal Sponsor Status and associated recognition (e.g. media/publicity/passes) in exchange for sponsorship.

*Sponsorship funds are not to be passed on to third parties as payments, fees, gifts, or prizes etc.*

## 7. Applications and Assessment

- a. Applications should be completed and submitted in accordance with the prescribed grants, sponsorship or donation guidelines.
- b. Applications should meet the timelines as determined by Council from time to time and set out in the relevant guidelines.
- c. Applications will be assessed against the eligibility criteria outlined in the relevant guidelines.
- d. All applications will be subjected to an initial Acceptance Check for compliance (as above) before being considered further.
- e. Applicants will be advised if their application cannot be accepted and why. Provided the application is subsequently amended as required and resubmitted in time, it will be reassessed. Applicants are wholly responsible in this regard.
- f. All applications will be assessed by staff (individuals or groups), appointed by the Chief Executive Officer for each specific program.
- g. Applications that meet the relevant criteria under:
  - i. Responsive Grants
  - ii. Junior Individual Grants
  - iii. Donations

may be awarded by the Chief Executive Officer and reported to a subsequent Council meeting.

All other applications will be presented to Council together with recommendations from the Administration about approvals/refusals; amounts; conditions; and, with respect to Sponsorships; the value of the ascribed TCE, how it was determined and expectations in return for that sponsorship if approved by Council.

## 8. Unexpended Funds

Any unspent part of the grant/sponsorship must be returned to the CSC by the end of the financial year in which it was given.

### Exclusions

Nil

### Human Rights

This policy has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of *Human Rights and Responsibilities Act 2006*.

### Related Legislation

Nil

### Related Policies, Procedures and Strategies

Nil

### Attachments

1. Table of 'in kind' supports

**Review Period**

Three years

**Responsible officer**

Chief Executive Officer

**Administrative Updates**

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

**Approval History**

Adopted 23 June 2020

Minute Book Reference No 2215 (Item 9.4)

Chief Executive Officer: .....

Date: .....



**Attachment 1: Table of 'in kind' supports**

*In Kind supports – that represent a cost to Council (additional or opportunity)*

Council Support	Description
Additional cleaning of toilets	<ul style="list-style-type: none"> <li>▪ Before, during or after an event.</li> </ul>
Building	<ul style="list-style-type: none"> <li>▪ Non-for-profit events that require POPE's often request the fee to be waived. Free event- cost is \$340 Pay for Entry- \$750</li> </ul>
Campaspe Banners	<ul style="list-style-type: none"> <li>▪ Provides Council banners for those events that have received Council funding through Community Grants.</li> </ul>
Communications	<ul style="list-style-type: none"> <li>▪ Minimal impact as the events manage their own promotion and communication.</li> <li>▪ Council's support would include one or two social media posts and upload of event notices to <a href="mailto:campaspe@vic.gov.au">campaspe@vic.gov.au</a></li> </ul>
Echuca CBD Flag Poles	<ul style="list-style-type: none"> <li>▪ Installation and removal of event flags in the lead up to various events.</li> </ul>
Environmental Health	<ul style="list-style-type: none"> <li>▪ Under legislation Council's obligations are to inspect (for a fee) all fixed premises that are registered with Campaspe and any mobile food vans that are registered with Campaspe.</li> <li>▪ Council does not have any legal obligation to inspect events outside of this scope, including temporary food stalls and vendors from other councils.</li> <li>▪ Depending on a risk assessment for the event, inspections may be required.</li> </ul>
Event Support	<p>Assisting events with a variety of tasks such as (but not limited to):</p> <ul style="list-style-type: none"> <li>▪ working through the event application process,</li> <li>▪ assistance with Risk Assessments (if required),</li> <li>▪ conduit between event organisers and other Council officers,</li> <li>▪ management of event listings on Australian Tourism Data Warehouse (ATDW) for significant events,</li> <li>▪ provide industry updates,</li> <li>▪ manage MOU's between Council and significant events,</li> <li>▪ assist events with funding bids/opportunities,</li> <li>▪ coordinate and compile event evaluation for specific events; survey via Survey Monkey, two staff x four hours at the event, and the collation of the post event report.</li> <li>▪ provision of temporary bike stands,</li> <li>▪ information sessions to ensure event organisers are kept abreast with requirements,</li> <li>▪ assist with marketing and event growth ideas,</li> </ul>

Council Policy

Council Support	Description
	<ul style="list-style-type: none"> <li>▪ linking event organisers with local businesses to maximise economic benefit etc.</li> <li>▪ event attraction</li> </ul>
Hire of Temporary Toilets	<ul style="list-style-type: none"> <li>▪ Only provided to assist with civic amenities and has been at the request of Victoria Police.</li> <li>▪ E.g. Southern 80 and Echuca Moama Winter Blues. (After the 2020 Southern 80 debrief these facilities are no longer required)</li> </ul>
Local Laws	<ul style="list-style-type: none"> <li>▪ Locals Laws send out any final approvals/conditions to the event organiser.</li> <li>▪ Address issues such as buskers, signage etc.</li> </ul>
Pedestrian Barriers and Event Banners	<ul style="list-style-type: none"> <li>▪ Installation and removal of pedestrian barriers (as part of TMP)</li> <li>▪ Installation and removal of 'Proudly Supported by the Campaspe Shire Council' event banners, increasing the brand awareness of Council's support.</li> </ul>
Parks and Gardens	<ul style="list-style-type: none"> <li>▪ Preparation/repair of reserves</li> <li>▪ Tree pruning</li> <li>▪ Dust suppression</li> </ul>
Planning	<ul style="list-style-type: none"> <li>▪ Planning may need to meet with an event regarding Planning Permits or Zoning if required.</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>▪ Provides advice to event organisers (on request) about Insurance or Risk Assessments.</li> </ul>
Traffic Management	<ul style="list-style-type: none"> <li>▪ Creation or update of Traffic Management Plan (TMP) as needed,</li> <li>▪ Engagement of traffic management company to implement the TMP. (This is done in accordance with Policy 36. To receive this assistance events must be non-for-profit, and officers work with the event to ensure that the TM is for safety only; e.g. Campaspe does not provide assistance to the Triathlon given that the TM is part of the event</li> <li>▪ Parks and Gardens can be engaged to implement components of TMP. (the putting out of basic signs)</li> </ul>
Waste Management	<ul style="list-style-type: none"> <li>▪ To be eligible for waste assistance, the event must demonstrate a commitment to recycling as a One Star Waste Wise Event, be a non for profit organisation, and the event must be held on Council owned and managed land.</li> </ul>

# Community Grant Application Form

Attachment 9.4.2

## Eligibility and Contact Details

\* indicates a required field

### Applicants: please note

An online application to our grants program is an acceptance that the applicant agrees to the Campaspe Shire Council's conditions for any grant approval.

Incomplete applications and/or applications received after the activity/event date will not be considered.

**Have you spoken to a Council officer regarding your application? \***

- Yes
- No

**If yes, please enter the name of the Council officer \***

## Applicant Organisation Details

**Organisation name \***

Please use your organisation's full name. Check your spelling and make sure you provide the same name that is listed in official documentation such as with the ABR, ACNC or ATO.

**Primary address \***

If your organisation operates in multiple locations or from multiple offices, please pick one as your primary address.

**Postal address (if different to above)**

**Applicant website**

If available. Must be a URL

**Primary Contact Person \***

This is the person we will correspond with about this grant



# Community Grant Application Form

**Position held in organisation \***

e.g. Manager, Board Member, Fundraising Coordinator

**Primary phone number \***

**Back-up phone number \***

**Primary contact person email address \***

This is the address we will use to correspond with you about this grant.

## Organisation details

\* indicates a required field

**Describe why your organisation exists, what does it aim to achieve and how? \***

Must be no more than 100 words.

**Does your organisation have an ABN? \***

- Yes  No

**ABN \***

**What is your incorporation number?**

Incorporated Association or Australian Corporation Number

**Does your organisation have current public liability insurance? \***

- Yes  No

Attach certificate of currency:

# Community Grant Application Form

Permitted attachment types pdf, doc, xls, docx, xlsx, jpg

### What type of not-for-profit organisation are you?

- Educational institution (includes preschools, schools, universities & higher education providers)
- Healthcare not-for-profit
- Community group
- Professional/business association
- Religious or faith-based institution
- Sporting/recreational club
- General not-for-profit (i.e. not listed above)

Please choose the option that best applies to your organisation.

### What is your organisation's annual revenue?

- Less than \$50,000
- \$50,000 or more, but less than \$250,000
- \$250,000 or more, but less than \$1 million
- \$1 million or more, but less than \$10 million

Your revenue includes grants, donations, and other fundraising activities, fees for services, sale of goods, interest, royalties and in-kind donations that have been included in your accounts as 'revenue'. The Australian Charities and Not-for-profits Commission (ACNC) has more detailed information here: <https://www.acnc.gov.au/tools/topic-guides/charity-size>

### What is your organisation's legal structure?

- Unincorporated association
- Incorporated association
- Indigenous corporation, association or cooperative
- Crown Land Committee of Management
- Trust

If your organisation is unincorporated it must have an auspice organisation

### Auspice Information

\* indicates a required field

### Is your organisation auspiced by another organisation for the purposes of this grant?

- Yes
- No

Unincorporated organisations applying for a grant must be auspiced by an incorporated organisation.

### Auspice Organisation Details

#### Name of auspicing organisation \*

#### Auspicing organisation's primary (physical) address \*

#### Auspicing organisation's postal address (if different to above)

# Community Grant Application Form

**Auspecting organisation's website**

Must be a URL

**Primary contact person at auspecting organisation \***

We may contact this person to verify that this auspecting arrangement is valid and current.

**Position held in organisation**

e.g. Manager, CEO

**Contact person's primary phone number \***

**Contact person's back-up phone number**

**Contact person's email address \***

Must be an email address

**Please attach a letter from the auspecting organisation confirming this arrangement is valid and current \***

Attach a file (permitted file types - pdf, doc, xls, docx, xlsx, jpg):

Letter must be signed by an appropriately authorised person (e.g. manager, CEO, Board Chair) and must include, name, position, signature and date.

**Does the auspecting organisation have an Australian Business Number (ABN)? \***

- Yes
- No

**ABN of auspecting organisation**

## Project Details



# Community Grant Application Form

\* indicates a required field

**Project title: \***

Provide a name for your project/program/initiative. Your title should be short but descriptive

**Anticipated start date \***

Must be after xx November 2020

**Anticipated end date**

If unknown, provide your best guess

**Please outline project details for this application \***

Must be no more than 20 words.  
This should be a description of the project

**If successful, what do you intend doing with the grant funds? \***

Must be no more than 150 words.

**How does your project/equipment purchase align to the strategic priorities of Council as outlined by the Council Plan or Place Based Plan? \***

Must be no more than 150 words.  
To refer to the Campaspe Shire Council Plan or Place Based Plans go to <https://www.campaspe.vic.gov.au/Our-council/Documents>

**Does this application respond to one or more of the program priority areas? \***





# Community Grant Application Form

Must be no more than 150 words.  
 For Program Priority areas, refer to Page 2 of the Campaspe Shire Council’s Community Grants & Donations Program Guidelines.

**How does your project/equipment purchase demonstrate innovation? Is there evidence and/or a clear reason for why it has been developed/purchased? \***

Must be no more than 150 words.

**How do you plan to engage the groups you are targeting for this project/equipment? \***

Must be no more than 150 words.

**Do you have a plan for how your project/equipment purchase will be delivered? Does your plan consider risks involved, and how you will work with partner organisations (if applicable)? \***

Must be no more than 150 words.

## Reporting your success

**How will you know if you have achieved your intended outcomes? \***

Must be no more than 150 words.

**Will the project be carried out in partnership with other relevant organisations? \***

- Yes                       No

Name of organisation	Contact person	Role/contribution

## Partner organisation funding

**What is the amount to be funded by your partner organisation (if applicable)?**



# Community Grant Application Form

Must be a dollar amount.

**What will the grant funds be spent on?**

Equipment (specify)	Materials (specify)	Other (specify)

**What is the total cost of the proposed activity/purchase? \***

Must be a dollar amount.

**What is the amount sought from Council? \***

Must be a dollar amount.

**What is the amount to be funded by your organisation? \***

Must be a dollar amount.

**If any, how many volunteer hours will be contributed to this project? \***

Must be a number.

**Publicity and Promotion**

**How will you promote your project, initiative or resource? \***

- Signage                       Email distribution                       Network Meetings
- Official Launch               Flyers                                       Social Media
- Newsletters                       Letterbox Drop                       Other:

**Further information**

*Attached is:*



# Community Grant Application Form

## Supporting documents that may be appropriate (maximum of two pages)

Attach a file:

Maximum 25mb, recommended size no bigger than 5mb

## Three quotes for purchases of any items more than \$1,000

Attach a file:

Maximum 25mb, recommended size no bigger than 5mb

## Previous Grants received from Council

If applicable, please list all grants received from the Campaspe Shire Council in the past three years.

Amount	Date received	Project, initiative or resource

## Application payment details

If successful, funds will be deposited directly to your nominated bank account.

Bank Name:	
Account Name:	
BSB:	
Account Number:	

## Certification

\* indicates a required field

I certify that to the best of my knowledge the statements made within this application are true and correct.

I also confirm that I have read and understood the conditions for funding as outlined in the [Campaspe Shire Council's Community Grants and Donations Program Guidelines](#) and accept and agree to abide by the conditions therein.

I also accept and agree to abide by any additional conditions outlined in any approval letter.

I agree \*  Yes  No

Name of authorised person \*

# Community Grant Application Form

Must be a senior staff member, board member or appropriately authorised volunteer

**Position \***

Position held in applicant organisation (e.g. CEO, Treasurer)

**Contact phone number \***

**Mobile number**

**Contact Email \***

Must be an email address.

**Date \***

Must be a date

## Feedback

You are nearing the end of the application process.

Before you review your application and click the **SUBMIT** button please take a few moments to provide some feedback.

**\*This section is not mandatory\***

**Please indicate how you found the online application process:**

- Very easy       Easy       Neutral       Difficult       Very difficult

**Please provide us with your suggestions about any improvements and/or additions to the application process/form that you think we need to consider.**

# Junior Development Grants Application Form

Attachment 9.4.3

## Eligibility and Contact Details

\* indicates a required field

### Applicants: please note

An online application to our grants program is an acceptance that the applicant agrees to the Campaspe Shire Council conditions for any grant approval.

Incomplete applications and/or applications received after the activity/event date will not be considered.

### Applicant Details

**Have you received funding for a previous application this financial year? \***

- Yes
- No

**Is this application a Junior Development Grant or an International Representation Grant? \***

- State Representation Grant
- International Representation Grant

State Representation Grants are for residents aged 18 years or younger at the time of the sponsored event or activity, participating in activities and events representing the state within Victoria, Australia or internationally.

International Representation Grants are for residents aged 18 years or over at the time of the sponsored event or activity, participating in activities and events representing Australia within Australia or internationally.

**Applicant name \***

If the applicant is under 18 please ensure their name is used here and a parent/guardian completes the relevant section.

**Applicant home address \***

You will be ineligible for funding if you live outside of the Campaspe Shire Council

**Postal address (if different to above)**

# Junior Development Grants Application Form

**Applicant Phone Number \***

**Applicant Email \***

**Parent / Guardian**

*This section must be completed if the applicant is under 18 years of age. If you are completing this section the name must be different to the applicant name.*

**Parent / Guardian Name \***

**Parent / Guardian phone number \***

**Activity / Event details**

*\* indicates a required field*

**Please outline activity/event details for this application \***

Must be no more than 20 words.

This should be either a description or the name of the activity/event

**How will your participation in this activity/event assist in your personal development and growth? \***

Must be no more than 200 words.

# Junior Development Grants Application Form

**Where will this activity/event take place? \***

- Within Victoria
  Interstate
  Overseas

**Name of town or city where the activity/event is taking place \***

**Start date of activity/event \***

Estimate if unsure

**End date of activity/event**

**You must provide documentation to confirm selection for the nominated activity/event (e.g. letter from the sporting club or similar). Please upload letters of support here: \***

A maximum of 5 files can be attached (pdf, doc, xls, docx, xlsx, jpg)

## Application payment details

If successful, funds will be deposited directly to your nominated bank account.

Bank Name:	
Account Name:	
BSB:	
Account Number:	

## Certification

\* indicates a required field

I being the applicant or parent/guardian completing this application form certify that the statements made in this application are true and correct.

I also confirm that I have read and understood the conditions for funding as outlined in the [Campaspe Shire Council Community Grants and Donations Program Guidelines](#) and accept and agree to abide by the conditions therein.

I also accept and agree to abide by any additional conditions outlined in any approval letter.

**I agree \***  Yes, I agree





# Junior Development Grants Application Form

## Feedback

You are nearing the end of the application process.

Before you review your application and click the **SUBMIT** button please take a few moments to provide some feedback.

**\*This section is not mandatory\***

**Please indicate how you found the online application process:**

- Very easy       Easy       Neutral       Difficult       Very difficult

**Please provide us with your suggestions about any improvements and/or additions to the application process/form that you think we need to consider.**

# Donation Application Form

Attachment 9.4.4

## Eligibility and Contact Details

\* indicates a required field

### Applicants: please note

An online application to our grants program is an acceptance that the applicant agrees to the Campaspe Shire Council's conditions for any grant approval.

Incomplete applications and/or applications received after the activity/event date will not be considered.

**Have you spoken to a Council officer regarding your application? \***

- Yes
- No

**If yes, please enter the name of the Council officer \***

## Applicant Organisation Details

**Organisation name \***

Please use your organisation's full name. Check your spelling and make sure you provide the same name that is listed in official documentation such as with the ABR, ACNC or ATO.

**Primary address \***

If your organisation operates in multiple locations or from multiple offices, please pick one as your primary address.

**Postal address (if different to above)**

**Applicant website**

If available. Must be a URL

**Primary Contact Person \***

This is the person we will correspond with about this grant



# Donation Application Form

**Position held in organisation \***

e.g. Manager, Board Member, Fundraising Coordinator

**Primary phone number \***

**Back-up phone number \***

**Primary contact person email address \***

This is the address we will use to correspond with you about this grant.

## Organisation details

\* indicates a required field

**Describe why your organisation exists, what does it aim to achieve and how? \***

Must be no more than 100 words.

**Does your organisation have an ABN? \***

- Yes  No

**ABN \***

**What is your incorporation number?**

Incorporated Association or Australian Corporation Number

**Does your organisation have current public liability insurance? \***

- Yes  No

Attach certificate of currency:

# Donation Application Form

Permitted attachment types pdf, doc, xls, docx, xlsx, jpg

### What type of not-for-profit organisation are you?

- Educational institution (includes preschools, schools, universities & higher education providers)
- Healthcare not-for-profit
- Community group
- Professional/business association
- Religious or faith-based institution
- Sporting/recreational club
- General not-for-profit (i.e. not listed above)

Please choose the option that best applies to your organisation.

### What is your organisation's annual revenue?

- Less than \$50,000
- \$50,000 or more, but less than \$250,000
- \$250,000 or more, but less than \$1 million
- \$1 million or more, but less than \$10million

Your revenue includes grants, donations, and other fundraising activities, fees for services, sale of goods, interest, royalties and in-kind donations that have been included in your accounts as 'revenue'. The Australian Charities and Not-for-profits Commission (ACNC) has more detailed information here: <https://www.acnc.gov.au/tools/topic-guides/charity-size>

### What is your organisation's legal structure?

- Unincorporated association
- Incorporated association
- Indigenous corporation, association or cooperative
- Crown Land Committee of Management
- Trust

If your organisation is unincorporated it must have an auspice organisation

### Why are you applying for a Donation?

\* indicates a required field

Reason: \*

Why are you seeking a donation?

Short but descriptive

When is it required \*



# Donation Application Form

**How would your use of the donation align to the strategic priorities of Council as outlined by the Council Plan or Place Based Plan? \***

Must be no more than 150 words.

To refer to the Campaspe Shire Council Plan or Place Based Plans go to <https://www.campaspe.vic.gov.au/Our-council/Documents>

**Does this application respond to one or more of the program priority areas? \***

Must be no more than 150 words.

For Program Priority areas, refer to Page 2 of the Campaspe Shire Council’s Community Grants & Donations Program Guidelines.

**Do you have a plan for how your project/program/equipment purchase will be delivered?**

**Does your plan consider risks involved, and how you will work with partner organisations (if applicable)? \***

Must be no more than 150 words.

## Reporting your success

**How will you know if you have achieved your intended outcomes? \***

Must be no more than 150 words.

**Will the project be carried out in partnership with other relevant organisations? \***

- Yes                       No

Name of organisation	Contact person	Role/contribution



# Donation Application Form

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## Partner organisation funding

**What is the amount to be funded by your partner organisation (if applicable)?**

\$
----

Must be a dollar amount.

**What will the grant funds be spent on?**

Equipment (specify)	Materials (specify)	Other (specify)

**What is the total cost of the proposed activity/purchase? \***

\$
----

Must be a dollar amount.

**What is the amount sought from Council? \***

\$
----

Must be a dollar amount.

**What is the amount to be funded by your organisation? \***

\$
----

Must be a dollar amount.

**If any, how many volunteer hours will be contributed to this project? \***

--

Must be a number.

## Publicity and Promotion

**How will you promote your project, initiative or resource? \***

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Signage         | <input type="checkbox"/> Email distribution | <input type="checkbox"/> Network Meetings |
| <input type="checkbox"/> Official Launch | <input type="checkbox"/> Flyers             | <input type="checkbox"/> Social Media     |
| <input type="checkbox"/> Newsletters     | <input type="checkbox"/> Letterbox Drop     | <input type="checkbox"/> Other:           |

If not planning to publicise, why not?



# Donation Application Form

## Further information

Attached is:

### Supporting documents that may be appropriate (maximum of two pages)

Attach a file:

Maximum 25mb, recommended size no bigger than 5mb

### Three quotes for purchases of any items more than \$1,000

Attach a file:

Maximum 25mb, recommended size no bigger than 5mb

## Previous Grants received from Council

If applicable, please list all grants received from the Campaspe Shire Council in the past three years.

Amount	Date received	Project, initiative or resource

## Application payment details

If successful, funds will be deposited directly to your nominated bank account.

Bank Name:	
Account Name:	
BSB:	
Account Number:	

## Certification

\* indicates a required field

I certify that to the best of my knowledge the statements made within this application are true and correct.

I also confirm that I have read and understood the conditions for funding as outlined in the [Campaspe Shire Council's Community Grants and Donations Program Guidelines](#) and accept and agree to abide by the conditions therein.

I also accept and agree to abide by any additional conditions outlined in any approval letter.

I agree \*  Yes  No





# Donation Application Form

**Name of authorised person \***

Must be a senior staff member, board member or appropriately authorised volunteer

**Position \***

Position held in applicant organisation (e.g. CEO, Treasurer)

**Contact phone number \***

**Mobile number**

**Contact Email \***

Must be an email address.

**Date \***

Must be a date

## Feedback

You are nearing the end of the application process.

Before you review your application and click the **SUBMIT** button please take a few moments to provide some feedback.

**\*This section is not mandatory\***

**Please indicate how you found the online application process:**

- Very easy
- Easy
- Neutral
- Difficult
- Very difficult

**Please provide us with your suggestions about any improvements and/or additions to the application process/form that you think we need to consider.**



# Donation Application Form



# Sponsorship Guidelines

## Community Events

Attachment 9.4.5a

### What are Sponsorships?

The Campaspe Shire Council's Community Event Sponsorship Program offers financial support to not-for-profit community organisations, groups and associations to operate events that contribute to the municipality and support Council's vision:

*"We are strong, supportive, vibrant and sustainable".*

This Sponsorship Program aims to:

- Support not-for-profit community groups provide a range of opportunities for residents;
- Facilitate support for initiatives that strengthen the community through opportunities for participation, development, inclusion and sustainability;
- Foster support across a range of pursuits and interest areas including health and welfare, community support, arts and culture, sports and recreation, youth, ageing, environment, access and equity;
- Provide an equitable opportunity for groups to seek funding assistance from council.

Assistance, which may comprise in kind support, a cash contribution, or a combination of both, may be made available to community organisations and groups in order to stage events and activities for the benefit of the local community.

Council expects defined and measureable outcomes to be obtained in exchange for such sponsorship.

The provision of in kind support involves a direct cost for the community and Council, either by the provision of additional support/service over that usually available to the community, or an opportunity cost – i.e. the diversion of support/resources away from normal business towards the sponsorship.

Therefore, the value of Council's sponsorship can readily be ascribed a Total Cash Equivalent (TCE) for the purposes of a sponsorship.

*Sponsorship funds are not to be passed on to third parties as payments, fees, gifts, or prizes etc.*

### Important dates

Applications for community sponsorship are received throughout the year, but must be lodged 3 months prior to the planned event.

### Funding principles

Priority will be given to applications that respond to identified community needs and align with Council's Vision, corporate objectives, priorities and strategies.

The Sponsorship Program will prioritise support when the applicant:

- is based in and/or they can evidence that their services are focused and delivered within the municipal boundaries;
- has limited means to access other sources of funding;
- has sought funding/in-kind support from other sources, where the applicant is deemed to be in a position to do so;
- is not already in receipt of substantial funding/in-kind support from council;
- is providing a proposed activity that is innovative or unique for the Shire;



# Sponsorship Guidelines

## Community Events

And, the proposed event/activity:

- incorporates collaboration/partnerships with other groups;
- maximises community benefit;
- addresses council priorities;
- responds to emerging community needs;
- demonstrates sustainability; and
- aligns with the Victorian Charter of Human Rights and Responsibilities Act 2006.

### Help and advice

It is expected that all applicants will contact Bobbi Aitken in the first instance (on 5481 2206) while planning their event and sponsorship application.

### Eligibility Criteria?

Applicants must be an:

- incorporated not-for-profit group, or
- a Crown Committee of Management, or
- a Government Department on behalf of a community group

or have their application submitted by an appropriate auspicing body, which meets the above criteria.

**NB** Organisations that have licensed gaming/gambling facilities or derive funds from gambling *are ineligible* to apply.

Applicants must be able to demonstrate:

- direct benefits to the residents of the Campaspe Shire;
- financial viability and competence;
- adequate public liability insurance and appropriate health and safety policies in accordance with the funding agreement;
- a contribution in the form of funds, services and/or in kind support;
- that they are based in the shire or deliver significant services to the shire's community;
- their ability to plan effectively and be well organised;
- that they have no outstanding grant acquittals or outstanding debts owing to council;

### What Will Not Be Considered for Funding?

- Applications from a group with any outstanding grant acquittals or debts owed to council;
- Applications for retrospective funding;
- Applications for events that are held outside of the Campaspe Shire;
- Recurrent or ongoing salaries and on-costs;
- Insurance, such as (but not limited to) Public Liability;
- Applications for prizes, wages;
- Hire of commercial venues
- Applications applying to another council funding stream for the same activity;



# Sponsorship Guidelines

## Community Events

### What Will Be Considered for Funding?

**Aim:** To encourage and assist the development and implementation of community/social events that:

- are innovative, creative and inclusive celebrations of community;
- demonstrate partnerships with other local groups and individuals, particularly developing new links.
- reduce the isolation of individuals and groups within a community; and
- strengthen and develop community skills i.e. leadership, performing skills, event management.

A community/social event will typically have:

- social benefit
- relevance to the local community
- limited opportunities to raise an operational budget
- local/shire based marketing
- reliance on local participation/attendance
- minimal economic impact on the community

This funding stream has two categories:

#### 1. Local community event

Maximum cash contribution of **\$1,000** and negotiated *in kind* contributions to a maximum of **\$5,000** to community groups and not for profit organisations to support community/social events that are important to local community wellbeing, participation and pride.

#### 2. Regional community events

Maximum cash contribution of **\$5,000**, plus negotiated *in kind* support for community groups and not for profit organisations to support community/social events that are important to shared community wellbeing, participation and pride across the Campaspe Shire.

Shire wide events may include large sporting events.

### Special conditions

1. Profits from events where funding from Council has been received must not be used by recipients to make subsequent grants, sponsorships or donations to other individuals or organisations, without the prior approval of Council.
2. Organisers planning events on publicly owned land, facilities or venues, or have significant impact on Shire operations, must submit the "Events application form" no later than 90 days prior to the event.

Please refer to Council's website to download a copy of the form and discuss your event with Bobbi Aitken (5481 2206) in the first instance.

Applicants are expected to develop an event plan, including risk assessments, as part of a well-managed event.

Please refer to the Events Ready Reference located on Council's website ([www.campaspe.vic.gov.au](http://www.campaspe.vic.gov.au)) for more information and examples.



# Sponsorship Guidelines

## Community Events

### How are applications assessed?

Applications are assessed by a panel, appointed by the Chief Executive Officer, and will use the following assessment matrix.

Applications will be reviewed to ensure they are eligible for consideration, such as quotations provided, application signed, incorporation current and, if an auspiced application, that the auspice body has completed the authorisation.

<b>Criteria</b>	<b>Description</b>	<b>Local Event</b>	<b>Regional Event</b>
<b>Community/Social Benefit</b>	High involvement of community members. Enrichment of Shire Brings visitors to the Shire.	50	40
<b>Partnership</b>	Contribution by group or others to the project either cash and/or in-kind, including project partnership participation (not just financial contribution).	20	20
<b>Council Plan Alignment</b>	Addresses strategies within the Council Plan, Community Plans or Place Based Plans	20	10
<b>Project Sustainability</b>	If planned to be ongoing, demonstrates ability to self-generate funds for future years.	5	10
<b>Economic Benefit</b>	Increase spending to retail, industry and accommodation, enhancement of economic base, or funds spent locally.	5	20
		<b>100%</b>	<b>100%</b>

The grant panel will develop recommendations for funding.

These recommendations will be presented to Council for consideration.

Funding decisions will then be communicated to applicants.

# Community Sponsorship Program Application Form

Attachment 9.4.5b

## Eligibility and Contact Details

\* indicates a required field

### Applicants: please note

An online application to our Sponsorship program is an acceptance that the applicant agrees to the Campaspe Shire Council's conditions for any sponsorship approval.

Incomplete applications and/or applications received after the activity/event date will not be considered.

**Have you spoken to a Council officer regarding your application? \***

- Yes
- No

**If yes, please enter the name of the Council officer \***

## Applicant Organisation Details

**Organisation name \***

Please use your organisation's full name. Check your spelling and make sure you provide the same name that is listed in official documentation such as with the ABR, ACNC or ATO.

**Primary address \***

If your organisation operates in multiple locations or from multiple offices, please pick one as your primary address.

**Postal address (if different to above)**

**Applicant website**

If available. Must be a URL

**Primary Contact Person \***

This is the person we will correspond with about this grant

**Position held in organisation \***





# Community Sponsorship Program Application Form

e.g. Manager, Board Member, Fundraising Coordinator

**Primary phone number \***

**Back-up phone number \***

**Primary contact person email address \***

This is the address we will use to correspond with you about this grant.

## Organisation details

\* indicates a required field

**Describe why your organisation exists, what does it aim to achieve and how? \***

Must be no more than 100 words.

**Does your organisation have an ABN? \***

- Yes  No

**ABN \***

**What is your incorporation number?**

Incorporated Association or Australian Corporation Number

**Does your organisation have current public liability insurance? \***

- Yes  No

Attach certificate of currency:

Permitted attachment types pdf, doc, xls, docx, xlsx, jpg

**What type of not-for-profit organisation are you?**

- Educational institution (includes preschools,  Professional/business association



# Community Sponsorship Program Application Form

- schools, universities & higher education providers)
  - Healthcare not-for-profit
  - Community group
  - Religious or faith-based institution
  - Sporting/recreational club
  - General not-for-profit (i.e. none of the above)
- Please choose the option that best applies to your organisation.

### What is your organisation's annual revenue?

<input type="radio"/> Less than \$50,000	<input type="radio"/> \$500,000 or more, but less than \$1 million
<input type="radio"/> \$50,000 or more, but less than \$250,000	<input type="radio"/> \$1 million or more, but less than \$10 million
<input type="radio"/> \$250,000 or more, but less than \$500,000	<input type="radio"/> \$10 million or more

Your revenue includes grants, donations, and other fundraising activities, fees for services, sale of goods, interest, royalties and in-kind donations that have been included in your accounts as 'revenue'. The Australian Charities and Not-for-profits Commission (ACNC) has more detailed information here: <https://www.acnc.gov.au/tools/topic-guides/charity-size>

### What is your organisation's legal structure?

- Unincorporated association
- Incorporated association
- Corporation
- Indigenous corporation, association or cooperative
- Organisation established through specific legislation
- Trust
- Company limited by guarantee

If your organisation is unincorporated it must have an auspice organisation

### Auspice Information

\* indicates a required field

### Is your organisation auspiced by another organisation for the purposes of this grant?

- Yes
- No

Unincorporated organisations applying for a grant must be auspiced by an incorporated organisation.

### Auspice Organisation Details

#### Name of auspicing organisation \*

#### Auspicing organisation's primary (physical) address \*

# Community Sponsorship Program Application Form

**Auspicing organisation's postal address (if different to above)**

**Auspicing organisation's website**

Must be a URL

**Primary contact person at auspicing organisation \***

We may contact this person to verify that this auspicing arrangement is valid and current.

**Position held in organisation**

e.g. Manager, CEO

**Contact person's primary phone number \***

**Contact person's back-up phone number**

**Contact person's email address \***

Must be an email address

**Please attach a letter from the auspicing organisation confirming this arrangement is valid and current \***

Attach a file (permitted file types - pdf, doc, xls, docx, xlsx, jpg):

Letter must be signed by an appropriately authorised person (e.g. manager, CEO, Board Chair) and must include, name, position, signature and date.

**Does the auspicing organisation have an Australian Business Number (ABN)? \***

- Yes  No

**ABN of auspicing organisation**

# Community Sponsorship Program Application Form

## Event Details

\* indicates a required field

**Event title: \***

Provide a name for your event. Your title should be short but descriptive

**Location of event: \***

Please provide the address

**Event start date \***

**Event end date \***

**Type of event:**

- Education
- Entertainment
- Arts / Culture
- Community
- Sports
- Charity
- Environment
- Business
- Other:

You may select more than one option

**Event attendees expected age range:**

- Under 18
- 18 to 30
- 31 to 40
- 41 to 50
- 51 to 60
- 60+

You may select more than one option

**Where will the attendees be travelling from?**

- Campaspe Shire Council
- Country Victoria
- Melbourne
- New South Wales
- Other:

**What is the estimated total attendance?**

Must be a number.



# Community Sponsorship Program Application Form

**How does your event align to the strategic priorities of Council as outlined by the Council Plan or Place Based Plan? \***

Must be no more than 150 words.

To refer to the Campaspe Shire Council Plan or Place Based Plans go to <https://www.campaspe.vic.gov.au/Our-council/Documents>

**Does this application respond to one or more of the program priority areas? \***

Must be no more than 150 words.

For Program Priority areas, refer to page 3 of the Campaspe Shire Council Community Event Sponsorship Program Guidelines or page 2 of the Campaspe Shire Council Business & Commercial Events Sponsorship Program Guidelines.

**How does your event demonstrate innovation? Is there evidence and/or a clear reason for why it has been developed? \***

Must be no more than 150 words.

**How do you plan to engage the groups you are targeting for this event? \***

Must be no more than 150 words.

**Do you have a plan for how your event will be delivered? Does your plan consider risks involved, and how you will work with partner organisations (if applicable)? \***

Must be no more than 150 words.

# Community Sponsorship Program Application Form

## Reporting your success

**How will you evaluate the effectiveness of your event? \***

Must be no more than 150 words.

**Will the event be carried out in partnership with other relevant organisations? \***

- Yes
  No

Name of organisation	Contact person	Role/contribution

## Partner organisation funding

**What is the amount to be funded by your partner organisation (if applicable)?**

\$

Must be a dollar amount.

What will the grant funds be spent on?

Equipment (specify)	Materials (specify)	Other (specify)

**What is the total cost of the proposed event? \***

\$

Must be a dollar amount.

**What is the amount sought from Council? \***

\$

Must be a dollar amount.

Community Event Sponsorship Program

**Local community event** maximum cash contribution **\$1,000** and negotiated in kind contributions to a maximum of **\$5,000**

**Regional community event** maximum cash contribution **\$5,000** and negotiated in kind support, or



# Community Sponsorship Program Application Form

**What is the amount to be funded by your organisation? \***

Must be a dollar amount.

**If any, how many volunteer hours will be contributed to this project? \***

Must be a number.

## Publicity and Promotion

**How will you promote your event? \***

- Advertorials
- Advertising - newspaper
- Radio
- Television
- Signage
- Letterbox Drop
- Web site
- Social Media
- Other:

**Provide details of the level of coverage anticipated:**

## Further information

*Attached is:*

**Supporting documents that may be appropriate (maximum of two pages)**

Attach a file:  
Maximum 25mb, recommended size no bigger than 5mb

**Three quotes for purchases of any items more than \$1,000**

Attach a file:  
Maximum 25mb, recommended size no bigger than 5mb

## Previous Grants received from Council

**If applicable, please list all grants received from the Campaspe Shire Council in the past three years.**

Amount	Date received	Project, initiative or resource





# Community Sponsorship Program Application Form

## Application payment details

If successful, funds will be deposited directly to your nominated bank account.

Bank Name:	
Account Name:	
BSB:	
Account Number:	

## Certification

\* indicates a required field

I certify that to the best of my knowledge the statements made within this application are true and correct.

I also confirm that I have read and understood the conditions for funding as outlined in the [Campaspe Shire Council Community Event and/or Business and Commercial Event Sponsorship Program Guidelines](#) and accept and agree to abide by the conditions therein.

I also accept and agree to abide by any additional conditions outlined in any approval letter.

I agree \*  Yes  No

**Name of authorised person \***

Must be a senior staff member, board member or appropriately authorised volunteer

**Position \***

Position held in applicant organisation (e.g. CEO, Treasurer)

**Contact phone number \***

Must be phone number for authorised person listed above

**Mobile number**

Must be mobile phone number for authorised person listed above

# Community Sponsorship Program Application Form

**Contact Email \***

Must be an email address.

**Date \***

Must be a date

**Feedback**

You are nearing the end of the application process.

Before you review your application and click the **SUBMIT** button please take a few moments to provide some feedback.

**\*This section is not mandatory\***

**Please indicate how you found the online application process:**

- Very easy       Easy       Neutral       Difficult       Very difficult

**Please provide us with your suggestions about any improvements and/or additions to the application process/form that you think we need to consider.**



# Sponsorship Guidelines

## Business and Commercial Events

Attachment 9.4.6a

### What are Sponsorships?

The Campaspe Shire Council's Business & Commercial Event Sponsorship Program offers financial support to individuals, businesses groups and associations to operate events that contribute to the economic development of the municipality and support Council's vision:

*"We are strong, supportive, vibrant and sustainable".*

**Events that charge the public an admission fee** will be considered for Commercial Sponsorship on a strictly commercial basis; not on the basis of any perceived community benefit.

This Sponsorship Program aims to encourage and assist the development and implementation of events that:

- demonstrate the ability to have a strong economic benefit and encourage visitation to the region.
- promote and encourage community participation across all sectors of the community.
- reduce the isolation of individuals and groups within a community.
- are inclusive and accessible to all members of the community, including youth and older persons.

Assistance, which may comprise in kind support, a cash contribution, or a combination of both, may be made available to business/commercially staged events and activities.

Council expects formal Sponsor Status and associated recognition (e.g. passes/media) in exchange for sponsorship.

The provision of in kind support involves a direct cost for the community and Council, either by the provision of additional support/service over that usually available to the community, or an opportunity cost - the diversion of support/resources away from normal business towards the sponsorship.

Therefore, the value of Council's sponsorship can readily be ascribed a Total Cash Equivalent (TCE) for the purposes of the sponsorship.

Council requires that this TCE be recognised when organisers determine Council's Sponsor Status.

*Sponsorship funds are not to be passed on to third parties as payments, fees, gifts, or prizes etc.*

### Important dates

Applications for commercial sponsorships are received throughout the year, but must be lodged 3 months prior to the planned event.

### Funding principles

Priority will be given to applications that contribute to economic development, address identified community needs and align with Council's Vision, corporate objectives, priorities and strategies.

The Commercial Sponsorship Program will prioritise support when the applicant:

- is based in and/or they can evidence that their services are focused and delivered within the municipal boundaries;
- demonstrates their own contributions (cash and in-kind);
- is not already in receipt of substantial funding/in-kind support from council;
- is providing a proposed activity that is innovative or unique for the Shire;



# Sponsorship Guidelines

## *Business and Commercial Events*

These events include tourism, business and sporting with an economic benefit focus, and they can be annual, "one off" or untested events that have potential to develop. Events also target niche markets and may include large sporting events.

Events will typically have:

- Minimum operational budget of \$10,000
- Economic benefit to the community (\$10,000 - \$250,000)
- Marketing is participant focused and/or locally and regionally focused
- Complements the existing event calendar
- Potential to grow

### Help and advice

It is expected that all applicants will contact council staff when planning their application.

They can advise you about what to include in your application.

Please contact Bobbi Aitken (5481 2206) in the first instance.

### Special conditions

1. Profits from events where funding from Council has been received must not be used by recipients to make subsequent grants, sponsorships or donations to other individuals or organisations, without the prior approval of Council.
2. Organisations that have licensed gaming/gambling facilities or derive substantial funds from gambling are **ineligible to apply**.

Organisers of events which are held on publicly owned land, facilities or venues, or have significant impact on Shire operations must submit an "Events Application Form" no later than 90 days prior to the event.

Please refer to council's website to download a copy of the form and then contact Bobbi Aitken (5481 2206) in the first instance to discuss your event.

Applicants are required to develop an event plan, including risk assessment, as part of a well-managed event.

Refer to the Events Ready Reference located on council's website ([www.campaspe.vic.gov.au](http://www.campaspe.vic.gov.au)) for more information and examples.

### What Will Not Be Considered for Funding?

- Applications from an individual, business or group with any outstanding grant acquittals or debts owed to council;
- Applications for retrospective funding;
- Applications for events that are held outside the Campaspe Shire Council;
- Recurrent or ongoing salaries and on-costs;
- Insurance, such as (but not limited to) Public Liability;
- Applications for prizes, wages;



# Sponsorship Guidelines

## Business and Commercial Events

- Hire of commercial venues
- Applications applying to another council funding stream for the same activity;

### How will my application be assessed?

Applications will be assessed by a panel, appointed by the Chief Executive Officer, and will use the following assessment matrix.

<b>Criteria</b>	<b>Description</b>	<b>No Admission Charged</b>	<b>Admission Charged</b>
<b>Contribution by Applicant</b>	What is the applicant’s total contribution (cash/in kind) to the cost of running the event?	20%	40%
<b>Economic Benefit</b>	Involvement of local business	20%	20%
	Increased spending to retail, industry and accommodation, enhancement of economic base, or funds spent locally	20%	20%
<b>Project Sustainability</b>	Demonstrates an ability to generate own funds for future years.	20%	10%
<b>Community/Social Benefit</b>	Brings visitors to the Shire.	20%	10%
		<b>100%</b>	<b>100%</b>

The grant panel will develop recommendations for funding.

These recommendations will be presented to Council for consideration.

Funding decisions will then be communicated to applicants.

# Business/Commercial Sponsorship Program Application Form

Attachment 9.4.6b

## Eligibility and Contact Details

\* indicates a required field

### Applicants: please note

An online application to our Sponsorship program is an acceptance that the applicant agrees to the Campaspe Shire Council’s conditions for any sponsorship approval.

Incomplete applications and/or applications received after the activity/event date will not be considered.

**Have you spoken to a Council officer regarding your application? \***

- Yes
- No

**If yes, please enter the name of the Council officer \***

## Applicant Organisation Details

**Organisation name \***

Please use your organisation's full name. Check your spelling and make sure you provide the same name that is listed in official documentation such as with the ABR, ACNC or ATO.

**Primary address \***

If your organisation operates in multiple locations or from multiple offices, please pick one as your primary address.

**Postal address (if different to above)**

**Applicant website**

If available. Must be a URL

**Primary Contact Person \***

This is the person we will correspond with about this grant



# Business/Commercial Sponsorship Program Application Form

**Position held in organisation \***

e.g. Manager, Board Member

**Primary phone number \***

**Back-up phone number \***

**Primary contact person email address \***

This is the address we will use to correspond with you about this application.

## Organisation details

\* indicates a required field

**Describe why your organisation exists, what does it aim to achieve and how? \***

Must be no more than 100 words.

**Does your organisation have an ABN? \***

Yes

No

**ABN \***

**What is your incorporation number?**

Incorporated Association or Australian Corporation Number

**Does your organisation have current public liability insurance? \***

Yes

No

Attach certificate of currency:



# Business/Commercial Sponsorship Program Application Form

Permitted attachment types pdf, doc, xls, docx, xlsx, jpg

**What is your organisation's annual revenue?**

- Less than \$50,000
- \$50,000 or more, but less than \$250,000
- \$1 million or more, but less than \$10 million
- More than \$10 million

**What is your organisation's legal structure?**

- Sole trader
- Partnership
- Company
- Trust

### Auspice Information

\* indicates a required field

**Are you a sole trader, if so, your application must be auspiced by another organisation (Partnership, Trust, Company, Incorporated Association)**

- Yes
- No

#### Auspice Organisation Details

**Name of auspicing organisation \***

**Auspicing organisation's primary (physical) address \***

**Auspicing organisation's postal address (if different to above)**

**Auspicing organisation's website**

Must be a URL

**Primary contact person at auspicing organisation \***



# Business/Commercial Sponsorship Program Application Form

We may contact this person to verify that this auspicing arrangement is valid and current.

**Position held in organisation**

e.g. Manager, CEO

**Contact person's primary phone number \***

**Contact person's back-up phone number**

**Contact person's email address \***

Must be an email address

**Please attach a letter from the auspicing organisation confirming this arrangement is valid and current \***

Attach a file (permitted file types - pdf, doc, xls, docx, xlsx, jpg):

Letter must be signed by an appropriately authorised person (e.g. manager, CEO, Board Chair) and must include, name, position, signature and date.

**Does the auspicing organisation have an Australian Business Number (ABN)? \***

- Yes
- No

**ABN of auspicing organisation**

## Event Details

\* indicates a required field

**Event title: \***

Provide a name for your event. Your title should be short but descriptive

**Location of event: \***



# Business/Commercial Sponsorship Program Application Form

Please provide the address

**Event start date \***

**Event end date**

**Type of event:**

- Education
- Entertainment
- Arts / Culture
- Community
- Sports
- Charity
- Environment
- Business
- Other:

You may select more than one option

**Event attendees expected age range:**

- Under 18
- 18 to 30
- 31 to 40
- 41 to 50
- 51 to 60
- 60+

You may select more than one option

**Where will the attendees be travelling from?**

- Campaspe Shire Council
- Country Victoria
- Melbourne
- New South Wales
- Other:

**What is the estimated total attendance?**

Must be a number.

**How does your event align to the strategic priorities of Council as outlined by the Council Plan or Place Based Plan? \***

Must be no more than 150 words.

To refer to the Campaspe Shire Council Plan or Place Based Plans go to <https://www.campaspe.vic.gov.au/Our-council/Documents>

**Does this application respond to one or more of the program priority areas? \***



# Business/Commercial Sponsorship Program Application Form

Must be no more than 150 words.

For Program Priority areas, refer to page 3 of the Campaspe Shire Council Community Event Sponsorship Program Guidelines or page 2 of the Campaspe Shire Council Business & Commercial Events Sponsorship Program Guidelines.

**How does your event demonstrate innovation? Is there evidence and/or a clear reason for why it has been developed? \***

Must be no more than 150 words.

**How do you plan to engage the groups you are targeting for this event? \***

Must be no more than 150 words.

**Do you have a plan for how your event will be delivered? Does your plan consider risks involved, and how you will work with partner organisations (if applicable)? \***

Must be no more than 150 words.

## Reporting your success

**How will you evaluate the effectiveness of your event? \***

Must be no more than 150 words.

**Will the event be carried out in partnership with other relevant organisations? \***

- Yes                       No

Name of organisation	Contact person	Role/contribution



# Business/Commercial Sponsorship Program Application Form

--	--	--

## Partner organisation funding

**What is the amount to be funded by your partner organisation (if applicable)?**

\$
----

Must be a dollar amount.

What will the grant funds be spent on?

Equipment (specify)	Materials (specify)	Other (specify)

**What is the total cost of the proposed event? \***

\$
----

Must be a dollar amount.

**What is the amount sought from Council? \***

\$
----

Must be a dollar amount.

*Business and Commercial Events Sponsorship Program maximum cash contribution \$5,000 and negotiated in-kind support.*

**What is the amount to be funded by your organisation? \***

\$
----

Must be a dollar amount.

**If any, how many volunteer hours will be contributed to this project? \***

--

Must be a number.

## Publicity and Promotion

**How will you promote your event? \***

- Advertorials
- Advertising - newspaper
- Television
- Signage
- Web site
- Social Media



# Business/Commercial Sponsorship Program Application Form

Radio                       Letterbox Drop                       Other:

**Provide details of the level of coverage anticipated:**

## Further information

*Attached is:*

### Supporting documents that may be appropriate (maximum of two pages)

Attach a file:

Maximum 25mb, recommended size no bigger than 5mb

### Three quotes for purchases of any items more than \$1,000

Attach a file:

Maximum 25mb, recommended size no bigger than 5mb

## Previous Grants received from Council

**If applicable, please list all grants received from the Campaspe Shire Council in the past three years.**

Amount	Date received	Project, initiative or resource

## Application payment details

If successful, funds will be deposited directly to your nominated bank account.

Bank Name:	
Account Name:	
BSB:	
Account Number:	



# Business/Commercial Sponsorship Program Application Form

## Certification

\* indicates a required field

I certify that to the best of my knowledge the statements made within this application are true and correct.

I also confirm that I have read and understood the conditions for funding as outlined in the [Campaspe Shire Council Business and Commercial Event Sponsorship Program Guidelines](#) and accept and agree to abide by the conditions therein.

I also accept and agree to abide by any additional conditions outlined in any approval letter.

I agree \*  Yes  No

**Name of authorised person \***

Must be the Owner, Partner, Trustee, CEO or Board member

**Position \***

Position held in applicant organisation (e.g. Partner, Owner)

**Contact phone number \***

Must be phone number for authorised person listed above

**Mobile number**

Must be mobile phone number for authorised person listed above

**Contact Email \***

Must be an email address.

**Date \***

Must be a date



# Business/Commercial Sponsorship Program Application Form

## Feedback

You are nearing the end of the application process.

Before you review your application and click the **SUBMIT** button please take a few moments to provide some feedback.

**\*This section is not mandatory\***

**Please indicate how you found the online application process:**

- Very easy
- Easy
- Neutral
- Difficult
- Very difficult

**Please provide us with your suggestions about any improvements and/or additions to the application process/form that you think we need to consider.**



# Responsive Grants Program Guidelines

Attachment 9.4.7

## What are Responsive Grants?

The Campaspe Shire Council Responsive Grants Program gives individuals and community groups the opportunity to apply for small grants to help them achieve their goals and ambitions.

## Who can apply for Responsive Grants?

Any not-for-profit group, school or community group providing services within the Campaspe Shire Council may apply. Individuals must be a resident of the Campaspe Shire Council and participating in an activity in an unpaid capacity and not as a requirement of any formal course of study or of their employment. All applicants must fulfil the conditions and acquittal requirements of any previous grants from Council.

If your group has an outstanding overdue final report and financial acquittal from any other Council grant program you are ineligible to apply for funding from the Responsive Grants Program.

## What can Responsive Grants be used for?

Community groups can apply for a grant to assist with the provision of a service, program or activity used by or of benefit to Campaspe residents.

Individuals can apply for a grant to assist them to participate in a sporting, educational, recreational or cultural activity, or other pursuit of a personal development nature, or who is in needing circumstances.

Funding received from Council, or profits resulting in a service, program or activity, must not be used by recipients to make subsequent grants, sponsorships or donations to other individuals or organisations, without the prior approval of Council.

## What is the maximum amount I can apply for?

Applicants can only receive one Responsive Grant per financial year. The maximum amount that can be awarded is \$1,000 for groups and \$300 for individuals.

### Individuals

- Individuals must reside in the Campaspe Shire and provide proof that a competitive selection process has been undertaken for State/National representation.
- Requests for funding to assist more than one individual representing the State or Australia at the same event / carnival will be treated as a group representation.

## How do I apply?

Applications can be submitted at any time and preferably online. The application form is available on Council's website: [www.campaspe.vic.gov.au](http://www.campaspe.vic.gov.au)

## What is the assessment criteria?

The following criteria will be used to assess applications:

- Does the proposed activity/event/project support the delivery of one or more of Council Plan strategic goals?
- Does the proposed activity/event/project benefit the Campaspe Shire Council residents?
- Has the applicant demonstrated a clear need for funds?
- Has the applicant demonstrated they are contributing to the activity/event/project, either in cash or in-kind?
- If the applicant is a group, is it not-for-profit with a bank account in the name of the group.
- If the applicant is a group, is there demonstrated need the funds are required at short notice, or can they wait for the Community Grants program, offered in two rounds each year?
- Can the project be funded under any other Council grant program?



# Responsive Grants Program Guidelines

## How are applications assessed?

Grant applications are checked for eligibility by Council staff and approved by the Chief Executive Officer.

Applications will be noted at the next meeting of Council.

Applicants will be notified of the outcome following approval by the Chief Executive Officer, **within 30 days of application.**

## What will not be funded?

The following applications will not be funded:

- Core staff costs
- Events outside the Campaspe Shire Council
- Activities or events that promote specific political or religious views
- Activities that are contrary to a Council decision or policy
- Celebrations for individuals
- Infrastructure building projects
- Retrospective projects
- Seed funding for events
- Events where the primary goal is fundraising

Applications which have already received funding in the same financial year through another Campaspe Shire Council grant program or are eligible for State or Federal Government funding.

## What happens if my application is approved?

The project or event must be completed within the same financial year as the funds are granted.

Successful applicants will need to provide evidence of expenditure by 30 June of the financial year in which the funding was received. This could be in the form of a letter, a photo, a newspaper article.

No project variations will be considered. All funds must be returned if your project scope changes.

Successful applicants under this funding program will not be able to apply for additional funding for the same project or event from other Council funding streams ie. community grants program, community plan implementation funds.

Grant recipients will not be eligible for future funding until an acquittal for a previous activity has been submitted.

Recipients should acknowledge the contribution by Council where possible and appropriate.

## Applications are ongoing

Council has allocated a total of \$25,000 to support this grants program in 2019/20. Once funding has been fully allocated, no further applications will be approved.

## Further information

For further information or enquiries please contact Bobbi Aitken, Economic & Community Development Executive Assistant on 5481 2206.



# Responsive Grants Program Application Form

## APPLICANT DETAILS

Attachment 9.4.8

Applicant:  Individual  Community group

Name of group: \_\_\_\_\_

Contact person: \_\_\_\_\_

Postal address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email: \_\_\_\_\_

Type of group:  Not-for-profit  School  
 Community group  Individual

## PROJECT DETAILS

Project name: \_\_\_\_\_

Project description: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Location of project (what is the location of your activity/project./event?): \_\_\_\_\_

**WHO** will benefit from the project? (describe how the project/event/activity benefits Campaspe residents)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Project start date: \_\_\_\_\_ Project completion date: \_\_\_\_\_

Total project cost: \_\_\_\_\_

Amount requested from **Responsive Grants Program**: \_\_\_\_\_

**WHAT** will the funds be used for? (describe how funds will be spent & attach any quotations)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



# Responsive Grants Program Application Form

## BUDGET DETAILS

Are you contributing cash?  Yes  No

If yes, how much? \_\_\_\_\_

Are you providing an in-kind contribution?  Yes  No

If yes, provide details (ie. volunteer labour, donation of good/services)

\_\_\_\_\_  
\_\_\_\_\_

Have you received any funding from the Shire of Campaspe for this project:  Yes  No

If yes, how much? \_\_\_\_\_

If yes, when did you receive the funding? \_\_\_\_\_

## BANK DETAILS

Bank name: \_\_\_\_\_

Account name: \_\_\_\_\_

BSB: \_\_\_\_\_ Account number: \_\_\_\_\_

*This section must be completed, as should your application be successful the funding amount will be deposited directly into your bank account*

If you would prefer payment by cheque, who should this be made out to? (If you are an individual under 18 and are successful in being awarded a grant, please provide the name of a parent or guardian as the cheque will be made out in their name)

\_\_\_\_\_

## DECLARATION

I have read and understood the Responsive Grants Guidelines.

I agree that the information in this application and the attachments is, to the best of my knowledge, true and correct. I shall notify the Campaspe Shire Council of any changes to this information or circumstances that may affect this application. I understand that this is an application only and may not necessarily result in funding approval.

Signed: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

## SUBMITTING YOUR APPLICATION

Please submit your completed application by any of the following options:

**Post:** Campaspe Shire Council, PO Box 35, ECHUCA VIC 3564 **OR Email:** [grants@campaspe.vic.gov.au](mailto:grants@campaspe.vic.gov.au)

## Attachment 9.5.1

Grants Program	Current Allocation	Guidelines	Application Form	Service Agreement	Review By
Responsive Grants Program	\$25,000	✓	✓		June 2020
Community Grants Program	\$214,000	✓	✓		June 2020
Australia Day Contributions	\$12,000			✓	July 2020
Seniors Grants Program	\$12,000	✓	✓		July 2020
Youth Camps Program (Primary Schools only)	\$3,000	✓	✓		July 2020
Youth Week Grants	\$2,000		✓		July 2020
Event Attraction Fund	\$25,000				To be replaced by Sponsorships June 2020
Hallmark Events	\$83,000				To be replaced by Sponsorships June 2020  Existing agreements continue

Grants Program	Current Allocation	Guidelines	Application Form	Service Agreement	Review By
Recreation Reserve Contributions	\$334,517			✓	<p>SLA's are largely the same.</p> <p>The current differences are:</p> <ul style="list-style-type: none"> <li>• The Council owned reserves (Section 86 Committees) have an additional section being 'Works on council property'</li> <li>• The Council owned reserves also have two additional appendices to submit, being 'Appendix 8 Key register' and 'Appendix 9 Water usage reporting form'</li> </ul> <p>The amount provided changes on a yearly basis dependent on a number of factors as per the formula in the policy.</p> <p>Therefore, it is never a set amount as it changes annually for each individual reserve.</p>
Assistance for Business	\$50,000		✓		June 2020
Neighbourhood House contributions	\$56,000			✓	August 2020
Historical Society contributions	\$1,890				August 2020
Hall contributions	\$15,171				August 2020
CETAF Annual Contribution	\$500				August 2020



Grants Program	Current Allocation	Guidelines	Application Form	Service Agreement	Review By
Christmas Lights Competition Contribution (provided to the Riverine Herald)	\$1,200				August 2020
Lockington News	\$200				August 2020
Tongala Times	\$200				August 2020
Murray Regional Tourism Board	\$44,076			✓	12-month extension to SLA approved by Council this year
Kyabram Fauna Park	\$50,675			✓	Annual budget allocation
Echuca Moama Tourism – Destination Marketing	\$89,263			✓	SLA via Council, 2+ years remain
Echuca Moama Tourism – Visitor Services	\$235,534			✓	SLA via Council, 2+ years remain

# Assistance for Business

<b>Council Policy Number</b>	<b>153</b>
Date adopted	19 November 2019
Scheduled for review	November 2023



## Purpose

This policy provides Council officers with a framework and criteria to assist businesses within Campaspe Shire Council to access Council funds where applicable to help them grow and develop to the benefit of the community.

## Policy Statement

Council are committed to supporting local businesses to diversify and expand, as well as attracting new businesses to the Shire.

The types of assistance Council can provide to businesses/investors includes market research, economic analysis, community profiling data, local knowledge, introductions, advocacy, business workshops, quarterly newsletters and financial assistance.

When Council Officers liaise with local businesses or potential new investors, they gain an appreciation of the impact of the business on the Shire.

Council Officers liaise with businesses on a case by case basis to determine the most appropriate support to provide each business.

If the economic and social impacts are deemed to be significant by Council officers then financial assistance from the Shire will be considered. Council Officers will invite the business to submit an Application for Financial Assistance Form.

Every application will be assessed on its individual merits, however the general assessment criteria for applications is as follows;

### Start-Up/New business (operating less than 2 years)

Maximum amount available of \$5,000

Innovation	35%
Business Planning/Process	25%
Opportunity for growth	25%
Flow on economic activity as a result of the investment	15%

### Small to Medium sized business (currently employ between 1 and 10 full-time equivalent employees)

Maximum amount available \$10,000

Employment growth (full-time equivalent)	50%
Innovation	30%
Capital investment	20%

### Large business (currently employ more than 10 full-time equivalent employees)

Maximum amount available \$25,000

Employment growth (full-time equivalent)	30%
Innovation	30%

Capital investment	20%
Flow on economic activity as a result of the investment	20%

Once an Application has been reviewed by Council Officers, a report will be submitted to the Community and Economic Development General Manager and Chief Executive Officer, which will include recommendations for support to enable them to make an assessment.

The Chief Executive Officer under delegated authority, will determine if the Council will provide financial assistance to the applicant, what category the application falls into and the type of support that will bring the most benefit to the Shire.

Councillors will receive an email notification from the Investment Attraction Manager detailing the business case, justification for support and the recommendations for assistance. Councillors can invoke a call in process to review the recommendations. If the call in process is not actioned within seven days, the Investment Attraction Manager will notify the applicant of the recommendation adopted by the Chief Executive Officer.

If the Chief Executive Officer believes there is a strong case for greater financial support then the matter will be brought before Council for its consideration.

The financial assistance provided under this delegation will not exceed \$50,000 per annum without prior consent of Council.

### Exclusions

Council will not fund infrastructure development on land which is not owned by the applicant.

Council will not fund projects which have already been delivered.

Council will not fund projects which are not located within our Shire.

### Human Rights

This policy has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of *Human Rights and Responsibilities Act 2006*.

### Definitions

Nil

### Related Legislation

Nil

### Related Policies, Procedures and Strategies

### Economic Development Strategy 2014-2019 Attachments

#### Application form Review Period

Four years

#### Responsible Officer

Investment Attraction Manager

### Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

### Approval History

Approved	3 August 2016	Executive Management Group
Revised	6 September 2017	Executive Management Group
Revised	19 November 2019	Minute Book Reference No 5112 (item 7.6)

Chief Executive Officer: ..... *Joe Mac* .....  
Date: ..... *26 November 2019* .....

Council Policy  
Council Policy  
Council Policy  
Council Policy

# Assistance for Business Application

Campaspe Shire Council is committed to supporting local businesses to diversify and expand, as well as attracting new businesses to the Shire.

The types of assistance Council can provide to businesses/investors includes market research, economic analysis, community profiling data, local knowledge, introductions, advocacy, business workshops, quarterly newsletters and financial assistance.

Council officers liaise with businesses on a case by case basis to determine the most appropriate support to provide each business.

If the economic and social impacts are deemed to be significant by Council officers, then financial assistance from Council will be considered. Council officers will invite the business to submit an Assistance for Business Application Form.

Every application will be assessed on its individual merits, however the general assessment criteria for applications is as follows;

## **Start-up/New business (operating less than 2 years)**

Innovation	35%
Business planning/process	25%
Opportunity for growth	25%
Flow on economic activity as a result of the investment	15%

## **Small to medium sized business (currently employ between 1 and 10 full-time equivalent employees)**

Employment growth (full-time equivalent)	50%
Innovation	30%
Capital investment	20%

## **Large business (currently employ more than 10 full-time equivalent employees)**

Employment growth (full-time equivalent)	30%
Innovation	30%
Capital investment	20%
Flow on economic activity as a result of the investment	20%

Once completed applications have been reviewed by Council officers, a report will be submitted to the Chief Executive Officer and General Manager Community and Economic Development, which will include recommendations for support to enable them to make an assessment.

Council will not fund the following;

1. Infrastructure development on land which is not owned by the applicant.
2. Projects which have already been delivered or projects which are located outside the Shire of Campaspe.



# Assistance for Business Application

## Schedule 1 – Assistance for Business Application

I .....

(Insert full name of company)

of .....

.....  
(Insert full address) hereby apply for assistance under Council Policy 153 Assistance for Business.

**Assistance requested:**

Preference	
1	<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
2	<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>

I also submit the following information as set out in Schedule 2 in support of my request and agree that in the event of my request being accepted for any one or more of the assistance measures that the use of the assistance shall be consistent with the information supplied in the following schedule, failing which Council can withdraw unconditionally any commitment for assistance without notice. I also agree that if in the event of my request being accepted, to participate in media promotion disclosing support by Council and to promoting the assistance to my customers, suppliers and followers.

Signed ..... Date .....

Capacity of signatory e.g. Director, ..... Company seal (if applicable)



# Assistance for Business Application

## Schedule 2 – Details of Business

**Company or business owner name:**

.....

**Trading or business name:**

.....

**Address for correspondence:**

.....

.....

**Contact name** .....

**Position / title:** .....

**Contact details:**

Telephone (03) ..... Mobile .....

email .....

Website address .....

**Brief description of business structure and operation:**

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

**How long has the business been in operation:** .....

**Annual turnover:** .....







# Assistance for Business Application

## Schedule 2 – Details of Business (continued)

Please detail how your business will impact positively on the local economy?

.....

.....

.....

.....

.....

.....

**What is the estimated cost of the new business/expansion including capital costs for real estate, plant and equipment, relocation expenses etc?**

Land and/or real estate i.e.; buildings .....

.....

.....

.....

Professional services .....

.....

.....

.....

Construction works .....

.....

.....

Fit out including plant and equipment.....

.....

.....

.....

.....

Estimated total cost \$.....

# Assistance for Business Application



## Schedule 2 – Details of Business (continued)

**Have you applied for other government grants? If yes, please provide details below including status of request;**

.....  
.....  
.....  
.....

**How will your business impact positively on the local community?**

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

**Does the business incorporate innovation? If so, please describe how below including examples;**

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

# Business Assistance



<b>Council Policy Number</b>	<b>153</b>
Date adopted	23 June 2020
Scheduled for review	June 2023

## 1. Preamble

Business Assistance Grants are established from funds which may be set aside in the Budget each financial year.

## 2. Purpose

This Policy provides a framework for Campaspe Shire Council (CSC) to allocate its funds in an effective and equitable manner for the benefit of existing local businesses and those seeking to establish themselves.

## 3. Policy Statement

- a) Council seeks to support local businesses diversify and expand, as well as attract new businesses to the Shire.
- b) The types of assistance Council can provide to businesses/investors includes market research, economic analysis, community profiling data, local knowledge, introductions, advocacy, business workshops, quarterly newsletters and financial assistance.
- c) Council Officers liaise with businesses on a case by case basis to determine the most appropriate support to provide each business.
- d) Business Grants provide a level of financial support.
- e) Applications for Council's small business grants program will be called twice per year, closing in September and March.
- f) Funds will be administered in a transparent and equitable manner and they will be promoted across the CSC in a way that will allow maximum opportunity for businesses to apply.
- g) Funds will be administered using the eligibility criteria and conditions in the Guidelines as approved by Council from time to time.
- h) All grants are approved on a discretionary basis.

## 4. Categories and Assessment Criteria

While all applications will be assessed on their individual merits, the general assessment criteria for all grant categories follows;

### a) **Start-Up/New business**

Operating less than 1 year

2 – 10 full time equivalent employees

Maximum grant per applicant \$3,000

Assessment based on:

- Business Plan 35%
- Innovation 35%
- Anticipated employment growth (full-time equivalent) 30%

**b) *Small business***

2 – 10 full time equivalent employees

Maximum grant per applicant \$5,000

Assessment based on:

- Business plan 25%
- Anticipated employment growth (full-time equivalent) 25%
- Capital investment 20%
- Innovation 20%
- Anticipated flow on economic activity as a result of the investment 10%

**c) *Medium business***

More than 10, but less than 20 full time equivalent employees

Maximum grant per applicant \$10,000

Assessment based on:

- Business Plan 25%
- Anticipated employment growth (full-time equivalent) 25%
- Capital investment 20%
- Innovation 20%
- Anticipated flow on economic activity as a result of the investment 10%

**d) *Large business***

More than 20 full time equivalent employees

Maximum grant per applicant \$15,000

Assessment based on:

- Business Plan 25%
- Anticipated employment growth (full-time equivalent) 50 %
- Capital investment 20%
- Anticipated flow on economic activity as a result of the investment 10%

**5. Applications and Assessment**

- a) Applications should be completed and submitted in accordance with the prescribed guidelines.
- b) Applications should meet the timelines as determined by Council from time to time and set out in the relevant guidelines.
- c) Applications will be assessed against the eligibility criteria outlined in the relevant guidelines.
- d) All applications will be subjected to an initial Acceptance Check for compliance (as above) before being considered further.
- e) Applicants will be advised if their application cannot be accepted and why. Provided the application is subsequently amended as required and resubmitted in time, it will be reassessed. Applicants are wholly responsible in this regard.
- f) All applications will be assessed by staff (individuals or groups), appointed by the Chief Executive Officer for each specific program.
- g) Applications that meet the relevant criteria will be presented to Council together with recommendations from the Administration about approvals/refusals; amounts; conditions.

**6. Unexpended Funds**

Any unspent part of the financial assistance grant must be returned to the CSC by the end of the financial year in which it was given, unless prior written approval to carry it forward is obtained from the Chief Executive Officer.

**Exclusions**

Nil

**Human Rights**

This policy has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of *Human Rights and Responsibilities Act 2006*.

**Definitions**

Nil

**Related Legislation**

Nil

**Related Policies, Procedures and Strategies**

Nil

**Attachments**

Nil

**Review Period**

Three years

**Responsible officer**

Chief Executive Officer

**Administrative Updates**

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

**Approval History**

Approved	3 August 2016	Executive Management Group
Revised	6 September 2017	Executive Management Group
Revised	19 November 2019	Minute Book Reference No 5112 (item 7.6)
Revised	23 June 2020	Minute Book Reference No 2219 (item 9.5)

Chief Executive Officer: .....

Date: .....

# Annual Business Grants Program Application Form

Attachment 9.5.4

## Eligibility and Contact Details

\* indicates a required field

### Applicants: please note

An online application to our grants program is an acceptance that the applicant agrees to the Campaspe Shire Council's conditions for any grant approval.

Incomplete applications and/or applications received after the activity/event date will not be considered.

## Applicant Business Details

### Company/Business name \*

Please use your business's full name. Check your spelling and make sure you provide the same name that is listed in official documentation such as with the ABR, ACNC or ATO.

### Trading/Business name \*

Please use your business's full name. Check your spelling and make sure you provide the same name that is listed in official documentation such as with the ABR, ACNC or ATO.

### Primary address \*

If your business operates in multiple locations or from multiple offices, please pick one as your primary address.

### Postal address (if different to above)

### Applicant website

If available. Must be a URL

### Primary Contact Person \*

This is the person we will correspond with about this grant



# Annual Business Grants Program Application Form

**Position held in organisation \***

e.g. Chief Financial Officer, Manager, Board Member

**Primary phone number \***

**Back-up phone number \***

**Primary contact person email address \***

This is the address we will use to correspond with you about this grant.

## Business details

\* indicates a required field

**Describe your business structure and operation \***

Must be no more than 100 words.

**Does your business have an ABN? \***

- Yes
- No

**ABN \***

**What is your incorporation number?**

Incorporated Association or Australian Corporation Number

**What is your business's annual turnover?**

- Less than \$50,000
- \$50,000 or more, but less than \$250,000
- \$250,000 or more, but less than \$1 million
- \$1 million or more, but less than \$10 million
- \$10 million or more, but less than \$100 million
- \$100 million or more





# Annual Business Grants Program Application Form

**How long has the business been in operation?**

Must be years and/or months

**Has your business achieved growth over the past three years?**

- Yes
- No

If so, please express:

**Percentage growth in turnover**

Must be a number

**Growth in the number of full-time positions**

Must be a number

**Please list the additional full-time positions and the location, if the business has more than one site:**

Number of positions	Location the positions are based

**Does the business have a documented business plan?**

- Yes
- No

If **Yes**, please attach a copy

Attach file

Permitted attachment types: pdf, doc, xls, docx, xlsx, jpg

If **No**, please outline your business model and plans for growth

Must be no more than 150 words.

**Please detail how your business will impact positively on the local economy? \***

Must be no more than 150 words.



# Annual Business Grants Program Application Form

**Does this application respond to one or more of the Council’s program priority areas? \***

Must be no more than 150 words.

For Program Priority areas, refer to page 1 of the Campaspe Shire Council Annual Business Grants Program Guidelines.

**Please outline details of the assistance requested \***

Must be no more than 150 words.

This should be a description of the project/purchase

**How will your business impact positively on the local community? \***

Must be no more than 150 words.

**How does your business incorporate innovation?  
Is there evidence and/or clear reason for why it does or doesn’t? \***

Must be no more than 150 words.

## Business funding

**What is the estimated cost of the new project/plant/equipment/professional services or other purchase you wish to undertake? \***

\$

Must be a dollar amount.

What will the grant funds be spent on?

Equipment (specify)	Materials (specify)	Other (specify)

**What is the amount sought from Council? \***

\$

Must be a dollar amount.



# Annual Business Grants Program Application Form

**What is the amount to be funded by your organisation? \***

\$

Must be a dollar amount.

## Reporting your success

**How will you evaluate the effectiveness of your project/purchase? Including improvements to your business, costs and measures of success. \***

Must be no more than 150 words.

## Publicity and Promotion

**How will/do you promote your business? \***

- Advertorials
- Advertising - newspaper
- Radio
- Television
- Signage
- Letterbox Drop
- Web site
- Social Media
- Other:

**Provide details of the level of coverage anticipated:**

## Further information

*Attached is:*

**Supporting documents that may be appropriate (maximum of two pages)**

Attach a file:

Maximum 25mb, recommended size no bigger than 5mb

**Three quotes for purchases of any items more than \$1,000**

Attach a file:

Maximum 25mb, recommended size no bigger than 5mb



# Annual Business Grants Program Application Form

## Previous Grants received from Council or other government departments

If applicable, please list all grants received from the Campaspe Shire Council or other government departments in the past three years.

Amount	Date received/status of request	Project, initiative or resource

## Application payment details

If successful, funds will be deposited directly to your nominated bank account.

Bank Name:	
Account Name:	
BSB:	
Account Number:	

## Certification

\* indicates a required field

I certify that to the best of my knowledge the statements made within this application are true and correct.

I also confirm that I have read and understood the conditions for funding as outlined in the Campaspe Shire Council’s Business Grant Program Guidelines and accept and agree to abide by the conditions therein.

I also accept and agree to abide by any additional conditions outlined in any approval letter.

I agree \*  Yes  No

Name of authorised person \*

Must be a senior staff member or board member

Position \*

Position held in applicant organisation (e.g. CEO, Treasurer)

Contact phone number \*



# Annual Business Grants Program Application Form

Must be phone number for authorised person listed above

### Mobile number

Must be mobile phone number for authorised person listed above

### Contact Email \*

Must be an email address.

### Date \*

Must be a date

### Feedback

You are nearing the end of the application process.

Before you review your application and click the **SUBMIT** button please take a few moments to provide some feedback.

**\*This section is not mandatory\***

**Please indicate how you found the online application process:**

- Very easy       Easy       Neutral       Difficult       Very difficult

**Please provide us with your suggestions about any improvements and/or additions to the application process/form that you think we need to consider.**

# Procurement

<b>Council Policy Number</b>	<b>126</b>
Date adopted	23 June 2020
Scheduled for review	June 2021



## Purpose

This policy has been prepared to outline the framework for the procurement of goods, services and works for and on behalf of the Campaspe Shire Council (Council), to ensure that this occurs in compliance with relevant legislation and industry best practice.

## Policy Statement

### 1. Legislative Compliance Provisions

The key legislative requirements including:

- Section 186 of the *Local Government Act 1989* (the Act) (Power to enter into Contracts).
- Section 186A of the Act (Procurement Policy).
- Sections 208C of the Act (Best Value Principles)
- Sections 77A, 77B, 78, 78A to 78E, 79, 79B to D, 80, 80A to C and 95 of the Act (Conflict of Interest).
- Section 98 of the Act or sections 11 and 47 of the *Local Government Act 2020* (Delegations).
- Section 140 of the Act (Accounts and Records).
- Section 9 of the *Local Government Act 2020* (the New Act) (Overarching governance principles and supporting principles)
- The relevant provisions of the *Competition and Consumer Act 2010*.

Council will adhere to all these provisions in all procurement matters consistent with the Victorian Local Government Best Practice Procurement Guidelines.

### 2. Scope and Application

This policy represents the principles, processes and procedures that will be applied to the purchase of all goods, service and works by council. The scope of this policy commences from when Council has identified a need for procurement requirements and continues through to the delivery of goods or completion of works or services.

This policy will apply to Councillors, Council staff and all persons undertaking procurement on Council's behalf and who are accountable for complying with all relevant procurement legislative and policy requirements.

### 3. Procurement Manual

Council will maintain a procurement manual, to provide direction to Council staff on all operational aspects of procurement.

### 4. Procurement Principles

Council will apply the following fundamental principles to all procurement, irrespective of the value and complexity of that procurement:

- **Value for Money**– the concept of *value for money* involves taking into account both cost and non-cost factors including advancing the Council's priorities, fitness for purpose, quality, service and support and whole of life costs.

Section 186(4) of the Act specifically notes that Council does not have to accept the lowest tender.

- **Open and Fair Competition**—means treating (and be seen to be treating) all potential suppliers fairly in an open and transparent manner with the same access to information about the procurement to enable them to submit prices/quotations/tenders on the same basis. Council must adequately test the market in a consistent manner without any bias, or perception of bias, so that potential suppliers and the public have confidence in the outcome.
- **Accountability** – means being publicly accountable for all expenditure whether bound by specific legislative obligation or not. Council must publicly tender before entering into a contract if the contract is over the limit set in Section 186 of the Local Government Act 1989.
- **Risk Management** – means managing all aspects of the procurement process in accordance with the adopted Risk Management Policy and in such a way that all risks, including Occupational Health and Safety, are identified, analysed, evaluated, treated, monitored and communicated to the standard required by the law and in accordance with Australian standards and Council policy.
- **Probity and Transparency** – means Council complying with ethical standards in respect to its procurement activities ensuring staff have regard to the Council Code of Conduct and comply with their duties and obligations, including confidentiality and conflict of interest.
- **Local Sourcing Opportunities**—means recognising that Council is a major purchaser of goods and services within the municipality and demonstrating awareness that its procurement policies and practices have the potential to influence the local economy. In support of local suppliers, Council will allocate a local content weighting of 10% in all tender evaluation criteria.
- **Environmental Considerations** – means Council being committed to reducing its environmental impacts and encourage the design and use of products and services that have been produced to ethical standards, have minimal impact on the environment and human health and where possible provide a positive environmental outcome.
- **Continuous Improvement** – means working collaboratively with other Councils to innovate, improve procurement systems, the effectiveness of procurement, improve value for money and reduce the cost of doing business for and with Council.
- **Social Procurement** – means generating positive outcomes by building on initiatives already undertaken by the Council in enhancing sustainable and strategic procurement practice, further enabling procurement to effectively contribute towards building stronger communities, and meeting the social objectives of the Council.

The application of these principles for staff is detailed in Council's procurement manual.

## 5. Organisational Model for Procurement

Council operates a centre-led procurement structure. All strategy, policy, technology, best practice and networking in procurement matters will be led by Council's Contracts and Procurement Manager who is responsible for the centralised procurement team

For day to day purchasing Council operates a decentralised system where requests for quotations may come from any department.

## 6. Delegations and Authorisations

Council shall maintain a documented register of procurement delegations, identifying Council staff authorised to make such procurement commitments in respect of materials, goods, services and works on behalf of council, to include but not necessary be limited to the following:

- a) Acceptance of tenders and of quotes.
- b) Contract term extensions (within authorised budget).
- c) Contract amendment (non-financial).
- d) Contract amendment (financial).

**Authorisation Levels (Including GST)**

Nominated officers	Up to \$ 10,000 – nominated by the General Manager
Managers	Up to \$ 30,000
General Managers	Up to \$ 100,000
Chief Executive Officer	Up to \$1,000,000
Council	Equal to or greater than \$1,000,000

The Chief Executive Officer (CEO) may approve lower or higher delegations for individual officers where operational circumstances require this authority. However, any approved delegation must not exceed the CEO's authority delegated by Council.

Any officer exercising a financial delegation must do so in accordance with Council's adopted budget.

During the financial year, a small number of payments (including cumulative) require approval that may be greater than the CEO's delegation. These expenditure items are required for statutory purposes and are embedded in Council's approved budget. Council specifically delegates approval to the CEO to authorise these payments. This additional delegation is restricted to:

- a) Workers Compensation Scheme premiums.
- b) Local Government Insurance premiums.
- c) Superannuation Contributions.
- d) Taxation and GST obligations.
- e) Utility payments.

**7. Delegations Reserved for Council**

Commitments and processes which exceed the CEO's delegation and which must be approved by Council are:

- a) Tender recommendations to award new contracts for all expenditure over \$1,000,000.
- b) Tender recommendations to award new contracts, approvals of contract extensions or approvals of variations, where the expenditure is not included in the adopted budget.

**8. Probity Requirements**

Councillors, members of staff and all persons engaged in procurement on Council's behalf, must exercise the highest standards of integrity in a manner able to withstand the closest possible scrutiny.

All members of staff have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest (Section 95 of the Act).

In procurement matters:

- a) Members of staff must disclose a direct or indirect interest (and the type of interest) before providing advice or reports (or any other matter) (Section 80C of the Act)
- b) Council staff delegated Council powers or duties are prohibited from exercising those powers, duties or functions if they have conflicts of interest (Section 80B of the Act).
- c) A Councillor must comply with the Primary Principle of Councillor Conduct and avoid conflicts between his or her public duties as a Councillor and his or her personal interests and obligations. (Section 76BA of the Act). Councillors (and members of audit committees) must disclose a conflict of interest (Section 79 of the Act).
- d) Councillors must comply with the Councillor Code of Conduct.
- e) Councillors must not canvass with tenderers or respondents during a tender or quotation process.
- f) Councillors must not improperly direct or improperly influence a member of Council staff in the exercise of any power on in the performance of any duty or function. (Section 76E of the Act)



- g) Members of staff must comply with the Code of Conduct for Council Staff (Section 95AA of the Act)
- h) All Councillors and members of staff must adhere to Council’s Corporate Gifts and Hospitality Policy in matters of procurement.
- i) Councillors and members of staff should make their interests known, by completing a Conflict of Interest Declaration, in any situation where it could be perceived that an interest might unduly influence them.

Where a staff member is found not to have complied with the Code of Conduct or the Procurement Policy, the matter will be dealt with under Council’s Disciplinary Action Procedure.

**9. Internal Control and Internal Audit**

Council will document and maintain a framework of internal controls over procurement processes in order to ensure:

- a) More than one person is involved in and responsible for each transaction.
- b) Transparency in the procurement process.
- c) A clearly documented audit trail exists for procurement functions.
- d) Appropriate authorisations are obtained and documented.
- e) Systems are in place for appropriate monitoring and performance measurement.
- f) For a supplier to receive payment, the goods, services or works must have been delivered and a tax invoice issued by the supplier.

All persons engaged in procurement processes must diligently apply all internal controls.

**10. Methods of Procurement**

Council’s standard methods of procurement shall encompass:

- a) Petty cash for minor incidentals when a Purchase card is not available
- b) Purchasing card.
- c) Purchase order following a quotation process, noting a purchase order is required prior to engaging a supplier and receiving an invoice.
- d) A contract following an Expression of Interest (EOI), tender or quotation.
- e) A contract established by a third party agent where council is eligible to participate.
- f) A state purchase contract or a whole of Victorian government contract.
- g) Other contracts entered into under an arrangement approved by the Minister for Local Government.

**11. Thresholds for Quotations and Public Tenders**

The following table outlines the threshold requirements for obtaining quotations and undertaking a public tender:

<b>Expenditure (Including GST)</b>	<b>Quotation Method</b>
\$0 - \$1,000	No quote required
\$1,001 - \$5,000	One written quotation must be sought.
\$5,001 - \$15,000	Two written quotations must be sought.
\$15,001 - <\$150,000 (goods and services)	Three or more written quotations must be sought via issue of a written request for quotation or a public tender*
15,001 - <\$200,000 (building and construction works)	Advertising is not required unless undertaking a public tender.
\$150,000+ (goods and services) \$200,000+ (building and construction works)	Public tender to be undertaken.

- \* It is recommended that when the estimate is above \$125,000 for goods and services, or above \$175,000 for works, that the most appropriate mechanism to source a supplier would be via a publicly advertised tender.
- \* The public tender thresholds as described in the Act are inclusive of GST.

A public tender process may be used for values less than \$150,000 if this will service Council's interests and produce a better outcome in the context of this Policy.

## 12. Public Tendering

Council's public tendering process will:

- a) Be coordinated by the procurement department.
- b) Comply with the procurement principles set out in this policy.
- c) Require a public notice inviting tenders to be placed in the Council-chosen newspaper(s) and Council's e-tendering portal.
- d) Advertise tenders for at least 10 to 15 working day's dependant on business needs. Large and/or complex tenders can be advertised for longer periods to allow suppliers more time to prepare responses.
- e) Otherwise seek the widest access to the marketplace.
- f) Not levy a charge for access to tender documentation.
- g) Provide common advice to all tenderers on all clarifications and amendments.
- h) Not accept late tenders under any circumstances.

### Tender evaluation:

- a) Evaluation panels will conduct tender evaluations in accordance with the process and methodology set out in council's procurement manual, including evaluating each tender against the stated tender evaluation criteria which is determined at the tender initiation stage.
- b) The evaluation process must be robust, systematic and unbiased.
- c) Tender evaluation panels will produce a written report of their evaluation using the appropriate prescribed template.

### Acceptance of tenders:

The Procurement Department will:

- a) Maintain copies of all tenders and detailed records of the tender process from beginning to end, including records of commercial-in-confidence negotiations, if any.
- b) Ensure tenders are accepted in accordance with the delegation limits prescribed by Council using the appropriate prescribed template.

## 13. Communication

External communication is very important in ensuring a healthy interest from potential suppliers and partners to the Council. The Council website will be updated and provide information regarding procurement, including:

- a) A list of tenders and the successful tenderer and price.
- b) Guidelines for doing business with Council and how to become a supplier.
- c) Standard documentation used in the procurement process including conditions of engagement.
- d) Link to Council's e-tendering portal.

### Exclusions

Nil

### Human Rights

This policy has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of *Human Rights and Responsibilities Act 2006*.

## Definitions

the Act	<i>Local Government Act 1989</i> (as amended).
Addendum	Additional information or corrections about a Request for Tender, provided to all registered potential respondents after the initial advertising date.
Conflict of Interest	In Victorian local government the law provides that a staff member holding a delegation or advising Council, or a special committee has a conflict of interest which they must disclose in writing when they have a personal or private interest of the type specified in the legislation.
Conflict of Interest Declaration	A Declaration signed by all staff and consultants involved with a procurement process to indicate that they do not have a conflict of interest.
Contract Documents	Documents collated together as an instrument of contract. They may include terms and conditions, specifications, drawings, tender responses, delivery schedules and payment schedules.
Contractor	Respondent (person, firm, etc.) whose tender/quotation offer has been accepted by the council with or without modification.
Council Staff	Includes full-time and part-time council staff, and temporary employees, contractors and consultants while engaged by the Council.
Delegate	A person authorised by the Council or Chief Executive Officer to make general or specified decisions constrained only by the instrument of delegation. Specifically, delegates commit and incur expenditure. The delegate is responsible for actions arising from their use of such power.
Delegation	A power handed down by the council or Chief Executive Officer in an instrument to enable a delegate to act on Council's behalf.
eTendering	An internet based electronic tendering system that provides the facility to electronically invite or advertise tender documents, securely receive, and open tenders, and provide various notices.
Expression of Interest (EOI)	A response to an open approach to the market requesting submissions from bidders interested in participating in procurement. It is used to identify potential suppliers interested in, and capable of, delivering the required goods or services. Potential suppliers are asked to provide information on their capability to do the work. It is usually the first stage of a multi-stage tender process.
Evaluation criteria	The criteria used to evaluate the compliance and/or relative ranking of tender/quotation responses. All evaluation criteria must be clearly stated in the request documentation.
Late tender	A tender received after the specified closing time and date.
Local	For the purposes of this policy "local" is defined as being within the Shire of Campaspe's boundaries, but also including Moama.
Probity	In the context of a procurement process, probity is a defensible process which is able to withstand internal and external scrutiny –

one which achieves both accountability and transparency, providing tenderers with fair and equitable treatment.

Procurement	Procurement is the whole process of acquisition of external goods, services and works. It can include planning, design, standards determination, specification writing, preparation of quotation and tender documentation, selection of suppliers, financing, contract administration, disposals, and other related functions. It also includes the organisational and governance frameworks that underpin the procurement function.
Purchase Order	A form of contract, which is an official document used to authorise and record the purchase of goods or services by a buyer. It is the prime reference confirming the contractual situation between the buyer and supplier.
Request for Expressions of Interest (EOI)	An invitation for persons to submit an EOI for the provision of the Goods, Services or Works generally set out in the overview of requirements contained in the document. This Invitation is not an offer or a contract. It identifies potential suppliers interested in, and capable of, delivering the required goods or services. Potential suppliers are asked to provide information on their capability to do the work. It is usually the first stage of a multi-stage tender process.  See also "Expression of Interest".
Request for Quotation (RFQ)	A written process of inviting offers to supply goods and/or services involving simple documentation, a limited number of potential suppliers and generally of relatively lower values.
Request for Tender (RFT)	A request for offer against a set of clearly defined and specified requirements. Tenderers are advised of all requirements involved, including the conditions of tendering and proposed contract conditions.
Quotation/Quote	A document in the form of an offer to supply goods and/or services; usually in response to a Request for Quotation.
Tender	An offer in writing to supply goods and/or services, usually submitted in response to a public or selective invitation such as a Request for Tender.
Tender Process	The process of inviting parties to submit a quotation by tender using public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.
Thresholds	The value above which a procurement, unless exempt, is subject to the mandatory procurement procedures.
Value for Money	The process of choosing suppliers that offer the best mix of quality, cost, fitness for purpose and efficiency, with appropriate risk management.  Cost can mean the whole of life cost of the product or service. Value for money does not mean accepting the lowest price.

**Related Legislation**

*Competition & Consumer Act 2010*

*Local Government Act 1989*

*Local Government Act 2020*

**Related Policies, Procedures and Strategies**

- Council Policy 039 - Risk Management
- Council Policy 075 - Fraud
- Council Procedure PR141 - Protected Disclosure
- Council Procedure PR130 - Disciplinary Action

**Attachments**

Nil

**Review Period**

One year

**Responsible officer**

Contracts and Procurement Manager

**Administrative Updates**

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

**Approval History**

Adopted	17 November 2009	Minute Book Reference No 14731 (Item 9.5)
Revised	21 September 2010	Minute Book Reference No 16407 (Item 12.6)
Revised	18 October 2011	Minute Book Reference No 18261 (Item 13.3)
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Revised	19 August 2014	Minute Book Reference No 878 (Item 6.1)
Revised	18 August 2015	Minute Book Reference No 905 (Item 6.2)
Revised	16 August 2016	Minute Book Reference No 731 (Item 6.2)
Revised	20 March 2018	Minute Book Reference No 486 (Item 7.1)
Revised	23 June 2020	Minute Book Reference No 2221 (Item 9.6)

Chief Executive Officer: .....

Date: .....

# Rates and Charges



<b>Council Policy Number</b>	<b>134</b>
Date adopted	23 June 2020
Scheduled for review	June 2023

## Purpose

To provide a framework for the application of rates and charges under Part 8- Rates and Charges on Rateable Land of the *Local Government Act 1989* (the LGA89).

## Policy Statement

Council has established a rating and charges structure which is comprised of three key elements.

These are:

- a) Rates based upon the capital improved value of properties under section 158 of the LGA89 and the differential land category (farm land, residential land or commercial/industrial land). Rates are a property tax that is based on the valuation of each property to determine the amount that ratepayers will be charged. The rates imposed on each individual property are calculated by multiplying the property's valuation by the applicable rate in the dollar declared by Council in its adopted budget.
- b) A municipal charge under section 159 of the LGA89. A municipal charge may be used by a Council to redistribute the burden of rates as it is paid equally by all ratepayers. A municipal charge may be levied on each rateable property with the exception of farms where a single municipal charge is payable on multiple assessments operated as a single farm enterprise. The amount collected by Council cannot exceed more than 20% of the total rate revenue inclusive of a municipal charge.
- c) Service charges such as general waste, organic waste and recycling charges under section 162 of the LGA89. These charges are levied at a rate to ensure that costs are fully recovered.

Striking a balance between these elements provides equity in the distribution of the rate burden across ratepayers and the quantum of rates and charges are set through the development of Council's annual budget.

Council may, in specific circumstances impose, special rates or special charges under section 163 of the LGA89 and these are covered by Council Policy 100 – Special Charge or Rates Schemes.

## Service Charges

Service charges are charged to all properties in accordance with Council's adopted waste, recycling and organic waste guidelines.

## General, Commercial and Farm Rates

Council will charge rates on all properties with the following exceptions:

- a) When the land is not rateable land as defined by section 154 of the LGA89;
- b) When the property is Council owned or controlled and is leased under a "peppercorn" rent to a community group; or
- c) When Council has waived rates for the category of use, e.g. Cultural and Recreational Land.

This is shown pictorially in the flowchart in Appendix A.

## Municipal Charge

Council will charge a municipal charge on all properties except if the land is not rateable land as defined by section 154 of the LGA89.



### Rateable Land

All land, except as defined in sections 154(2), 154(3) and 154(4) of the LGA89, is rateable and will be subject to the payment of rates and charges.

### Land Used Exclusively for Charitable Purposes

A ratepayer may apply to Council for a rate exemption where the land is used exclusively for charitable purposes.

The applicant will be required to certify that they will notify Council within 30 days of a change to the use of the land/property.

Applications must be completed using the Application for Rate Exemption on Property used Exclusively for Charitable Purposes.

### Municipal Charge Exemption

A ratepayer may apply to Council for an exemption from the payment of the municipal charge if:

- a) the exemption is claimed on farm land; and
- b) the rateable land forms part of a single farm enterprise; and
- c) an exemption is not claimed for at least one other rateable property which forms part of the single farm enterprise; and
- d) in the case of a single farm enterprise which is occupied by more than one person, an exemption is not claimed for more than one principal place of residence.

Applications must be completed using the Municipal Charge – Application for Exemption.

### Waiver of Rates - Cultural and Recreational Land

All cultural and recreational lands falling within the definition of recreational lands in the *Cultural and Recreational Lands Act 1963* will have the payment of municipal rates waived, except when:

- a) The land is subject to a grazing lease, in which case it will attract the general rate (or farm rate if applicable).
- b) The land is used for housing gaming machines, in which case the portion of premises used for housing gaming machines shall attract the commercial rate.

All cultural and recreational lands will be liable for the municipal charge and any annual service charges such as waste, organic waste and recycling charges where those services are provided to the property by Council.

When land ceases to fall within the definition of recreational lands and is rateable land under the LGA then the land shall be rated according to the use of that land.

### Errors in rates raised

If an error is identified in the rates that have been raised on a property; a maximum of five (5) years rate payments will be adjusted, when a ratepayer has been affected and a written request for a refund has been received by Council.

### Exclusions

Nil

### Human Rights

This policy has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of *Human Rights and Responsibilities Act 2006*.

### Definitions

Exclusively	Means limited to a specific thing or group and otherwise referred to as used solely, wholly, completely, entirely, totally, fully, or absolutely
Farm Land	Has the same meaning as 'Farm Land' as defined in the <i>Valuation of Land Act 1960</i> .

Municipal purposes	Provision of good local self government including the provision of services, facilities or other things that the Council identifies as being necessary or desirable for all or part of the municipality and the development and maintenance of safe and viable communities.
Public purposes	To the benefit of the community as a whole; is open to and may be used by all members of the community without restriction, generally accessible or available.
Recreational Lands	Has the same meaning as 'Recreational Lands' as defined in the <i>Cultural and Recreational Lands Act 1963</i> .
Single Farm Enterprise	Means two or more rateable properties: <ul style="list-style-type: none"> <li>a) which are farm land; and are farmed as a single enterprise; and are occupied by the same person or persons whether or not the properties are contiguous; or</li> <li>b) which as to all the properties except one, are farm land farmed as a single enterprise occupied by the same person or persons; and as to one property contiguous with at least one of the other properties, is the principle place of residence of that person or one of those persons.</li> </ul>
Unrestricted Public Access	Means open to all with no limitations.

**Related Legislation**

- Cultural and Recreational Lands Act 1963*
- Local Government Act 1989*
- Local Government Act 2020*
- Valuation of Land Act 1960*
- Veterans Act 2005*

**Related Policies, Procedures and Strategies**

Council Policy 100 – Special Charge or Rate Schemes

**Attachments**

Appendix A - Rate Decision Diagram

**Review Period**

Three years

**Responsible officer**

Finance Manager

**Administrative Updates**

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

**Approval History**

Adopted	5 June 2012	Minute Book Reference No 726 (item 3.9)
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Revised	19 August 2014	Minute Book Reference No 878 (item 6.1)
Revised	18 August 2015	Minute Book Reference No 905 (Item 6.2)
Revised	21 November 2017	Minute Book Reference No 3382 (item 6.3)
Revised	23 June 2020	Minute Book Reference No 2221 (Item 9.6)



Chief Executive Officer: .....

Date: .....

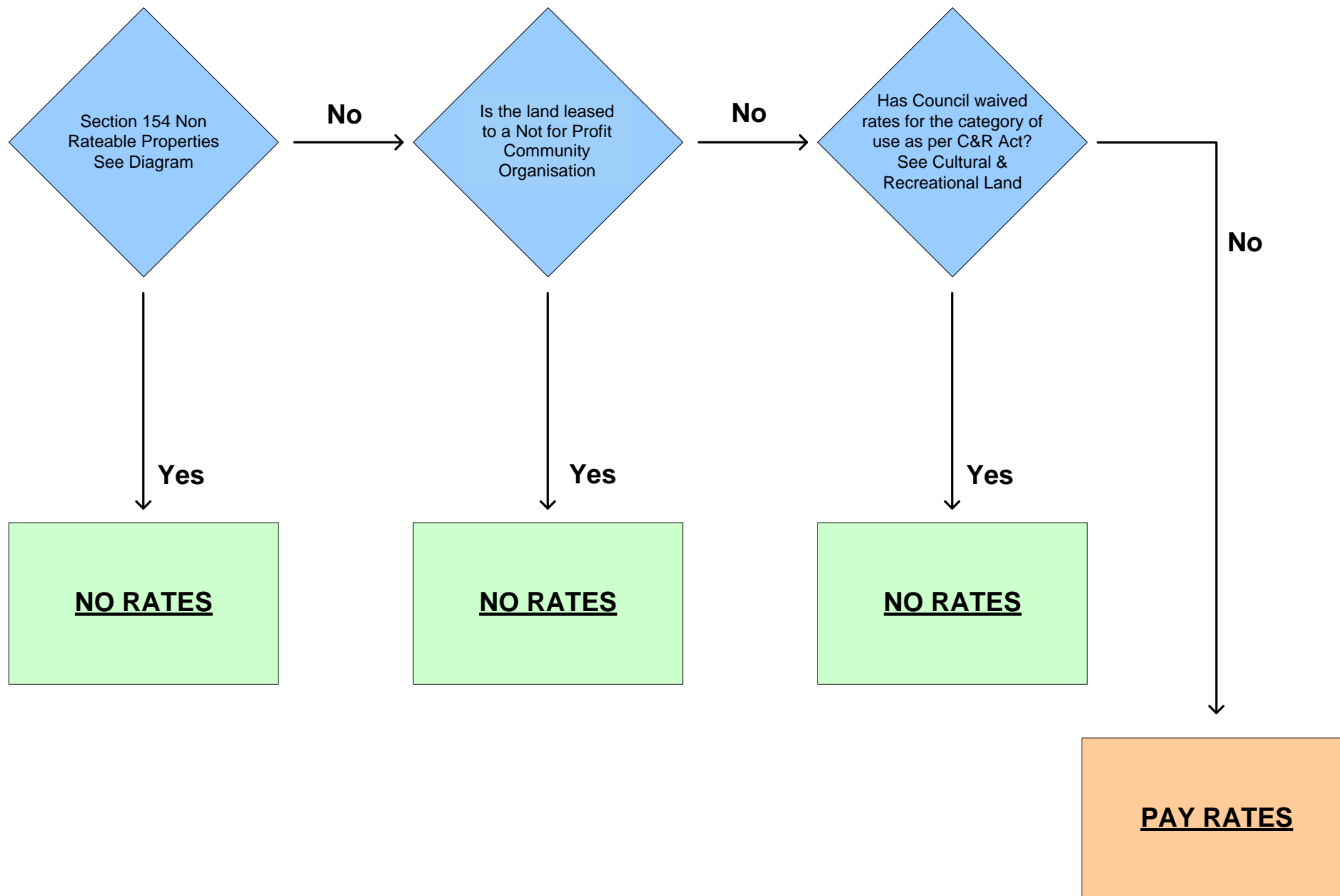
Council Policy

Council Policy

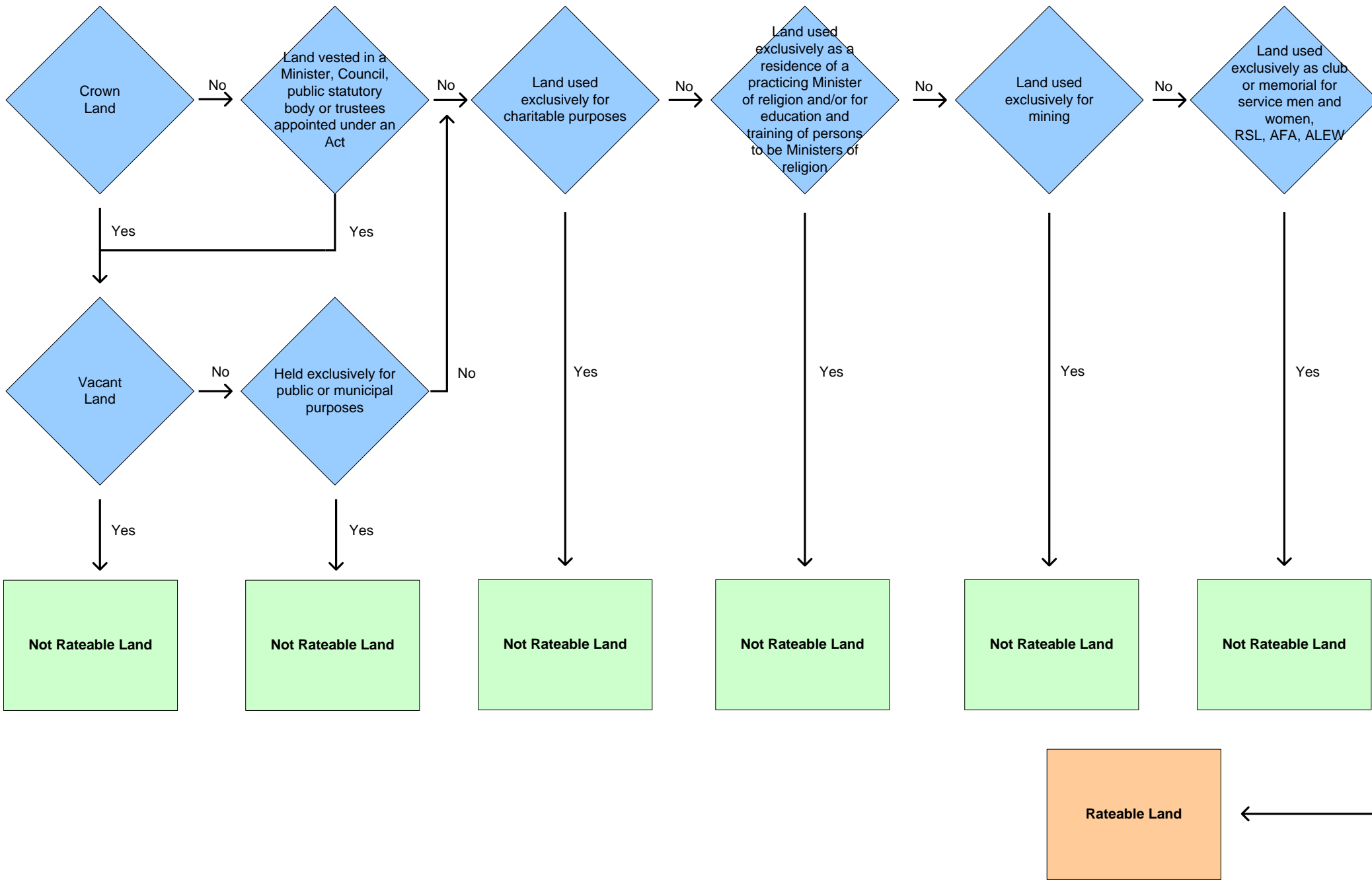
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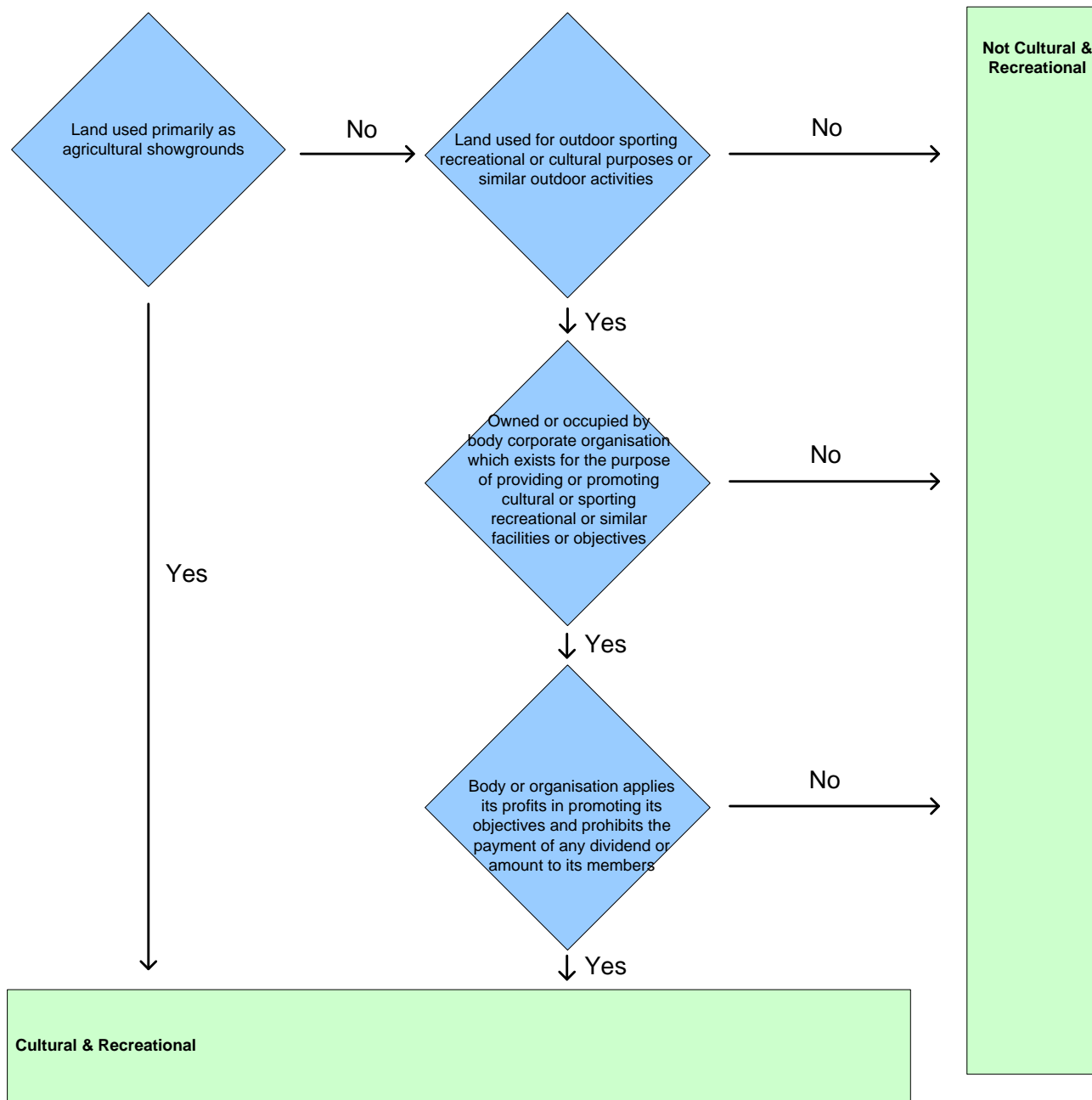
### Rate Decision Diagram



### Section 154 Non Rateable Properties



### Cultural & Recreational Lands



# Asset Valuation



<b>Council Policy Number</b>	<b>136</b>
Date adopted	23 June 2020
Scheduled for review	June 2023

## Purpose

This policy covers the valuation of non-current assets throughout their lifecycle. This includes:

- Valuation on initial recognition
- Valuation for financial management
- Valuation for asset management
- Valuation of shared assets
- Valuations relating to sale of assets
- Insurance valuations

Application of this policy will drive consistent processes to produce comparable valuations.

## Policy Statement

### 1. Valuations for Financial Management

Financial reporting obligations require valuations of non-current assets in accordance with relevant Australian Accounting Standards and other State Government requirements.

AASB 1049, Whole of Government and General Government Sector Financial Reporting, requires Council to measure all non-current physical assets at fair value using the revaluation model under AASB 116 Property Plant and Equipment. The Revaluation Model states assets whose fair value can be measured reliably shall be carried at a re-valued amount, being its fair value. Fair value is defined as the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction. The valuation methodology used will be documented within the valuation report (internal or external).

AASB 1041, Revaluation of Non-Current Assets, outlines the application of the fair value approach to valuation, prescribing the method of accounting for revaluation increments and decrements and specifies rules relating to the frequency of revaluation.

All non-current Asset Classes, subject to their initial recognition under the Capitalisation Policy, will be recognised at fair value using the revaluation model. Where assets have an available market price for their current type and condition, the market price is deemed to be the fair value.

For infrastructure assets and assets where there is no market-based evidence of fair value, fair value is based on the current value to replace the asset based on unit rates.

Local government refers to these current replacement cost unit rates as 'Greenfield' unit rates. Greenfield unit rates are based only on the costs that would be included on initial acquisition / construction of the asset at an undeveloped site. Costs that would be incurred upon subsequent replacement or renewal of an asset, such as demolition of the old asset or traffic management costs, are excluded from Greenfield unit rates.

The table below defines costs which will be included (X) for Greenfield unit rates.

	Greenfield
Strategic planning reports	X
Project scoping and investigation, valuation reports, planning approvals	X
Demolition Costs	
Disposal Costs	
Site Restoration	
Built up location costs (e.g. Traffic Management)	
Survey and design	X
Professional fees	X
Site preparation	X
Formation and Earthworks	X
Construction (excluding Formation and Earthworks)	X
Contract payments	X
Council direct costs, wages, salaries, plant hire, materials, on-costs	X
Overheads	X
Supervision	X
Transport, installation, assembly and testing	X
Project Management	X

Asset classes that have short lived or low value assets such as plant and equipment, office furniture and vehicles are not revalued as the initial cost is expected to provide a reasonable approximation of fair value for these short lived assets.

## 2. Valuations for Asset Management

Whereas financial reporting obligations require valuations of non-current assets in accordance with relevant Australian Accounting Standards and other State Government requirements, asset management requires valuations of non-current assets for renewal planning purposes.

For asset management, renewal planning requires a reasonable estimate of actual costs to replace an asset at the end of its useful life. The cost to actually rebuild or replace an asset includes the cost for demolition of the old asset and traffic management costs as they form part of the real cost to Council to renew its assets and these costs are referred to as 'Brownfield' unit rates.

The table below defines costs which will be included (X) Brownfield unit rates and contrasts this with those included in Greenfield unit rates.

	Greenfield	Brownfield
Strategic planning reports	X	X
Project scoping and investigation, valuation reports, planning approvals	X	X
Demolition Costs		X
Disposal Costs		X
Site Restoration		X
Built up location costs (e.g. Traffic Management)		X
Survey and design	X	X
Professional fees	X	X
Site preparation	X	X
Formation and Earthworks	X	X
Construction (excluding Formation and Earthworks)	X	X
Contract payments	X	X
Council direct costs, wages, salaries, plant hire, materials, on-costs	X	X
Overheads	X	X

Supervision	X	X
Transport, installation, assembly and testing	X	X
Project Management	X	X

Asset valuation information (using Brownfield rates) is required in Asset Management Plans in order to assist with decisions regarding the level of funding required for asset maintenance and asset renewal expenditures. Current asset valuation information assists in making decisions regarding the allocation of resources to those assets.

Under AASB 116, when a certain asset is due to be revalued, all assets within that asset class shall be revalued at the same time. The valuation methodology used will be documented within the valuation report (internal or external).

**3. Greenfield v Brownfield valuations**

Example of Greenfield v Brownfield – Kerb and Channel

Greenfield:

Costs involved include initial digging out of site and formation (no existing road pavement or services, drainage etc), and pouring kerb.

Brownfield:

Costs involved include digging out and removing existing kerb, digging out section of the adjoining road pavement, digging out area behind the kerb including footpath, driveways, trees, median strip. Site is now prepared and new Kerb can be poured in place. The surrounding areas will now have to be reinstated including rehabilitation of adjoining pavement, median strip etc.

In this case Brownfield unit rates will be much higher than Greenfield rates. In other circumstances where some of the existing material can be re-used and demolition & disposal costs are low, Brownfield unit rates will be lower.

As Greenfield rates vary from Brownfield rates, renewal requirements can be more accurately assessed based on brownfield valuations.

**4. Useful Life**

In accordance with AASB 116 the useful life of an asset should take into account the following:

- expected use of the asset
- expected physical wear and tear
- technical or commercial obsolescence
- legal or similar limits on the use of the asset

Useful life of each class of asset is documented within Appendix A of the Policy.

Condition assessments are required to be conducted regularly on assets by the responsible officer or manager to reassess the useful life and identify impairments. Results of condition assessments are documented on the asset management system and useful lives shall be updated on the asset register by the Strategic Assets Coordinator when required.

Assets shall be separately identified and depreciated into smaller assets (known as Componentised Assets) when applicable under AASB116. Componentised assets shall be assessed on useful life and impairment at asset component level.

**5. Depreciation Method**

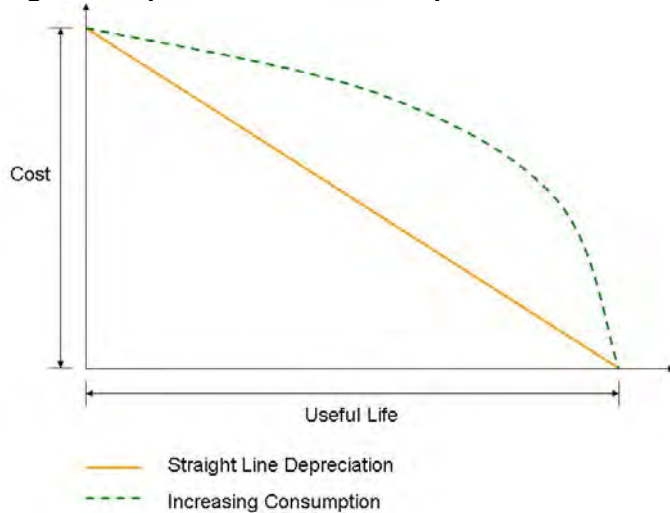
The consumption of assets for financial reporting purposes is calculated using the straight line depreciation approach. This assumes the asset will lose an equal amount of value each year and is based on a pre-determined asset useful life.

The consumption of assets for asset management purposes is referred to as Average Annual Asset Consumption. This is calculated based on asset degradation models relating to the physical condition of the

assets. In most cases this approach results in an asset losing less value in the early years of its use than in later years when it degrades at a quicker rate.

A conceptual comparison of straight line depreciation as a measure of consumption to an increasing consumption asset degradation model is provided in the figure below

**Figure 1 Depreciation vs. Consumption**



**6. Valuation requirements**

All assets require both a Greenfield and Brownfield valuation with the exception of assets held for sale.

To perform a revaluation the following is required:

- Assessment of asset condition
- Assessment of remaining asset life
- Affirmation of depreciation method
- Assessment of any asset impairment

Frequency of valuation and average useful life is determined as per Appendix A and are the responsibility of both the Finance Manager and Strategic Asset Coordinator.

**7. Valuation of shared assets**

Shared assets are recorded based on Council’s control of that asset determined by way of percentage. For infrastructure assets the % is applied to area as opposed to the unit rate (e.g. If a bridge is shared 50:50 for renewal purposes with another Council, note this and record 50% of the area in the financial asset register. In this manner, no variation to unit rates is required when performing revaluations).

Control of shared assets is to be confirmed in writing with the other party.

Annual valuations for shared assets should be confirmed by the Strategic Asset Coordinator with the other party and a Memorandum of Understanding should be put in place by the Strategic Asset Coordinator to confirm the process of agreeing valuations.

**8. Valuations of assets held for sale**

Financial Reporting

Assets held for sale are moved into the current assets section of Council's balance sheet. They are no longer required to be re-valued and are held at their written down value at time of transfer. These are not modelled for renewal planning purposes.

Sale Valuations – Property Assets

Prior to sale of an asset Council will seek an independent valuation on a willing buyer/willing seller basis. As a minimum, Council are required to obtain one valuation from a licensed valuer but may consider up to 6



valuations of comparable sites in similar municipalities in order for Council to determine the price at which it wants to sell the asset.

#### Sale Valuations – Non-Property Assets

Non property assets include items such as vehicles, heavy plant, and minor equipment.

For sale of non-property assets, Council officers will seek benchmarking data in order to ascertain a reasonable price.

### **9. Insurance valuations**

Valuations are required to allow Council to reduce the risk of financial loss through insurance in the event of loss or damage to its assets.

Insurance valuations are determined on complete replacement cost assuming an asset was completely destroyed. This includes the cost of demolition and design of the replacement asset. These valuations are outsourced and managed through the Risk department based on guidelines provided by Council's insurer. Council's current insurer requires valuations to be conducted every 4 years with a CPI increase applied in between. Where insurance valuations align with asset revaluation cycles they can be used as a cross check for replacement cost however asset revaluations also require condition and remaining life data which is not provided as part of insurance valuations.

### **10. Policy commitment**

In implementing this policy Council will:

- a) Annually review financial and asset management valuations of Council owned or controlled non-current asset classes, including confirmation of remaining useful life through consideration of change in condition, depreciation method and impairment as well as maintaining supporting documentation.
- b) An out of cycle re-valuation within the asset class will be triggered where annual reviews identify a material change (5% - 10%) in the following factors relating to a single class:
  - i. Unit rates
  - ii. Condition change across a material number of assets.
- c) Not revalue assets in the plant and equipment class and instead hold them at initial cost.
- d) Notwithstanding a material change triggering a revaluation of an asset class and excluding assets held at initial cost, conduct asset revaluations for each asset class per adopted frequency as per Appendix A, including updating condition, remaining useful life and financial valuation.
- e) Ensure corporate systems record the current adopted asset values for reporting in audited financial statements within the Annual Report.
- f) Establish and maintain a register detailing the corporate system(s) in which each valuation type addressed in the policy recorded.

### **11. Responsibilities**

#### **Finance Manager**

- Coordination of financial valuation process including determination and approval of Greenfield unit rates
- Reporting fair value in the financial statements in line with accounting standards (including any impairment)
- Assessment of asset impairments in conjunction with the Strategic Asset Coordinator

#### **Strategic Asset Coordinator**

- Coordination of renewal valuation process including determination and approval of Brownfield unit rates
- Approval and verification of condition assessments and review of asset lives
- Assessment of asset impairments in conjunction with the Finance Manager

### Asset Analyst

- Coordination of condition assessments and data collection
- Keeping the Asset Management System up to date (including asset condition, asset characteristics and other related (non-financial valuation) data)
- Undertaking annual asset review, documenting findings and providing information to finance department
- Collecting data through the asset handover process on Brownfield rates and reviewing / updating Brownfield unit rates annually.
- Collecting data and reviewing / updating Greenfield unit rates annually.

### Management Accountant

- Keeping the Asset Management System up to date through processing of all asset additions, renewals and disposals – including all data related to financial control of assets.
- Processing annual revaluations for financial reporting purposes including implementing changes to asset remaining useful lives, depreciation method and impairments

### Risk Management Officer

- Coordination of insurance valuations

### External Valuers

- Undertake regular valuation of asset classes with valuations assigned to an external valuer under Appendix A

### Exclusions

Nil

### Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of *Human Rights and Responsibilities Act 2006*.

### Definitions

Average Annual Asset Consumption	The amount of an organisation's asset base consumed during a reporting period (generally a year).
Asset Class	A group of assets that are similar in nature or function.
Cost	The amount paid or the fair value of any other consideration given to acquire an asset at the time of its original acquisition or construction. Where an asset is acquired at no cost, or for a nominal cost (as the case with developer and other contributed assets), the cost is its fair value as at the date of acquisition.
Depreciable Amount	The cost of an asset, or other amount substituted for its cost, less its residual value.
Depreciation	The systematic allocation of the depreciable amount of an asset over its useful life.
Fair Value	The amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.
Impairment	The amount by which the carrying amount of an asset exceeds its recoverable amount.
Non-Current Asset	Any capitalised asset which is not expected to be fully consumed, realised, sold or otherwise disposed of within one financial year.
Revaluation	The act of reassessment of values, condition, remaining life and impairment of non-current assets at a particular date.

Shared Assets	Are generally assets that cross Council boundaries (such as bridges) and therefore are part owned by each party under agreement.
Remaining Useful Life	The time remaining until an asset ceases to provide the required service level or economic usefulness.
Useful Life	Age plus remaining useful life.

**Related Legislation**

Legislative requirements which Council must comply with include:

*The Local Government Act 1989*, Section 131 provides that Council must prepare Financial Statements in accordance with the Act.

Australian Accounting Standards Board (AASB) - This policy has been developed in accordance with the following AASB Standards

- AASB 116 Property Plant & Equipment
- AASB 1041 Revaluation of Non-current Assets
- AASB 136 Impairment of Assets
- AASB 1049 Whole of Government and General Government Sector Financial Reporting

Additional guidance material is available including:

- Australian Infrastructure Financial Management Guidelines (2009)
- Victorian Auditor-General’s Office – issues annual reports on the results of Local Government Audits, including comments and recommendations regarding aspects of asset valuation practice.
- Department of Treasury and Finance – issues financial reporting directions and financial reporting guidance notes, some of which are applicable to Local Government.
- Department of Planning and Community Development – issues guidelines on asset management and financial reporting.

**Related Policies, Procedures and Strategies**

Council Policy 091 - Sustainable Asset Management

Council Policy 144 - Asset Capitalisation

Asset Management Strategy

**Attachments**

Nil

**Review Period**

Three years

**Responsible officer**

Finance Manager

**Administrative Updates**

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

**Approval History**

Adopted	18 September 2012	Minute Book Reference No 1259 (item 4.24)
Revised	18 August 2015	Minute Book Reference No 905 (item 6.2)
Revised	19 February 2019	Minute Book Reference No 404 (item 7.2)
Revised	23 June 2020	Minute Book Reference No 2221 (Item 9.6)

Chief Executive Officer: .....

Date: .....

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**Asset Valuation Policy Appendix A**

**Revaluation Details**

Asset Group	Asset Class	Asset Component	Valuation Method	Valuation Source	Condition Assessment Frequency (Years)	Revaluation Frequency (Years)	Adopted Asset Useful Life (years)	Depreciated Y/N
Roads	Sealed Roads (Inc. aerodrome runways, Taxiways, internal roads and Service roads and Car Parks)	Wearing Course-Asphalt	Depreciated replacement value	Unit Rates	4	4	20	Y
		Wearing Course-Spray Seal					15	
		Pavement (Incl. E/Works & Formation)					80	
	Gravel Roads (Inc. internal roads and Unsealed runways and Car Parks)	Shoulders	Depreciated replacement value	Unit Rates	2	4	15	Y
		Wearing Course - Gravel Roads						
	Earth Roads	Wearing Course - Earth Roads	N/A	N/A	N/A	N/A	N/A	Indefinite
Footpaths & Cycleways	Footpath (inc Shared Paths)	Asphalt	Depreciated replacement value	Unit Rates	5	5	50	Y
		Concrete						
		Gravel					40	
		Paving						
Kerb & Channel	Kerb & Channel	Depreciated replacement value	Unit Rates	5	5	50	Y	
Bridges	Bridges	Deck	Depreciated replacement value	External valuer	3	3	100	Y
		Sub-Structure						
		Abutments						
		Foundations						
	Major Culverts	Major Culvert						
	Boardwalks, Jetties, Moorings	Deck	Depreciated replacement value	External valuer	3	3	100	Y
		Sub-Structure						
		Abutments						
Foundations								

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Asset Group	Asset Class	Asset Component	Valuation Method	Valuation Source	Condition Assessment Frequency (Years)	Revaluation Frequency (Years)	Adopted Asset Useful Life (years)	Depreciated Y/N
Stormwater & Flood Control	Pipes		Depreciated replacement value	Unit Rates	5	5	80	Y
	Minor Culverts	Minor Culverts						
	Pits & Structures	Drainage Pits inc End Walls, GPT, Litter Traps, Inlets, Outlets and Headwalls						
	Channels & Open Stormwater Drains	Lined						
		Unlined						
	Basins, Dams & Wetlands	Basins, Dams & Wetlands			N/A		20	
	Retaining Walls & Levee Banks	Retaining Wall						
		Levee Bank						
	Pump	Pump Motor						
		Pump Well						
Pump Switchboard and Electrics								
Irrigation	Irrigation	Bores	Depreciated replacement value	Unit Rates	N/A	N/A	25	Y
		Tanks						
		Irrigation Pumps						
		Switchboards						
		Sprinkler Systems						

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Asset Group	Asset Class	Asset Component	Valuation Method	Valuation Source	Condition Assessment Frequency (Years)	Revaluation Frequency (Years)	Adopted Asset Useful Life (years)	Depreciated Y/N
Buildings & Structures	Facility	Facility as a whole	Market Value	External valuer	3	3	75	Y
		Structure Sub Floor						
		Structure Floor						
		Structure Walls						
		Structure Roof						
		Structure Ceiling						
		Finish Internal Surface - Ceiling						
		Finish Internal Surface – Walls						
		Finish Internal Surface - Covering						
		Finish External Wall Finish						
		finish Roof - Cladding						
		Mechanical						
		Fit out						
		Services other than Mechanical						
Open Space & Recreation Assets	Playing Surfaces	Ovals	Depreciated replacement value	External valuer	5	5	N/A	Y
		Golf Course Greens						
		Running Tracks						
		Skate Parks						
		Courts						
	Sports Lighting & Electrical	Poles						
		Lights						
		Switchboards/Controllers						
		Transformers						
		Electrical Scoreboards						
		Scoreboards						

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Asset Group	Asset Class	Asset Component	Valuation Method	Valuation Source	Condition Assessment Frequency (Years)	Revaluation Frequency (Years)	Adopted Asset Useful Life (years)	Depreciated Y/N
Swimming Pools	Pool Shell & Equipment	Pool Shell	Depreciated replacement value	External valuer	5	5	80	Y
		Chemical Treatment Tanks	Depreciated replacement value	External valuer	5	5	80	Y
		Reticulation Pumps						
		Boilers						
		Safety Showers						
		Solar Heating Systems						
		Water Reticulation Systems						
		Power Supply and Switchboards						
		Pool Lighting						
		Slides						
		Diving Boards						
		Pool Covers						
		Vacuums						
Playgrounds	Playgrounds	Swing	Depreciated replacement value	External valuer	1	5	20	Y
		Slides						
		Combination Unit						
		Softfall						
		Spring Rocker						
Fencing & Bollards	Fencing & Bollards	Fencing & Bollards	N/A	N/A	N/A	N/A	50	Y
Other Road Elements	Parking Meters	Parking Meter	N/A	N/A	N/A	N/A	N/A	N
	Signs	Signs						
	Street and Public Lighting	Street and Public Lighting						
	Traffic Control Lights	Traffic Control Lights						

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Asset Group	Asset Class	Asset Component	Valuation Method	Valuation Source	Condition Assessment Frequency (Years)	Revaluation Frequency (Years)	Adopted Asset Useful Life (years)	Depreciated Y/N
Marine Vessels	Marine Vessels	Superstructure	External Valuer	External Valuer	4	4	100	Y
		Decking						
		Paddle Boxes						
		Hull						
		Machinery and Equipment						
Artworks, Monuments, Artefacts and Exhibits	Artworks	Paintings	N/A	N/A	N/A	N/A	N/A	N
		Town Entrance Features						
		Sculptures						
	Monuments	Statues						
		Fountains						
		Memorials						
Land	Land	Land	External Valuer	External Valuer	N/A	3	100	N
	Land Under Roads	Land Under Roads	Impaired Market Value	Valuer General Annual Valuation	N/A	5	N/A	N
	Land Improvements	Land Improvements	N/A	N/A	N/A	N/A	N/A	N
Intangible Assets	Water rights	Water rights	Market Value	External data	N/A	1	NA	N

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# Asset Capitalisation



<b>Council Policy Number</b>	<b>144</b>
Date adopted	23 June 2020
Scheduled for review	June 2023

## Purpose

To provide consistent guidelines, in accordance with relevant Accounting Standards and State Government Policy, regarding which Council assets are to be capitalised (as opposed to expensed).

The policy:

- Specifies the principles for recognising an asset for capitalisation
- States what 'Measurement and Recognition' model Council applies to its assets
- Provides guidance to staff involved in budgeting and expenditure decisions around assets
- Provides direction on responsibilities around asset data management
- Assists staff in determining appropriate funding sources for asset works.

This policy applies to all non-current assets of the Campaspe Shire Council.

Accounting standards (particularly AASB 116 - Property, Plant and Equipment) require a distinction to be made between expenditure that is consumed immediately in operations (or within one financial year) and expenditure on physical assets that will provide service over more than one financial year, normally many years.

Typical physical non-current assets managed by Council include roads, bridges, footpaths, drains, parks and buildings. Typical non-physical assets managed by Council include software, licenses, water rights, trademarks, copyrights and images.

This policy is to provide staff involved in budgeting and expenditure decisions clear guidance when classifying expenditure in the corporate Finance system. It establishes the capitalisation criteria at the point of recognition of an asset.

The recording of expenditure as an asset means that it is recorded in the Council's balance sheet and the details are entered into the corporate asset register. The process is often referred to as capitalisation. Such expenditure on assets is referred to as capital expenditure.

Importantly, capital expenditure is divided between renewal, upgrade, expansion and new expenditure classifications.

## Policy Statement

1. The Asset Recognition Matrix below defines how expenditure on assets will be recognised.
2. Assets with shared ownership or control will be recognised in proportion to Council's agreed management interest.
3. The Asset Recognition Rules define how expenditure is treated financially.
4. The responsibility to record and manage assets not recognised under this policy will be defined in the Asset Management Strategy.
5. Only assets capitalised under this policy will depreciate and contribute to the determination of available annual renewal funds under the Strategy.

## ASSET RECOGNITION MATRIX

The following matrices define the treatment of assets based on management and ownership structures:

Land Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other (non-commercial) Lease (Council Lessor)	DELWP Local Committee	Other
Council Land	1	1	1		2	3		3
Crown Land -Shire of Campaspe Committee of Management	1	1	1		2	3		3
Crown Land – Vested	1	1	1		2	3		3
Crown Land – Lease	1	1	1		2	3		3
Crown Land – Non-Council Managed Other Committee of Management				1			4	
Private Land				1				5 – Proposed Subdivisions
Government Road	1			1			4	

Mobile/Non-Fixed Physical Asset Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other Lease (Council Lessor)	DELWP Local Committee	Other
Council	1				1*	3		3
Private				6				

Non-Physical Asset Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other Lease (Council Lessor)	DELWP Local Committee	Other
Council	1				2	3		3
Private				6				

1. Expenditure is recognised per Asset Recognition Rules of this policy. (\* Due to changes in accounting standards leased assets will be depreciated from 1 July 2019)
2. Expenditure is recognised per Asset Recognition Rules of this policy but asset recorded on corporate asset register is not depreciated.
3. Refer to specific agreement in place outlining the treatment of expenditure. If no agreement in place, asset remains on corporate asset register until agreement is in place (peppercorn leases).
4. Any expenditure is at Council's discretion and is deemed to be operational.
5. Assets are not recognised (until a Statement of Compliance is issued).
6. Assets are not recognised

**1. Measurement and Recognition Rules**

In accordance with AASB 116:

- a. An item of property, plant and equipment that qualifies for recognition as an asset shall be measured at its cost.
- b. Notwithstanding this, where an asset is acquired at no cost, or for a nominal cost (as the case with developer and other granted assets), the cost is its fair value as at the date of acquisition.

Assets owned by Campaspe Shire Council not previously recognised shall be capitalised in line with the requirements of AASB 116. New assets will be allocated an ID number) before being added to the asset register.

**2. Recognition Cost**

AASB 116 defines the cost of an item of property, plant and equipment as comprising:

- a) Its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates;
- b) Any costs directly attributable to bring the assets to the location and condition necessary for it to be capable of operating in the manner intended by management;
- c) The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurred either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.<sup>1</sup>

Examples of costs that are not costs of an item of property, plant and equipment are:

- a) Costs of opening a new facility;
- b) Costs of introducing a new product or service (including advertising);
- c) Costs of conducting business in a new location;

Activity	Recurrent Expenditure	Capital Expenditure <sup>2</sup>
All activities prior to decision made to proceed with investment including: <ul style="list-style-type: none"> <li>▪ Strategic planning reports</li> <li>▪ Project feasibility planning and investigation</li> </ul>	✓	
All activities following decision made to proceed with investment including: <ul style="list-style-type: none"> <li>▪ Planning approvals</li> <li>▪ Survey and design</li> <li>▪ Professional fees</li> <li>▪ Site preparation</li> <li>▪ Construction</li> <li>▪ Contract payments (excluding compensation payments)</li> <li>▪ Council direct costs, wages, salaries, plant hire, materials, on-costs</li> <li>▪ Administration and other general overhead costs.</li> <li>▪ Supervision</li> <li>▪ Transport, installation, assembly and testing</li> <li>▪ Project Management</li> </ul> Future dismantling and removing item and site restoration (where applicable)		✓

1. AASB, 2004, Framework for the Preparation and Presentation of Financial Statements, para 89  
 2. Capital expenditure subject to expenditure recognition criteria section of this policy

### 3. Work In-Progress

Work-in-progress shall be monitored and reviewed regularly to determine whether development costs for projects should be capitalised upon completion. In line with best practice, Project Managers are required to send Asset Transfer Forms and Project Completion Certificates to the Assets Department as soon as a project is finalised. This ensures development costs ready to be capitalised commence with an accurate useful life.

The [insert title of asset officers] will review the Asset Transfer Forms and Project Completion certificates, and capitalise the project developments adding the new assets to the asset register

The Finance Manager is notified of Project Completion Certificates being uploaded onto the Asset Management System. The Work-in-Progress General Ledger is reviewed by the Management Accountant and recently completed projects capitalised are removed from the ledger.

See Appendix A for Work-In-Progress Flowchart.

### 4. Materiality

AASB outlines information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to:

- a) influence the economic decisions of users taken on the basis of the financial statements; or
- b) affect the discharge of accountability by the management of governing body of the entity.

Materiality can depend on the size and nature of the omission or misstatement judged in surrounding circumstances.

Based on the materiality level set, it is not necessary to recognise and capitalise every potential non-current asset. For example expenditure of items of capital nature may only have a useful life greater than 12 months but its value is minor and would not affect the economic decisions of the Council if not capitalised. For example, a calculator, office lamp or keyboard. When such expenses are immaterial and not capitalised, they are expensed and coded as minor, low value or miscellaneous assets.

The purpose of setting a threshold is to minimise the expense, time and effort associated with maintaining the asset register. This must be balanced with the need to expense items through depreciation.

Care should be taken when determining capital expenses, which alone, would normally be under the threshold. However, if they form part of a collection or group of assets with a total value that is material could be capitalised as part of a project. For example painting on its own would normally be expenses but if it was to upgrade a company vehicle, it would be deemed material and capitalised.

Asset class capitalisation thresholds are contained in the Capitalisation Thresholds table in Appendix B.

#### Exclusions

Nil

#### Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of Human Rights and Responsibilities Act 2006.

#### Definitions

Asset Recognition Rules

Campaspe Shire Council Asset Recognition Rules are contained in this policy. These rules outline when expenditure is classed as capital and is required to be recorded on the corporate asset register. The rules are defined principally in physical terms to align with budget setting, assist asset register capture and aid technical staff with decision making.

In general, expenditure that creates a new asset or upgrades / enhances an existing asset is treated as capital expenditure (subject to asset recognition rules).

Where capital expenditure is classed as renewal / replacement of entire asset, the replaced asset is retired from the corporate asset register and the new asset capitalised.

Asset disposals that are not related to renewal works are dealt with under the Campaspe Shire Council Asset Rationalisation and Disposal Policy.

A Non-Current Asset

Any asset which is not expected to be fully consumed, realised, sold or otherwise disposed of within one financial year. Not all non-current assets will be capitalised under this policy.

Corporate Asset Register

Asset database containing physical, technical, financial and service level information for each asset. Spatial representation of assets is recorded through GIS software. The assets capitalised under this policy will form a subset of the corporate asset register which should include all non-current assets not just capitalised assets.

Capital Expenditure

Is the expenditure used to create a new assets or to increase the capacity of existing assets beyond the original design capacity or service potential. Capital expenditure increases the value of asset stock. This is determined by the asset recognition rules and expenditure can fall under one of the following categories and includes the entire asset component, where an asset has been componentised:

a) **Renewal** is expenditure on an existing asset or replacing an existing asset that returns the service capability to its original capacity.

(Future operating and maintenance expenditure may be reduced if completed at the optimum time, e.g. resurfacing or re-sheeting part of a road network, replacing a section of a drainage network with pipes of the same capacity, resurfacing an oval.)

b) **Upgrade** is expenditure that –

- i. enhances an existing asset to provide a higher level of service; or
- ii. increases the life of the asset beyond its original life.

(It will generally increase operating and maintenance expenditure, including depreciation, in the future because of the increase in the council's asset base, e.g., widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility, building extension etc.)

c) **Expansion** is expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.

(It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation's asset base, but may be associated with additional revenue from the new user group, e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.)

d) **New** is expenditure that creates a new asset that provides a service that does not currently exist.

Operating Expenditure

is recurrent expenditure, which is continuously required to provide a service. It is also any expenditure that does not fall within the asset recognition rules (including expenditure on assets that are not owned or managed by Council).

Maintenance Expenditure

is recurrent expenditure, specifically on an asset, which is periodically required as part of the anticipated schedule of works needed to ensure that the asset achieves its estimated useful life and provides the required level of service. It is expenditure, which was anticipated in determining the assets useful life. It is normally relatively low cost compared to the asset value. Maintenance expenditure includes reactive maintenance and repair or planned maintenance.

**Related Legislation**

Legislative requirements which Council must comply with include:

**The Local Government Act 1989**, Section 131 provides that Council must prepare Financial Statements in accordance with the Act.

**Australian Accounting Standards Board (AASB)**. This policy has been developed in accordance with the following AASB Standards

- AASB 116 Property Plant & Equipment
- AASB 1041 Revaluation of Non-current Assets
- AASB 136 Impairment of Assets
- AASB 1049 Whole of Government and General Government Sector Financial Reporting

Additional guidance material is available including:

- Australian Infrastructure Financial Management Manual (2015)
- Victorian Auditor-General's Office – issues annual reports on the results of Local Government
- Audits, including comments and recommendations regarding aspects of asset valuation practice.
- Department of Treasury and Finance – issues financial reporting directions and financial reporting guidance notes, some of which are applicable to Local Government.
- Local Government Victoria – Local Government Asset Management – Better Practice Guide.

**Related Policies, Procedures and Strategies**

Nil

**Attachments**

Asset Recognition Rules

**Review Period**

Three years

**Responsible officer**

Asset Manager and Finance Manager

**Administrative Updates**

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

**Approval History**

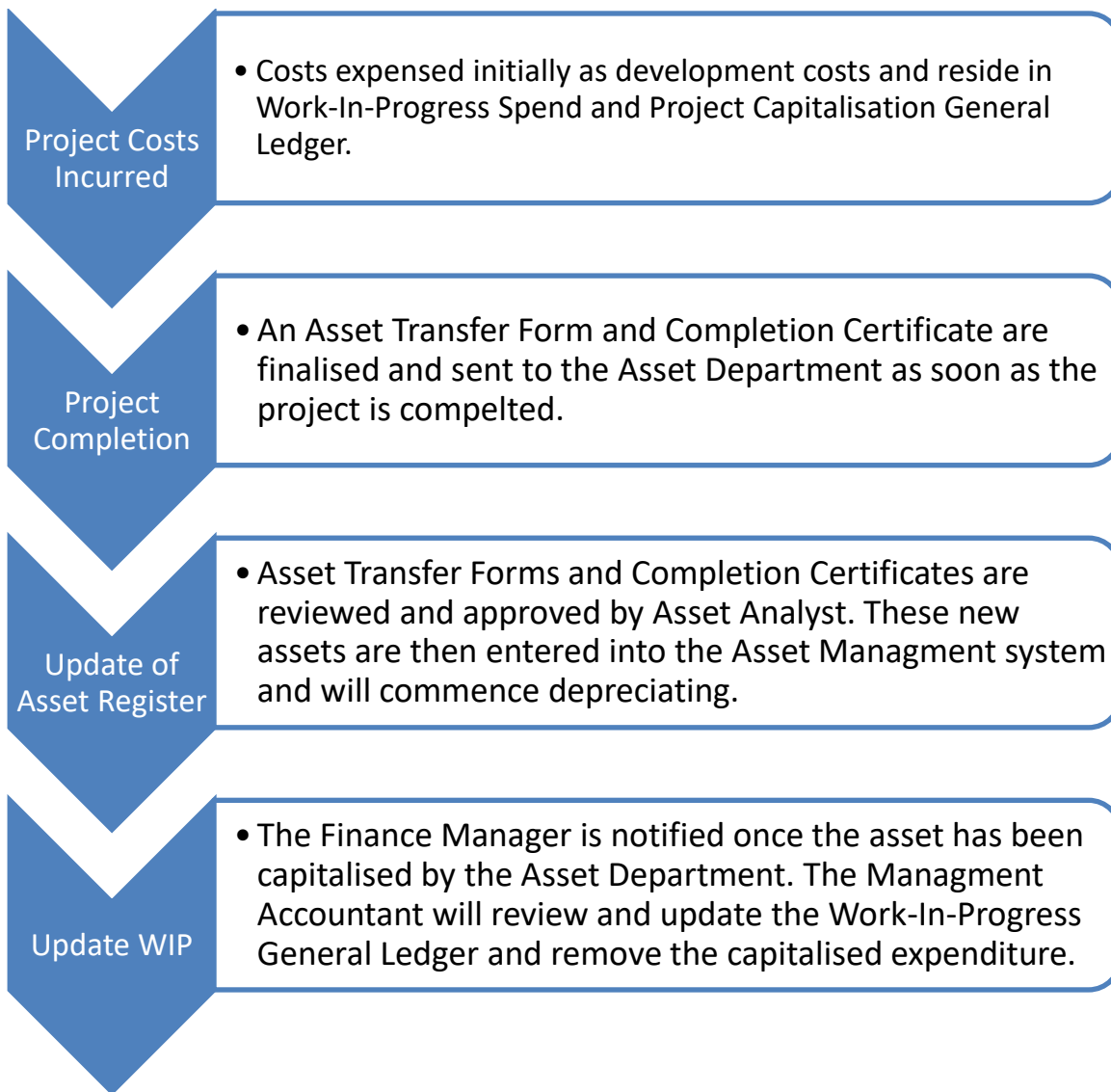
Adopted	11 September 2013	Executive Management Group
Reviewed	14 December 2016	Executive Management Group
Reviewed	19 February 2019	Minutes Book Reference No 404 (item 7.2)
Revised	23 June 2020	Minute Book Reference No 2221 (Item 9.6)

Chief Executive Officer: .....

Date: .....



### Appendix A – Work-in-Progress Review Process



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**Appendix B – Asset Capitalisation Thresholds – by Asset Class**

Asset Group	Asset Class	Asset Component	Capitalised	Depreciated	Capitalisation Threshold	
					\$	Measure
Roads	Sealed Roads (Inc. aerodrome runways, Taxiways, internal roads and Service roads and Car Parks)	Wearing Course-Asphalt	Y	Y	N/A	>25% of segment area
		Wearing Course-Spray Seal				
		Pavement (Incl. E/Works & Formation)				>100m2
	Gravel Roads (Inc. internal roads and Unsealed runways and Car Parks)	Shoulders	Y	Y	Entire segment	N/A
		Wearing Course - Gravel Roads	Y	Y	N/A	>100 tonnes rock per segment
	Earth Roads	Wearing Course - Earth Roads	Y	N	New works	N/A
Footpaths & Cycleways	Footpath (inc Shared Paths)	Asphalt	Y	Y	10,000	>50m2
		Concrete				
		Gravel				
		Paving				
Kerb & Channel	Kerb & Channel	Y	Y	N/A	>10m segment	
Bridges	Bridges	Deck	Y	Y	20,000	N/A
		Sub-Structure				
		Abutments				
		Foundations				
	Major Culverts	Major Culvert	Y	Y		
	Boardwalks, Jetties, Moorings	Deck	Y	Y	10,000	
		Sub-Structure				
		Abutments				
Foundations						

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Asset Group	Asset Class	Asset Component	Capitalised	Depreciated	Capitalisation Threshold	
					\$	Measure
Stormwater & Flood Control	Pipes	Pipes	Y	Y	10,000	N/A
	Minor Culverts	Minor Culverts				
	Pits & Structures	Drainage Pits inc End Walls, GPT, Litter Traps, Inlets, Outlets and Headwalls			Full replacement cost	
	Channels & Open Stormwater Drains	Lined				
		Unlined				
	Basins, Dams & Wetlands	Basins, Dams & Wetlands			10,000	
	Retaining Walls & Levee Banks	Retaining Wall				
		Levee Bank				
	Pump	Pump Motor				
		Pump Well				
Pump Switchboard and Electrics						
Irrigation	Irrigation	Bores	Y	Y	10,000	N/A
		Tanks				
		Irrigation Pumps				
		Switchboards				
		Sprinkler Systems				
Buildings & Structures	Facility	Facility as a whole	Y	Y	10,000	N/A
		Structure Sub Floor	N	N		
		Structure Floor				
		Structure Walls				
		Structure Roof				
		Structure Ceiling				
		Finish Internal Surface - Ceiling				
		Finish Internal Surface - Walls				
		Finish Internal Surface - Covering				
		Finish External Wall Finish				
		Finish Roof - Cladding				
		Mechanical				
		Fit out				
		Services other than Mechanical				

Asset Group	Asset Class	Asset Component	Capitalised	Depreciated	Capitalisation Threshold	
					\$	Measure
Swimming Pools	Pool Shell & Equipment	Pool Shell	Y	Y	10,000	N/A
		Chemical Treatment Tanks	N	Y	10,000	N/A
		Reticulation Pumps				
		Boilers				
		Safety Showers				
		Solar Heating Systems				
		Water Reticulation Systems				
		Power Supply and Switchboards				
		Pool Lighting				
		Slides				
		Diving Boards				
		Pool Covers				
Vacuums						
Open Space & Recreation Assets	Playing Surfaces	Ovals	Y	Y	Full replacement cost of entire surface, like for like	N/A
		Golf Course Greens				
		Running Tracks				
		Skate Parks				
		Courts				
	Sports Lighting & Electrical	Poles				
		Lights				
		Switchboards/Controllers				
		Transformers				
		Electrical Scoreboards				
Scoreboards						
Playgrounds	Playgrounds	Swing	Y	Y	10,000	N/A
		Slides				
		Combination Unit				
		Softfall				
		Spring Rocker				
Fencing & Bollards	Fencing & Bollards	Fencing & Bollards	Y	Y	10,000	N/A

Asset Group	Asset Class	Asset Component	Capitalised	Depreciated	Capitalisation Threshold	
					\$	Measure
Other Road Elements	Parking Meters	Parking Meter	N	N	Full replacement cost of existing meter or management system	N/A
	Signs	Signs			N/A	
	Street and Public Lighting	Street and Public Lighting			Full replacement cost	
	Traffic Control Lights	Traffic Control Lights				
Marine Vessels	Marine Vessels	Superstructure	Y	Y	Full replacement cost	>25% of cost
		Decking				
		Paddle Boxes				
		Hull				>10% of cost
		Machinery and Equipment				>25% of cost
Artworks, Monuments, Artefacts and Exhibits	Artworks	Paintings	N	N	N/A	N/A
		Town Entrance Features				
		Sculptures				
	Monuments	Statues				
		Fountains				
		Memorials				
Land	Land	Land	Y	N	At cost - new assets	N/A
	Land Under Roads	Land Under Roads	Y	N	Fair value - impaired	N/A
	Land Improvements	Land Improvements	Y	Y	5,000	N/A
Intangible Assets	Water rights	Water rights	N	N	50,000	N/A

# Revenue and Debt Collection



Council Policy

Council Policy

Council Policy

Council Policy

<b>Council Policy Number</b>	<b>148</b>
Date adopted	23 June 2020
Scheduled for review	June 2023

## Purpose

To provide a framework for the collection of revenue and general debts in association with the *Local Government Act 1989* (LGA89), *Local Government Act 2020* (LGA20), *Valuation of Land Act 1960* (VLA), *Fire Services Property Levy Act 2012* (FSPLA) and Department of Justice guidelines.

## Policy Statement

### 1. Rates

The Campaspe Shire Council (CSC) operates a computerised rates billing system which records financial information on a transactional basis and maintains debtor information in accordance with established principles of rating in local government.

Annual rate notices will be issued not less than one month prior to the due date of the first instalment. Second, third and fourth instalment notices will be issued not less than 14 days before the due date of the instalment payment dates.

All notices will be clear, concise and provide sufficient information to enable the debtor to be aware of their obligations. Returned mail will be investigated to a stage whereby the debtor has been given every opportunity to be made aware of their obligations.

All payments made for rates will be applied to legal costs, interest, the oldest outstanding debt and then the current debt. (including Fire Service Levy).

### Interest

CSC will charge interest on rates and charges in accordance with section 172 of the LGA89. The interest rate charged is set by the Attorney General and gazetted each year. This rate will be confirmed each year in the declaration of rates and charges.

### Collection

Accounts outstanding after the due date of 15 February will be issued with a reminder notice allowing an additional 14 days to pay their rates. Accounts outstanding after this date will be issued with a final notice which will contain sufficient information regarding the original debt, any interest penalties imposed and the proposed action to be taken by the CSC should the account remain unpaid after a further 14 days. Accounts outstanding after instalment due dates will not be issued a reminder notice; a final notice will be issued with sufficient information regarding the original debt, plus any interest penalties imposed.

The debtor will be given the opportunity to dispute the amount owing or make alternative arrangements for payments within that 14 day period.

Those accounts still outstanding after the 14 day final notice period will be referred to a debt collection agency appointed by the CSC. The collection agency will issue a final demand at the negotiated cost. Unless an arrangement for payment has been approved by Rates & Debtors Team Leader, accounts still outstanding after the expiry of the final demand letter will be recovered through court proceedings, where the legal costs to be incurred at the time legal action is instigated, do not exceed the outstanding amount of rates, charges, fire service levy and interest.

All legal costs incurred as a result of instigation of recovery through court action will be allocated to the debtor's assessments.

### Waiving rates, interest and charges

Rates and Fire Levy are a first charge on the property pursuant to the LGA89 and FSPLA and will not be waived.

Charges are a cost to CSC and will not be waived.

Interest may be waived in accordance with the financial hardship provision.

### Financial Hardship

CSC may provide alternative payment arrangements for property based debts to assist ratepayers deemed to be in financial hardship.

Financial hardship means an inability to fulfil a financial obligation, not an unwillingness to do so. The hardship may be short or long term.

Cases of financial hardship will be considered on an individual basis and always with a view to the ratepayer re-establishing financial capability and wherever possible, meeting their financial obligation.

Ratepayers may apply to the Rates and Debtors Team Leader to have rates, interest and charges deferred, in whole or part, subject to the following conditions:

- a) the ratepayer must be able to demonstrate financial hardship. For example, a statutory declaration from a person familiar with the applicant's circumstances (family doctor, bank officer, financial counsellor);
- b) for a debt exceeding \$1,000, the ratepayer will be expected to provide a confidential statement from a recognised financial counsellor, or similarly qualified person, in support of the application for relief;
- c) the ratepayer must enter into a payment arrangement with CSC to pay the debt and meet the terms of such an arrangement; and
- d) if interest has been waived and the ratepayer defaults on the agreed terms for repayment, the interest waived may be withdrawn and interest will then accrue under normal payment arrangements.

All deferments or interest waivers will be determined by the Manager Finance, in consultation with the General Manager Corporate Services.

If deferment is approved the following will occur:

- a) the property will be flagged as a deferred property;
- b) rates and interest will still accrue (although interest may be waived); and
- c) no debt recovery action will be taken while the terms for payment are met.

Deferment will be withdrawn if:

- a) the ratepayer advises financial hardship no longer exists; or
- b) the ratepayer ceases to own or occupy the property; or
- c) the ratepayer has defaulted in meeting the agreed terms for payment of the debt; or
- d) the ratepayer has provided false or misleading information in support of the application for relief.

If an application for relief is approved, the Rates and Debtor Team Leader will implement and monitor the agreed payment plan.

If an application for relief is refused, the applicant may seek a review of the decision by the CEO.

### Reporting

Revenue/Debtor Clerk will forward to the Rates and Debtors Team Leader a monthly report detailing rates outstanding. The Rates and Debtors Team Leader will prepare a quarterly report detailing all outstanding rates income. The report will include details of any special circumstances or arrangements. The report will also include % collection to date.

### Sale of Land to Recover Debt

CSC will utilise the sale provisions outlined in section 181 of the LGA89 only in the following circumstances:

- a) if all other recovery attempts have failed;
- b) at least 3 full years rates and charges remain unpaid; and
- c) when approved by Council resolution.

Preparation for sale of property should commence:

- a) as soon as permitted under the LGA in cases apart from a dwelling that is a principal place of residence; or
- b) when 5 years rates and charges remain unpaid on a dwelling that is a principal place of residence.

CSC must ensure outstanding rates, legal and other costs never exceed the Capital Improved Value (CIV) of the property, except in cases when a property has a valuation of less than \$10,000.

## 2. Special Rates and Special Charges

Special rates and charges will be raised per LGA Section 163. Council will issue a notice that contains the prescribed information; a statement about when the special rate or charge is payable; details of the period for which the special rate or charge remains in force.

## 3. General Debtors

CSC operates a computerised debtor accounts system which records financial information on a transactional basis and maintains debtor information in accordance with the principles of commercial business.

CSC will issue monthly accounts for money owing, or on a time basis which is applicable to the debtor class (e.g. Aged Care – 4 week cycle; Child Care – 2 week cycle; Quarry - 2 week cycle)

The tax invoice will contain sufficient information so that the debtor can recognise the transaction included on the invoice and reconcile the debt if required.

Seasonal user debtors (i.e. community football club) will receive an invoice at the start of its season. Seasonal users will have 60 days to pay debt in full before further action is taken by CSC for collection.

### Interest

CSC will not charge interest on any general debtor accounts unless permitted under specific legislation.

### Collection

The procedure for collection of outstanding general debtor accounts is:

- 30 days invoice is due for payment, a grace period of 2 days is allowed only for non-recurring overdue debtors.
- 32 days duplicate invoice is sent with a “friendly reminder” sticker or stamp requiring payment.
- 62 days duplicate invoice sent with a letter requesting payment within 7 days. Refer to Aged Care, Child Care and Recreation for procedure of overdue accounts.

For quarry accounts, after 6 weeks a letter is sent advising that access to the supply of materials is withdrawn until the account is paid in full.

### Referral to debt collection agency

Before referral to a debt collection agency, the Revenue/Debtor Clerk must compile a list by category of those debtors being referred for review by the Rates and Debtors Team Leader. A memo/email will be sent to the responsible service managers notifying them of the intention to refer the debt for collection. The responsible service manager is encouraged to make contact with the debtor to see whether the outstanding debt can be paid.

There are four exceptions to this collection procedure:

- a) Aged Care debtors are reviewed by Aged and Disability Service Coordinator and only those approved by the Coordinator or the Community Care Manager will be referred to a debt collection agency;
- b) Child Care debtors are reviewed by Child Care Coordinator and only those approved by Coordinator or Children Services Manager will be referred to a debt collection agency;
- c) Recreation debtor collection process will begin after 60 days from the date the invoice was raised for seasonal users only of CSC recreation facilities.
- d) Lease of CSC properties (including Land). Property Manager will ring tenant followed by letter, if no response by due date a Notice of Default in accordance with the lease or licence will be issued by the Legal Officer.



### Payment Arrangements on default of a general debt

CSC will consider all requests for alternative payment arrangements. However, full payment of the debt in the shortest reasonable time is preferred.

A written request will be required, if the proposed payment arrangement is planned for greater than 3 months and when ongoing services (subject to a fee) are to be provided, stating clearly the amounts to be paid and the dates of payment.

Default of payment arrangement may lead to cancellation of services provided. **Deferment**

CSC will consider an application for deferment of an outstanding amount. CSC will not take any action against a debtor if deferment has been approved. All deferments will be subject to a timetable for periodic review.

### Waiving a general debt

General debtor accounts will only be waived with the approval of General Manager Corporate Services as per the S7 - Instrument of Sub-Delegation by CEO. This would only happen on the recommendation of the Rates and Debtors Team Leader and Finance Manager.

### Reporting

The Revenue/Debtor Clerk will prepare a monthly report for the Rates and Debtors Team Leader at the end of each month. The report will contain total from the trial balance with a breakdown of outstanding debtors into current, 30 days, 60 days and 90+ days. The report will also contain a schedule detailing follow-up action for those outstanding debtors exceeding 60-90+ days and the status of any special arrangements currently in place.

### 4. Parking, Animal and General Infringements

The collection of outstanding Parking, Animal and General infringement is governed by regulation. The general debt collection process for Parking, Animal and General infringement is as follows:

- a) fine issued on the spot client has 21 days to pay (as per the ticket terms),
- b) fine issued and sent by mail client has 21 days plus 7 days for postage (total 28 days)
- c) MVR obtained VicRoads up to 48 hours. RTA 30 days.
- d) PRN issued being by mail client has 14 days plus 7 days for postage (total 21 days)
- e) Infringements court process is completed weekly/fortnightly and lodged with Fines Victoria via online portal.

General Local Law Infringements are processed through the court, if not paid in the prescribed time.

### 5. Receipting

Official receipts for payments will only be issued in the following instances:

- a) when payment is made in person.
- b) when the customer requests a receipt in writing.
- c) when payment is made at a CSC designated payment agency (Australia Post)
- d) when cash is sent through the mail.

Other than for cash payments and payments made in person, official receipts will not be issued unless specifically requested.

### Exclusions

Nil

### Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of *Human Rights and Responsibilities Act 2006*.

### Definitions

- CEO means the Chief Executive Officer of the Council
- CIV means Capital Improved Value



Financial Hardship	means a situation when a ratepayer is unable, reasonably, because of prolonged illness or unemployment, or other reasonable cause, to discharge their financial obligations to the Council and the ratepayer reasonably expects to be able to discharge those obligations if payment arrangements were changed.
CSC	means Campaspe Shire Council
General Debtor	means all debts owed to the Council except rates
Infringement Court	means the administrative division of the Department of Justice that makes orders to enforce the payment of fines
LGA89	means the <i>Local Government Act 1989</i>
MVR	means Motor Vehicle Report from Vic Roads and RTA (vehicle ownership details)
PRN	means Penalty Reminder Notice
VLA	means <i>Valuation of Land Act 1960</i>
FSPLA	means <i>Fire Services Property Levy Act 2012</i>

**Related Legislation**

- Local Government Act 1989*
- Local Government Act 2020*
- Infringement Act 2006*
- Fire Services Levy Property Act 2012*
- Valuation of Land Act 1960*
- Cultural and Recreational Lands Acts 1963*

**Attachments**

Nil

**Related Policies**

Council Policy 134 – Rates and Charges

**Review Period**

Three years

**Responsible officer**

Rates and Debtors Team Leader

**Administrative Updates**

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

**Approval History**

Adopted	19 August 2014	Minutes Book Reference No 887 (Item 6.5)
Revised	17 October 2017	Minutes Book Reference No 2865 (Item 6.3)
Revised	23 June 2020	Minute Book Reference No 2221 (Item 9.6)

Chief Executive Officer: .....

Date: .....

# Managing Unreasonable Complainants

<b>Administrative Policy Number</b>	<b>A158</b>
Date adopted	23 June 2020
Scheduled for review	June 2023



## **Purpose**

To provide a set of principles on how the Council will manage unreasonable complainants.

## **Policy Statement**

### **Introduction**

Campaspe Shire Council is committed to providing excellent customer service and to developing and maintaining a good relationship with its customers.

Unfortunately, Council will, at some time, deal with customers who are aggressive or abusive or entirely unreasonable.

Council understands that many complainants are angry about the issues they have raised in their complaint. If the anger escalates into aggression toward council staff, council considers this behaviour unacceptable. Any violence or abuse toward staff will not be accepted. Council is required by law to provide a safe workplace for its staff, and to use its resources efficiently and effectively.

Council will take proactive and decisive action to manage any complainant conduct that negatively and unreasonably affects the staff and/or organisation and will support its staff to do the same in accordance with this policy.

### **Staff Awareness**

This policy has been developed to assist all staff to manage unreasonable complainant conduct (UCC). Its aim is to ensure that all staff:

- a) Are aware of their roles and responsibilities in relation to the management of UCC and how this policy will be used;
- b) Feel confident and supported in taking action to manage UCC;
- c) Act fairly, consistently, honestly and appropriately when responding to UCC i.e. UCC should be managed by responding appropriately to observable conduct not perceptions of motives or psychological state;
- d) Understand the types of circumstances where it may be appropriate to manage UCC by using one or more of the following mechanisms:
  - Council's procedure on changing or restricting a complainant's access to services
  - Strategies outlined in the Victorian Ombudsman's managing Unreasonable Complainant Conduct manual (May 2012)
  - Alternative dispute resolution strategies to deal with conflicts involving complainants and Council
  - Council's OH&S Procedure for Prevention of Violence in the Workplace

Staff should also be aware of legal instruments such as trespass laws/legislation to prevent a complainant from coming onto Council premises and orders to protect specific staff members from any actual or apprehended personal violence, intimidation or stalking.

This policy provides clear criteria that will be considered before a decision is made to change or restrict a complainant's access to Council services.

Staff need to be aware of the processes that will be followed to record and report UCC incidents as well as the procedures for consulting and notifying complainants about any proposed actions or decisions to change or to restrict their access to council services.

### **Core Objectives**

Council's core objectives for managing unreasonable complainant conduct are:

#### **Equity and fairness**

- Ensuring that all current and potential complainants are dealt with equitably and fairly and resources are distributed on the basis of a complaint's merits, rather than a complainant's demands.

#### **Efficiency**

- Improving overall efficiency by allocating sufficient time and resources to dealing with UCC which, if left unmanaged, can put a strain on council's resources

#### **Health and safety**

- Complying with occupational health and safety and duty of care obligations posed by UCC to staff health, safety and security and implementing measures to eliminate or control those risks.

### **Guiding Principles**

#### **Identifying Unreasonable Complainants**

Early intervention is the most effective way to prevent and /or minimise the impacts of UCC.

Early warning signs (triggers) of UCC include, but are not limited to the following factors:

- Complainant's history
- Style of writing
- Interaction with Council
- Outcomes sought; and/or
- Reaction to news that their complaint will not be taken up, will not be pursued further or an outcome/decision they disagree with.

The following criteria will be used by Council to assess whether a complainant's conduct is or has become unreasonable. These criteria need to be balanced against each other in each case to determine whether the conduct in question is unreasonable:

- The merits of the case
- The complainant's circumstances
- Proportionality
- The complainant's responsiveness
- Personal boundaries
- Conduct that is unreasonable and unacceptable under all the circumstances; and
- Jurisdictional issues

#### **Responding to and Managing UCC**

The procedure for changing or restricting a complainant's access to services steps through the process once UCC has been identified. These procedures are based on the Victorian Ombudsman Managing Unreasonable Complainant Conduct Practice Manual.

These procedures will be applied to suit the circumstances of the complainant and the complaint being dealt with.

### **Responsibility/Accountability**

All staff are required to comply with the provisions of this policy and related procedure titled 'Changing or restricting a complainant's access to services' and the Victorian Ombudsman's Managing Unreasonable Complainant Conduct Practice Manual.

A copy of the Ombudsman's manual can be found at [www.ombudsman.vic.gov.au](http://www.ombudsman.vic.gov.au)

All General Managers and Managers are responsible for supporting staff to apply this policy, as well as its related procedures. General Managers are also responsible for ensuring compliance with this policy and ensuring that all relevant staff members are trained to deal with UCC – including on induction.

All staff are responsible for recording and reporting all UCC incidents they experience or witness (as appropriate) within 24 hours of the incident occurring, using the Incident report form which must be registered in Council's electronic document management system. A copy of the incident form is attached at Appendix 1.

Following a UCC incident and or stressful interaction with a complainant, the responsible manager or General Manager is responsible for providing affected staff members with the opportunity for support through the Employee Assistance Program and/or to debrief either formally or informally, as necessary.

The Chief Executive Officer through EMG and in consultation with relevant staff, has the responsibility to change or restrict a complainant's access to Council services in the circumstances identified in this policy.

The Governance Manager is responsible for assisting the CEO to record, monitor and review all cases where this policy is applied to ensure consistency, transparency and accountability for the application of this policy.

### **Councillors and community based staff**

Councillors and community based staff are constantly in contact with members of the community. If they are approached by a particular member of the public on a regular basis who they consider is rude, aggressive and overly persistent they should complete an incident report which will be considered in accordance with this policy.

## **Responding to and Managing UCC**

### ***Changing or restricting a complainant's access to our services***

UCC incidents will generally be managed by limiting or adapting the ways that Council interact with and /or deliver services to complainants by restricting:

- Who they have contact with – e.g. limiting a complainant to a sole contact person/staff member in Council.
- What they can raise with Council – e.g. restricting the subject matter of communications that Council will consider and respond to.
- When they can have contact – e.g. limiting a complainant's contact with the Council to a particular time, day or length of time, or curbing the frequency of their contact with Council.
- Where they can make contact – e.g. limiting the locations where Council will conduct face-to-face interviews to secured facilities or areas of the office.
- How they can make contact – e.g. limiting or modifying the forms of contact that the complainant can have with Council. This can include modifying or limiting face- to-face interviews, telephone and written communications, prohibiting access to Council's premises, contact through a representative only, taking no further action or terminating Council's services all together.

When using the restrictions provided in this section it is recognised that discretion will need to be used to adapt them to suit a complainant's personal circumstances, level of competency, literacy skills, etc. In this regard, Council also recognise that more than one strategy may need to be used in individual cases to ensure appropriateness and efficiency.

### ***Who – limiting the complainant to a sole contact point***

Where a complainant tries to forum shop internally within the Council, changes their issues of complaint repeatedly, reframes their complaint, or raises an excessive number of complaints it may be appropriate to restrict their access to a single staff member (a single point of contact) who will exclusively manage their complaint(s) and interactions with Council. This will ensure they are dealt with consistently and may minimise the chances for misunderstandings, contradictions and manipulations.

The nomination of the single point of contact officer (SPOC) will be based on the experience, skills and abilities of the officer to manage the unreasonable complainant effectively.

To avoid “staff burnout” the single point of contact (SPOC) officer’s supervisor will provide them with regular support and guidance as needed. Also, the supervisor will review the arrangement every six months to ensure that the officer is managing/coping with the arrangement.

Complainants who are restricted to a SPOC will be able to contact another nominated member of staff if their primary contact is unavailable – e.g. they go on leave or are otherwise unavailable for an extended period of time.

***What – restricting the subject matter of communications that council will consider***

Where complainants repeatedly send written communications, letters, emails or online forms that raise trivial or insignificant issues, contain inappropriate or abusive content or relate to a complaint/issue that has already been comprehensively considered and/ or reviewed (at least once), Council may restrict the issue/subject matter the complainant can raise with us/ we will respond to. For example, Council may:

- Refuse to respond to correspondence that raises an issue that has already been dealt with comprehensively, that raises a trivial issue, or is not supported by clear or any evidence. The complainant will be advised that future correspondence of this kind will be read and filed without acknowledgement unless council decides to pursue it further in which case, Council may do so on of its own volition.
- Return correspondence to the complainant and require them to remove any inappropriate comment before Council will agree to consider its contents. A copy of the inappropriate correspondence will also be kept for records to identify repeat /further UCC incidents.

***When – Limiting when and how a complainant will contact us***

If a complainant’s telephone, written or face-to-face contact with Council places an unreasonable demand on staff time and resources because it is overly lengthy (.g. disorganised and voluminous correspondence) or affects the health and safety and security of staff because it involves behaviour that is persistently rude, threatening, abusive or aggressive, we may limit when and/or how the complainant can interact with Council.

This may include:

- Limiting their telephone calls or face-to-face interviews to a particular time of the day or day of the week.
- Limiting the length or duration of telephone calls, written correspondence or face-to-face interviews. For example:
  - Telephone calls may be limited to 10 minutes at a time and will be politely terminated at the end of that time period.
- Lengthy written communications may be restricted to a maximum of three typed or written pages, single sided, font size 12 or it will be sent back to the complainant to be organised and summarised – This option is only appropriate in cases where the complainant is capable of summarising the information and refuses to do so.
- Limiting face-to-face interviews to a maximum of 30 minutes.
- Limiting the frequency of their telephone calls, written correspondence or face-to-face interviews. Depending on the nature of services(s) provided Council may limit:
  - Telephone calls to one every two weeks/month
  - Written communications to one every two weeks/month
  - Face-to-face interviews to one every two weeks/month

For irrelevant, overly lengthy, disorganised or frequent written correspondence council may also:

- Require the complainant to clearly identify how the information or supporting materials they have sent Council relate to the central issues that has been identified in their complaint.
- Restrict the frequency to which complainants can send emails or other written communications to Council.



- Restrict a complainant to sending emails to a particular email account (e.g. Council's main email account or a designated account) or block their email access altogether and require that any further correspondence be sent through Australia Post only.

When a complainant is restricted to "writing only" they may be restricted to written communications through:

- Australia Post only
- Email only to a specific staff email or designated email account
- Fax only to a specific number
- Some other relevant form of written contact, where applicable.

If a complainant's conduct is restricted to writing only, Council will clearly identify the specific means that the complainant can use to contact our officer (e.g. Australia Post only). Also, if it is not suitable for a complainant to enter Council premises to hand deliver their written communication; this must be communicated to them as well.

Any communications that are received by Council in a manner that contravenes a "write only" restriction will either be returned to the complainant or read and filed without acknowledgement.

#### ***Where - limiting face to face interviews to secure areas***

If a complainant is violent or overtly aggressive, unreasonably disruptive, threatening or demanding or makes frequent unannounced visits to Council's offices, face to face contact may be restricted.

These restrictions may include:

- Restricting access to a particular secured premises or areas of the office – such as the reception area or secured room/facility.
- Restricting their ability to attend Council offices to specified times of the day and /or days of the week only - for example, when additional security is available or to times/days that are less busy.
- Allowing them to attend Council offices on an appointment only basis and only with specified staff. Note - during the meetings staff should always seek support and assistance of a colleague for added safety and security.
- Banning the complainant from attending Council offices altogether and allowing some other form of contact e.g. "writing only" or "telephone only" contact.

In cases where Council cannot completely restrict contact with a complainant and their conduct is particularly difficult to manage, Council may also restrict their contact through a support person or representative only. The support person may be nominated by the complainant but must be approved by senior management.

When assessing a representative/support person's suitability, management will consider factors such as; the nominated representative/support person's competency and literacy skills, demeanour/behaviour and relationship with the complainant. If management determine that the representative/support person may exacerbate the situation with the complainant, the complainant will be asked to nominate another person or Council staff may assist them in this regard.

#### ***Completely terminating a complainant's access to our services***

In rare cases, and as a last resort when all other strategies have been considered and/or attempted, senior management may decide that it is necessary to completely restrict a complainant's access contact/access to Council services.

A decision to have no further contact with a complainant will only be made if it appears that the complainant is unlikely to modify their conduct and /or their conduct poses a significant risk for our staff or other parties because it involves one or more of the following types of conduct:

- Acts of aggression, verbal and/or physical abuse, threats of harm, harassment, intimidation, stalking, assault.
- Damage to property whilst on Council premises.
- Threats with a weapon or common office items that can be used to harm another person or themselves.
- Physically preventing a staff member from moving around freely either within their office or during an off-site visit – e.g. entrapping them in their home.

- Conduct that is otherwise unlawful.

In these cases, the complainant will be sent a letter notifying them that their access has been restricted.

A complainant's access to Council services and premises may also be restricted (directly or indirectly) using the legal mechanisms such as trespass laws/legislation or legal orders to protect members of our staff from personal violence, intimidation or stalking by a complainant.

#### **Particular matters where unreasonable complainant procedures will not be applied**

Unreasonable complainant procedures will not be applied where a person has a legal right to take a particular course of action, for example:

- To apply for access to information under the *Freedom of Information Act 1982*
- To make a deputation request to be heard by the Council

#### **Alternative dispute resolution**

If senior management determine that Council services cannot be terminated to a complainant in a particular case or that staff bear some responsibility for causing or exacerbating their conduct, alternative dispute resolution strategies may be considered, such as mediation and conciliation to resolve the conflict with the complainant and attempt to rebuild the relationship with them. If alternative dispute resolution strategies are considered to be an appropriate option in a particular case, the meeting will be conducted by an independent third party to ensure transparency and impartiality.

It is recognised that in UCC situations, alternative dispute resolution strategies may not be appropriate, particularly if the complainant is uncooperative or resistant to compromise. Therefore, each case will be assessed on its own facts to determine the appropriateness of this approach.

#### **Exclusions**

Nil

#### **Human Rights**

This policy has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of *Human Rights and Responsibilities Act 2006*.

#### **Definitions**

Unreasonable complainant conduct is any behaviour by a complainant which, because of its nature or frequency raises substantial health, safety, resource or equity issues for Council staff, other service users and complainants or the complainant himself/herself.

Unreasonable Complainant Conduct is grouped into five categories of conduct:

There are five types of unreasonable conduct:

- Unreasonable persistence
- Unreasonable demands
- Unreasonable lack of cooperation
- Unreasonable arguments
- Unreasonable behaviour

#### **Unreasonable Persistence**

Unreasonable persistence is often characterised by the complainant:

- Persisting even though the complaint has been comprehensively addressed
- Reframing the complaint
- Demanding a review of the complaint
- Masking an issue out of trivial things, repeatedly

### **Unreasonable demands**

Unreasonable demands are often characterised by the complainant:

- Insisting on unattainable outcomes
- Insisting on a moral outcome, for example, justice in the community interest, when really a personal interest is at stake
- Wanting revenge or retribution
- Making demands about the way the complaint should be handled
- Providing extraordinary detail which is not relevant to the complaint
- Wanting regular and lengthy phone contact
- Moving the goal posts
- Creating complexity when there is none

### **Unreasonable lack of cooperation**

Unreasonable lack of cooperation is often characterised by the complainant:

- Presenting a large quantity of information that is not organised
- Presenting information in dribs and drabs, or withholding information
- Refusing to define the issues underlying the complaint
- Focusing on principles rather than issues
- Changing the complaint

### **Unreasonable arguments**

Unreasonable arguments are characterised by the complainant:

- Advancing irrational beliefs (such as seeing cause and effect links where there are clearly none)
- Advancing and sticking to what is clearly a conspiracy theory unsupported by evidence
- Insisting that a particular solution is the correct one
- Insisting on the importance of an issue that is clearly trivial

### **Unreasonable behaviour**

Unreasonable behaviour is when the complainant:

- Is very rude or aggressive, makes threats or harasses others
- Sends rude, confronting or threatening letters
- Makes threats to harm themselves or others
- Is very manipulative (such as overly ingratiating, cries as a tactic or makes veiled or implied threats)

Violence is not restricted to acts of aggression that may result in physical harm. It also included behaviour or language, whether verbal or written, that may cause staff to feel afraid, threatened or abused, and may include threats, personal verbal abuse, derogatory remarks or rudeness. Council also considers inflammatory statements and unsubstantiated allegations to be abusive behaviour.

### **Related Legislation**

- Victorian Charter of Human Rights and Responsibilities
- *Occupational Health and Safety Act 2004*
- *Privacy and Data Protection Act 2014*
- *Freedom of Information Act 1982*



**Related Policies, Procedures and Strategies**

The policy shall be read in conjunction with the following council policies, procedures and documents:

- Council's Customer Complaints Process
- Council's Customer Service Charter
- Council Policy 174 – Complaint Handling
- PR100 - Changing or Restricting a Complainant’s Access to Services
- Council Policy 124 – Occupational Health and Safety
- Council Policy 081 - Privacy and Data Protection
- Managing Unreasonable Complainant Conduct Practice Manual - Victorian Ombudsman’s Office.
- Code of Conduct – Councillors
- Code of Conduct- Staff

**Attachments**

Appendix 1 - Unreasonable Complainant Conduct Incident Form

**Review Period**

Three years

**Responsible officer**

Manager Governance and Strategy

**Administrative Updates**

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

**Approval History**

Adopted	21 November 2017	Minutes Book Reference No3382 (item 6.4)
Revised	23 June 2020	Minute Book Reference No 2221 (Item 9.6)

Chief Executive Officer: .....

Date: .....

## Appendix 1 - Unreasonable Complainant Conduct Incident Form

This form should only be completed if you encounter unreasonable complainant conduct and consider that steps may need to be taken to change or restrict a complainant's access to services provided by Campaspe Shire Council.

You must complete this form and send it electronically or by hand to your relevant Manager within 24 hours of a UCC incident.

Date: ..... Officer's name: .....

Name of complainant: .....

Details of the complainant's conduct/incident including whether assistance was required:

.....  
.....  
.....  
.....

Why do you consider this conduct to be unreasonable?

*For example – has it occurred before/repeatedly, caused significant disruptions to our organisation, has or could raise significant health and safety issues for our staff or other persons.*

.....  
.....  
.....  
.....

What action, if any, have you taken to deal with/manage the complainant's conduct?

*For example – warning the complainant 'verbally' about their conduct, other/previous attempts to manage the behaviour etc.*

.....  
.....  
.....  
.....

What do you think should be done to effectively manage the complainant's conduct?

*Note – the final decision on the appropriate course of action will be made by the Chief Executive Officer through the Executive Management Group.*

.....  
.....  
.....  
.....

Is there any other information that might be relevant to this case? If necessary, attach any supporting documentation.

.....  
.....  
.....  
.....

# Instrument of Appointment and Authorisation

In this instrument "officer" means:

Attachment 9.7

## Andrew Michael Fletcher

by this instrument of appointment and authorisation Campaspe Shire Council (Council):

### PART A

1. under section 224 of the *Local Government Act 1989* – appoints the officer to be an authorised officer for the administration and enforcement of:
  - the *Environment Protection Act 1970*
  - the *Residential Tenancies Act 1997*
  - the *Local Government Act 1989*
  - the *Local Government Act 2020*
  - the *Summary Offences Act 1966*
  - the *Sex Work Act 1994*
  - the regulations made under each of those Acts
  - the local laws made under the *Local Government Act 1989* or the *Local Government Act 2020*
  - and any other Act, regulation or local law which relates to the functions and powers of the Council;

### PART B

2. under section 228(2) of the *Building Act 1993* – authorised the officer to exercise the powers of an authorised person under Division 2 of Part 13 of the *Building Act 1993*
3. under section 4(1) of the *Environment Protection Act 1970* – appoints the officer to be a litter enforcement officer for the purposes of the *Environment Protection Act 1970*.
4. under section 48A of the *Environment Protection Act 1970* – appoints the officer to be an authorised officer for the purposes of section 48A.
5. under section 525(2) of the *Residential Tenancies Act 1997* – appoints the officer to exercise the powers set out in section 526 of that Act.
6. under s 71(1) of the *Housing Act 1983* – appoints the officer to be an authorised person for the purposes of entering a house or building and conducting an inspection under s 71 of the *Housing Act 1983*.
7. under s 3(1) of the *Sex Work Act 1994* – appoints the officer to be an authorised officer of the responsible authority for the purposes of enforcing Parts 4 and 5 of the *Sex Work Act 1994*.
8. under s 3 of the *Infringements Act 2006* – appoints the officer to be an issuing officer for the purposes of the *Infringements Act 2006*

### PART C

9. under section 147(4) of the *Planning and Environment Act 1987* – appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act.
10. under section 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this Instrument:

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied; or
- (c) remains in force until this appointment and authorisation is revoked on cessation of the officer's employment with Council

This instrument is authorised by a resolution of the Campaspe Shire Council on 23 June 2020

Councillor \_\_\_\_\_

Councillor \_\_\_\_\_

Chief Executive Officer \_\_\_\_\_



# Instrument of Appointment and Authorisation

In this instrument “officer” means:

## Ally Sinclair Wilkie

by this instrument of appointment and authorisation Campaspe Shire Council (Council):

### PART A

1. under section 224 of the *Local Government Act 1989* – appoints the officer to be an authorised officer for the administration and enforcement of:
  - the *Environment Protection Act 1970*
  - the *Residential Tenancies Act 1997*
  - the *Local Government Act 1989*
  - the *Local Government Act 2020*
  - the *Summary Offences Act 1966*
  - the *Sex Work Act 1994*
  - the regulations made under each of those Acts
  - the local laws made under the *Local Government Act 1989* or the *Local Government Act 2020*
  - and any other Act, regulation or local law which relates to the functions and powers of the Council;

### PART B

2. under section 4(1) of the *Environment Protection Act 1970* – appoints the officer to be a litter enforcement officer for the purposes of the *Environment Protection Act 1970*.
3. under section 48A of the *Environment Protection Act 1970* – appoints the officer to be an authorised officer for the purposes of section 48A.
4. under section 525(2) of the *Residential Tenancies Act 1997* – appoints the officer to exercise the powers set out in section 526 of that Act.
5. under s 71(1) of the *Housing Act 1983* – appoints the officer to be an authorised person for the purposes of entering a house or building and conducting an inspection under s 71 of the *Housing Act 1983*.
6. under s 3(1) of the *Sex Work Act 1994* – appoints the officer to be an authorised officer of the responsible authority for the purposes of enforcing Parts 4 and 5 of the *Sex Work Act 1994*.

### PART C

7. under section 147(4) of the *Planning and Environment Act 1987* – appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act.
8. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this Instrument:

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied; or
- (c) remains in force until this appointment and authorisation is revoked on cessation of the officer's employment with Council

This instrument is authorised by a resolution of the Campaspe Shire Council on 23 June 2020

Councillor \_\_\_\_\_

Councillor \_\_\_\_\_

Chief Executive Officer \_\_\_\_\_



# Instrument of Appointment and Authorisation

In this instrument “officer” means:

## Penelope Loader

by this instrument of appointment and authorisation Campaspe Shire Council (Council):

### PART A

1. under section 224 of the *Local Government Act 1989* – appoints the officer to be an authorised officer for the administration and enforcement of:
  - the *Environment Protection Act 1970*
  - the *Residential Tenancies Act 1997*
  - the *Local Government Act 1989*
  - the *Local Government Act 2020*
  - the *Summary Offences Act 1966*
  - the *Sex Work Act 1994*
  - the regulations made under each of those Acts
  - the local laws made under the *Local Government Act 1989* or the *Local Government Act 2020*
  - and any other Act, regulation or local law which relates to the functions and powers of the Council;

### PART B

2. under section 4(1) of the *Environment Protection Act 1970* – appoints the officer to be a litter enforcement officer for the purposes of the *Environment Protection Act 1970*.
3. under section 48A of the *Environment Protection Act 1970* – appoints the officer to be an authorised officer for the purposes of section 48A.
4. under section 525(2) of the *Residential Tenancies Act 1997* – appoints the officer to exercise the powers set out in section 526 of that Act.
5. under s 71(1) of the *Housing Act 1983* – appoints the officer to be an authorised person for the purposes of entering a house or building and conducting an inspection under s 71 of the *Housing Act 1983*.
6. under s 3(1) of the *Sex Work Act 1994* – appoints the officer to be an authorised officer of the responsible authority for the purposes of enforcing Parts 4 and 5 of the *Sex Work Act 1994*.

### PART C

7. under section 147(4) of the *Planning and Environment Act 1987* – appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act.
8. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this Instrument:

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied; or
- (c) remains in force until this appointment and authorisation is revoked on cessation of the officer's employment with Council

This instrument is authorised by a resolution of the Campaspe Shire Council on 23 June 2020

Councillor \_\_\_\_\_

Councillor \_\_\_\_\_

Chief Executive Officer \_\_\_\_\_



# Instrument of Appointment and Authorisation

In this instrument “officer” means:

## Samuel Lloyd Hockly

by this instrument of appointment and authorisation Campaspe Shire Council (Council):

### PART A

1. under section 224 of the *Local Government Act 1989* – appoints the officer to be an authorised officer for the administration and enforcement of:
  - the *Environment Protection Act 1970*
  - the *Residential Tenancies Act 1997*
  - the *Local Government Act 1989*
  - the *Local Government Act 2020*
  - the *Summary Offences Act 1966*
  - the *Sex Work Act 1994*
  - the regulations made under each of those Acts
  - the local laws made under the *Local Government Act 1989* or the *Local Government Act 2020*
  - and any other Act, regulation or local law which relates to the functions and powers of the Council;

### PART B

2. under section 4(1) of the *Environment Protection Act 1970* – appoints the officer to be a litter enforcement officer for the purposes of the *Environment Protection Act 1970*.
3. under section 48A of the *Environment Protection Act 1970* – appoints the officer to be an authorised officer for the purposes of section 48A.
4. under section 525(2) of the *Residential Tenancies Act 1997* – appoints the officer to exercise the powers set out in section 526 of that Act.
5. under s 71(1) of the *Housing Act 1983* – appoints the officer to be an authorised person for the purposes of entering a house or building and conducting an inspection under s 71 of the *Housing Act 1983*.
6. under s 3(1) of the *Sex Work Act 1994* – appoints the officer to be an authorised officer of the responsible authority for the purposes of enforcing Parts 4 and 5 of the *Sex Work Act 1994*.

### PART C

7. under section 147(4) of the *Planning and Environment Act 1987* – appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act.
8. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this Instrument:

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied; or
- (c) remains in force until this appointment and authorisation is revoked on cessation of the officer's employment with Council

This instrument is authorised by a resolution of the Campaspe Shire Council on 23 June 2020

Councillor \_\_\_\_\_

Councillor \_\_\_\_\_

Chief Executive Officer \_\_\_\_\_



# Instrument of Appointment and Authorisation

In this instrument “officer” means:

## Vicky Wei Cheng Lu

by this instrument of appointment and authorisation Campaspe Shire Council (Council):

### PART A

1. under section 224 of the *Local Government Act 1989* – appoints the officer to be an authorised officer for the administration and enforcement of:
  - the *Environment Protection Act 1970*
  - the *Residential Tenancies Act 1997*
  - the *Local Government Act 1989*
  - the *Local Government Act 2020*
  - the *Summary Offences Act 1966*
  - the *Sex Work Act 1994*
  - the regulations made under each of those Acts
  - the local laws made under the *Local Government Act 1989* or the *Local Government Act 2020*
  - and any other Act, regulation or local law which relates to the functions and powers of the Council;

### PART B

2. under section 4(1) of the *Environment Protection Act 1970* – appoints the officer to be a litter enforcement officer for the purposes of the *Environment Protection Act 1970*.
3. under section 48A of the *Environment Protection Act 1970* – appoints the officer to be an authorised officer for the purposes of section 48A.
4. under section 525(2) of the *Residential Tenancies Act 1997* – appoints the officer to exercise the powers set out in section 526 of that Act.
5. under s 71(1) of the *Housing Act 1983* – appoints the officer to be an authorised person for the purposes of entering a house or building and conducting an inspection under s 71 of the *Housing Act 1983*.
6. under s 3(1) of the *Sex Work Act 1994* – appoints the officer to be an authorised officer of the responsible authority for the purposes of enforcing Parts 4 and 5 of the *Sex Work Act 1994*.

### PART C

7. under section 147(4) of the *Planning and Environment Act 1987* – appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act.
8. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this Instrument:

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied; or
- (c) remains in force until this appointment and authorisation is revoked on cessation of the officer's employment with Council

This instrument is authorised by a resolution of the Campaspe Shire Council on 23 June 2020

Councillor \_\_\_\_\_

Councillor \_\_\_\_\_

Chief Executive Officer \_\_\_\_\_





# Instrument of Appointment and Authorisation

In this instrument “officer” means:

## Amanda Jessie Ellis

by this instrument of appointment and authorisation Campaspe Shire Council (Council):

### PART A

1. under section 224 of the *Local Government Act 1989* – appoints the officer to be an authorised officer for the administration and enforcement of:
  - the *Environment Protection Act 1970*
  - the *Residential Tenancies Act 1997*
  - the *Local Government Act 1989*
  - the *Local Government Act 2020*
  - the *Summary Offences Act 1966*
  - the *Sex Work Act 1994*
  - the regulations made under each of those Acts
  - the local laws made under the *Local Government Act 1989* or the *Local Government Act 2020*
  - and any other Act, regulation or local law which relates to the functions and powers of the Council;

### PART B

2. under section 4(1) of the *Environment Protection Act 1970* – appoints the officer to be a litter enforcement officer for the purposes of the *Environment Protection Act 1970*.
3. under section 48A of the *Environment Protection Act 1970* – appoints the officer to be an authorised officer for the purposes of section 48A.
4. under section 525(2) of the *Residential Tenancies Act 1997* – appoints the officer to exercise the powers set out in section 526 of that Act.
5. under s 71(1) of the *Housing Act 1983* – appoints the officer to be an authorised person for the purposes of entering a house or building and conducting an inspection under s 71 of the *Housing Act 1983*.
6. under s 3(1) of the *Sex Work Act 1994* – appoints the officer to be an authorised officer of the responsible authority for the purposes of enforcing Parts 4 and 5 of the *Sex Work Act 1994*.

### PART C

7. under section 147(4) of the *Planning and Environment Act 1987* – appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act.
8. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this Instrument:

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied; or
- (c) remains in force until this appointment and authorisation is revoked on cessation of the officer's employment with Council

This instrument is authorised by a resolution of the Campaspe Shire Council on 23 June 2020

Councillor \_\_\_\_\_

Councillor \_\_\_\_\_

Chief Executive Officer \_\_\_\_\_





# Instrument of Appointment and Authorisation

In this instrument “officer” means:

**Emily Sarah Hardy**

by this instrument of appointment and authorisation Campaspe Shire Council (Council):

## PART A

1. under section 224 of the *Local Government Act 1989* – appoints the officer to be an authorised officer for the administration and enforcement of:
  - the *Environment Protection Act 1970*
  - the *Residential Tenancies Act 1997*
  - the *Local Government Act 1989*
  - the *Local Government Act 2020*
  - the *Summary Offences Act 1966*
  - the *Sex Work Act 1994*
  - the regulations made under each of those Acts
  - the local laws made under the *Local Government Act 1989* or the *Local Government Act 2020*
  - and any other Act, regulation or local law which relates to the functions and powers of the Council;

## PART B

2. under section 4(1) of the *Environment Protection Act 1970* – appoints the officer to be a litter enforcement officer for the purposes of the *Environment Protection Act 1970*.
3. under section 48A of the *Environment Protection Act 1970* – appoints the officer to be an authorised officer for the purposes of section 48A.
4. under section 525(2) of the *Residential Tenancies Act 1997* – appoints the officer to exercise the powers set out in section 526 of that Act.
5. under s 71(1) of the *Housing Act 1983* – appoints the officer to be an authorised person for the purposes of entering a house or building and conducting an inspection under s 71 of the *Housing Act 1983*.
6. under s 3(1) of the *Sex Work Act 1994* – appoints the officer to be an authorised officer of the responsible authority for the purposes of enforcing Parts 4 and 5 of the *Sex Work Act 1994*.

## PART C

7. under section 147(4) of the *Planning and Environment Act 1987* – appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act.
8. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this Instrument:

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied; or
- (c) remains in force until this appointment and authorisation is revoked on cessation of the officer's employment with Council

This instrument is authorised by a resolution of the Campaspe Shire Council on 23 June 2020

Councillor \_\_\_\_\_

Councillor \_\_\_\_\_

Chief Executive Officer \_\_\_\_\_



**Figure 1: Site aerial of Echuca South Recreation Reserve**



**Figure 1: An example of behind goal netting. The netting is removable and can be stored.**





**Correspondence from AFL Victoria**



**AFL Goulburn Murray**

Office: Kialla Park Community Centre, Reserve Street, Kialla VIC  
Postal: PO Box 1253, Shepparton VIC 3630  
Phone: (03) 3823 9800  
[www.goulburnmurrayafl.com.au](http://www.goulburnmurrayafl.com.au)

Chairman: Peter Foott  
Region General Manager: Jamie Macri Email [jamie.macri@afl.com.au](mailto:jamie.macri@afl.com.au) Mobile 0407 216 719

Region Administration Centre: Goulburn Valley League, Kyabram District Football Netball League, Northern Country Women's League, Shepparton District Junior FL, Seymour District Junior FNL, Goulburn Campaspe Junior FL, Goulburn Valley Sports Trainers Association

**15<sup>th</sup> March 2020**

Marc Turri  
Recreation Coordinator  
Campaspe Shire Council

Dear Marc,

I wish to seek approval to donate a goal net to the Echuca South Recreation Reserve. AFL Victoria has provided one set of nets for the AFL Goulburn Murray Region. I have selected the Echuca South Recreation Reserve to receive this net.

The oval at the Echuca South Recreation Reserve would be an ideal target for this project as, from my own observations during a match footballs have bounced off cars behind goals and, in some cases, struck a members of the public who were also behind the goals.

Provision of a goal nets would improve the safety of those who attend games at the reserve and their vehicles.

As the Echuca Council is the manager of the reserve, I wish to seek approval to donate the net and for their installation.

Should Council wish for further information I am happy to discuss this at a time suitable to both of us.

Yours sincerely

Jamie Macri  
Region General Manager  
AFL Goulburn Murray

**Figure 1: Site aerial Northern Oval**



**Figure 2: Site plan of Northern Oval with proposed location of spectator shelters (and location of future player interchange benches)**





Attachment 9.12.2

The proposal consists of two spectator shelters to be erected near the playing surface. The photos below give an indication of the type of infrastructure to be installed.



Attachment 9.12.3

**Letter of Commitment**



24/04/2020

To whom it may concern,

The payment for 2 x shelter sheds at the Northern Oval totalling \$14374.00 will be paid for in its entirety by my company Albion Motors Pty Ltd.

Your sincerely

A handwritten signature in black ink, appearing to read "Ian Isaac", is written over a faint grey signature line.

Ian Isaac  
Director

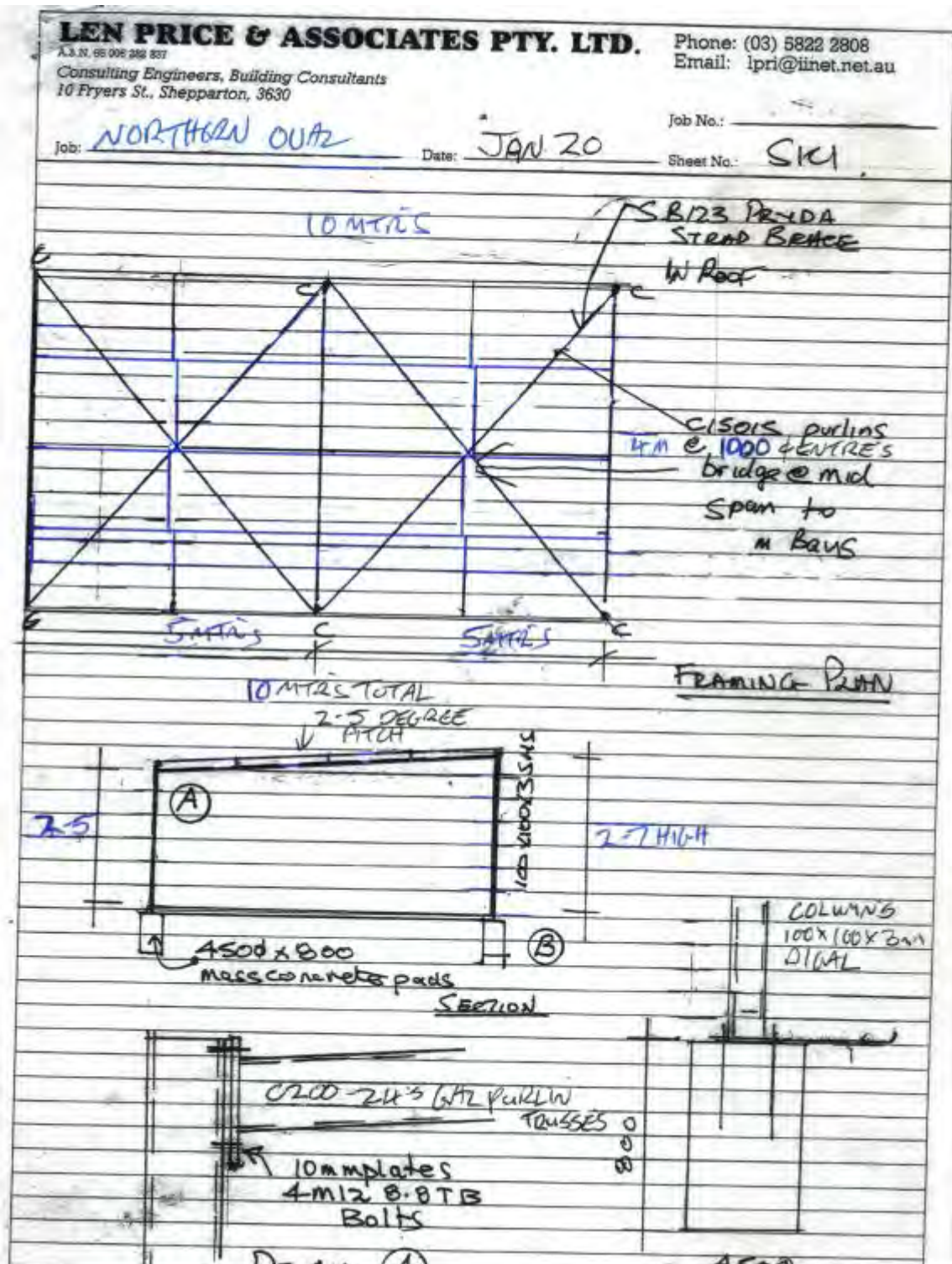
**Albion (Kyabram) Motors Pty Ltd**  
33-39 Albion Street  
Kyabram Vic 3620  
T 03 5852 1977  
F 03 5852 3389  
E info@albionmotors.com.au  
www.albionmotors.com.au  
ACN 004 357 528 ABN 82 004 397 528

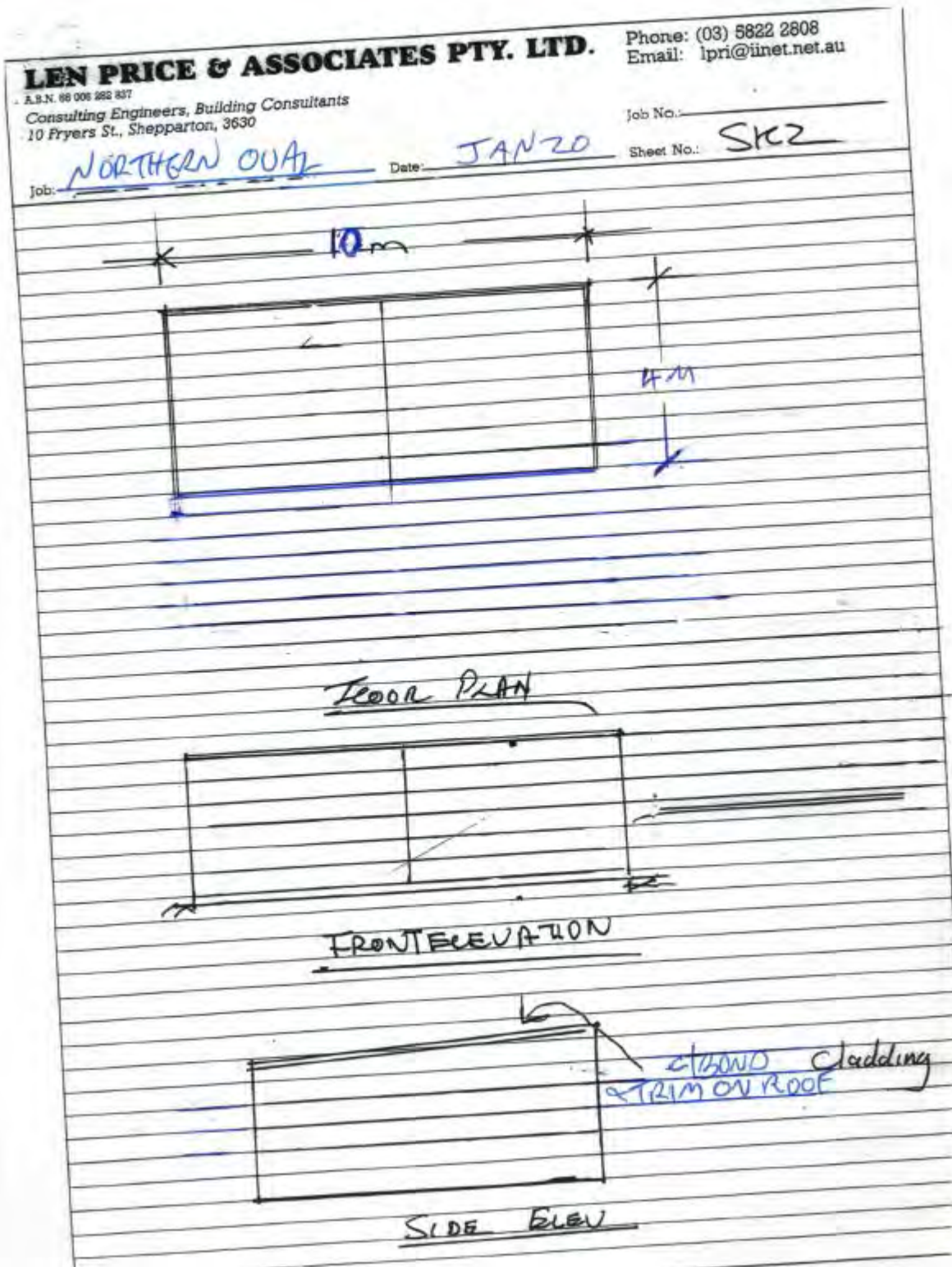






Computations







**GENERAL NOTES:**

- G1 ALL DIMENSIONS RELEVANT TO SETTING OUT AND ON-SITE WORK SHALL BE VERIFIED BY THE CONTRACTOR BEFORE CONSTRUCTION AND FABRICATION IS COMMENCED. THE ENGINEER'S DRAWINGS SHALL NOT BE SCALED
- G2 DURING CONSTRUCTION THE CONTRACTOR SHALL BE RESPONSIBLE FOR MAINTAINING THE STRUCTURE IN A STABLE CONDITION AND ENSURING NO PART SHALL BE OVERSTRESSED UNDER CONSTRUCTION ACTIVITIES.
- G3 WORKMANSHIP AND MATERIALS ARE TO BE IN ACCORDANCE WITH THE RELEVANT CURRENT S.A.A. CODES INCLUDING ALL AMENDMENTS AND THE LOCAL STATUTORY AUTHORITIES REQUIREMENTS
- G4 THESE DRAWINGS ARE TO BE READ IN CONJUNCTION WITH THE ARCHITECTURAL DRAWINGS AND SPECIFICATIONS. ANY DISCREPANCY TO BE REFERRED TO ENGINEER. ALL DIMENSIONS SHOWN ARE TO BE VERIFIED AT SITE. ENGINEERS DRAWING MUST NOT BE SCALED.

**CONCRETE:**

- C1 CONCRETE DESIGN STRENGTH (f<sub>cd</sub> AT 28 DAYS) TO BE AS FOLLOWS -  
 GRADE 20 FOR Pads  
 GRADE \_\_\_\_\_ FOR \_\_\_\_\_  
 GRADE \_\_\_\_\_ FOR \_\_\_\_\_
- C2 MAXIMUM SLUMP OF CONCRETE SHALL BE 65mm
- C3 REINFORCEMENT SYMBOLS:  
 R DENOTES STRUCTURAL GRADE ROUND BARS  
 S DENOTES STRUCTURAL GRADE DEFORMED BARS  
 C DENOTES COLD WORKED BARS  
 Y DENOTES DEFORMED TEMCORE BAR  
 F DENOTES HARD DRAWN STEEL WIRE FABRIC
- C4 REINFORCEMENT SPLICES SHALL BE LAP SPLICES AS REQUIRED BY THE CURRENT CONCRETE CODE UNLESS NOTED IN THE DRAWINGS. FOR FABRIC, THE MINIMUM SPLICE SHALL BE 220mm MINIMUM WITH THE OVERLAP MEASURED BETWEEN THE OUTERMOST WIRES AND NOT LESS THAN THE PITCH OF THE SECONDARY WIRES.
- C5 CLEAR CONCRETE COVER TO REINFORCEMENT, UNLESS OTHERWISE NOTED, TO BE:  
 BELOW GROUND: BEAMS, PEDESTALS AND STRIP FOOTINGS 65 WALLS 30 PAD FOOTINGS 75  
 ABOVE GROUND: COLUMNS 40 BEAMS 25 INTERNAL SLABS 20 EXTERNAL SLABS 30
- C6 ALL REINFORCEMENT SHALL BE SUPPORTED IN ITS CORRECT POSITION SO AS NOT TO BE DISPLACED DURING CONCRETING ON APPROVED BAR CHAIRS AT 900mm MAXIMUM CENTRE BOTH WAYS
- C7 PROVIDE 0.2mm POLYTHENE MOISTURE BARRIER THROUGHOUT UNDER ENTIRE SLAB ON GRADE
- C8 CONCRETE SHALL BE PREVENTED FROM BONDING TO SUPPORTING BRICKWORK BY PROVIDING TWO LAYERS OF A SUITABLE MEMBRANE "MALTHOID" (OR SIMILAR). VERTICAL FACES OF CONCRETE SHALL BE KEPT FREE OF BRICKWORK BY PROVIDING 12mm THICKNESS OF BITUMINOUS IMPREGNATED "CANEITE", HIGH DENSITY CORK JOINT FILL, OR 3mm OF MALTHOID"
- C9 ALL CONCRETE SHALL BE PROPERLY COMPACTED BY MEANS OF APPROVED VIBRATORS.
- C10 CAMBER TO SUSPENDED SLABS AND BEAMS TO BE 5mm FOR EVERY 2500mm OF SPAN UNLESS OTHERWISE NOTED
- C11 CONSTRUCTION JOINTS, WHERE NOT SHOWN, SHALL BE LOCATED TO THE APPROVAL OF THE ENGINEER
- C12 FORMWORK SHALL NOT BE STRIPPED UNTIL 28 DAYS HAS ELAPSED FROM TIME OF POUR - UNLESS APPROVED OTHERWISE BY THE ENGINEER.
- C13 BRICKWORK MUST NOT BE BUILT ON CONCRETE SLABS OR BEAMS UNTIL FORMWORK, SUPPORTING SAME, HAS BEEN REMOVED.

**STRUCTURAL STEELWORK:**

- S1 THE CONTRACTOR SHALL PROVIDE AND LEAVE IN PLACE UNTIL PERMANENT BRACING ELEMENTS ARE CONSTRUCTED SUCH TEMPORARY BRACING AS IS NECESSARY TO STABILISE THE STRUCTURE DURING ERECTION
- S2 BUTT WELD END PLATES AND STIFFENERS TO SECTION FLANGES AND FILLET WELD TO WEBS, UNLESS OTHERWISE NOTED, ALL WELDS SHALL BE 6mm CONTINUOUS FILLET WELD, LAID DOWN WITH APPROVED COVERED ELECTRODE.
- S3 BOLTS SHALL BE BLACK BOLTS COMPLYING WITH RELEVANT CODE EXCEPT WHERE THE FOLLOWING DESIGNATIONS ARE MADE. H.S.B. HIGH STRENGTH BEARING BOLTS WITH THREAD EXCLUDED FROM THE SHEAR PLANE AND H.S.F.G. DENOTES HIGH STRENGTH FRICTION GRIP BOLTS, BOTH COMPLYING WITH RELEVANT CODE.
- S4 CAMBER TO STRUCTURAL STEEL BEAMS, TRUSSES, PORTALS ETC. TO BE 5mm FOR EVERY 2000mm OF SPAN UNLESS OTHERWISE NOTED.
- S5 ALL STRUCTURAL STEELWORK BELOW GROUND TO BE ENCASED BY CONCRETE 75mm MIN ALL ROUND
- S6 CONCRETE ENCASED STRUCTURAL STEEL TO BE ENCLOSED BY F4T MESH PLACED 25 CLEAR OF STEEL. ENCASING TO PROVIDE 50 MIN COVER, 75 WHERE EXPOSED TO EARTH. ALL OTHER STEELWORK TO BE GIVEN ONE SHOP COAT OF APPROVED PAINT UNLESS OTHERWISE NOTED.

**MASONRY:**

- M1 MORTAR IN BRICKWORK SHALL BE 1:1:6 UNLESS OTHERWISE SPECIFIED
- M2 MINIMUM COMPRESSIVE STRENGTH OF BRICK TO BE 30 MPa UNLESS OTHERWISE APPROVED
- M3 MINIMUM COMPRESSIVE STRENGTH OF CONCRETE BLOCKS TO BE 12 MPa UNLESS OTHERWISE APPROVED
- M4 ALL JOINTS IN BRICK AND/OR BLOCK WALLS TO BE IN ACCORDANCE WITH THE RELEVANT CODE AND GOOD TRADE PRACTICE
- M5 CAVITY WALL TIES TO BE IN ACCORDANCE WITH THE CURRENT U.B.R. REQUIREMENTS
- M6 ALL STEEL COLUMNS, MULLIONS AND HORIZONTAL SUPPORTS, PROVIDE 32 DIA TIES WELDED OR FIXED TO STEELWORK IN AN APPROVED MANNER AT 600 C/C

**FOUNDATIONS:**

- F1 FOUNDATION MATERIAL TO BE APPROVED BEFORE POURING CONCRETE FOR SAFE BEARING CAPACITY OF

**Quote 1: Kyabram Steel and Fabrication**



**QUOTE**

Northern Oval Committee Management

**Date**  
13 Mar 2020

**Expiry**  
30 Apr 2020

**Quote Number**  
QU-0207

**Reference**

Kyabram Steel &  
Fabrication  
PO Box 819  
KYABRAM VIC 3620  
AUSTRALIA  
Australia  
03 5853 1554  
info@kysteel.com.au

**ABN**  
48 106 145 162

**Roof Only Skillion Roof 10m x 4m x 2.7m**

Quotation for the supply of labour and materials for the fabrication of roof only skillion 10m x 4m x 2.7m.

Included:

- Colourbond Roofing
- Flashings & Guttering
- Erection
- Digging & Concrete for footings

Description	Quantity	Unit Price	GST	Amount AUD
Labour Materials Erection	2.00	6,958.96	10%	13,917.92
			Subtotal	13,917.92
			Total GST 10%	1,391.79
			<b>TOTAL AUD</b>	<b>15,309.71</b>

**Terms**

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**Quote 2: CnD Contractors**



**QUOTE**

Northern Oval

Date  
05 Mar 2020

Expiry  
05 Apr 2020

Quote Number  
QU-0672

Reference  
Shelters

ABN  
82 134 251 942

CnD Contractors Pty Ltd  
PO Box 588  
KYABRAM VIC 3619  
P: 03 58521110  
F: 03 58521120  
E: cndcontractors@bigpond.com

Description	Quantity	Unit Price	GST	Amount AUD
All labour and materials to manufacture skillion roof shelter 10.0 mtrs x 4.0 mtrs x 2.7 mtrs high Includes: 100x100 Gal posts C200 Gal purlin trusses C150 Roof Purlins Colorbond roof sheets Colorbond flashings on 3 sides Colorbond Fascia and spout on low side Digging of footing holes Concrete for footings	2.00	6,533.64	10%	13,067.27
			Subtotal	13,067.27
			Total GST 10%	1,306.73
			<b>TOTAL AUD</b>	<b>14,374.00</b>

For further enquiries please call Craig Fitzgerald on 0428592526

Thankyou for your business!

By EFT – Transfer to BSB: 083-894 Account No: 830890161  
Please quote your Invoice Number in the transaction description

**Terms**

Thank you for the opportunity to quote.

Cr Howell re-entered the Chamber at 7:17pm

## 6.2. ECHUCA AQUATIC RESERVE INFRASTRUCTURE AND SERVICE PLAN

### Author:

Brendan Gosstray, Acting Recreation Planner

### Responsible Manager:

Strategic Planning Manager

### Attachments:

6.2. Echuca Aquatic Reserve Infrastructure and Service Plan

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#### 1. Purpose

To seek endorsement of the Echuca Aquatic Reserve Infrastructure and Service Plan.

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#### 2. Recommendation

That Council:

- i. Note the Echuca Aquatic Reserve Infrastructure and Service Plan (draft Plan);
- ii. Note that officers have undertaken further review of the consultant's recommendations arising from the draft Plan;
- iii. Endorse the following to be outcomes and initiatives arising from the development of the draft plan, including the level of priority for each initiative:
  - a. Retain the levee at its current height, as the final response to draft plan recommendation 1;
  - b. Paint edge line marking on each side of the path as recommended by the internal risk assessment as the final response to draft plan recommendation 2 (high priority);
  - c. Construct grassed ramps to provide two points of access to the base of the site, with materials and details to be determined through detailed design, as the final response to draft plan recommendation 3 (medium priority);
  - d. Undertake a review of the existing drainage system and the prepare a Storm Water Management Plan to improve the water quality and wetland function, as a response to *draft plan recommendations 4 and 6 (high priority)*;
  - e. Install planting to provide a barrier to the water's edge and support ecological habitat, as a final response to *draft plan recommendation 5 (medium priority)*;
  - f. Rebuild swale crossings at greater width when existing structures reach intervention and require replacement, as the response to recommendation 7 (low priority);
  - g. Design and construct an irrigation system to reduce the ongoing maintenance hours, as the final response to *draft plan recommendation 9 (high priority)*;

- h. Develop and implement a Tree Management Masterplan, as the final response to *draft plan recommendation 10 (high priority)*;
- i. Provide improved access across the rail line, with the optimal solution to be determined through a further investigation that will be presented to Council for consideration prior to work occurring, as the final response to draft plan recommendation 11 (high priority);
- j. Maintain the current low-level barriers along the top of the levee, or barriers of a similar style when the existing barriers need replacement, as the final response to draft plan recommendation 12;
- k. Establish improved facilities to support events held in the Aquatic Reserve as the response to draft plan recommendations 13, 14, 15, 16 and 19, comprising of the following:
  - 1. Upgraded toilet and amenity facilities at the Echuca Pump House building (currently operating as the Visitor Information Centre) when these assets require renewal (high priority)
  - 2. Installation of a drinking fountain and bike parking/racks to be co-located with the public barbeque on Heygarth Street (medium priority);
  - 3. Installation of additional town water taps and review water supply to ensure adequate water pressure exists to reasonably support general needs (medium priority);
  - 4. Installation of three phase electricity points (medium priority);
  - 5. Installation of low-level site lighting (medium priority);
- l. Prepare an Aquatic Reserve Facilities and Access Plan (*high priority*) for distribution to *event coordinators and groups to inform their event planning and management, as the final response to draft plan recommendations 8, 17 and 18 and ensure the plan includes the locations of:*
  - 1. accessible areas;
  - 2. nominated marquee locations;
  - 3. services and facilities (as listed in the preceding dot point); and
  - 4. other relevant services (ie. water, irrigation, power and drainage);
- m. Develop a Landscape Plan for the Council and Court House area overlooking the Aquatic Reserve, as the final response to *draft plan recommendation 20 (medium priority)*;
- n. Explore the opportunities to develop a contemporary interactive trail of Wollithica history and culture which provides a dynamic visitor experience, as the response to *draft plan recommendation 21 (medium priority)*; *and*
- o. Develop a play space concept which includes some water play element(s), as the response to draft *plan recommendation 22 (low priority)*;
- iv. Note that officers will prepare an implementation strategy based on the endorsed initiatives and activities and associated priority levels endorsed by Council, inclusive of estimated project costs and a funding strategy, for future consideration by Council; and
- v. Approve endorsed initiatives to be pursued and delivered where they can be accommodated within Council's standard operating or capital budgets without impact on other projects, or where grants can be obtained without further funding demand or commitment from council.



## COUNCILLORS JARMAN/MADDISON

## That Council:

- i. Note the Echuca Aquatic Reserve Infrastructure and Service Plan (draft Plan);
- ii. Note that officers have undertaken further review of the consultant's recommendations arising from the draft Plan;
- iii. Endorse the following to be outcomes and initiatives arising from the development of the draft plan, including the level of priority for each initiative:
  - a. Retain the levee at its current height, as the final response to draft plan recommendation 1;
  - b. Paint edge line marking on each side of the path as recommended by the internal risk assessment as the final response to draft plan recommendation 2 (high priority);
  - c. Construct grassed ramps to provide two points of access to the base of the site, with materials and details to be determined through detailed design, as the final response to draft plan recommendation 3 (high priority);
  - d. Undertake a review of the existing drainage system and the prepare a Storm Water Management Plan to improve the water quality and wetland function, as a response to draft plan recommendations 4 and 6 (high priority);
  - e. Install planting to provide a barrier to the water's edge and support ecological habitat, as a final response to draft plan recommendation 5 (medium priority);
  - f. Rebuild swale crossings at greater width when existing structures reach intervention and require replacement, as the response to recommendation 7 (low priority);
  - g. Design and construct an irrigation system to reduce the ongoing maintenance hours, as the final response to draft plan recommendation 9 (high priority);
  - h. Develop and implement a Tree Management Masterplan, as the final response to draft plan recommendation 10 (high priority);
  - i. Provide improved access across the rail line, with the optimal solution to be determined through a further investigation that will be presented to Council for consideration prior to work occurring, as the final response to draft plan recommendation 11 (high priority);
  - j. Maintain the current low-level barriers along the top of the levee, or barriers of a similar style when the existing barriers need replacement, as the final response to draft plan recommendation 12;
  - k. Establish improved facilities to support events held in the Aquatic Reserve as the response to draft plan recommendations 13, 14, 15, 16 and 19, comprising of the following:
    1. Upgraded toilet and amenity facilities at the Echuca Pump House building (currently operating as the Visitor Information Centre) when these assets require renewal (high priority)
    2. Installation of a drinking fountain and bike parking/racks to be co-located with the public barbeque on Heygarth Street (medium priority);
    3. Installation of additional town water taps and review water supply to ensure adequate water pressure exists to reasonably support general needs (high priority);
    4. Installation of three phase electricity points (high priority);

5. Installation of low-level site lighting (medium priority);
- I. Prepare an Aquatic Reserve Facilities and Access Plan (high priority) for distribution to event coordinators and groups to inform their event planning and management, as the final response to draft plan recommendations 8, 17 and 18 and ensure the plan includes the locations of:
  1. accessible areas;
  2. nominated marquee locations;
  3. services and facilities (as listed in the preceding dot point); and
  4. other relevant services (i.e. water, irrigation, power and drainage);
- m. Develop a Landscape Plan for the Council and Court House area overlooking the Aquatic Reserve, as the final response to draft plan recommendation 20 (medium priority);
- n. Explore the opportunities to develop a contemporary interactive trail of Wollithica history and culture which provides a dynamic visitor experience, as the response to draft plan recommendation 21 (medium priority); and
- o. Develop a play space concept which includes some water play element(s), as the response to draft plan recommendation 22 (low priority);
- iv. Note that officers will prepare an implementation strategy based on the endorsed initiatives and activities and associated priority levels endorsed by Council, inclusive of estimated project costs and a funding strategy, for future consideration by Council; and
- v. Approve endorsed initiatives to be pursued and delivered where they can be accommodated within Council's standard operating or capital budgets without impact on other projects, or where grants can be obtained without further funding demand or commitment from council.

## CARRIED

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### 3. Conflict of Interest

In accordance with Section 80B of the *Local Government Act 1989*, the officer preparing this report declares no conflict of interest in regards to this matter.

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### 4. Charter of Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

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### 5. Instrument of Delegation

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer in so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

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### 6. Background

In February 2015, the Council commenced a review of the Echuca Aquatic Reserve in order to identify ways to enhance its role as a developed open space and event venue. The review included consultation with key stakeholders such as festival organisers and representatives of local and regional tourism and development groups and committees.

As an outcome of this review, a draft Echuca Aquatic Reserve Infrastructure and Services Plan (draft Plan) was prepared and placed on public exhibition for feedback and comment.

The draft Plan outlined a vision, principles and project outcomes to maximise the potential of the site and its impact environmentally, economically and socially. The project outcomes also align strongly with the Campaspe Open Space Strategy adopted by Council in December 2014.

The draft Plan identified a number of issues within the space such as low water quality, high maintenance requirements, inadequate access for All Abilities. The draft Plan has sought to propose low key, subtle and at times invisible, interventions to ensure that key site qualities remain or are enhanced.

At the closure of the public exhibition period on Friday 7th October 2014, six responses were received all indicating general support for the recommendation of the draft plan.

Submissions also made the following comments:

*"I think the section for Indigenous area development would be very interesting to explain our local history and to make it a major part of our tourism package of information. The park also requires to look much friendlier and with the addition of plants and native flowers this could be easily added. More BBQ facilities are required to have families enjoy the parkland all year. Please action this plan ASAP to enhance this beautiful and relaxing area of the Murray River."*

*"The Council and Court House forecourt design should include a sculpture trail. The first one was installed more than ten years ago and unfortunately no more have eventuated"*

*"The proposed "Grassed" ramps should not be grass. In the event of inclement weather, wear and tear and high usage then the Grassed ramps will become worn, slippery if wet, uneven or require continuous up keep to maintain. The ramps are better to be of high resolution compacted gravel or asphalt for better more consistent even access. Water play needs to be a high priority as to attract people down to the aquatic precinct, particularly young families. Remove the Levee all together to give a clear line of vision from the back of the council offices down to the Rivers edge. It is a man-made levee that serves no real purpose and the removal of the levee would reduce the costs of continually upgrading the asphalt track and barriers along the path. Replace Levee to ground level and then you remove an access barrier. It would also be more visually appealing to see it grassed down to the river level. Similar to Mildura's River precinct."*

*"Fabulous plans, more picnic tables and BBQ in main area, levee bank – has to be decided, need to have the discussion"*

## 7. Content

The draft Plan makes 22 recommendations in response to issues identified and raised through consultation. Each of these recommendations has been considered and discussed in detail below.

### The Levee

#### *Recommendation 1 - Undertake a Levee Study to determine the future of the levee*

During the course of this study, a proposal to remove or lower the levee to provide a visual connection to the Murray River was raised. This proposal did not form part of the project brief for this study, however a preliminary review was completed.

Whilst the levee bank is of some conjecture, any consideration of a change to the levee would need to be considered as just one component of an investigation of the broader future use and development (if any) of the river foreshore between the wharf and bridge and interrelationships to the Aquatic Reserve, Visitor Information Centre and the Civic Precinct, such an investigation is not a high priority. Consequently officers recommend the existing levee be retained at its current height and no further action be progressed in relation to this recommendation.

#### *Recommendation 2 - Regrade the top of levee and install a new path to limit risks to the public*

The draft Plan recommended the regrading of the top of the levee as it considered that the top of the path has areas where the slope either side presents a safety risk.

In considering the draft plan Recommendation a risk assessment of the path on top of the levee bank has been completed by Councils Road Service Department. The assessment identified the path is a 400m long, 2.1metres wide asphalt path on top of the Levee bank that forms part of the Aquatic Reserve Amphitheatre. The Levee bank has steep embankments sloping away from the path, on both sides. The path is flat longitudinally, with very little rise and fall along the length. It is generally straight and the 2 bends have large gentle uniform radii. The path is lit with overhead lights.

- The path carries low volumes of walking pedestrians. The path provides a recreational walk rather than a connective path of travel
- Most of the time, a pedestrian could walk in the middle of the path, well away from the edges
- 2.1m is sufficient for 2 pedestrians or prams or wheelchairs to pass safely, when travelling in opposite directions, without leaving the asphalt
- A pedestrian walking in the middle of the path would need to veer off course, left or right, by more than a metre to step off the edge of the path. This would take several steps and the person could easily self-correct within this distance
- The dark colour of the Asphalt and the path edges provide a distinct visual contrast at the edges, with the natural surface, rocks and grass. This provides a strong visually cue for users to be able to follow the path alignment easily
- Along approximately half of the length of the path there is a low rustic timber rail fence on one side. This is the section of path nearest to the steepest sections of embankment. This fence provides an additional visual cue to assist with following the path alignment
- The section of the path without the timber fence has wider shoulders at the same crossfall as the path before the embankments on either side. The shoulder area provides additional width for self-correction for a person if they were to veer off-course
- There have been two public safety incidents reported on the path. Both of these related to tripping on the crushed rock path prior to the date that the path was sealed with asphalt. The path was sealed in very early 2015

### *Conclusion*

Although the path is on top of a levee bank, the path has been established with sufficient characteristics that make it suitable for the location and for the low volume pedestrian activity that the area attracts. I do not believe that there is a significant risk associated with the path location.

### *Recommendation*

I would recommend the installation of a painted edge line on each side of the path. There is phosphorescent line marking paint available that gathers light during the day and emits a glow for an extended period into the evening. This would be of particular benefit during the shorter months when dark falls earlier. Used in addition to the existing overhead lights, this would provide an additional visual cue to users about the location of the edge of the path.

Given the recommendation of the risk assessment draft Plan Recommendation 2 is not supported. It is however recommended that painted edge line marking on each side of the path as recommended by the risk assessment be completed as a high priority.

### *Recommendation 3 - Design, document and construct grassed ramps to provide two points of access to the base of the site*

The draft Plan recommends the construction of two grassed ramps to provide improved All Abilities access to the reserve. The provision of improved access accords with guiding principles around supporting the reserve as a space for events of

varying scales and balancing this with retaining the current environment. This recommendation is supported by officers, however ramp construction material and detail is to be resolved at detailed design stage.

### Water Quality

*Recommendation 4 - Undertake a review of the existing drainage system and the prepare a Storm Water Management Plan to improve the water quality and wetland function*

This recommendation is supported by officers.

### Ecological habitat values in the wetland

*Recommendation 5 - Install planted safety barriers to address safety risks. Council could consider temporary fencing to limit risk in the interim.*

This recommendation is supported in part by officers. The installation of planting to provide a barrier to the water's edge and support ecological habitat is supported. However the installation of temporary fencing within the reserve to limit access to the water's edge in the interim is not supported.

*Recommendation 6 - Provide pools and instream meanders in the existing swales and ensure a diverse range of indigenous riverine plants are installed and maintained*

This recommendation is supported by officers. The Storm Water Management Plan will assist in informing work to improve water quality and habitat value within the wetland.

### Access over swales

*Recommendation 7 - Rebuild swale crossings.*

This recommendation is supported by officers. Rebuilding of bridge crossings should only be completed when the structures reach intervention level and require replacement.

*Recommendation 8 - Address the middle crossing as a priority to limit the risk to the public*

The draft Plan identifies the middle swale crossing as a safety risk due to the steep localised grades surrounding it and consequently recommends that the crossing be relocated to limit risk. In considering the draft plan Recommendation a risk assessment of the path on top of the levee bank has been completed by Councils Road Service Department. The assessment identified the amphitheatre is a grassed area over a natural surface of undulating ground. There are no formally constructed paths within the arena.

The area bound by the horseshoe lagoon and the Stage is substantially flat with a grassed surface. This means that it is accessible to most users, in some cases with assistance, but it is not DDA compliant.

To be DDA compliant the area could not have a grassed surface and would need to be constructed of a hardstand material such as asphalt. This is not in keeping with the function of the Reserve.

During events, vehicle access is provided for disabled patrons by having them drive in through the Pumphouse car park, and down into the flat area north of the Aquatic Lake. Disabled parking bays are provided in this area. If the Disabled Toilet is provided for the event it is situated at this location and then there is a flat path of travel across the Northern footbridge and onto the lawn in the events area. In large festivals, like Riverboats, a signed area on the lawn quite close to the Stage is set aside for Disabled Patrons.

There are 3 footbridges over the horseshoe lagoon. These were upgraded in 2014 and are DDA compliant, as is required under the Building code. They are not connect to each other or any other path of travel or route that is DDA compliant.

Outside of the area bounded by the horse shoe lagoon and the Stage there are slopes and gradients in all directions that are not compliant for DDA paths of travel but they are a natural lawn area and are not required to meet compliance codes for paths.

### *Conclusion*

The nature of this amphitheatre is such that it is enhanced by the lawn slopes and gradients and the presence of the Aquatic Lake and horseshoe lagoon. It is not a formal park. It does not lend itself to a network of paths servicing every part of the area.

The Shire of Campaspe is mindful of the needs of people with a disability and has established a strategy for ensuring that there is a level of access available to suit the needs of most patrons when attending events or festivals at this location.

### *Recommendation*

That a plan showing the accessible areas within the Reserve is able to be provided through a link when Patrons are booking for an event and his plan also forms part of the information available of the event website.

Given the recommendation of the risk assessment draft Plan Recommendation 8 is not supported. It is however recommended that accessible areas within the Reserve be incorporated into the plan forming part of Recommendation 17.

### **Irrigation**

*Recommendation 9 - Design and construct an irrigation system to reduce the ongoing maintenance hours*

This recommendation is supported by officers. It is recommended that this action be undertaken as a high priority.

### **Existing Trees**

*Recommendation 10 - Develop a Tree Management Masterplan*

This recommendation is supported by officers. It is recommended that this action be undertaken as a high priority.

The most significant risk and constraint to the use of the site is the presence of River Red Gums. Several reports have been prepared in recent years to assess the health of the trees and provide advice on risk management. Consequently, Council has initiated a program of maintenance and inspection of the trees. These works make up a large proportion of the overall Council tree management budget. As a further risk mitigation practice, the Council works in consultation with event managers to avoid setting up activity areas within possible target zones of trees at the reserve.

The draft Plan recommends that the Council undertake further work and detailed mapping to prepare a site specific tree management master plan. This work would seek to build upon the current risk management practices of Council and to integrate a more detailed program to manage each tree. The master plan would detail a program of tree conservation and regeneration works to ensure a healthy and sustainable River Red Gum tree population. In addition the master plan would provide accurate mapping of areas where activity is proactively physically discouraged. This mapping would also define prescribed areas that are considered suitable for activity and spectator areas and for the erection of event equipment such as marquees, food and beverage booths, and toilet facilities.

### **Railway line**

*Recommendation 11 - Provide improved access over the Railway lines by installing paved crossings between the lines at key points and development of a business plan to support its purpose*

The draft Plan identified the rail line as a potential trip hazard when accessing the reserve. The draft Plan recommends reducing the hazard through burying and grassing or installing paved crossings at key points. In addition the draft Plan recommends in the longer term a business plan be developed to support its purpose.

Council at its meeting on the 15 September 2015 considered an item regarding the viability of restoration of the A2 locomotive. The report investigated a number of options regarding the restoration of the A2 including full operational restoration, which was estimated to be in the vicinity of \$4 Million dollars. The report also notes a number of issues that may have impacted the full operation of the A2, such as line maintenance and accreditation requirements, reconnection

of the Port of Echuca line to the Bendigo/Echuca/Deniliquin line and associated signalling and level crossing upgrades, and Port of Echuca platform upgrade. These works were estimated to be in the vicinity of \$3 Million dollars.

Acknowledging the high cost of restoration and additional works associated with full operation of the A2 Council resolved to:

- i. *Accept the recommendation of the A2 Restoration Viability Assessment Committee that full restoration is not viable and that the A2 be returned to the Port of Echuca as a static display as soon as practicable.*
- ii. *Accept the offer from Echuca Moama Tourism to explore the logistical and financial feasibility of the proposed relocation.*
- iii. *Authorise officers to work with Echuca Moama Tourism and arrange for the relocation of the A2 back to the Port of Echuca and allocate funds to be paid from Accumulated Unallocated cash up to a maximum of \$50,000.*
- iv. *Note that once in place as a static display, works will be required to preserve the A2 for future generations and that the costs of these works will be included the 2016/17 budget.*
- v. *Write to committee members and thank them for their participation.*

The returning of the A2 to the Port of Echuca was completed in December 2015.

Noting that the A2 and the Port of Echuca rail line is not proposed to be used as an operational rail line for the foreseeable future the recommendation to reduce the hazard is supported by officers. However it is considered that a number of options may exist to reduce the hazard and that these require further investigation which is beyond the scope of this report. It is considered that burial may not be the most appropriate method of reducing the hazard and may have other implications upon the asset and its longer term condition.

In assessing this recommendation discussion with the Strategic Asset Manager identified Council currently depreciates the rail line asset at approximately \$8000 per year based on an expected life of 100 years. In addition routine condition assessments are also undertaken. Burial of the asset may impact upon Council's ability to complete these inspections.

Noting the long term cost of the asset to Council and Council's resolution of the 15 September 2015 returning the A2 to the Port of Echuca as a static display and with no plans for the foreseeable future that it be restored to an operating locomotive. It is recommended that the investigation of options to reduce the hazard also consider options that incorporate the removal of the asset from Council's asset register and that all options be presented to Council for consideration.

## Fencing

### *Recommendation 12 - Install new barrier fencing surrounding the levee*

The draft Plan recommends the installation of a replacement barrier fence/bollards on the existing levee. The draft Plan encourages a fence/bollards that support event requirements and reflect the modern palette being used in the street and park furniture of Echuca. In addition that the fence/bollards restrict vehicles accessing the reserve.

Vehicle access to the reserve has been restricted on the river side of the levee through the placement of logs lining the gravel roadway, in addition a padlocked gate has been installed allowing authorised vehicle access only via the Tourist Information Centre carpark. Consequently fencing/bollards are not required to prevent unauthorised vehicle access to the reserve.

The barrier fencing/bollards are listed on Council's Asset Register however as part of Council's Strategic condition assessment program as 'bollards' the assets are not assessed routinely but are replaced through ongoing operational maintenance. Consequently the recommendation is not supported by officers as the barrier fencing/bollards are not considered critical in the use of the space. It is however considered appropriate that the existing low-level barriers be continued to be maintained.



## Events

*Recommendation 13 - Invest in facilities which support events for locals and visitors and increase event viability by reducing the running costs for event managers*

The draft Plan notes a number of issues concerning facilities and infrastructure within the reserve impacting both small and large events. Consequently the draft Plan recommends Council invest in facilities and infrastructure which supports events and reduces running costs for event organisers. The draft Plan considers that if Council invests in facilities and infrastructure which support both small and large events that hire fees may be introduced for the use of the reserve.

The facilities and infrastructure to support events is considered in more detail in recommendations 14 to 19.

## Toilets

*Recommendation 14 - Install a toilet, drinking fountain and bike parking*

The draft Plan notes the public toilets located at the Visitor Information Centre and that during events these facilities are located outside of the event area. The draft Plan recommends the installation of additional public toilets at the rear of the library building, noting that these facilities could be used to support small events such as weddings. In addition to support larger events a sewage discharge point be installed. This recommendation is not supported by officers. It is considered that the public toilets located at the Visitor Information Centre are appropriately located to service small events such as the example provided in the draft Plan. It is however recommended that these facilities be considered for renewal and upgrade at end of life. The installation of a sewage discharge point is not supported.

The draft Plan further recommends the installation of a drinking fountain and bike parking. The addition of this infrastructure to support visitors to the reserve is supported. It is recommended that such infrastructure be located within proximity to the existing BBQ located adjacent to the reserve on Heygarth Street.

## Services

*Recommendation 15 - Install additional town water taps and three phase electricity points.*

The draft Plan identified provision of power connections and reticulated potable water within the reserve as an issue in supporting large events. The draft Plan recommended the installation of reticulated potable water taps and three phase power connections within the reserve. This recommendation is supported by officers with funding investment being offset by application hire fees for commercial events.

*Recommendation 16 - Review the size of the existing diameter of the water connection to ensure adequate water pressure*

To support the effective implementation of recommendation 15 the draft Plan identified the need to review the diameter of the existing reticulated potable water supply line to ensure that it has the capacity to supply events with adequate water. This recommendation is supported by officers and should occur prior to the installation of any water dispensing infrastructure.

*Recommendation 17 - Provide a plan locating all services (water, irrigation, power and drainage) for all events*

The draft Plan noted that to support events and any future development at the site an infrastructure plan locating all services be developed. The plan must incorporate infrastructure services as well as the recommendations of the Tree Management Master Plan. A copy of the plan is then to be made available to all event operators using the reserve to minimise potential damage to infrastructure. This recommendation is supported by officers.

*Recommendation 18 - Establish marquee points to cater for different sized marquees*

Consistent with Recommendation 17 the establishment defined marquee points within the reserve will assist in minimising potential damage to infrastructure. These marquee points are to be located on the service plan for the site. This recommendation is supported by officers.

**Lighting***Recommendation 19 - Design and construct low level site lighting*

The draft plan noted that there is currently limited safety lighting within the reserve and recommends the design and installation of low level site lighting. This recommendation is supported by officers.

**Interface with Council building***Recommendation 20 - Develop a landscape plan for the Council and Court House forecourt area*

The draft Plan notes that the Council building has significant frontage to the reserve but that this area is undeveloped and leaves the area feeling exposed in contrast to the reserve. In addition the draft Plan considers that this interface area has the potential to provide facilities to both users of the shared path and users of the library and Council building. Consequently the draft Plan recommends the development of a landscape plan for the interface area. The draft Plan notes that the area should include new tree plantings to provide shade to the buildings. This recommendation is supported by officers.

**Aboriginal history***Recommendation 21 - Explore the opportunities to develop a contemporary interactive trail of Wollithica history and culture which provides a dynamic visitor experience*

The draft Plan recommends the development of an interactive trail to exhibit the culture and history of the Wollithica people. It is critical that the any proposal to develop a trail is developed in conversation with the Wollithica community to ensure that the issues are respectfully covered. This recommendation is supported by officers.

**Water play***Recommendation 22 - Develop a play space concept which includes some water play element(s)*

The draft Plan identifies the opportunity to develop a "river experience" accessible for children as a play attraction. In addition the draft Plan notes the opportunity to link the water play with the cultural history trail outlined in recommendation 21. The development of water play elements within the space have the potential to assist in activating unused or currently undeveloped areas of the reserve. Investigation of the site to incorporate water play elements is supported as a long term priority. Any elements that are proposed must reflect the natural environment and materials.

The draft Plan recommends a priority list of works based on the above 22 recommendations. Considering the above analysis of each of the recommendations a revised priority list of works is outlined below:

*High Priority:*

- Develop a Tree Management Masterplan
- Design and construct an irrigation system to reduce the ongoing maintenance hours
- Undertake a review of the existing drainage system and the prepare a Storm Water Management Plan to improve the water quality and wetland function
- Renewal and upgrade of public toilets at the Visitor Information Centre when assets require renewal
- Provide a plan locating all services (water, irrigation, power and drainage) for all events
- Painted edge line marking on each side of the path as recommended by the risk assessment
- Provide improved access over the Railway lines with optimal solution to be determined through a further investigation

*Medium Priority:*

- Design, document and construct grassed ramps to provide two points of access to the base of the site
- Install planting to provide a barrier to the water's edge and support ecological habitat
- Explore the opportunities to develop a contemporary interactive trail of Wollithica history and culture which provides a dynamic visitor experience
- Install low level site lighting
- Installation of infrastructure (including drinking tap and bike parking) collocated with the public BBQ on Heygarth Street
- Review the size of the existing diameter of the water connection to ensure adequate water pressure
- Install additional town water taps and three phase electricity points
- Develop a landscape plan for the Council and Court House area overlooking the Aquatic Reserve

*Low Priority:*

- Rebuild swale crossings
- Develop a play space concept which includes some water play element(s)

**8. Issues***Issue 1 - Future Funding of Infrastructure:*

The works recommended within the Echuca Aquatic Reserve Infrastructure and Service Plan have been fully costed as part of the development of the Plan. The Plan estimates the total costs of works in the order of \$1.8 Million. The works identified in the Plan are unfunded. However it is proposed that officers will prepare an implementation strategy based on the endorsed initiatives and activities and associated priority levels endorsed by Council, inclusive of estimated project costs and a funding strategy, for future consideration by Council.

Once endorsed officers will seek to pursue and delivered initiatives where they can be accommodated within Council's standard operating or capital budgets without impact on other projects, or where grants can be obtained without further funding demand or commitment from council.

Due to the high priority associated with recommendation 10 – Tree Management Master Plan, the recommendation has been actioned through the operational budget.

**9. Options**Option 1: Not adopt the Echuca Aquatic Reserve Infrastructure and Service Plan

This option is not recommended by officers.

Not adopting the draft Plan would not provide appropriate strategic direction and vision for the reserve.

Option 2: Adopt the Echuca Aquatic Reserve Infrastructure and Service Plan in full

This option is not recommended by officers.

Adopting the Echuca Aquatic Reserve Infrastructure and Service Plan in full will commit Council to undertaking works and detailed investigations at significant cost to Council and the community a number of which are not considered appropriate. As outlined above a number of the recommendations propose works which are not considered appropriate or are beyond the service currently provided by Council.

### Option 3: Adopt the Echuca Aquatic Reserve Infrastructure and Service Plan as recommended by officers

This option is recommended by officers.

Adopting the Echuca Aquatic Reserve Infrastructure and Service Plan subject to the modified recommendations as outlined in this report will provide Council and the community with a clear strategic vision and direction for the reserve. The varied recommendations proposed by officers seek to ensure that the adoption of the draft Plan does not unduly raise community or Councils expectations regarding works or further investigations at the reserve.

## 10. Strategic Planning Environments

**Prosperity:** The draft Plan supports Strategic Objective #3: "Campaspe is a desired tourist destination" as it outlines improvements and enhancement that will facilitate increased use of the reserve for major events and activities.

**Place:** The draft Plan supports Strategic Objective #3: "Community infrastructure contributes to our long-term social and economic fabric" in that it provides direction to enable effective decisions regarding long term use of and investment in the reserve. It will also contribute in the longer term to enhancement of an important community asset that is appropriate, accessible and safe.

**People:** The draft Plan supports Strategic Objective #5: "The natural environment is protected, respected and enhanced" in that it details improvements to the treatment and recycling of stormwater harvested from the town of Echuca and creation of an environmentally sound water body at the reserve.

**Organisation:** The draft Plan provides the organisation with details on actions that could be undertaken to enhance and improve the Aquatic Reserve and its contribution to the social, environmental and economic wellbeing of the community. The draft Plan will also provide background and support documentation for funding applications towards recommended actions.

The draft Plan and subsequent delivery of recommendations will also provide service delivery staff with improved documentation and processes for management of the site and in mitigation of risks associated with trees on the site.

## 11. Consultation

Groups, individuals and organisations contacted and consulted in the preparation of this plan has included:

- Staff and management from the Council's, Recreation Services Department, Events Unit, Road Services Department, Parks and Gardens Unit, Public Environments Department, Strategic Planning Department.
- Echuca Moama Tourism, Committee for Echuca Moama, Port of Echuca Precinct Strategic Advisory Committee.
- Arborist Ben Kenyon, Director of Homewood Consulting
- Representative of the Wollithica people, Rick Ronnan and Ray Ahmet from the Yorta Yorta Nation Aboriginal Corporation.
- Judy Atkinson, Artist, Aboriginal Educator and Yorta Yorta elder.
- State and Federal agencies including Parks Victoria, Goulburn Murray Water and North Central Catchment Management Authority.

The draft plan was also placed on public exhibition for a four week period closing Friday 7<sup>th</sup> October, with six responses received and considered as part of the final review of the plan prior to submitting to the Council for adoption.

Cr Munro declared a conflict of interest in item 6.6 and left the Chamber at 5:30pm

Attachment 9.13.2

## 6.6. ECHUCA MOAMA COMMUNITY 2017/18 IMPLEMENTATION PLAN

### Author:

Jenny Turner, Community Planning Officer

### Responsible Manager:

Community Engagement Manager

### Attachments:

6.6. Echuca Moama 2017/18 Implementation Plan

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#### 1. Purpose

To seek council's resolution to endorse the 2017/18 Implementation Plan for Echuca Moama.

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#### 2. COUNCILLORS NEELE/MICKERS

That Council endorse the 2017/18 Implementation Plan for Echuca Moama including the following projects:

- a. Proposed Echuca Arts Precinct Development Plan
- b. **2017 New Year's Eve Celebration**
- c. Aquatic Reserve Detailed Design Plan.

**CARRIED**

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#### 3. Conflict of Interest

In accordance with Section 80B of the *Local Government Act 1989*, the officer preparing this report declares no conflict of interest in regards to this matter.

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#### 4. Charter of Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

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#### 5. Instrument of Delegation

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer in so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

## 6. Background

The Echuca Moama Community Plan was developed in 2011 with Implementation Plans introduced in 2012. The plan was developed with four key priority areas, which were:

- Arts, Culture & Heritage
- Health and Well being
- Economic Development & Tourism
- The Environment.

The actions presented in this report were identified as key initiatives in the third and final phase of implementation for this initiative and expenditure of funds from the Echuca component of the Community Plan Implementation Fund (CPIF).

As council is moving towards a place based planning model finalising these activities supports the overall transition process to place based planning and future engagement of this community.

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## 7. Content

### **Project title: Proposed Echuca Arts Precinct Development Plan**

Echuca Moama Community Plan Priority area: Arts, Culture & Heritage

Project Budget: \$60,000 CPIF

The focus of the project is to rejuvenate the remainder of the Foundry along with the former brothel, Murray Hotel and the open space around these buildings, all of which have a heritage overlay, into the an arts precinct. It is recognised by council and EMAI (Echuca Moama Arts Initiative) that there is an opportunity through establishing an arts precinct activation of the space will be supported and encourage collaboration between the arts groups within the community. This proposed development will create significant tourism opportunities while enabling the arts fraternity to lift its profile.

Through a process of consultation and engagement council will work with all members of the local arts community to develop a concept and development plan for the space which will encourage collaboration and build opportunities to develop economic opportunities ensuring the long term sustainability of Echuca Moama's Arts groups.

### **Project Title: 2017 New Year's Eve Celebration**

Echuca Moama Community Plan Priority area: Health & Wellbeing and Economic Development & Tourism

Project Budget: \$10,000 CPIF

It was recognised by the organising community group that council could assist to address the need for family friendly celebrations being available during the festive season. It is proposed that a new family friendly event be organised for New Year's Eve 2017 to help support the positive ambience that exists within the Echuca community for residents and visitors, during the summer holiday period.

### **Project Title: Aquatic Reserve Detailed Design Plan**

Echuca Moama Community Plan Priority area: The Environment and Economic Development & Tourism

Project Budget \$102,000 CPIF

It is recommended that the balance of the Echuca Community Funds will be directed to enable a review and upgrade of the Aquatic Reserve Master Plan to include the Onion Patch and river side area. Completion of this project will enable an

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improved ability to host events, greater connectivity of area, upgraded green space and further opportunities e.g. interpretative trails.

**Total Proposed Spend: \$172,000**

**Project Title: Echuca East Community Precinct Detailed Design Plan**

**Echuca Moama Community Plan Priority area: Health and Well being**

**Project Budget: \$224,000 for consideration at mid-year budget review**

This is a project that has been impeded by no identification of funding for an extended period of time. There are a number of community and user groups who are keen to see council, in partnership with the community, progress this project. With the Concept plan for the reserve to be used as the blue print, a detailed design plan (including building designs) will enable proper costing and the formal progression of this project, considered a very high priority in the development of the Community plan. Councils recreation Department will be placing a proposal before council for consideration at the midyear budget review.

The project will include a detailed design and cost estimates for the following components:

- All components to be in line with the endorsed Echuca East Community Precinct Infrastructure Plan
- Undertake a full feature survey of the entire Echuca East Community Precinct to determine all services and establish site levels to inform all proposed plans as identified in the existing infrastructure plan
- Design and cost (Quantity Surveyor Costing highly desirable) of a multi-purpose building to cater for the operations and storage requirements of users. Includes consultation with current and future user groups in the design requirements. Include informed costs estimates for the demolition and site rehabilitation for the Guide Hall, After School Care Building and Pavilion
- Design and cost a multi-purpose activity space
- Design and costs irrigation solution for green spaces and vegetation/planting establishment. Note: some green spaces will be maintained at a higher service level than others i.e. sports field, mounds, off leash dog area
- Design and cost opportunities to utilize raw water via consultation with Coliban Water
- Design and cost of an off leash dog park including fencing, landscaping, dog activity elements and linkages to the roadway and residential areas. Include costs for the demolition and rehabilitation of the old hockey courts
- Design and cost cycling and walking paths through the precinct with linkages to the existing town cycling and walking network
- Design and cost passive open space area including BBQ, Shelter, picnic facilities, paths and landscaping. Include costs for the demolition and rehabilitation of the old BBQ, Shelter and picnic facilities
- Design and cost an accessible play space including youth adventure play area, netball and basket equipment and a grassed junior play area. Include costs for the demolition and rehabilitation of the old playground and netball/basketball equipment.



## 8. Issues and Risk Management

### Issues:

#### Issue 1:

Management of community Expectations: Three of the four actions involve further planning with no current funding sources available to achieve the actions. The community members often think that once the plan is developed the build will follow. However the community will be made aware that by having plans available it will assist in future grant applications as funding opportunities arise.

#### Issue 2:

The Size and Complexity of the Echuca Moama Population: Community Planning in Echuca Moama has been challenging due to the larger population and the number of community groups involved. It was considered that the most appropriate option was to complete projects already identified rather than return to the community to identify new ones.

#### Issue 3:

New Year's Event funding: It is to be noted that is a one off seed funding opportunity. Future funding for this event will need to be sourced through council's Community Grants process and other potential sources

### Risk:

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

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## 9. Options

### Option 1: note the Implementation Plan for Echuca Moama as presented.

This option is recommended by officers.

### Option 2: note the Implementation Plan for Echuca Moama with changes.

This option is not recommended by officers.

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## 10. Strategic Planning Environments

Strong and Engaged Communities:	Community Engagement is a strong focus of these actions. It will assist our residents to be actively engaged in their community and support participation in artistic, cultural, sporting and leisure activities.
Healthy Environment:	All actions require the development of partnerships to achieve their goals.
Balanced Services and Infrastructure:	Plan and advocate for services and infrastructure to meet community need will be assisted by these actions.
Responsible Management:	Through these actions relationships and partnerships will be strengthened with the aim to maximise infrastructure opportunities, to deliver joint initiatives and to leverage external funding.

**11. Consultation**

- Community Engagement Manager
  - General Manager Economic & Community Development
  - Recreation Manager
  - Echuca Ward Councillors
- 

**12. Officer Comment**

By completing the proposed projects, funds within the Echuca Community Fund reserve will be fully expended. This will then support Council's ability to work with the community under the new paradigm of Place Based Planning.

**ECHUCA/MOAMA IMPLEMENTATION PLAN 2017-2018**

**Attachment 6.6**

Funds: \$171,925.04

	Action	Lead group	Outcomes:	Partners : Type	Stakeholders	Time Frame	Total Cost	CPIF	Other funds
<b>Objective one : To develop a lively and contemporary artist run space &amp; cultural activity</b>									
1	Creative Arts Plan	EMAI	Creative Arts Plan completed. Funding	SOC, Heritage Victoria	Foundry, E/M Family History Group, EHS, E/M art group, Regional Arts Vic. South West Arts surrounding businesses EMAG,schools,	6 months	\$ 50,000.00	\$ 50,000.00	n/a
<b>Objective Two : To support the rebuilding and revitalization of existing community facilities</b>									
1	Echuca East Recreation Reserve	SOC	Complete detail design for Echuca East Recreation Reserve Precinct Plan	user groups	school community members	6 months	\$ 100,000.00	\$ -	2018/19 budget bid
<b>Objective Three:To develop a diverse calendar of events</b>									
2	2017 New Years Event	New Year's Eve Committee	2017 New Year's Eve event held	SOC, police	relevant community organisations, community members EMT	3 months	\$ 10,000.00	\$ 10,000.00	n/a
<b>Objective Four:To develop river - side projects including the Aquatic Reserve</b>									
1	Review Aquatic Reserve Plan to include the Onion Patch and the riverside area north of Aquatic Reserve	SOC	Review completed. Funding opportunities identified	NCCMA, Yorta Yorta Nation	community	12 months	\$ 113,500.00	\$111,925.04	to be determined

**DEFINITIONS:**

**Lead Group:** community group or local champion who will be responsible for leading the idea  
**Outcomes:** What does the group want to achieve in 2017/18

**Partners:** organizations that have been identified to assist in the achievement of the objectives  
**Funds:** What is the estimated cost of the project and identify possible funding sources where possible.

**Stakeholders:** groups or individuals who will be affected by or have a specific interest in the project  
**CPIF:** Community Planning Implementation Funds,

**Time:** Target date to achieve outcome

**CPO:** Community Planning Officer- Jenny Turner



# ADOPTED 2020-2021 BUDGET AND STRATEGIC RESOURCE PLAN

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# Budget 2020-21

## Mayor and CEO Introduction

This document outlines the broad range of services provided by council from road construction and maintenance of a large road network, to providing leisure and recreation facilities, waste management services and library services and so much more. It also details the funding that is required to deliver these services as well as maintain community infrastructure.

A great deal of work has been completed by council staff to find cost savings and this is reflected in the budget. Rate increases have been capped at 2.0 per cent in line with the Victorian Government's Fair Go Rates System. Despite the financial challenge this poses, council is determined to maintain its services, while working within the cap.

The capital works program for 2020/21 is \$24.38 million. In addition \$7.70 million of projects will be carried over from the 2019-20 year. Of the \$24.38 million in capital funding required, \$13.29 million will come from council operations, 2.75 million from external grants and contributions, \$4.62 million from reserves and \$7.75 from borrowings. The budget includes several initiatives and projects including:

- \$9.10 million to roads
- \$1.11 million to bridges
- \$5.60 million to drainage
- \$0.53 million to recreation & leisure
- \$4.61 million to public buildings

The budget proposes new borrowings of \$7.75 million to support two projects bringing council's overall debt to \$13.21 million. The two projects are the Echuca East Community Precinct and Gunbower Lions Park redevelopments, these borrowings have been made possible by the State Government Community Infrastructure Loans Scheme. Council was successful in having both applications to the scheme approved. The scheme provides low cost borrowing for community infrastructure, the scheme has allowed Council to progress these projects, which have been in planning stages for many years.

The following table provides an overview of the budget, along with an overview of how resources have been allocated to progress the achievement of Council's strategic objectives outlined in the Council Plan 2017-21.

### Financial snapshot

Key Statistics	2019-20 Budget \$'000	2020-21 Budget \$'000
Total Expenditure	78,999	79,468
Comprehensive Operating Surplus	6,098	2,730
Underlying operation surplus	556	107
Cash result	4,500	10,067

Key Statistics	2019-20 Budget \$'000	2020-21 Budget \$'000
<b>Capital Works Program</b>		
Funding the Capital Works Program		
Council	22,065	13,291

# Budget 2020-21

Reserves	3,128	4,628
Borrowings	1,886	7,757
Grants	5,156	2,752
Contributions	271	122

Budget Expenditure by Strategic Objective	2020-21 Budget	Budget %
Strategic Objective 1	21,810	27.4%
Strategic Objective 2	8,397	10.6%
Strategic Objective 3	11,348	14.3%
Strategic Objective 4	26,802	33.7%
Strategic Objective 5 & 6	10,674	13.4%

Further improvements have been made to this document to align with the local government model budget, a Victorian Government best practice guide, to provide the community with an improved understanding of council's financial management.

While financial sustainability is a challenge for council, our focus on continually reviewing our services and assets is paramount, with an equal focus on productivity and efficiency.

We look forward to working with the community to not only deliver exciting projects outlined in this budget throughout the coming year but also to gain a thorough understanding of the impacts of the pandemic and supporting the community through the recovery phase. We also foresee that once the extent of the pandemic is known, a revised budget will be prepared.

**CR ADRIAN WESTON**  
MAYOR

**DECLAN MOORE**  
CHIEF EXECUTIVE OFFICER



# Budget 2020-21

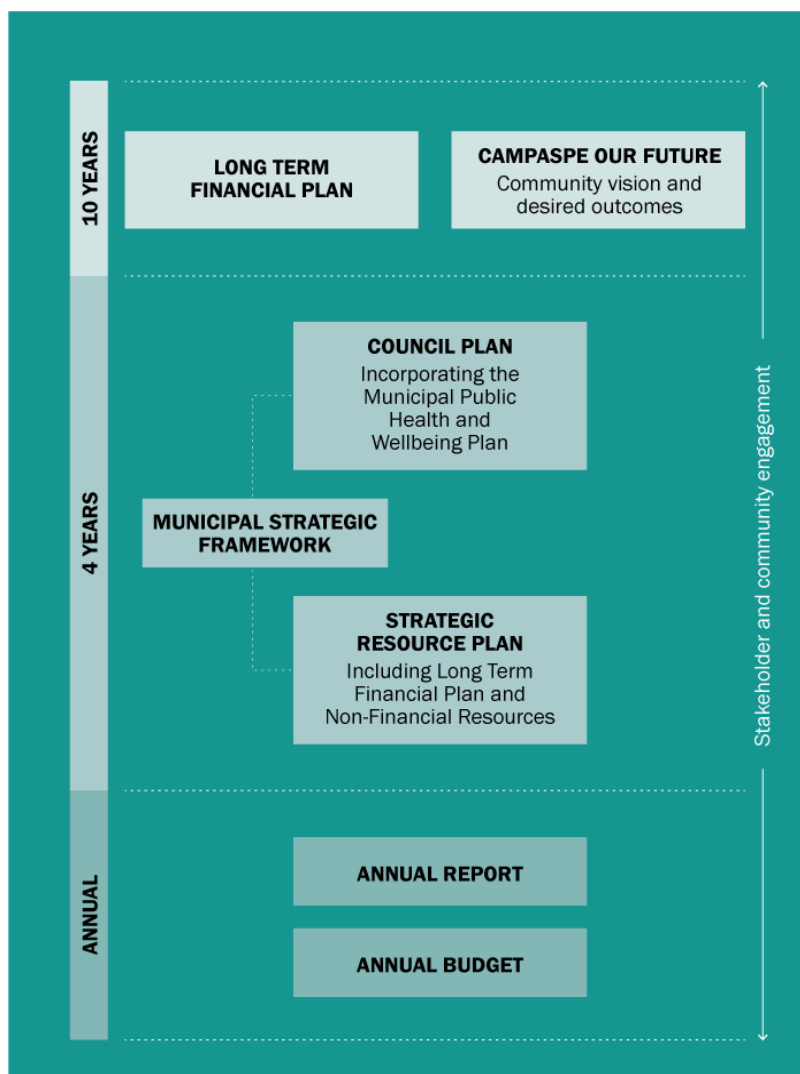
## 1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides council in identifying community needs and aspirations over the long term (Campaspe: Our Future), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

This budget links to year three of the Council Plan 2017-21.

### 1.1 Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



In addition to the above, council has a long term plan (Campaspe: Our Future) which articulates a community vision, mission and values. The Council Plan is prepared with reference to this plan.

# Budget 2020-21

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is then reviewed each year before the commencement of the Annual Budget process.

## 1.2 Our purpose

Campaspe: Our Future, is a long-term strategic plan for the future which has been developed in direct response to community input. Our community has described its vision for the future as follows:

### Our Vision

**We want to be strong, supportive, vibrant and sustainable.**

The long-term strategic plan sets out what the community, business, industry, council and others can do to deliver the future the community wants, recognising that the realisation of the vision will also be affected by external factors, such as the economy and State and Federal government decisions.

### Our Mission

**Campaspe Shire Council will provide services, facilities, support and advocacy to enable our community to be healthy, connected, prosperous and resilient.**

The Council Plan 2017-21 reinforces council's commitment to listening and discussing with the community the things that matter and how council can make a difference. We approach ongoing consultation seriously to ensure the community's views, ideas and aspirations are integrated into our forward planning and everyday activities, as well as in the evaluation of these activities and Council's services.

### Our Values

**We deliver quality, innovative and community focused services today that make a difference for tomorrow.**

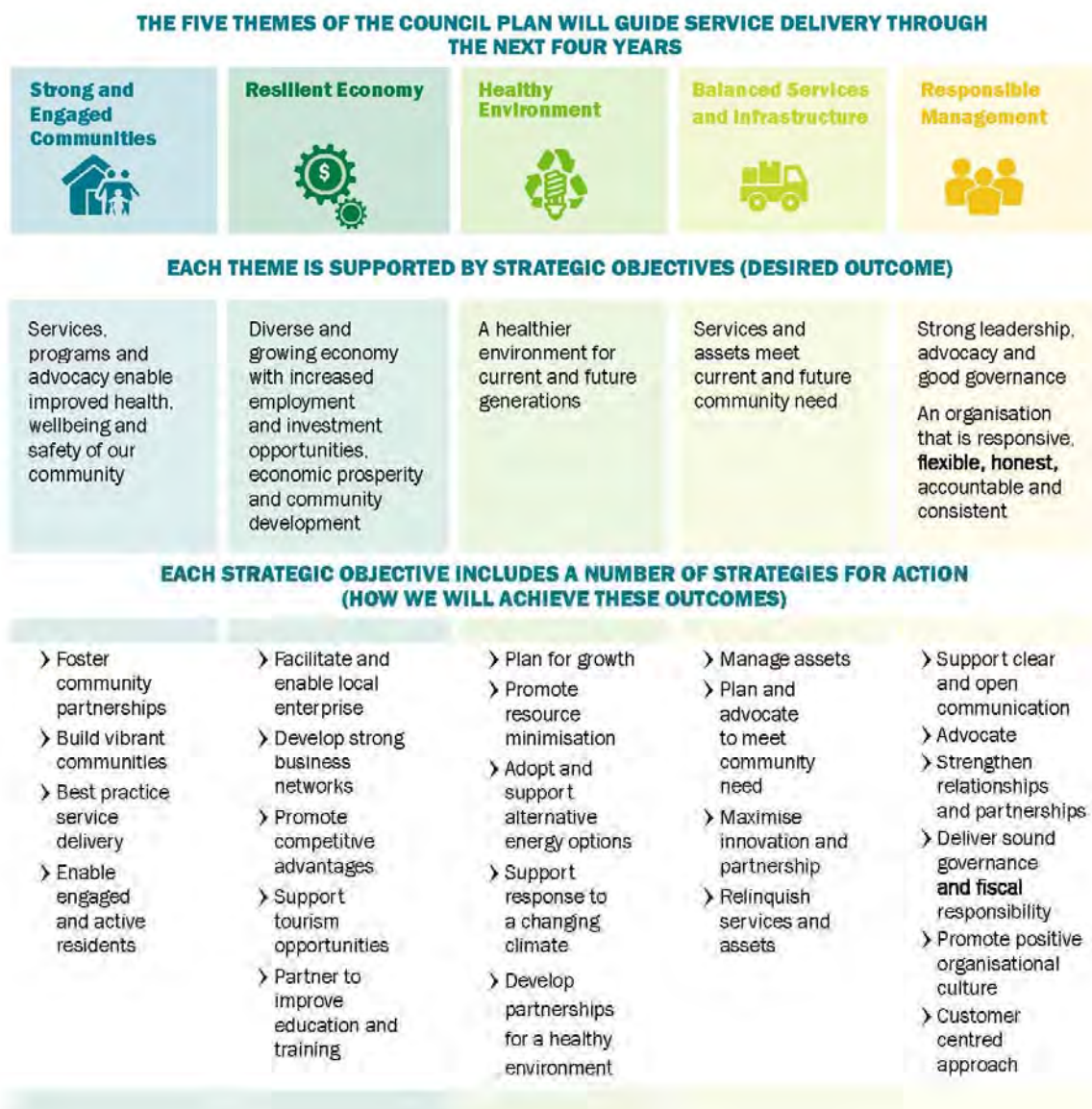
We will do this by:

- Embracing each other's unique talents and valuing diverse life and work styles. We operate in a spirit of cooperation and value human dignity.
- Listening to our customers and delivering services which meet their demonstrated needs. We focus on customer relationships that build trust, confidence and loyalty. We are responsible for both external and internal customer satisfaction.
- Working with enthusiasm and intellect and are driven to build upon what has already been achieved. We improve productivity, processes and ourselves through measurement, analysis and review.
- Listening to and respecting each other whilst working together to achieve mutually beneficial results. We help one another, value one another's views and make our work environment fun and enjoyable. We are not afraid to stand alone, especially when it is the right thing to do.
- Conducting our business in accordance with the highest of standards of professional behaviour and ethics. We are open, honest and ethical in all our interactions with employees, clients, customers, vendors and the public. We are responsible for and take ownership of our actions.

# Budget 2020-21

## 1.3 Strategic objectives

Council delivers 141 activities under 30 service areas. Each contributes to the achievement of one of the six Strategic Objectives as set out in the Council Plan 2017-21. The following diagram shows the five themes and the associated strategic objectives as described in the Council Plan.

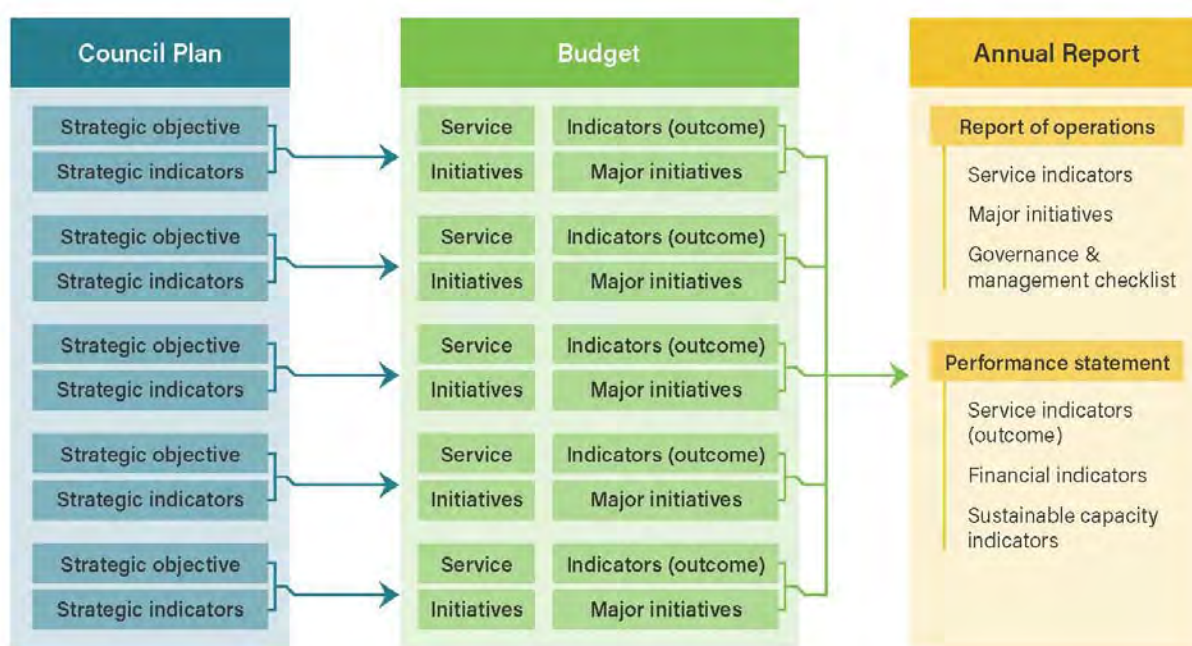


# Budget 2020-21

## 2. Services and service performance indicators

Every day we deliver services to our community. These services enable our community to be healthy, connected, prosperous and resilient.

This section provides a description of the services and initiatives to be funded in the Budget for the 2020-21 year which contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Performance indicators address the strategic objectives and are outlined on the following pages relating the objectives to the services and initiatives.

In 2018, a review of service classifications was undertaken, a further review has been conducted in 2019. As a result of this review, 30 services have been defined, the service purpose documented along with the activities delivered as part of the service. All 30 services are listed in this section. These services are different to those presented in the 2019-20 budget document, as a result there can be no direct comparison between documents. However, against each of the services previous actuals for 2018-19 year and forecast budget for 2019-20 are provided for comparative purposes within this document.



# Budget 2020-21

## 2.1 Strong and Engaged Communities

### Strategic objective 1

Services, programs and advocacy enable improved health, wellbeing and safety of our community.

To achieve our goal of strong and engaged communities, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

### Services

Service area	Description of services provided		2018-19	2019-20	2020-21
			Actuals	Forecast Budget	Budget
			\$'000	\$'000	\$'000
Active Recreation	To provide spaces and facilities to support formalised active recreation and community events that support community, social and health benefits.	Rev	264	323	298
		Exp	2,512	2,450	2,454
		<b>NET</b>	<b>(2,248)</b>	<b>(2,127)</b>	<b>(2,156)</b>
Aged and Disability Services	To facilitate access to and provision of in home and outreach services that care for members of our community who have a need.	Rev	4,453	3,908	3,814
		Exp	5,069	5,061	4,745
		<b>NET</b>	<b>(616)</b>	<b>(1,153)</b>	<b>(931)</b>
Aquatics	To provide facilities that support swimming and aquatic water play.	Rev	1,376	1,509	1,533
		Exp	3,759	3,523	3,683
		<b>NET</b>	<b>(2,383)</b>	<b>(2,014)</b>	<b>(2,150)</b>
Children's Services	To provide families with access to a range of services that support the foundations for optimal growth and development of children in partnership with families.	Rev	2,999	3,448	3,559
		Exp	3,645	4,062	4,187
		<b>NET</b>	<b>(646)</b>	<b>(614)</b>	<b>(628)</b>
Community Development	To strengthen the understanding of community views and aspirations to inform decision making.	Rev	135	523	78
		Exp	1,574	2,215	1,948
		<b>NET</b>	<b>(1,439)</b>	<b>(1,692)</b>	<b>(1,870)</b>

# Budget 2020-21

Service area	Description of services provided		2018-19 Actuals \$'000	2019-20 Forecast Budget \$'000	2020-21 Budget \$'000
Customer Communications	To connect the community with Council.	Rev	-	-	-
		Exp	681	807	808
		<b>NET</b>	<b>(681)</b>	<b>(807)</b>	<b>(808)</b>
Emergency Management	To strengthen local capacity and capability and build community resilience in compliance with legislative responsibilities.	Rev	172	110	60
		Exp	723	337	349
		<b>NET</b>	<b>(551)</b>	<b>(227)</b>	<b>(289)</b>
Environmental Health	To protect and enhance the health and wellbeing of residents and visitors through the delivery of public health programs and services in compliance with legislative responsibilities.	Rev	315	312	356
		Exp	1,024	1,029	1,105
		<b>NET</b>	<b>(708)</b>	<b>(717)</b>	<b>(749)</b>
Library	To provide space, activities and items that support access to information and knowledge.	Rev	441	453	455
		Exp	2,026	2,073	2,249
		<b>NET</b>	<b>(1,585)</b>	<b>(1,619)</b>	<b>(1,794)</b>
Passive Recreation	To provide open spaces and public environments that support and encourage passive recreation by residents and visitors to improve health and wellbeing.	Rev	29	33	30
		Exp	272	269	280
		<b>NET</b>	<b>(243)</b>	<b>(235)</b>	<b>(250)</b>

## Major initiatives

- We will work with two local communities to support the development of community place based plans.

## Other initiatives

- We will engage with our community to obtain feedback as part of a one year nation-wide initiative to evaluate the impact of library services through the "Culture Counts" project of the Public Libraries Australia Evaluation Network.
- We will adopt an Arts and Culture Strategy to define Council's role and level of service provided.
- We will provide a minimum of 70 immunisation sessions across the municipality.
- We will undertake a minimum of 200 (high risk) food safety assessments.

# Budget 2020-21

## Service performance outcome indicators – update table to this year's reflect changes to indicators

Service	Performance Measure	2018-19 Result
Library	<b>Active Library Borrowers in Municipality</b> (Percentage of the municipal population that are active library members)	15.34%
Children's Services	<b>Participation in the Maternal Child Health (MCH) Service</b> (Percentage of children enrolled who participate in the MCH service)	73.71%
Children's Services	<b>Participation in Maternal Child Health (MCH) Service</b> (Percentage of Aboriginal children enrolled who participate in the MCH service)	69.54%
Aquatics	<b>Utilisation of aquatic facilities</b> (Number of visits to aquatic facilities per head of municipal population)	6.22
Environmental Health	<b>Critical and major non-compliance outcome notifications</b> (Percentage of critical and major non-compliance outcome notifications that are followed up by council)	100.00%



# Budget 2020-21

## 2.2 Resilient Economy

### Strategic objective 2

Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development.

Council supports the economic prosperity of our community in many ways – we advocate, partner with industry, support the building of stronger business networks and promote Campaspe's competitive advantages to attract new investment and maximise economic growth. To achieve a resilient economy, we will focus on the following services:

### Services

Service area	Description of services provided	2018-19	2019-20	2020-21	
		Actuals	Forecast Budget	Budget	
		\$'000	\$'000	\$'000	
Economic Development	To contribute to a strong, diverse and innovative local economy.	Rev	6,874	6,521	6,701
		Exp	10,166	8,011	8,397
		<b>NET</b>	<b>(3,291)</b>	<b>(1,490)</b>	<b>(1,695)</b>

### Major initiatives

- We will commence construction of the recreation area of the Echuca Holiday Park and begin procurement for cabin replacement.

### Other initiatives

- We will update the children's play space within the existing Cargo Shed on the Echuca Wharf.
- We will continue to advocate to the Victorian Skills Commissioner to undertake a skills demand profile for the Shire in partnership with the Loddon Mallee Councils, as well as City of Greater Shepparton and Moira Shire Councils.

### Service performance outcome indicators

Service	Performance Measure	2018-19 Result
Business Development	<b>Unemployment Rate</b> ^	3.7% (Sep 2019 Quarter Actual)
Business Development	<b>Value of non-residential building approvals</b> ^	\$37.98 million
Business Development	<b>Value of residential building approvals</b> ^	\$63.00 million

^ Performance measures are sourced from RemPlan Economic Profile and do not form part of the indicators reported under the Local Government Performance Reporting Framework.

# Budget 2020-21

## 2.3 Healthy Environment

### Strategic objective 3

A healthier environment for current and future generations.

To deliver a healthy environment, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services; build community resilience to our changing climate and support initiatives that promote environmentally sustainable practices.

### Services

Service area	Description of services provided		2018-19	2019-20	2020-21
			Actuals	Forecast Budget	Budget
			\$'000	\$'000	\$'000
Building Surveyor Services	To ensure that the built environment and places across the municipality are safe and in compliance with legislative responsibilities.	Rev	379	229	474
		Exp	214	338	446
		<b>NET</b>	<b>164</b>	<b>(109)</b>	<b>28</b>
Environment and Conservation	To protect, enhance and conserve native flora and fauna through community education and programs.	Rev	189	87	90
		Exp	443	409	408
		<b>NET</b>	<b>(254)</b>	<b>(322)</b>	<b>(318)</b>
Regulatory Compliance	To protect the safety and amenity of the built and natural environment and public infrastructure for the use and enjoyment of community members and visitors in compliance with legislative responsibilities.	Rev	2,325	2,289	2,408
		Exp	3,149	3,367	3,235
		<b>NET</b>	<b>(823)</b>	<b>(1,079)</b>	<b>(827)</b>
Statutory and Strategic Planning	To provide for the fair, orderly, economic and sustainable use and development of land across the Shire of Campaspe in compliance with legislative responsibilities.	Rev	495	561	551
		Exp	943	965	1,318
		<b>NET</b>	<b>(448)</b>	<b>(403)</b>	<b>(767)</b>
Strategic Recreation Planning	To strategically plan for recreation, sporting, open space and community facilities.	Rev	38	-	-
		Exp	420	455	299
		<b>NET</b>	<b>(383)</b>	<b>(455)</b>	<b>(299)</b>
Waste Collection and Management	To provide services for the removal of waste and the collection of recycling.	Rev	6,619	6,643	6,333
		Exp	6,563	5,366	5,643
		<b>NET</b>	<b>57</b>	<b>1,277</b>	<b>691</b>

# Budget 2020-21

## Major initiatives

- We will exhibit a Planning Scheme Amendment that implements the Echuca West Precinct Structure Plan.

## Other initiatives

- We will exhibit a Planning Scheme Amendment that implements the recommendations of the Planning Scheme Review.
- We will audit a minimum of 200 kerbside waste, recycling and organics bins to establish contamination
- We will plant a minimum of 250 trees in streets and open spaces.
- We will inspect a minimum of 480 properties to ensure fire prevention works have been completed.

## Service performance outcome indicators

Service	Performance Measure	2018-19 Result
Waste Collection and Management	<b><i>Kerbside collection waste diverted from landfill</i></b> (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	39.03%
Statutory and Strategic Planning	<b><i>Council planning decisions upheld at VCAT</i></b> (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	90.91%
Regulatory Compliance	<b><i>Animal Management Prosecutions</i></b> (Number of successful animal management prosecutions)	0.00

# Budget 2020-21

## 2.4 Balanced Services and Infrastructure

### Strategic objective 4

Services and assets meet current and future community need.

Council seeks balanced services and infrastructure through the optimum use and life of facilities. We do this through the following services:

### Services

Service area	Description of services provided		2018-19	2019-20	2020-21
			Actuals	Forecast Budget	Budget
			\$'000	\$'000	\$'000
Engineering	To ensure that Council's infrastructure is designed, constructed and maintained to provide a fit for purpose network for people across the Shire of Campaspe.	Rev	134	110	122
		Exp	297	383	384
		<b>NET</b>	<b>(163)</b>	<b>(273)</b>	<b>(262)</b>
Parks and Gardens Maintenance	To provide safe and attractive public open spaces that support a range of recreation opportunities for community, social and environmental benefit.	Rev	4	1	-
		Exp	5,003	5,014	4,906
		<b>NET</b>	<b>(4,999)</b>	<b>(5,013)</b>	<b>(4,906)</b>
Project Management	To ensure the efficient, timely and cost effective delivery of Council's Works Program.	Rev	-	-	-
		Exp	498	501	277
		<b>NET</b>	<b>(498)</b>	<b>(501)</b>	<b>(277)</b>
Road Services	To ensure the operational and statutory functions of road and drainage infrastructure are in compliance with legislative responsibilities.	Rev	316	182	58
		Exp	24,083	20,781	21,234
		<b>NET</b>	<b>(23,768)</b>	<b>(20,599)</b>	<b>(21,176)</b>

### Major initiatives

- We will continue to deliver the footpath 'missing links' across the Shire while ensuring the Shire footpath renewal program is delivered.

### Other initiatives

- We will develop an Early Years Strategy to define Council's role and level of service provided in response to sector reforms.
- We will engage with the Gunbower community to inform the development of detailed design plans for the redevelopment of Gunbower Lions Park.
- We will commence construction of the redevelopment of the Echuca East Community Precinct.
- We will develop a community policy on the sale of surplus Council Land.

# Budget 2020-21

- We will review the capital and operational works prioritisation in line with the Asset Management Strategy and Plans.
- We will undertake a select number of unsealed pavement stabilisation trials across the Shire to: improve pavement strength over time under load, improve dust management, provide a better operating surface for all vehicles and significantly reduce pot-holing and corrugations.
- We will increase the delivery of Disability and Discrimination Action implementation of physical and natural environment projects from previous years.

## Service performance outcome indicators

Service	Performance Measure	2018-19 Result
Works	<b>Satisfaction with sealed local roads</b> (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	47.00

# Budget 2020-21

## 2.5 Responsible Management

### Strategic objective 5

Strong leadership, advocacy and good governance.

### Strategic objective 6

An organisation that is responsive, flexible, honest, accountable and consistent.

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.

### Services

Service area	Description of services provided		2018-19 Actuals \$'000	2019-20 Forecast Budget \$'000	2020-21 Budget \$'000
Financial Services	To ensure Council's revenue and expenditure is managed and controlled in a responsible manner to support the delivery of Council services and enable Council to plan for its long term financial sustainability.	Rev	213	104	104
		Exp	1,068	1,065	1,227
		<b>NET</b>	<b>(854)</b>	<b>(961)</b>	<b>(1,122)</b>
Governance	To provide support and advice to councillors and the organisation to ensure compliance with legislative responsibilities.	Rev	25	1	40
		Exp	1,345	1,324	1,507
		<b>NET</b>	<b>(1,320)</b>	<b>(1,323)</b>	<b>(1,467)</b>
Human Resources	To partner with all parts of the organisation to provide support, tools and advice to create and facilitate a healthy and sustainable workforce.	Rev	-	-	-
		Exp	187	212	400
		<b>NET</b>	<b>(187)</b>	<b>(212)</b>	<b>(400)</b>
Information Management (Records)	To ensure creation, capture and maintenance, retrieval and protection of records and information in compliance with legislative responsibilities.	Rev	-	-	-
		Exp	65	93	76
		<b>NET</b>	<b>(65)</b>	<b>(93)</b>	<b>(76)</b>
Information Communication Technology	To facilitate the effective delivery of Council services and enhance community interaction with Council	Rev	2	-	-
		Exp	1,260	1,364	1,197
		<b>NET</b>	<b>(1,258)</b>	<b>(1,364)</b>	<b>(1,197)</b>

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Service area	Description of services provided		2018-19 Actuals \$'000	2019-20 Forecast Budget \$'000	2020-21 Budget \$'000
Organisational Strategy and Performance	To ensure Council's energy is focused and that Council and Officers are working towards the same goals through overseeing development of key organisation-wide strategic directions, plans and monitoring performance.	Rev	37	275	-
		Exp	3,159	2,648	2,657
		<b>NET</b>	<b>(3,122)</b>	<b>(2,373)</b>	<b>(2,657)</b>
Plant and Fleet Management	To plan for and effectively manage Council's plant and fleet to support the ongoing delivery of Council's services.	Rev	39	92	-
		Exp	700	(275)	61
		<b>NET</b>	<b>(661)</b>	<b>367</b>	<b>(61)</b>
Property Management	To plan for and effectively manage and maximise the use of land managed by Council to support the ongoing delivery of Council's services.	Rev	338	625	325
		Exp	2,532	2,158	2,220
		<b>NET</b>	<b>(2,194)</b>	<b>(1,533)</b>	<b>(1,895)</b>
Strategic Asset Management	To provide strategic direction on the management of Council's assets to support the ongoing delivery of Council's services.	Rev	-	-	-
		Exp	883	1,007	1,328
		<b>NET</b>	<b>(883)</b>	<b>(1,007)</b>	<b>(1,328)</b>

## Major initiatives

- We will engage with the community to develop a 10 year community plan which sets the long term vision for Campaspe.

## Other initiatives

- We will replace our outdated customer call centre system with a modern, cloud-based, fit for purpose, customer-centric call centre software system
- We will adopt a Complaints Handling Policy and develop a framework to support staff in dealing with complaints consistently and efficiently.
- We will develop an Annual Compliance Training Plan to ensure Council's legislative accreditations are maintained.
- We will partner with Campaspe Cohuna Local Learning and Employment Network, schools and training providers to identify opportunities with Council for work experience for young people to support ongoing employment in their local community.
- We will develop Fire Management Plans around the storage and handling of combustible recyclables for each of the eight transfer stations.

## Service performance outcome indicators

Service	Performance Measure	2018-19 Result
Governance	<b>Satisfaction with council decisions</b> (Community satisfaction rating out of 100 with how council has performed in making decisions in the interests of the community)	47.00



# Budget 2020-21

## 2.6 Reconciliation with budgeted operating result

Strategic Objectives	Net Cost Subsidy \$'000	Expenditure \$'000	Revenue \$'000
Strong and engaged communities	(11,628)	21,810	10,182
Resilient economy	(1,695)	8,397	6,701
Healthy environment	(1,492)	11,348	9,856
Services and infrastructure	(26,622)	26,802	180
Responsible management	(10,205)	10,674	469
<b>Total</b>	<b>(51,642)</b>	<b>79,031</b>	<b>27,389</b>
<b>Expenses added in:</b>			
Other	(437)		
<b>Deficit before funding sources</b>	<b>(52,079)</b>		
<b>Funding sources added in:</b>			
Rates and charges	38,636		
Grants Commission	12,276		
Interest Income	834		
Capital grants	2,623		
Other	440		
<b>Total funding sources</b>	<b>54,809</b>		
<b>Surplus for the year</b>	<b>2,730</b>		

# Budget 2020-21

## 3. Financial statements

### Comprehensive Income Statement

For the four years ending 30 June 2024

	Notes	Actual	Budget Forecast	Budget	SRP Projections		
		2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
		\$000	\$000	\$000	\$000	\$000	\$000
<b>Revenue from ordinary activities</b>							
Rates income	5.1.1	36,533	37,483	38,636	39,665	40,458	41,267
Garbage charge	5.1.1	5,615	6,240	5,875	6,046	6,167	6,290
Statutory Fees and Fines	5.1.3	1,589	1,845	2,179	2,222	2,262	2,302
Grants commission	5.1.2	-	12,009	12,276	11,689	11,928	12,143
Other recurrent grants	5.1.2	16,648	4,786	3,595	4,462	4,508	4,583
Non-recurrent grants	5.1.2	5,794	5,401	2,623	2,623	2,623	2,623
User fees	5.1.4	15,406	15,210	15,587	15,547	15,946	16,355
Contributions - Monetary		476	20	-	-	-	-
Contributions - Non Monetary		6,568	-	-	-	-	-
Interest and other income	5.1.5	1,968	1,961	1,188	1,209	1,231	1,253
<b>Total revenues</b>		<b>90,597</b>	<b>84,955</b>	<b>81,957</b>	<b>83,462</b>	<b>85,122</b>	<b>86,817</b>
<b>Expenses from ordinary activities</b>							
Employee benefits	5.1.6	29,528	31,314	32,858	33,675	34,353	35,040
Materials and services	5.1.7	22,477	23,562	21,936	22,922	23,908	24,389
Depreciation	5.1.9	18,572	19,008	19,075	19,607	20,149	20,546
Finance costs		249	187	165	191	158	127
Bad and Doubtful Debts		146	-	-	-	-	-
Other Expenses	5.1.8	2,646	4,928	5,434	5,531	5,631	5,732
<b>Total expenses</b>		<b>73,618</b>	<b>78,999</b>	<b>79,468</b>	<b>81,927</b>	<b>84,198</b>	<b>85,835</b>
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(5,996)	141	240	-	-	-
<b>Surplus/(deficit) for the year</b>		<b>10,983</b>	<b>6,098</b>	<b>2,730</b>	<b>1,535</b>	<b>924</b>	<b>982</b>

# Budget 2020-21

## Balance Sheet

For the four years ending 30 June 2024

Notes	Actual	Budget	Budget	SRP Projections		
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	\$000	\$000	\$000	\$000	\$000	\$000
<b>Current assets</b>						
	11,575	4,644	10,209	4,454	6,210	879
Cash and cash equivalents						
	7,269	4,116	3,278	3,351	3,415	3,480
Trade and other receivables						
	861	862	830	861	892	908
Inventories						
	36,000	43,382	43,382	42,593	37,861	37,072
Financial assets						
	985	1,482	1,463	1,484	1,528	1,563
Other assets						
Non-current assets classified as held for sale						
	1,033	1,033	1,033	1,033	1,033	1,033
Total current assets	6.2	57,723	55,519	53,777	50,938	44,935
<b>Non-current assets</b>						
	50	13	13	14	14	14
Trade and other receivables						
	8,619	8,619	8,619	8,619	8,619	8,619
Investment property						
	19,000	11,618	11,618	11,407	10,139	9,928
Financial assets						
Property, infrastructure, plant and equipment						
	592,671	607,079	612,629	619,312	623,228	629,186
Intangible assets						
	2,952	2,952	2,952	2,952	2,952	2,952
Total non-current assets	6.2	623,292	630,281	642,304	644,952	650,699
Total assets		681,015	685,800	696,026	696,081	695,890
<b>Current liabilities</b>						
	5,753	5,455	5,257	5,459	5,661	5,774
Trade and other payables						
Interest-bearing loans and borrowings	6.1	1,041	1,064	1,904	1,547	1,621
Provisions						
	6,642	6,663	6,663	6,809	6,961	7,117
Trust funds and deposits						
	2,126	-	-	-	-	-
Total current liabilities	6.2	15,562	13,182	13,815	14,206	14,511
<b>Non-current liabilities</b>						
	4,432	3,394	10,248	8,763	7,243	5,685
Interest-bearing loans and borrowings	6.1					
	2,550	2,529	2,529	2,543	2,558	2,573
Provisions						
	18	2,144	2,144	2,144	2,144	2,144
Trust funds and deposits						
Total non-current liabilities	6.3	7,000	8,067	14,920	13,450	10,402
Total liabilities		22,562	21,249	28,745	27,265	24,913
<b>Net assets</b>		<b>658,453</b>	<b>664,551</b>	<b>667,281</b>	<b>668,815</b>	<b>670,721</b>
<b>Equity</b>						
	330,848	336,888	339,618	341,153	342,076	343,058
Accumulated surplus						
	327,605	327,663	327,663	327,663	327,663	327,663
Asset revaluation reserves						
<b>Total equity</b>		<b>658,453</b>	<b>664,551</b>	<b>667,281</b>	<b>669,739</b>	<b>670,721</b>

# Budget 2020-21

## Statement of Changes in Equity

For the four years ending 30 June 2024

Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2018-19</b>				
Balance at beginning of the financial year	646,880	320,935	308,773	17,172
Comprehensive result	10,983	10,983	-	-
Net asset revaluation increment(decrement)	590	-	590	-
Transfer to reserves	-	(5,136)	-	5,136
Transfer from reserves	-	4,066	-	(4,066)
<b>Balance at end of the financial year</b>	<b>658,453</b>	<b>330,848</b>	<b>309,363</b>	<b>18,242</b>
<b>2019-20</b>				
Balance at beginning of the financial year	658,453	330,848	309,363	18,242
Comprehensive result	6,098	6,098	-	-
<b>Balance at end of the financial year</b>	<b>664,551</b>	<b>336,946</b>	<b>309,363</b>	<b>18,242</b>
<b>2020-21</b>				
Balance at beginning of the financial year	664,551	336,946	309,363	18,242
Comprehensive result	2,730	2,730	-	-
<b>Balance at end of the financial year</b>	<b>667,281</b>	<b>339,676</b>	<b>309,363</b>	<b>18,242</b>
<b>2021-22</b>				
Balance at beginning of the financial year	667,281	339,676	309,363	18,242
Comprehensive result	1,535	1,535	-	-
<b>Balance at end of the financial year</b>	<b>668,815</b>	<b>341,210</b>	<b>309,363</b>	<b>18,242</b>
<b>2022-23</b>				
Balance at beginning of the financial year	668,815	341,210	309,363	18,242
Comprehensive result	924	924	-	-
<b>Balance at end of the financial year</b>	<b>669,739</b>	<b>342,134</b>	<b>309,363</b>	<b>18,242</b>
<b>2023-24</b>				
Balance at beginning of the financial year	669,739	342,134	309,363	18,242
Comprehensive result	982	982	-	-
<b>Balance at end of the financial year</b>	<b>670,721</b>	<b>343,116</b>	<b>309,363</b>	<b>18,242</b>

# Budget 2020-21

## Statement of Cash Flow

For the four years ending 30 June 2024

	Actual	Budget	Budget	SRP Projections		
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	\$000	\$000	\$000	\$000	\$000	\$000
<b>Cash flows from operating activities</b>						
Rates and charges	42,442	43,669	44,483	45,662	46,588	47,520
Statutory Fees and Fines	1,589	2,725	2,179	2,222	2,262	2,302
User fees and other fines (inclusive of GST)	12,847	15,210	15,587	15,547	15,946	16,355
Operating Grants (inclusive of GST)	16,648	16,794	15,871	16,151	16,436	16,726
Capital Grants (inclusive of GST)	5,794	5,401	2,623	2,623	2,623	2,623
Interest received	1,960	1,426	727	740	754	767
Net GST (payment)/refund	1,127	-	-	-	-	-
Contributions - monetary	476	20				
Other Receipts	8	2,603	1,323	442	427	434
Proceeds/(repayment) of trusts and deposits	21	-	-	-	-	-
Payments to suppliers (inclusive of GST)	(22,904)	(24,205)	(22,081)	(22,772)	(23,756)	(24,305)
Payments to employees	(30,217)	(31,314)	(32,858)	(33,515)	(34,186)	(34,869)
Other Payments	(2,955)	(4,928)	(5,434)	(5,531)	(5,631)	(5,732)
<b>Net cash from operating activities</b>	<b>4.4.1</b>	<b>26,836</b>	<b>27,402</b>	<b>21,569</b>	<b>21,462</b>	<b>21,821</b>
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment	(15,916)	(33,275)	(24,384)	(26,291)	(24,064)	(26,504)
Proceeds from sale of property, infrastructure, plant and equipment	414	-	-	-	-	-
Proceeds / (Payments) for Investments	(10,408)	-	-	1,000	6,000	1,000
<b>Net cash from investing activities</b>	<b>4.4.2</b>	<b>(25,910)</b>	<b>(33,275)</b>	<b>(25,291)</b>	<b>(18,064)</b>	<b>(25,504)</b>
<b>Cash flows from financing activities</b>						
Repayment of borrowings	(1,043)	(1,015)	(1,064)	(1,841)	(1,484)	(1,520)
Proceeds from borrowings	-	-	8,758	-	-	-
Finance costs	(249)	(187)	(165)	(191)	(158)	(127)
<b>Net cash from financing activities</b>	<b>4.4.3</b>	<b>(1,292)</b>	<b>(1,202)</b>	<b>(2,033)</b>	<b>(1,642)</b>	<b>(1,648)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(366)</b>	<b>(7,075)</b>	<b>5,565</b>	<b>(5,755)</b>	<b>1,755</b>	<b>(5,331)</b>
Cash and cash equivalents at start of period	11,941	11,575	4,644	10,209	4,454	6,210
<b>Cash and cash equivalents at end of period</b>	<b>11,575</b>	<b>4,500</b>	<b>10,209</b>	<b>4,454</b>	<b>6,210</b>	<b>879</b>

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## Budgeted Statement of Capital Works

For the four years ending 30 June 2024

	Actual	Budget	Budget	SRP Projections		
	2018-19	2019-20		2020-21	2021-22	2022-23
	\$000	\$000	\$000	\$000	\$000	\$000
<b>Capital works area</b>						
<b>Property</b>						
Land improvements	100	141	-	-	-	345
<b>Total land</b>	<b>100</b>	<b>141</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>345</b>
Buildings	393	1,818	4,734	7,876	2,560	1,927
Heritage buildings	36	-	-	-	-	-
<b>Total buildings</b>	<b>429</b>	<b>1,818</b>	<b>4,734</b>	<b>7,876</b>	<b>2,560</b>	<b>1,927</b>
<b>Total property</b>	<b>529</b>	<b>1,959</b>	<b>4,734</b>	<b>7,876</b>	<b>2,560</b>	<b>2,272</b>
<b>Plant and equipment</b>						
Heritage plant and equipment	125	51	147	205	180	180
Plant, machinery and equipment	899	1,621	1,899	1,793	3,571	1,815
Fixtures, fittings and furniture	37	-	-	-	-	-
Computers and telecommunications	-	60	229	-	-	-
Library books	154	137	-	-	-	-
<b>Total plant and equipment</b>	<b>1,215</b>	<b>1,869</b>	<b>2,274</b>	<b>1,998</b>	<b>3,751</b>	<b>1,995</b>
<b>Infrastructure</b>						
Roads	8,376	10,965	11,005	13,443	15,144	15,900
Bridges	1,313	2,348	1,112	2,600	1,324	1,450
Footpaths and cycleways	280	557	1,172	1,154	1,524	907
Drainage	866	3,599	3,698	2,359	1,000	1,050
Recreational, leisure and community facilities	1,326	1,696	123	907	1,171	1,805
Waste management	543	198	-	-	-	-
Parks, open space and streetscapes	-	3,581	266	845	160	160
Aerodromes	-	111	-	-	-	-
Off street car parks	-	-	-	-	-	-
Other infrastructure	1,408	292	-	-	-	-
<b>Total infrastructure</b>	<b>14,112</b>	<b>23,347</b>	<b>17,376</b>	<b>21,308</b>	<b>20,323</b>	<b>21,272</b>
<b>Total capital works</b>	<b>15,856</b>	<b>27,175</b>	<b>24,384</b>	<b>31,182</b>	<b>26,634</b>	<b>25,539</b>
<b>Represented by:</b>						
New	1,479	1,471	430	1,231	885	43
Renewal	12,907	20,057	19,763	15,872	16,687	17,567
Expansion/upgrade	1,470	5,647	4,192	8,285	2,640	2,128
<b>Total capital works</b>	<b>15,856</b>	<b>27,175</b>	<b>24,384</b>	<b>25,388</b>	<b>20,212</b>	<b>19,738</b>
<b>Funding sources represented by</b>						
Grants		4,421	2,752	2,622	2,622	2,622
Contributions		92	122			
Council cash		22,662	17,920	28,560	24,012	22,917
Borrowings		-	3,590			
<b>Total capital works expenditure</b>		<b>27,175</b>	<b>24,384</b>	<b>31,182</b>	<b>26,634</b>	<b>25,539</b>

# Budget 2020-21

## Statement of Human Resources

For the four years ending 30 June 2024

	Actual	Budget Forecast	Budget	Strategic Resource Plan Projections		
	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
<b>Staff expenditure</b>						
Employee costs - operating	32,285	30,323	31,805	32,600	33,257	33,922
Employee costs - capital	1,217	991	1,053	1,075	1,096	1,118
<b>Total staff expenditure</b>	<b>29,528</b>	<b>31,314</b>	<b>32,858</b>	<b>33,675</b>	<b>34,353</b>	<b>35,040</b>
<b>Staff numbers</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Employees	375.9	365.0	376.7	376.7	376.7	376.7
<b>Total staff numbers</b>	<b>375.9</b>	<b>365.0</b>	<b>376.7</b>	<b>376.7</b>	<b>376.7</b>	<b>376.7</b>

Full time equivalents (FTE's) have been reviewed in preparing the budget and reflect all costs included in the budget, this includes the full FTE of all positions within the current establishment, whether the position is currently filled or not, as well as FTE worked by casuals and budgeted leave backfill for positions.

A summary of human resources expenditure categorised according to the organisational structure of council is included below:

Division	Budget 2020-21 \$'000	Comprises			
		Full Time \$'000	Permanent Part time \$'000	Casual \$'000	Temporary \$'000
Office of CEO	1,452	1,199	187	66	-
Corporate Services	4,901	3,897	468	272	264
Economic and Community Development	2,352	1,526	338	291	197
Regulatory and Community Services	14,607	8,237	3,231	3,002	137
Infrastructure Services	4,690	3,915	202	178	395
<b>Total permanent staff expenditure</b>	<b>28,002</b>	<b>18,774</b>	<b>4,426</b>	<b>3,809</b>	<b>993</b>
Other expenditure	3,803				
Capitalised labour costs	1,053				
<b>Total expenditure</b>	<b>32,858</b>				

A summary of the number of full time equivalent (FTE) council staff in relation to the above expenditure is included below:

Division	Budget 2020-21	Comprises			
		Full Time	Permanent Part time	Casual	Temporary
Office of CEO	16.69	13.00	2.90	0.79	-
Corporate Services	51.00	42.00	3.20	3.80	2.00
Economic and Community Development	23.50	15.00	3.70	3.30	1.50
Regulatory and Community Services	196.14	110.00	43.00	42.10	1.04
Infrastructure Services	81.40	74.00	1.80	2.60	3.00
<b>Total permanent staff expenditure</b>	<b>368.73</b>	<b>254.00</b>	<b>54.60</b>	<b>52.59</b>	<b>7.54</b>
Capitalised labour costs	8.00				
<b>Total staff</b>	<b>376.73</b>				



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## Statement of Human Resources cont.

For the four years ending 30 June 2023

Department	Budget	Projections		
	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
<b>Office of CEO</b>				
- Fulltime	1,199	1,223	1,247	1,272
- Part time	187	191	195	198
- Casual	66	67	69	70
<b>Total Office of CEO</b>	<b>1,452</b>	<b>1,481</b>	<b>1,511</b>	<b>1,541</b>
<b>Corporate Services</b>				
- Fulltime	4,161	4,244	4,329	4,416
- Part time	468	477	487	497
- Casual	272	277	283	289
<b>Total Corporate Services</b>	<b>4,901</b>	<b>4,999</b>	<b>5,099</b>	<b>5,201</b>
<b>Economic and Community Development</b>				
- Fulltime	1,723	1,757	1,793	1,828
- Part time	338	345	352	359
- Casual	291	297	303	309
<b>Total Economic and Community Development</b>	<b>2,352</b>	<b>2,399</b>	<b>2,447</b>	<b>2,496</b>
<b>Regulatory and Community Services</b>				
- Fulltime	8,374	8,541	8,712	8,887
- Part time	3,231	3,296	3,362	3,429
- Casual	3,002	3,062	3,123	3,186
<b>Total Regulatory and Community Services</b>	<b>14,607</b>	<b>14,899</b>	<b>15,197</b>	<b>15,501</b>
<b>Infrastructure Services</b>				
- Fulltime	4,310	4,396	4,484	4,574
- Part time	202	206	210	214
- Casual	178	182	185	189
<b>Total Infrastructure Services</b>	<b>4,690</b>	<b>4,784</b>	<b>4,879</b>	<b>4,977</b>
Total other expenditure	3,803	4,039	4,124	4,207
<b>Total operating staff expenditure</b>	<b>28,002</b>	<b>28,562</b>	<b>29,133</b>	<b>29,716</b>
Total Capitalised Labour expenditure	1,053	1,074	1,096	1,117
<b>Total staff expenditure</b>	<b>32,858</b>	<b>33,675</b>	<b>34,353</b>	<b>35,040</b>

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## 4. Financial performance indicators

The following table highlights council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of council's financial position and performance and should be interpreted in the context of the organisation's objectives.

Indicator	Measure	Notes	Actual 2018-19	Budget Forecast 2019-20	Budget 2020-21	SRP Projections			Trend +/-
						2021-22	2022-23	2023-24	
<b>Operating position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	0.22%	(7.59%)	(0.22%)	(1.34%)	(2.06%)	(1.95%)	-
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	2	370.05%	421.16%	430.60%	384.47%	353.90%	305.10%	-
Unrestricted cash	Unrestricted cash / current liabilities	2	190.66%	252.28%	291.83%	206.97%	179.12%	132.00%	-
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	12.83%	11.89%	30.58%	25.12%	20.94%	16.83%	+
Loans and borrowings	Interest and principal repayments on loans and borrowings / rate revenue		3.22%	3.21%	4.25%	5.14%	4.07%	4.00%	+
Indebtedness	Non-current liabilities / own source revenue		11.39%	14.28%	22.92%	20.21%	17.50%	14.85%	+
Asset renewal	Asset renewal expenditure / depreciation	4	69.50%	105.52%	103.61%	80.95%	82.82%	85.50%	o
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	5	52.83%	51.14%	48.56%	48.93%	48.90%	48.88%	o
Rates effort	Rate revenue / property values (CIV)		0.57%	0.48%	0.47%	0.47%	0.46%	0.45%	o
<b>Efficiency</b>									
Expenditure level	Total expenditure / no. of assessments		\$3,860	\$3,820	\$3,852	\$3,969	\$4,079	\$3,966	+
Revenue Level	Residential rate revenue / no. of residential assessments		\$1,866	\$1,694	\$1,867	\$2,044	\$2,095	\$2,146	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the year		11.93%	10.53%	9.97%	9.42%	9.42%	9.42%	o

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## Key to forecast trend:

- + Forecasts improvement in council's financial performance/financial position indicator.
- o Forecasts that council's financial performance/financial position indicator will be steady.
- Forecasts deterioration in council's financial performance/financial position indicator.

## Notes to indicators:

- 1 Adjusted underlying result – An indicator of the sustainable operating result required to enable council to continue to provide core services and meet its objectives. Financial performance is expected to deteriorate over the period, continued operating losses means reliance on council's cash reserves or increased debt to maintain services.
- 2 Working capital – The proportion of current liabilities represented by current assets. Working capital forecast trend is to remain steady at an acceptable level.
- 3 Debt compared to rates - Trend indicates council's reducing reliance on debt against its annual rate revenue through redemption of long term debt. Allowance has been made in future years for borrowings if required.
- 4 Asset renewal - This percentage indicates the extent of council's renewal of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.
- 5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of council's ongoing services. Trend indicates that council's reliance on rate revenue will remain steady compared to other sources of revenue. This is due to the constraints of rate capping.

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## 5. Notes to financial statements

Council has prepared a budget for the 2020-21 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, cash and investments, capital works, financial position and financial sustainability of council.

### 5.1 Comprehensive income statement

#### 5.1.1 Rates and charges

This section presents information about rates and charges which the Act and the Regulations require to be disclosed in council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Victorian Government has introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2020-21 the FGRS cap has been set at 2.00%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

5.1.1 (a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Budget Forecast	Budget	Change	
	2019-20 \$'000	2020-21 \$'000	\$'000	%
General rates*	33,447	34,363	916	2.74%
Municipal charge*	4,025	4,044	19	0.48%
Waste management charge	6,240	5,875	(365)	(5.85%)
Supplementary rates and rate adjustments	122	120	(2)	(1.64%)
Interest on rates and charges	110	109	(2)	(1.74%)
<b>Total rates and charges</b>	<b>43,945</b>	<b>44,511</b>	<b>566</b>	<b>1.29%</b>

5.1.1 (b) The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year.

Type or class of land	2019-20	2020-21	Change
	cents/\$CIV*	cents/\$CIV*	
General land	0.0042985	0.0042281	(0.01638)
Farm land	0.0038686	0.0038053	(0.01636)
Commercial land	0.0049862	0.0049046	(0.01637)
Industrial land	0.0049862	0.0049046	(0.01637)
Cultural and recreation	0.0021493	0.0021140	(0.01642)

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- 5.1.1 (c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year.

Type or class of land	2019-20	2020-21	Change	
	\$'000	\$'000	\$'000	%
General land	19,841	20,515	674	3.40%
Farm land	7,840	8,259	419	5.35%
Commercial land	3,565	3,699	134	3.75%
Industrial land	1,765	1,890	125	7.07%
Cultural and recreation	-	-	-	-
<b>Total amount to be raised by general rates</b>	<b>33,011</b>	<b>34,363</b>	<b>1,352</b>	<b>4.10%</b>

- 5.1.1 (d) The number of assessments in relation to each type or class of land, and the total number of assessments compared with the previous financial year.

Type or class of land	2019-20	2020-21	Change	
	Number	Number	Number	%
General land	15,443	15,559	116	0.75%
Farm land	3,743	3,758	15	0.40%
Commercial land	1,114	1,124	10	0.90%
Industrial land	461	464	3	0.65%
Cultural and recreation	30	30	0	0.00%
<b>Total number of assessments</b>	<b>20,791</b>	<b>20,935</b>	<b>144</b>	<b>0.69%</b>

- 5.1.1 (e) The basis of valuation to be used is the Capital Improved Value (CIV).

- 5.1.1 (f) The estimated total value of each type or class of land, and the estimated total value of land compared with the previous financial year.

Type or class of land	2019-20	2020-21	Change	
	\$'000	\$'000	\$'000	%
General land	4,615,803	4,852,117	236,314	5.12%
Farm land	2,026,674	2,170,427	143,753	7.09%
Commercial land	714,911	754,123	39,212	5.48%
Industrial land	354,063	385,323	31,260	8.83%
Cultural and recreation	19,382	19,749	367	1.89%
<b>Total value of land</b>	<b>7,730,833</b>	<b>8,181,739</b>	<b>450,906</b>	<b>5.83%</b>

- 5.1.1 (g) The municipal charge under Section 159 of the Act compared with the previous financial year.

Type of Charge	Per	Per	Change	
	Rateable	Rateable		
	Property	Property		
	2019-20	2020-21		
	\$	\$	\$	%
Municipal	200	200	-	0.00%

- 5.1.1 (h) The estimated total amount to be raised by municipal charges compared with the previous financial year.

Type of Charge	2019-20	2020-21	Change	
	\$'000	\$'000	\$'000	%
Municipal	4,025	4,044	19	0.48%

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5.1.1 (i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year.

Type of Charge	2019-20	2020-21	Change	
	\$	\$	\$	%
Residential - per year - 80 litre 1 bin - without food and garden bin	230.00	230.00	0.00	0.00%
Residential - per year - 80 litre 1 bin - with food and garden bin	210.00	180.00	(30.00)	(14.29%)
Rural - per year - 80 litre 1 bin - food and garden bin not available	220.70	199.00	(21.70)	(9.83%)
Residential - per year - 140 litre 1 bin - without food and garden bin	290.00	290.00	0.00	0.00%
Residential - per year - 140 litre 1 bin - with food and garden bin	265.00	225.00	(40.00)	(15.09%)
Rural - per year - 140 litre 1 bin - food and garden bin not available	277.80	250.00	(27.80)	(10.01%)
Residential - per year - 240 litre 1 bin (6 or more in the family) - without food and garden bin	481.84	482.00	0.16	0.03%
Residential - per year - 240 litre 1 bin (6 or more in the family) - with food and garden bin	450.00	400.00	(50.00)	(11.11%)
Rural - per year - 240 litre 1 bin - food and garden bin not available	468.96	422.00	(46.96)	(10.01%)
Residential - per year - 240 litre 1 bin (medical condition) - without food and garden bin	290.00	290.00	0.00	0.00%
Residential - per year - 240 litre 1 bin (medical condition) - with food and garden bin	265.00	225.00	(40.00)	(15.09%)
* Commercial/Industrial - per year - 80 litre	242.87	219.00	(23.87)	(9.83%)
* Commercial/Industrial - per year - 140 litre	305.70	275.00	(30.70)	(10.04%)
* Commercial/Industrial - per year - 240 litre	515.82	464.00	(51.82)	(10.05%)
Recycling charge 140 litre	61.40	61.50	0.10	0.16%
Recycling charge 240 litre	61.40	61.50	0.10	0.16%
Recycling charge 360 litre	61.40	61.50	0.10	0.16%
* Commercial/Industrial recycling charge 240 litre	67.55	67.65	0.10	0.15%
* Commercial/Industrial recycling charge 360 litre	67.55	67.65	0.10	0.15%
Food and Garden organics 240 litre	54.90	55.00	0.10	0.18%
* Commercial/Industrial Food and Garden organics 240 litre	60.40	60.50	0.10	0.17%

\* Inclusive of GST for commercial properties in accordance with legislation

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5.1.1 (j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year.

Type of Charge	2019-20	2020-21	Change	
	\$'000	\$'000	\$'000	%
Garbage charge 80 ltr	1,078	1,073	(107)	(9.07%)
Garbage charge 140 ltr	3,081	2,944	(428)	(12.71%)
Garbage charge 240 ltr	396	344	(9)	(2.58%)
Garden Organics	318	408	(32)	(7.29%)
Recycling charge	1,056	1,106	19	1.78%
<b>Total</b>	<b>5,928</b>	<b>5,875</b>	<b>(557)</b>	<b>(8.67%)</b>

5.1.1 (k) The estimated total amount to be raised by all rates and charges compared with the previous financial year.

Type of Charge	2019-20	2020-21	Change	
	\$'000	\$'000	\$'000	%
Rates	33,011	34,363	1,352	4.10%
Municipal Charge	4,025	4,044	19	0.48%
Waste service charges	6,432	5,875	(557)	(8.67%)
Supplementary rates & Charges	122	120	(2)	(1.64%)
<b>Total Rates and charges</b>	<b>43,590</b>	<b>44,402</b>	<b>812</b>	<b>1.86%</b>

5.1.1 (l) Any significant changes that may affect the estimated amounts to be raised by rates and charges.

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2020-21: estimated \$120,000 and 2019-20: \$122,000).
- The variation of returned levels of value (eg. valuation appeals).
- Changes in use of land such that rateable land becomes non-rateable land and vice versa.
- Changes in use of land such that residential land becomes business land and vice versa.

5.1.1 (m) Differential rates

## Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

A general rate of 0.42320% (0.42320 cents in the dollar of CIV) for all general land.

A general rate of 0.38088% (0.38088 cents in the dollar of CIV) for all rateable farm land.

A general rate of 0.49091% (0.49091 cents in the dollar of CIV) for all rateable commercial and industrial land.

A general rate of 0.21160% (0.21160 cents in the dollar of CIV) for all rateable cultural and recreation land.

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.



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Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

The differential rate ratios are as follows:

- General land (100% of the general rate in the dollar);
- Farm land (90% of the general rate in the dollar);
- Commercial land (116% of the general rate in the dollar);
- Industrial land (116% of the general rate in the dollar); and
- Cultural and recreation (50% of the general rate in the dollar).

The objectives of the differentials above or below 100% are as follows:

Farm land – to provide an equitable rate for primary producers, to encourage land use consistent with farming activities, conservation of areas which are suited to a variety of agricultural pursuits.

Commercial and industrial land – to provide an equitable rate for commercial/industrial use assessments which reflects the higher earning capacity of these premises.

Cultural and recreational land – to provide an equitable rate for cultural and recreational land, as defined in the Cultural & Recreational Land Act 1963, to encourage land use for community benefit in the pursuit of cultural and recreational activity.

## **Commercial/Industrial land**

Commercial/Industrial land is any land which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Unoccupied but zoned commercial or industrial under the Campaspe Shire Council's Planning Scheme.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the budget by council. The level of the rate for land in this category is considered to provide for an appropriate contribution to council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant planning scheme.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to commercial/industrial land. The vacant land affected by this rate is that which is zoned commercial and/or industrial under the Campaspe Shire Council Planning Scheme. The classification of land which is improved will be determined by the occupation of that land, and have reference to the planning scheme zoning.

# Budget 2020-21

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2020-21 financial year.

## General land

General land is:

- Any land which does not have the characteristics of farm land, commercial/industrial land or cultural and recreational land.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the budget by council. The level of the rate for land in this category is considered to provide for an appropriate contribution to council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is where it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant planning scheme.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to general land. The vacant land affected by this rate is that which is zoned residential under the Campaspe Shire Council Planning Scheme. The classification of land which is improved will be determined by the occupation of that land, and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings already on the land or which will be constructed prior to the expiry of the 2020-21 financial year.

## Farm land

Farm land is any land, which is:

- not less than two hectares in area; and
- used primarily for grazing (including agistment), dairying, pig-farming, poultry-farming, fish-farming, tree-farming, bee-keeping, viticulture, horticulture, fruit-growing or the growing of crops of any kind or for any combination of those activities; and

is used by a business:

- that has significant and substantial commercial purpose or character; and
- that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
- that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way it is operating.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the budget by council. The level of the rate for land in this category is considered to provide for an appropriate contribution to council's budgeted expenditure, having regard to the characteristics of the land.

# Budget 2020-21

The geographic location of the land within this differential rate is where it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant planning scheme.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to farm land. The vacant land affected by this rate is that which is zoned residential under the Campaspe Shire Council Planning Scheme. The classification of land which is improved will be determined by the occupation of that land, and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings already on the land or which will be constructed prior to the expiry of the 2020-21 financial year.

## Cultural and Recreational Land

In accordance with Council's Rating Strategy, cultural and recreational lands will receive a waiver from the payment of municipal rates, except where:

- The land is subject to a grazing lease, in which case it will attract the general rate (or farm rate if applicable).
- The land is used for housing gaming machines, in which case the portion of premises used for housing gaming machines shall attract the commercial rate.

### 5.1.1 (n) Fair Go Rates System compliance

Campaspe Shire Council is fully compliant with the State Government's Fair Go Rates System.

	2019-20	2020-21
Total Rates	\$ 36,132,622	\$37,654,253
Number of rateable properties	20,761	20,905
Base Average Rates	\$ 1,740.41	\$ 1,801.21
Maximum Rate Increase (set by the State Government)	<b>2.50%</b>	<b>2.00%</b>
Capped Average Rate	\$ 1,783.92	\$ 1,837.23
Maximum General Rates and Municipal Charges Revenue	\$ 37,035,938	\$38,407,338
Budgeted General Rates and Municipal Charges Revenue	\$ 37,035,938	\$38,407,338

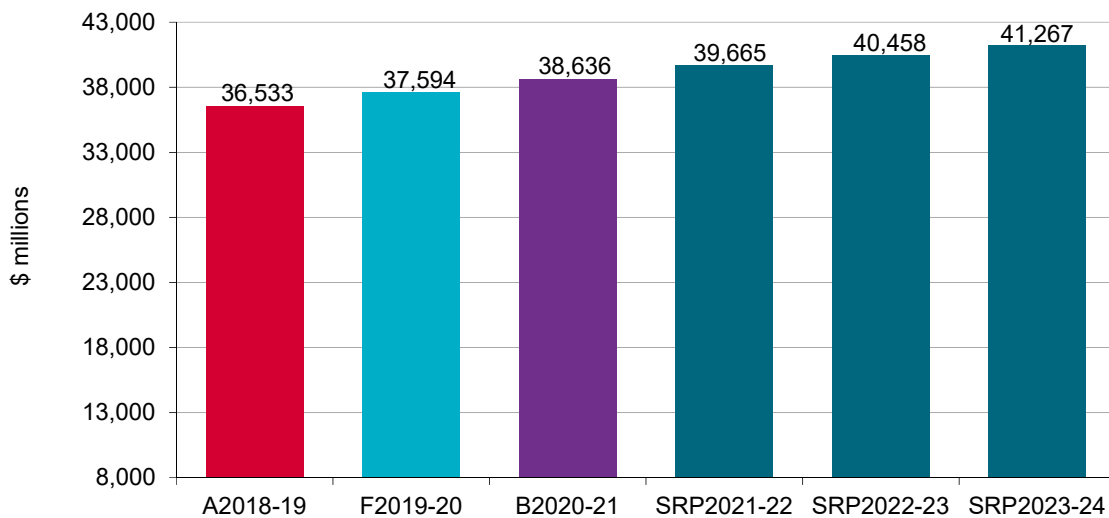
### 5.1.1 (o) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2020-21: estimated \$120,000 and 2019-20: \$122,000).
- The variation of returned levels of value (eg. valuation appeals).
- Changes of use of land such that rateable land becomes non-rateable land and vice versa.
- Changes of use of land such that residential land becomes business land and vice versa.

# Budget 2020-21

## Change in rates and charges



The amount to be raised by rates in 2020-21 is \$38.64 million, this includes \$120,000 generated from supplementary rates and interest charged on overdue rates of \$109,000. This is an increase of \$1.04 million from 2019-20, this will go towards maintaining service levels and meeting the cost of external influences effecting the budget.

# Budget 2020-21

## 5.1.2 Grants

Grants are required by the Act and the Regulations to be disclosed in council's annual budget.

	Budget Forecast 2019-20 \$'000	Budget 2020-21 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	16,401	16,699	299	1.82%
State funded grants	5,151	1,794	(3,356)	(65.16%)
<b>Total grants received</b>	<b>21,551</b>	<b>18,494</b>	<b>(3,058)</b>	<b>(14.19%)</b>

### Grants - operating

	Budget Forecast 2019-20 \$'000	Budget 2020-21 \$'000	Change	
			\$'000	%
<b>Operating Grants</b>				
<i>Recurrent - Commonwealth Government</i>				
Financial Assistance Grants	12,009	12,276	267	2.23%
Community Welfare	5	5	-	0.00%
Aged care	1,703	1,660	(43)	(2.55%)
<i>Recurrent - State Government</i>				
Primary care partnerships	277	286	9	3.23%
Aged care	436	170	(266)	(61.00%)
School crossing supervisors	93	95	2	2.58%
Libraries	276	280	4	1.44%
Maternal and child health	506	608	102	20.20%
Children's Services	116	118	2	1.70%
Community safety	49	51	2	4.57%
Community Welfare	113	-	(113)	(100.00%)
<b>Total recurrent grants</b>	<b>15,581</b>	<b>15,548</b>	<b>(33)</b>	<b>(0.21%)</b>
<i>Non-recurrent - Commonwealth Government</i>				
Primary care partnerships	61	61	-	0.00%
Children's Services	75	75	-	0.00%
Community Development	450	-	(450)	(100.00%)
<i>Non-recurrent - State Government</i>				
Aged care	2	-	-	-
Libraries	15	15	-	0.00%
Children's Services	56	-	(56)	(100.00%)
Economic Development	17	-	(17)	(100.00%)
Infrastructure	275	-	(275)	(100.00%)
Community Welfare	70	-	(70)	(100.00%)
Protection of Biodiversity and Habitat	75	75	-	0.00%
Public Order and Safety	50	60	10	20.00%
Youth services	37	37	-	0.00%
Waste services	30	-	(30)	(100.00%)
<b>Total non-recurrent grants</b>	<b>1,213</b>	<b>323</b>	<b>(898)</b>	<b>(74.01%)</b>
<b>Total operating grants</b>	<b>16,794</b>	<b>15,870</b>	<b>(924)</b>	<b>(5.50%)</b>

# Budget 2020-21

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of council's services to ratepayers. Overall, the level of operating grants is projected to decrease by 5.5% or \$0.92 million compared to 2019-20. This is due to receiving a number of unbudgeted grants in 2019-20, these include Murray Darling Basin funding of \$440k, Echuca Moama flood study \$200k and a Finance and Accounting Support Team grant \$75k. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included above.

## Grants – capital

	Budget Forecast 2019-20 \$'000	Budget 2020-21 \$'000	Change	
			\$'000	%
<b>Capital Grants</b>				
<i>Recurrent - Commonwealth Government</i>				
Roads to recovery	2,623	2,623	-	0.00%
<b>Total recurrent grants</b>	<b>2,623</b>	<b>2,623</b>	<b>-</b>	<b>0.00%</b>
<i>Non-recurrent - State Government</i>				
Infrastructure	2,778	-	(2,778)	0.00%
<b>Total non-recurrent grants</b>	<b>2,778</b>	<b>-</b>	<b>(2,778)</b>	<b>(100.00%)</b>
<b>Total capital grants</b>	<b>5,401</b>	<b>2,623</b>	<b>(2,778)</b>	<b>(51.44%)</b>
<b>Total Grants</b>	<b>22,195</b>	<b>18,494</b>	<b>(3,702)</b>	<b>(16.68%)</b>

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 16.68% or \$3.70 million compared to 2019-20 due mainly to no large capital works projects being carried out in 2020-21. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included above.

### 5.1.3 Statutory fees and fines

	Budget Forecast 2019-20 \$'000	Budget 2020-21 \$'000	Change	
			\$'000	%
Infringements and costs	510	509	(1)	(0.26%)
Animal registrations	453	511	58	12.90%
Town planning fees	489	514	25	5.16%
Building fees	229	474	245	106.99%
Other Statutory Fees	163	170	7	4.23%
<b>Total statutory fees and fines</b>	<b>1,845</b>	<b>2,179</b>	<b>333</b>	<b>18.05%</b>

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, *Public Health and Wellbeing Act 2008* registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are budgeted to increase by 18.05% or \$0.33 million compared to 2019-20. The increase in town planning and building fees is expected due to development activity within the shire expected to continue in the immediate future.

# Budget 2020-21

The increase to infringements and costs has been significant due to improved collection of outstanding infringements by the Infringements court.

## 5.1.4 User fees

	Budget Forecast	Budget	Change	
	2019-20 \$'000	2020-21 \$'000	\$'000	%
Active Recreation	312	298	(15)	(4.67%)
Aged and Disability Services	1,650	1,981	331	20.06%
Aquatics	1,509	1,533	24	1.58%
Building Surveyor Service	229	474		
Children's Services	2,694	2,758	64	2.36%
Community Development	14	38	24	170.47%
Economic Development	6,540	6,388	(152)	(2.32%)
Engineering	110	122	12	10.45%
Environment and Conservation	11	15	4	31.58%
Environmental Health	259	300	41	15.98%
Financial Services	111	107	(5)	(4.24%)
Governance	1	0	(0)	(53.43%)
Library	144	143	(1)	(0.53%)
Other Income	267	194	(73)	(27.30%)
Passive Recreation	33	30	(3)	(9.90%)
Property Management	5	4	(1)	(16.35%)
Regulatory Compliance	323	134	(189)	(58.54%)
Road Services	110	58	(52)	(47.26%)
Statutory and Strategic Planning	511	551	40	7.82%
Waste Collection and Management	373	459	86	22.94%
<b>Total user fees</b>	<b>15,210</b>	<b>15,587</b>	<b>134</b>	<b>0.88%</b>

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of council's services. These include use of leisure, entertainment and other community facilities and the provision of human services such as home help services and childcare. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not impact capacity to pay or market levels.

User charges are projected to increase by 0.88% or \$0.13 million compared to 2019-20. The small increase is due to a number of services not increasing fees as they were already deemed to be at market levels. Fees for aged and disability services have been set based on industry standards.

A detailed listing of fees and charges is included in Appendix A.



# Budget 2020-21

## 5.1.5 Other income

	Budget	Budget	Change	
	2019-20	2020-21	\$'000	%
	\$'000	\$'000	\$'000	%
Interest	1,316	727	(588)	(44.71%)
Property rental and leases	403	418	14	3.54%
Sundry Income	129	40	(89)	(68.97%)
Solar rebates	3	3	-	0.00%
<b>Total other income</b>	<b>1,851</b>	<b>1,188</b>	<b>(663)</b>	<b>(35.81%)</b>

Other income projected to decrease by 35.81% or \$0.66 million compared to 2019-20. This is due to investment interest rates having dropped significantly over the last six months, it is not foreseen that this will change over the budget period.

## 5.1.6 Employee cost

	Budget	Budget	Change	
	Forecast	2020-21	\$'000	%
	2019-20	2020-21	\$'000	%
	\$'000	\$'000	\$'000	%
Wages and salaries	23,250	22,401.75	848	3.65%
Casual staff	1,282	3,809	(2,527)	(197.16%)
WorkCover	256	457	(201)	(78.53%)
Superannuation	2,757	2,858	(101)	(3.68%)
Annual leave and long service leave	3,157	3,237	(80)	(2.54%)
Redundancy	171	-	171	100.00%
Sick leave	442	95	346	78.40%
<b>Total employee costs</b>	<b>31,314</b>	<b>32,858</b>	<b>1,544</b>	<b>4.93%</b>

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, etc.

Employee costs are forecast to increase by 4.93% or \$1.54 million compared to 2019-20. This increase relates to projected annual enterprise agreement increases and movement between levels within wage bands and two additional full time equivalents for parks and gardens.

# Budget 2020-21

## 5.1.7 Materials and services

	Budget Forecast		Budget		Change	
	2019-20	2020-21	2020-21		\$'000	%
	\$'000	\$'000	\$'000			
Consultants	1,391	1,006	(386)		(27.72%)	
Contract Payments	8,025	8,854	829		10.32%	
Information Technology	585	565	(20)		(3.41%)	
Insurance	777	921	144		18.50%	
Legal services	240	209	(31)		(12.79%)	
Repairs and Maintenance	2,825	1,790	(1,035)		(36.64%)	
Service level contributions	848	830	(18)		(2.08%)	
Utility costs	1,512	1,513	1		0.04%	
Vehicle fuel costs	856	1,072	217		25.33%	
Other vehicle costs	798	761	(37)		(4.61%)	
Materials	5,705	4,416	(1,289)		(22.59%)	
<b>Total materials and services</b>	<b>23,562</b>	<b>21,936</b>	<b>(1,626)</b>		<b>(6.90%)</b>	

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are budgeted to decrease by 6.9% or \$1.62 million compared to 2019-20.

## 5.1.8 Other expenses

	Budget Forecast		Budget		Change	
	2019-20	2020-21	2020-21		\$'000	%
	\$'000	\$'000	\$'000			
Advertising	162	176	13		8.29%	
Audit expenses	102	96	(6)		(5.92%)	
Bank fees	192	207	14		7.54%	
Commission	1,255	1,201	(54)		(4.32%)	
Contributions and Community Grants	489	494	5		0.98%	
Councillor allowances	316	323	6		2.00%	
Councillor election costs	-	250	250		0.00%	
Councillor - other expenses	32	34	2		5.67%	
Fire service levy	141	145	4		2.55%	
Food Purchases	279	515	236		84.74%	
Fringe benefits tax	247	198	(49)		(20.01%)	
Marketing	162	174	12		7.10%	
Memberships to associations	277	282	5		1.87%	
Operating lease rentals and equipment hire	606	555	(52)		(8.51%)	
Postage, stationery and subscriptions	359	421	62		17.39%	
Protective clothing	76	84	8		10.27%	
Veterinary costs	175	189	14		7.98%	
Quarry royalties	57	92	35		62.11%	
<b>Total other expenses</b>	<b>4,928</b>	<b>5,434</b>	<b>505</b>		<b>10.25%</b>	

Other expenses relate to a range of items including councillor allowances, contributions to community groups, community grants, advertising, insurances and food purchases for child care, animals housed at the animal shelter and aged care meals on wheels, veterinary expenses and other miscellaneous expenditure items. Other expenses are forecast to increase by 10.25% or \$0.50 million compared to 2019-20.

# Budget 2020-21

## 5.1.9 Depreciation

	Budget Forecast	Budget	Change	
	2019-20 \$'000	2020-21 \$'000	\$'000	%
Property	3,436	3,432	(3)	(0.10%)
Plant & equipment	2,470	2,527	57	2.32%
Infrastructure	13,102	13,115	13	0.10%
<b>Total depreciation and amortisation</b>	<b>19,008</b>	<b>19,075</b>	<b>67</b>	<b>0.35%</b>

Depreciation is an accounting measure that attempts to allocate the value of an asset over its useful life. The depreciation charge is used as a proxy for the funds required to renew council's assets to maintain agreed service levels. The increase of \$0.67 million is due to the effect of assets related to the capital works program having a full year effect of depreciation.

The reduction in depreciation for property is due to a number of items being fully depreciated but not being renewed at this time.

## 6. Balance sheet

### 6.1 Statement of borrowings

The table below shows information on borrowings specifically required by the regulations.

	2019-20 \$'000	2020-21 \$'000
Amount borrowed as at 30 June of the prior year	5,473	4,458
Amount proposed to be borrowed	-	8,758
Amount projected to be redeemed	(1,015)	(1,433)
<b>Amount of borrowings as at 30 June</b>	<b>4,458</b>	<b>11,782</b>

Borrowings for 2020-21 included \$6.94 million for the redevelopment of the Echuca East Community Precinct and \$0.811 million for redevelopment of Gunbower Lions Park. These borrowings have been made possible through the State Governments Community Infrastructure Loans Scheme, which council was successful in obtaining. An additional \$1.00 million has been included in the budget as a contingency to cover any unforeseen events in the 2020-21 year given the current uncertain environment. These funds will only be drawn down if needed.

### 6.2 Assets

#### Current assets (\$4.67 million increase) and Non-current assets (\$5.55 million increase).

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to increase by \$5.56 million during the year, this is dependent on when capital works are completed.

Trade and other receivables are monies owed to council by ratepayers and others. The balance is expected to decrease by \$0.84 million over the budget period as no large accounts are expected to be raised for grants in 2020-21.

# Budget 2020-21

Other assets include items such as prepayments for expenses that council has paid in advance of service delivery, inventories or stocks held for sale or consumption in council's services and other revenues due to be received in the next 12 months.

Property, infrastructure, plant and equipment is the largest component of council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by council over many years. The \$5.55 million increase in this balance is attributable to the net result of the capital works.

## 6.3 Liabilities

### **Current liabilities (\$0.64million increase) and Non-current liabilities (\$7.49 million increase)**

Trade and other payables are those to whom council owes money as at 30 June. These liabilities are budgeted to decrease by \$0.19 million compared with 2019-20 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to remain constant due to more active management of entitlements despite factoring in an increase for Enterprise Agreement outcomes.

Interest-bearing loans and borrowings are borrowings of council. Council is budgeting to repay loan principal of \$1.06 million over the year and to draw down new borrowings of \$8.75 million. The loans are for Echuca East Community Precinct and Gunbower Lions Park redevelopment. These loans are the contributing factor to the increase in liabilities.

## 6.4 Equity

### **Equity (\$2.73 million increase)**

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the accumulated surplus of the council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less reserves that have accumulated over time. The \$2.73 million increase in accumulated surplus results directly from the surplus for the year. The entire surplus is budgeted to fund the capital works program.

## 6.5 Working capital

### **Working capital (\$4.03 million increase)**

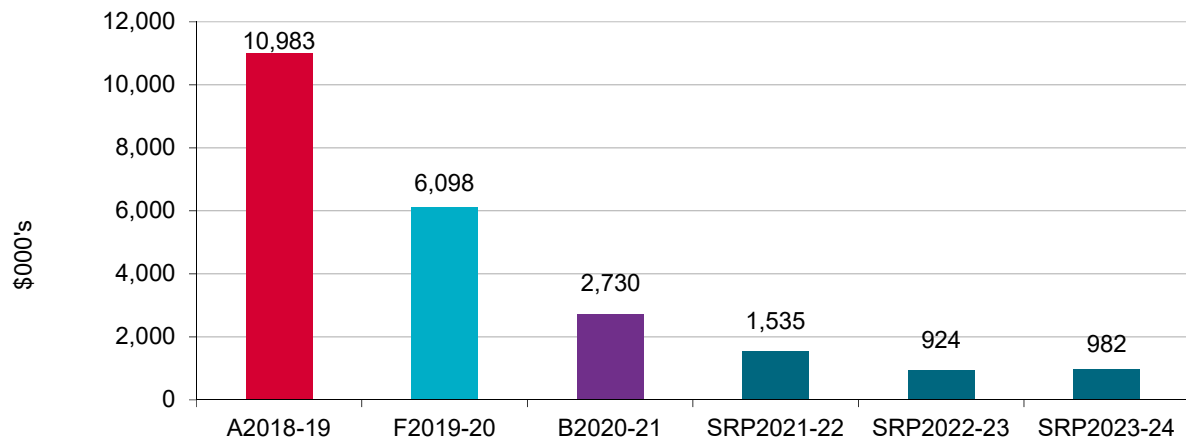
Working capital is the excess of current assets above current liabilities. This calculation recognises that although council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

Some of council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

# Budget 2020-21

## 7. Additional information – Graphs

### 7.1 Operating result

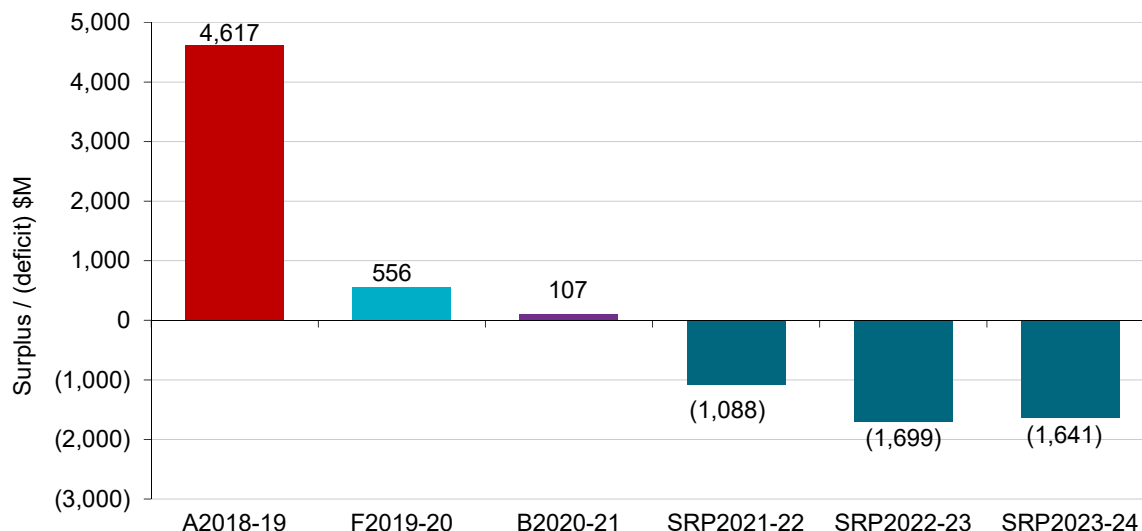


The expected operating result for the 2020-21 year is a surplus of \$2.73 million, which is a decrease of \$3.36 million compared to 2019-20. The decrease is due to external funding for specific capital works projects being received in 2018-19, that was not recognised as income until 2019-20. Roads to Recovery is the only capital funding that will be received in 2020-21.

The adjusted underlying result, see Note 7.2, which excludes items such as non-recurrent capital grants and non-cash contributions is budgeted to be a surplus of 0.10 million

# Budget 2020-21

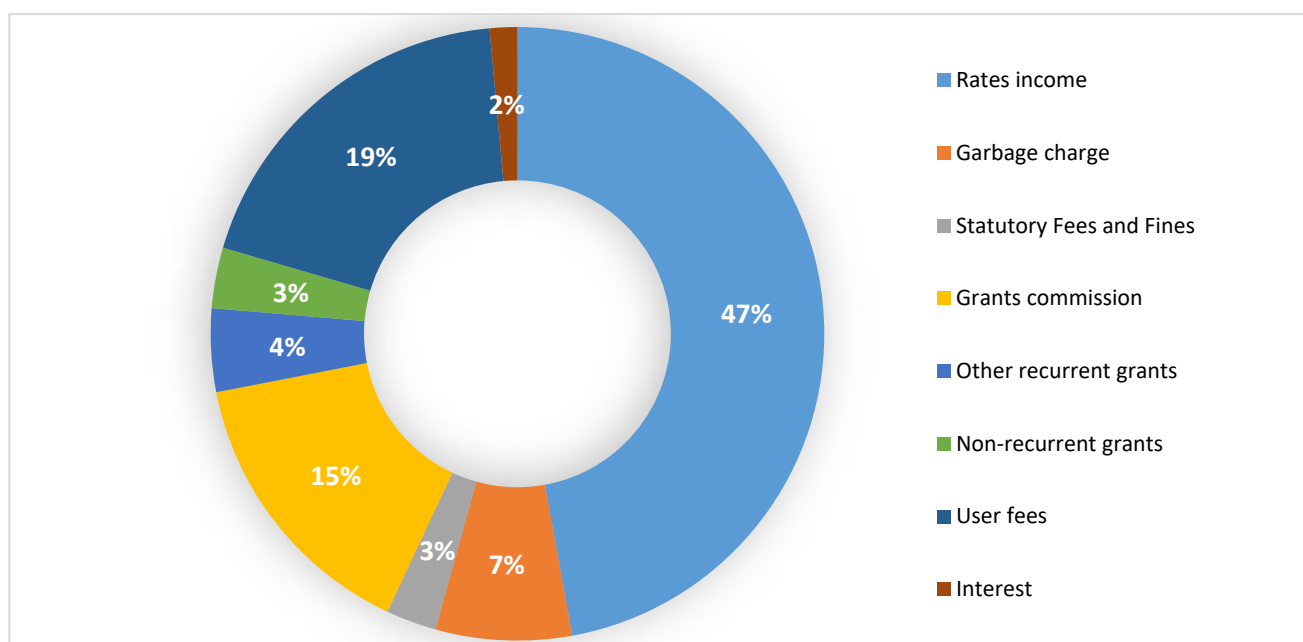
## 7.2 Adjusted underlying surplus



The adjusted underlying surplus calculation removes grant income received for capital purposes and one off income items such as the sale of assets. The adjusted underlying surplus is budgeted to be a surplus of \$0.10 million in the 2020-21 year but will then trend to a deficit in the forecast period.

From the adjusted underlying surplus an amount \$0.69 million of waste services income will be transferred to the waste reserve, leaving an operating deficit of \$0.58 million for the 2020-21 budget year. The \$0.69 million is the surplus generated from waste service only and is transferred to the waste reserve to be used on waste related projects in coming years. These may be further remediation works on landfill sites or improvements to transfer stations.

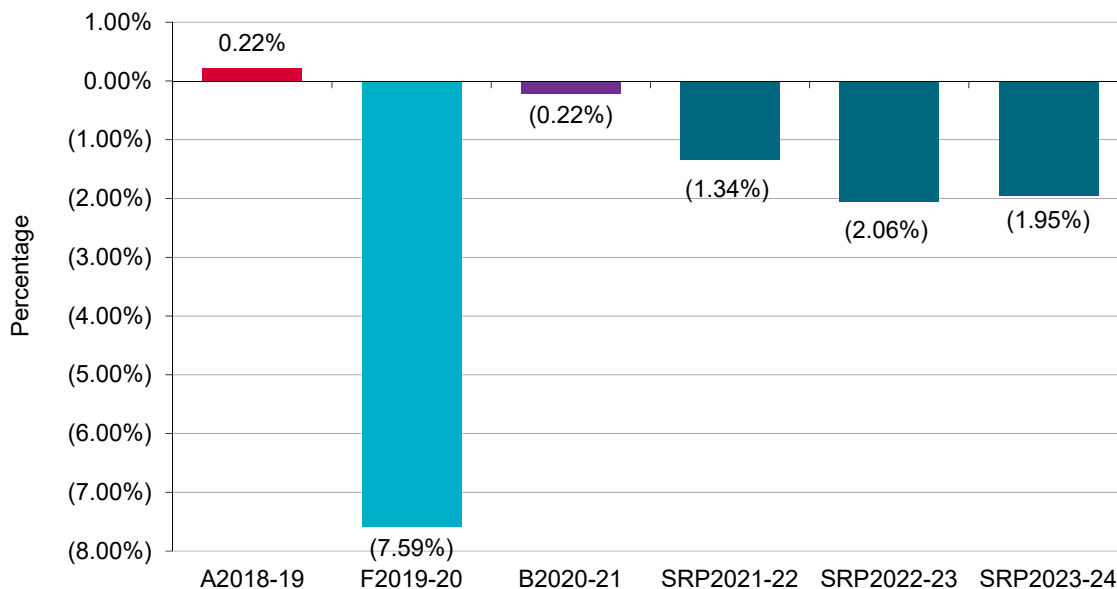
## 7.3 Sources of income



The above graph shows all sources of income for the 2020-21 budget as a percentage of total income.

# Budget 2020-21

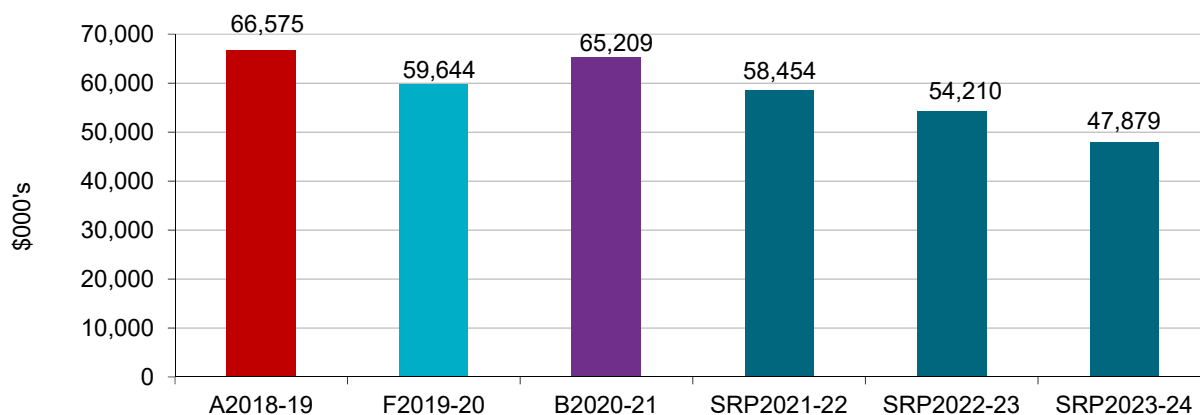
## 7.4 Financial sustainability



The Strategic Resource Plan for the years 2020-2024 has been developed to assist council in adopting a budget within a longer term prudent financial framework. The key objective of the plan is financial sustainability in the medium to long term, while still achieving the council’s strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows an operating deficit over the forward three-year period.

To continue to ensure ongoing financial sustainability, council will continue to review the services it delivers to the community as part of Service Planning program.

## 7.5 Cash and investments

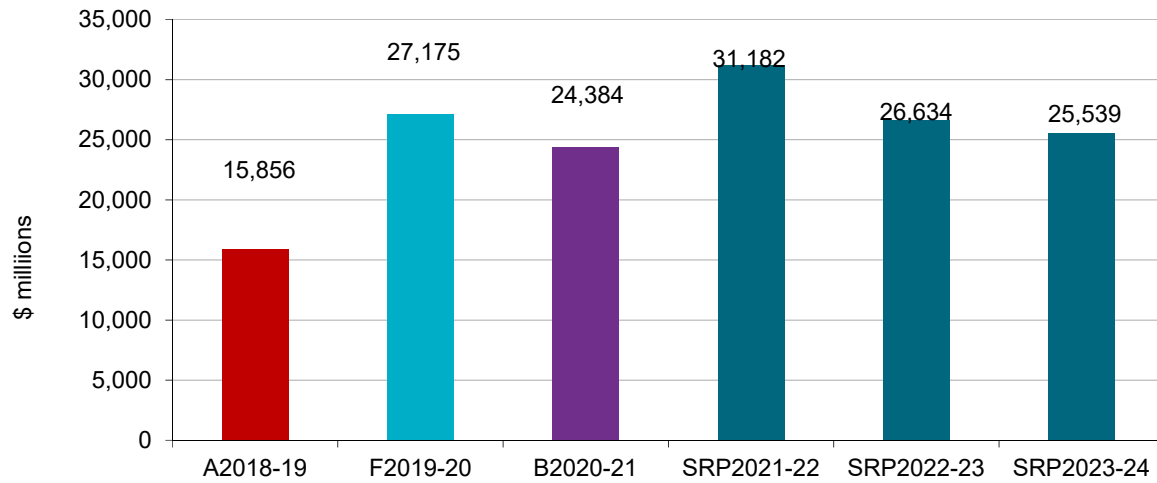


Cash and investments are expected to increase by \$5.56 million during the year to \$65.20 million as at the 30 June 2021. This is due to borrowings for the Echuca East Precinct and Gunbower Lions Park redevelopment being recognised as cash in 2020-21, these projects will be completed over the 2020-21 and 2021-22 years. The cash and investments are expected to reduce over the future years of Councils Strategic Resource Plan as carried forward capital works are completed.



# Budget 2020-21

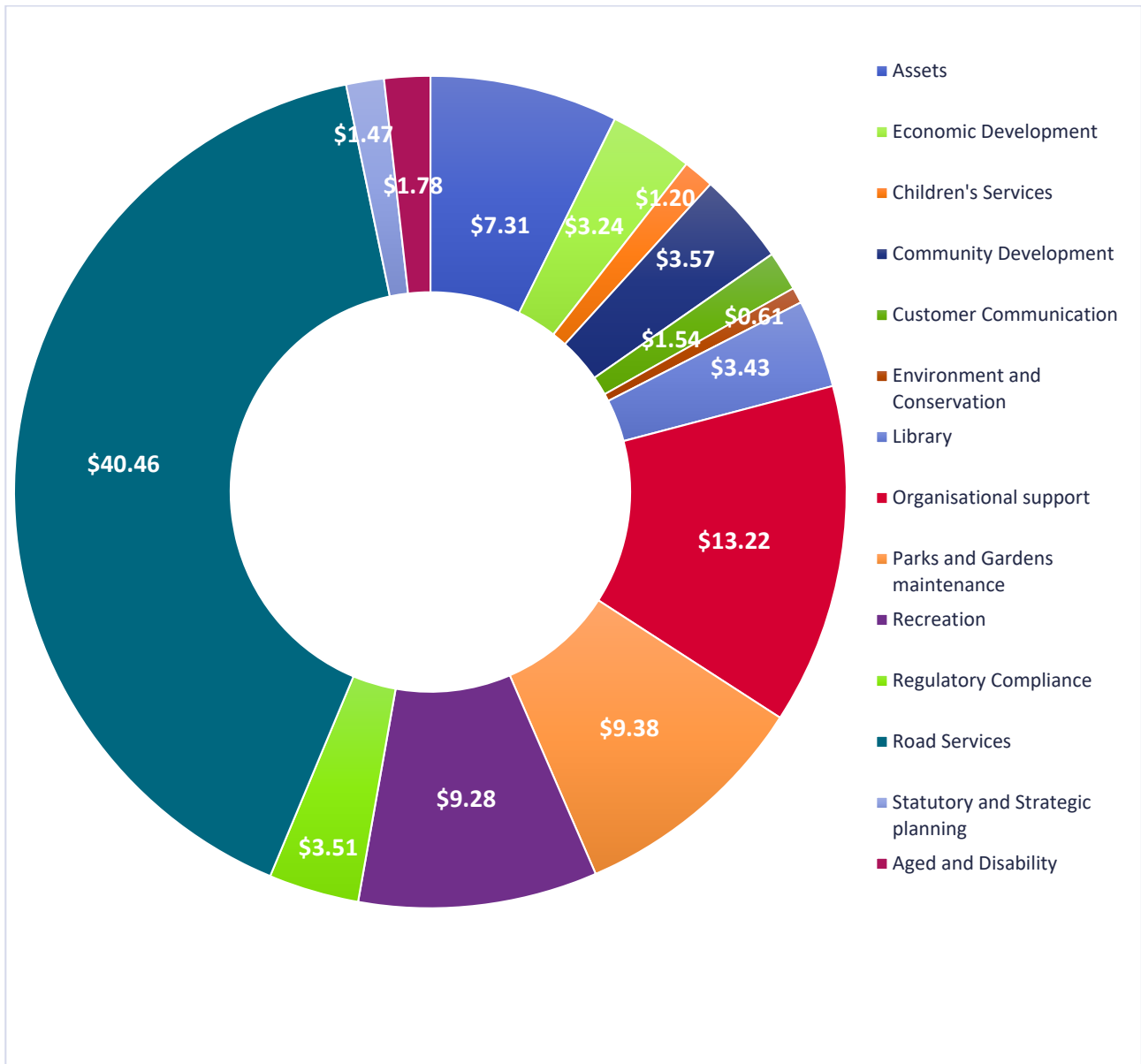
## 7.6 Capital works



The capital works program for the 2020-21 year is expected to be \$24.38 million. This does not include \$7.70 million that relates to projects which will be carried forward from the 2019-20 year. The carried forward component is fully funded from the 2019-20 budget. Of the \$24.38 million of capital funding required, \$2.75 million will come from external grants, \$17.91 million from council cash, \$0.12 from contributions and \$7.75 million from borrowings.

# Budget 2020-21

## 7.7. Council expenditure allocation



The above chart provides an indication of how council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that council spends.

# Budget 2020-21

## 8. Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 20-21 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

The list of carried forward projects included in at 8.3 is based on the best available information at the time of setting the budget, this may differ from what actually occurs at year end.

### 8.1 Summary

	Budget	Forecast Actual	Budget	Change	
	2019-20 \$'000	2019-20 \$'000	2020-21 \$'000	\$'000	%
Property	3,500	1,959	<b>4,734</b>	1,234	<b>35.27%</b>
Plant and equipment	2,266	1,869	<b>2,274</b>	8	<b>0.37%</b>
Infrastructure	23,600	23,347	<b>17,376</b>	(6,224)	<b>(26.37%)</b>
<b>Total</b>	<b>29,366</b>	<b>27,175</b>	<b>24,384</b>	<b>(4,982)</b>	<b>(16.96%)</b>

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000	Reserves \$'000
Property	<b>4,734</b>	97	2,891	1,747	-	-	24	82	6,947	457
Plant and equipment	<b>2,274</b>	-	2,274	-	-	-	-	375	-	1,899
Infrastructure	<b>17,376</b>	333	14,597	2,445	-	2,752	99	12,834	811	2,273
<b>Total</b>	<b>24,384</b>	430	19,763	4,192	-	2,752	123	13,291	7,758	4,629

# Budget 2020-21

## 8.2 New works

New Works	Full Project Cost (Inc CT)	Project Exp 20/21 (Less CT)	Asset Expenditure Types					Funding Sources			
			New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
<b>Renewal</b>											
<b>Bridges</b>											
PR-100290	Gunbower Watsons Bridge Renewal 2019 - 2021	\$613,000	\$216,000		\$216,000				\$216,000		
PR-100312	Mitiamo Swamp Bridge Renewal 2019 - 2021	\$562,000	\$102,000		\$102,000				\$102,000		
PR-100317	Cornella McEvoy Crossing Bridge Renewal 2019 - 2022	\$590,000	\$25,000		\$25,000				\$25,000		
PR-100318	Gobarup Raglus Bridge Renewal 2019 - 2021	\$261,500	\$147,500		\$147,500				\$147,500		
PR-100319	Runnymede Grogans Bridge Replacement 2019 - 2021	\$250,000	\$142,500		\$142,500				\$142,500		
PR-100415	Yamuna Bridge Barrier Renewal Program 2020/21	\$380,500	\$292,500	\$146,250	\$146,250			\$99,300	\$193,200		
PR-100427	Gunbower Taylors Creek Bridge Renewal	\$40,500	\$36,500		\$36,500				\$36,500		
PR-100497	Kanyapella Little Stewarts Bridge Renewal	\$210,000	\$150,000		\$150,000				\$150,000		
			<b>\$1,112,000</b>	<b>\$146,250</b>	<b>\$965,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$99,300</b>	<b>\$1,012,700</b>	<b>\$0</b>	<b>\$0</b>
<b>Buildings &amp; Structures</b>											
PR-100333	Echuca Council Offices - Upstairs Air Conditioning	\$189,000	\$157,500		\$141,750	\$15,750			\$157,500		
PR-100410	Echuca 495 McKenzie Rd House Renewal	\$99,000	\$76,000		\$76,000				\$76,000		
PR-100414	Echuca Council Offices Upstairs Toilets	\$47,000	\$36,000		\$36,000				\$36,000		
PR-100445	Echuca Holiday Park - Cabin Bench Tops Renewal	\$26,500	\$22,000		\$22,000				\$22,000		
PR-100465	Echuca & District Livestock Exchange (Saleyards) Column Rectification 2020 - 2023	\$540,000	\$150,000		\$150,000				\$150,000		
			<b>\$441,500</b>	<b>\$0</b>	<b>\$425,750</b>	<b>\$15,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$441,500</b>	<b>\$0</b>	<b>\$0</b>
<b>Footpaths &amp; Cycleways</b>											
PR-100402	Shire Footpath Renewal Program 2020/21	\$824,700	\$824,700		\$824,700				\$824,700		
PR-100411	Kyabram South Boundary Road Shared Path Renewal	\$279,300	\$218,000		\$218,000				\$218,000		
			<b>\$1,042,700</b>	<b>\$0</b>	<b>\$1,042,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,042,700</b>	<b>\$0</b>	<b>\$0</b>
<b>Irrigation</b>											
PR-100453	Shire Parks and Playgrounds Irrigation Renewal 20/21	\$100,000	\$100,000		\$100,000				\$100,000		
			<b>\$100,000</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>

# Budget 2020-21

## 8.2 New works cont.

New Works	Full Project Cost (Inc CT)	Project Exp 20/21 (Less CT)	Asset Expenditure Types					Funding Sources			
			New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
<b>Kerb &amp; Channel</b>											
PR-100401	Shire Kerb and Channel Renewal Program 2020/21	\$1,823,000	\$1,755,000		\$1,755,000				\$1,755,000		
PR-100487	Shire Kerb and Channel Design for 21/22 Budget	\$150,000	\$150,000		\$150,000				\$150,000		
			<b>\$1,905,000</b>	<b>\$0</b>	<b>\$1,905,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,905,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Marine Vessels</b>											
PR-100448	Echuca Marine Vessels Renewal - Alexander Arbutnot	\$176,000	\$146,500		\$146,500				\$146,500		
			<b>\$146,500</b>	<b>\$0</b>	<b>\$146,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$146,500</b>	<b>\$0</b>	<b>\$0</b>
<b>Open Spaces &amp; Recreation Assets</b>											
PR-100364	Kyabram Recreation Reserve - Netball Court	\$495,667	\$42,500		\$42,500				\$42,500		
			<b>\$42,500</b>	<b>\$0</b>	<b>\$42,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$42,500</b>	<b>\$0</b>	<b>\$0</b>
<b>Plant &amp; Equipment</b>											
PR-100456	Plant Replacement Program 20/21	\$1,899,150	\$1,899,150		\$1,899,150						\$1,899,150
			<b>\$1,899,150</b>	<b>\$0</b>	<b>\$1,899,150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,899,150</b>
<b>Plant &amp; Equipment - Computers &amp; Telecommunications</b>											
PR-100444	Shire Telephone System and Customer Contact Centre Replacement	\$297,800	\$228,800		\$228,800				\$228,800		
			<b>\$228,800</b>	<b>\$0</b>	<b>\$228,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$228,800</b>	<b>\$0</b>	<b>\$0</b>
<b>Playgrounds</b>											
PR-100472	Shire Playground Renewal	\$40,000	\$40,000		\$40,000				\$40,000		
			<b>\$40,000</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>

# Budget 2020-21

## 8.2 New works cont.

New Works	Full Project Cost (Inc CT)	Project Exp 20/21 (Less CT)	Asset Expenditure Types					Funding Sources			
			New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
<b>Roads</b>											
PR-100275	Echuca Darling Street Pavement Rehabilitation (Nish St to Annesley St)	\$277,000	\$211,500		\$211,500					\$211,500	
PR-100276	Echuca Darling Street Pavement Rehabilitation (High St to Hare St)	\$404,000	\$309,000		\$309,000					\$309,000	
PR-100394	Corop Lake Cooper Road Pavement Rehabilitation	\$365,000	\$15,000		\$13,500	\$1,500				\$15,000	
PR-100396	Echuca Minor Street Pavement Rehabilitation	\$255,300	\$180,000		\$180,000					\$180,000	
PR-100397	Tongala Finlay Road Pavement Rehabilitation	\$795,800	\$595,500		\$595,500					\$595,500	
PR-100398	Corop, Wanalta - Corop Road Pavement Rehabilitation	\$432,500	\$15,000		\$15,000					\$15,000	
PR-100399	Muskerry Barnadown-Myola Road Pavement Rehabilitation	\$257,000	\$13,000		\$13,000					\$13,000	
PR-100400	Kyabram Graham Road Pavement Rehabilitation	\$614,000	\$15,000		\$15,000					\$15,000	
PR-100403	Shire Major Patching Program 2020/21	\$69,500	\$69,500		\$69,500					\$69,500	
PR-100404	Shire Road Re-sheeting Program 2020/21	\$2,850,000	\$2,850,000		\$2,850,000					\$2,850,000	
PR-100405	Shire Sealed Road Unsealed Shoulder Re-sheeting Program 2020/21	\$1,100,000	\$1,100,000		\$1,100,000					\$1,100,000	
PR-100417	Shire Sealed Road Resurfacing Program 2020/21	\$3,485,500	\$3,485,500		\$3,485,500					\$1,485,500	\$2,000,000
PR-100476	Shire Advance Designs - 21/22 Road Rehabilitations	\$65,000	\$65,000		\$65,000					\$65,000	
			<b>\$8,924,000</b>	<b>\$0</b>	<b>\$8,922,500</b>	<b>\$1,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,924,000</b>	<b>\$0</b>	<b>\$2,000,000</b>
<b>Stormwater &amp; Flood Control</b>											
PR-100062	Rochester Ramsay Street Open Concrete Drain Renewal 2018 -2021 STAGE 2	\$2,420,000	\$800,000		\$800,000					\$800,000	
PR-100412	Kyabram South Boundary Road (Golf Course) Outfall Drain Renewal	\$47,000	\$36,000		\$36,000					\$36,000	
PR-100422	Shire Open Drain Renewal Program 2020/21	\$35,000	\$35,000		\$35,000					\$35,000	
PR-100424	Shire Rural Culvert Renewal Program 2020/21	\$305,500	\$305,500		\$305,500					\$305,500	
PR-100425	Shire Storm Water Pipe Renewal Program 2020/21	\$127,500	\$127,500		\$127,500					\$127,500	
PR-100426	Shire Storm Water Pit Renewal Program 2020/21	\$128,500	\$128,500		\$128,500					\$128,500	
			<b>\$1,432,500</b>	<b>\$0</b>	<b>\$1,432,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,432,500</b>	<b>\$0</b>	<b>\$0</b>
<b>Swimming Pools</b>											
PR-100437	Swimming Pool Renewal - Kyabram and Stanhope	\$80,000	\$80,000		\$80,000					\$80,000	
			<b>\$80,000</b>	<b>\$0</b>	<b>\$80,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$80,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Total - Renewal</b>			<b>\$17,394,650</b>	<b>\$146,250</b>	<b>\$17,231,150</b>	<b>\$17,250</b>	<b>\$0</b>	<b>\$99,300</b>	<b>\$13,396,200</b>	<b>\$0</b>	<b>\$3,899,150</b>

# Budget 2020-21

## 8.2 New works cont.

New Works	Full Project Cost (Inc CT)	Project Exp 20/21 (Less CT)	Asset Expenditure Types					Funding Sources			
			New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
<b>Upgrade</b>											
<b>Buildings &amp; Structures</b>											
PR-100354	Echuca Holiday Park - Recreation Upgrade Stage 2 (Cabins and Recreation Area)	\$595,000	\$457,500			457,500					\$457,500
PR-100480	Shire DDA Works 20/21	\$250,000	\$250,000			\$250,000					\$250,000
PR-100485	Echuca East Community Precinct	\$6,946,567	\$3,464,422		\$2,425,095	\$1,039,327				\$6,946,567	
			<b>\$4,171,922</b>	<b>\$0</b>	<b>\$2,425,095</b>	<b>\$1,746,827</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,946,567</b>	<b>\$707,500</b>
<b>Playgrounds</b>											
PR-100282	Gunbower Lions Park Upgrade	\$811,250	\$125,875		\$37,762.50	\$88,112.50	\$0			\$811,250	
			<b>\$125,875</b>	<b>\$0</b>	<b>\$37,763</b>	<b>\$88,113</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$811,250</b>	<b>\$0</b>
<b>Roads</b>											
PR-100408	Kyabram Allan Street Road Safety Works	\$218,000	\$154,000			\$154,000			\$154,000		
PR-100195	Rushworth Senior Citizens / Kindergarten Carpark Upgrade	\$144,500	\$22,000			\$22,000					\$22,000
			<b>\$176,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$176,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$154,000</b>	<b>\$0</b>	<b>\$22,000</b>
<b>Stormwater &amp; Flood Control</b>											
PR-100421	Shire Culvert New and Upgrade Program 2020/21	\$216,000	\$22,500	\$20,250		\$2,250			\$22,500		
PR-100263	Echuca Sturt Street Drainage Upgrade and Road Rehabilitation	\$1,789,000	\$23,000			\$23,000			\$23,000		
PR-100063	Kyabram McEwen Road East and West Retardation Basins Upgrades 2018-2021 STAGE 3	\$2,202,256	\$685,000		\$68,500	\$616,500			\$685,000		
PR-100120	Echuca, Ash Street Drainage Upgrade	\$2,724,744	\$1,494,000			\$1,494,000			\$1,494,000		
			<b>\$2,224,500</b>	<b>\$20,250</b>	<b>\$68,500</b>	<b>\$2,135,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,224,500</b>	<b>\$0</b>	<b>\$0</b>
	<b>Total - Upgrade</b>		<b>\$6,698,297</b>	<b>\$20,250</b>	<b>\$2,531,358</b>	<b>\$4,146,689</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,378,500</b>	<b>\$7,757,817</b>	<b>\$729,500</b>



# Budget 2020-21

## 8.2 New works cont.

New Works	Full Project Cost (Inc CT)	Project Exp 20/21 (Less CT)	Asset Expenditure Types					Funding Sources		
			New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves
<b>New</b>										
<b>Open Spaces &amp; Recreation Assets</b>										
PR-100084 Colbinabbin Recreation Reserve Storage Facility	\$145,000	\$121,000	\$96,800		\$24,200			\$23,000	\$98,000	
		<b>\$121,000</b>	<b>\$96,800</b>	<b>\$0</b>	<b>\$24,200</b>	<b>\$0</b>	<b>\$23,000</b>	<b>\$98,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Footpaths &amp; Cycleways</b>										
PR-100470 Echuca Eyre Street Footpath (Healthy Hearts)	\$129,525	\$129,525	\$129,525			\$129,525				
		<b>\$129,525</b>	<b>\$129,525</b>	<b>\$0</b>	<b>\$0</b>	<b>\$129,525</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Stormwater &amp; Flood Control</b>										
PR-100462 Rushworth 50 Moora Road Drainage New	\$53,500	\$41,000	\$36,900		\$4,100			\$41,000		
		<b>\$41,000</b>	<b>\$36,900</b>	<b>\$0</b>	<b>\$4,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$41,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Total - New</b>		<b>\$291,525</b>	<b>\$263,225</b>	<b>\$0</b>	<b>\$28,300</b>	<b>\$129,525</b>	<b>\$23,000</b>	<b>\$139,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Sub Total - Works Direct Funded (excluding contingency)</b>		<b>\$24,384,472</b>	<b>\$429,725</b>	<b>\$19,762,508</b>	<b>\$4,192,239</b>	<b>\$129,525</b>	<b>\$122,300</b>	<b>\$15,913,700</b>	<b>\$7,757,817</b>	<b>\$4,628,650</b>
<b>Contingency Total</b>		<b>\$1,801,000</b>	<b>\$36,500</b>	<b>\$1,130,500</b>	<b>\$634,000</b>					
<b>Contingency Requested (contingency reserve)</b>		<b>\$1,348,800</b>	<b>\$36,500</b>	<b>\$678,300</b>	<b>\$634,000</b>					<b>\$1,348,800</b>
<b>TOTAL</b>		<b>\$25,733,272</b>	<b>\$466,225</b>	<b>\$20,440,808</b>	<b>\$4,826,239</b>	<b>\$129,525</b>	<b>\$122,300</b>	<b>\$15,913,700</b>	<b>\$7,757,817</b>	<b>\$5,977,450</b>

# Budget 2020-21

## 8.3 Works carried forward from the 2018-19 year \*

Works carried forward from the 2019/20 year		Full Project Cost (Inc CT)	Project Exp 20/21 (Exc CT)	Asset Expenditure Types					Funding Sources			
				New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
<b>Bridges</b>												
PR-100481	Echuca Anstruther St Footbridge	\$430,600	\$100,000		\$100,000					\$100,000		
PR-100317	Cornella McEvoy Crossing Bridge Renewal 2019 - 2022	\$590,000	\$44,503		\$44,503					\$44,503		
PR-100312	Mitiamo Swamp Bridge Renewal 2019 - 2021	\$562,000	\$224,413		\$224,413					\$224,413		
PR-100309	Rushworth Groves Bridge Replacement	\$1,473,000	\$920,000		\$920,000					\$920,000		
PR-100289	Shire Bridge Barrier Renewal	\$701,500	\$300,000		\$300,000					\$300,000		
PR-100290	Gunbower Watson Bridge Renewal 2019 - 2021	\$613,000	\$141,657		\$141,657					\$141,657		
			<b>\$1,730,574</b>	<b>\$0</b>	<b>\$1,730,573</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,730,573</b>	<b>\$0</b>	<b>\$0</b>
<b>Buildings &amp; Structures</b>												
PR-100330	Echuca Holiday Park Front Entrance and Landscape	\$541,000	\$432,113			\$432,113						\$432,113
PR-100113	Echuca EWMAC Internal Building Renewal	\$455,000	\$49,915		\$39,932.07	\$9,983.02				\$49,915		
			<b>\$482,028</b>	<b>\$0</b>	<b>\$39,932</b>	<b>\$442,096</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$49,915</b>	<b>\$0</b>	<b>\$432,113</b>
<b>Footpaths &amp; Cycleways</b>												
PR-100085	Kyabram Breen Avenue Walking Cycle Trail	\$708,500	\$100,000	\$100,000						\$100,000		
			<b>\$100,000</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Marine Vessels</b>												
PR-100345	Echuca Marine Vessels	\$216,000	\$173,343		\$173,343					\$173,343		
PR-100388	Echuca PS Pevensey Emergency Slipping and Planking	\$285,000	\$181,793		\$181,793					\$181,793		
			<b>\$355,135</b>	<b>\$0</b>	<b>\$355,135</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$355,135</b>	<b>\$0</b>	<b>\$0</b>
<b>Plant &amp; Equipment</b>												
PR-100324	Shire Major Plant Replacement Program	\$1,549,500	\$927,900		\$927,900							\$927,900
			<b>\$927,900</b>	<b>\$0</b>	<b>\$927,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$927,900</b>
<b>Roads</b>												
PR-100272	Corop, Wanalta-Corop Road Rehabilitation	\$2,905,000	\$661,935		\$661,935					\$661,935		
PR-100165	Rushworth Streetscape Renewal 2017 - 2020	\$1,792,000	\$1,293,642		\$1,293,642					\$1,293,642		
			<b>\$1,955,577</b>	<b>\$0</b>	<b>\$1,955,577</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,955,577</b>	<b>\$0</b>	<b>\$0</b>

# Budget 2020-21

## 8.3 Works carried forward from the 2018-19 year cont.

Works carried forward from the 2019/20 year	Full Project Cost (Inc CT)	Project Exp 20/21 (Exc CT)	Asset Expenditure Types					Funding Sources			
			New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
<b>Stormwater &amp; Flood Control</b>											
PR-100172 Echuca Murray Esplanade Retaining Wall	\$1,207,500	\$734,862		\$220,458.61	\$514,403.41				\$734,862		
PR-100062 Rochester Ramsay Street Open Drain	\$2,420,000	\$341,871		\$341,871					\$341,871		
PR-100321 Rushworth Murchison Road Open Drain Renewal	\$779,500	\$322,015		\$322,015					\$322,015		
PR-100120 Echuca Ash Street Drainage Upgrade	\$2,724,000	\$411,485			\$411,485				\$411,485		
PR-100095 Echuca McKenzie Road Outfall Construction	\$780,287	\$340,900	\$340,900								\$340,900
		<b>\$2,151,132</b>	<b>\$340,900</b>	<b>\$884,344</b>	<b>\$925,888</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,810,233</b>	<b>\$0</b>	<b>\$0</b>	<b>\$340,900</b>
<b>Sub Total - Carry Overs (excluding contingency)</b>		<b>\$7,702,345</b>	<b>\$440,900</b>	<b>\$5,893,462</b>	<b>\$1,367,984</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,001,433</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,700,912</b>
<b>Contingency Total</b>		<b>\$2,662,000</b>									
<b>Contingency Requested (contingency reserve)</b>		<b>\$1,817,200</b>									<b>\$1,817,200</b>
<b>TOTAL</b>		<b>\$9,519,545</b>	<b>\$440,900</b>	<b>\$5,893,462</b>	<b>\$1,367,984</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,001,433</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,518,112</b>

# Budget 2020-21

## 9. Financial Principles

### Introduction

These principles were adopted by Council on 3 December 2019 to guide decision making when considering the budget, service funding and the financial sustainability of council balanced with community needs.

### Principles

- Council to effectively and efficiently use its resources to deliver the best outcomes for the community whilst ensuring ongoing future financial sustainability.
- Council to maintain an operating surplus over a four year period (current year and three forward years).
- Council to meet current service levels prior to the allocation of resources for new or expanded service levels or one off operating projects.
- Council will consider the use of borrowings to fund significant capital projects where there is a demonstrated benefit to future generations and council has the capacity to service the debt.
- Council seek a balance between service delivery and a cost recovery model having regard to capacity to pay.
- Council to consider the financial resources required for the implementation of the endorsed Council Plan and other strategic plans of council.
- Before approving new or upgrade capital projects or the acquisition of new assets, council will consider its asset renewal obligations.
- Before approving the acquisition of new assets, council will have regard to the financial and social impacts along with service needs of the community.
- Council will not seek a rate cap variation while it maintains a sustainable financial position.

# Budget 2020-21

## Appendix A

### Fees and charges schedule

The fees and charges document is set out in two parts.

- Part One - Council set (non-statutory) fees and charges.
- Part Two - State or Federal Government set (statutory) fees and charges.

# Budget 2020-21

## Part One - Non statutory fees and charges

Non statutory fee and charges are set by council.

When setting these fees council consider the following:

- Cost recovery of service delivery
- Applicable strategies or policies
- Benchmarking
- Competitive neutrality

# Fee listed is GST exclusive and will be levied at this rate

# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b>Animal and Local Laws services</b>				
<b>Animal Registration fees</b>				
Whole animal	Non Taxable	\$141.00	\$144.00	2.1%
Sterilised animal	Non Taxable	\$47.00	\$48.00	2.1%
Concession whole animal	Non Taxable	\$70.50	\$72.00	2.1%
Concession sterilised animal	Non Taxable	\$23.50	\$24.00	2.1%
Registration of domestic animal business	Non Taxable	\$235.00	\$240.00	2.1%
Registration Fee for Foster Carer as per S68H(1) DAA	Non Taxable	\$60.00	\$60.00	0.0%
Fee to register Foster Carer - Dog - first 12 months S15.4.e.i DAA - no more than 5 dogs or combination of 5 dogs/cats	Non Taxable	\$8.00	\$8.00	0.0%
Fee to register Foster Carer - Cat - first 12 months S15.4.f.i DAA - no more than 5 cats or combination of 5 cats/dogs	Non Taxable	\$8.00	\$8.00	0.0%
<b>Parking fees</b>				
3 month parking permits	Taxable	\$200.00	\$336.00	68.0%
12 month Nish & High street car parking permit option	Taxable	\$800.00	\$1,344.00	68.0%
Off street parking per hour	Taxable	\$1.30	\$1.40	7.7%
On street meter parking per hour	Taxable	\$1.50	\$1.60	6.7%
Parking infringements - Road Safety Act Section 87(4)	Taxable	\$75.00	\$80.00	6.7%
<b>Local Laws charges</b>				
Grazing permit - 3 months	Non Taxable	\$74.00	\$76.00	2.7%
Street furniture - per setting (table and 4 chairs)	Non Taxable	\$150.00	\$154.00	2.7%
A Boards (per board)	Non Taxable	\$89.90	\$92.00	2.3%
Goods for sale permit	Non Taxable	\$150.00	\$154.00	2.7%
Release of Impounded goods - sign	Non Taxable	\$64.00	\$65.00	1.6%
Release of Impounded goods - general goods	Non Taxable	\$120.00	\$123.00	2.5%
Inspection of Animal register not more than two animals	Non Taxable	\$7.50	\$7.60	1.3%
Issue a certificate from domestic animal register, not more than two animals	Non Taxable	\$13.00	\$13.50	3.8%
Street trading delineation marker - each	Non Taxable	\$2.00	\$2.00	0.0%
Street trading delineation marker - installation per premise	Non Taxable	\$50.00	\$50.00	0.0%
<b>Livestock Impoundment Fees</b>				
Impoundment fees (max per head)	Taxable	\$56.10	\$57.00	1.6%
Ranger fee (per hour)	Taxable	\$69.40	\$71.00	2.3%
Feed costs	Taxable	at cost	at cost	NA
Transport costs	Taxable	at cost	at cost	NA
RFID tags (per head)	Taxable	\$21.00	\$21.50	2.4%
Use of Council Stock crate (per transport)	Taxable	\$66.40	\$68.00	2.4%
Small cattle up to yearling (per head)	Taxable	\$12.80	\$13.00	1.6%
Grown cattle (per head)	Taxable	\$19.40	\$20.00	3.1%
<b>Domestic Impoundment Fees</b>				
Surrendered Dog Desexed - Outside of the Shire of Campaspe	Taxable	\$455.00	\$460.00	1.1%
Surrendered Dog Non Desexed - Outside Shire of Campaspe	Taxable	\$545.00	\$550.00	0.9%
Surrendered Cat Desexed - Outside of the Shire of Campaspe	Taxable	\$405.00	\$410.00	1.2%
Surrendered Cat Non Desexed - Outside Shire of Campaspe	Taxable	\$500.00	\$505.00	1.0%
<b>Country Fire Authority Act</b>				
Application for Schedule 13 Permit to Burn by a private person during fire danger period	Taxable	\$70.00	\$72.00	2.9%
Administration fee for failure to comply with a Schedule 15 Fire Prevention Notice	Taxable	\$227.00	\$230.00	1.3%



# Budget 2020-21

SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b>Campaspe Animal Shelter charges</b>				
<b>Adoption Fees</b>				
A range of fees has been introduced to allow for fees to be reduced if there is an over supply of animals available for adoption.				
Adult dog	Non Taxable	\$360.00	\$300 - \$365	NA
Senior dog 7 years +	Non Taxable	\$180.00	\$100 - \$185	NA
Puppy	Non Taxable	\$456.00	\$400 - \$465	NA
Adult Cat	Non Taxable	\$103.00	\$10 - \$103	NA
Senior cat 7 years +	Non Taxable	\$51.00	\$10 - \$50	NA
Kitten	Non Taxable	\$165.00	\$50 - \$165	NA
<b>Reclaim Fees</b>				
1st day impound	Non Taxable	\$55.00	\$56.00	1.8%
Additional days	Non Taxable	\$33.00	\$34.00	3.0%
<b>Surrender Fees</b>				
Surrender Fees- Canine (within Shire)	Non Taxable	\$45.00	\$46.00	2.2%
Surrender Fees - Feline (within Shire)	Non Taxable	\$25.00	\$25.50	2.0%
<b>Microchip Fee - Impounded animal</b>		\$47.00	\$48.00	2.1%
Microchip Fee - Private animal	Non Taxable	\$31.00	\$32.00	3.2%
<b>Building and Planning Fees</b>				
<b>Building Approval Fees</b>				
Domestic Works	Taxable	by quotation	by quotation	NA
Commercial Works	Taxable	by quotation	by quotation	NA
<b>Other Services</b>				
Non-mandatory inspection and addition re-inspection fees	Taxable	\$230.00	\$236.00	2.6%
Amendment of a domestic building permit	Taxable	\$265.00	\$272.00	2.6%
Amendment of commercial/industrial building permit	Taxable	\$380.00	\$390.00	2.6%
Extension of a current domestic building permit	Taxable	\$310.00	\$318.00	2.6%
Extension of a current commercial/industrial building permit	Taxable	\$310.00	\$318.00	2.6%
Domestic demolition permit Class 1, 2 and 10 buildings	Taxable	\$680.00	\$700.00	2.9%
Commercial/industrial demolition permit (minor)	Taxable	\$680.00	\$700.00	2.9%
Commercial/industrial demolition permit (major)	Taxable	\$1,050.00	\$1,075.00	2.4%
<b>Building Control</b>				
<b>Municipal Building Surveyor (MBS) Approvals</b>				
Occupancy Permits (POPES) free entry events	Taxable	\$340.00	\$350.00	2.9%
Temporary Occupancy Permits (TOP) free entry events (marquees, stages, single structure, multiple by quotation)	Taxable	\$70.00	\$72.00	2.9%
Occupancy Permits (POPES) pay for entry one-off events	Taxable	\$750.00	\$770.00	2.7%
Occupancy Permits (POPES) pay for entry events (3 year permit)	Taxable	\$1,500.00	\$1,540.00	2.7%
Temporary Occupancy Permits (TOP) pay for entry events	Taxable	\$140.00	\$145.00	3.6%
Modification Class 2 - 9	Taxable	\$360.00	\$370.00	2.8%
Owner Builders Defect Report (Sheds & Pools Only)	Taxable	\$464.00	\$475.00	2.4%
Retrieval of Council permit file from archives	Taxable	\$118.00	\$121.00	2.5%
Red Line Plan & Report - liquor licence	Taxable	\$464.00	\$475.00	2.4%
Building over easements	Taxable	\$335.00	\$345.00	3.0%
Swimming Pool Report/Audit	Taxable	\$250.00	\$257.00	2.8%
<b>Hourly rates</b>				
Referrals for reporting authority consents (CFA, heritage, water authority, preparation of protection notices or any other building Notice of Orders - MBS)	Taxable	\$290.00	\$297.00	2.4%
Municipal Building Surveyor - For private or municipal building surveyor duties where there is not any other applicable charge. Note this is not for general advice which remains free of charge.	Taxable	\$290.00	\$297.00	2.4%

# Budget 2020-21

SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b><u>Building and Planning Fees cont.</u></b>				
<b>Illegal Building Works</b>				
Commercial/Industrial illegal building work or work without a building permit (2 times commercial building approval fee as a minimum)	Taxable	based on value of works	based on value of works	NA
Domestic illegal building work or work without a building permit (2 times building approval fee as a minimum)	Taxable	based on value of works	based on value of works	NA
<b>Planning</b>				
Extension of time to a permit	Taxable	\$170.00	\$180.00	5.9%
Second extension of time to a permit	Taxable	\$350.00	\$365.00	4.3%
Secondary consent under a permit	Taxable	\$170.00	\$175.00	2.9%
Provision of advice and copies of permit and plans	Taxable	\$134.00	\$140.00	4.5%
<b>Public Notice</b>				
Standard administration fee	Taxable	\$50.00	\$52.00	4.0%
Advertising Signage	Taxable	\$50.00	\$52.00	4.0%
Cost per letter sent	Taxable	\$8.95	\$9.20	2.8%
Newspaper advertisement	Taxable	at cost	at cost	NA
<b><u>Aged and Disability Services</u></b>				
<b>HACC PYP (Home and Community Care Program for Younger Persons - under 65)</b>				
<b>Domestic Assistance - In home per hour</b>				
Annual Gross Income \$0 - \$25,920 Low	Non Taxable	\$6.32	\$6.32	0.0%
\$25,921 - \$57,945 Med	Non Taxable	\$15.80	\$15.80	0.0%
\$57,946+ High	Non Taxable	\$48.40	\$48.40	0.0%
<b>Personal Care - In home per hour</b>				
\$0 - \$25,920 Low	Non Taxable	\$4.68	\$4.70	0.4%
\$25,921 - \$57,945 Med	Non Taxable	\$9.50	\$9.50	0.0%
\$57,946+ High	Non Taxable	\$47.40	\$47.87	1.0%
<b>Foot Care</b>				
Foot care HACC session fee	Non Taxable	\$8.00	\$8.20	2.5%
Foot care kit - HACC client	Non Taxable	\$80.00	\$82.00	2.5%
<b>Respite Care - In home per hour</b>				
\$0 - \$25,920 Low	Non Taxable	\$4.50	\$4.50	0.0%
\$25,921 - \$57,945 Med	Non Taxable	\$5.70	\$5.70	0.0%
\$57,946+ High	Non Taxable	\$47.40	\$47.87	1.0%
<b>Property maintenance per hour</b>				
\$0 - \$25,920 Low	Non Taxable	\$14.20	\$14.20	0.0%
\$25,921 - \$57,945 Med	Non Taxable	\$19.60	\$19.60	0.0%
\$57,946+ High	Non Taxable	\$49.70	\$49.70	0.0%
Lawn Mowing	Non Taxable	\$23.50	\$24.10	2.6%
<b>Planned Activity Groups (PAG)</b>				
HACC fee (core/high)	Non Taxable	\$19.50	\$20.00	2.6%
Transport per day - long trip	Taxable	\$6.33	\$6.50	2.7%
Transport per day - short trip	Taxable	\$2.63	\$2.70	2.7%
Strength and balance fees	Non Taxable	\$5.50	\$6.00	9.1%
HACC physiotherapist assessment fee	Non Taxable	\$10.82	\$11.10	2.6%
<b>Delivered Meals</b>				
Delivered meals (Shire wide)	Non Taxable	\$9.40	\$9.40	0.0%

# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b><u>Aged and Disability Services Cont.</u></b>				
<b><u>CHSP (Commonwealth Home Support Program - over 65)</u></b>				
<b>Domestic Assistance - In home per hour</b>				
CHSP Low	Non Taxable	\$9.50	\$9.75	2.6%
CSHP Med	Non Taxable	\$16.60	\$17.00	2.4%
CSHP High	Non Taxable	\$40.20	\$47.87	19.1%
<b>Personal Care - In home per hour</b>				
CHSP Low	Non Taxable	\$9.50	\$9.75	2.6%
CSHP Med	Non Taxable	\$11.40	\$17.00	49.1%
CSHP High	Non Taxable	\$42.00	\$47.87	14.0%
<b>Respite Care - In home per hour</b>				
CHSP Low	Non Taxable	\$9.50	\$9.75	2.6%
CSHP Med	Non Taxable	\$12.50	\$17.00	36.0%
CSHP High	Non Taxable	\$40.20	\$47.87	19.1%
<b>Property maintenance per hour</b>				
CHSP Low	Non Taxable	\$14.20	\$14.55	2.5%
CSHP Med	Non Taxable	\$20.80	\$21.32	2.5%
CSHP High	Non Taxable	\$50.70	\$52.00	2.6%
CSHP Lawn Mowing	Non Taxable	\$23.50	\$24.10	2.6%
<b>Planned Activity Groups (PAG)</b>				
CHSP fee	Non Taxable	\$19.50	\$20.00	2.6%
Transport per day - long trip	Taxable	\$6.33	\$6.50	2.7%
Transport per day - short trip	Taxable	\$2.63	\$2.70	2.7%
Strength and balance fees	Non Taxable	\$5.50	\$6.00	9.1%
Physiotherapist assessment fee	Non Taxable	\$10.82	\$11.10	2.6%
<b>Delivered Meals</b>				
CHSP	Taxable	\$11.50	\$11.80	2.6%
<b><u>Brokerage Rates - General Home Care, Personal Care, Respite Care, Planned Activity Groups &amp; Property Maintenance</u></b>				
Overnight respite care	Taxable	\$203.50	\$209.00	2.7%
Core hours 7.30am - 7.30pm Mon - Fri	Taxable	\$55.88	\$57.20	2.4%
Out of hours	Taxable	\$82.50	\$85.80	4.0%
Lawn Mowing	Taxable	\$65.00	\$66.66	2.6%
Property Maintenance/Modification plus materials at cost	Taxable	\$58.96	\$59.95	1.7%
PAG Brokerage fee (core/high)	Taxable	\$52.80	\$54.13	2.5%
PAG Transport per day - long trip	Taxable	\$6.33	\$6.50	2.7%
PAG Transport per day - short trip	Taxable	\$2.63	\$2.70	2.7%
Brokerage Strength and balance fees	Taxable	\$10.00	\$10.50	5.0%
Brokerage Physio fee	Taxable	\$125.00	\$125.00	0.0%
Club meals	Taxable	\$16.40	\$16.80	2.4%
Brokerage meals	Taxable	\$18.04	\$18.50	2.5%
<b>Seniors Hall Hire</b>				
Seniors Hall Hire Not for profit organisation (Government funded), per hour	Taxable	\$15.00	\$15.50	3.3%
Seniors Hall Hire Community organisation (non Government funding), per hour	Taxable	\$10.00	\$10.25	2.5%
<b>Transport</b>				
Melbourne from all locations (maximum)	Non Taxable	\$115.00	\$120.00	4.3%
Bendigo from all locations (maximum)	Non Taxable	\$57.00	\$60.00	5.3%
Shepparton from all locations (maximum)	Non Taxable	\$47.00	\$50.00	6.4%
Other destinations at cost recovery (depending on length of trip)				

# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b>Children's Services Fees</b>				
<b>Child Care</b>				
Rochester Child Care - daily rate	Non Taxable	\$95.00	\$100.00	5.3%
Campaspe Child Care - daily rate	Non Taxable	\$115.00	\$118.00	2.6%
<b>Preschools</b>				
Enrolment Fee	Taxable	\$27.00	\$27.50	1.9%
<b>Library Services Fees</b>				
<b>Library fees</b>				
Library bags	Taxable	\$1.20	\$1.20	0.0%
Replacement card	Taxable	\$4.50	\$4.50	0.0%
Item replacement processing charge	Taxable	\$18.00	\$18.00	0.0%
Temporary membership (refundable)	Taxable	\$60.00	\$60.00	0.0%
Bud Earphones	Taxable	\$3.50	\$3.50	0.0%
<b>Photocopying &amp; Printing</b>				
A4 black & white per page	Taxable	\$0.20	\$0.20	0.0%
A3 black & white per page	Taxable	\$0.30	\$0.30	0.0%
A4 colour per page	Taxable	\$0.50	\$0.55	10.0%
A3 colour per page	Taxable	\$0.80	\$0.85	6.3%
<b>Library Fines</b>				
Fine - per item per day	Taxable	\$0.55	\$0.60	9.1%
DVDs - per item per day	Taxable	\$2.60	\$2.70	3.8%
<b>Library Loan Requests</b>				
Inter library loans from public libraries	Taxable	\$4.20	\$4.30	2.4%
Inter library loans from tertiary libraries	Taxable	\$20.00	\$20.00	0.0%
<b>Hire of library meeting rooms</b>				
Commercial operator, per hour	Taxable	\$39.00	\$40.00	2.6%
Not for profit organisation (Government funded), per hour	Taxable	\$17.50	\$18.00	2.9%
Community organisation (non Government funding), per hour	Taxable	\$12.20	\$12.50	2.5%
After hours bookings access card (refundable)	Taxable	\$30.00	\$30.00	0.0%
<b>Waste Services</b>				
<b>Clean Tyres - disposal</b>				
Car	Taxable	\$4.00	\$4.00	0.0%
Light Truck	Taxable	\$7.00	\$7.00	0.0%
Truck	Taxable	\$14.00	\$14.00	0.0%
Super Single	Taxable	\$44.00	\$30.00	(31.8%)
Tractor small (up to 1.0 metre diameter)	Taxable	\$88.00	\$85.00	(3.4%)
Tractor Large (1.0 - 2.0 metres diameter)	Taxable	\$146.00	\$140.00	(4.1%)
Motorcycle	Taxable	\$4.00	\$4.00	0.0%
Earthmover small (up to 1.0 metre diameter)	Taxable	\$123.00	\$120.00	(2.4%)
Earthmover medium (up to 1.0 - 1.5 metres diameter)	Taxable	\$230.00	\$220.00	(4.3%)
Earthmover large (up to 1.5 - 2 metres diameter)	Taxable	\$460.00	\$430.00	(6.5%)
<b>Contaminated Tyres (dirt and/or rock inside tyre) disposal</b>				
Car	Taxable	\$11.00	\$11.00	0.0%
Light Truck	Taxable	\$23.00	\$23.00	0.0%
Truck	Taxable	\$44.00	\$46.00	4.5%
Super Single	Taxable	\$88.00	\$92.00	4.5%
Tractor small (up to 1.0 metre diameter)	Taxable	\$285.00	\$285.00	0.0%
Tractor Large (1.0 - 2.0 metres diameter)	Taxable	\$475.00	\$475.00	0.0%
Motorcycle	Taxable	\$10.00	\$8.00	(20.0%)
Earthmover small (up to 1.0 metre diameter)	Taxable	\$400.00	\$400.00	0.0%
Earthmover medium (up to 1.0 - 1.5 metres diameter)	Taxable	\$730.00	\$730.00	0.0%
Earthmover large (up to 1.5 - 2 metres diameter)	Taxable	\$1,460.00	\$1,460.00	0.0%

# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b>Waste Services cont.</b>				
<b>Transfer station fees</b>				
Transfer station charges - per cubic metre (general waste)	Taxable	\$38.00	\$39.00	2.6%
Transfer station charges - per cubic metre (garden organic waste)	Taxable	\$16.00	\$17.00	6.3%
Refrigerators , Air Conditioners - degassing charge	Taxable	\$19.00	\$19.00	0.0%
Mattresses - single	Taxable	\$12.00	\$12.00	0.0%
Mattresses - double, queen, king	Taxable	\$17.00	\$17.00	0.0%
Clean fill soil - per cubic metre (Echuca and Mt Scobie only)	Taxable	\$20.00	\$20.00	0.0%
Concrete/brick tipping per cubic metre (Echuca and Mt Scobie only)	Taxable	\$24.50	\$25.00	2.0%
Gas bottles (household up to 9kgs) and fire extinguishers	Taxable		\$5.00	
<b>Kerbside Waste, Recycling, Food and Garden Services</b>				
<b>Waste Services</b>				
Residential - per year - 80 litre 1 bin - <b>without</b> food and garden bin	Non Taxable	\$230.00	\$230.00	0.0%
Residential - per year - 80 litre 1 bin - <b>with</b> food and garden bin	Non Taxable	\$210.00	\$180.00	(14.3%)
Rural - per year - 80 litre 1 bin - food and garden bin <b>not available</b>	Non Taxable	\$220.70	\$199.00	(9.8%)
Residential - per year - 140 litre 1 bin - <b>without</b> food and garden bin	Non Taxable	\$290.00	\$290.00	0.0%
Residential - per year - 140 litre 1 bin - <b>with</b> food and garden bin	Non Taxable	\$265.00	\$225.00	(15.1%)
Rural - per year - 140 litre 1 bin - food and garden bin <b>not available</b>	Non Taxable	\$277.80	\$250.00	(10.0%)
Residential - per year - 240 litre 1 bin (6 or more in the family) - <b>without</b> food and garden bin	Non Taxable	\$481.84	\$482.00	0.0%
Residential - per year - 240 litre 1 bin (6 or more in the family) - <b>with</b> food and garden bin	Non Taxable	\$450.00	\$400.00	(11.1%)
Rural - per year - 240 litre 1 bin - food and garden bin <b>not available</b>	Non Taxable	\$468.96	\$422.00	(10.0%)
Residential - per year - 240 litre 1 bin (medical condition) - <b>without</b> food and garden bin	Non Taxable	\$290.00	\$290.00	0.0%
Residential - per year - 240 litre 1 bin (medical condition) - <b>with</b> food and garden bin	Non Taxable	\$265.00	\$225.00	(15.1%)
Commercial/Industrial - per year - 80 litre	Taxable	\$242.87	\$219.00	(9.8%)
Commercial/Industrial - per year - 140 litre	Taxable	\$305.70	\$275.00	(10.0%)
Commercial/Industrial - per year - 240 litre	Taxable	\$515.82	\$440.00	(14.7%)
<b>Recycling Services</b>				
Residential - per year - 140 litre (elderly residents & units/flats)	Non Taxable	\$61.40	\$61.50	0.2%
Residential - per year - 240 litre	Non Taxable	\$61.40	\$61.50	0.2%
Residential - per year - 360 litre	Non Taxable	\$61.40	\$61.50	0.2%
Commercial/Industrial - per year - 240 litre	Taxable	\$67.54	\$67.65	0.2%
Commercial/Industrial - per year - 360 litre	Taxable	\$67.54	\$67.65	0.2%
<b>Food and Garden Waste Service</b>				
Food and Garden Waste Residential - 240 litre	Non Taxable	\$54.90	\$55.00	0.2%
Food and Garden Waste Commercial - 240 litre	Taxable	\$60.40	\$60.50	0.2%



# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b>Health Services</b>				
<b>Registered Food Premises fees</b>				
<b>Food Premises</b>				
Class 1 - Premises serving high risk foods to high risk customers including hospitals, childcare centres and aged care facilities	Taxable	\$476.00	\$488.00	2.5%
Class 2A - Premises that are preparing high risk foods and require a third party audit such as manufacturers	Taxable	\$476.00	\$488.00	2.5%
Class 2B - Premises preparing and serving high risk foods including cafes, restaurants	Taxable	\$544.00	\$557.00	2.4%
Class 2C - Premises preparing and serving high risk foods on a reduced scale such motels with cooked breakfasts	Taxable	\$372.00	\$381.00	2.4%
Class 2D - Community groups serving high risk foods	Taxable	\$67.00	\$69.00	3.0%
Class 2E - Businesses preparing and serving high risk foods from a temporary food premises and that already have a fixed registration	Taxable	\$67.00	\$69.00	3.0%
Class 3A - Premises that are preparing and serving medium risk foods, high risk pre-packaged foods or low risk unpackaged foods including wineries, water carters and service stations	Taxable	\$332.00	\$340.00	2.4%
Class 3B - Premises that are serving high risk pre-packaged foods or low risk unpackaged foods on a reduced scale such as motels serving continental breakfasts	Taxable	\$234.00	\$240.00	2.6%
Class 3C- Community groups serving high risk pre-packaged foods and low risk unpackaged foods	Taxable	\$67.00	\$69.00	3.0%
Class 3D - Businesses preparing and serving high risk pre-packaged foods or low risk unpackaged foods from a temporary food premises and that already have a fixed registration	Taxable	\$67.00	\$69.00	3.0%
Food Act transfers - change of ownership of premises registered under the Food Act	Taxable	\$236.00	\$242.00	2.5%
1st additional inspection of non compliant class 1 & 2 premises	Taxable	\$146.00	\$150.00	2.7%
2nd additional inspection of non compliant class 1 & 2 premises	Taxable		\$187.50	NA
3rd additional inspection of non compliant class 1 & 2 premises	Taxable		\$225.00	NA
4th additional inspection of non compliant class 1 & 2 premises	Taxable		\$262.50	NA
1st additional inspection of non compliant class 3 premises	Taxable	\$109.00	\$112.00	2.8%
2nd additional inspection of non compliant class 3 premises	Taxable		\$140.00	NA
3rd additional inspection of non compliant class 3 premises	Taxable		\$168.00	NA
4th additional inspection of non compliant class 3 premises	Taxable		\$196.00	NA
Late registration renewal administration charge - charged to premises that have not renewed their registration by the due date and have received at least 1 reminder for application	Taxable	\$114.00	\$117.00	2.6%
Additional Food Samples -charged to premises following 2 failed food samples when further samples are required	Taxable	\$127.00	\$130.00	2.4%
<b>New Food Business Fee - annual registration fee plus 50%</b>				
Inspection report request (outside registered premises)	Taxable	\$160.00	\$164.00	2.5%

# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b><u>Health Services cont.</u></b>				
<b>Other Health Act Registration fees</b>				
Accommodation premises -large - fee for accommodation premises that have more than 5 bedrooms such as hotels, motels	Taxable	\$263.00	\$270.00	2.7%
Accommodation premises - small - fee for accommodation premises that have less than 5 bedrooms such as bed & breakfast	Taxable	\$171.00	\$175.00	2.3%
Health Act premises (tattooist, hairdressers, skin penetration, swimming pools)	Taxable	\$146.00	\$150.00	2.7%
Health Act premises Transfer - change of ownership of a registered premises under the Public Health and Wellbeing Act	Taxable	\$71.00	\$73.00	2.8%
Accommodation Transfer - change of ownership of an accommodation premises under the Public Health and Wellbeing Act	Taxable	\$165.00	\$169.00	2.4%
Septic Tank Fees - New	Taxable	\$395.00	\$383.60	(2.9%)
Building referral report	Taxable	\$65.00	\$67.00	3.1%
Building referral inspection	Taxable	\$133.00	\$136.00	2.3%
<b><u>Immunisation Services</u></b>				
Flu Vaccinations	Taxable	\$30.00	\$30.00	0.0%
IPV Polio	Taxable	\$72.00	\$72.00	0.0%
Varicella (Chicken Pox)	Taxable	\$78.00	\$78.00	0.0%
Hepatitis A	Taxable	\$84.00	\$86.00	2.4%
Hepatitis B	Taxable	\$38.00	\$39.00	2.6%
Hepatitis A/B	Taxable	\$94.00	\$96.00	2.1%
Boostrix	Taxable	\$50.00	\$51.00	2.0%
Measles/Mumps/Rubella	Taxable	\$50.00	\$51.00	2.0%
Adult Meningococcal	Taxable	\$100.00	\$102.00	2.0%
Gardasil	Taxable	\$208.00	\$213.00	2.4%
<b><u>Quarries</u></b>				
<b>Mt Scobie Quarry (price per tonne)</b>				
75mm road base	Taxable	\$12.00	\$12.50	4.2%
40mm road base	Taxable	\$15.40	\$16.00	3.9%
20mm road base	Taxable	\$16.85	\$17.50	3.9%
16mm road base	Taxable	\$19.40	\$20.00	3.1%
Spalls	Taxable	\$11.90	\$12.50	5.0%
200mm spalls	Taxable	\$16.10	\$17.00	5.6%
40mm crushed rock	Taxable	\$14.75	\$15.50	5.1%
20mm crushed rock	Taxable	\$14.75	\$15.50	5.1%
Filling	Taxable	\$9.90	\$10.50	6.1%
20mm scalping's	Taxable	\$10.45	\$11.00	5.3%
Receipt of clean waste concrete	Taxable	\$20.55	\$21.00	2.2%
<b>Crushed concrete resale (price per tonne)</b>				
40mm Crushed Concrete	Taxable	\$21.20	\$22.00	3.8%
20mm Crushed Concrete	Taxable	\$21.20	\$22.00	3.8%
Weighing fee	Taxable	\$13.15	\$13.50	2.7%



# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b><u>Quarries cont.</u></b>					
<b>Nanneella Quarry (price per tonne)</b>					
40mm class 4 road base	Taxable	\$16.85	\$17.50	3.9%	
20mm class 4 road base	Taxable	\$17.05	\$18.00	5.6%	
75mm road base	Taxable	\$15.10	\$15.50	2.6%	
40mm road base	Taxable	\$16.15	\$17.00	5.3%	
30mm road base	Taxable	\$17.30	\$18.00	4.0%	
20mm road base	Taxable	\$16.85	\$17.50	3.9%	
16mm road base	Taxable	\$20.85	\$21.50	3.1%	
Spalls	Taxable	\$12.05	\$12.50	3.7%	
200mm spalls	Taxable	\$17.10	\$18.00	5.3%	
40mm crushed rock	Taxable	\$15.85	\$16.50	4.1%	
20mm crushed rock	Taxable	\$15.85	\$16.50	4.1%	
Filling/uncrushed	Taxable	\$11.25	\$11.50	2.2%	
20mm scalping's	Taxable	\$11.45	\$12.00	4.8%	
14mm scalping's	Taxable	\$11.45	\$12.00	4.8%	
Weighing fee	Taxable	\$13.15	\$13.50	2.7%	
<b>Gravel Pits (price per tonne)</b>					
65mm crushed rock	Taxable	\$15.70	\$16.00	1.9%	
40mm crushed rock	Taxable	\$15.95	\$16.50	3.4%	
20mm crushed rock	Taxable	\$16.25	\$17.00	4.6%	
150mm spalls	Taxable	\$10.80	\$11.50	6.5%	
Cartage - Cost recovery, based on a per kilometre rate charged by external contractors.		Per kilometre rate	Per kilometre rate		
<b><u>Commercial Operations</u></b>					
<b><u>Echuca Holiday Park</u></b>					
Dynamic pricing will be applied to fees at the Echuca Holiday Park for the 2020-21 budget year. Dynamic pricing allows prices to move within a range depending on occupancy levels on a given day.					
Premium season - Melbourne Cup 30/10/20 to 02/11/20, Christmas 26/12/20 to 08/01/21, Labour Day 05/03/21 to 07/03/21, Easter Weekend 01/04/21 to 05/04/21.					
High season - Blues Festival 23/07/20 to 26/07/20, 01/09/20 to 29/10/20, 03/11/20 to 30/11/20, 09/01/21 to 26/01/21, Riverboat Music Festival 19/02/21 to 21/02/21, 08/03/21 to 31/03/21, 06/04/21 to 25/04/21, Queens Birthday 11/06/21 to 13/06/21.					
Low season - 01/07/20 to 22/07/20, 27/07/20 to 31/08/20, 01/12/20 to 25/12/20, 27/01/21 to 11/02/21, 15/02/21 to 18/02/21, 22/02/21 to 04/03/21, 26/04/21 to 10/06/21, 14/06/21 to 30/06/21, excluding long weekends, public holidays and special events.					
Southern 80 - 12th - 14th February 2021, (rates apply as per table).					
All seasonal dates listed above are inclusive					
Redwood Cabin					
- High - per night	Taxable	\$230 - \$276	\$230 - \$276	NA	
- High - per week	Taxable	\$1,610 - \$1,932	\$1,610 - \$1,932	NA	
- Mid - per night	Taxable	\$165 - \$182	\$165 - \$182	NA	
- Mid - per week	Taxable	\$990 - \$1,089	\$990 - \$1,089	NA	
- Low - per night	Taxable	\$125 - \$138	\$125 - \$138	NA	
- Low - per week	Taxable	\$750 - \$825	\$750 - \$825	NA	
- Mid Friday and Saturdays per night	Taxable	\$210 - \$231	\$210 - \$231	NA	
- Low Friday & Saturdays per night	Taxable	\$143 - \$157	\$143 - \$157	NA	

# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b><u>Echuca Holiday Park cont.</u></b>				
<b>Boronia Cabin</b>				
- High - per night	Taxable	\$215 - \$258	\$215 - \$258	NA
- High - per week	Taxable	\$1,505 - \$1,806	\$1,505 - \$1,806	NA
- Mid - per night	Taxable	\$160 - \$176	\$160 - \$176	NA
- Mid - per week	Taxable	\$960 - \$1,056	\$960 - \$1,056	NA
- Low - per night	Taxable	\$120 - \$132	\$120 - \$132	NA
- Low - per week	Taxable	\$720 - \$792	\$720 - \$792	NA
- Mid season Friday and Saturdays per night	Taxable	\$205 - \$226	\$205 - \$226	NA
- Low Friday & Saturdays per night	Taxable	\$138 - \$152	\$138 - \$152	NA
<b>Acacia Cabin</b>				
- High - per night	Taxable	\$210 - \$252	\$210 - \$252	NA
- High - per week	Taxable	\$1,470 - \$1,764	\$1,470 - \$1,764	NA
- Mid - per night	Taxable	\$155 - \$171	\$155 - \$171	NA
- Mid - per week	Taxable	\$930 - \$1,023	\$930 - \$1,023	NA
- Low - per night	Taxable	\$115 - \$127	\$115 - \$127	NA
- Low - per week	Taxable	\$690 - \$759	\$690 - \$759	NA
- Mid season Friday and Saturdays per night	Taxable	\$199 - \$219	\$199 - \$219	NA
- Low Friday & Saturdays per night	Taxable	\$133 - \$146	\$133 - \$146	NA
<b>Acorn Cabin</b>				
- High - per night	Taxable	\$185 - \$222	\$185 - \$222	NA
- High - per week	Taxable	\$1,295 - \$1,554	\$1,295 - \$1,554	NA
- Mid - per night	Taxable	\$140 - \$154	\$140 - \$154	NA
- Mid - per week	Taxable	\$840 - \$924	\$840 - \$924	NA
- Low - per night	Taxable	\$110 - \$121	\$110 - \$121	NA
- Low - per week	Taxable	\$660 - \$726	\$660 - \$726	NA
- Mid season Friday and Saturdays per night	Taxable	\$173 - \$190	\$173 - \$190	NA
- Low Friday & Saturdays per night	Taxable	\$128 - \$141	\$128 - \$141	NA
<b>Standard Cabin</b>				
- High - per night	Taxable	\$165 - \$198	\$165 - \$198	NA
- High - per week	Taxable	\$1,155 - \$1,386	\$1,155 - \$1,386	NA
- Mid - per night	Taxable	\$115 - \$127	\$115 - \$127	NA
- Mid - per week	Taxable	\$690 - \$759	\$690 - \$759	NA
- Low - per night	Taxable	\$97 - \$107	\$97 - \$107	NA
- Low - per week	Taxable	\$582 - \$640	\$582 - \$640	NA
- Mid season Friday and Saturdays per night	Taxable	\$147 - \$162	\$147 - \$162	NA
- Low Friday & Saturdays per night	Taxable	\$118 - \$130	\$118 - \$130	NA
<b>Extra Adult (from 16 years) Cabin</b>				
- High - per night	Taxable	\$20.00	\$20.00	0.0%
- High - per week	Taxable	\$140.00	\$140.00	0.0%
- Mid - per night	Taxable	\$20.00	\$20.00	0.0%
- Mid - per week	Taxable	\$120.00	\$120.00	0.0%
- Low - per night	Taxable	\$20.00	\$20.00	0.0%
- Low - per week	Taxable	\$120.00	\$120.00	0.0%
<b>Powered Sites</b>				
- High - per night	Taxable	\$61 - \$73	\$61 - \$73	NA
- High - per week	Taxable	\$427 - \$512	\$427 - \$512	NA
- Mid - per night	Taxable	\$45 - \$50	\$45 - \$50	NA
- Mid - per week	Taxable	\$270 - \$297	\$270 - \$297	NA
- Low - per night	Taxable	\$35 - \$39	\$35 - \$39	NA
- Low - per week	Taxable	\$210 - \$231	\$210 - \$231	NA
<b>Unpowered Tent Sites</b>				
- High - per night	Taxable	\$55.00	\$55.00	0.0%
- High - per week	Taxable	\$385.00	\$385.00	0.0%
- Mid - per night	Taxable	\$40.00	\$40.00	0.0%
- Mid - per week	Taxable	\$240.00	\$240.00	0.0%
- Low - per night	Taxable	\$28.00	\$28.00	0.0%
- Low - per week	Taxable	\$168.00	\$168.00	0.0%

# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b><u>Echuca Holiday Park cont.</u></b>				
Extra Adult (from 16 years) powered site				
- High - per night	Taxable	\$15.00	\$15.00	0.0%
- High - per week	Taxable	\$105.00	\$105.00	0.0%
- Mid - per night	Taxable	\$15.00	\$15.00	0.0%
- Mid - per week	Taxable	\$90.00	\$90.00	0.0%
- Low - per night	Taxable	\$15.00	\$15.00	0.0%
- Low - per week	Taxable	\$90.00	\$90.00	0.0%
Extra Child (4-15 years inclusive)				
- High - per night	Taxable	\$10.00	\$10.00	0.0%
- High - per week	Taxable	\$70.00	\$70.00	0.0%
- Mid - per night	Taxable	\$10.00	\$10.00	0.0%
- Mid - per week	Taxable	\$60.00	\$60.00	0.0%
- Low - per night	Taxable	\$10.00	\$10.00	0.0%
- Low - per week	Taxable	\$60.00	\$60.00	0.0%
Additional fee for single night booking	Taxable	\$15.00	\$15.00	0.0%
Applicable discount for relevant Caravan Park Membership		10%	10%	0.0%
Applicable discount for registered groups		10%	10%	0.0%
Applicable discount for Senior card holders		10%	10%	0.0%
Annual Sites - Option 1 (max 130 days, no more than 60 days consecutive)	Taxable	\$5,460.00	\$5,600.00	2.6%
Annual Sites - Option 2 (max 180 days, no more than 60 days consecutive)	Taxable	\$6,800.00	\$6,970.00	2.5%
Permanents - one person weekly	Taxable	\$99.00	\$101.00	2.0%
Permanents - two people weekly	Taxable	\$118.00	\$120.00	1.7%
<b>Other fees</b>				
Late check out fee - Sites till 4pm	Taxable	\$15.00	\$15.00	0.0%
Late check out fee - cabins till 4pm	Taxable	\$50.00	\$50.00	0.0%
Dump point fee	Taxable	\$22.50	\$22.50	0.0%
<b>Southern 80 - cabin per night</b>				
Redwood Cabin	Taxable	\$230.00	\$235.00	2.2%
Boronia/ Waratah Cabin	Taxable	\$215.00	\$220.00	2.3%
Acacia/ Banksia Cabin	Taxable	\$210.00	\$215.00	2.4%
Acorn Cabin	Taxable	\$185.00	\$190.00	2.7%
Standard Cabin	Taxable	\$165.00	\$170.00	3.0%
Southern 80 cabin fees (extra person rate)				
- Adult	Taxable	\$55.00	\$55.00	0.0%
- Child	Taxable	\$24.00	\$24.00	0.0%
<b><u>Echuca and District Livestock Exchange</u></b>				
Truck Wash Per Minute	Taxable	\$1.35	\$1.40	3.7%
<b>Yard Dues (per head)</b>				
Cattle	Taxable	\$12.50	\$12.80	2.4%
Cattle <\$150 including no sale stock	Taxable	\$5.50	\$5.70	3.6%
Dairy cattle	Taxable	\$12.50	\$12.80	2.4%
Bulls	Taxable	\$17.50	\$18.00	2.9%
Cow and calf (Sold as one unit)	Taxable	\$14.50	\$14.80	2.1%
Horses - all horse sold or not sold	Taxable	\$21.00	\$21.50	2.4%
Cattle sales per agent per sale	Taxable	\$270.00	\$280.00	3.7%
Horse sales per agent per sale	Taxable	\$470.00	\$480.00	2.1%
Single sale auction day usage	Taxable	\$470.00	\$480.00	2.1%
Agent Selling Late Fee	Taxable	\$200.00	\$200.00	0.0%

# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b><u>Echuca and District Livestock Exchange cont.</u></b>				
Cattle transient fee per head (per day) plus feeding (notified)	Taxable	\$4.25	\$4.50	5.88%
Cattle transient fee per head (per day) plus feeding (unnotified)	Taxable	\$6.25	\$6.50	4.00%
Horse transient fee plus feeding	Taxable	\$25.00	\$25.00	0.00%
Horse transient fee notified (inclusion in horse sale) plus feeding	Taxable	\$4.25	\$4.50	5.88%
RFID tags issued post sale (per tag)	Taxable	New fee	\$50.00	NA
RFID tags (per head)	Taxable	\$21.00	\$21.00	0.00%
Office rental (per annum)	Taxable	\$1,550.00	\$1,590.00	2.58%
National vendor declaration - per declaration	Taxable	\$0.30	\$0.30	0.00%
Signage - 2900mm x 1200mm	Taxable	\$1,480.00	\$1,500.00	1.35%
Scanning Fee	Taxable	\$2.80	\$2.90	3.57%
<b><u>Echuca Paddlesteamers</u></b>				
Special rates and charges will be set by the Echuca Paddlesteamers Coordinator and Commercial Services Manager having regard to the commercial principles of the service.				
<b>Cruise</b>				
Adult	Taxable	\$27.00	\$27.00	0.00%
Concession/Senior /student	Taxable	\$24.00	\$24.00	0.00%
Child (4-14)	Taxable	\$12.00	\$12.00	0.00%
Family 2A up to 4C	Taxable	\$70.00	\$70.00	0.00%
Family 1A up to 4C	Taxable	\$48.00	\$49.00	2.08%
<b>Charters</b>				
<b>Pevensey</b>				
Standard (2 hour cruise)	Taxable	\$1,900.00	\$1,900.00	0.00%
Long (between 2 - 3.5 hours)	Taxable	\$2,600.00	\$2,600.00	0.00%
Each additional hour after 3.5 hours	Taxable	\$350.00	\$350.00	0.00%
Wedding set up and trial time per hour	Taxable	\$100.00	\$100.00	0.00%
<b>PS Alexander Arbuthnot</b>				
Standard (2 hour cruise)	Taxable		\$1,700.00	NA
Long (between 2 - 3.5 hours)	Taxable		\$2,400.00	NA
<b><u>Port Of Echuca charges</u></b>				
Special rates and charges will be set by the River Services Manager and General Manager Community and Economic Development having regard to the commercial and access principles of the service.				
<b>Wharf Walk</b>				
Local Ambassador Program		\$0.00	\$0.00	NA
Adult	Taxable	\$14.00	\$14.00	0.00%
Senior / student	Taxable	\$11.00	\$11.00	0.00%
Child	Taxable	\$8.00	\$8.00	0.00%
Family 2A + 4	Taxable	\$45.00	\$45.00	0.00%
Family 1A + 4	Taxable	\$37.00	\$37.00	0.00%
Extra child	Taxable	\$5.00	\$5.00	0.00%
<b>Cruise / Wharf Package</b>				
Adult	Taxable	\$37.50	\$37.50	0.00%
Senior / student	Taxable	\$32.25	\$32.25	0.00%
Child	Taxable	\$18.00	\$18.00	0.00%
Family 2A + 4	Taxable	\$103.75	\$103.75	0.00%
Family 1A + 4	Taxable	\$75.50	\$75.50	0.00%

# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b><u>Port Of Echuca charges cont.</u></b>				
<b>Wharf Hire</b>				
Wharf hire - Wedding Ceremony (1.5 hours) - Venue only, after Discovery Centre Business Hours	Taxable	\$500.00	\$500.00	0.0%
Venue Hire - Wedding ceremony additional hours venue only	Taxable	\$50.00	\$100.00	100.0%
Wedding/functions equipment package	Taxable	\$500.00	\$500.00	0.0%
Wedding photos (1 hour) - This may be in several different locations within the Port of Echuca	Taxable	\$150.00	\$150.00	0.0%
Venue Hire - General Event -5pm-11pm includes but not limited to Birthdays, Corporate & Conventions - This may be in several different locations within the Port of Echuca. At the managers discretion the time may be extended with the appropriate Council approvals	Taxable	\$1,000.00	\$1,000.00	0.0%
General Event additional hrs required for set up and pack down	Taxable	\$100.00	\$100.00	0.0%
Venue Hire - Commercial Event - 5pm-11pm includes but not limited to Ticketed Events	Taxable	\$1,000.00	\$1,250.00	25.0%
Commercial Event additional hrs required for set up and pack down, Cost per hour	Taxable	\$100.00	\$100.00	0.0%
Venue Hire - Community Event charged per hour and includes but not limited to school performances, art classes, book launches, photo shoots, local community clubs (new)	Taxable		\$50.00	0.0%
Functions set up per hour - during business hours 9am-5pm, 7 days per week. Hire includes time taken to set-up and pull down equipment. Set-up and pull-down during business hours of the Discovery Centre will be at the managers discretion	Taxable	\$100.00	\$100.00	0.0%
Venue Hire per hour during business hours (dependant on groups/tours) will be at the managers discretion	Taxable	\$100.00	\$100.00	0.0%
<b>Alexander Arbuthnot</b>				
Standard daily hire rate	Taxable	\$500.00	\$500.00	0.0%
5 days or greater daily hire rate	Taxable	\$400.00	\$400.00	0.0%
<b><u>Sporting and Recreation Reserves fees</u></b>				
<b>Sporting Reserve Charges</b>				
Note - Fees for individual clubs Who utilise Victoria Park, Kyabram Recreation Reserve and Echuca South Recreation reserve are based Policy 133 Fees & Charges and the service agreements in place. Fees are subject to the usage data provided by users.				
<b>Kyabram Recreation Reserve</b>				
Reserve Hire per Day	Taxable	\$479.50	\$480.00	0.1%
Reserve Hire per Hour	Taxable	\$43.80	\$44.00	0.5%
Per Court Hire per hour	Taxable	\$25.00	\$25.00	0.0%
Key Deposit	Taxable	\$25.00	\$25.00	0.0%
Wilf Cox Pavilion Hire per Hour (up to 2 hours)	Taxable	\$50.00	\$50.00	0.0%
Wilf Cox Pavilion Function Hire (2 hrs or more)	Taxable	\$405.00	\$405.00	0.0%



# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b><u>Sporting and Recreation Reserves fees cont.</u></b>					
<b>Echuca South Recreation Reserve</b>					
Reserve Hire per Day	Taxable	\$340.00	\$340.00	0.0%	
Reserve Hire per Hour	Taxable	\$43.95	\$44.00	0.1%	
Clubroom & Kitchen Hire per Hour	Taxable	\$23.00	\$23.50	2.2%	
Per Court Hire per hour	Taxable	\$25.00	\$25.00	0.0%	
Key Deposit		\$25.00	\$25.00	0.0%	
<b>Echuca South Netball (EDNA)</b>					
Court Hire per hour	Taxable	\$25.00	\$25.00	0.0%	
Clubroom Hire per hour	Taxable	\$23.00	\$23.50	2.2%	
Key Deposit		\$25.00	\$25.00	0.0%	
<b>Victoria Park Recreation Reserve</b>					
Reserve - hire per day	Taxable	\$470.10	\$480.00	2.1%	
Reserve - hire per hour	Taxable	\$43.95	\$44.00	0.1%	
Hire - per court per hour	Taxable	\$25.00	\$25.00	0.0%	
Key deposit		\$25.00	\$25.00	0.0%	
<b><u>Stadiums Fees</u></b>					
<b>Echuca Stadium</b>					
Multi Purpose Room per hour	Taxable	\$19.50	\$20.00	2.6%	
Court Hire - per hour - per court	Taxable	\$28.00	\$29.00	3.6%	
Casual Sessions - per session - per person (Stadium Facilitated Activation)	Taxable	\$4.50	\$5.00	11.1%	
Casual Sessions - per family - 2 adults and 2 children - per session (Stadium Facilitated Activation)	Taxable		\$10.50	NA	
Stadium Sports Programs per person - per session (Stadium Facilitated Specific Sports Activation)	Taxable		\$5.00	NA	
Stadium Sports Programs - registration per person - per season (Stadium Facilitated Specific Sports Activation)	Taxable		\$5.00	NA	
Stadium Sports Program - registration per team - per season (Stadium Facilitated Specific Sports Activation)	Taxable		\$45.00	NA	
Exhibitions and Special Events (per day)	Taxable	\$1,079.00	\$1,105.00	2.4%	
Bond	Taxable	\$150.00	\$155.00	3.3%	
<b>Kyabram Sports and Entertainment Centre</b>					
Multi Purpose Room per hour	Taxable	\$19.50	\$20.00	2.6%	
Exhibitions and Special Events (per day)	Taxable	\$669.50	\$685.00	2.3%	
Casual Sessions - per session	Taxable	\$4.50	\$5.00	11.1%	
Casual Sessions - per family - 2 adults and 2 children - per session (Stadium Facilitated Activation)	Taxable		\$10.50	NA	
Stadium Sports Programs per person - per session (Stadium Facilitated Specific Sports Activation)	Taxable		\$5.00	NA	
Stadium Sports Programs - registration per person - per season (Stadium Facilitated Specific Sports Activation)	Taxable		\$5.00	NA	
Stadium Sports Program - registration per team - per season (Stadium Facilitated Specific Sports Activation)	Taxable		\$45.00	NA	
Court Hire - per hour - per court	Taxable	\$28.00	\$29.00	3.6%	
Bond	Taxable	\$150.00	\$155.00	3.3%	

# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b><u>Stadiums Fees cont.</u></b>				
<b>Tongala Stadium</b>				
Exhibitions and Special Events (per day)	Taxable	\$669.50	\$670.00	0.1%
Court hire per hour	Taxable	\$28.00	\$29.00	3.6%
Squash court hire per hour	Taxable	\$13.40	\$13.50	0.7%
Casual Sessions - per person (Stadium Facilitated Activation)	Taxable		\$5.00	NA
Casual Sessions - per family - 2 adults and 2 children (Stadium Facilitated Activation)	Taxable		\$10.50	NA
Stadium Sports Programs per person - per session (Stadium Facilitated Specific Sports Activation)	Taxable		\$5.00	NA
Stadium Sports Programs - registration per person - per season (Stadium Facilitated Specific Sports Activation)	Taxable		\$5.00	NA
Stadium Sports Program - registration per team - per season (Stadium Facilitated Specific Sports Activation)	Taxable		\$45.00	NA
Bond	Taxable	\$150.00	\$155.00	3.3%
Key deposit		\$25.00	\$25.00	0.0%
<b><u>Shire Halls and Theatres</u></b>				
<b>Rochester and Tongala Halls</b>				
Functions (with alcohol) e.g. weddings, balls				
Bond	Taxable	\$400.00	\$410.00	2.5%
Social events (without alcohol) e.g. Concerts, plays, luncheons, bazaars, elections				
Bond	Taxable	\$180.00	\$185.00	2.8%
<b>Casual Use</b>				
Charge per hour	Taxable	\$15 per hour, to a maximum of \$175 per 24 hour period	\$15 per hour, to a maximum of \$180 per 24 hour period	NA
Hire of kitchen per use - additional charge	Taxable	\$25.00	\$25.00	0.0%
Theatre/Group annual rental	Taxable	\$1,152.00	\$1,180.00	2.4%
Hall hire insurance (public liability if customer does not have current public liability certificate)	Taxable	\$25.00	\$25.00	0.0%
<b><u>Paramount Theatre</u></b>				
For further detail refer to Schedule of Fees listed in the Hire Agreement 2018/19. Note the fees/charges listed below do not include the fees/charges by Southern Star Enterprises Pty Ltd.				
Standard full day hire - minimum of 6 hours, maximum of 12.	Taxable	\$1,191.00	\$1,227.00	3.0%
Standard half day hire - minimum of 4 hours up to 6 hours.	Taxable	\$715.00	\$737.00	3.1%
Standard second and additional performances on same day.	Taxable	\$360.00	\$371.00	3.1%
Standard hourly hire rate after 12 hours.	Taxable	\$150.00	\$155.00	3.3%
Standard layover, per day.	Taxable	\$360.00	\$371.00	3.1%
Standard non-refundable booking fee	Taxable	\$350.00	\$361.00	3.1%
Community full day hire - minimum of 6 hours, maximum of 12.	Taxable	\$605.00	\$624.00	3.1%
Community half day hire - minimum of 4 hours up to 6 hours.	Taxable	\$365.00	\$376.00	3.0%
Community second and additional performances on same day.	Taxable	\$185.00	\$191.00	3.2%
Community hourly hire rate after 12 hours.	Taxable	\$78.00	\$81.00	3.8%
Community layover, per day.	Taxable	\$184.00	\$190.00	3.3%
Community non-refundable deposit	Taxable	\$150.00	\$155.00	3.3%



# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b>Miscellaneous Fees and Charges</b>				
Standpipe Water Sales (per kilolitre)	Taxable	\$3.10	\$2.40	(22.6%)
Echuca CBD Flagpole Hire	Taxable	\$340.00	\$340.00	0.0%
<b>Longitudinal Assets in Road Reserves</b>				
1. Establishment Fees	Taxable	\$2,000.00	\$2,000.00	0.0%
2. Annual Fees - per kilometre for stock & domestic and irrigation	Taxable	\$200.00	\$200.00	0.0%
<b>Freedom of Information (FOI)</b>				
Application Fee	Taxable	\$29.00	\$29.60	2.1%
Photocopying per sheet - FOI requests only	Taxable	\$0.20	\$0.20	0.0%
Additional access charge may apply in accordance with Section 22 of the Freedom of Information (Access Charges) Regulations 2014				
<b>Community Lease Agreements for Council Properties</b>				
Minimum rental (Peppercorn) charge per annum from	Taxable	\$100.00	\$100.00	0.0%
<b>Casual Hire Fees</b>				
Facility hire 1 to 3 days	Taxable		\$5.00	NA
Facility hire 4 to 7 days	Taxable		\$10.00	NA
Facility hire 7 to 14 day	Taxable		\$15.00	NA
Facility hire 14 to 21 days	Taxable		\$20.00	NA
Facility hire up to 3 months	Taxable		\$25.00	NA
Facility hire 3 months and over - licence agreement developed	Taxable			
<b>Public Liability Insurance</b>				
Facility Hirers insurance	Taxable		\$25.00	NA
Council performers per booking	Taxable		\$25.00	NA
Council tutors and instructors per booking	Taxable		\$110.00	NA
Artists in council studios per booking	Taxable		\$110.00	NA
<b>Aquatic Services</b>				
<b>Echuca War Memorial Aquatic Centre</b>				
<b>Casual Fees</b>				
Pool Adult	Taxable	\$6.90	\$7.00	1.4%
Pool Adult (concession)	Taxable	\$5.70	\$5.80	1.8%
Pool Child (over 4 years)	Taxable	\$4.90	\$5.00	2.0%
Pool Family	Taxable	\$18.30	\$18.50	1.1%
Swim/Steam	Taxable	\$9.20	\$9.50	3.3%
Steam Casual Upgrade	Taxable	\$3.60	\$3.60	0.0%
10 visit Adult Pool	Taxable	\$55.30	\$56.00	1.3%
10 visit Junior Pool	Taxable	\$37.20	\$40.00	7.5%
Carnival Half day (up to 3 hours)	Taxable	\$583.20	\$585.00	0.3%
Carnival Full Day (from 4 to 6hours)	Taxable	\$791.50	\$795.00	0.4%
<b>Memberships (monthly direct debit)</b>				
Gold Adult	Taxable	\$89.60	\$92.00	2.7%
Gold Adult Concession	Taxable	\$76.60	\$78.50	2.5%
Corporate Gold Adult	Taxable	\$76.60	\$78.50	2.5%
Family Gold	Taxable	\$177.00	\$181.00	2.3%
Family Gold Concession	Taxable	\$151.10	\$155.00	2.6%
Pool Adult	Taxable	\$51.80	\$53.00	2.3%
Pool Adult Concession	Taxable	\$44.30	\$45.50	2.7%
Corporate Pool Adult	Taxable	\$44.30	\$45.50	2.7%

# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2019/2020 Charge (Incl. GST)	2020/2021 Charge (Incl. GST)	% Increase
<b><u>Aquatic Services cont.</u></b>				
Family Pool	Taxable	\$84.30	\$86.50	2.6%
Family Pool Concession	Taxable	\$79.00	\$81.00	2.5%
LTS Group lesson - per lesson	Non Taxable	\$15.60	\$16.00	2.6%
LTS Private One Lesson (per lesson)	Non Taxable	\$42.60	\$43.50	2.1%
LTS Junior Development Squad (per lesson)	Non Taxable	\$11.70	\$12.00	2.6%
<b>Other Pool Hire Fees</b>				
Group Swim Individual Entry (+ Lane Hire if requiring exclusive use of space)	Taxable	\$3.60	\$3.70	2.8%
Lane Hire per hr General (+ Group Swim Entry for non-members - Max 15 per lane)	Taxable	\$37.00	\$38.00	2.7%
School Learn To Swim 30 Minute session per school child	Non Taxable	\$5.50	\$5.65	2.7%
School Learn To Swim 60 Minute session per school child	Non Taxable	\$8.70	\$8.90	2.3%
School Learn To Swim 60 Minute session per school child Outdoor	Non Taxable	\$10.80	\$11.00	1.9%
LTS Grey Medallion (8 weeks)		\$63.10	\$64.50	2.2%
<b>Outdoor Pools</b>				
Family Day Pass	Taxable	\$16.80	\$17.20	2.4%
Family Season Pass	Taxable	\$147.20	\$150.00	1.9%
Casual Adult Pass	Taxable	\$5.20	\$5.30	1.9%
Adult Season Pass	Taxable	\$84.50	\$86.00	1.8%
Casual Student Pass	Taxable	\$4.20	\$4.30	2.4%
Student/Child Season Pass	Taxable	\$63.40	\$65.00	2.5%
<b>Outdoor Pool Hire</b>				
Outside operational hours - per hour hire	Taxable	\$113.30	\$171.00	50.9%
Carnival	Taxable	\$561.40	\$630.00	12.2%
<b>Gym and Group Fitness fees</b>				
Gym - Casual	Taxable	\$18.30	\$18.50	1.1%
Group Fitness Class	Taxable	\$14.30	\$14.60	2.1%
Seniors Fitness (Water, Fit and Chair Based)	Taxable	\$8.70	\$8.90	2.3%
Personal Training 1 hr Member	Taxable	\$69.50	\$70.00	0.7%
Personal Training 1/2 hr Member	Taxable	\$42.10	\$43.00	2.1%
10 visit Gym	Taxable	\$145.00	\$148.00	2.1%
10 visit Group Fitness	Taxable	\$114.90	\$116.80	1.7%
10 visit PT 1 hr	Taxable	\$610.10	\$625.00	2.4%
10 visit PT 1/2 hr	Taxable	\$366.90	\$387.00	5.5%
Fitness Session Group Booking (Maximum of 25 participants)	Taxable	\$123.60	\$126.50	2.3%
<b>Memberships (monthly direct debit)</b>				
Gym	Taxable	\$89.60	\$92.00	2.7%
Gym Concession	Taxable	\$67.50	\$69.50	3.0%
Group Fitness	Taxable	\$76.90	\$79.00	2.7%
Group Fitness Concession	Taxable	\$65.90	\$68.00	3.2%
Youth Gym (Restricted hours of access refer to terms and conditions)	Taxable	\$40.20	\$41.00	2.0%
Over 55's	Taxable	\$49.00	\$50.00	2.0%
<b>Other Hire Fees</b>				
Small Meeting Room Hire (per hour)	Taxable	\$17.50	\$20.00	14.3%
Shower Only	Taxable	\$5.00	\$5.00	0.0%
Additional staff member per hour	Taxable	\$54.00	\$55.00	1.9%

# Budget 2020-21

## Part Two - Statutory fees and charges

Statutory fees and charges are set by either the State or Federal Government. Council has no input into these fees.

**Advice on some statutory fees and charges to apply for 2020-21 had not been received prior to the Council adopting the budget. When this information becomes available the schedule will be updated accordingly.**

# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2019/2020 Charge	2020/2021 Charge	% Increase
<b>ALL STATUTORY FEES LISTED ARE GST EXEMPT</b>			
<b>There has been no increase in statutory fees for the 2020/2021 year.</b>			
Registered animal not wearing council ID marker (0.5 of a penalty unit)	\$83.00	\$83.00	0.0%
Unregistered animal wearing council ID marker (2 penalty units)	\$330.00	\$330.00	0.0%
Person other than owner removing, altering or defacing ID marker (0.5 of a penalty unit)	\$83.00	\$83.00	0.0%
Dog or Cat on private property after notice served (0.5 of a penalty unit)	\$83.00	\$83.00	0.0%
Dog at large or not securely confined to owners premises during daytime (1.5 of a penalty unit)	\$248.00	\$248.00	0.0%
Cat at large or not securely confined to owners premises in restricted municipal district (0.5 of a penalty unit)	\$83.00	\$83.00	0.0%
Dog or cat creating nuisance (0.5 of a penalty unit)	\$83.00	\$83.00	0.0%
Contravening Council order relating to presence of dogs and cats in public places (One penalty unit)	\$165.00	\$165.00	0.0%
Dog at large or not securely confined to owners premises during night time (two penalty units)	\$330.00	\$330.00	0.0%
Greyhound not adequately muzzled or not controlled by chain, cord or leash (1.5 of a penalty unit)	\$248.00	\$248.00	0.0%
Not complying with order to abate nuisance (1.5 of a penalty unit)	\$248.00	\$248.00	0.0%
Failure to apply to register a dog or cat (Two penalty units)	\$330.00	\$330.00	0.0%
<b>Parking</b>			
Road Safety (General Regulations) Offences Schedule 3 (4)	\$70.00	\$70.00	0.0%
Road Safety (General Regulations) Offences Schedule 3 (6) (One penalty unit)	\$165.00	\$165.00	0.0%
<b>Municipal Fire Prevention</b>			
Fire Prevention Infringement Notice (CFA Act Section 41D) (Ten penalty units)	\$1,652.00	\$1,652.00	0.0%
<b>Building Records/Information Services</b>			
Land information certificates	\$27.00	\$47.20	74.8%
Property information requests Reg 326	\$52.20	\$47.20	(9.6%)
Property information requests Reg 327 (Private Building Surveyors)	\$52.20	\$47.20	(9.6%)
Private/public building surveyors lodgement fee	\$39.10	\$121.90	211.8%
Council lodgement fee	\$39.10	\$121.90	211.8%
Request for Report and Consent to proposed Demolition Under Section 29A of the Building Act	\$65.41	\$85.20	30.3%
Council consent and report	\$262.00	\$290.40	10.8%
Stormwater legal point of discharge fee	\$66.00	\$144.70	119.2%
Application for Pool Registration		\$31.85	
Pool information search		\$47.25	
Lodgement of compliance pool certificate		\$20.45	
Lodgement of non-compliance pool certificate		\$385.00	

# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2019/2020 Charge	2020/2021 Charge	% Increase
<b>Subdivision</b>			
<b>Applications for Certification under the subdivision Act 1988</b>			
Processing an application to certify a plan of subdivision under the Subdivision Act 1988	\$167.80	\$174.75	4.1%
Processing any other application for certification under the Subdivision Act 1988	\$167.80	\$174.75	4.1%
Supervision of Works	2.50% x cost of engineering work	2.50% x cost of engineering work	NA
Check Engineering plans	0.75% x cost of engineering work	0.75% x cost of engineering work	NA
Certificates of Compliance under section 97N	\$312.84	\$325.80	4.1%
The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of a responsible authority or a referral authority	\$312.84	\$352.80	12.8%
<b>Planning Infringements</b>			
Planning Infringement Notice (Private 5 penalty units) per offence under the Planning and Environment Act	\$826.00	\$826.10	0.0%
Planning Infringement Notice (Company 10 penalty units) per offence under Planning and Environment Act	\$1,652.00	\$1,652.20	0.0%
<b>Planning Approvals</b>			
<b>Planning Permit/Planning Permit Amendment Fees</b>			
Combined permit applications	calculation required	calculation required	NA
The fee for an application for any combination of the classes of application outlined below is the sum arrived at by adding the highest of the fees which would have applied if separate applications had been made plus 50% of each of the other fees which would have applied if separate applications had been made.	calculation required	calculation required	NA
<b>Type of planning application</b>			
To Subdivide an existing building	\$1,265.58	\$1,318.10	4.1%
To Subdivide land into two lots	\$1,265.58	\$1,318.10	4.1%
To effect a realignment of a common boundary between lots or to consolidate two or more lots	\$1,265.58	\$1,318.10	4.1%
To subdivide land other than above types of subdivision	\$1,265.58 per 100 lots	\$1,318.10 per 100 lots created	NA
To remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than 2 years before the date of the applications in a manner which would have been lawful under the Planning and Environment Act.	\$1,265.58	\$1,318.10	4.1%
To create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or remove a right of way	\$1,265.58	\$1,318.10	4.1%
To create, vary or remove an easement other than a right of way; or to vary or remove a condition in the nature of an easement other than a right of way in a Crown grant.	\$1,265.58	\$1,318.10	4.1%
To amend an application for a permit after notice has been given	\$102.00	40% of fee	NA

# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2019/2020 Charge	2020/2021 Charge	% Increase
<b>Planning Permit - Development (State change to the regulation of fees)</b>			
Class 1 - Use	\$1,265.58	\$1,318.10	4.1%
Class 2 - Single < \$10K	\$191.97	\$199.90	4.1%
Class 3 - Single > \$10K < \$100K	\$604.35	\$629.40	4.1%
Class 4 - Single > \$100K < \$500K	\$1,237.14	\$1,288.50	4.2%
Class 5 - Single > \$500K < \$1M	\$1,336.68	\$1,392.10	4.1%
Class 6 - Single > \$1M < \$2M	\$1,436.22	\$1,495.80	4.1%
Class 7 - VicSmart < \$10K	\$191.97	\$199.90	4.1%
Class 8 - VicSmart > \$10K	\$412.38	\$429.50	4.2%
Class 9 - VicSmart Sub	\$191.97	\$199.90	4.1%
Class 10 - VicSmart App'n (other than class 7, 8 or 9)	\$191.97	\$199.90	4.1%
Class 11 - Dev < \$100K	\$1,102.05	\$1,147.80	4.2%
Class 12 - Dev > \$100K < \$1M	\$1,485.99	\$1,547.60	4.1%
Class 13 - Dev > \$1M < \$5M	\$3,277.71	\$3,413.70	4.1%
Class 14 - Dev > \$5M < \$15M	\$8,354.25	\$8,700.90	4.1%
Class 15 - Dev > \$15M < \$50M	\$24,636.15	\$25,658.30	4.1%
Class 16 - Dev > \$50M	\$55,327.68	\$57,670.10	4.2%
Class 17 - Sub Existing	\$1,265.58	\$1,318.10	4.1%
Class 18 - Sub 2 lots	\$1,265.58	\$1,318.10	4.1%
Class 19 - Realign	\$1,265.58	\$1,318.10	4.1%
Class 20 - Sub (other than class 17, 18 or 19)	\$1,265.58	\$1318.10 per 100 lots created	NA
Class 21 Vary Restriction	\$1,265.58	\$1,318.10	4.1%
Class 22 - Non defined	\$1,265.58	\$1,318.10	4.1%
<b>Planning Permit - Amendment (classified)</b>			
Class 1 - Amendment to change the use of the permit	\$1,265.58	\$1,318.10	4.1%
Class 2 - Amendment to a permit	\$191.97	\$1,318.10	586.6%
Class 3 - Amendment to class 2, 3, 5, 5 or 6 permit if <\$10K	\$412.38	\$199.90	(51.5%)
Class 4 - Amendment to class 2, 3, 5, 5 or 6 permit if >\$10K - <\$100K		\$629.40	
Class 5 - Amendment to class 2, 3, 5, 5 or 6 permit if >\$100K - <\$500K		\$1,288.50	
Class 6 - Amendment to class 2, 3, 5, 5 or 6 permit if >\$500K		\$1,392.10	
Class 7 - Amendment to VicSmart permit if <\$10K		\$199.90	
Class 8 - Amendment to VicSmart permit if >\$10K		\$429.50	
Class 9 - Amendment to class 9 permit		\$199.90	
Class 10 - Amendment to class 10 permit		\$199.90	
Class 11 - Amendment to class 11, 12, 13, 14, 15 & 16 permit if <\$100K		\$1,147.80	
Class 12 - Amendment to class 11, 12, 13, 14, 15 & 16 permit if >\$100K - <\$1M		\$1,547.60	
Class 13 - Amendment to class 11, 12, 13, 14, 15 & 16 permit if >\$1M		\$3,413.70	
Class 14 - Amendment to class 17 permit		\$1,318.10	
Class 15 - Amendment to class 18 permit		\$1,318.10	
Class 16 - Amendment to class 19 permit		\$1,318.10	
Class 17 - Amendment to class 20 permit		\$1318.10 per 100 lots created	
Class 18 - Amendment to class 21 permit		\$1,318.10	
Class 19 - Amendment to class 22 permit		\$1,318.10	



# Budget 2020-21

2020/2021 CAMPASPE SHIRE COUNCIL FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2019/2020 Charge	2020/2021 Charge	% Increase
<b>Whole Farm Plans</b>			
Application for certification of whole farm plans	\$632.79	\$773.80	22.3%
To amend to end an agreement under section 173 of the Act		\$659.00	
<b>Amendments to Planning Scheme</b>			
Considering a request to amend a planning scheme	\$3,839.40	\$3,050.90	(20.5%)
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel. Up to 10 submissions	\$14,518.60	\$15,121.00	4.1%
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel. 11-20 submissions	\$29,008.80	\$30,212.40	4.1%
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel. More than 20 submissions	\$38,778.00	\$40,386.90	4.1%
Adopting an amendment or a part of an amendment in accordance with section 20(4)	\$3,901.50	\$3,998.70	2.5%
Adopting an amendment or a part of an amendment in accordance with section 20A	\$924.30	\$962.70	4.2%
<b>Works within a Road Reserve permit fees (2020/2021 Government Fee Unit gazetted on 27/3/2019 - \$14.81)</b>			
<b>Municipal Road with speed limit less than 50kmh</b>			
Works conducted on any part of the roadway, shoulder or pathway (23.5 units)	\$348.04	\$348.04	0.0%
Works not conducted on any part of the roadway, shoulder or pathway (6 units)	\$88.86	\$88.86	0.0%
<b>Municipal Road with speed limit greater than 50kmh</b>			
Works conducted on any part of the roadway, shoulder or pathway (43.1units)	\$638.31	\$638.31	0.0%
Works not conducted on any part of the roadway, shoulder or pathway (23.5 units)	\$348.04	\$348.04	0.0%
<b>Caravan Park (3 year registrations, new regulations)</b>			
Caravan Park A	\$252.00	\$252.00	0.0%
Caravan Park B	\$504.00	\$504.00	0.0%
Caravan Park C	\$1,007.00	\$1,007.00	0.0%
Caravan Park D	\$1,525.00	\$1,525.00	0.0%
Caravan Park E	\$2,029.00	\$2,029.00	0.0%
Caravan Park F	\$2,531.00	\$2,531.00	0.0%



**2020/2021 BUDGET SUBMISSIONS REGISTER****SUBMISSIONS CLOSE 5.00PM WEDNESDAY 27 MAY 2020****SUBMISSION HEARING 5.00PM TUESDAY 2 JUNE 2020**

Attachment 9.15.2

REQUESTED TO BE HEARD			
NAME	POSTCODE	COMMENT	INITIAL RESPONSE
Philip Schultz	3620	My wife and I are regular users of the shared path from the Fauna Park. We walk and or cycle the paths many times per week and would like to suggest that the shared path be extended along South Boundary Road where GMW have recently piped the irrigation channel. This dirt track is being used now by lots of walkers in particular and it looks to be an excellent opportunity to utilise the land between the road and private property. If the extended path had a crossing on McEwan Road, then the walkers and cyclers can continue along the main channel bank and back to the end of Allan Street. This would be a great asset to Kyabram and we are sure it would be well patronised.	<p>Council staff will consider the capital works request with respect to road safety risk, traffic needs and community benefits. Importantly the long term financial implications of the works must also be considered.</p> <p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Council's 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for this project may be considered for inclusion in the 2020/21 capital works program or the 10 year capital works program. The timing of construction (if appropriate) may then be considered for a subsequent year's budget if included in the 10 year capital works program.</p> <p><b>Recommendation:</b> Refer the project for consideration as part of Council's 10 year capital program.</p>
Felicia Morgan	3564	I would like to show interest with developments with your budget for Echuca East precinct that could be in the best interest for the area. I request to meet with anyone regarding this plan in the near future.	<p>Peter Favero has contacted Ms Morgan to discuss the project work for Echuca East.</p> <p><b>Recommendation:</b> That no changes be made to the proposed 2020-21 Budget.</p>
Graeme Hanigan	3612	My wife and I are both retired and moved from Cannons Creek to Rushworth early last year. We love Rushworth and the region. We are recreational walkers and cyclists for both the mental and physical benefits enjoyed and we have accessed many of the rail trails around Melbourne, in particular the Lilydale to Warburton and Bass Coast trails and the extensive network of walking and cycling trails which cover the	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Council's 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p>

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		<p>Mornington Peninsula. We walk daily in the forests around Rushworth although I am reluctant to cycle as the tracks can be quite damaged and I've come off a few times, although with no more than a bruise and a graze. My wife refuses to ride on the forest trails as they are too rough for her. I am writing to you to request as a starting point for the Shire to complete their section of the Rushworth and Murchison rail trail, as this will give us somewhere to ride from without having to put the bikes in the back of the ute. It will mean we can easily take the grandkids for a ride without making it an epic of logistics. We have disabled friends who would also benefit from the creation of the trail. The trail from Rushworth is in relatively good condition despite the lack of maintenance and is used often even in its current state. There is a substantial level of support within the Rushworth community for the Rail Trail. Last week I created a Facebook Group "Rushworth Rail Trail Friends" and at the time of writing this submission one week later, it has 173 members. I understand that the trail also traverses farmland where the reinstatement of the trail would cause disruption to the farmer but feel that there is adequate roadside reserve to divert the trail eg. From Mortimer Lane to Channel Inlet Road. I understand that there is a much bigger plan to construct a trail to Heathcote, but suggest the Shire pick the lowest apples first and complete something which is easily achievable and at minimal cost.</p>	<p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources. At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget</li> </ol>
Frank Oliver	3551	<p>In the 2018-2019 Budget, an amount of \$523,000 was included for widening the Toolleen – Axedale Road. The 2019-2020 Budget contained a further amount of \$840,000 for stage 2 of this project. No road widening activity has yet taken place. At its meeting of 17 September 2019, Council determined to approve the cancellation of the Toolleen – Axedale Road project and approve it for inclusion in the 2020/21 Capital Works Budget with a revised cost estimate (anticipated total project cost of \$1,700,000). The Capital Works Program in the Draft 2020-2021 Budget does</p>	<p>Council is applying for a government grant under the Heavy Vehicle Safety and Access Program. The construction of this project will require co-contribution from Council if the grant submission is successful.</p> <p>If Council is successful in obtaining the grant, it is the intention to construct the project and the project will be completed during the 2020/21 financial year.</p> <p>Total cost of the scoping/design/approvals and construction is estimated at \$1.8M</p> <p>The suggestion of a reduced speed limit to 80 km/h has been identified as part of the project.</p>

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		<p>NOT appear to include any funding for this project. Why? This is not the first time that Campaspe Shire has misled its ratepayers concerning this project. In the early 2000's this project was listed on the five year Capital Works Program yet never made it to be included in any year's activities. It was then classified variously as a "Capital Works Budget Un-Programmed Works" or an "Opportunity Not Programmed" item (at a much lower cost than currently estimated). This section of Axedale to Toolleen Road is approximately 1.6 kilometres long and, unlike the remainder of the road, which is the City of Greater Bendigo municipality, has a narrow width seal. The road is much travelled by locals who use it to access Bendigo, the nearest major centre. Tourists to our West who wish to visit the growing number of wineries and cellar doors in the Toolleen area use it; along with many trucks, particularly from the Axedale quarries, that utilise it to access the Northern Highway. Due to the narrowness of the sealed part of the road, cars are forced into the gravel each time a truck approaches. This is dangerous from both the point of view of losing control and from flying stones sent up by the trucks. The road is also known to flood after heavy downpours. According to Vic Road, following a number of serious crashes on the intersection of this road with the Northern Highway, they are going to improve the safety of this intersection. To have the road widened in conjunction with this upgrade would be opportune, as it would reduce the inconvenience to users during construction. It is understood that one reason for not going ahead with the widening of the road this time, is the number of trees that may need to be removed to meet current standards. Perhaps a reduced speed limit would offer some alternative to this issue. It should, as resolved by Council on 17 September 2019, be included in the 2020-2021 Capital Works Program</p>	<p><b>Recommendation:</b> Seek funding and if successful, include the project in the revised budget.</p>

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Leeanne Casley	3612	As we don't have walking tracks when I moved to Rushworth I started walking in the bush roads and tracks Don't get me wrong I love them But last year I had a fall and was left lying in the middle of a dirt track road and was so fortunate that a local man always drives in there and lets his dog out for a run, At 56 years old I was very lucky that this man was there and to be able to take me to Drs in town to get stitches and patch me up in other places.... We need this Trail to succeed so we all have a safe place where we can keep active,or whether it be for a casual stroll.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget</li> </ol>
Michael Winters	3612	I believe the Rushworth/ Murchison Rail trail is well overdue. If / when completed, I and my wife would use it each weekend, to walk ourselves and young grand son. on his bike. would	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p>

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			<p>This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget</li> </ol>
Jason Lee	3564	<p>I notice that construction of an urgently needed footpath for Landsborough Street in Echuca (between Heygarth and Anstruther Streets) has been overlooked again in the proposed budget. Given the many presentations in support of a footpath, over many years, from many residents and ratepayers, I request that council and shire reconsider the proposed budget and make funds available, this year, for a footpath in Landsborough Street.</p>	<p>A contract was awarded for the development of a footpath at this location in the 2019/20 financial year. The project should be completed before the end of July 2020. This project was included in the missing links footpath program works resolved by Council as part of its mid-year budget review.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2019-20 Budget.</p>
Rebecca & Douglas Costello	3612	<p>Campaspe Shire 20/21 budget Submission</p> <p>We believe that the PROPOSED 2020-2021 BUDGET AND STRATEGIC RESOURCE PLAN is a seriously flawed document undoubtedly produced with great effort and expenditure in that it fails as set out below.</p> <p>The Budget and Resource Plan does not set out as recommended by the State Government the BENEFITS (specific service delivery) to the various groups of ratepayers.</p> <p>The 2020/2021 Budget proposal provides little detail on where these expenditures are going to be made concerning the following</p> <ol style="list-style-type: none"> <li>1. Where the expenditures will be made in which urban areas relative to rate income,</li> <li>2. Or where in rural areas expenditure is going to occur relative to those areas rate income,</li> </ol> <p>There is no separation of monies for example into urban roads, streetscapes and bridges and no indication of expenditures on rural roads and bridges, for rural areas and expenditures on unsealed roads with bridges or sealed roads with bridges that are not the responsibility of Vic</p>	<p>There is no direct connection between the amount of rates paid and the level of service provided/received. Services are for the benefit of all community members; it is up to individual ratepayers as to what services they choose to access. Rate revenue is used to provide services and infrastructure for public benefit and to subsidise user pay services when the Council has decided that the benefits delivered to the community warrant the subsidy, for example sporting facilities and swimming pools.</p> <p>A key expenditure of Council rates is on the ongoing maintenance and renewal of the large road network that exists across the Shire.</p> <p>Rates are a wealth tax based on the value of property and do not take account of an individual's income, debt or personal capacity to pay.</p> <p>Rate expenditure is not tied to an area or class of rate payers but is allocated across the whole municipality to provide services and infrastructure to the community at large.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>

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		<p>Roads. Undoubtedly the Council has this detail and it should be made available otherwise the Proposed Budget document is simply window dressing and any ratepayer submission pointless if you are trying to argue against a budget proposal.</p> <p><b>Quote, pg 31.</b>  “Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.”</p> <p>When the Council provides no breakdown of expenditures as they relate to each Class of ratepayer it is impossible to determine how equitable the rates collected are being spent and the benefits each class of ratepayer receives.</p> <p>We object to the Shire Budget because it is impossible to determine beyond the core statutory obligations placed on the Shire what benefits we receive in return for our rates. Generalised expenditures are not sufficient nor is it adequate given the State Governments guidelines of Benefits received (services delivered) to ratepayer classes.</p> <p>Further,  <b>Quote pg 31</b>  “The objectives of the differentials above or below 100% are as follows:  Farmland – to provide an equitable rate for primary producers, to encourage land use consistent with farming activities, conservation of areas which are suited to a variety of agricultural pursuits.”</p> <p>What specifically does this mean. Farmers and rural landowners are going to choose or opt for farming activities that provide the best economic</p>	

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		<p>return irrespective of differential rate this is pure market economic response by landowners.</p> <p>Additionally, what does conservation of areas which are suited to a variety of agricultural pursuits mean?</p> <p>The State Government sets the rules regarding the retention of areas suited to agricultural pursuits. This Council policy ignores the reality that some areas of farmland are better set aside for environmental conservation and landowners receive encouragement from the State Government via other Authorities with a one-off contribution to do so, yet the Council still charges full rates on farmland set aside for environmental conservation protected with a covenant in the States interest this land then produces no income. The Council's approach to rating and revenue collection actively works to discourage conservation of the environment.</p> <p>The council has continued to blithely take rates from rural landowners ignoring directives from the State Government to consider adverse economic and climatic conditions when striking the rates. Farmers and rural landowners should not be subsidising the Residential ratepayers who clearly receive maximum benefits in the form of streetscapes footpaths and are given more consideration to keeping their rates low refer to the quote below.</p> <p><b>Quote</b> Campaspe Rating Strategy 2018 "7. SUMMARY OF RECOMMENDATIONS 1. Minimise unnecessary additional pressure on residential properties." The council can only meet this objective by having other classes of ratepayers subsidise another class. If this is incorrect there should be material within the Proposed 2020-2021 Budget that details how this is achieved. The earlier <b>Quote</b> from page 31 of the proposed Budget</p>	



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		<p>implies this is happening but there is no evidence to show that it is happening.</p> <p>The question needs to be asked why minimise unnecessary additional pressure on residential properties as opposed to farmers or other classes of ratepayers? Farmers have lived through three years of severe drought conditions and have had markedly reduced income as a result. Where is the equity in your rating system? It is not based on benefit or any form of fairness.</p> <p>We will be writing to the Minister requesting that Councils be directed to make their detailed budgets available to all ratepayers so that they can make meaningful submissions on their Councils Proposed Budgets. You should be doing this as a matter of Best Practice instead of presenting total expenditures which are meaningless in terms of informing ratepayers of what they are actually contributing to.</p> <p>The Council can not state that the rates are equitable when you also state that your number one goal is "to minimise unnecessary additional pressure on residential properties. Some other class or classes of ratepayers is obviously going to pay to keep residential rates low so it is not equitable.</p> <p>Yours sincerely Rebecca and Douglas Costello</p>	

DID NOT WISH TO BE HEARD			
NAME	POSTCODE	COMMENT	INITIAL RESPONSE
Kevin Simpson	3564	I object to parking fees in Echuca being raised by 6-7% two years in a row. How is this justified?	<p>Fees are within the benchmarked range for Rural municipalities such as Bendigo and Shepparton that have metered parking. The metered parking fees are one way used to address the identified parking congestion of the CBD by encouraging use of the long term car parks on the periphery of the shopping area and increases the amount of economic activity through the turnover of shoppers.</p> <p>The increase of the metered parking fees is 10 cents, which is the minimum currency that will be accepted by the machine.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>
Karlie Cox	3621	The Tongala community would love some improvements to their playground.	<p>The playground renewal program for 20/21 prioritises the works to be completed across the Shire and has identified that elements of the Tongala Lions Park are nearing the end of their useful life. Consideration of Tongala's playground replacement requirements will be undertaken and prioritised against the other playground works identified for 20/21 budget and if not listed for 20/21 it will be included for consideration again in the 21/22 budget.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>
AV & CS Wray	3564	<p><b>Blind Creek Reserve</b> We purchased 95 Haverfield Street in May 2018 and at that time met with Brenton Hull to discuss a number of issues regarding management of the above reserve. It appeared to us that little work has been done on the reserve in the past so we regard our request as reasonable if it is retrospectively amortised.</p> <ol style="list-style-type: none"> <li>1. The property has not previously been fenced and the previous owner had a well established cacti/rock garden on Crown Land. We were surprised this had been allowed.</li> <li>2. It was also pointed out the land on the southern side was badly invaded by Oxalis weed. As we intend to</li> </ol>	<p>This area has been scheduled for clean up in the first two weeks of June 2020.</p> <p>The area has been assessed and added to the regular program for 2021. The service level for this area is P4 urban bushland – local residents. This includes 3 monthly maintenance and slashing as required.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>

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		<p>fence our boundary we this it is unacceptable to have an invasive weed so prevalent it will encroach on our land. We have obtained written advice from the North Central Catchment Management Authority saying we are to have fencing wire no closer than 20cm apart so creating a physical barrier will be impossible.</p> <p>3. We also note there is Bougainvillea, a palm tree, deciduous trees, African Box Thorn as well as other invasive species which would cause harm downstream if carried by floodwaters.</p> <p>During the last 2 years we have contacted Council on several occasions expressing our concerns. On 20/08/19 you indicated "control work will be undertaken by our works team, at a suitable time in the near future, when the weather conditions are right.</p> <p>Since this has not happened, we are taking this opportunity to request the work be included as a line item in your budget to ensure it is undertaken.</p>	
Jack Norris	3620	<p>Just in regards to the proposed allocated money of \$218,000 for the replacement of a shared path on South Boundary Road in Kyabram. What exactly is getting replaced and what is the timeframe of the completion of this project when it commences?</p>	<p>This Project is for the renewal of the asphalt shared path along South Boundary Road, Kyabram between Lake Road and Cooma Road. While the timeframe is within the 2020/21 financial year the exact dates have not been determined.</p> <p><b>Recommendation:</b> Refer the project for consideration as part of Council's 10 year capital program.</p>
Melanie Carmichael	3564	<p>A walking/riding track would be great along Mary Ann Road. So many kids walk to bus stops along here. Also, there are many families that get out and exercise along this road. Would make it a lot safer with a dedicated track.</p>	<p>Council staff will consider the capital works request with respect to road safety risk, traffic needs, community benefits and long term asset management needs. Importantly the long term financial implications of the works must be considered.</p> <p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for this project may be considered for inclusion in the 2020/21 capital works program or</p>

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			<p>the 10 year capital works program. The timing of construction (if appropriate) may then be considered for construction for a subsequent year's budget if included in the 10 year capital works program.</p> <p><b>Recommendation:</b> That no changes be made to the proposed 2019-20 Budget.</p>
Graeme Thompson	3561	<p>To Whom it may concern.</p> <p>I am seeking information about the Open Concrete Drain Renewal Project (PR100062) for Ramsay street, Rochester. I understand that the open concrete drain between the swimming pool and Elizabeth street is to be replaced with a pipe drain.</p> <p>Many of the properties along this section of Ramsay street used to have bridges over the current open drain, however these have been removed over the years due to flooding of the drain and not been replaced due to the cost of building new ones.</p> <p>As the owner of one of the properties that fronts on to Ramsay street, (No 36 Ramsay street) I would like to enquire about whether or not there has been any allowances made, as part of the project, regarding the provision for access to the properties along the section of Ramsay street between the swimming pool and Elizabeth street.</p> <p>If there have been no provisions for driveways onto the properties, is there a request process that I, and the other property owners, need to begin / lodge in order to have sections of the proposed drain pipe fortified to allow access to our properties.</p> <p>When the footpath running along the front of the properties was concreted, after consultation with the property owner as to where they would like any future driveway would go, provision for a driveway onto the properties were made, (in the form of reinforcing a section of the footpath concrete in front of each property) so there would be no need for any additional work being done aside from any that maybe required to support a normal driveway access point.</p>	<p>This submission was lodged in the first instance as a request for information. RM20/014949 – Janak Bharati has spoken with Mr Thompson. Mr Thompson sought clarification that the drainage pipes installed in Ramsay Street could be driven over in his vehicle. The pipes can be driven over for residential use and this has been confirmed with Mr Thompson.</p> <p>This request does not require a change to the budget.</p> <p><b>Recommendation:</b> That no changes be made to the proposed 2020-21 Budget.</p>

DID NOT WISH TO BE HEARD			
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		<p>Any information you can give me on this matter would be gratefully appreciated.</p> <p><u>For clarification purposes</u></p> <p>I am writing to clarify some points regarding my previous email regarding the the Ramsay street Concrete Drain Renewal project.</p> <p>In my previous email I wrote that I was seeking information regarding any provision in the project budget for the placement of driveways to enable the owners of the properties located between the swimming pool and Elizabeth street to access their properties from Ramsay street.</p> <p>I am concerned that if there are no designated driveway areas, people will simple drive over the drain pipes that are replacing the current, old, open drain. This has the potential to create a safety hazard with the risk of the new pipe work collapsing.</p> <p>When the footpath running along the front of the properties was concreted, provision for a driveway onto the properties were made, (in the form of reinforcing a section of the footpath concrete in front of each property) so there would be no need for any additional work being done aside from any that maybe required to support a normal driveway access point.</p> <p>I believe that providing vehicle access to the Ramsay street properties via the inclusion of driveway access point in the project budget should be an essential part of the Ramsay street Concrete Drain Renewal project.</p> <p>I have also been made aware that after the old open drain is removed and a new underground pipe drain installed, it is proposed that a dirt/gravel drain be built to handle the runoff of rain water from the road.</p> <p>Considering the work being done to the drain, why is concrete curbing not being installed instead of the proposed dirt drain?</p>	

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		The installation of curbing may be slightly more expensive than a dirt drain, however, that would be off set by the reduction in ongoing yearly maintenance costs associated with maintaining the dirt drain in the form of erosion and weed control.	
Jess Clarke	3561	This walking path would benefit Rushworth in a huge way. Bushmans is too hard to walk with a pram and small children as there is numerous potholes and when it rains the mud makes it even harder. I have three young children that try to learn to ride their bikes or to go for walks. By the time you get to where the walkway currently is blocked off it isn't enough distance. It would be great to be able to have more walkway and a decent place to take my kids for a walk of bike ride – especially with COVID restrictions in place.	<p>We are not aware of the walking path that is being referred to in this submission. If the submitter can expand on the location a fuller response can be given.</p> <p>However, if the submission relates to the Rushworth/Murchison Trail then the design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget</li> </ol>
Christine Chudley	3564	The gravel shoulders along Eyre Street (west) from High to McKenzie Streets are in dire need of sealing. The road is wide but the sealed section is fairly narrow. This means motorists must slow and/or cross to the other side to pass cyclists unless the cyclists choose, or are forced to move onto the gravel shoulder.	<p>Council staff will consider the capital works request with respect Asset Management Consideration, road safety risk, traffic needs and community benefits. Importantly the long term financial implications of the works must be considered.</p> <p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the</p>

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			<p>design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for this project may be considered for inclusion in the 2020/21 capital works program or the 10 year capital works program. The timing of construction (if appropriate) may then be considered for construction for a subsequent years budget if included in the 10 year capital works program.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>
Norita Clarke	3612	<p>Rushworth Rail Trail. I live and have lived in Rushworth most of my married life, my husband has lived here all his life , and our 5 children , 11 grandchildren , we are asking for this trail to be fixed up and opened , from Rushworth to Murchison, the Murchison end is beautiful, .we have no safe walking tracks or bike riding tracks in or around the township. As a town we are desperate for somewhere for all ages to walk or bike ride . As a person that owns a caravan , it would be a great asset from this wonderful small town which has the whorl bush the basin to offer, and as the track runs by the basin it's a picturesque sight. The fauna and flora is beautiful and we need this to open up so everyone and every age can enjoy it, thank you .</p>	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p> <p>This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared</li> </ol>



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			<p>within existing resources and that no changes be made to the proposed 2020-21 Budget.</p> <p>2. Then seek funding and if successful, include the project in the revised budget</p>
Marie Batkin	3612	<p>Rushworth Rail Trail. As a resident of Rushworth and a keen walker it would be a wonderful addition to our town if the Rushworth To Murchison could be fixed so as to allow many residents and visitors to be able to walk this picturesque trail. As Rushworth is steeped in history this track would be of great tourism benefit to the town. Also it would be a great track for bird and flora watchers. So it would be a wonderful asset to our community if Government would consider funding for this wonderful track</p>	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <p>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</p> <p>2. Then seek funding and if successful, include the project in the revised budget</p>
Rebecca Griffin	3612	<p>Complete the Rushworth to Murchison rail trail. Fully fence the Rushworth Lions park. It is important for these things to happen for our family because we need a safe place to get out as a family. We have a child with an intellectual disability and autism. He has no sense of danger fully fencing the park would keep him safe and allow him to be fully included in the community. The Christmas carols are always at the park our child can't currently attend</p>	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p>

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Gabrielle Menzies	3612	Fix the Rushworth-Murchison Rail Trail. I have a newborn and have been getting out walking for my mental health, and this would be a perfect place to walk with my 8 week old daughter.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p>

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Errin Lockwood	3612	<p>We would love the opportunity to have a safe riding and walking bush trail for our family to use... we currently bushwalk most weekends and I must say it's a rough ride when pushing a pram ... a save level trail would be wonderful .. we have a young family and walking and riding is a great way for us to keep active on weekends when we are home together. We regularly walk to Whroo but it's not the safest option walking along a narrow road pushing a pram and small kids on bikes with the 100km speed zone and narrow roads.. we love our bush surroundings and the fresh air and nature our family experience in our beautiful town of Rushworth ... a safe walking trail would benefit the whole town and visitors and give them the experience of our beautiful surroundings</p>	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p> <p>This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared</li> </ol>

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			<p>within existing resources and that no changes be made to the proposed 2020-21 Budget.</p> <p>2. Then seek funding and if successful, include the project in the revised budget</p>
Karren Cruz	3612	I would like to see the rail trail between Rushworth and Murchison, this has been an ongoing project for our area since around 2006. It would be a great advantage to our small struggling town, hopefully brining in people from outside who would like the challenge of a beautiful walk between towns, as well as the locals.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <p>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</p> <p>2. Then seek funding and if successful, include the project in the revised budget</p>
Ronnie Azzopardi	3612	we have only lived in Rushworth. for two years when we bought here we were on the understanding the rail trail would be finished .as we love to walk even take the dog out .as we tried walking it wasn't safe as parts are not finished we also have our grand kids come up to visit .and would love to take them on a bike ride down to Murchison . Please we do need this finished for everyone in the area and would be good to see people use it . kind regards Ron	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p>

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Lynn Cruz	3612	Rushworth/ Murchison Rail trail completed	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p>

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Jessica Beresford	3612	Open Rushworth Murchison walking track	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p> <p>This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget</li> </ol>

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Kathy Lockwood	3612	Rail trail in Rushworth	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p> <p>This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget.</li> </ol>
Katrina Ogden	3612	Walking track in Rushworth	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p>



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Sharon	3612	The walking track will be great asset for RUSHWORTH & surrounding areas by bringing many people to our area. Picnic tables & toilets should also be provided half way or were possible	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p>

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Debra Vanderdonk	3612	Rushworth rail trail	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget.</li> </ol>
Sharon Perry	3612	I would like to see some money spent on the Rushworth walking/riding rail track to connect with Murchison side of the track. It would be a safe way to travel between towns, for both tourism and bringing money into both towns. Also safe	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year</p>

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		for everyone who uses it. How wonderful to be able to walk/ride down this track and be able to connect with the environment, nature, bird life and much more.	<p>capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget.</li> </ol>
Margaret Kinghorn	3156	I often come to as my daughter and her family live there, it is lovely to take the children for walks and on their bikes on the Rushworth Murchison Trail, it's such a beautiful scenic teal but a bit unsafe at the moment and would get a lot more traffic if maintenance was carried out.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to</p>

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Michele Lockwood	3612	It would be great to see the rail trail from Rushworth to Murchison finished	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p>

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Mario Aquilina	3612	As a resident of Rushworth, the rail trail to Murchison would be a great asset to the community for walking, bike riding etc. in a safe environment. As I am a bike rider, it is very dangerous on our roads here due to the heavy usage of trucks on our narrow roads as well as the road edges are very dangerous. As Rushworth is a tourist town I feel it would benefit the town bringing in tourists, many of whom would use this trail.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p> <p>This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget.</li> </ol>
Amanda Williams	3612	The walking track from Rushworth to Murchison to be completed. This would create a safe place for people to walk, run and ride their bicycles. Many of the streets in Rushworth do not have adequate foot paths and a lot of the time you have to walk on the road. Greater city of Shepparton have	All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the

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		<p>completed their side of the track. It would be great if Campaspe shire side could be completed. This will bring people to our area and enable people to exercise safely and increase the fitness as well as improve their health and wellbeing.</p>	<p>design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget.</li> </ol>
Kellie Spence	3612	<p>I believe the completion of the rail trail project would boost tourism and visitors to our town. It would also be very beneficial to locals and visitors for walking, bike riding etc</p>	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p>

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Emily Lynch		Rushworth would benefit greatly with the completion of the rail trail from Murchison to Rushworth it wouldn't only be great for health and fitness for local residents but also out of towners.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared</li> </ol>



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Cassie Gleeson	3612	Complete the Rushworth Murchison Rail Trail.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <p>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</p> <p>2. Then seek funding and if successful, include the project in the revised budget.</p>
Cheryle	3612	I would love to see the Murchison to Rushworth Rail Trail completed. As I live locally and have done for 20 years am a bike rider and walker this would be a great benefit to myself and my family. We have regular family visitors including grandchildren who store their bikes here also. What a great adventure we could travel right on my front door step instead of loading bikes into a ute. Last but not least what a great benefit it would be to Rushworth.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p>

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Calvin Gleeson	3612	Rail Trail I think some of the budget should be set aside for the completion of the Rail Trail between Rushworth and Murchison. City of Greater Shepparton have done the trail to end of their council border. If this was completed the benefits for the community of Rushworth and therefore the Campaspe Shire would be great. Not only would attract bike riders, walkers/hikers and runners alike, it would also attract geocache enthusiasts. The diverse scenery would bring them from near and far.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p>

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Ann Coralluzzo		My family lives in Rushworth and we would use the rail trail when in town as tourists, this would also be good economics for the town of Rushworth.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p> <p>This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget.</li> </ol>

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Gabrielle Gilbert	3612	Please please reconsider the Rushworth to Murchison rail walkway. This is a safer alternative to riding on Murchison Rd	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p> <p>This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget.</li> </ol>
Michelle	3340	None	<p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>
Barbara McGarry		The Rushworth Murchison Heritage Trail should be fixed and upgraded so it can be used it would increase activity of people and be a great tourist attraction and its historic importance to the area	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p>

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Tina	3620	Rushworth trail walk need repairs & funding	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p>

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Jodie Crabtree	3612	My family would like you to finish our side of the walking track from Rushworth to Murchison.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p> <p>This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget.</li> </ol>

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Graeme Perry	3612	Complete Rushworth Murchison Rail trail	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p> <p>This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget.</li> </ol>
Jason Snelling	3629	Rushworth Murchison rail trail would be a fantastic asset to Rushworth. In a world where physical exercise is ever so important it would provide a safe way for the residents and visitors of Rushworth to exercise and enjoy what our town has to offer. It would also bring more people to the area as we have seen this happen with Heathcote and their rail trail. For an area with such beautiful surround I am astounded that we don't already have one.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p>

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Shannon Baillie		Open the Rushworth Murchison walking track	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p>



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Diane Kay	3179	I have got relations live in Rushworth I often take my family fie weekends and love going for walks	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget.</li> </ol>
Loretta Robbins		I would like to draw attention to the importance and benefits of completing the Rushworth section of the Murchison - Rushworth Rail Trail. Having this trail completed to a high standard would be a great benefit to the local Rushworth	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year</p>

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		<p>community. The trail as it stands is used by many locals as a walking track but is not yet suitable for bike riding. Many people are now travelling to places where they can ride and bush walk and the economic benefits to these communities can be substantial if the area is marketed as a tourist destination. The distance of the track being around 17km, is a perfect distance for training for half marathons and other endurance runs. In addition, the community the trail would make it possible for local people to participate in national fundraising walks such as The Mother's Day Classic without having to travel out of the area. Obviously the health benefits to regular exercise, by either walking or riding, could be a great benefit to the local community as well as those visiting to use the trail. As a community, the rail trail could be a great asset in health, tourism and economic terms. I ask that the Campaspe Council consider budgeting for the completion of the Rail Trail within the coming 12 months.</p>	<p>capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p> <p>This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget.</li> </ol>
Liam Hanigan		<p>To whom it may concern, I am writing to voice my support for rejuvenation of the Rushworth - Murchison Rail Trail. Last year I attempted to run this trail from Rushworth to Murchison during training for trail running event, with my partner accompanying me on her gravel bike. We had found the trail listed on several online maps, while planning activities for a trip to visit family in the area. On arrival, we were disappointed to find the section of the trail from the Rushworth township to the end of Campaspe shire appeared not to have been subject to any grading or maintenance. The trail was extremely difficult to run, and was not possible to ride safely, being peppered with large holes, broken bridges, fence crossings and undergrowth. From the edge of Campaspe to Murchison, the trail became well graded and maintained, suitable for running, walking and cycling by people with any level of experience. There is an opportunity</p>	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to</p>

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		to provide people with a place to exercise and enjoy the local area, by rejuvanting the Rushworth section of this trail. I have no doubt this would increase the wellbeing of residents and visitors alike, and give people more reason to come to the area, so I hope it will be considered for funding. I would be happy to discuss further if needed. Thank you Liam Hanigan	<p>additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget.</li> </ol>
Lynda Ralph	3612	Could you please finish the Murchison to Rushworth walk path as my husband and I would be able to use it as the scenery is so beautiful on the old railway track.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p>

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Gemma Bigrigg	3195	<p>To whom it may concern, I am writing to voice my support for rejuvenation of the Rushworth - Murchison Rail Trail. Last year, my partner and I were up visiting family for a weekend getaway from Melbourne. While planning activities for a trip, we had found the trail listed on several online maps and brought our running and riding gear to make a morning of riding and running through the bush. I set off on my gravel bike to ride the Rushworth to Murchison rail trail, I wasn't even out of Rushworth before coming to a few obstacles such as fences, large holes and undergrowth over the track that made it very unsafe for me to continue riding the trail. I was dropped off about 5kms down the road hoping the trail was better, this was not the case. I was forced to ride back on the Bendigo-Murchison road back to Rushworth. This was one of the most frightening rides I have ever done on a road with cars and trucks doing 100km extremely close to me. I hope you strongly consider funding for rejuvenating the Rushworth section of this trail, so no one has the same experience as I did by getting stuck trying to ride the Rushworth - Murchison Rail Trail and having to ride back on the busy highway. By having a well-maintained trail would bring tourism to the town for people like us who enjoy exploring new towns on our bikes and walking through the bush. It will also benefit the local community to have a safe walk to enjoy Rushworth's amazing natural surroundings. Thank you Gemma Bigrigg</p>	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years.</p> <p>This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget.</li> </ol>
Janet Robertson		We need this	<p>If this submission relates to the Murchinson/Rushworth Trail, all capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year</p>

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Amy Harris	3612	As a member of the Rushworth community I would like to strongly encourage the completion of the Rushworth end of the Rushworth- Murchison rail trail. This project is encouraging the community to increase their activity and joins the us with other communities.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to</p>

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Kerri Holt	3612	Would like the walking/ bike track finished between Murchison and Rushworth.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p>

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Leanne Houkes Wilson	3612	<p>Hi my name is Leanne Houkes Wilson, I have been a resident and rate payer in the Shire of Campaspe for over 30 years. I am writing to support the Rushworth Murchison rail trail. I have 3 children who attend Rushworth secondary college and I work in Rushworth during the summer months. I understand the rail trail has been on the cards for quite a long time. Before my children attended Rushworth College my children attended Murchison and we were regular users of the completed rail trail going into Murchison. As my children are getting older and more independent, they are drawn to the township to visit friends, for work and school. As there is no public transport available from Harriman's road my children get lifts or family drive them. As you can imagine this is not always ideal. The road from Harriman's road to Rushworth I do not consider safe to ride on as there is no shoulder on the road. My youngest child has a disability and will never be able to get his driver's licence, He is a keen rider and I believe the rail trail would create a great opportunity for him with his independence. The possibilities for him to work and visit friends would become a real prospect and assist in keeping him active and independent in his community. I would also love to be able to ride or walk safely to work in the warmer months, and my children could safely utilise the trail to get to school as well as local employment, attend sporting practice and keep connected with friends. I believe the trail would be very well utilised by visitors and locals alike and strongly support the project. Regards Leanne Houkes Wilson</p>	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p> <p>At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase, which requires permits and approvals to access land that is owned by both government agencies and private landowners, and available funding.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li> <li>2. Then seek funding and if successful, include the project in the revised budget.</li> </ol>
Kristine Petikopoulos		<p>Rushworth residents will benefit from the completion of the rail trail to Murchison. The trail will bring more tourists therefore more business to our town and it will also provide the locals to be able to walk more of the trail as the residents of Rushworth are limited.</p>	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the</p>

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Johanne Winters	3612	I believe fund should be set aside for the completion of the Rushworth Rail Trail. Tourism is a number one priority for our smaller towns.	<p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program.</p> <p>An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources.</p>



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Wilma Capewell	3558	<p><u>Capewell Road</u> – Gravel end near River Road Improve drainage by building up centre of Rd and clearing drains <u>Walker Rd</u> Pipes to be put in Mt Pleasant creek bed similar to Murphy Rd to allow crossing by farm machinery Culvert to be placed in low area between Nth Hwy + Mt Pleasant Creek Culverts to be placed in low areas between Grogan Rd + McNamara Rd to improve drainage.</p>	<p>Council staff will consider the capital works request with respect Asset Management Consideration, road safety risk, traffic needs and community benefits. Importantly the long term financial implications of the works must be considered.</p> <p>All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.</p> <p>The design and approval phase for this project may be considered for inclusion in the 2020/21 capital works program or the 10 year capital works program. The timing of construction (if appropriate) may then be considered for construction for a subsequent years budget if included in the 10 year capital works program.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>
Mary Bowman - Kyabram Deakin Residents Ratepayers & Development Group Inc	3620	<p><b>AGED AND DISABILITY</b> <b><u>2.1 Strong and Engaged Communities Strategic objective 1</u></b></p>	<p>Now that Council has received confirmation from the Commonwealth Government concerning the change of aged and disability services, the budget will be adjusted to reflect the cost.</p>

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		<p>Aged and Disability Services Facilitating access to and provision of in home and outreach services that care for members of our community who have a need. Following advice in a letter from council to clients dated May 22, 2019 that council had made an in-principle decision to withdraw from aged and disability services we read in the Riverine Herald (May 22, 2020) that the Federal Government has advised council of its approval to the council nominated preferred provider of Intereach Limited. This presumably also applies to the Home and Community Care Program for Younger People by the Victorian Government. As council will cease delivering all funded and brokerage aged and disability services on June 30 it would be appreciated if council would provide us with relevant amended budget information. When will clients know more information relating to costs, staffing, services from Intereach Limited? Will council be advocating on behalf of clients (during the changeover) or will they have to manage by themselves? Will general staff members be extraneous to needs as a result of this new contractor? Are these the only entries to be amended? 5.1.2 Grants Operating Grants Recurrent - Commonwealth Government Aged Care 5.1.4 User Fees Aged and Disability Services 5.1.8 Other Expenses Aged Care Meals on Wheels 7.7 Council expenditure allocation Aged and Disability Council set Fees &amp; Charges Aged and Disability Services HACC PYP</p>	<p>Council's clients and staff will be supported during the transition as care arrangements move to Intereach Ltd.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>
		<p><b><u>2.4 Balanced Services and Infrastructure Services - Other initiatives</u></b></p> <p>Disability and Discrimination Action Council has stated that they will increase the delivery of Disability and Discrimination Action implementation of physical and natural environment projects from previous years. Please advise what projects have been delivered. On which projects does council intend increasing delivery? Are these projects funded externally?</p>	<p>Projects include the crossings located at the Echuca Regional Hospital as well as numerous locations throughout the Shire identified through an audit process. Feedback is received from key stakeholders and groups. Projects are identified and DDA requirements are addressed. All projects are funded from the Council's DDA reserve.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>
		<p><b><u>Community Development</u></b></p> <p>To strengthen the understanding of community views and aspirations to inform decision making. We would welcome further information on this budget item please. Will this 'development' be shire-wide or confined to selected communities?</p>	<p>Community Development is a service that operates and works with communities on place based planning as well as support communities of priority identified in the Access and Inclusion Plan.</p> <p>In the 2020/21 year, shire wide engagement will be undertaken to inform the development of a Community Vision and Council Plan following the October General Election.</p>

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		<p><b>Passive Recreation</b> To provide open spaces and public environments that support and encourage passive recreation by residents and visitors to improve health and wellbeing. Does this apply to existing 'open spaces' throughout the Shire? More information please.</p>	<p>The passive recreation service relates to the existing open spaces across the Shire.</p> <p><b>Recommendation:</b> That no changes be made to the proposed 2019-20 Budget.</p>
		<p><b>Major initiatives</b> Council will work with two local communities to support the development of community place based plans. Who are the two local communities? And what are their plans?</p>	<p>The two communities identified to support with the development of community place based plans are Kyabram and Rushworth. The plans will be developed with the communities to identify key priorities and actions the community would like Council to support them to achieve.</p> <p><b>Recommendation:</b> That no changes be made to the proposed 2020-21 Budget.</p>
		<p><b>2.2 Resilient Economy</b> Major Initiatives It is most pleasing to see that council will commence construction of the recreation area of the Echuca Holiday Park and begin procurement for cabin replacement. When does council intend commencement of this project? When will visitors be able to utilise the improvements?</p>	<p>Council has already commenced the design phase and it is expected that construction will commence in a staged way having regard for the ongoing use of the park. As each stage is completed visitors will be able to take advantage of the improvements.</p> <p><b>Recommendation:</b> That no changes be made to the proposed 2020-21 Budget.</p>
		<p><b>2.3 Healthy Environment</b> To deliver a healthy environment, council will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services; build community resilience to our changing climate and support initiatives that promote environmentally sustainable practices. Please give an example of how, what, where, and when council will be building community resilience to our changing climate. Does the Environment and Conservation service refer to the Kyabram Fauna Park and the Port of Echuca? What entities 'share' this budget item?</p>	<p>Council has been working with the Rochester community and other emergency service providers to support building community resilience to flood events following the completion of the Rochester Flood Study.</p> <p>The Environment and Conservation service focusses on Campaspe Shire Council meeting its various land management responsibilities and works with all Landcare groups across the shire. This service does not relate to the Kyabram Fauna Park or Port of Echuca.</p>

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		<p><b>Other initiatives</b> We note that council will plant a minimum of 250 trees in streets and open spaces. Will Landcare or other volunteer group be involved in the program? We would welcome a hard copy plan of the intended plantings.</p>	<p>The planting of 250 trees will be a combined effort with Landcare and other volunteer groups as well as Council's parks and gardens service.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>
		<p><b>2.4 Balanced Services and Infrastructure</b> Major initiatives Council will continue to deliver the 'footpath missing links' across the Shire while ensuring the Shire footpath renewal program is delivered. We are disappointed that council will not be providing the 'footpath missing links' in Lake Road, Kyabram. The slop area that passes for a footpath in front of council owned land is a poor reflection on a 'progressive' council. Having missed out for years the Kyabram community would welcome some idea as to when council intends development of this urgently needed pathway.</p>	<p>A section of Lake Road, Kyabram has been included in the Missing Links Footpath Program that was resolved by Council at the mid year budget review with works commencing this financial year.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>
		<p><b>Other initiatives</b> It is most heartening to read that council will engage with the Gunbower community to develop detailed design plans for the redevelopment of Gunbower Lions Park. What is the time line for this initiative? The community has been waiting many years so it is good news to also read that council is to commence construction of the redevelopment of the Echuca East Community Project. As the Echuca East School abuts this development, and uses to oval, what is the amount of financial contribution from the State Government? What plans are in place to minimise the high rates of vandalism in the area?</p>	<p>Work with the Gunbower community is already underway. The delivery of this project will be completed by June 2022.</p> <p>The Echuca East Community Project is fully funded by Council through the use of borrowings using the State Government Community Infrastructure Loan Scheme.</p> <p>Thought the design process consideration is being given to crime prevention through environmental design principles.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>
		<p><b>Stabilisation Trails</b> We look forward to receiving information as soon as possible as to where <b>the unsealed pavement stabilisation trials</b> are to take place. With council about to undertake to improve pavement strength <b>over time</b> under load, improve dust management, provision of a better operating surface for all vehicles and significantly reduced pot-holing and</p>	<p>A trial has commenced in Echuca Village and once this is complete further sites will be identified for pavement stabilisation treatment. Each location will be evaluated and application will be dependent on the road condition within in Campaspe Shire.</p>

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		corrugations, the many areas, especially close to Echuca that have heavy summer use by visitors and tourists that makes life a misery and a health hazard for the residents, would welcome any hope of having decent roadways.	<p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>
		<p><b>2.5 Responsible Management Governance</b></p> <p>What training will take place to ensure that there will not be a repeat of previous non-compliance with legislative responsibilities by councillors? What does council have in place to ensure that this budget item is used for support and advice and not for legal proceedings? Major initiatives Ten year Community Plan We wish to have input when council engages with the community to develop a 10 year community long term vision plan for Campaspe.</p>	<p>An extensive induction program will be conducted with the newly elected Councillors that cover their responsibilities under the new Local Government Act 2020.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>
		<p><b>Statement of Cash Flow</b></p> <p>For the four years ending 30 June 2024 Proceeds from sale of property, infrastructure, plant and equipment What plans does council have for sale of property in the future?</p>	<p>Council continues to work through the sale of land/properties that are surplus to its needs. As properties are identified for sale, public notice will be given of Council's intention to sell the property and provide the community with an opportunity to make a submission to the proposal.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>
		<p><b>7.1 Operating result</b></p> <p>Council advises that the expected operating result for the 2020-21 year is a surplus of \$3.09 million, which is a decrease of \$3.08 million compared to 2019-20 and that Roads to Recovery is the only capital funding that will be received in 2020-21. Is this because the funding for specific capital works projects was not recognised as income until 2019-20?</p>	<p>At the time of preparing the budget for consultation, Roads to Recovery capital funding was the only known funding.</p> <p><b>Recommendation:</b></p> <p>That no changes be made to the proposed 2020-21 Budget.</p>
		<p>As with the 2018-2019 and the 2019-2020 budget documents there is no direct comparisons to the 2020-21 documents so we list the following matters on which we still require information:</p> <ol style="list-style-type: none"> <li>1. Extension of council offices in Echuca - progress?</li> <li>2. Are the works listed as PR-100408 Kyabram Allan Street Road Safety works upgrade at a projected cost of \$154,000 part of the work needed at the Kyabram Club corner to ensure safety of pedestrians particularly? Has VicRoads approved a lower speed for the intersection?</li> </ol>	<p>Council has made a decision to pause any extension of the Council offices in Echuca.</p> <p>Council has not received any approval from Regional Roads Victoria to reduce the speed limit on Allan Street, Kyabram.</p> <p>Kyabram Allan Street Road Safety works will be to improve pedestrian safety at and around the intersection of Allan Street and Saunders Street/Dawes Road.</p>

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		3. Breen Avenue, Kyabram - Walking Track construction - Stage 1 - approved by council in 2004.	<b>Recommendation:</b> That no changes be made to the proposed 2020-21 Budget.
		<b><u>8.3 Works carried forward from 2018-19 year - PR-100085 trail at projected cost \$100,000</u></b> Good to see this work being done but we have yet to receive an answer as to why, after so many years of obfuscation, Breen Avenue is to be done when the unmade sections of Lake Road (east side) and Cooma Road (west side) will be the link with this footpath. The new Breen Avenue subdivision and the school gain the most from this work. More information please.	Council continues to seek approvals from relevant land owners before detailed design can be finalised for this project. <b>Recommendation:</b> That no changes be made to the proposed 2020-21 Budget.
		<b><u>Listed under New Works - PR-00411 - Kyabram South Boundary Road Shared Path Renewal at projected cost \$218,000</u></b> Is this the poorly conceived, poorly designed, poorly patched hard track on the northern side of South Boundary Road from Lake Road to Cooma Road? The community contribution of \$10,000 was made by us for the planning of this project. As the initial instigators of this project (before the amalgamation of Kyabram with Echuca and others that formed Campaspe) we have had constant contact with council but have never had the opportunity to view the proposed Breen Avenue plan.	This project relates to the existing shared path along South Boundary Road. <b>Recommendation:</b> That no changes be made to the proposed 2020-21 Budget.
Kerrin Bartlett 2.17pm 29/5/2020 – Bobbi spoke to Kerrin – advised would like to withdraw request to speak to item	3612	I would like see funds invested into the Rushworth Murchison Rail Trail. The path will allow locals a new way to experience the local area. There would be opportunities to educate people on the native flora and fauna that are in our area. I believe it will also enhance our area to promote tourism. Business in our town and Murchison who have been affected by Covid 19 closures will also be able to benefit with the opportunity of this pathway promoting tourism. The history of these areas is so rich with many stories to be told along the pathway. By researching old newspaper stories they would bring another layer to documenting the past in the gold mining days and the development of the canals that farmers are still utilising. As a business I would be able to develop events utilising this historic railway line.	All capital works are being considered in two phases, the first being design and approval phase where a feasibility assessment that considers planning approvals, services, heritage and cultural considerations and whether the project is in Councils 10 year capital works program. Once the project passes through the design and approval phase the construction would then be completed within the financial year or years identified in the 10 year capital works program.  The design and approval phase for the Heathcote Murchison (Waranga) Trail project has been identified in the 2021/22 financial year as part of the draft 10 year capital works program. An allocation for pre-construction works has been identified in the 2022/23 draft 10 year capital works program and is subject to additional funds being sourced through external grants or funding sources. At this time it is likely that construction will be over a number of financial years. This detail will be dependent on the outcome of the design and approval phase and available funding.

DID NOT WISH TO BE HEARD			
NAME	POSTCODE	COMMENT	INITIAL RESPONSE
			<p><b>Recommendation:</b></p> <ol style="list-style-type: none"><li>1. That a detailed design of the rail trail from Rushworth to connect with Murchison trail at Shire boundary be prepared within existing resources and that no changes be made to the proposed 2020-21 Budget.</li><li>2. Then seek funding and if successful, include the project in the revised budget.</li></ol>





# Audit and Risk Committee Minutes



**Date:** 14 May 2020

**Time:** 10.02am

**Venue:** Via Video Link



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# Agenda

For the Audit and Risk Committee meeting held on 14 May 2020, commencing at 10:00am via virtual meeting platform.

## 1. PRESENT AND APOLOGIES

<u>Members:</u>	Linda MacRae, Mike Bennett, Simone Knight, Cr Leanne Pentreath
<u>Affiliate Member:</u>	Ray Warren
<u>Officers:</u>	Declan Moore (Chief Executive Officer), Fleur Cousins (General Manager, Corporate Services), Ailsa Box (Finance Manager), Jason Deller (General Manager Infrastructure Services) (left meeting at 11.10am – re-joined meeting at 11.15am), Donna Standfast (Executive Assistant Corporate Services)
<u>Internal Auditor:</u>	Brad Ead (AFS)
<u>External Auditor:</u>	Ryan Schiscka (Johnsons MME) – Left meeting at 10.30am
<u>Apologies:</u>	Cr John Zobec
<u>Guests:</u>	Adrian Weston (Mayor)

## 2. DECLARATIONS

### **General Declarations**

1. Has the work of the internal/external audit been obstructed in any way?

**The Internal Auditor advised that they had not been obstructed in any way.**

2. Are there any matters such as breaches of legislation or practices that need to be brought to the attention of the Committee?

**There were no matters reported**

### **Disclosure of conflict of interest.**

Section 79(1) of the *Local Government Act 1989* provides that:

If a Councillor or member of a special committee has a conflict of interest in any contract or proposed contract with the Council, or in any other matter in which the Council is concerned which is to be, or is likely to be, considered or discussed at a meeting of the Council or a special committee, the Councillor or member of the special committee must –

- (a) If he or she intends to be present at the meeting, disclose the nature of the conflict of interest immediately before the consideration or discussion; or
- (b) If he or she does not intend to be present at the meeting, disclose the nature of the conflict of interest to the Chief Executive Officer or the Chairperson of the special committee at any time before the meeting is held.

**There were no declarations made.**

# Agenda

### **3. CHARTER OF HUMAN RIGHTS**

All reports have been considered and comply with the Human Rights and Responsibilities contained in the Victorian Charter of Human Rights and Responsibilities Act 2006. Where any report requires an impact assessment, this will be included in the individual report.

### **4. ADOPTION OF PREVIOUS MINUTES**

#### **MOVED BENNETT/PENTREATH**

**That the draft minutes of the meeting held on 5 February 2020 be endorsed as an accurate and true record (Attachment 4.1).**

#### **CARRIED**

# Agenda

## 5. QUARTERLY FINANCIAL REPORT (AILSA BOX, FINANCE MANAGER)

---

### 1. Purpose

To present the financial position of Council for the quarter ended 31 March 2020.

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### 2. Recommendation

**MOVED BENNETT/KNIGHT**

**That the Audit and Risk Committee note:**

1. **The financial position of Council for the quarter ended March 2020.**
2. **That significant progress has been made in addressing the asset capitalisation and revaluation of assets this year that VAGO identified in its Final Management Letter.**
3. **Council's response to the COVID -19 pandemic and the estimated financial impact on this financial year.**

**CARRIED**

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### 3. Background

The Local Government Act 1989 s138(1) requires that a statement comparing budgeted revenue and expenditure for the financial year with actual revenue and expenditure year to date is presented to the Council at a Council meeting which is open to the public.

Officers have chosen to provide additional quarterly reports to those required by the Local Government Act 1989 in order to provide a better understanding of Council's financial position and performance.

---

### 4. Discussion

A pack of the financial statements is included and contains:

Income Statement	Comparison of 2019/20 budget, 2019/20 actuals and 2018/19 actuals for the nine months ended 31 March 2020.
Balance Sheet	Comparison of 2019/20 budget, 2019/20 actuals and 2018/19 actuals for the nine months ended 31 March 2020.
Cash Flow Statement	Comparison of 2019/20 budget, 2019/20 actuals and 2018/19 actuals for the nine months ended 31 March 2020.
Statement of Capital Works	Comparison of 2019/20 budget, 2019/20 actuals and 2018/19 actuals for the nine months ended 31 March 2020.

#### Income Statement

The major variations to budget for the nine months ended 31 March 2020 are:

- Increased rate income raised due to the supplementary rates being processed for new properties and works on existing properties which increases the property valuation used to calculate rates, these changes occur after the budget has been set.

# Agenda

- Unbudgeted grants have been received, impacting favourably on grant income. Murray Darling Basin grants have been received for Rochester and Roads to Recovery works and the related grant claim have been completed ahead of expected timing.
- Materials and services costs are favourable due to timing of work programs and their associated spend, however service delivery is on track for completion by year end.

## Capital Works Statement

The following comparisons can be made with reference to the Statement of Capital works:

- Aerodrome projects have been put on hold while a concept plan is developed for the area.
- Drainage works have been delayed on two major projects, one as the result of consultation with effected landowners requiring change to the scope and design of the project and one due to finalisation of easements with landowners.
- A number of projects have been delayed either due to outside influences, ongoing community consultation or timing of works, these include Rushworth streetscape, Rushworth Groves Weir Bridge, Wanalta Corop Road and Kow Swamp toilet demolition.

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## **5. Attachments**

### 5.1 Quarterly Statements

# Agenda

## **6. LOCAL GOVERNMENT ACT 2020 AND AUDIT & RISK COMMITTEE CHARTER (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)**

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### **1. Purpose**

To provide the Committee an update on the new Local Government Act 2020 and to seek feedback on an updated Audit and Risk Committee Charter that aligns with the requirements of the new Act.

---

### **2. Recommendation**

#### **MOVED BENNETT/PENTREATH**

**That the Audit and Risk Committee note the update and refer the reviewed and amended Audit and Risk Committee Charter to Council for adoption in accordance with the Local Government Act 2020. The amended Charter is to incorporate the attendance of the CEO at Audit and Risk Committee meetings (refer Charter section titled 'Meetings').**

#### **CARRIED**

**Note: A schedule of items to be achieved relating to the implementation of the new Local Government Act 2020 be circulated to the Committee for the September 2020 Audit and Risk Committee meeting together with a report advising if such requirements have been met.**

---

### **3. Background**

On the 24 March 2020, the Local Government Act 2020 (the Act) received royal assent and a proclamation of commencement was made.

A copy of the Act can be accessed via the following link: <https://www.legislation.vic.gov.au/in-force/acts/local-government-act-2020/002>.

The Act is to commence in 4 stages, Stage 1 commencing 6 April 2020, Stage 2 commencing 1 May 2020, Stage 3 commencing 24 October 2020 and Stage 4 commencing 1 July 2021. A detailed overview of the implementation timelines and key dates can be found on the Local Government Victoria website at the following link: <https://www.localgovernment.vic.gov.au/our-programs/local-government-act-2020/council-implementation-timeline>

On the 6 April 2020, the first of the provisions of the Local Government Act 2020 commenced which included the various principles including the;

- Overarching Governance Principles and Supporting Principles (section 9)
- Community Engagement Principles (section 56)
- Public Transparency Principles (section 58)
- Strategic Planning Principles (section 89)
- Financial Management Principles (section 101)
- Service Performance Principles (section 106)

The provisions relating to the Audit and Risk Committee, commence on the 1 May 2020 and Council has until the 1 September 2020 to meet the requirements of the Act.

# Agenda

The following is an excerpt of the Act that relates to Audit and Risk Committee.

## **“Division 8—Audit and Risk Committee**

### **53 Council must establish an Audit and Risk Committee**

- (1) A Council must establish an Audit and Risk Committee.
- (2) An Audit and Risk Committee is not a delegated committee.
- (3) An Audit and Risk Committee must—
  - (a) include members who are Councillors of the Council; and
  - (b) consist of a majority of members who are not Councillors of the Council and who collectively have—
    - (i) expertise in financial management and risk; and
    - (ii) experience in public sector management; and
  - (c) not include any person who is a member of Council staff of the Council.
- (4) The chairperson of an Audit and Risk Committee must not be a Councillor of the Council.
- (5) Sections 123 and 125 and Division 2 of Part 6 apply to a member of the Audit and Risk Committee who is not a Councillor as if the member were a member of a delegated committee.
- (6) A Council may pay a fee to a member of an Audit and Risk Committee who is not a Councillor of the Council.

### **54 Audit and Risk Committee Charter**

- (1) A Council must prepare and approve an Audit and Risk Committee Charter.
- (2) The Audit and Risk Committee Charter must specify the functions and responsibilities of the Audit and Risk Committee including the following—
  - (a) monitor the compliance of Council policies and procedures with—
    - (i) the overarching governance principles; and
    - (ii) this Act and the regulations and any Ministerial directions;
  - (b) monitor Council financial and performance reporting;
  - (c) monitor and provide advice on risk management and fraud prevention systems and controls;
  - (d) oversee internal and external audit functions.
- (3) An Audit and Risk Committee must adopt an annual work program.
- (4) An Audit and Risk Committee must—
  - (a) undertake an annual assessment of its performance against the Audit and Risk Committee Charter; and
  - (b) provide a copy of the annual assessment to the Chief Executive Officer for tabling at the next Council meeting.
- (5) An Audit and Risk Committee must—
  - (a) prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations; and
  - (b) provide a copy of the biannual audit and risk report to the Chief Executive Officer for tabling at the next Council meeting.
- (6) The Chief Executive Officer must—
  - (a) ensure the preparation and maintenance of agendas, minutes and reports of the Audit and Risk Committee; and

# Agenda

*(b) table reports and annual assessments of the Audit and Risk Committee at Council meetings when required by this Act and when requested by the chairperson of the Audit and Risk Committee.*

*(7) A Council must approve the first Audit and Risk Committee Charter and establish the first Audit and Risk Committee on or before 1 September 2020.*

*(8) Despite the repeal of section 139 of the Local Government Act 1989, the audit committee established by a Council under that section in existence before that repeal continues in operation until the first Audit and Risk Committee is established by the Council under section 53.”*

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## 4. Discussion

As outlined in the Act, Council must establish an Audit and Risk Committee as well as prepare and adopt an Audit and Risk Charter on or before the 1 September 2020.

To satisfy this requirement a draft Audit and Risk Committee Charter is presented for consideration and feedback from the members of the Committee. It is planned that this would be presented to Council at its Ordinary Meeting to be held in August 2020, to ensure the timelines are met.

---

## 5. Attachments

Attachment 6.1 Draft Audit and Risk Committee Charter (Distributed separately)



# Agenda

## **7. EXPENSE REIMBURSEMENTS TO COUNCILLORS AND MEMBERS OF DELEGATED COMMITTEES (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)**

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### **1. Purpose**

To provide the Audit & Risk Committee an outline on the requirement to receive a list of expense reimbursements provided to Councillors and members of delegated committees.

---

### **2. Recommendation**

**MOVED PENTREATH/KNIGHT**

**That the Audit and Risk Committee note the update.**

**CARRIED**

---

### **3. Background**

The Local Government Act 2020, under section 40, states that a Council must provide details of all reimbursements under section 40 to the Audit and Risk Committee.

Section 40 of the Local Government Act 2020 commences on the 1 May 2020.

Commencing at the next meeting, this report will become a standard agenda item and will provide a list of reimbursed expenses provided to Councillors or members of delegated committees.

At this stage Council has not established any delegated committee and this is still subject to further consideration by Council. The provisions for delegated committees and asset committees also commence on 1 May 2020.

# Agenda

## **8. POLICIES FOR AUDIT AND RISK COMMITTEE REVIEW** **(FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)**

### **1. Purpose**

To provide 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 by the Chief Executive Officer for internal policies.

### **2. Recommendation**

#### **MOVED BENNETT/PENTREATH**

**That the Audit and Risk Committee note the report and recommend that all policies be referred to Council for adoption.**

#### **CARRIED**

### **3. Background**

In accordance with the current Charter the Audit and Risk Committee is charged with the responsibility to consider the effectiveness of Council's internal control system including Council's policies and make recommendations to Council and management regarding any identified deficiencies.

Council has numerous policies, with only those policies, listed below, relating to internal controls within the scope of the Audit and Risk Committee. To ensure clarity this report outlines all the policies that need to be considered by the Audit and Risk Committee and their current status.

### **4. Discussion**

The following policies have been identified as requiring review and consideration by the Audit and Risk Committee prior to approval and their current status.

<b>Policy Name</b>	<b>Current Status</b>	<b>Proposed Audit and Risk Committee Meeting for consideration</b>
002 – Guaranteeing of Loans	Revoked	Revoked by Council resolution on 18 February 2020.
045 – Competitive Neutrality	Under review	September 2020
034 – Investment	Current	Next review scheduled for November 2021
126 – Procurement	Under Review	May 2020

# Agenda

136 – Asset Valuation	Current	Next review scheduled for February 2022
144 – Asset Capitalisation	Current	Next review scheduled for February 2022
INT 147 – Corporate Purchase Cards	Current	Next review scheduled for March 2023
039 – Risk Management	Current	Next review scheduled for February 2024
075 – Fraud	Current	Next review scheduled for June 2021.
0165 – Related Party Disclosure	Current	Next review scheduled for April 2023

Since the last meeting of the Audit and Risk Committee, Council adopted the reviewed Risk Management Policy and revoked the Guaranteeing of Loans Policy.

The Procurement Policy has been reviewed and recommends a number of minor amendments. This policy is currently out of date and will be presented in accordance with the requirements of the Local Government Act 1989, however will also need to have regard for the Local Government Act 2020.

Following the implementation of the Asset Capitalisation and Asset Valuation policies, a number of minor amendments have been identified to assist with the audit process. Therefore, these policies despite being current policies will be re-presented to make these minor adjustments.

With the introduction of the Local Government Act 2020, there may be further policies that are required to be considered by the Audit and Risk Committee and the above policies may also need to be further reviewed as various sections of the Act are enacted.

Based on the current list of policies, there remains one policy outstanding for review, which relates to Competitive Neutrality.

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## 5. Attachments

- Attachment 8.1 126 Procurement
- Attachment 8.2 136 Asset Valuation
- Attachment 8.3 144 Asset Capitalisation

# Agenda

## 9. CSC STRATEGIC RISK REGISTER

### 1. Purpose

To inform the Audit and Risk Committee of the current CSC Strategic Risk Register.

### 2. Recommendation

**MOVED PENTREATH/BENNETT**

**That the Audit and Risk Committee note the CSC Strategic Risk Register.**

**CARRIED**

### 3. Background

EMG continues to review the components of Council’s Risk Management Framework and completed a review of the Risk Measures, the Risk Matrix and the Strategic Risk Register in Quarter 1 2020.

A Risk Management Workshop was held with EMG in February 2020. The aim of the workshop was to review the existing risk measurement tools used for evaluating risks contained in Council’s Risk Management Procedure document. All elements of the Consequence and Likelihood Descriptor tables and the Risk Matrix were discussed at length. Significant updates were made to the definition, category and indicator descriptions in each table resulting in an improved risk management tool for use by the organisation in rating risks. Refer Attachment 8.1 2020 CSC Risk Measures.

Following this workshop, the Strategic Risk Register was reviewed by EMG with existing and emerging risks being considered and the register updated.

### 4. Discussion

#### Risk Profile

Based on the current strategic risk register, Council’s risk profile currently identifies 19 strategic risks. This is down from 38 risks on the previous version of the register, with 3 risks with a residual risk rating of ‘High’ with the existing controls in place. This is above the ‘moderate’ risk appetite level. This is down from 5 in the last quarter.

**Risk Matrix Report (Residual Risk Ratings)**

		Consequence				
		Negligible	Minor	Moderate	Major	Catastrophic
Likelihood	Almost certain	0	0	1	0	0
	Likely	0	0	0	0	0
	Possible	0	1	8	1	1
	Unlikely	0	0	3	0	0
	Rare	1	0	2	1	0

The change in focus for the Strategic Risk Register altered the risk profile with the addition of risks in the Financial, Business Practices, Ineffective Governance and Strategic Relationships categories. There was also strengthening in the remaining risk categories of Business Continuity and Disaster Management, Workplace Safety, Statutory and Regulatory requirements and archiving the risks in the categories of Human Resources,

# Agenda

Environment and Third Party Management. EMG have also introduced a Target Risk rating for each strategic risk to provide further guidance for monitoring and assessing the effectiveness of controls and action plans.

EMG will continue to monitor the action plan from the Strategic Risk Register in accordance with their risk management responsibilities outlined in the Risk Management Strategy 2017-2021 and established procedures. Refer Attachment 8.2 CSC Strategic Risk Register.

---

## 5. Attachments

- Attachment 9.1 2020 CSC Risk Measures
- Attachment 9.2 CSC Strategic Risk Register

# Agenda

## **10. AUDIT AND RISK COMMITTEE WORK PLAN** **(FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)**

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### **1. Purpose**

To provide an annual Audit and Risk Committee Work Plan that sets out the various reports for consideration and the proposed meeting that they will be considered.

---

### **2. Recommendation**

#### **MOVED BENNETT/KNIGHT**

**That the Audit and Risk Committee note the current updated Annual Work Plan and that a revised Work Plan be presented to the next meeting that aligns with the requirements of the Local Government Act 2020 and the Committee's Charter.**

#### **CARRIED**

---

### **3. Background**

This work plan provides forward notice of upcoming discussion items and ensures the responsibilities of Audit and Risk Committee, as outlined in the current Charter, are programmed over the course of the year's meetings.

---

### **4. Discussion**

This Work Plan will allow for consistency and a natural flow of information and recommendations from the Audit and Risk Committee to Council in a timely manner.

In accordance with the Local Government Act 2020, the Audit and Risk Committee will be required to adopt an annual work program, therefore an updated work program will be presented to the next meeting of the Audit and Risk Committee for adoption in accordance with the new Act.

---

### **5. Attachments**

Attachment 10.1 Audit and Risk Committee Annual Work Plan 2020

# Agenda

## **11. INTERNAL AUDIT REPORT – GOVERNANCE REPORTING & DATA QUALITY (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)**

---

### **1. Purpose**

The purpose of this report is to present an internal audit report that has been completed by Council's Internal Auditor, AFS & Associates.

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### **2. Recommendation**

#### **MOVED BENNETT/KNIGHT**

**That the Audit and Risk Committee note the completed Internal Audit Report on Governance Reporting and Data Quality and the management actions.**

#### **CARRIED**

---

### **3. Background**

As part of the endorsed Internal Audit Program, Council's Internal Auditor conducted an internal audit on Governance, Reporting and Data Quality.

The scope of the internal audit focussed on and included:

- reviewing and evaluating existing governance charters, policies and procedures assessing existing controls in place to mitigate primary risks associated with lack of awareness and good governance practice
  - appointment processes for key committees
  - evaluating processes in place to assess and monitor the performance of organisational governance in achieving objectives, including the use of self-assessments and outcomes
  - reviewing governance training provided
  - evaluating reporting and data provided to support decision making from the top down to ensure integrity in quality and accuracy
  - reviewing gifts benefits and hospitality policy and register
  - reviewing the framework for promoting awareness and declaring and managing conflicts of interest
  - quantifying councillor and employee reimbursements
  - reviewing controls for councillor and employee reimbursements.
- 

### **4. Discussion**

The internal audit report provides detailed information on the outcome of the internal audit, the following summary is provided:

Of the 18 areas observed during the audit, 12 areas have been deemed 'managed', 4 areas assessed as 'minor' risks and 2 areas assessed as a 'moderate' risk.

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### **5. Attachments**

#### **11.1 Governance Reporting & Data Quality - FINAL**

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# Agenda

## **12. UPDATE OF OUTSTANDING INTERNAL AUDIT ACTIONS REGISTER (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)**

---

### **1. Purpose**

To provide a management update as to agreed management actions against risks from Internal Audit Reports.

---

### **2. Recommendation**

**MOVED BENNETT/PENTREATH**

**That the Audit and Risk Committee;**

- 1. note the report and any closed Management Actions and revised dates be endorsed;**
- 2. refer internal audit actions of an ongoing nature, where management oversight is in place, back to the Internal Auditor for closure; and**
- 3. request that an excess leave summary status be presented on a biannual basis.**

**CARRIED**

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### **3. Attachments**

12.1 Outstanding Audit Actions Register



# Agenda

## **13. PROCESS FOR OUTSTANDING INTERNAL AUDIT ACTIONS (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)**

To provide the Audit and Risk Committee with an update of the Internal Audit Program status (Attachment 13.1).

The attachment was noted.

## **14. SUMMARY OF ACTIONS FROM AUDIT AND RISK COMMITTEE**

	MEETING DATE	ACTIONS	WHOM	COMMENT	STATUS
-	-	-	-	-	-

There were no outstanding actions from the previous meeting.

## **15. INTERNAL AUDIT PROGRAM STATUS UPDATE (BRAD EAD, AFS)**

To provide the Audit and Risk Committee with an update of the Internal Audit Program status (Attachment 15.1).

The attachment was noted.

## **16. NOTE EXTERNAL AUDITOR'S AUDIT STRATEGY (AILSA BOX, FINANCE MANAGER)**

The Audit Strategy for 2019-20 has been provided to Council and is presented to the Audit and Risk Committee for noting. (Attachment 16.1).

The attachment was noted.

## **17. OCCUPATIONAL HEALTH AND SAFETY OVERVIEW (CHRISTINE HARTWELL, OHS & RTW COORDINATOR)**

To provide the Audit and Risk Committee with an Occupational Health & Safety Overview. (Attachment 17.1)

The overview was noted.

## **18. FOR INFORMATION**

AFS Quarterly Update - Attachment 18.1

The update was noted and a request was made for a report on Waste Management to be presented to the Committee at its' December 2020 meeting.

## **19. ADMINISTRATION**

Audit and Risk Committee Chair will attend the Council Briefing Session Tuesday 23 June 2020 at 1.00pm.

# Agenda

## **20. NEXT MEETING**

Subject to confirmation from the external auditor on possible date changes to the conduct of the audit, the next meeting of the Audit and Risk Committee is recommended to be held on Wednesday 16 September 2020 at 12 noon in the Function Room, Echuca Headquarters.

**The next scheduled meeting for the Audit and Risk Committee meeting will now be held on Tuesday 22 September at 12.00 noon in the Function Room, Echuca Headquarters.**

## **21. CLOSURE**

Meeting closed at 12.03pm



# Audit and Risk Committee Minutes



**Date:** 5 February 2020

**Time:** 12.00pm

**Venue:** Echuca Civic Centre  
Function Room

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# Minutes

For the Audit and Risk Committee meeting held on 5 February 2020, commencing at 12.00pm in the Function Room, Echuca Civic Centre.

## 1. PRESENT AND APOLOGIES

<u>Members:</u>	Cr John Zobec, Cr Leanne Pentreath, Linda MacRae, Mike Bennett, Simone Knight
<u>Affiliate Member:</u>	Ray Warren
<u>Officers:</u>	Declan Moore (Chief Executive Officer), Fleur Cousins (General Manager, Corporate Services), Jason Deller (General Manager, Infrastructure Services) (12.00pm-2.03pm) , Ailsa Box (Finance Manager) (12.00pm-1.19pm, 1.22pm-2.20pm) Donna Standfast (Executive Assistant, Corporate Services)
<u>Internal Auditor:</u>	Brad Ead
<u>External Auditor:</u>	Nil
<u>Apologies:</u>	Nil
<u>Guests:</u>	Sue Walker (Risk Management Officer) - Items 10 & 11 (12.00pm-1.19pm) Matthew McPherson (ICT Manager) - Item 14 (1.31pm-1.44pm)

## 2. APPOINTMENT OF CHAIRPERSON

In accordance with the Audit and Risk Committee Charter, the Committee should elect a chairperson from amongst the external full members at the December meeting for the upcoming year.

As the December meeting was cancelled, one member departed and a new member commenced, it is recommended the General Manager Corporate Services call for nominations for the position of Chairperson at the first Audit and Risk Committee meeting in 2020.

**The General Manager Corporate Services advised members that in accordance with section 139 (2A) of the Local Government Act 1989 and Council's Audit Committee Charter, the Chairperson must be an independent/external member of the Committee and suitably qualified, before calling for nominations.**

**Linda MacRae was nominated and accepted the nomination; there being no further nominations Linda MacRae was appointed Chairperson.**

## 3. DECLARATIONS

### *General Declarations*

1. Has the work of the internal/external audit been obstructed in any way?

**The Internal Auditor advised that they had not been obstructed in any way.**

2. Are there any matters such as breaches of legislation or practices that need to be brought to the attention of the Committee?

**There were no matters reported.**

# Minutes

## ***Disclosure of conflict of interest.***

Section 79(1) of the *Local Government Act 1989* provides that:

If a Councillor or member of a special committee has a conflict of interest in any contract or proposed contract with the Council, or in any other matter in which the Council is concerned which is to be, or is likely to be, considered or discussed at a meeting of the Council or a special committee, the Councillor or member of the special committee must –

- (a) If he or she intends to be present at the meeting, disclose the nature of the conflict of interest immediately before the consideration or discussion; or
- (b) If he or she does not intend to be present at the meeting, disclose the nature of the conflict of interest to the Chief Executive Officer or the Chairperson of the special committee at any time before the meeting is held.

**There were no declarations.**

## **4. CHARTER OF HUMAN RIGHTS**

All reports have been considered and comply with the Human Rights and Responsibilities contained in the Victorian Charter of Human Rights and Responsibilities Act 2006. Where any report requires an impact assessment, this will be included in the individual report.

## **5. FAREWELL & WELCOME**

**MOVED ZOBEC/BENNETT**

**Farewell and thankyou to Wayne Jenkin.**

**In his absence from the Committee, Wayne Jenkin was thanked for his time as a Committee member. Mike Bennett advised the Committee that he presented Wayne with a bottle of wine and a Certificate of Appreciation on behalf of Council.**

**CARRIED**

**Welcome to our new Committee members Simone Knight (Full Member) and Ray Warren (Re-Appointed Affiliate Member).**

**Simone Knight was welcomed as a full member to the Committee and Ray Warren was also welcomed to the role of Affiliate Member for a period of two years.**

## **6. ADOPTION OF PREVIOUS MINUTES**

**MOVED PENTREATH/BENNETT**

**That the draft Minutes of the meeting held on 23 October 2019 be endorsed as an accurate and true record (Attachment 6.1).**

**CARRIED**

# Minutes

## **7. QUARTERLY FINANCIAL REPORT** **(AILSA BOX, FINANCE MANAGER)**

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### **1. Purpose**

To present the financial position of Council for the quarter ended December 2019.

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### **2. Recommendation**

**MOVED BENNETT/ZOBEC**

**That the Audit and Risk Committee note the position of Council for the quarter ended December 2019.**

**CARRIED**

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### **3. Background**

The Local Government Act 1989 s138(1) requires that a statement comparing budgeted revenue and expenditure for the financial year with actual revenue and expenditure year to date is presented to the Council at a Council meeting which is open to the public.

Officers have chosen to provide additional quarterly reports to those required by the Local Government Act in order to provide a better understanding of Council's financial position and performance.

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### **4. Discussion**

A pack of the financial statements is included and contains:

Income Statement	Comparison of 2019/20 budget, 2019/20 actuals and 2018/19 actuals for the six months ended 31 December 2019.
Balance Sheet	Comparison of 2019/20 budget, 2019/20 actuals and 2018/19 actuals for the six months ended 31 December 2019.
Cash Flow Statement	Comparison of 2019/20 budget, 2019/20 actuals and 2018/19 actuals for the six months ended 31 December 2019.
Statement of Capital Works	Comparison of 2019/20 budget, 2019/20 actuals and 2018/19 actuals for the six months ended 31 December 2019.

#### Income Statement

The major variations to budget for the six months ended 31 December 2019 are:

- Increased rate income raised due to the supplementary rates being processed for new properties and works on existing properties which increases the property valuation used to calculate rates, these changes occur after the budget has been set.
- Unbudgeted grants have been received impacting favourable on grant income, Murray Darling Basin grants have been received for Rochester and Roads to Recovery works and the related grant claim have been completed ahead of expected timing.
- Materials and services costs are favourable due to timing of work programs and their associated spend, however service delivery is on track.

# Minutes

## Capital Works Statement

The following comparisons can be made with reference to Statement of Capital works:

- Aerodrome projects have been put on hold while a master plan is developed for the area.
  - Drainage works have been delayed on two major projects, one as the result of consultation with effected landowners requiring change to the scope and design of the project and one due to finalisation of easements with landowners.
  - A number of projects have been delayed either due to outside influences, ongoing community consultation or timing of works, these include Rushworth streetscape, Rushworth Groves Weir Bridge, Wanalta Corop Road, Kow Swamp toilet demolition and Kyabram Plaza Roof works.
- 

## **5. Attachments**

### 7.1 Quarterly Statements



# Minutes

## **8. BUDGET PREPARATION, MANAGEMENT ASSUMPTIONS AND KEY PARAMETERS (AILSA BOX, FINANCE MANAGER)**

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### **1. Purpose**

To update the Audit & Risk Committee on the budget preparation, management assumptions and key parameters.

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### **2. Recommendation**

**MOVED PENTREATH/ZOBEC**

**That the Audit and Risk Committee note the Budget preparation, management assumptions and key parameters.**

**CARRIED**

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### **3. Background**

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Each year as part of the budget preparation process, Council assesses the environment, both internal and external. This enables informed decision making regarding the parameters to be applied when officers are setting the new budget.

Council also considers what training or documentation needs to be provided to officers to assist in preparing budgets.

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### **4. Discussion**

#### **1. Budget Handbook was updated to include the following:**

- Council budget principles
- Principles of budgeting
- Budget timetable, both at a corporate level and finance level
- Business case assessment tool
- Updated user guide for the budget software to include changes due to transitioning to a cloud based corporate system.

#### **2. Budget Parameters to apply**

##### **Expenses**

Employee expenses increase – 2 percent in line with the current Enterprise Agreement.

# Minutes

Spend associated with contracts to be in line with the contract terms.

All other materials and services to have zero increases.

Utilities to increase based on current contracted rates.

## **Income**

Fees and charges non statutory – average increase of 2.5 percent

Fees and charges statutory – based on gazetted increases

Rates (average rate cap) – announced in December, 2.0 percent

Grants – increased based on CPI for the September quarter, 1.7 percent

An off premise training/information session was held to discuss service planning, asset management and the 10 year capital plan and how they related to one another.

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## **5. Attachments**

Attachment 8.1 Budget Handbook

# Minutes

## **9. POLICIES FOR AUDIT AND RISK COMMITTEE REVIEW** **(FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)**

### **1. Purpose**

To provide 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 by the Chief Executive Officer for internal policies.

### **2. Recommendation**

**MOVED**

**That the Audit and Risk Committee note the report.**

**BENNETT/PENTREATH**

### **3. Background**

In accordance with the Charter the Audit and Risk Committee is charged with the responsibility to consider the effectiveness of Council's internal control system including Council's policies and make recommendations to Council and management regarding any identified deficiencies.

Council has numerous policies, with only those policies relating to internal controls within the scope of the Audit and Risk Committee. To ensure clarity this report outlines all the policies that need to be considered by the Audit and Risk Committee and their current status.

### **4. Discussion**

The following policies have been identified as requiring review and consideration by the Audit and Risk Committee prior to approval and their current status.

<b>Policy Name</b>	<b>Current Status</b>	<b>Proposed Audit and Risk Committee Meeting for consideration</b>
002 – Guaranteeing of Loans	Under review	Proposed to be revoked
045 – Competitive Neutrality	Under review	May 2020
034 – Investment	Current	Next review scheduled for November 2021
126 – Procurement	Under Review	May 2020
136 – Asset Valuation	Current	Next review scheduled for February 2022

# Minutes

144 – Asset Capitalisation	Current	Next review scheduled for February 2022
INT 147 – Corporate Purchase Cards	Current	Next review scheduled for March 2023
039 – Risk Management	Under review	February 2020
075 – Fraud	Current	Next review scheduled for June 2021.
0165 – Related Party Disclosure	Current	Next review scheduled for April 2023

The above highlighted policies that require review prior to the next external audit will be tabled on the proposed forward meetings for the Committee's consideration.

Following the implementation of the Asset Capitalisation and Asset Valuation policies, a number of minor amendments have been identified to assist with the audit process. Therefore, these policies despite being current policies will be represented to make these minor adjustments.

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## 5. Attachments

Nil

# Minutes

## **10. CSC RISK MANAGEMENT FRAMEWORK AND RISK POLICY** **(SUE WALKER, RISK MANAGEMENT OFFICER)**

### **1. Purpose**

To inform the Audit and Risk Committee of current Risk Management activities including the review of Council's Risk Management Policy and development of a combined Risk Management Framework document and risk system.

### **2. Recommendation**

**MOVED PENTREATH/BENNETT**

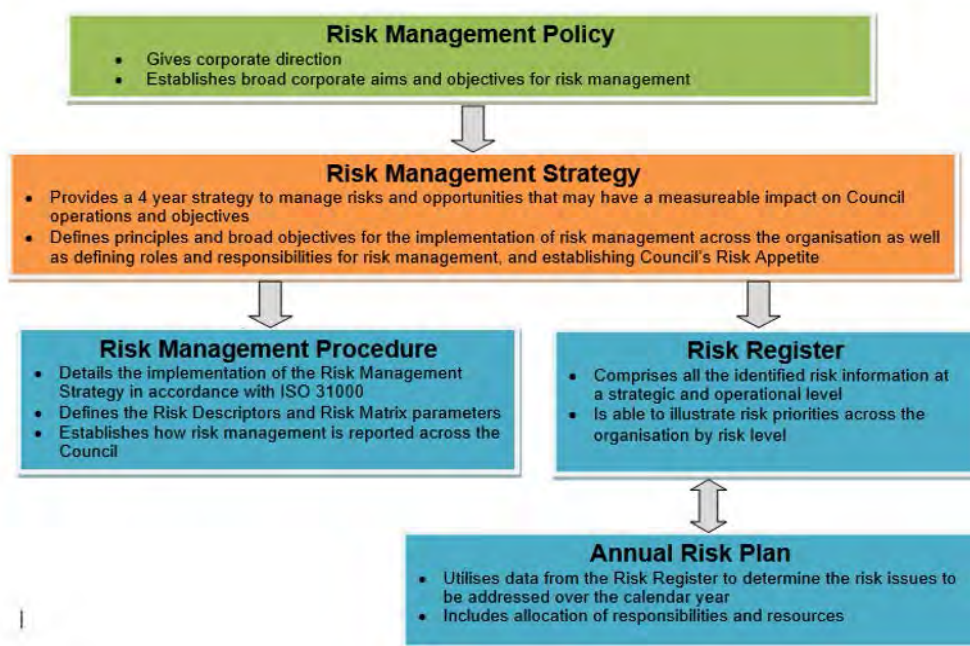
**That the Audit and Risk Committee recommends the amended Risk Management Policy distributed to the Committee at the Meeting (Handout 10.1) be referred to Council for adoption and note the work being undertaken on the Risk Management Framework and system.**

**CARRIED**

### **3. Background**

A Risk Management Plan update was provided to this Committee in May 2019 which outlined a proposal to develop a single Risk Management Framework document for Council. The aim was to build on Council's risk management capability by improving its corporate risk direction, systems and procedures. In order to achieve this, each component document of the Risk Management Framework (the Framework) will be reviewed along with the implementation of the risk management system - Pulse.

## **Risk Management Framework**



### **4. Discussion**

# Minutes

Within the Risk Management Framework, the first component document to be reviewed is the Risk Management Policy. This key document, Council Policy 039 – Risk Management has been reviewed by the Executive Management Group as part of the Council Policy Review Process and is presented to the Audit and Risk Committee for their input and consideration. Following receipt of feedback from the Audit and Risk Committee, the policy will be submitted to Council for its consideration and adoption at the next available Ordinary Meeting. A copy of the proposed Policy is attached.

A considerable number of updates to the Risk Management Strategy, Procedure and Plan documents are also expected. Whilst it is anticipated that the framework will be reviewed each 4 years in line with the Council Plan, the component documents can be updated and published independently of the 4 year cycle. Each component will be discussed by EMG before being brought back to this Committee for endorsement and the Framework updated.

Some of the general changes already identified for consideration include:

- according terminology and context with the recently amended AS ISO 31000:2018 'Risk management - Guidelines' Standard;
- Council's current risk appetite;
- Suitability and currency of risk management tools such as the consequence and likelihood descriptors, risk matrix ratings and risk registers;
- Continuing to add organisational context to our risk management program making it more relevant to local government and Campaspe Shire Council. This will result in a Framework that is more relatable to council business and day to day operations

Following consultation with this Committee, the final Framework document will be presented to Council for consideration to inform of the risk management program development and its implementation.

Work is also continuing on the development and implementation of Council's risk management system – Pulse. The Strategic Risk Register has been uploaded into the system and the Operational Risk Register is being prepared for upload prior to Christmas. System testing and reporting development continues.

Some of the key benefits expected from Pulse include:

- Enhancing risk management integration by having an easily accessible, central risk register that reflects the elements of the Framework
- Linking of operational and strategic risks
- Providing risk owners with an accessible way of managing their risks including the documenting of risks reviews and progress against action plan items, assisting them to meet their risk management responsibilities
- Introducing an escalation methodology for risk and action approvals
- Enhanced reporting, monitoring and review

---

## 5. Attachments

- 10.1 Risk Management Policy - Tracked Changes
- 10.2 Risk Management Policy - No Tracked Changes
- 10.3 Draft Risk Management Framework

# Minutes

## **11. CSC STRATEGIC RISK REGISTER**

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### **1. Purpose**

To inform the Audit and Risk Committee of the current CSC Strategic Risk Register.

---

### **2. Recommendation**

#### **MOVED PENTREATH/ZOBEC**

**That the Audit and Risk Committee:**

- 1. Note the current status of the CSC Strategic Risk Register; and**
- 2. Note the proposed Strategic Risk Register (Handout 11.1), provided to Committee members for information, is currently being reviewed by the Executive Management Group and will replace the current Strategic Risk Register.**

#### **CARRIED**

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### **3. Background**

EMG completed its Quarter 4 Review of the Strategic Risk Register on 6 November 2019 and provided updates to the outstanding actions for risks with a High or Extreme residual rating. EMG will continue to monitor the action plan from the Strategic Risk Register in accordance with their risk management responsibilities outlined in the Risk Management Strategy 2017-2021 and established procedures. Refer Attachment 10.1 CSC Strategic Risk Register.

---

### **4. Discussion**

#### **Risk Profile**

Based on the current strategic risk register, Council's risk profile currently identifies 38 strategic risks, with 5 risks with an residual risk rating of 'High' with the existing controls in place. This is above the 'moderate' risk appetite level. This is down from 16 at the same level this time last year.

# Minutes

## Risk Matrix Report (Residual Risk Ratings)

☰ Search Options

**Risk Area:**

**Risk Category:**

**Risk Rating Type:**

		Consequence				
		Negligible	Minor	Moderate	Major	Catastrophic
Likelihood	Almost certain	0	0	0	0	0
	Likely	0	0	2	2	0
	Possible	0	5	17	1	0
	Unlikely	0	0	4	0	0
	Rare	1	1	4	1	0

### New or Emerging Risks

Further to the October 2019 risk report, further discussion was had by EMG around Asset Management risk and the impact of upcoming changes to Environmental legislation on the organisation. As the risk owner for Environmental risk being present, no final decision was made about changes to the risk register. EMG have commenced a broader review of the Strategic Risk Register and further changes will be made following this review and will consider the inclusion of any emerging risks early in the new year. This review may change the risk profile shown above and will be presented back to the Audit and Risk Committee in 2020.

## 5. Attachments

Attachment 11.1 CSC Strategic Risk Register Completed November 2019



# Minutes

## **12. AUDIT AND RISK COMMITTEE WORK PLAN** **(FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)**

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### **1. Purpose**

To provide an annual Audit and Risk Committee Work Plan that sets out the various reports for consideration and the proposed meeting that they will be considered.

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### **2. Recommendation**

**MOVED BENNETT/ZOBEC**

**That the Audit and Risk Committee note the Annual Work Plan.**

**Discussion: Committee members requested to have an out of session discussion with the external auditors to discuss the Audit Strategy in relation to the end of year audit.**

**CARRIED**

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### **3. Background**

The introduction of this work plan provides forward notice of upcoming discussion items and ensures the responsibilities of the Internal Audit Committee, as outlined in the Charter, are programmed over the course of the year's meetings.

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### **4. Discussion**

This Work Plan will allow for consistency and a natural flow of information and recommendations from the Audit and Risk Committee to Council in a timely manner.

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### **5. Attachments**

Attachment 12.1 Audit and Risk Committee Annual Work Plan 2020

# Minutes

## **13. INTERNAL AUDIT REPORT - ACCOUNTS RECEIVABLE AND DEBTOR MANAGEMENT (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)**

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### **1. Purpose**

The purpose of this report is to present an internal audit report that has been completed by Council's Internal Auditor, AFS & Associates.

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### **2. Recommendation**

#### **MOVED PENTREATH/ZOBEC**

**That the Audit and Risk Committee note the completed Internal Audit Report on Accounts Receivable and Debtor Management and management actions.**

#### **CARRIED**

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### **3. Background**

As part of the endorsed Internal Audit Program, Council's Internal Auditor conducted an internal audit on Accounts Receivable and Debtor Management Reporting.

The scope of the internal audit focussed on and included:

Assessing the reliability and effectiveness of internal controls, policies and procedures surrounding the billing and collection of receivables, including:

- Internal controls over the setting, invoicing and collection of income (including rates).
  - Compliance with the Local Government Act 1989 and CSC's policies regarding fees, charges and rates.
  - A review and analysis of the current debtors and debtor management performance.
  - Identification and review of the debtor management policies and procedures - including debtor management, arrears management, debt collection and debt waivers and write offs.
  - A review of the application of the debtor management policies and procedures.
  - Rates of recovery by external debt recovery agency.
  - Examination of the accuracy of the reporting of debtors by management, executive management and Council.
  - Review of the application of interest to outstanding amounts.
  - Confirmation of compliance with the Local Government Act.
- 

### **4. Discussion**

The internal audit report provides detailed information on the outcome of the internal audit, the following summary is provided:

Of the 22 areas observed during the audit, 16 areas have been deemed 'managed', 5 areas assessed as 'minor' risks and 1 area assessed as a 'moderate' risk.

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### **5. Attachments**

13.1 Accounts Receivable and Debtor Management Audit - FINAL

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# Minutes

## **14. ASSET AND PROJECT MANAGEMENT SYSTEM AND PROCESS REVIEW (JASON DELLER, GENERAL MANAGER INFRASTRUCTURE SERVICES)**

### **1. Purpose**

The following provides an update on a current review and status of actions arising from the review with respect to the Capital Works Program, Project Management and Asset Management.

### **2. Recommendation**

#### **MOVED KNIGHT/ZOBEC**

**That the Audit and Risk Committee note the Asset and Project Management System and Process Review.**

#### **CARRIED**

### **3. Background**

#### **Capital Works Program**

<b>Description</b>	<b>Detail</b>	<b>Status</b>
Project Scoping	The General Manager Infrastructure Services will become the 'gateway' for all capital projects	Implemented
	Projects will not be considered in budget considerations without gateway approval	Implemented
	Charters must have been done at this point before consideration	Process improvement
	Respective GMs will need to have approved the project charter before Gateway consideration	Process improvement
Budget Consideration	Projects will be separated into two phases to ensure budget estimates are based on designs rather than concepts. This will lengthen the time for project delivery and will ensure better accuracy for budget preparation.	Pending
	Project forms part will be based on the 10 year program	Commenced
Projects: Phase 1	Design / Approvals will be done within the first year of a project. This will form Phase 1 of a project. Current budget preparation includes this approach	Commenced
	Designs to be completed by December each year which allows for better estimates within the budget cycle.	Process improvement
	Project design and estimates will be validated and quality assessed within a structure review process.	Process improvement
Projects: Phase 2	Construction or delivery will be done within the second year of the project. Current budget preparation includes this approach to project phasing.	Commenced
	Budget submission for the second year will be based on a design estimate.	Process improvement
	Grants will not be applied for unless Phase 1 has been completed	Process improvement
Health Check	Will be undertaken in February/March 2020 pending the consultant availability	Pending

# Minutes

## Project Management Framework

Description	Detail	Status
Framework	EMG adopted the framework in October for immediate use. It will be reviewed each June for July adopted each year.	Implemented
	The document contains key roles and responsibilities along with business rules for projects.	Implemented
Project Management Process	Clearly identified the stages: Initiation, Project Planning, Design and Approval, Procurement, Delivery, Review and Closure	Implemented
Change Requests	Rigour provided around contingency and additional funding requirements	Implemented
Contract Management	Projects Managers will work closely with the Manager Contract Procurement when appointed	Pending
Project Reporting and Monitoring	'Project Status Reports' have been reviewed. Refinements are underway with project forecasts along with the formatting of monthly EMG/Council reports.	Commenced
	Project Progress and Carrying Overs are identified and reported to EMG/Council quarterly.	Process improvement

## Asset Management

Description	Detail	Status
Health Check	Independent review of Councils asset management process and system was undertaken.	Completed
	The asset register and maintenance of information, maintenance management, capital project management and asset financial management are all present and functional with good data structure.	Process Outcome
	There is potential in each area for continuous improvement projects some of which have begun.	Process improvement
Short term Findings	Benchmark/Dashboard Asset data information for ongoing improvement projects	Process improvement
	Integrate Financial Asset Condition, myPredictor Condition and maintenance indicators of condition, to inform the Capital Program	Process improvement
	Analyse Maintenance Management information to identify cost effective response times. It can also be used for development of maintenance programs.	Process improvement
	Introduce risk assessment as part of the Road Management Plan	Process improvement
	Establishing Unit Rates for renewal and maintenance activities.	Commenced
Long term Findings	Develop the capacity for Information Management beyond system based information	Pending
	Integrate capital and maintenance life cycle costing	Pending
	Introduction of Change Management to ensure that the impacts of change can be measured and managed across divisions	Process improvement

## 4. Discussion

Jason Deller, General Manager Infrastructure Services will be in attendance to discuss the above actions in further detail.

## 5. Attachments

Nil

# Minutes

## **15. ICT SECURITY PENETRATION TESTING OVERVIEW AND OUTCOMES UPDATE** **(MATTHEW MCPHERSON, ICT MANAGER)**

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### **1. Purpose**

To provide EMG and Audit and Risk Committee with an update on the previous report on outcomes relating to the ICT security penetration test exercise conducted in mid to late 2018 and to provide further information on council's ICT security activities.

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### **2. Recommendation**

#### **MOVED KNIGHT/PENTREATH**

**That the Audit and Risk Committee note the ICT Security Penetration Testing Overview and Outcomes Update.**

#### **CARRIED**

---

### **3. Background**

A report detailing the results and recommendations of external security penetration testing was presented to both EMG and the Audit and Risk Committee in January of 2019. That report listed the following outcomes:

1. Communicating the outcomes of the testing to the executive management group through this report for consideration around the broader organisational information security risk (physical access to council sites, external visibility of information, and storage of hard copy information).
2. Staff are working through the penetration testing reports for external and internal penetration testing (in that order) to remedy vulnerabilities in line with the report recommendations, overlaid with the practical knowledge of the operations team about risk. A number of key vulnerabilities have already been addressed.
3. The cisco Wi-Fi network has been upgraded to the latest version post testing which is expected to have resolved all identified vulnerabilities.
4. The Technology One system with its eServices portal will move to a cloud hosted system with an increased level of security expertise and focus as part of the T1 cloud transition, expected to complete in April 2019.
5. Information about issues identified with council's websites will be provided to our external developer, Symbiote, to investigate and seek remedies.
6. Council has changed our email filtering software provider from Forcepoint to Mimecast and are already seeing a number of benefits in the software identifying email security issues. As part of the package deal with Mimecast council purchased their 'Ataata' video based security awareness training package which will be rolled out to staff in early 2019.
7. Cyber security training has been delivered to staff through our learning management system.
8. Regular campaigns via the intranet have and will focus on security awareness (cf. "Don't feed the Phish").
9. A follow up test by the consultants on the remedies employed to fix vulnerabilities will be conducted in the first half of 2019.

This report is to update EMG and the Audit and Risk Committee on the status of these outcomes, the current status and plans and recommendations around ICT security.

---

### **4. Discussion**

#### **Outcomes from prior report**

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## **Outcome 1 - Communicating the outcomes of the testing.**

The report was tabled to the January 2019 Audit Committee and discussed during that meeting. A request was made for a future update to come to the Audit Committee on the progress of actioning the identified outcomes which is the purpose of this report.

## **Outcome 2 - Working through the penetration testing reports to remedy vulnerabilities in line with the report recommendations**

Staff reviewed the list of identified vulnerabilities, prioritised these and, either addressed or, where required engaged contractors to address shortcomings. All Critical, High and most medium risk items were directly addressed. Some items were identified with systems that were changing or are planned to change. Once new or changed systems are in place, further external penetration testing will be used to ensure the issues have been resolved and to identify any new issues that have arisen.

## **Outcome 3 - The cisco Wi-Fi network has been upgraded to the latest version post testing**

One system that has been replaced is council's Wi-Fi networks. While a software upgrade was completed to resolve some potential security issues initially identified, the hardware was identified as being end-of life. At the end of the lease term, this equipment was replaced with modern Cisco Wi-Fi hardware. This newer hardware resolved the outstanding issues identified in the external consultant's reports and provides enhanced tools for reporting and management of council's Wi-Fi networks. A follow up penetration test of the new Wi-Fi set-up is planned as part of the next external test.

## **Outcome 4 - The Technology One system with its eServices portal will move to a cloud hosted system**

Council's TechnologyOne enterprise solution, a key operational software system, was successfully transitioned to a managed software as a service implementation on 2 September 2019. One of the key benefits of this move was the security focused architecture of the vendor managed cloud environment and the increased level of ongoing security testing undertaken by the vendor compared to that able to be conducted by council as part of normal operations. The ICT Manager has the security verification testing reports provided for TechnologyOne by Ernst & Young for the past two years. These are password protected and locked so that they cannot be printed so are not suitable for distribution. The report documents a testing regime that is significantly more comprehensive and ongoing than anything council could cost-effectively achieve.

## **Outcome 5 - Information about issues identified with council's websites will be provided to our external developer, Symbiote, to investigate and seek remedies.**

Through the process of providing the vulnerability information relating to council's websites to the website developer, the developer advised that the recommended solution was to update the underlying web content management system to the most recent version. The cost for this was exorbitant and led to a request for funding to develop entirely new websites. Council is now well down the path with development for websites for its main website, the Port of Echuca Discovery Centre, Echuca Paddlesteamers and Campaspe Aquatics. The current timetable is targeting a March transition to the new websites. Once these websites are developed security testing will be required to confirm their robustness. The current websites have been patched and continue to be patched manually by the developer to remedy known vulnerabilities but, the sooner the websites are transitioned, the more secure council's websites will be with up to date Content Management Systems and controls.

## **Outcome 6 – Email filtering software and video-based security awareness training**

Mimecast has now been in operation for over 12 months as council's email filtering solution. It has proven very effective and easy to manage and ICT operational staff feel that it has increased the protection afforded to all email users. The Ataata video-based security awareness training was launched in May 2019 and a campaign is currently underway to raise security awareness for staff. Participation rates have been relatively high and responses to both questions to validate learning and attitude towards security have generally



# Minutes

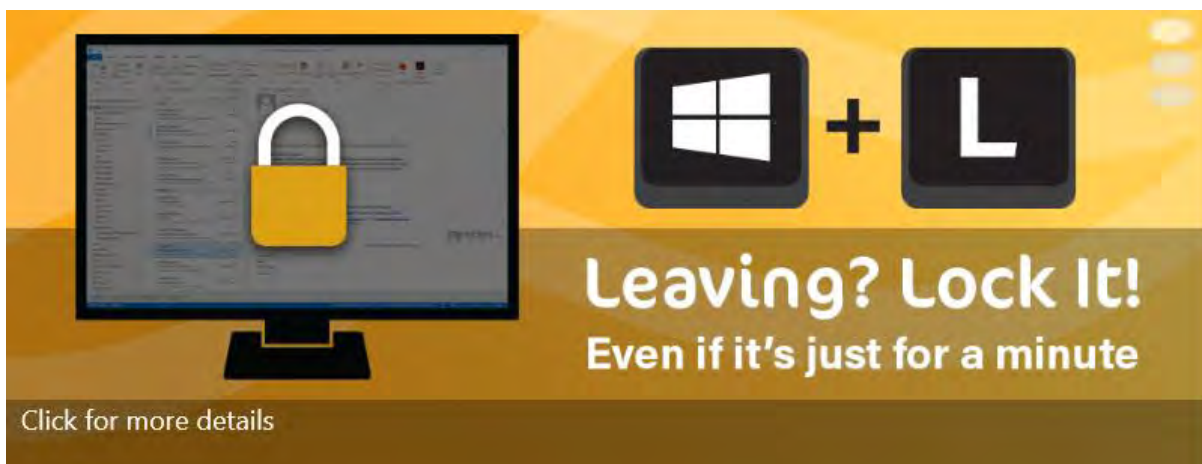
indicated a good level of awareness and attitude by staff. An example dashboard summary from one of the video training modules is attached to this report.

## **Outcome 7 - Cyber security training has been delivered to staff through our learning management system.**

Cyber-security training is now part of the standard online training suite for all employees and is coordinated by council's Training Coordinator.

## **Outcome 8 - Regular campaigns via the intranet have and will focus on security awareness (cf. "Don't feed the Phish").**

A number of campaigns have been deployed via the intranet and direct email, covering things like phishing, protecting data privacy, and securing data. As an example, in January 2020 reminders about locking PC screens (securing data) when leaving your desk coupled with targeted Ataata video training were part of the latest mini-campaign (see intranet splash screen below). This sort of education will be ongoing but mainly driven through Ataata.



## **Outcome 9 – Follow up testing**

Follow up testing has not yet been undertaken. It is now anticipated that an RFQ to select a suitable vendor will be sent to market by the end of January with a view to testing being undertaken between March and May. The significant changes to key systems (Wi-Fi, Technology One and Websites) mean that most of the original testing is no longer relevant for a re-test as the systems where the issues were identified have been upgraded or replaced. Some systems were also retired as part of the remedial actions. As such a new suite of testing will be conducted to re-baseline the existing security posture.

## **Additional Security changes and opportunities**

Over the past 12 months the industry's focus on ICT security has increased. Council is now subscribed to regular updates and advice from the Department of Premier and Cabinet's (DPC) Cyber Security Unit (weekly updates along with and detailed alerts on vulnerabilities and active malware campaigns). DPC also offer support services and advice for cyber security incident response and this contact has been factored into council's Disaster Recovery Planning. This information is helping alert staff to threats and potential mitigation and remediation actions required. It has created a heightened awareness of current ICT security risks within the ICT team.

The Australian Signals Directorate's (ASD) Australian Cyber Security Centre have also been active in communications and have published a minimum standard for security implementation known as the 'ASD's Essential 8' for ICT security. The Essential 8 is a subset of a broader list of 37 ASD recommended risk mitigation strategies that are deemed essential to protect Australian businesses and government institutions (<https://www.cyber.gov.au/publications/essential-eight-explained>). ICT staff have reviewed the Essential 8 and have acted where possible to implement the recommended measures where they are within current budget. A request has been submitted for additional ICT security funding as part of the 2020/21 operational budget to assist with meeting the Essential 8 recommendations. The key areas identified in the proposal are:

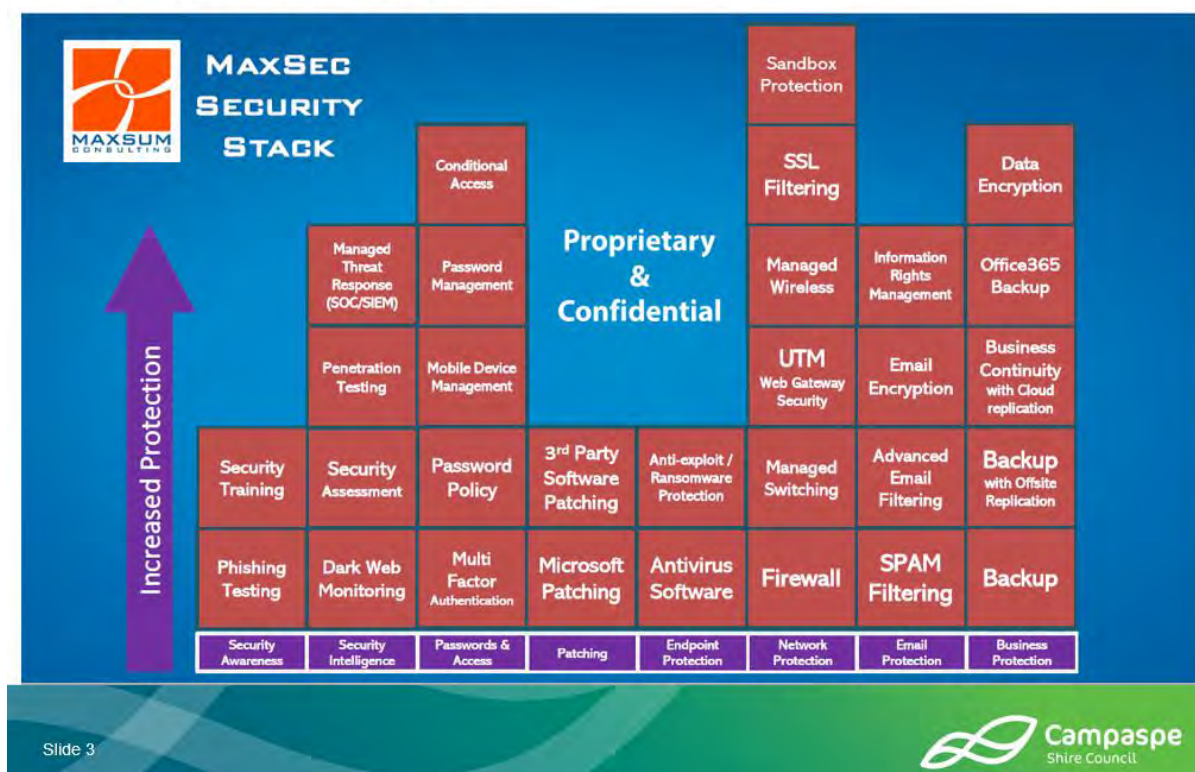
# Minutes

- Modernised backup solutions for on premise data and cloud-based Office 365 email accounts
- Identity Management and Single Sign on including Multi-Factor Identification for all users
- Privileged Access Management (securing and separating administrator access)
- Darkweb Monitoring (for identifying cases where staff credentials may have been compromised and leaked to the internet).

The amount requested is \$46,700 per annum. A Capital budget submission for \$76,000 has also been submitted requesting funds to renew existing, end of life switching equipment at branch locations. These need to be upgraded as the equipment is no longer supported with new security patches.

The images below give an overview of council’s current security stance (red boxes being recommended and yellow/brown boxes showing existing systems and processes in place, blue being proposed through the budget requests) against that which is intended to be implemented if the above funding request is approved.

## Best Practice

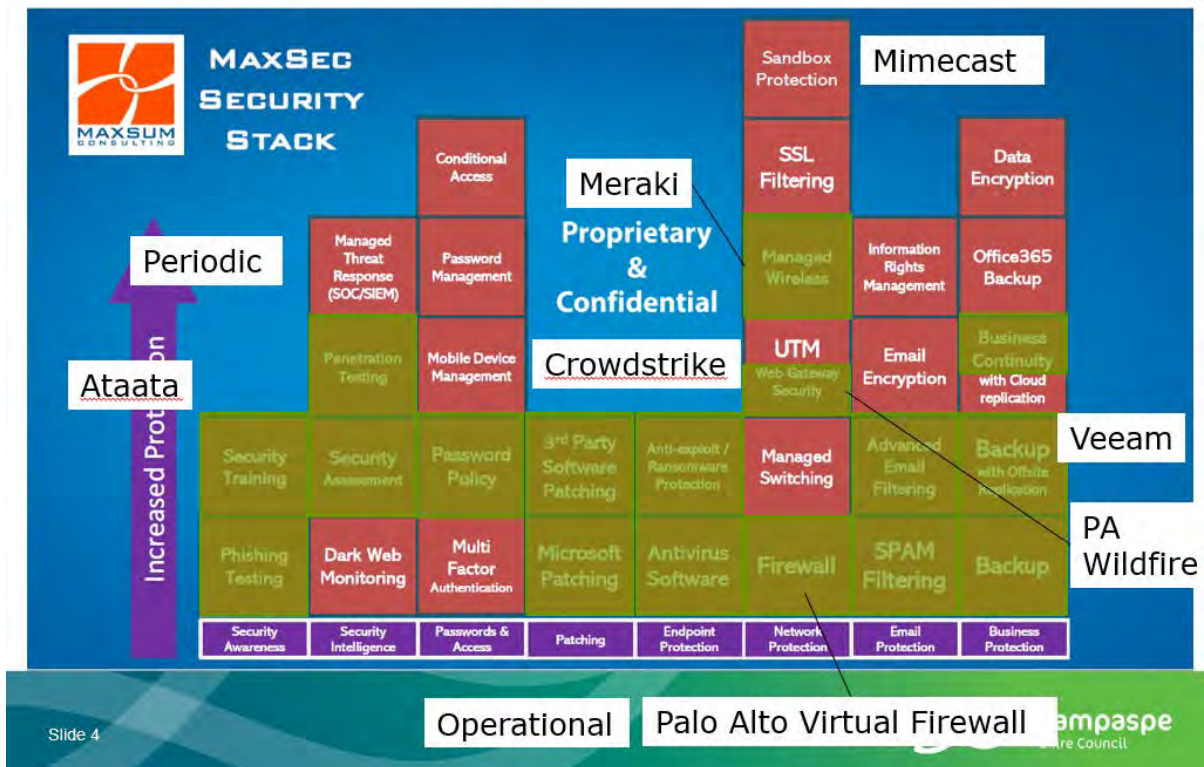


Slide 3



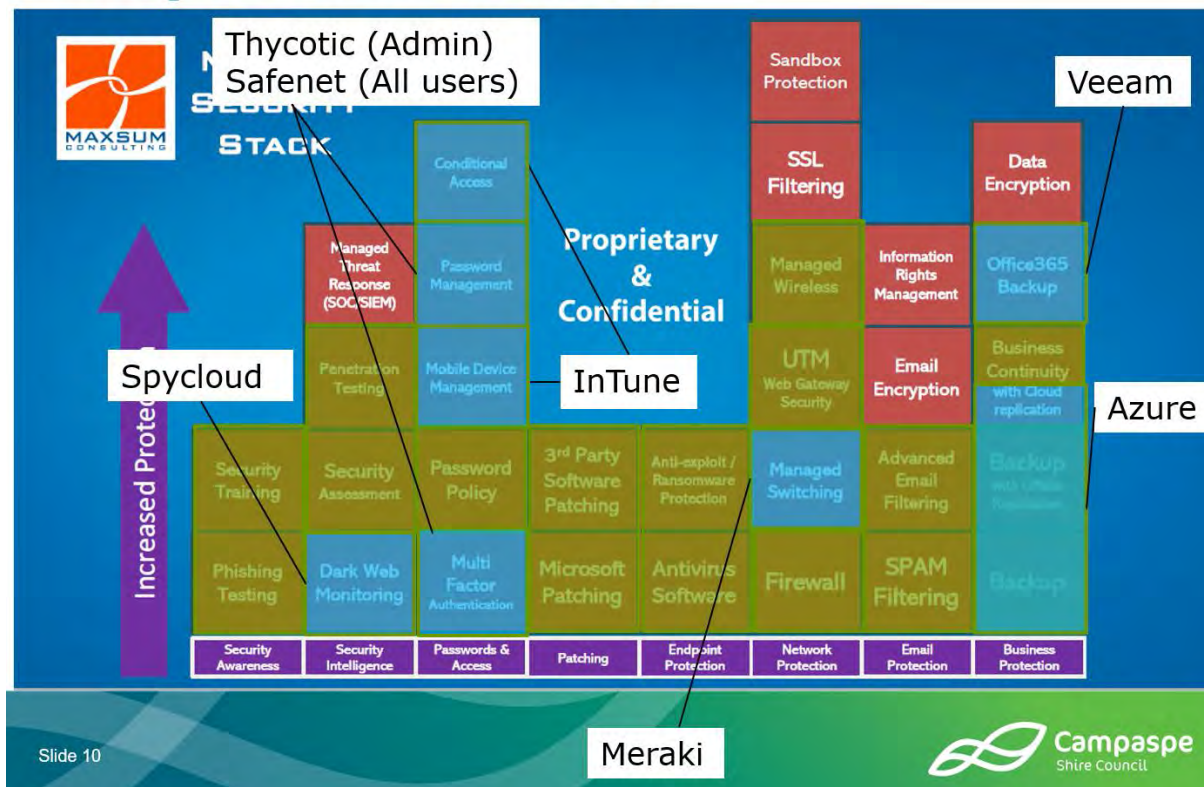
# Minutes

## Current Position



Slide 4

## Proposed Position



Slide 10

# Minutes

The proposed position gives solid coverage of the fundamentals in the security stack. The remaining red boxes in the proposed position image are the next level of cost and security protection. While these may be warranted in future, pending an analysis of the cost benefit to implement, council staff do not currently believe it is feasible to move from the current position to complete coverage of the security stack over the next 12 months. For now, officers will continue to keep abreast of changes in the ICT security landscape and take actions to continue to protect council systems and data.

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## 5. Attachments

Attachment 15.1 Example Ataata Campaign Summary Report

# Minutes

## **16. SUMMARY OF ACTIONS FROM AUDIT AND RISK COMMITTEE**

	<b>MEETING DATE</b>	<b>ACTIONS</b>	<b>WHOM</b>	<b>COMMENT</b>	<b>STATUS</b>
11	23 October 2019	An update to be provided on how many policies are to go to the Committee. This will be reported at the December Audit and Risk Committee meeting	General Manager Corporate Services	Refer to Item 9 of the February 2020 Audit & Risk Committee Agenda.	Complete

## **17. INTERNAL AUDIT PROGRAM STATUS UPDATE (BRAD EAD, AFS)**

To provide the Audit and Risk Committee with an update of the Internal Audit Program status (Attachment 17.1).

## **18. EXTERNAL AUDIT WORK PLAN (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)**

The external audit work plan continues to be progressed and the attached workplan provides an updated status against each of the actions. Since the previous meeting the two policies related to the provision of entertainment have been approved and therefore those actions are now complete. This closes out management finding **2019.1 – No Entertainment Policy**. Where an action has had a change of status, the change has been highlighted in green.

2019-20 Audit Work Plan – Attachment 18.1

**Discussion:** Ailsa advised that an Asset Accountant has been appointed and will commence on Monday 10 February, 2020.

## **19. PAST ISSUES REVIEW & OUTSTANDING INTERNAL AUDIT ACTIONS**

AFS completed a past issues review of actions reported as closed to the Audit and Risk Committee at its last meeting. The Past Issues Review report from AFS confirms that 9 actions have been satisfactorily closed and a further 4 actions can be closed subject to Audit and Risk Committee approval. Attachment 19.1 & Attachment 19.2.

## **20. REVIEW OF INTERNAL AUDITOR/ RISK COMMITTEE PERFORMANCE EVALUATION**

For the Audit & Risk Committee to review the questionnaires for the Internal Auditor and the Audit and Risk Committee prior to undergoing the next evaluation.

Attachment 20.1 Evaluation of Internal Auditor Performance

Attachment 20.2 Evaluation of Audit & Risk Committee

# Minutes

**Discussion:** Brad to align the questions to the Charter for the Evaluation of the Audit and Risk Committee and provide for feedback and issue in due course.

Wayne Jenkin to be included in the Auditor Performance Survey if distributed out to members now.

## **21. FOR INFORMATION**

AFS Quarterly Update - Attachment 21.1

## **22. 2020 MEETING DATES**

Proposed meeting dates for 2020 are:

13 May 2020  
2 September 2020  
(9 September, if required)  
14 October 2020  
9 December 2020

**Discussion:** Linda MacRae unable to attend 13 May meeting at 12.00pm. This meeting has been re-scheduled to 14 May, 2020 from 10am-12pm in the Indigenous Room located at 10-14 Percy Street, Echuca.

## **23. ADMINISTRATION**

Audit and Risk Committee Chair will attend the Council Briefing Session Tuesday 17 March 2020 at 1.00pm.

## **24. NEXT MEETING**

The next meeting of the Audit and Risk Committee to be held on Thursday 14 May 2020 at 10.00am in the Indigenous Room, 10-14 Percy Street, Echuca.

## **25. CLOSURE**

Meeting closed at 2.20pm

## Campaspe Shire Council

## INCOME STATEMENT

For the period ended 31 March 2020

	Notes	Actuals	Budget	Actuals	Variances		Budget
		9 mths ended	9 mths ended	9 mths ended	Actual v Bgt		Full Year
		31 Mar 2020	31 Mar 2020	31 Mar 2019	\$'000	%	2019/20
		\$'000	\$'000	\$'000	\$'000		\$'000
<b>Revenue</b>							
Rates income	Note 1	43,862	43,590	42,042	273	0.6%	43,590
Grants commission		4,454	4,443	4,346	11	0.3%	11,848
Other recurrent grants	Note 2	2,787	2,753	2,823	34	1.2%	3,883
Non-recurrent grants	Note 3	4,444	2,839	2,684	1,605	56.5%	3,598
User fees	Note 4	13,670	13,429	12,984	241	1.8%	17,582
Interest	Note 5	1,258	858	1,163	400	46.6%	1,328
<b>Total revenue</b>		<b>70,476</b>	<b>67,912</b>	<b>66,041</b>	<b>2,564</b>	<b>3.8%</b>	<b>81,829</b>
<b>Expenses</b>							
Employee benefits	Note 6	22,796	23,892	22,138	1,096	4.6%	32,438
Materials and services	Note 7	18,317	20,251	16,620	1,934	9.5%	26,094
Depreciation and amortisation	Note 8	13,441	14,256	13,638	815	5.7%	19,008
Finance costs	Note 9	133	189	186	56	29.9%	252
<b>Total expenses</b>		<b>54,687</b>	<b>58,589</b>	<b>52,582</b>	<b>3,901</b>	<b>6.7%</b>	<b>77,792</b>
Net gain (loss) on disposal of plant and equipment	Note 10	350	(84)	104	435	(516.1%)	(756)
<b>Surplus (deficit) for the year</b>		<b>16,139</b>	<b>9,239</b>	<b>13,563</b>	<b>6,900</b>	<b>74.7%</b>	<b>3,281</b>

Note 1 - Increase in rate income raised is due to supplementary rates being brought into the system between the budget being set and the rates being raised for 2019/20.

Note 2 - The variance is due to the timing of receipt of the Grant income compared to when it was budgeted to be received. The exact timing is difficult to predict when setting the budget, it will balance out over the year.

Note 3 - A favourable variance is the result of Council being required to auspice the Murray Darling Basin grant funding that was received for Rochester, \$270k has been received to date, this grant was not budgeted.

The Roadside weeds grant, \$75, was not budgeted due to uncertainty around the continuity of this program, the grant will be offset by and equal expenses as the funds are fully expended in the year received.

A grant has been received for Innovative Regional Asset Management as part of the State Government F.A.S.T grant program, \$67.5, this was not part of the budget.

This is being offset by Council no longer auspicating the L2P grant, \$57K, this is now paid direct to the organisation that provides the service, this change occurred after the budget had been finalised.

Grant for Echuca Moama flood study, \$200k, has been received that was not budgeted.

Roads to Recovery grant has been claimed earlier than budgeted \$1,098 million.

**Campaspe Shire Council****INCOME STATEMENT****For the period ended 31 March 2020**

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Note 4 - The impact of service closures due to COVID 19 has impacted some revenue streams in this quarter eroding the favourable results that had been occurring over prior periods. The current favourable variance is due to a rent adjustment for a council property that has been raised, this has not been paid to date.

Note 5 - A number of investments are still earning reasonable interest rates as they were taken out prior to rates falling. Due to the closure of a number of Councils services impacted by COVID 19 revenue will decrease, this will require investment funds to be recalled for cashflow purposes. This will impact future interest income.

Note 6 - A number of vacancies across the organisation have resulted in a saving in employee expenses.

Note 7 - Timing of receipt and payment of Waste contractor invoices, \$163k.

Timing of tree maintenance works are difficult to predict when setting the budget, the full program will be completed by years end, \$186k.

Plant and fleet maintenance and fuel costs under budget by \$276k, there may be permanent savings on fuel cost dependent on what occurs in the world oil market but the maintenance side will balance out over the year.

Maintenance across roads, drainage and kerb and channel is less than budget year to date, \$309k, it is expected that this will be on track by year end.

The expenses that relate to various services closed due to COVID19 are down inline with income.

Note 8 - Assets that have become fully depreciated at year end have reduced the depreciation expense, a number of these assets will be in the backlog of work in progress to be capitalised. Once capitalised, these assets will commence depreciating and impact on the depreciation expense and the current favourable variance is likely to reverse.

Note 9 - Continuing interest rate reductions are impacting favourably on variable rate loans.

Note 10 - \$300k unbudgeted sale of lots in Henderson Rd and Finlay Rd Tongala. Sales of industrial land have not been finalised as expected when the budget was set.



Campaspe Shire Council  
BALANCE SHEET  
As at 31 March 2020

	Note	Actuals		Budget	Actuals		Variances		Full Year
		As at		As at	As at		Actual v Bgt		Budget
		31 Mar 2020	31 Mar 2020	31 Mar 2020	31 Mar 2019	31 Mar 2019	\$'000	%	30 Jun 2020
		\$'000	\$'000	\$'000	\$'000			\$'000	
<b>Current assets</b>									
Cash and cash equivalents	Note 1	10,562	10,999	10,568	(437)	(4.0%)		12,999	
Trade and other receivables		11,611	11,518	10,888	92	0.8%		2,918	
Inventories		864	751	918	113	15.0%		751	
Other financial assets	Note 2	50,004	43,000	41,000	7,004	16.3%		33,000	
Other assets	Note 3	1	586	1	(585)	(99.8%)		1,586	
<b>Total current assets</b>		<b>73,042</b>	<b>66,854</b>	<b>63,375</b>	<b>6,188</b>	<b>9.3%</b>		<b>51,253</b>	
<b>Non-current assets</b>									
Non-current assets classified as held for sale		1,033	1,022	1,022	11	1.1%		1,022	
Investment property	Note 4	8,619	11,798	11,798	(3,179)	(26.9%)		11,798	
Other financial assets	Note 2	15,000	14,000	13,500	1,000	7.1%		6,593	
Property, infrastructure, plant and equipment	Note 5	592,372	602,008	585,072	(9,636)	(1.6%)		612,008	
Intangible assets	Note 6	2,952	2,362	2,952	590	25.0%		2,362	
<b>Total non-current assets</b>		<b>619,976</b>	<b>631,190</b>	<b>614,344</b>	<b>(11,214)</b>	<b>(1.8%)</b>		<b>633,783</b>	
<b>Total assets</b>		<b>693,018</b>	<b>698,044</b>	<b>677,719</b>	<b>(5,026)</b>	<b>(0.7%)</b>		<b>685,036</b>	
<b>Current liabilities</b>									
Trade and other payables	Note 7	3,253	4,712	594	1,460	31.0%		4,712	
Interest-bearing loans and borrowings	Note 8	258	1,364	315	1,106	81.1%		1,364	
Provisions		8,737	8,702	8,991	(35)	(0.4%)		7,302	
Trust funds and deposits	Note 9	1,223	2,104	1,172	881	41.9%		0	
<b>Total current liabilities</b>		<b>13,471</b>	<b>16,882</b>	<b>11,072</b>	<b>3,411</b>	<b>20.2%</b>		<b>13,378</b>	
<b>Non-current liabilities</b>									
Interest-bearing loans and borrowings non current	Note 9	4,395	6,831	5,409	2,436	35.7%		6,831	
Provisions non current	Note 10	540	1,223	758	683	55.9%		2,623	
Trust funds and deposits non current		21	20	20	(1)	(5.0%)		2,124	
<b>Total non-current liabilities</b>		<b>4,956</b>	<b>8,074</b>	<b>6,187</b>	<b>3,117</b>	<b>38.6%</b>		<b>11,578</b>	
<b>Total liabilities</b>		<b>18,427</b>	<b>24,956</b>	<b>17,258</b>	<b>6,529</b>	<b>26.2%</b>		<b>24,956</b>	
<b>Net assets</b>		<b>674,591</b>	<b>673,088</b>	<b>660,459</b>	<b>1,502</b>	<b>0.2%</b>		<b>660,080</b>	
<b>Equity</b>									
Accumulated surplus		404,657	403,024	350,395	1,632	0.4%		350,016	
Reserves		269,934	270,064	310,064	(130)	(0.0%)		310,064	
<b>Total equity</b>		<b>674,591</b>	<b>673,088</b>	<b>660,459</b>	<b>1,502</b>	<b>0.2%</b>		<b>660,080</b>	

**Campaspe Shire Council**  
**BALANCE SHEET**  
**As at 31 March 2020**

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Note 1 - It is difficult to budget the exact cash position when setting the budget as the timing of invoice payment is not known and excess funds are invested, this is not considered when setting the budget.

Note 2 - A greater amount of funds have been available to invest due to capital works not being completed in the year budgeted.

Note 3 - Actuals only include prepayments, budget takes into account an allowance for accrued revenue, this has not been required as all income relevant to the quarter was entered into the ledger prior to the month being closed.

Note 4 - A number of properties that had been classified as investment properties have been removed from this class as they are now used for community purposes.

Note 5 - Carryover of 2018/19 capital works program projects impact this result, if the full program had been delivered then the actual value of property, infrastructure, plant and equipment would be greater, this is assumed when setting the budget.

Note 6 - Revaluation of the water rights for the 2018/19 financial year have resulted in an increase in the value of these assets.

Note 7 - Timely payment of invoices as they are received ensures that the balance in trade payables is less than budget. The budget is calculated on a percentage of the total materials and services budget.

Note 8 - Borrowings that were budgeted to occur in the 2018/19 budget (\$1.8 mil) and accounted for in the 2019/20 budget were not taken up as the funds were not required at the time due to project delays. These are planned to occur in the current year.

Note 9 - This receipt of bonds is difficult to predict and as a result the budget is set using what the balance is at the time, a number of bonds have been repaid this year.

Note 10 - A number of long term employees have resigned and newer employees have moved into the current provision category resulting in a reduction of the non-current provision. Employees with large annual leave balances are being actively managed to reduce the balance, this resulted in a reduction of provision required.



## Campaspe Shire Council

## CASH FLOW STATEMENT

For the period ended 31 March 2020

	Notes	Actuals	Budget	Actual	Variances		Full Year Budget
		9 mths ended 31 Mar 2020 \$'000	9 mths ended 31 Mar 2020 \$'000	9 mths ended 31 Mar 2019 \$'000	Actual v Bgt \$'000	%	As at 30 Jun 2020 \$'000
<b>Cash flows from operating activities</b>							
Rates and charges	Note 1	37,319	37,263	36,660	56	0.2%	43,515
User fees and fines (inclusive of GST)	Note 2	17,402	17,102	12,451	300	1.8%	17,506
Grants	Note 3	11,685	12,531	9,853	(846)	(6.8%)	19,329
Interest received	Note 4	1,258	882	1,163	376	42.7%	1,176
Net GST (payment)/refund	Note 5	509	0	890	509	0.0%	-
Proceeds/(repayment) of trusts and deposits	Note 6	(900)	0	0	(900)	0.0%	-
Payments to suppliers (inclusive of GST)	Note 7	(22,789)	(22,501)	(21,936)	(288)	(1.3%)	(26,002)
Payments to employees	Note 8	(22,712)	(24,330)	(22,315)	1,618	(6.7%)	(32,438)
<b>Net cash inflow (outflow) from operating activities</b>		<b>21,773</b>	<b>20,947</b>	<b>16,766</b>	<b>826</b>	<b>(3.9%)</b>	<b>23,086</b>
<b>Cash flows from investing activities</b>							
Payments for property, infrastructure, plant and equipment	Note 9	(13,080)	(25,341)	(7,665)	12,261	48.4%	(33,275)
Purchase of financial assets	Note 10	(30,105)	(21,000)	(26,000)	(9,105)	(43.4%)	5,000
Proceeds from sale of financial assets	Note 10	21,000	22,000	16,092	(1,000)	4.5%	-
Proceeds from sale of property, infrastructure, plant and equipment	Note 11	350	438	414	(88)	20.0%	876
<b>Net cash inflow (outflow) from investing activities</b>		<b>(21,833)</b>	<b>(23,903)</b>	<b>(17,159)</b>	<b>2,070</b>	<b>8.7%</b>	<b>(27,399)</b>
<b>Cash flows from financing activities</b>							
Repayment of borrowings		(821)	(761)	(792)	(60)	(7.8%)	(1,014)
Proceeds from borrowings		0	0	0	0	0.0%	3,800
Finance costs		(133)	(63)	(186)	(70)	(110.3%)	(252)
<b>Net cash inflow (outflow) from financing activities</b>		<b>(953)</b>	<b>(824)</b>	<b>(979)</b>	<b>(129)</b>	<b>(15.7%)</b>	<b>2,534</b>
<b>Net increase (decrease) in cash and cash equivalents</b>		<b>(1,014)</b>	<b>(3,780)</b>	<b>(1,372)</b>	<b>2,766</b>	<b>73.2%</b>	<b>(1,780)</b>
Cash and cash equivalents at the beginning of the year		11,575	14,779	11,941	(3,204)	(21.7%)	14,779
<b>Cash and cash equivalents at the end of the period</b>		<b>10,561</b>	<b>10,999</b>	<b>10,568</b>	<b>(438)</b>	<b>(4.0%)</b>	<b>12,999</b>

Note 1 - Receipt of rates and charges revenue is tracking to expected targets.

Note 2 - GST is not considered when setting the budget but needs to be taken into account for cash flow purposes, the variance in user fees is offset by net GST.

Note 3 - The timing of receipt of operational grants for services is difficult to predict when setting the budget as these are tied to service delivery and when other levels of Government schedule the payments.

Note 4 - A number of investments are still earning reasonable interest rates as they were taken out prior to rates falling. Due to the closure of a number of Councils services impacted by COVID 19 revenue will decrease, this will require investment funds to be recalled for cash flow purposes. This will impact future interest income.

Note 5 - GST is not considered when setting the budget.

Note 6 - The cash flow from the receipt or refund of bonds is not considered when setting the budget.

Note 7 - GST is not considered when setting the budget but needs to be taken into account for cash flow purposes, the variance in materials and services is offset by net GST.

Note 8 - A small number of vacancies have resulted in less cash being required for employee expenses.

## Campaspe Shire Council

## CASH FLOW STATEMENT

For the period ended 31 March 2020

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Note 9 - Expected cash spend on capital works has not been realised year to date, this will likely change as the year progresses and many contracts start to reach milestone payment points.

Note 10 - The movement in the investment portfolio is difficult to predict when setting the budget as this is driven by cash flow requirements at any given time.

Note 11 - Budget only considered the sale of industrial land not other land and building sales, the actual income is from the sale of the Golden Cow site.

Campaspe Shire Council  
STATEMENT OF CAPITAL WORKS  
For the period ended 31 March 2020

Capital Works Areas	Notes	Actuals	Budget	Variances		Full Year Budget
		9 mths ended 31 Mar 2020 \$'000	9 mths ended 31 Mar 2020 \$'000	Actual v Bgt \$'000 %		As at 30 Jun 2020 \$'000
<b>Infrastructure</b>						
Aerodromes	Note 1	17	300	(283)	(94.3)	241
Bridges	Note 2	1,080	1,721	(641)	(37.2)	2,967
Drainage	Note 3	1,616	3,628	(2,012)	(55.5)	3,403
Footpaths and Cycleways	Note 4	432	376	56	14.9	1,045
Off street car parks		-	-	-		487
Other Infrastructure	Note 5	3,324	4,308	(984)	(22.8)	1,195
Parks, Open Space and Streetscapes	Note 6	32	150	(118)	(78.7)	262
Recreational, Leisure and Community Facilities	Note 7	766	1,368	(602)	(44.0)	813
Roads	Note 8	6,126	10,485	(4,359)	(41.6)	13,097
Waste Management	Note 9	391	802	(411)	(51.2)	282
<b>Total Infrastructure</b>		<b>13,784</b>	<b>23,138</b>	<b>(9,354)</b>		<b>23,792</b>
<b>Equipment and other</b>						
Heritage Plant and Equipment	Note 10	48	184	(136)	(73.9)	325
Library Books		112	102	10	9.8	145
Plant, Machinery and Equipment	Note 11	802	1,922	(1,120)	(58.3)	1,937
<b>Total Equipment and other</b>		<b>962</b>	<b>2,208</b>	<b>(1,246)</b>		<b>2,407</b>
<b>Property</b>						
Buildings	Note 12	298	335	(37)	(11.0)	2,916
Building improvements	Note 13	552	619	(67)	(10.8)	-
Fixtures Fittings and Furniture	Note 14	6	2	4	200.0	-
Land		48	30	18	60.0	-
Land Improvements	Note 13	85	316	(231)	(73.1)	250
<b>Total Roads, Drains and Bridges</b>		<b>989</b>	<b>1,302</b>	<b>(313)</b>		<b>3,166</b>
<b>Total Capital Works</b>		<b>15,735</b>	<b>26,648</b>	<b>(10,913)</b>		<b>29,366</b>

Note 1 - Budgeted projects have been put on hold pending the development of the masterplan for the area.

Note 2 - Further public consultation has been required for Rushworth Groves Weir bridge renewal which has delayed the project and there have been delays with bridge projects that will be delivered over multi years.

Note 3 - McEwan Road Basin works commenced in early November but finalisation works with landowners regarding easements has delayed the project slightly, Ash Street and the McKenzie Road projects has been delayed due to consultation with effected bodies requiring a revision to the scope of the project but will commence in the last quarter of the year.

**Campaspe Shire Council**  
**STATEMENT OF CAPITAL WORKS**  
**For the period ended 31 March 2020**

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Note 4 - Annual footpath renewals works are on schedule to be completed in the 2019/20 financial year due to better planning undertaken in the latter part of 2018/19.

Note 5 - Delays in obtaining the appropriate approvals have impacted the commencement of work on Murray Esplanade Retaining wall, these works are now due to commence in the last quarter of the year. Extension works on the Echuca Council offices have been cancelled.

Note 6 - Commencement of work on the renewal of irrigation systems across parks and gardens in the shire has been delayed due to further investigations taking place regarding the use of mains water or bore water. These works have now commenced. The demolition of the Kow Swamp toilets is currently subject to community consultation.

Note 7 - Delays in a number of projects commencing have impacted this result, these include the Lockington Recreation Reserve storage facility and Breen Avenue walking cycling trail.

Note 8 - The Toolleen Axedale project has been cancelled due to not securing grant funding at this time. Wanalta Corop road has been delayed due to the scope being revised and agreement now being reached with the funding body. Rushworth streetscape has been delayed due to Goulburn Murray Water's requirements regarding the clearance distances required for water mains necessitating the scope and design to be revised.

Note 9 - There have been delays in acquiring the appropriate permits before works could commence.

Note 10 - Problems with the compliance of the slip has delayed works on the Pevensey, if the slip is compliant these works will commence.

Note 11 - There have been delays in replacing some plant items due to availability of supply.

Note 12 - The Basketball Stadium solar installation is ongoing and works on the Rushworth Hall will commence in the last quarter of the financial year.

Note 13 - Works at the Animal Shelter are on track to be completed in the last quarter of the financial year.

Note 14 - Echuca Holiday Park shade sail renewal will be completed in the last quarter of the financial year.

Note 15 - Design consultants have been engaged to do the design for the Aquatic reserve/Onion Patch, this will allow a business case to be written to support applications for funding, this project will have savings of \$200k.

# Procurement

<b>Council Policy Number</b>	<b>126</b>
Date adopted	<del>20 April</del> <u>March 2020</u> <del>18</del>
Scheduled for review	<del>April</del> <u>November 2021</u> <del>18</del>



Style Definition: Policy Text 5

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## Purpose

This policy has been prepared to outline the framework for the procurement of goods, services and works for and on behalf of the Campaspe Shire Council (Council), to ensure that this occurs in compliance with relevant legislation and industry best practice.

## Policy Statement

### 1. Legislative Compliance Provisions

The key legislative requirements including:

- Section 186 of the *Local Government Act 1989* (the Act) (Power to enter into Contracts).
- Section 186A of the Act (Procurement Policy).
- Section 3C of the Act (Objectives of a Council).
- Sections 208C of the Act (Best Value Principles)
- Sections 77A, 77B,78, 78A to 78E, 79, 79B to D, 80, 80A to C and 95 of the Act (Conflict of Interest).
- Section 98 of the Act (Delegations).
- Section 140 of the Act (Accounts and Records).
- [Section 9 of the Local Government Act 2020 \(the New Act\) \(Overarching governance principles and supporting principles\)](#)
- The relevant provisions of the *Competition and Consumer Act 2010*.

Council will adhere to all these provisions in all procurement matters consistent with the Victorian Local Government Best Practice Procurement Guidelines.

### 2. Scope and Application

This policy represents the principles, processes and procedures that will be applied to the purchase of all goods, service and works by council. The scope of this policy commences from when Council has identified a need for procurement requirements and continues through to the delivery of goods or completion of works or services.

This policy will apply to Councillors, Council staff, ~~Council~~ and all persons undertaking procurement on Council's behalf and who are accountable for complying with all relevant procurement legislative and policy requirements.

Commented [RM1]: Council deleted as staff and councillors already included

### 3. Procurement Manual

Council will ~~develop and~~ maintain a procurement manual, to provide direction to Council staff on all operational aspects of procurement.

Commented [RM2]: Develop deleted as manual already exists

### 4. Procurement Principles

Council will apply the following fundamental principles to all procurement, irrespective of the value and complexity of that procurement:

- **Value for Money** – ~~Means that Council is not obliged to accept the lowest price.~~ The concept of *value for money* involves taking into account both cost and non-cost factors including advancing the Council's priorities, fitness for purpose, quality, service and support and whole of life costs. Section 186(4) of the Act specifically ~~pro~~notevides that ~~the~~ Council does not have to accept the lowest tender.

Commented [RM3]: Lowest price line deleted as the specific price sentence from the legislation is already included.

- **Open and Fair Competition**—means treating (and be seen to be treating) all potential suppliers fairly in an open and transparent manner with the same access to information about the procurement to enable them to submit prices/quotations/tenders on the same basis. Council must adequately test the market in a consistent manner without any bias, or perception of bias, so that potential suppliers and the public have confidence in the outcome.
- **Accountability** – means being publicly accountable for all expenditure whether bound by specific legislative obligation or not. Council must publicly tender before entering into a contract if the contract is over the limit set in Section 186 of the Local Government Act.
- **Risk Management** – means managing all aspects of the procurement process in accordance with the adopted Risk Management Policy and in such a way that all risks, including Occupational Health and Safety, are identified, analysed, evaluated, treated, monitored and communicated to the standard required by the law and in accordance with Australian standards and Council policy.
- **Probity and Transparency** – means Council complying with ethical standards in respect to its procurement activities ensuring staff have regard to the Council Code of Conduct and comply with their duties and obligations, including confidentiality and conflict of interest.
- **Local Sourcing Opportunities**—means recognising that Council is a major purchaser of goods and services within the municipality and demonstrating awareness that its procurement policies and practices have the potential to influence the local economy. In support of local suppliers, Council will allocate a local content weighting of 10% in all tender evaluation criteria.
- **Environmental Considerations** – means Council being committed to reducing its environmental impacts and encourage the design and use of products and services that have been produced to ethical standards, have minimal impact on the environment and human health and where possible provide a positive environmental outcome.
- **Continuous Improvement** – means working collaboratively [with other Councils](#) to [innovate](#), improve procurement systems, the effectiveness of procurement, improve value for money and reduce the cost of doing business for and with Council.
- **Social Procurement** – means generating positive outcomes by building on initiatives already undertaken by the Council in enhancing sustainable and strategic procurement practice, further enabling procurement to effectively contribute towards building stronger communities, and meeting the social objectives of the Council.

The application of these principles for staff is detailed in Council’s procurement manual.

**5. Organisational Model for Procurement**

~~It is Council policy to operate a centre-led procurement structure. A whereby all strategy, policy, technology, best practice and networking in procurement matters will be led by Council’s Contracts and Procurement Manager who is responsible for the centralised procurement team.~~

Commented [RM4]: Changes to reflect new structure

For day to day purchasing Council operates a decentralised system where requests for quotations may come from any department.

~~Council’s Finance Manager is responsible for leading the operation of the centralised procurement team.~~

**6. Delegations and Authorisations**

Council shall maintain a documented register of procurement delegations, identifying Council staff authorised to make such procurement commitments in respect of materials, goods, services and works on behalf of council, to include but not necessary be limited to the following:

- a. Acceptance of tenders and of quotes.
- b. Contract term extensions (within authorised budget).
- c. Contract amendment (non-financial).
- d. Contract amendment (financial).

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**Authorisation Levels (Including GST)**

Nominated officers	Up to \$ 10,000 <del>— nominated by the at</del> General Manager <del>discretion</del>
Managers	Up to \$ 30,000
General Managers	Up to \$ <del>15</del> 40,000
Chief Executive Officer	Up to \$1,000,000 <del>— within Council's adopted budget</del>
Council	Equal to or greater than \$1,000,000

Commented [RM5]: GST treatment included for clarity

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Commented [RM6]: GM nominates for CEO's delegation

Commented [RM7]: All staff delegations have to be within budget

The Chief Executive Officer (CEO) may approve ~~lower or higher~~ ~~additional~~ delegations ~~for to~~ individual officers where operational circumstances require this authority. ~~However,~~ any ~~approved~~ ~~additional~~ delegation must not exceed the CEO's authority delegated by Council.

Commented [RM8]: Minor changes for clarity

During the financial year, a small number of payments (including cumulative) require approval that may be greater than the CEO's delegation. These expenditure items are required for statutory purposes and are embedded in Council's approved budget. Council ~~has~~ specifically delegates ~~ed~~ approval to the CEO to authorise these payments. This additional delegation is restricted to:

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- a. Workers Compensation Scheme premiums.
- b. Local Government Insurance premiums.
- c. Superannuation Contributions.
- d. Taxation and GST obligations.
- e. Utility payments.

**7. Delegations Reserved for Council**

Commitments and processes which exceed the CEO's delegation and which must be approved by Council are:

- a. Tender recommendations ~~to award new,~~ ~~contracts,~~ ~~approval~~ for all expenditure over \$1,000,000.
- b. Tender recommendations ~~to award new, and~~ ~~contracts,~~ ~~approval~~ ~~of~~ ~~including~~ contract extensions ~~and approvals of variations for works, where the expenditure is~~ ~~that are~~ not included in the adopted budget.

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Commented [RM9]: Minor changes for clarity

**8. Probity Requirements**

Councillors ~~and~~ members of staff (and all persons engaged in procurement on Council's behalf) ~~must~~ exercise the highest standards of integrity in a manner able to withstand the closest possible scrutiny.

All members of staff have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest (Section 95 of the Act).

In procurement matters:

- a. Members of staff must disclose a direct or indirect interest (and the type of interest) before providing advice or reports (or any other matter) (Section 80C of the Act)
- b. Council staff delegated Council powers or duties are prohibited from exercising those powers, duties or functions if they have conflicts of interest (Section 80B of the Act).
- c. A Councillor must comply with the Primary Principle of Councillor Conduct and avoid conflicts between his or her public duties as a Councillor and his or her personal interests and obligations. (Section 76BA of the Act). Councillors (and members of audit committees) must disclose a conflict of interest (Section 79 of the Act).
- d. Councillors must comply with the Councillor Code of Conduct.
- e. Councillors must not canvass with tenderers or respondents during a tender or quotation process.
- f. Councillors must not improperly direct or improperly influence a member of Council staff in the exercise of any power on in the performance of any duty or function. (Section 76E of the Act)
- g. Members of staff must comply with the Code of Conduct for Council Staff (Section 95AA of the Act)

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~~h. All staff engaged in the evaluation of a quotation (over \$10,000) or tender evaluation must adhere to this must policy and complete and lodge a Conflict of Interest Declaration and a Confidentiality Agreement.~~

Commented [RM10]: Over \$10k requirement removed as responsibility for declaring conflicts is mentioned multiple times already and difficult to manage

~~i-h. All Councillors and members of staff must adhere to Council's Corporate Gifts and Hospitality Policy in matters of procurement.~~

Commented [FC11R10]: This point is covered by the last dot point and therefore is not necessary.

~~j-i. Councillors and members of staff should make their interests known by completing a Conflict of Interest Declaration, in any situation where it could be perceived that an interest might unduly influence them.~~

Where a staff member is found not to have complied with the Code of Conduct or the Procurement Policy, the matter will be dealt with under Council's Disciplinary Action Procedure.

9. Internal Control and Internal Audit

Council will ~~establish,~~ document and maintain a framework of internal controls over procurement processes in order to ensure:

- a. More than one person is involved in and responsible for each transaction.
- b. Transparency in the procurement process.
- c. A clearly documented audit trail exists for procurement functions.
- d. Appropriate authorisations are obtained and documented.
- e. Systems are in place for appropriate monitoring and performance measurement.
- f. For a supplier to receive payment, the goods, services or works must have been delivered and a tax invoice issued by the supplier.

All persons engaged in procurement processes must diligently apply all internal controls.

10. Methods of Procurement

Council's standard methods of procurement shall encompass:

- ~~a. Petty cash for minor incidentals where/when a Purchase card is not available~~
- ~~a-b. Purchasing card.~~
- ~~b-c. Purchase order following a quotation process, noting a purchase order is required prior to engaging a supplier and receiving an invoice.~~
- ~~e-d. A contract following an Expression of Interest (EOI), tender or quotation or negotiated contract process.~~
- ~~d-e. A contract established by a third party agent where council is eligible to participate.~~
- ~~e-f. A state purchase contract or a whole of Victorian government contract.~~
- ~~f-g. Other contracts entered into under an arrangement approved by the Minister for Local Government.~~

Commented [RM12]: Petty cash added as this method is used in the organisation

Commented [RM13]: 3 core contract methods including EOI and not negotiated as that suggests non-competitive process which should be discouraged

~~Council may determine to seek Expressions of Interest (Section 186(1) of the Act) process where:~~

- ~~a. There is likely to be many tenderers, tendering will be costly or the procurement is complex and council does not wish to impose the costs of preparing full tenders on all tenderers.~~
- ~~b. There is uncertainty as to the willingness and/or interest of parties or vendors to offer the potential products or services or to undertake the proposed works.~~

Commented [RM14]: EOI details removed as the details are already in the legislation and an EOI is just an optional first step in a tender process which is already described

~~An Expression of Interest process can be undertaken where determined by the CEO and where Council advertises publicly:~~

- ~~a. the purpose and nature of the contract~~
- ~~b. the date by which it will invite tenders.~~

~~A Request of Information is to be used to determine:~~

- ~~a. the availability technologies, products or service available in the market place meet council needs~~
- ~~b. whether proposed terms and conditions or deliverable expectations are acceptable in the market place.~~

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~~e. whether proposed budgets are adequate to meet non-standard procurement needs — inadequate budgets should not become apparent when tenders are opened.~~

**11. Thresholds for Quotations and Public Tenders**

The following table outlines the threshold requirements for obtaining quotations and undertaking a public tender:

Expenditure (Including GST)	Quotation Method
\$0 - \$1,000	No quote required
\$1,001 - \$5,000	One <u>written</u> quotation must be sought <del>(Written including email).</del>
\$5,001 - \$15,000	Two written quotations must be sought.
\$15,001 - ≤\$150,000 (goods and services)	Three or more written quotations must be sought via issue of a written request for quotation or <u>a</u> public tender*
15,001 - ≤\$200,000 (building and construction works)	Advertising is not required unless <u>undertaking a</u> public tender.
\$150,000+ (goods and services) \$200,000+ (building and construction works)	Public tender to be undertaken.

\* It is recommended that when the estimate is above \$125,000 for goods and services, or above \$175,000 for works, that the most appropriate mechanism to source a supplier would be via a publicly advertised tender.

\* The public tender thresholds as described in the Act are inclusive of GST.

A public tender process may be used for values less than \$150,000 if this will service Council's interests and produce a better outcome in the context of this Policy.

**12. Public Tendering**

Council's public tendering process will:

- a. Be coordinated by the procurement department.
- b. Comply with the procurement principles set out in this policy.
- c. Require a public notice inviting tenders to be placed in the Council-chosen newspaper(s) and Council's e-tendering portal.
- d. Advertise tenders for ~~at least a minimum of 10 to 15 working~~ 21 day's ~~dependant on business needs. Large and/or complex tenders can be advertised for longer periods to allow suppliers more time to prepare responses.~~
- e. Otherwise seek the widest access to the marketplace.
- f. Not levy a charge for access to tender documentation.
- g. Provide common advice to all tenderers on all clarifications and amendments.
- h. Not accept late tenders under any circumstances.

Tender evaluation:

- a. Evaluation panels will conduct tender evaluations in accordance with the process and methodology set out in council's procurement manual, including evaluating each tender against the stated tender evaluation criteria which is determined at the tender initiation stage.
- b. The evaluation process must be robust, systematic and unbiased.
- c. Tender evaluation panels will produce a written report of their evaluation using the appropriate prescribed template.

Acceptance of tenders:

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Commented [RM15]: Changed to 10-15 working days to allow procurement team some time flexibility in advertising for off the shelf items.

The Procurement Department will:

- a. Maintain copies of all tenders and detailed records of the tender process from beginning to end, including records of commercial-in-confidence negotiations, if any.
- b. Ensure tenders are accepted in accordance with the delegation limits prescribed by Council using the appropriate prescribed template.

**13. Communication**

External communication is very important in ensuring a healthy interest from potential suppliers and partners to the Council. The Council website will be updated and provide information regarding procurement, including:

- a. A list of tenders and the successful tenderer and price.
- b. Guidelines for doing business with Council and how to become a supplier.
- c. Standard documentation used in the procurement process including conditions of engagement.
- d. Link to Council's e-tendering portal.

**Exclusions**

Nil

**Human Rights**

This policy has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of *Human Rights and Responsibilities Act 2006*.

**Definitions**

the Act	<i>Local Government Act 1989</i> (as amended).
Addendum	Additional information or corrections about a Request for Tender, provided to all registered potential respondents after the initial advertising date.
Conflict of Interest	In Victorian local government the law provides that a staff member holding a delegation or advising council or a special committee has a conflict of interest which they must disclose in writing when they have a personal or private interest of the type specified in the legislation.
Conflict of Interest Declaration	A Declaration signed by all staff and consultants involved with a procurement process to indicate that they do not have a conflict of interest.
Contract Documents	Documents collated together as an instrument of contract. They may include terms and conditions, specifications, drawings, tender responses, delivery schedules and payment schedules.
Contractor	Respondent (person, firm, etc.) whose tender/quotation offer has been accepted by the council with or without modification.
Council Staff	Includes full-time and part-time council staff, and temporary employees, contractors and consultants while engaged by the Council.
Delegate	A person authorised by the Council or Chief Executive Officer to make general or specified decisions constrained only by the instrument of delegation. Specifically, delegates commit and incur expenditure. The delegate is responsible for actions arising from their use of such power.
Delegation	A power handed down by the council or Chief Executive Officer in an instrument to enable a delegate to act on Council's behalf.
eTendering	An internet based electronic tendering system that provides the facility to electronically invite or advertise tender documents, securely receive, and open tenders, and provide various notices.

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Expression of Interest (EOI)	A response to an open approach to the market requesting submissions from bidders interested in participating in procurement. It is used to identify potential suppliers interested in, and capable of, delivering the required goods or services. Potential suppliers are asked to provide information on their capability to do the work. It is usually the first stage of a multi-stage tender process.
Evaluation criteria	The criteria used to evaluate the compliance and/or relative ranking of tender/quotation responses. All evaluation criteria must be clearly stated in the request documentation.
Late tender	A tender received after the specified closing time and date.
Local	For the purposes of this policy "local" is defined as being within the Shire of Campaspe's boundaries, but also including Moama.
Probity	In the context of a procurement process, probity is a defensible process which is able to withstand internal and external scrutiny – one which achieves both accountability and transparency, providing tenderers with fair and equitable treatment.
Procurement	Procurement is the whole process of acquisition of external goods, services and works. It can include planning, design, standards determination, specification writing, preparation of quotation and tender documentation, selection of suppliers, financing, contract administration, disposals, and other related functions. It also includes the organisational and governance frameworks that underpin the procurement function.
Purchase Order	A form of contract, which is an official document used to authorise and record the purchase of goods or services by a buyer. It is the prime reference confirming the contractual situation between the buyer and supplier.
Request for Expressions of Interest (EOI)	An invitation for persons to submit an EOI for the provision of the Goods, Services or Works generally set out in the overview of requirements contained in the document. This Invitation is not an offer or a contract. It identifies potential suppliers interested in, and capable of, delivering the required goods or services. Potential suppliers are asked to provide information on their capability to do the work. It is usually the first stage of a multi-stage tender process. See also "Expression of Interest".
Request for Quotation (RFQ)	A written process of inviting offers to supply goods and/or services involving simple documentation, a limited number of potential suppliers and generally of relatively lower values.
Request for Tender (RFT)	A request for offer against a set of clearly defined and specified requirements. Tenderers are advised of all requirements involved, including the conditions of tendering and proposed contract conditions.
Quotation/Quote	A document in the form of an offer to supply goods and/or services; usually in response to a Request for Quotation.
Tender	An offer in writing to supply goods and/or services, usually submitted in response to a public or selective invitation such as a Request for Tender.
Tender Process	The process of inviting parties to submit a quotation by tender using public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.

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**Thresholds** The value above which a procurement, unless exempt, is subject to the mandatory procurement procedures.

**Value for Money** The process of choosing suppliers that offer the best mix of quality, cost, fitness for purpose and efficiency, with appropriate risk management.  
 Cost can mean the whole of life cost of the product or service.  
 Value for money does not mean accepting the lowest price.

**Related Legislation**

*Competition & Consumer Act 2010*

*Local Government Act 1989*

**Related Policies, Procedures and Strategies**

Council Policy 039 - Risk Management

Council Policy 075 - Fraud

Protected Disclosures Procedure

Disciplinary Action Procedure

**Attachments**

Nil

**Review Period Responsible Officer**

One year [Finance Contracts and Procurement](#) Manager

**Administrative Updates**

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

**Approval History**

Adopted	17 November 2009	Minute Book Reference No 14731 (Item 9.5)
Revised	21 September 2010	Minute Book Reference No 16407 (Item 12.6)
Revised	18 October 2011	Minute Book Reference No 18261 (Item 13.3)
Revised	21 August 2012	Minute Book Reference No 1057 (Item 4.16)
Revised	20 August 2013	Minute Book Reference No 1041 (Item 6.3)
Revised	19 August 2014	Minute Book Reference No 878 (Item 6.1)
Revised	18 August 2015	Minute Book Reference No 905 (Item 6.2)
Revised	16 August 2016	Minute Book Reference No 731 (Item 6.2)
Revised	20 March 2018	Minute Book Reference No 486 (Item 7.1)

Chief Executive Officer: .....

Date: .....

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# Asset Valuation

<b>Council Policy Number</b>	<b>136</b>
Date adopted	19 February 2019
Scheduled for review	February 2022



## Purpose

This policy covers the valuation of non-current assets throughout their lifecycle. This includes:

- Valuation on initial recognition
- Valuation for financial management
- Valuation for asset management
- Valuation of shared assets
- Valuations relating to sale of assets
- Insurance valuations

Application of this policy will drive consistent processes to produce comparable valuations.

## Policy Statement

### 1. Valuations for Financial Management

Financial reporting obligations require valuations of non-current assets in accordance with relevant Australian Accounting Standards and other State Government requirements.

AASB 1049, Whole of Government and General Government Sector Financial Reporting, requires Council to measure all non-current physical assets at fair value using the revaluation model under AASB 116 Property Plant and Equipment. The Revaluation Model states assets whose fair value can be measured reliably shall be carried at a re-valued amount, being its fair value. Fair value is defined as the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction. The valuation methodology used will be documented within the valuation report (internal or external).

AASB 1041, Revaluation of Non-Current Assets, outlines the application of the fair value approach to valuation, prescribing the method of accounting for revaluation increments and decrements and specifies rules relating to the frequency of revaluation.

All non-current Asset Classes, subject to their initial recognition under the Capitalisation Policy, will be recognised at fair value using the revaluation model. Where assets have an available market price for their current type and condition, the market price is deemed to be the fair value.

For infrastructure assets and assets where there is no market-based evidence of fair value, fair value is based on the current value to replace the asset based on unit rates.

Local government refers to these current replacement cost unit rates as 'Greenfield' unit rates. Greenfield unit rates are based only on the costs that would be included on initial acquisition / construction of the asset at an undeveloped site. Costs that would be incurred upon subsequent replacement or renewal of an asset, such as demolition of the old asset or traffic management costs, are excluded from Greenfield unit rates.

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The table below defines costs which will be included (X) for Greenfield unit rates.

	Greenfield
Strategic planning reports	X
Project scoping and investigation, valuation reports, planning approvals	X
Demolition Costs	
Disposal Costs	
Site Restoration	
Built up location costs (e.g. Traffic Management)	
Survey and design	X
Professional fees	X
Site preparation	X
Formation and Earthworks	X
Construction (excluding Formation and Earthworks)	X
Contract payments	X
Council direct costs, wages, salaries, plant hire, materials, on-costs	X
Overheads	X
Supervision	X
Transport, installation, assembly and testing	X
Project Management	X

Asset classes that have short lived or low value assets such as plant and equipment, office furniture and vehicles are not revalued as the initial cost is expected to provide a reasonable approximation of fair value for these short lived assets.

**2. Valuations for Asset Management**

Whereas financial reporting obligations require valuations of non-current assets in accordance with relevant Australian Accounting Standards and other State Government requirements, asset management requires valuations of non-current assets for renewal planning purposes.

For asset management, renewal planning requires a reasonable estimate of actual costs to replace an asset at the end of its useful life. The cost to actually rebuild or replace an asset includes the cost for demolition of the old asset and traffic management costs as they form part of the real cost to Council to renew its assets and these costs are referred to as 'Brownfield' unit rates.

The table below defines costs which will be included (X) Brownfield unit rates and contrasts this with those included in Greenfield unit rates.

	Greenfield	Brownfield
Strategic planning reports	X	X
Project scoping and investigation, valuation reports, planning approvals	X	X
Demolition Costs		X
Disposal Costs		X
Site Restoration		X
Built up location costs (e.g. Traffic Management)		X
Survey and design	X	X
Professional fees	X	X
Site preparation	X	X
Formation and Earthworks	X	X
Construction (excluding Formation and Earthworks)	X	X
Contract payments	X	X
Council direct costs, wages, salaries, plant hire, materials, on-costs	X	X
Overheads	X	X

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Supervision	X	X
Transport, installation, assembly and testing	X	X
Project Management	X	X

Asset valuation information (using Brownfield rates) is required in Asset Management Plans in order to assist with decisions regarding the level of funding required for asset maintenance and asset renewal expenditures. Current asset valuation information assists in making decisions regarding the allocation of resources to those assets.

Under AASB 116, when a certain asset is due to be revalued, all assets within that asset class shall be revalued at the same time. The valuation methodology used will be documented within the valuation report (internal or external).

**3. Greenfield v Brownfield valuations**

Example of Greenfield v Brownfield – Kerb and Channel

Greenfield:

Costs involved include initial digging out of site and formation (no existing road pavement or services, drainage etc), and pouring kerb.

Brownfield:

Costs involved include digging out and removing existing kerb, digging out section of the adjoining road pavement, digging out area behind the kerb including footpath, driveways, trees, median strip. Site is now prepared and new Kerb can be poured in place. The surrounding areas will now have to be reinstated including rehabilitation of adjoining pavement, median strip etc.

In this case Brownfield unit rates will be much higher than Greenfield rates. In other circumstances where some of the existing material can be re-used and demolition & disposal costs are low, Brownfield unit rates will be lower.

As Greenfield rates vary from Brownfield rates, renewal requirements can be more accurately assessed based on brownfield valuations.

**4. Useful Life**

In accordance with AASB 116 the useful life of an asset should take into account the following:

- expected use of the asset
- expected physical wear and tear
- technical or commercial obsolescence
- legal or similar limits on the use of the asset

Useful life of each class of asset is documented within Appendix A of the Policy.

Condition assessments are required to be conducted regularly on assets by the responsible officer or manager to reassess the useful life and identify impairments. Results of condition assessments are documented on the asset management system and useful lives shall be updated on the asset register by the Strategic Assets Coordinator when required.

Assets shall be separately identified and depreciated into smaller assets (known as Componentised Assets) when applicable under AASB116. Componentised assets shall be assessed on useful life and impairment at asset component level.

**5. Depreciation Method**

The consumption of assets for financial reporting purposes is calculated using the straight line depreciation approach. This assumes the asset will lose an equal amount of value each year and is based on a pre-determined asset useful life.

The consumption of assets for asset management purposes is referred to as Average Annual Asset Consumption. This is calculated based on asset degradation models relating to the physical condition of the assets. In most cases this approach results in an asset losing less value in the early years of its use than in later years when it degrades at a quicker rate.

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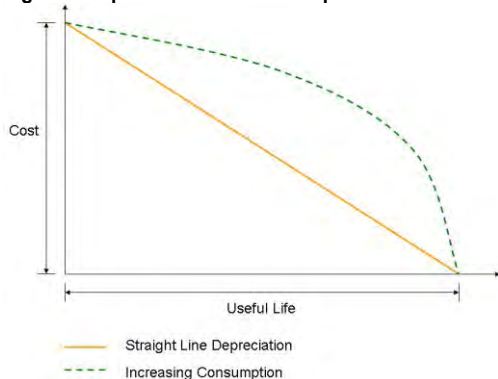
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A conceptual comparison of straight line depreciation as a measure of consumption to an increasing consumption asset degradation model is provided in the figure below

**Figure 1 Depreciation vs. Consumption**



**6. Valuation requirements**

All assets require both a Greenfield and Brownfield valuation with the exception of assets held for sale.

To perform a revaluation the following is required:

- Assessment of asset condition
- Assessment of remaining asset life
- Affirmation of depreciation method
- Assessment of any asset impairment

Frequency of valuation and average useful life is determined as per Appendix A and are the responsibility of both the Finance Manager and Strategic Asset Coordinator.

**7. Valuation of shared assets**

Shared assets are recorded based on Council's control of that asset determined by way of percentage. For infrastructure assets the % is applied to area as opposed to the unit rate (e.g. If a bridge is shared 50:50 for renewal purposes with another Council, note this and record 50% of the area in the financial asset register. In this manner, no variation to unit rates is required when performing revaluations).

Control of shared assets is to be confirmed in writing with the other party.

Annual valuations for shared assets should be confirmed by the Strategic Asset Coordinator with the other party and a Memorandum of Understanding should be put in place by the Strategic Asset Coordinator to confirm the process of agreeing valuations.

**8. Valuations of assets held for sale**

Financial Reporting

Assets held for sale are moved into the current assets section of Council's balance sheet. They are no longer required to be re-valued and are held at their written down value at time of transfer. These are not modelled for renewal planning purposes.

Sale Valuations – Property Assets

Prior to sale of an asset Council will seek an independent valuation on a willing buyer/willing seller basis. As a minimum, Council are required to obtain one valuation from a licensed valuer but may consider up to 6 valuations of comparable sites in similar municipalities in order for Council to determine the price at which it wants to sell the asset.

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Sale Valuations – Non-Property Assets

Non property assets include items such as vehicles, heavy plant, and minor equipment.

For sale of non-property assets, Council officers will seek benchmarking data in order to ascertain a reasonable price.

**9. Insurance valuations**

Valuations are required to allow Council to reduce the risk of financial loss through insurance in the event of loss or damage to its assets.

Insurance valuations are determined on complete replacement cost assuming an asset was completely destroyed. This includes the cost of demolition and design of the replacement asset. These valuations are outsourced and managed through the Risk department based on guidelines provided by Council's insurer. Council's current insurer requires valuations to be conducted every 4 years with a CPI increase applied in between. Where insurance valuations align with asset revaluation cycles they can be used as a cross check for replacement cost however asset revaluations also require condition and remaining life data which is not provided as part of insurance valuations.

**10. Policy commitment**

In implementing this policy Council will:

- a. Annually review financial and asset management valuations of Council owned or controlled non-current asset classes, including confirmation of remaining useful life through consideration of change in condition, depreciation method and impairment as well as maintaining supporting documentation.
- b. An out of cycle re-valuation within the asset class will be triggered where annual reviews identify a material change (5% - 10%) in the following factors relating to a single class:
  - i. Unit rates
  - ii. Condition change across a material number of assets.
- c. Not revalue assets in the plant and equipment class and instead hold them at initial cost.
- d. Notwithstanding a material change triggering a revaluation of an asset class and excluding assets held at initial cost, conduct asset revaluations for each asset class per adopted frequency as per Appendix A, including updating condition, remaining useful life and financial valuation.
- e. Ensure corporate systems record the current adopted asset values for reporting in audited financial statements within the Annual Report.
- f. Establish and maintain a register detailing the corporate system(s) in which each valuation type addressed in the policy recorded.

**11. Responsibilities****Finance Manager**

- Coordination of financial valuation process including determination and approval of Greenfield unit rates
- Reporting fair value in the financial statements in line with accounting standards (including any impairment)
- Assessment of asset impairments in conjunction with the Strategic Asset Coordinator

**Strategic Asset Coordinator**

- Coordination of renewal valuation process including determination and approval of Brownfield unit rates
- Approval and verification of condition assessments and review of asset lives
- Assessment of asset impairments in conjunction with the Finance Manager

**Asset Analyst**

- Coordination of condition assessments and data collection
- Keeping the Asset Management System up to date (including asset condition, asset characteristics and other related (non-financial valuation) data)

- Undertaking annual asset review, documenting findings and providing information to finance department
- Collecting data through the asset handover process on Brownfield rates and reviewing / updating Brownfield unit rates annually.
- Collecting data and reviewing / updating Greenfield unit rates annually.

**Management Accountant**

- Keeping the Asset Management System up to date through processing of all asset additions, renewals and disposals – including all data related to financial control of assets.
- Processing annual revaluations for financial reporting purposes including implementing changes to asset remaining useful lives, depreciation method and impairments

**Risk Management Officer**

- Coordination of insurance valuations

**External Valuers**

- Undertake regular valuation of asset classes with valuations assigned to an external valuer under Appendix A

**Exclusions**

Nil

**Human Rights**

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of *Human Rights and Responsibilities Act 2006*.

**Definitions**

**Average Annual Asset Consumption** The amount of an organisation’s asset base consumed during a reporting period (generally a year).

**Asset Class** A group of assets that are similar in nature or function.

**Cost** The amount paid or the fair value of any other consideration given to acquire an asset at the time of its original acquisition or construction. Where an asset is acquired at no cost, or for a nominal cost (as the case with developer and other contributed assets), the cost is its fair value as at the date of acquisition.

**Depreciable Amount** The cost of an asset, or other amount substituted for its cost, less its residual value.

**Depreciation** The systematic allocation of the depreciable amount of an asset over its useful life.

**Fair Value** The amount for which an asset could be exchanged between knowledgeable, willing parties in an arm’s length transaction.

**Impairment** The amount by which the carrying amount of an asset exceeds its recoverable amount.

**Non-Current Asset** Any capitalised asset which is not expected to be fully consumed, realised, sold or otherwise disposed of within one financial year.

**Revaluation** The act of reassessment of values, condition, remaining life and impairment of non-current assets at a particular date.

**Shared Assets** Are generally assets that cross Council boundaries (such as bridges) and therefore are part owned by each party under agreement.

**Remaining Useful Life** The time remaining until an asset ceases to provide the required service level or economic usefulness.

**Useful Life** Age plus remaining useful life.

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**Related Legislation**

Legislative requirements which Council must comply with include:

**The Local Government Act 1989**, Section 131 provides that Council must prepare Financial Statements in accordance with the Act.

**Australian Accounting Standards Board (AASB)** - This policy has been developed in accordance with the following AASB Standards

- AASB 116 Property Plant & Equipment
- AASB 1041 Revaluation of Non-current Assets
- AASB 136 Impairment of Assets
- AASB 1049 Whole of Government and General Government Sector Financial Reporting

Additional guidance material is available including:

- **Australian Infrastructure Financial Management Guidelines (2009)**
- **Victorian Auditor-General’s Office** – issues annual reports on the results of Local Government Audits, including comments and recommendations regarding aspects of asset valuation practice.
- **Department of Treasury and Finance** – issues financial reporting directions and financial reporting guidance notes, some of which are applicable to Local Government.
- **Department of Planning and Community Development** – issues guidelines on asset management and financial reporting.

**Related Policies, Procedures and Strategies**

Council Policy 091 - Sustainable Asset Management

Council Policy 144 - Asset Capitalisation

Asset Management Strategy

**Attachments**

Nil

**Review Period**

Three years

**Responsible Officer**

Finance Manager

**Administrative Updates**

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

**Approval History**

Adopted	18 September 2012	Minute Book Reference No 1259 (item 4.24)
Revised	18 August 2015	Minute Book Reference No 905 (item 6.2)
Revised	19 February 2019	Minute Book Reference No 404 (item 7.2)

Chief Executive Officer: .....

Date: .....

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Asset Valuation Policy Appendix A

Revaluation Details

Asset Group	Financial Asset Class	Valuation Method	Valuation Source	Condition Assessment Frequency (Years)	Revaluation Frequency (Years)	Adopted Asset Life (years)	Depreciated Y/N
ROADS	Spray Seals	Depreciated replacement value	Unit Rates	4	4	15	Y
	Asphalt Seals	Depreciated replacement value	Unit Rates	4	4	20	Y
	Road Pavements Urban	Depreciated replacement value	Unit Rates	5	5	112	Y
	Road Pavements Rural – full depth, lightweight	Depreciated replacement value	Unit Rates	5	5	74	Y
	Road Pavements –concrete	Depreciated replacement value	Unit Rates	4	4	50	Y
	Road Formation	N/A	N/A	N/A	N/A	Indefinite	N
	Gravel Shoulders	Depreciated replacement value	Unit Rates	2	4	12	Y
	Gravel Roads	Depreciated replacement value	Unit Rates	2	4	15	Y
	Car Parks –Gravel	Depreciated replacement value	Unit Rates	2	4	15	Y
	Car Parks –Sealed	Depreciated replacement value	Unit Rates	3	3	20	Y
	Kerb and Channel	Depreciated replacement value	Unit Rates	5	5	50	Y
BRIDGES	Bridges –Timber	Depreciated replacement value	External valuer	3	3	60	Y
	Bridges –Steel and/or Concrete	Depreciated replacement value	External valuer	3	3	100	Y
	Moorings, Jetties and Boardwalks	Depreciated replacement value	External valuer	3	3	60	Y
FOOTPATHS AND CYCLEWAYS	Footpaths	Depreciated replacement value	Unit Rates	5	5	50	Y
DRAINAGE	Drainage	Depreciated replacement value	Unit Rates	5	5	80	Y

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Asset-Group	Financial Asset Class	Valuation Method	Valuation Source	Condition Assessment Frequency (Years)	Revaluation Frequency (Years)	Adopted Asset Life (years)	Depreciated Y/N
PLANT AND EQUIPMENT	Plant Machinery and Equipment	Historical Cost	N/A	N/A	N/A	3-20	Y
	Fittings and Furniture	Historical Cost	N/A	N/A	N/A	3-15	Y
	Computers and Telecommunications	Historical Cost	N/A	N/A	N/A	4	Y
	Library Books	Historical Cost	N/A	N/A	N/A	5-10	Y
	Marine Equipment	Depreciated replacement value	External valuer	5	5	100	Y
OPEN SPACES AND RECREATION ASSETS	Playing surfaces and courts	Depreciated replacement value	External valuer	5	5	20	Y
	Playground Equipment	Depreciated replacement value	External valuer	4	4	20	Y
	Sports Lighting and Scoreboards	Depreciated replacement value	External valuer	5	5	25	Y
	Irrigation	Depreciated replacement value	External valuer	5	5	25	Y
LAND	Council Land	Market Value	External valuer	4	4	NA	N
LAND-UNDER ROADS	Land Under Roads	Impaired Market Value	Unit Rates	5	5	NA	N
INTANGIBLE ASSETS	Water Rights	Market Value	External data	3	3	NA	N
BUILDINGS	Buildings	Market Value	External valuer	3	3	75	Y
	Barbeques	Depreciated replacement value	External valuer	3	3	5	Y
	Pools and Equipment	Depreciated replacement value	External valuer	3	3	5-80	Y
LAND IMPROVEMENTS	Fences and Bollards	Depreciated replacement value	Unit Rates	5	5	50	Y
ARTWORKS, MONUMENTS ARTEFACTS AND EXHIBITS	Artworks	N/A	N/A	N/A	N/A	N/A	N
	Monuments, Artefacts and Exhibits	Depreciated replacement value	-	-	-	-	Y

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NB: Indexation revaluation carried out in between formal valuation years only if deemed appropriate

Asset Valuation Policy

Appendix A

Revaluation Details

Asset Group	Asset Class	Asset Component	Valuation Method	Valuation Source	Condition Assessment Frequency (Years)	Revaluation Frequency (Years)	Adopted Asset Useful Life (years)	Depreciated Y/N
Roads	Sealed Roads (Inc. aerodrome runways, Taxiways, internal roads and Service roads and Car Parks)	Wearing Course- Asphalt	Depreciated replacement value	Unit Rates	4	4	20	Y
		Wearing Course- Spray Seal					15	
		Pavement (Incl. E/Works & Formation)					80	
Roads	Gravel Roads (Inc. internal roads and Unsealed runways and Car Parks)	Shoulders	Depreciated replacement value	Unit Rates	2	4	15	Y
		Wearing Course - Gravel Roads						
	Earth Roads	Wearing Course - Earth Roads	N/A	N/A	N/A	N/A	Indefinite	N
Footpaths & Cycleways	Footpath (inc Shared Paths)	Asphalt	Depreciated replacement value	Unit Rates	5	5	50	Y
		Concrete						
		Gravel					40	
		Paving						
Kerb & Channel	Kerb & Channel	Depreciated replacement value	Unit Rates	5	5	50	Y	
Bridges	Bridges	Deck	Depreciated replacement value	External value	3	3	100	Y
		Sub-Structure						
		Abutments						
		Foundations						
	Major Culverts	Major Culvert						
	Boardwalks, Jetties, Moorings	Deck	Depreciated replacement value	External value	3	3	100	Y
		Sub-Structure						
		Abutments						
Foundations								

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Asset Group	Asset Class	Asset Component	Valuation Method	Valuation Source	Condition Assessment Frequency (Years)	Revaluation Frequency (Years)	Adopted Asset Useful Life (years)	Depreciated Y/N
Stormwater & Flood Control	Pipes		Depreciated replacement value	Unit Rates	5	5	80	Y
	Minor Culverts	Minor Culverts						
	Pits & Structures	Drainage Pits inc End Walls, GPT, Litter Traps, Inlets, Outlets and Headwalls						
	Channels & Open Stormwater Drains	Lined						
		Unlined						
	Basins, Dams & Wetlands	Basins, Dams & Wetlands			N/A		40	
	Retaining Walls & Levee Banks	Retaining Wall Levee Bank						
	Pump	Pump Motor			N/A		20	
Pump Well								
Pump Switchboard and Electrics								
Irrigation	Irrigation	Bores	Depreciated replacement value	Unit Rates	N/A	N/A	25	Y
		Tanks						
		Irrigation Pumps						
		Switchboards						
		Sprinkler Systems						

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Asset Group	Asset Class	Asset Component	Valuation Method	Valuation Source	Condition Assessment Frequency (Years)	Revaluation Frequency (Years)	Adopted Asset Useful Life (years)	Depreciated Y/N
Buildings & Structures	Facility Building	Facility as a whole	Market Value	External valuer	3	3	75	Y
		Structure Sub Floor						
		Structure Floor						
		Structure Walls						
		Structure Roof						
		Structure Ceiling						
		Finish Internal Surface - Ceiling						
		Finish Internal Surface - Walls						
		Finish Internal Surface - Covering						
		Finish External Wall Finish						
		finish Roof - Cladding						
		Mechanical						
		Fit out						
		Services other than Mechanical						
Open Space & Recreation Assets	Playing Surfaces	Ovals	Depreciated replacement value	External valuer	5	5	N/A	Y
		Golf Course Greens						
		Running Tracks						
		Skate Parks						
		Courts						
	Sports Lighting & Electrical	Poles						
		Lights						
		Switchboards/Controllers						
		Transformers						
		Electrical Scoreboards						
		Scoreboards						

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Asset Group	Asset Class	Asset Component	Valuation Method	Valuation Source	Condition Assessment Frequency (Years)	Revaluation Frequency (Years)	Adopted Asset Useful Life (years)	Depreciated Y/N
Swimming Pools	Pool Shell & Equipment	Pool Shell	Depreciated replacement value	External value	5	5	80	Y
		Chemical Treatment Tanks	Depreciated replacement value	External value	5	5	80	Y
		Reticulation Pumps						
		Boilers						
		Safety Showers						
		Solar Heating Systems						
		Water Reticulation Systems						
		Power Supply and Switchboards						
		Pool Lighting						
		Slides						
		Diving Boards						
		Pool Covers						
		Vacuums						
		Playgrounds						
Slides								
Combination Unit								
Softfall								
Spring Rocker								
Fencing & Bollards	Fencing & Bollards	Fencing & Bollards	N/A	N/A	N/A	N/A	50	Y
Other Road Elements	Parking Meters	Parking Meter	N/A	N/A	N/A	N/A	N/A	N
	Signs	Signs						
	Street and Public Lighting	Street and Public Lighting						
	Traffic Control Lights	Traffic Control Lights						

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<u>Asset Group</u>	<u>Asset Class</u>	<u>Asset Component</u>	<u>Valuation Method</u>	<u>Valuation Source</u>	<u>Condition Assessment Frequency (Years)</u>	<u>Revaluation Frequency (Years)</u>	<u>Adopted Asset Useful Life (years)</u>	<u>Depreciated Y\N</u>
<u>Marine Vessels</u>	<u>Marine Vessels</u>	<u>Superstructure</u>	<u>External Valuer</u>	<u>External Valuer</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>Y</u>
		<u>Decking</u>						
		<u>Paddle Boxes</u>						
		<u>Hull</u>						
		<u>Machinery and Equipment</u>						
<u>Artworks, Monuments, Artefacts and Exhibits</u>	<u>Artworks</u>	<u>Paintings</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N</u>
		<u>Town Entrance Features</u>						
		<u>Sculptures</u>						
	<u>Monuments</u>	<u>Statues</u>						
		<u>Fountains</u>						
<u>Memorials</u>								
<u>Land</u>	<u>Land</u>	<u>Land</u>	<u>External Valuer</u>	<u>External Valuer</u>	<u>N/A</u>	<u>3</u>	<u>100</u>	<u>N</u>
	<u>Land Under Roads</u>	<u>Land Under Roads</u>	<u>Impaired Market Value</u>	<u>Valuer General Annual Valuation</u>	<u>N/A</u>	<u>5</u>	<u>N/A</u>	<u>N</u>
	<u>Land Improvements</u>	<u>Land Improvements</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N</u>
<u>Intangible Assets</u>	<u>Water rights</u>	<u>Water rights</u>	<u>Market Value</u>	<u>External data</u>	<u>N/A</u>	<u>1</u>	<u>NA</u>	<u>N</u>
<u>Plant and Equipment</u>	<u>Plant and Machinery Equipment</u>	<u>Vehicles replacement</u>	<u>Historical Cost</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>3 - 20</u>	<u>Y</u>
		<u>Plant and Machinery refurbishment</u>	<u>Historical Cost</u>					
		<u>Equipment replacement</u>	<u>Historical Cost</u>					
	<u>Furniture and Fittings</u>	<u>Furniture and Fittings</u>	<u>Historical Cost</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>3 - 15</u>	<u>Y</u>
<u>Computers and Telecommunications equipment</u>	<u>Computers and Telecommunications equipment</u>	<u>Historical Cost</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>4</u>	<u>Y</u>	

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# Asset Capitalisation

<b>Council Policy Number</b>	<b>144</b>
Date adopted	19 February 2019
Scheduled for review	February 2022



## Purpose

To provide consistent guidelines, in accordance with relevant Accounting Standards and State Government Policy, regarding which Council assets are to be capitalised (as opposed to expensed).

The policy:

- Specifies the principles for recognising an asset for capitalisation
- States what 'Measurement and Recognition' model Council applies to its assets
- Provides guidance to staff involved in budgeting and expenditure decisions around assets
- Provides direction on responsibilities around asset data management
- Assists staff in determining appropriate funding sources for asset works.

This policy applies to all non-current assets of the Campaspe Shire Council.

Accounting standards (particularly AASB 116 - Property, Plant and Equipment) require a distinction to be made between expenditure that is consumed immediately in operations (or within one financial year) and expenditure on physical assets that will provide service over more than one financial year, normally many years.

Typical physical non-current assets managed by Council include roads, bridges, footpaths, drains, parks and buildings. Typical non-physical assets managed by Council include software, licenses, water rights, trademarks, copyrights and images.

This policy is to provide staff involved in budgeting and expenditure decisions clear guidance when classifying expenditure in the corporate Finance system. It establishes the capitalisation criteria at the point of recognition of an asset.

The recording of expenditure as an asset means that it is recorded in the Council's balance sheet and the details are entered into the corporate asset register. The process is often referred to as capitalisation. Such expenditure on assets is referred to as capital expenditure.

Importantly, capital expenditure is divided between renewal, upgrade, expansion and new expenditure classifications.

## Policy Statement

1. The Asset Recognition Matrix below defines how expenditure on assets will be recognised.
2. Assets with shared ownership or control will be recognised in proportion to Council's agreed management interest.
3. The Asset Recognition Rules define how expenditure is treated financially.
4. The responsibility to record and manage assets not recognised under this policy will be defined in the Asset Management Strategy.
5. Only assets capitalised under this policy will depreciate and contribute to the determination of available annual renewal funds under the Strategy.

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**ASSET RECOGNITION MATRIX**

The following matrices define the treatment of assets based on management and ownership structures:

Land Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other (non-commercial) Lease (Council Lessor)	DELWP Local Committee	Other
Council Land	1	1	1		2	3		3
Crown Land -Shire of Campaspe Committee of Management	1	1	1		2	3		3
Crown Land – Vested	1	1	1		2	3		3
Crown Land – Lease	1	1	1		2	3		3
Crown Land – Non-Council Managed Other Committee of Management				1			4	
Private Land				1				5 – Proposed Subdivisions
Government Road	1			1			4	

Mobile/Non-Fixed Physical Asset Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other Lease (Council Lessor)	DELWP Local Committee	Other
Council	1				1*	3		3
Private				6				

Non-Physical Asset Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other Lease (Council Lessor)	DELWP Local Committee	Other
Council	1				2	3		3
Private				6				

1. Expenditure is recognised per Asset Recognition Rules of this policy. (\* Due to changes in accounting standards leased assets will be depreciated from 1 July 2019)
2. Expenditure is recognised per Asset Recognition Rules of this policy but asset recorded on corporate asset register is not depreciated.
3. Refer to specific agreement in place outlining the treatment of expenditure. If no agreement in place, asset remains on corporate asset register until agreement is in place (peppercorn leases).
4. Any expenditure is at Council's discretion and is deemed to be operational.
5. Assets are not recognised (until a Statement of Compliance is issued).
6. Assets are not recognised

**1. Measurement and Recognition Rules**

In accordance with AASB 116:

- a. An item of property, plant and equipment that qualifies for recognition as an asset shall be measured at its cost.
- b. Notwithstanding this, where an asset is acquired at no cost, or for a nominal cost (as the case with developer and other granted assets), the cost is its fair value as at the date of acquisition.

Assets owned by Campaspe Shire Council not previously recognised shall be capitalised in line with the requirements of AASB 116. New assets will be allocated an ID number) before being added to the asset register.

**2. Recognition Cost**

AASB 116 defines the cost of an item of property, plant and equipment as comprising:

- a. Its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates;
- b. Any costs directly attributable to bring the assets to the location and condition necessary for it to be capable of operating in the manner intended by management;
- c. The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurred either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.<sup>1</sup>

Examples of costs that are not costs of an item of property, plant and equipment are:

- a. Costs of opening a new facility;
- b. Costs of introducing a new product or service (including advertising);
- c. Costs of conducting business in a new location;

Activity	Recurrent Expenditure	Capital Expenditure <sup>2</sup>
All activities prior to decision made to proceed with investment including: <ul style="list-style-type: none"> <li>▪ Strategic planning reports</li> <li>▪ Project feasibility planning and investigation</li> </ul>	✓	
All activities following decision made to proceed with investment including: <ul style="list-style-type: none"> <li>▪ Planning approvals</li> <li>▪ Survey and design</li> <li>▪ Professional fees</li> <li>▪ Site preparation</li> <li>▪ Construction</li> <li>▪ Contract payments (excluding compensation payments)</li> <li>▪ Council direct costs, wages, salaries, plant hire, materials, on-costs</li> <li>▪ Administration and other general overhead costs.</li> <li>▪ Supervision</li> <li>▪ Transport, installation, assembly and testing</li> <li>▪ Project Management</li> </ul> Future dismantling and removing item and site restoration (where applicable)		✓

1. AASB, 2004, Framework for the Preparation and Presentation of Financial Statements, para 89

2. Capital expenditure subject to expenditure recognition criteria section of this policy

**3. Work In-Progress**

Work-in-progress shall be monitored and reviewed regularly to determine whether development costs for projects should be capitalised upon completion. In line with best practice, Project Managers are required to send Asset Transfer Forms and Project Completion Certificates to the Assets Department as soon as a project is finalised. This ensures development costs ready to be capitalised commence with an accurate useful life.

The [insert title of asset officers] will review the Asset Transfer Forms and Project Completion certificates, and capitalise the project developments adding the new assets to the asset register

The Finance Manager is notified of Project Completion Certificates being uploaded onto the Asset Management System. The Work-in-Progress General Ledger is reviewed by the Management Accountant and recently completed projects capitalised are removed from the ledger.

See Appendix A for Work-In-Progress Flowchart.

**4. Materiality**

AASB outlines information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to:

- a) influence the economic decisions of users taken on the basis of the financial statements; or
- b) affect the discharge of accountability by the management of governing body of the entity.

Materiality can depend on the size and nature of the omission or misstatement judged in surrounding circumstances.

Based on the materiality level set, it is not necessary to recognise and capitalise every potential non-current asset. For example expenditure of items of capital nature may only have a useful life greater than 12 months but its value is minor and would not affect the economic decisions of the Council if not capitalised. For example, a calculator, office lamp or keyboard. When such expenses are immaterial and not capitalised, they are expensed and coded as minor, low value or miscellaneous assets.

The purpose of setting a threshold is to minimise the expense, time and effort associated with maintaining the asset register. This must be balanced with the need to expense items through depreciation.

Care should be taken when determining capital expenses, which alone, would normally be under the threshold. However, if they form part of a collection or group of assets with a total value that is material could be capitalised as part of a project. For example painting on its own would normally be expenses but if it was to upgrade a company vehicle, it would be deemed material and capitalised.

Asset class capitalisation thresholds are contained in the Capitalisation Thresholds table in Appendix B.

**Exclusions**

Nil

**Human Rights**

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of Human Rights and Responsibilities Act 2006.

**Definitions**

Asset Recognition Rules

Campaspe Shire Council Asset Recognition Rules are contained in this policy. These rules outline when expenditure is classed as capital and is required to be recorded on the corporate asset register. The rules are defined principally in physical terms to align with budget setting, assist asset register capture and aid technical staff with decision making.

In general, expenditure that creates a new asset or upgrades / enhances an existing asset is treated as capital expenditure (subject to asset recognition rules).

Where capital expenditure is classed as renewal / replacement of entire asset, the replaced asset is retired from the corporate asset register and the new asset capitalised.

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A Non-Current Asset	Asset disposals that are not related to renewal works are dealt with under the Campaspe Shire Council Asset Rationalisation and Disposal Policy. Any asset which is not expected to be fully consumed, realised, sold or otherwise disposed of within one financial year. Not all non-current assets will be capitalised under this policy.
Corporate Asset Register	Asset database containing physical, technical, financial and service level information for each asset. Spatial representation of assets is recorded through GIS software. The assets capitalised under this policy will form a subset of the corporate asset register which should include all non-current assets not just capitalised assets.
Capital Expenditure	<p>Is the expenditure used to create a new assets or to increase the capacity of existing assets beyond the original design capacity or service potential. Capital expenditure increases the value of asset stock. This is determined by the asset recognition rules and expenditure can fall under one of the following categories and includes the entire asset component, where an asset has been componentised:</p> <ul style="list-style-type: none"> <li>a. <b>Renewal</b> is expenditure on an existing asset or replacing an existing asset that returns the service capability to its original capacity.  (Future operating and maintenance expenditure may be reduced if completed at the optimum time, e.g. resurfacing or re-sheeting part of a road network, replacing a section of a drainage network with pipes of the same capacity, resurfacing an oval.)</li> <li>b. <b>Upgrade</b> is expenditure that –             <ul style="list-style-type: none"> <li>i. enhances an existing asset to provide a higher level of service; or</li> <li>ii. increases the life of the asset beyond its original life.</li> </ul> <p>(It will generally increase operating and maintenance expenditure, including depreciation, in the future because of the increase in the council's asset base, e.g., widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility, building extension etc.)</p> </li> <li>c. <b>Expansion</b> is expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.  (It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation's asset base, but may be associated with additional revenue from the new user group, e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.)</li> <li>d. <b>New</b> is expenditure that creates a new asset that provides a service that does not currently exist.</li> </ul>
Operating Expenditure	is recurrent expenditure, which is continuously required to provide a service. It is also any expenditure that does not fall within the asset recognition rules (including expenditure on assets that are not owned or managed by Council).
Maintenance Expenditure	is recurrent expenditure, specifically on an asset, which is periodically required as part of the anticipated schedule of works needed to ensure that the asset achieves its estimated useful life and provides the required level of service. It is expenditure, which was anticipated in determining the assets useful life. It is normally relatively low cost compared to the asset value. Maintenance expenditure includes reactive maintenance and repair or planned maintenance.

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**Related Legislation**

Legislative requirements which Council must comply with include:

**The Local Government Act 1989**, Section 131 provides that Council must prepare Financial Statements in accordance with the Act.

**Australian Accounting Standards Board (AASB)**. This policy has been developed in accordance with the following AASB Standards

- AASB 116 Property Plant & Equipment
- AASB 1041 Revaluation of Non-current Assets
- AASB 136 Impairment of Assets
- AASB 1049 Whole of Government and General Government Sector Financial Reporting

Additional guidance material is available including:

- Australian Infrastructure Financial Management Manual (2015)
- Victorian Auditor-General’s Office – issues annual reports on the results of Local Government
- Audits, including comments and recommendations regarding aspects of asset valuation practice.
- Department of Treasury and Finance – issues financial reporting directions and financial reporting guidance notes, some of which are applicable to Local Government.
- Local Government Victoria – Local Government Asset Management – Better Practice Guide.

**Related Policies, Procedures and Strategies**

List any related policies, procedures and strategies

**Attachments**

Asset Recognition Rules

**Review Period**

Three years

**Responsible officer**

Asset Manager and Finance Manager

**Administrative Updates**

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

**Approval History**

Adopted	11 September 2013	Executive Management Group
Reviewed	14 December 2016	Executive Management Group
Reviewed	19 February 2019	Minutes Book Reference No 404 (item 7.2)

Chief Executive Officer: .....

Date: .....

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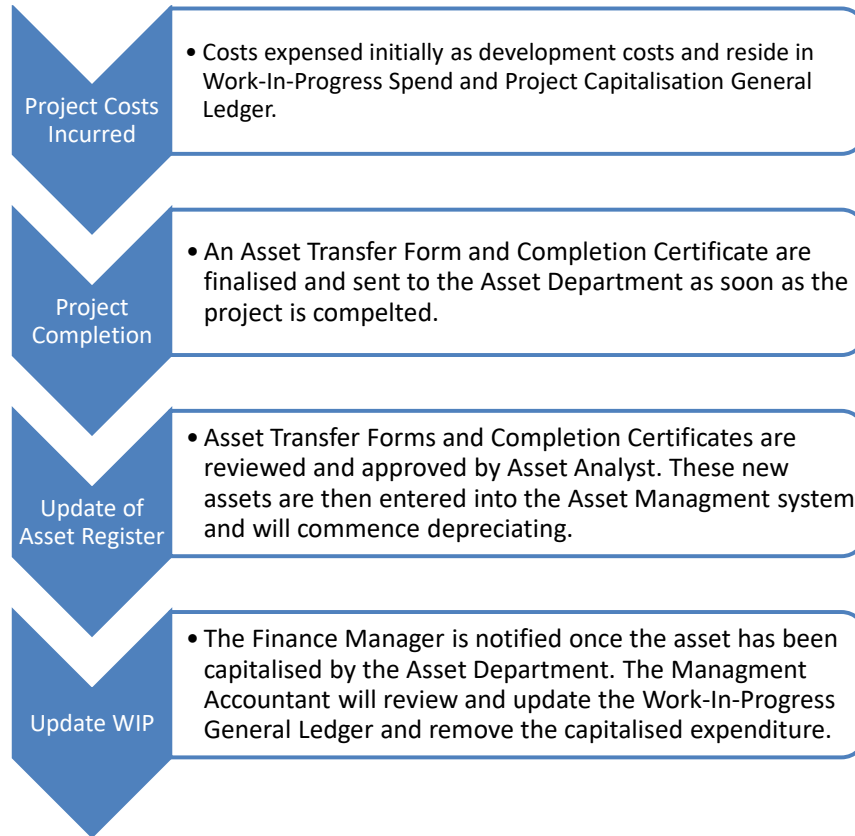
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**Appendix A – Work-in-Progress Review Process**



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**Appendix B – Asset Capitalisation Thresholds – by Asset Class**

Asset Group	Asset Category	Asset Component	Capitalised	Depreciated	Capitalisation Threshold	
					\$	Measure
Roads	Spray Seals	Wear course-Spray Seal	Y	Y	N/A	>25% of segment area
	Asphalt Seals	Wear course-Asphalt Seal	Y	Y	N/A	>25% of segment area
	Road Pavements	Pavement—Urban and Rural	Y	Y	N/A	≥100m <sup>2</sup>
	Gravel Shoulders	Shoulders	Y	Y	Entire segment	N/A
	Road Formation	Formation	Y	N	New works	N/A
	Gravel Roads	Gravel roads	Y	Y	N/A	>100 tonnes rock per segment
	Earth roads	Earth roads	N	N	N/A	N/A
	Car Parks	Carparks are recognised as per each component—pavement, kerb, footpath, drainage etc. Refer to each component for capitalisation rules.				
Footpaths & Cycleways	Footpaths	Concrete	Y	Y	\$5,000	>50m <sup>2</sup>
	Footpaths	Asphalt	Y	Y	\$5,000	>50m <sup>2</sup>
	Footpaths	Brick paved	Y	Y	\$5,000	>50m <sup>2</sup>
Kerb & Channel	Kerb & Channel	Kerb & Channel	Y	Y	N/A	>10m segment
Bridges	Bridges & Major Culverts	All components	Y	Y	\$20,000	N/A
	Moorings, Jetties & Boardwalks	All components	Y	Y	\$5,000	N/A
Stormwater & Flood control	Drainage	Pipes & culverts	Y	Y	\$10,000	N/A
		Pits & structures—modifications	Y	Y	\$3,000	N/A
		Channel & open stormwater drains	Y	Y	\$10,000	N/A
		Basins, dams & wetlands	Y	Y	\$10,000	N/A
		Retaining walls & levee banks	Y	Y	\$10,000	N/A
		Stormwater pumps & electrical equipment	Y	Y	\$5,000	N/A

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Asset Group	Asset Category	Asset Component	Capitalised	Depreciated	Capitalisation Threshold	
					\$	Measure
Irrigation	Irrigation	All components	Y	Y	\$5,000	N/A
Buildings & Structures	Buildings	Structure	Y	Y	\$20,000	>25% of footprint
		Roof	Y	Y	\$20,000	>25% of roof area
		Building services	Y	Y	\$5,000	N/A
		Fit-out	Y	Y	Full replacement cost of like for like	
		Shade structures	Y	Y	Full replacement cost of like for like	
		Barbeque	Y	Y	Full replacement cost	
Swimming Pools	Pools & equipment	Pool shells	Y	Y	\$10,000	N/A
		Pool mechanical & filtration equipment	Y	Y	\$5,000	N/A
		Pool electrical equipment	Y	Y	\$5,000	N/A
		Pool use equipment	Y	Y	\$5,000	N/A
Open spaces and recreation assets	Playing surfaces and courts	Playing surfaces	Y	Y	Full replacement cost of entire surface, like for like	
	Sports lighting, scoreboards & sporting equipment	All components	Y	Y	\$5,000	N/A
Playgrounds	Playground equipment	All components	Y	Y	\$5,000	N/A
Fencing and Bollards	Fences & bollards	Fences & bollards	Y	Y	\$10,000	N/A
Other road elements	Other Road Assets	Parking meters	Y	Y	Full replacement cost of existing meter of management system	
		Signs	Y	Y	\$5,000	N/A
		Street & public lighting	Y	Y	Full replacement cost	
		Traffic control lights	Y	Y	Full replacement cost	
Marine Vessels	Marine vessels	Marine vessels — Hull	Y	Y	N/A	>10% of cost
		Marine vessels — all other components	Y	Y	N/A	>25% of cost
Artworks, Monuments, Artefacts and Exhibits	Artworks	Paintings	Not capitalised			
		Monuments, artefacts & exhibits	Y	Y	\$5,000	N/A

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Asset Group	Asset Category	Asset Component	Capitalised	Depreciated	Capitalisation Threshold	
					\$	Measure
Land	Land	Land	Y	N	At cost—new assets	
	Land under roads	Land under roads	Y	N	Fair value—impaired	
	Land improvements	Land improvements— not captured elsewhere	Y	Y	\$5,000	N/A
Plant and equipment	Plant and equipment	Light vehicles	Y	Y	Full replacement cost	
		Plant & equipment— refurbishment	Y	Y	\$10,000	N/A
		Plant & equipment— replacement	Y	Y	\$5,000	N/A
		Library books	Y	Y	Replacement of existing collection at annual cost.	
		Furniture and appliances	N	N	N/A	N/A
		Computer and telecommunications	Y	Y	\$5,000	N/A
Intangible Assets	Water rights	Water rights	N	N	\$50,000	N/A

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Asset Group	Asset Class	Asset Component	Capitalised	Depreciated	Capitalisation Threshold	
					\$	Measure
Roads	Sealed Roads (Inc. aerodrome runways, Taxiways, internal roads and Service roads and Car Parks)	Wearing Course- Asphalt	Y	Y	N/A	>25% of segment area
		Wearing Course- Spray Seal				
		Pavement (Incl. E/Works & Formation)				
	Gravel Roads (Inc. internal roads and Unsealed runways and Car Parks)	Shoulders	Y	Y	Entire segment	N/A
		Wearing Course - Gravel Roads	Y	Y	N/A	>100 tonnes rock per segment
	Earth Roads	Wearing Course - Earth Roads	Y	N	New works	N/A
Footpaths & Cycleways	Footpath (inc Shared Paths)	Asphalt	Y	Y	10,000	>50m2
		Concrete				
		Gravel				
		Paving				
Kerb & Channel	Kerb & Channel	Y	Y	N/A	>10m segment	
Bridges	Bridges	Deck	Y	Y	20,000	N/A
		Sub-Structure				
		Abutments				
		Foundations				
	Major Culverts	Major Culvert	Y	Y		
	Boardwalks, Jetties, Moorings	Deck	Y	Y	10,000	N/A
		Sub-Structure				
		Abutments				
Foundations						

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Asset Group	Asset Class	Asset Component	Capitalised	Depreciated	Capitalisation Threshold	
					\$	Measure
Stormwater & Flood Control	Pipes	Pipes	Y	Y	10,000	N/A
	Minor Culverts	Minor Culverts				
	Pits & Structures	Drainage Pits inc End Walls, GPT, Litter Traps, Inlets, Outlets and Headwalls			Full replacement cost	
	Channels & Open Stormwater Drains	Lined				
		Unlined				
	Basins, Dams & Wetlands	Basins, Dams & Wetlands				
	Retaining Walls & Levee Banks	Retaining Wall			10,000	
		Levee Bank				
Pump	Pump Motor					
	Pump Well					
	Pump					
	Switchboard and Electrics					
Irrigation	Irrigation	Bores	Y	Y	10,000	N/A
		Tanks				
		Irrigation Pumps				
		Switchboards				
		Sprinkler Systems				
Buildings & Structures	Facility Buildings	Facility as a whole	Y	Y	10,000	N/A
		Structure Sub Floor	N	N		
		Structure Floor				
		Structure Walls				
		Structure Roof				
		Structure Ceiling				
		Finish Internal Surface - Ceiling				
		Finish Internal Surface - Walls				
		Finish Internal Surface - Covering				
		Finish External Wall Finish				
		Finish Roof - Cladding				
		Mechanical				
		Fit out				
Services other than Mechanical						

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Asset Group	Asset Class	Asset Component	Capitalised	Depreciated	Capitalisation Threshold	
					\$	Measure
Swimming Pools	Pool Shell & Equipment	Pool Shell	Y	Y	10,000	N/A
		Chemical Treatment Tanks				
		Reticulation Pumps				
		Boilers				
		Safety Showers				
		Solar Heating Systems				
		Water Reticulation Systems	N	Y	10,000	N/A
		Power Supply and Switchboards				
		Pool Lighting				
		Slides				
		Diving Boards				
		Pool Covers				
		Vacuums				
Open Space & Recreation Assets	Playing Surfaces	Ovals			Full replacement cost of entire surface, like for like	N/A
		Golf Course Greens				
		Running Tracks				
		Skate Parks				
		Courts				
	Sports Lighting & Electrical	Poles	Y	Y		N/A
		Lights				
		Switchboards/Controllers			10,000	
		Transformers				
		Electrical Scoreboards				
		Scoreboards				
Playgrounds	Playgrounds	Swing				
		Slides				
		Combination Unit	Y	Y	10,000	N/A
		Softfall				
		Spring Rocker				
Fencing & Bollards	Fencing & Bollards	Fencing & Bollards	Y	Y	10,000	N/A

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Asset Group	Asset Class	Asset Component	Capitalised	Depreciated	Capitalisation Threshold	
					\$	Measure
Other Road Elements	Parking Meters	Parking Meter	N	N	Full replacement cost of existing meter or management system	N/A
	Signs	Signs			N/A	
	Street and Public Lighting	Street and Public Lighting			Full replacement cost	
	Traffic Control Lights	Traffic Control Lights				
Marine Vessels	Marine Vessels	Superstructure	Y	Y	Full replacement cost	>25% of cost
		Decking				>10% of cost
		Paddle Boxes				>25% of cost
		Hull				
		Machinery and Equipment				
Artworks, Monuments, Artefacts and Exhibits	Artworks	Paintings	N	N	N/A	N/A
		Town Entrance Features				
		Sculptures				
	Monuments	Statues				
		Fountains				
		Memorials				
Land	Land	Land	Y	N	At cost - new assets	N/A
	Land Under Roads	Land Under Roads	Y	N	Fair value - impaired	N/A
	Land Improvements	Land Improvements	Y	Y	5,000	N/A
Intangible Assets	Water rights	Water rights	N	N	50,000	N/A
Plant and Equipment	Plant and Machinery Equipment	Vehicles replacement	Y	Y	At cost - new assets	
		Plant and Machinery refurbishment	Y	Y	10,000	N/A
		Equipment replacement	Y	Y	5,000	N/A
	Furniture and Fittings	Furniture and Fittings	Y	N	N	N/A
	Computers and Telecommunications equipment	Computers and Telecommunications equipment	Y	Y	5,000	N/A

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## Consequence Descriptors

CONSEQUENCE RISK CATEGORY	NEGLIGIBLE	MINOR	MODERATE	MAJOR	CATASTROPHIC
<b>COMPLIANCE</b>	<ul style="list-style-type: none"> <li>Technical internal non-compliance of internal policy/procedure</li> <li>No other negative impact</li> <li>Breach of internal policy or procedure</li> <li>Contract – no effect on contract performance</li> </ul>	<ul style="list-style-type: none"> <li>Non-compliance resulting in a change of decision, some re-work</li> <li>No negative impact on Council</li> <li>Breach of Council policy</li> <li>Single minor litigation</li> <li>Contract – results in meeting between parties where contractor expresses concern</li> </ul>	<ul style="list-style-type: none"> <li>Formal response required</li> <li>Report to Council</li> <li>Administrative review</li> <li>Action with negative consequence or complaint</li> <li>Formal complaint requiring response, re-work</li> <li>Breach of Cr Code of Conduct</li> <li>Contract – verbal advice if breaches continue, default notice may be issued</li> </ul>	<ul style="list-style-type: none"> <li>Unfavourable or negative impact</li> <li>Penalty or fine by external body</li> <li>Breach of legislation</li> <li>Non-compliance results in termination of service or imposed penalties</li> <li>Major litigation</li> <li>Contract – written notice from contractor for termination if not rectified</li> </ul>	<ul style="list-style-type: none"> <li>Negligent action determined by external authority</li> <li>Court ruling, prosecution, dismissal of Council</li> <li>Significant litigation including class action</li> <li>Failure to act on qualified audit</li> <li>Contract – termination of contract for default</li> </ul>
<b>Contractor Management</b>	<ul style="list-style-type: none"> <li>No noticeable effect on customer service levels or users</li> </ul>	<ul style="list-style-type: none"> <li>Breach of Contractor Management Policies/Procedures resulting in a loss of \$50k</li> <li>Delay &lt; 1 week to a critical activity of principal contractor</li> <li>Minor failure in one or two areas</li> <li>Implementation has minor impact on customer service levels and users</li> </ul>	<ul style="list-style-type: none"> <li>Breach of Contractor Management Policies/Procedures resulting in a loss between \$50k and \$100k</li> <li>Delay of &gt; 1 week to a critical activity of principal contractor</li> <li>Moderate failure of contract objectives in one area or Minor failures in more than one area</li> <li>Implementation has lack of acceptance by many customers</li> <li>Minor compromise on data quality</li> </ul>	<ul style="list-style-type: none"> <li>Breach of Contractor Management Policies/Procedures resulting in a loss between \$100k and \$200k</li> <li>Delay of &gt; 1 month to a critical activity of principal contractor</li> <li>Significant failure of contract objectives in one area or Moderate failures in more than one area</li> <li>Implementation is rejected by customers</li> <li>Significant compromise on data quality</li> </ul>	<ul style="list-style-type: none"> <li>Breach of Contractor Management Policies/Procedures resulting in a loss greater than \$200k</li> <li>Significant failures of contract objectives in more than one area</li> <li>Major breach of security, resulting in significant loss of/unauthorised use of/ publication of private information</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>Breach of Policies/Procedures no financial impact.</li> </ul>	<ul style="list-style-type: none"> <li>Breach of Policies/Procedures resulting in inappropriate procurement costing &lt; \$50k</li> </ul>	<ul style="list-style-type: none"> <li>Breach of Policies/Procedures resulting in inappropriate procurement costing \$50k-\$100k</li> </ul>	<ul style="list-style-type: none"> <li>Breach of Policies/Procedures resulting in inappropriate procurement costing \$100k-\$200k</li> </ul>	<ul style="list-style-type: none"> <li>Breach of Policies/Procedures resulting in inappropriate procurement &gt; \$200k</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>Brief, non-hazardous, temporary pollution</li> <li>Contained, minor effects on biological/ physical environment managed by site response. For example, pick up bag of rubbish</li> </ul>	<ul style="list-style-type: none"> <li>Contained, temporary pollution (reversible within 6 months)</li> <li>With moderate effects not affecting ecosystem functions. For example, trailer of rubbish</li> </ul>	<ul style="list-style-type: none"> <li>Residual pollution requiring cleanup work</li> <li>Contained, reversible (within 2 years) managed by external agencies. For example, contractor removal of asbestos</li> </ul>	<ul style="list-style-type: none"> <li>Significant harm requiring restorative work</li> <li>Uncontained, reversible (within 5 years) managed by coordinated response from external agencies. For example, truck chemical spill on road</li> </ul>	<ul style="list-style-type: none"> <li>Major, long term damage (irreversible within 10 years)</li> <li>Permanent damage to the environmental viability of the impact area</li> <li>Uncontained, irreversible impact. For example, ground water supply exhausted or rendered unusable</li> </ul>
<b>FINANCIAL</b>	<ul style="list-style-type: none"> <li>Minimal or no impact on services</li> <li>Dept/Project 1-4% remaining budget</li> <li>&lt;\$500k loss of revenue</li> <li>No impact on Council finances</li> <li>Losses recoverable within current financial budget</li> </ul>	<ul style="list-style-type: none"> <li>Some disturbance to programs</li> <li>Dept/Project 5-10% remaining budget</li> <li>\$500k-\$5m loss of revenue</li> <li>Minimal impact on Council finances</li> <li>Losses recoverable within current financial budget.</li> <li>Financial implications require review of financial internal controls</li> </ul>	<ul style="list-style-type: none"> <li>Temporary suspension of programs necessary</li> <li>Dept/Project 11-15% remaining budget</li> <li>\$6m-\$10m loss of revenue</li> <li>Medium term impact on Council finances</li> <li>Losses not recoverable within current financial budget.</li> <li>Exposure of \$100-\$250k to unfunded financial commitments</li> </ul>	<ul style="list-style-type: none"> <li>Medium term suspension of programs necessary.</li> <li>Dept/Project 16-20% remaining budget</li> <li>\$11m-\$20m loss of revenue</li> <li>Medium term impact on Council finances</li> <li>Losses not recoverable within current financial budget.</li> <li>Exposure of \$250-\$500k to unfunded financial commitments</li> </ul>	<ul style="list-style-type: none"> <li>Curbing of programs required due to significant shortfall in revenue or blowout in expenditure</li> <li>Dept/Project &gt;21% remaining budget</li> <li>Technical liquidation/ receivership due to insolvency</li> <li>More than \$20m loss of revenue</li> <li>Long term impact on Council finances</li> <li>Losses not recoverable beyond the next financial budget jeopardising critical business functionality and services</li> <li>Exposure of &gt;\$500k to unfunded financial commitments</li> </ul>
<b>SAFETY</b>	<ul style="list-style-type: none"> <li>No/minor medical treatment required</li> <li>Temporary physical and/or psychological health impact on staff or public, full recovery in 1-3 days</li> <li>Reduced workforce capability/capacity &lt;5% staff unavailable to support key services</li> </ul>	<ul style="list-style-type: none"> <li>Minor First Aid required.</li> <li>Physical and/or psychological injury to staff member results in lost time and affects operational processes</li> <li>Reversible illness/injury full recovery 1-3 weeks requiring medical treatment</li> <li>Reduced workforce capability/capacity 5-10% staff unavailable to support key services</li> </ul>	<ul style="list-style-type: none"> <li>Serious health impact on a member of the public (hospital admission)</li> <li>Full recovery from physical injury in 1-3 months, psychological injury in 1-6 months</li> <li>Reduced workforce capability/capacity 11-20% staff unavailable to support key services</li> <li>Moderate irreversible disability or impairment (&lt;30%) to a person</li> </ul>	<ul style="list-style-type: none"> <li>Serious injury impacting on multiple members of public</li> <li>Reduced workforce capability/capacity 21-30% staff unavailable to support key services</li> <li>Severe irreversible disability (&gt;30%) to 1 to 4 persons</li> <li>Act or omission causing a life altering outcome</li> </ul>	<ul style="list-style-type: none"> <li>Single or multiple death.</li> <li>Protracted unavailability of &gt;30% of employees threatening long term service delivery</li> <li>Irreversible effects on &gt; 5 people</li> <li>Act or omission causing a life changing outcome</li> </ul>
<b>REPUTATION</b>	<ul style="list-style-type: none"> <li>Action results in minimal to no effect on reputation</li> <li>Lodging of Code of Conduct/complaint with no adverse findings</li> <li>Staff investigation minimal to no effect on reputation; resolved in day-to-day management.</li> <li>Minor/isolated concerns raised by members of public, customers, suppliers</li> <li>Formal complaint to Council</li> <li>Unsubstantiated, low impact, low profile, 'no news' item. For example, gossip, Facebook item seen by limited persons</li> </ul>	<ul style="list-style-type: none"> <li>Council/ Board of Management/ CEO under investigation</li> <li>Staff member suspended</li> <li>Multiple formal complaints to Council same subject/incident</li> <li>Substantiated, low impact, low news item. For example, local paper, Facebook item seen by local community</li> <li>Complaint referred to Arbiter (Ombudsman, LGV) with no adverse findings</li> </ul>	<ul style="list-style-type: none"> <li>'Rectification Order' against Council</li> <li>Council/ Board of Management/ CEO sanctioned</li> <li>Prosecution/referral, penalties</li> <li>Staff member terminated</li> <li>General Manager/Manager suspended</li> <li>Arbiter or Inspectorate (Ombudsman, LGV) makes adverse finding</li> <li>Sustained (&gt;7 days) community, customer or supplier concerns.</li> <li>Demonstrated local public outrage, substantiated public embarrassment</li> <li>Impact of third party on Council reputation by association</li> </ul>	<ul style="list-style-type: none"> <li>Council/ Board of Management/ CEO suspended</li> <li>2 or more staff terminated over the same/similar incident</li> <li>General Manager/Manager terminated</li> <li>Arbiter or Inspectorate (Ombudsman, LGV) direction</li> <li>Statewide outrage, strong adverse national/media/public enquiry (&lt;7 days)</li> <li>Lengthy, constant media coverage resulting in LGV intervention</li> </ul>	<ul style="list-style-type: none"> <li>Council/ Board of Management/ CEO dismissed</li> <li>Ombudsman/LGV report to Parliament</li> <li>Lengthy, constant media coverage resulting government intervention.</li> <li>Sustained (&gt;7 days) statewide outrage, strong adverse national/media/public enquiry</li> </ul>
<b>SERVICE CONTINUITY Interruption</b>	<ul style="list-style-type: none"> <li>Minor disruption to a few stakeholders</li> <li>A disruption to non-critical service for several hours</li> <li>Interruption backlog cleared in 2-4 hours</li> <li>Impacting &lt;3% staff</li> </ul>	<ul style="list-style-type: none"> <li>Disruption for several stakeholders</li> <li>Minor interruptions to a service and service performance targets. It would be detrimental for some aspects of the program or project</li> <li>Loss of non-critical service for &lt; 7 days</li> <li>Interruption backlog cleared in &lt; 7 days</li> <li>Impacting 3-10% staff</li> </ul>	<ul style="list-style-type: none"> <li>Significant disruption to essential support deliverables and service performance targets for 3 days or less</li> <li>Suspension of a critical or multiple non-critical services for 7-30 days. Threatens the realization of some program or project benefits</li> <li>Backlog cleared 7-30 days</li> <li>Impacting 10-20% staff</li> </ul>	<ul style="list-style-type: none"> <li>Significant disruption to essential support deliverables and service performance targets for 4-7 days</li> <li>A critical service not available for 1-3 months</li> <li>Backlog cleared 7-30 days with additional resources</li> <li>Impacting 20-30% staff</li> </ul>	<ul style="list-style-type: none"> <li>Multiple, ongoing regular occurrences of disruption to essential support deliverables and service performance targets for &gt;7 days</li> <li>Multiple critical services not available for &gt; 3 months causing acute and protracted problems</li> <li>Termination of a service due to non-compliance or external review</li> <li>Backlog extends &gt;1 month with additional resources</li> <li>Impacting &gt;30% staff</li> </ul>
	<b>NEGLIGIBLE</b>	<b>MINOR</b>	<b>MODERATE</b>	<b>MAJOR</b>	<b>CATASTROPHIC</b>

CONSEQUENCE	NEGLIGIBLE	MINOR	MODERATE	MAJOR	CATASTROPHIC
<b>RISK CATEGORY</b>					
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>Minor disruption to system with no downtime</li> <li>Negligible impact on service provision</li> <li>Interruption critical service delivery system &lt; 1 day and resolved at an operational level</li> </ul>	<ul style="list-style-type: none"> <li>Disruption to system with some downtime</li> <li>Insignificant impact on generation of information</li> <li>Brief service interruption</li> <li>Limited access critical service delivery system &lt; 1 day and resolved at an operational level</li> </ul>	<ul style="list-style-type: none"> <li>Temporary loss of key data</li> <li>Impact on generation of management information</li> <li>Temporary, recoverable service failure</li> <li>Limited access to a critical service delivery system 2-3 days and resolved at an operational level</li> </ul>	<ul style="list-style-type: none"> <li>Serious disruption to system leads to &gt; 3 days downtime (loss of key data and customer support)</li> <li>Service or provider needs to be replaced</li> <li>No access to a critical service delivery system &lt; 1 week and reduced business performance</li> </ul>	<ul style="list-style-type: none"> <li>Collapse of major system leading to unrecoverable loss of core data</li> <li>Service removed</li> <li>No access to critical service delivery systems for &gt; 7 days preventing core business performance</li> </ul>
<b>INFRASTRUCTURE Program Delivery</b>	<ul style="list-style-type: none"> <li>Cost of project increases &lt; 2% of original contract liability</li> <li>Minor failure with no negative impact</li> <li>No noticeable effect or delay on customer service levels or users</li> </ul>	<ul style="list-style-type: none"> <li>Act or omission in project management results in negative internal factors</li> <li>Cost of project increases between 3-5% of original contract liability</li> <li>Delay of up to 1 week to a critical activity of principal contractor</li> <li>Minor failure in only one or two areas</li> <li>Implementation has minor impact on customer service levels and users</li> </ul>	<ul style="list-style-type: none"> <li>Act or omission in project management results in negative external factors</li> <li>Cost of project increases between 6-10 % of original contract liability</li> <li>Delay of &gt; 1 week to a critical activity of principal contractor</li> <li>Moderate failure of contract objectives in one area</li> <li>Minor compromise on data quality</li> </ul>	<ul style="list-style-type: none"> <li>Delayed project delivery</li> <li>Cost of project increases between 11-20 % of original contract liability</li> <li>Delay of &gt; 1 month to a critical activity of principal contractor</li> <li>Significant failure of contract objectives in one area or Moderate failures in more than one area</li> <li>Significant compromise on data quality</li> </ul>	<ul style="list-style-type: none"> <li>Failure to deliver program</li> <li>Cost of project increases &gt; 20% of original contract liability</li> <li>Significant failures of contract objectives in more than one area</li> <li>Major breach of security, resulting in significant loss of/unauthorised use of/ publication of private information</li> </ul>
<b>Assets</b>	<ul style="list-style-type: none"> <li>Damage to infrastructure assets which causes inconvenience to service delivery (internally and externally) for &lt; 7 days</li> </ul>	<ul style="list-style-type: none"> <li>Damage to infrastructure assets which interrupts critical service delivery (internally and externally) for &lt; 7 days</li> </ul>	<ul style="list-style-type: none"> <li>Impairment of multiple infrastructure assets which interrupts critical service delivery (internally and externally) for 1-4 weeks</li> </ul>	<ul style="list-style-type: none"> <li>A number of infrastructure assets are impaired which cease critical service delivery (internally and externally) for 1-3 months</li> </ul>	<ul style="list-style-type: none"> <li>A number of infrastructure assets are impaired which cease critical service delivery (internally and externally) for &gt; 3 months</li> </ul>

## Likelihood Descriptors

DESCRIPTOR	RESULT	Frequency
Rare	No recorded incidents No events at Council or comparable organisations or facilities Miniscule opportunity, reason or means to occur Event unlikely to have occurred before and needs unlikely factors to occur together	Once every 100 or >1000 years
Unlikely	Few recorded incidents Some events may have occurred at Council or comparable organisations or facilities Little opportunity, reason or means to occur Event may have occurred before	Once every 30 or 101-1000 years
Possible	Some recorded incidents and unlikely to be part of a business process Some events may have occurred at Council or comparable organisations or facilities Some opportunity, reason or means to occur Event may occur at some time and needs multiple factors to occur together	Once every 10 or 11-100 years
Likely	Many recorded incidents Some events may have occurred at Council or comparable organisations or facilities Considerable opportunity, reason or means to occur Event has occurred several times and will probably occur	Once every 3 or 1-10 years
Almost Certain	High number of recorded incidents, part of daily operations and strong anecdotal evidence exists Events have occurred at Council or comparable organisations or facilities Great opportunity, reason or means to occur Event is expected to occur in most circumstances if controls are removed	More than once a year

## RISK ANALYSIS MATRIX

LIKELIHOOD	CONSEQUENCE				
	Negligible 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
5 Almost Certain	Low *	Moderate	High	Extreme	Extreme
4 Likely	Low	Moderate	High	High	Extreme
3 Possible	Negligible or Low	Low	Moderate	High	High
2 Unlikely	Negligible or Low	Low	Moderate	Moderate	High
1 Rare	Negligible or Low	Negligible or Low	Low	Low	Moderate **

**Strategic Risk Register (by Risk Rating)**

Version 2 24 February 2020  
Last Review 24 February 2020

Risk Category	Risk Description	Owner	Council Plan link	Consequence (inherent rating)	Likelihood (inherent rating)	Inherent Risk Rating	Risk Treatment	Consequence (residual rating)	Likelihood (residual rating)	Residual Risk Rating	Consequence (target rating)	Likelihood (target rating)	Target Risk Rating	Further actions
8. Strategic Relationships	a. A breakdown in the effective working relationship within the elected Council, between the elected Council and the Administration, or the Organisation and relevant stakeholders; leading to a loss of confidence in Campaspe Shire Council	CEO and Crs	1. STRONG AND ENGAGED COMMUNITIES - Services, programs and advocacy enable improved health, wellbeing and safety of our community 2. RESILIENT ECONOMY - Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development 3. HEALTHY ENVIRONMENT - A healthier environment for current and future generations 4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	CATASTROPHIC	LIKELY	EXTREME	1. LGA, legis, code of conduct 2. Strong internal and external relationships 3. Policies and procedures 4. Councillor induction and training	CATASTROPHIC	POSSIBLE	HIGH	MAJOR	UNLIKELY	MODERATE	1. Re-write of LGA will require review of existing policies, procedure 2. Training program for Councillors and EMG to include Working as a Team, Influencing and negotiation, Dispute resolution
1. Financial	b. Failure of Commercial Operations (e.g. EPS, Childcare, Quarries, Saleyards, Aerodrome, Echuca Holiday Park etc.) to maintain financial sustainability independent of Council funding	GMs	2. RESILIENT ECONOMY – Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development 4. BALANCED SERVICES AND INFRASTRUCTURE – Services and assets meet current and future community need	MAJOR	ALMOST CERTAIN	EXTREME	1. Financial principles adopted 2. Current budget delivers operational surplus 3. Budget process designed to deliver surplus and manage cash flow 4. EMG review and rigour of current and future budget 5. Periodic reviews of EMG, Finance Department 6. Acquitting grants received (including delivery stage) to retain eligibility 7. Service Plans identify impact on Organisational Structure, Council Plan, Business Plans and Strategies 8. Provide adequate asset management program resourcing 9. Regular financial reporting and oversight 10. Competitive neutrality testing and reporting 11. Audit - internal and external	MAJOR	POSSIBLE	HIGH	MODERATE	UNLIKELY	MODERATE	1. External reviews 2. Business plans for individual businesses 3. Council to set parameters for support - more likely to address likelihood
6. Data Management	c. Failure to use multiple suppliers and vendors creating a reliance on one for the supply and delivery of goods and services to Council	CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	ALMOST CERTAIN	HIGH	1. Procurement policy 2. Financial delegation	MODERATE	ALMOST CERTAIN	HIGH	MODERATE	ALMOST CERTAIN	HIGH	1. Financial process to ensure single suppliers meet Procurement Policy requirements e.g. cumulative spends rather than single purchases 2. Ongoing employment of existing suppliers 3. Review existing guidelines for vendor selection 4. Procurement compliance processes 5. Internal audit
10. Workplace Safety	a. Failure to provide a safe Workplace as a result of an act or omission by Council (or its contractors) that contributes to the serious injury or death of an employee, contractor, visitor, client of a service or member of the public	CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	CATASTROPHIC	ALMOST CERTAIN	EXTREME	1. Invest in existing human resources - Training 2. Apply Council Policy, Work Instructions, Process documents 3. Nominated OH&S Coordinator role 4. Incident reporting and investigation 5. Return to work processes and claims management 6. Contractor and Volunteer compliance measures in place - Contract conditions 7. Volunteer Strategy and Program 8. Contractor engagement processes in place 9. Select and use of plant & equipment, Physical guards on equipment, Personal Protective Equipment 10. OH&S Committee 11. Perform OH&S audits on projects 13. Staff performance monitoring and management 14. Adhere to delegated roles, procurement responsibilities and legislation 15. External audits and inspections	MODERATE	POSSIBLE	MODERATE	MINOR	UNLIKELY	LOW	1. Training and development program responsive to changes in legislation or risk exposures 2. Implement Safety Management system IT solution 3. Systematic review and trend analysis of incident data to inform future actions 4. Complete suite of existing policies

Risk Category	Risk Description	Owner	Council Plan link	Consequence (inherent rating)	Likelihood (inherent rating)	Inherent Risk Rating	Risk Treatment	Consequence (residual rating)	Likelihood (residual rating)	Residual Risk Rating	Consequence (target rating)	Likelihood (target rating)	Target Risk Rating	Further actions
2. Theft, fraud and crime	a. Dishonest activity resulting in a person obtaining benefit by deception	CS GM	5. RESPONSIBLE MANAGEMENT – Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	POSSIBLE	HIGH	1. Apply Council Fraud Policy 2. Apply process documents, Contract conditions, Code of Conduct 3. Adhere to delegated roles, procurement responsibilities 4. Invest in existing human resources - Training 5. Information Management Security 6. Crime Insurance 7. Internal audit program 8. Inclusion of Extreme/High rated risks in Council Reports	MODERATE	POSSIBLE	MODERATE	MODERATE	UNLIKELY	MODERATE	1. Customer First Strategy 2. Clarity of service levels 3. Effective internal and external relationships
9. Ineffective governance	a. Failure of Council and employees to adhere to policies resulting in inconsistent decisions	CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	LIKELY	HIGH	1. Invest in existing human resources - Training 2. Respond to Policy breach 3. Apply Council Policy, Work Instructions, Process documents, Contract conditions, Governance procedures, Local Laws, Customer Service Charter	MODERATE	POSSIBLE	MODERATE	MODERATE	POSSIBLE	MODERATE	1. Customer First Strategy 2. Clarity of service levels 3. Effective internal and external relationships
4. Statutory & regulatory requirements	a. Failure of employees to meet statutory (legislative and regulatory) requirements, resulting in significant impacts on service delivery	R&CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	LIKELY	HIGH	1. Identification of skills to exercise delegations considered at pre-employment included in training and development 2. Centralised Compliance Register outlining LGA legislative requirements and timelines and regular reporting to Council 3. Staff performance monitoring and management 4. Internal Audit Program 5. External audit/review where appropriate	MODERATE	POSSIBLE	MODERATE	MINOR	UNLIKELY	LOW	1. Ensure staff with delegations are appropriately trained to use delegated powers to meet their regulatory obligations or delegation removed
11. Alignment of Council goals and strategies	a. Failure to consider the risks, costs and our ability to deliver plans and strategies as a key consideration prior to their endorsement or adoption by Council	E&CD, Infra GM	1. STRONG AND ENGAGED COMMUNITIES - Services, programs and advocacy enable improved health, wellbeing and safety of our community 2. RESILIENT ECONOMY - Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development 3. HEALTHY ENVIRONMENT - A healthier environment for current and future generations 4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	LIKELY	HIGH	1. Apply Project Risk Management Plan Inclusion of Extreme/High rated risks in Council Reports 2. Initiatives are reported in Council's Electronic Data Management System (Tech One) and back to EMG and Council to measure and maintain focus on achievement of Council objectives 3. Implementation and maintenance of required system to help monitor and measure achievement 4. Budget for new initiatives	MODERATE	POSSIBLE	MODERATE	MODERATE	POSSIBLE	MODERATE	1. Identify and monitor high risk projects 2. All Council reporting template to be reviewed to include consideration of the risks, costs and our ability to deliver plans and strategies, and the relevance of existing Sections
6. Data Management	a. Inability to collect, store, manage, retrieve and interrogate data to inform decision making	CS GM	4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need	MODERATE	ALMOST CERTAIN	HIGH	1. Procurement policy 2. Financial delegation	MODERATE	POSSIBLE	MODERATE	MINOR	UNLIKELY	LOW	1. Develop and implement a Data Management Plan to maintain the integrity of the data system. 2. Establish a reporting regime to produce and maintain meaningful reports used to inform decision making. 3. Implement internal audit recommendations - list which audits 4. Continue identification of processes that provide a solution to digitise processes such as HR and Risk 5. Develop Digitisation Plan with Information Management Team 6. Develop Service Plan metrics 7. Knowledge management skills development required



Risk Category	Risk Description	Owner	Council Plan link	Consequence (inherent rating)	Likelihood (inherent rating)	Inherent Risk Rating	Risk Treatment	Consequence (residual rating)	Likelihood (residual rating)	Residual Risk Rating	Consequence (target rating)	Likelihood (target rating)	Target Risk Rating	Further actions
5. Business Practices	a. Inefficient/ineffective practices, procedures and processes that allow for, contribute to, or ultimately lead to poor decisions by the Administration or Council that do not consider approved or established plans, and/or do not consider service delivery or reputation, and/or are based on political expediency	CEO	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	ALMOST CERTAIN	HIGH	1. Regularly reviewed Policy & Procedures 2 Reference to Policy and its relevance cited in Council reports. 3 Internal and external audits in situ 4 Robust recruitment processes to deliver qualified, experienced staff. 5 Ongoing training for elected Councillors 6 Adhere to delegated roles, procurement responsibilities 7. Audit and Risk Committee role 8 Delegations and sub delegation instruments	MODERATE	POSSIBLE	MODERATE	MINOR	UNLIKELY	LOW	1 Discuss with Councillors 2 Discuss with leadership team and they in turn with their staff 3 Governance to review reports to ensure appropriate citing of applicable legislation/policy/procedure
3. Reputation Risks	a. Failure to deliver projects and programs on time and on budget negatively impacting Council's reputation and/or incurring additional expenses	Infra GM	1. STRONG AND ENGAGED COMMUNITIES – Services, programs and advocacy enable improved health, wellbeing and safety of our community 4. BALANCED SERVICES AND INFRASTRUCTURE – Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT – Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	ALMOST CERTAIN	EXTREME	1. Introduction of CAMMS software which is consistent with Project Guidelines 2. Phasing of projects 3. Prioritising projects according to the scoring matrix 4. Monthly reporting of project progress to 5. EMG and Council 6. Media Policy 7. Financial principles adopted 8. Budget process designed to deliver surplus, capital works program and manage cash flow 9. EMG review and rigour of current and future budget 10. Periodic reviews of EMG, Finance Department 11. Acquitting grants received (including delivery stage) to retain eligibility 12. Provide adequate asset management program resourcing 13. Regular financial reporting and oversight 14. Audit - internal and external	MODERATE	UNLIKELY	MODERATE	MINOR	UNLIKELY	LOW	1. Clearly identifying projects subject to further funding 1. Undertake service plan reviews 2. Continue to refine LTFP assumptions 3. Commence scenario planning in LTFP 4. Continue ongoing budget process and review 5. Implementation of Placed Based Planning 6. 10 year infrastructure and maintenance plan 7. Two phased Project Management approach
12. Errors/omissions or civil liability	a. Failure to identify and manage liability risk related to council activities and services.	CS GM	3. HEALTHY ENVIRONMENT - A healthier environment for current and future generations	MAJOR	POSSIBLE	HIGH	1. Practice effective Risk Management 2. Apply Project Risk Management Plan 3. Inclusion of Extreme/High rated risks in Council Reports 4. EMG quarterly review 5. Quarterly report to Audit & Risk Committee	MODERATE	UNLIKELY	MODERATE	MODERATE	UNLIKELY	MODERATE	1. Monitor and review Risk Management processes being applied, opportunity for risk assessment for all Council reports
6. Data Management	b. Failure to protect personal, sensitive and/or confidential data, resulting in external release of an individual's data without their consent	CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	POSSIBLE	HIGH	1. Privacy and Data Protection, Policies, procedures 2. Code of Conduct 3. Freedom of Information legislation Policies, procedures	MODERATE	UNLIKELY	MODERATE	MINOR	UNLIKELY	LOW	1. Process to disclose information, multi-level approval involves 2 officers 2. Data cleansing and archiving procedures 3. Review hardcopy storage
3. Reputation Risks	b. Gross misconduct by an employee, councillor, volunteer or contractor resulting in a negative impact on the Council's finances and/or its reputation in the eyes of the community, partners or oversight bodies (e.g. LG Inspectorate, IBAC, Ombudsman)	CS GM	4. BALANCED SERVICES AND INFRASTRUCTURE – Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT – Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	POSSIBLE	HIGH	1. Ongoing training for elected Councillors, including Learning Management Systems (LMS) Modules 2. Adhere to delegated roles, procurement responsibilities 3. Insurance - Councillors & Officers comply with Codes of Conduct, employment practices and investigations by regulators (Ombudsman, IBAC) 4. Specialist External Audit - Probity and Inspectorate audits used for some high risk initiatives/projects 5. Audit and Risk Committee role 6. Media Policy	MODERATE	UNLIKELY	MODERATE	MODERATE	UNLIKELY	MODERATE	1. Continue to proactively seek improvement opportunities 2. Improve effectiveness of Councillor Code of Conduct in many areas 3. Engage State Government and make it aware of ineffectiveness of Councillor Code of Conduct to seek improvement 4. Review and share Protected Disclosure and Fraud Policy and process improvements and in-line with IBAC's approach
1. Financial	a. Insufficient resources allocated to maintain council owned infrastructure and built assets, resulting in a failure to meet Council determined service levels	CS GM	2. RESILIENT ECONOMY – Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development 4. BALANCED SERVICES AND INFRASTRUCTURE – Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT – Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	CATASTROPHIC	POSSIBLE	EXTREME	1. Financial principles adopted 2. Current budget delivers operational surplus 3. Budget process designed to deliver surplus and manage cash flow 4. EMG review and rigour of current and future budget 5. Periodic reviews of EMG, Finance Department 6. Acquitting grants received (including delivery stage) to retain eligibility 7. Alternative options to manage revenue and cost risks in existing Long Term Financial Plan 8. Service Plans identify impact on Organisational Structure, Council Plan, Business Plans and Strategies 9. Provide adequate asset management program resourcing 10. Regular financial reporting and oversight 11. Audit - internal and external	MAJOR	RARE	LOW	MINOR	RARE	NEGLIGIBLE	1. Undertake service plan reviews 2. Continue to refine LTFP assumptions 3. Commence scenario planning in LTFP 4. Continue ongoing budget process and review 5. Implementation of Placed Based Planning 6. 10 year infrastructure and maintenance plan 7. Two phased Project Management approach

Risk Category	Risk Description	Owner	Council Plan link	Consequence (inherent rating)	Likelihood (inherent rating)	Inherent Risk Rating	Risk Treatment	Consequence (residual rating)	Likelihood (residual rating)	Residual Risk Rating	Consequence (target rating)	Likelihood (target rating)	Target Risk Rating	Further actions
7. Business Continuity and Disaster Management	b. Failure to manage the occurrence and/or impact of interruption events and threats to data security and business continuity	CS GM	4. BALANCED SERVICES AND INFRASTRUCTURE – Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	LIKELY	HIGH	1. IT Penetration Testing program 2. IT backup/duplication processes 3. Information Management Security 4. Implementation of wave 3 of Inspire program has improved integrity of software, single sign on, review of secure access completed for Inspire program 5. Monitor Technology systems hardware 6. Periodic Environmental Health Checks completed internally and audited by independent external party quarterly. Involves whole system review -hardware and software. 7. Introduction and monitoring of SysAid for identification and resolution of IT user issues with category for hardware. 8. Periodic firewall reviews conducted. Comply third party contracts	MODERATE	RARE	LOW	MODERATE	RARE	LOW	1. Respond to Penetration testing recommendations 2. Maximise opportunities from subject matter experts e.g. training 3. Multi Factor Authentication and its use
7. Business Continuity and Disaster Management	a. Failure to recover from a business interruption event within the limits of Council's Business Continuity Plan	CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	LIKELY	HIGH	1. Council Business Continuity Plan implemented 2. Business Continuity Department Sub-plans in place for all departments	MODERATE	RARE	LOW	MODERATE	RARE	LOW	1. Complete IT Disaster Recovery Plan for inclusion in BCP
9. Ineffective governance	c. Failure to provide adequate, accurate and/or timely advice that leads to poor decision making and outcomes	CEO	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	LIKELY	HIGH	1. Invest in existing human resources - Training 2. Apply Council Policy, Work Instructions, Process documents, Contract conditions 3. Insurance, professional indemnity and contractor	MINOR	POSSIBLE	LOW	MINOR	POSSIBLE	LOW	1. Knowledge management Succession planning 2. Achieve adequate resourcing and expertise to build capacity 3. Improve capability to provide advice in your area of expertise/delegation
9. Ineffective governance	b. Failure of policies and procedures not being kept current and in alignment with statutory requirements, creating inefficiencies and conflict when making decisions	CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	Minor	LIKELY	LOW	1. Suite of policies and procedures 2. Compliance calendar 3. Up to date policies	NEGLIGIBLE	UNLIKELY	NEGLIGIBLE	NEGLIGIBLE	UNLIKELY	NEGLIGIBLE	

Meetings Scheduled for:	2020					2021
	Feb	May	Sep	Oct	Dec	Feb
<b>Financial Reporting</b>						
Budget Preparation, Management Assumptions and Key Parameters	✓					✓
Quarterly Finance Report	✓	✓		✓		✓
Review of Annual Financial Statements and Performance Report			✓			
Expense Reimbursements to Councillors and Members of Delegated Committees			✓	✓	✓	✓
<b>Risk Management</b>						
Risk Management Framework Report (Commencing October)		✓				
Review the Risk Register		✓			✓	
Status of Defined Benefits Fund (As Required)						
Occupational Health & Safety Overview		✓				
<b>Internal Audit</b>						
Approve 3-year IA Program (every 3rd year)					✓	
IA Report 1 – Accounts Receivable and Debtor Management	✓					
IA Report 2 – Governance Reporting and Data Quality		✓				
IA Report 3 – Long Term Planning and Budgeting			✓			
IA Report 4 - Staff Performance Management				✓		
Review of Internal Auditor's Performance			✓			
Review and recommend annual IA Plan					✓	
Actions resulting from IA's	✓	✓	✓	✓	✓	✓
IA Plan status update	✓	✓	✓	✓	✓	
Meet with Internal Auditor Without Management			✓			
<b>External Audit</b>						
Note External Auditor's Audit Strategy		✓				
Review Draft Management Letter			✓			
Meet with External Auditor Without Management			✓			
Note Final Management Letter				✓		
<b>Audit Committee Reporting and Administration</b>						
Election of Chair					✓	
Audit Committee Self-Assessment		✓	✓			
Outstanding Action Register	✓	✓	✓	✓	✓	
Charter Review (every 2 years) - Last Reviewed 2019						✓
Chairperson's Report to Council	✓	✓	✓	✓	✓	
Policies Relating to Committee						
- Guaranteeing of Loans						
- <b>Competitive Neutrality</b>						
- Investment						
- <b>Procurement</b>						
- Asset Valuation	✓	✓				
- Asset Capitalisation						
- Corporate Purchase Cards						
- Risk Management						
- Fraud						
- Related Party Disclosures						
Audit & Risk Committee Annual Report			✓			
IT Security Update	✓					
Asset Management Update	✓				✓	





Attachment 11.1

# Campaspe Shire Council

## Internal Audit Report 2020-01 Governance, Reporting and Data Quality

January 2020

**Confidential**

**Prepared for:** Campaspe Shire Council  
**Prepared by:** Brad Ead - AFS & Associates Pty Ltd

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## 1. Objective

The objective was to confirm an adequate governance and reporting framework and processes exists to fulfil compliance obligations and obligations within Council and Committee charters.

## 2. Scope

The scope included:

- reviewing and evaluating existing governance charters, policies and procedures assessing existing controls in place to mitigate primary risks associated with lack of awareness and good governance practice
- appointment processes for key committees
- evaluating processes in place to assess and monitor the performance of organisational governance in achieving objectives, including the use of self-assessments and outcomes
- reviewing governance training provided
- evaluating reporting and data provided to support decision making from the top down to ensure integrity in quality and accuracy
- reviewing gifts benefits and hospitality policy and register
- reviewing the framework for promoting awareness and declaring and managing conflicts of interest
- quantifying councillor and employee reimbursements
- reviewing controls for councillor and employee reimbursements.

## 3. Review approach

Our work included:

- discussion with key personnel including:
  - General Manager, Corporate Services
  - Finance Manager
  - Governance Manager
  - Council Support Officer
- Our work referenced the Good Governance Guide<sup>1</sup> and included a review of:
  - policies and procedures including but not limited to:
    - Risk Management Policy, Framework and Procedure
    - Fraud Policy and Fraud Minimisation Procedure
    - Procurement
    - Policy Framework
    - Protected Disclosure
    - Community Engagement
    - Councillor Code of Conduct
    - Employee Code of Conduct
    - Employee Reimbursement Policy
    - CEO Councillor and Staff Interaction Policy
    - Councillor Memorandum of Understanding
    - CEO Mayor Memorandum of Understanding
  - Annual Plan
  - reporting, minutes and agendas for governance groups
  - performance evaluations
  - Gift and Hospitality Register
  - financial reports and supporting information.

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<sup>1</sup> *Good Governance Guide* 2012 by the Municipal Association of Victoria, Victorian Local Governance Association, Local Government Victoria and Local Government Professionals.

## 4. Executive summary

Campaspe Shire Council (CSC) has a strong set of policies, procedures and templates which support the provision of adequate information to the Council and Audit & Risk Committee.

Throughout this Council term CSC has experienced 22 complaints against Councillors including complaints from Councillors against Councillors. Many of these complaints relate to the failure of Councillors to appropriately declare conflicts of interest. External reviews of these complaints have not identified control failures by CSC in relation to managing conflict of interest risk.

CSC have been proactive in providing additional training and implementing policies to assist with managing the interaction and influence of councillors on officers including:

- CEO Councillor and Staff Interaction Policy
- Councillor Memorandum of Understanding
- CEO Mayor Memorandum of Understanding.

CSC has strong documentation and processes to support good governance however this could be enhanced through:

- formally identifying recording and tracking compliance with legislative requirements for Council and governance committees
- provision of regular and ongoing governance training for both employee and elected members of governance committees
- formalising existing processes which are supported by employee knowledge/historical documentation such as preparing financial reports and tracking compliance requirements
- clarifying policy requirements to support the reimbursement of employee expenses.

CSC is drafting a governance framework to capture the key activities/actions implemented by CSC to support good governance. This includes activities relating to policies and procedures, culture, learning and development and monitoring and review. This will further strengthen the understanding and effectiveness of CSC overall approach to supporting good governance.

The Risk Management Policy is due for review (being approved in January 2018). A decision to review policies annually has now been revised, and as each policy is reviewed a revision period will be determined on a risk basis. Given that the Risk Management Policy has been reviewed within the previous three years, it is not considered that this Policy being overdue poses a risk.





### Section 86 Committees






AFS and Associates Pty Ltd (AFS) performed a review of Section 86 Committees in 2017 (2017-02). The objective of the internal audit was to review the effectiveness of management of S.86 Committees to promote compliance with the Act. Progress of the implementation of actions identified in this review have been tracked through CSC's action register and past issues reviews performed quarterly by AFS.




It is anticipated that the legislative basis for Section 86 Committees will be removed as part of the revision of the Local Governance Act. As such management have elected to accept the risk of a number of recommendations that were made in this report. For reference, the items have been "closed" rather than completed from that report, have been included in **Appendix 1** of this report. These items have not been reviewed again in this internal audit.

## 5. Summary of findings







### 5.1 Areas of strength

Observation	
<b>Managed</b> 	<p><b>Policies and procedures to support good governance</b></p> <p>There are a number of policies and procedure to support good governance in place including:</p> <ul style="list-style-type: none"> <li>▪ Risk Management Policy, Framework and Procedure</li> <li>▪ Fraud Policy and Fraud Minimisation Procedure</li> <li>▪ Procurement</li> <li>▪ Policy Framework</li> <li>▪ Protected Disclosure</li> <li>▪ Community Engagement</li> <li>▪ Councillor Code of Conduct (including Conflict of Interest)</li> <li>▪ Employee Code of Conduct (including Conflict of Interest).</li> </ul> <p>These documents set the minimum requirements for good governance behaviour across the organisation and ensure a shared understanding of minimum expectations of employee and Councillors. Councillors and employees have ongoing access to these documents through staff and councillor portals.</p> <p>Employees and Councillors are introduced to the above during induction. This is not supported by an ongoing training plan to ensure awareness and application of the policies principles – refer to <b>Item 2.</b></p>
<b>Managed</b> 	<p><b>Audit &amp; Risk Committee is supported by a Charter</b></p> <p>The Audit &amp; Risk Committee is supported by a Committee Charter which specifies the:</p> <ul style="list-style-type: none"> <li>▪ Role</li> <li>▪ Authority</li> <li>▪ Responsibilities</li> <li>▪ Monitoring procedures.</li> </ul> <p>This supports the open and transparent operation of the Committee and ensure that there is a clear understanding of the objective of the committee and monitoring of the achievement of those objectives. The Charter was last reviewed in March 2019 and aligns with Charters requirements defined in ‘Audit Committees - A Guide to Good Practice for Local Government’, Departments Planning and Community Development, January 2011.</p>
<b>Managed</b> 	<p><b>Audit &amp; Risk Committee membership</b></p> <p>The Audit &amp; Risk Committee charter specifies the prerequisite experience and qualification desired for independent members of the Committee. In addition it specifies the maximum duration of appointment which allows for turnover in committee members whilst maintaining continuity of experience in the Committee. This supports the effective execution of the committee objectives through ensuring members with appropriate knowledge are appointed and transparency and openness through limited tenure on the committee.</p>
<b>Managed</b> 	<p><b>Defined relationships, understanding and codes of conduct between Councillors, the CEO and other staff members</b></p> <p>CSC have established a number of documents to guide the relationship and expected behaviours between Councillors, the Mayor, CEO and employees. These documents provide clear expectations, and pathways for interactions removing an ambiguity about the expectations of all parties involved.</p>

<b>Observation</b>	
<p><b>Managed</b></p> 	<p><b>Audit &amp; Risk Committee Annual Performance Assessment</b></p> <p>The Audit &amp; Risk Committee performs a self assessment on performance of objectives annually. The results of this assessment as well as a summary of the Committee’s activities for the year are presented to Council for discussion.</p>
<p><b>Managed</b></p> 	<p><b>Reporting to governance groups</b></p> <p>Reporting to governance groups is clear and supported by consistently presented information with linkages to:</p> <ul style="list-style-type: none"> <li>▪ Risk Management</li> <li>▪ Strategic Objectives</li> <li>▪ Budget</li> <li>▪ Recommendations and options.</li> </ul> <p>Agendas, meeting minutes and papers are prepared using templates. Receiving information in a consistent format supports governance members to make informed decisions and enquiries.</p>
<p><b>Managed</b></p> 	<p><b>Action lists are used to monitor actions from internal and external audit</b></p> <p>Action lists are collated from each Council Meeting and Audit &amp; Risk Committee Meeting. Responsible officers are allocated to each item with an expected completion date. There is ongoing monitoring and reporting of those items until they are confirmed to be completed at a relevant meeting.</p> <p>The maintenance of action lists ensures that actions requested by governance groups and followed through and completed.</p>
<p><b>Managed</b></p> 	<p><b>Detail in Meeting Minutes – promoting transparency</b></p> <p>Meeting minutes of Council and Audit &amp; Risk Committees are sufficiently detailed. The minutes of the Council meetings (which aren’t confidential) are available online. In addition, live recordings are available online.</p>
<p><b>Managed</b></p> 	<p><b>Gifts, Benefits and Hospitality</b></p> <p>CSC have established the following policies relating to gifts and benefits:</p> <ul style="list-style-type: none"> <li>▪ Council Policy – Acceptance of Gifts, Benefits and Hospitality</li> <li>▪ Council Policy – Councillor Support and Entitlements</li> <li>▪ Internal Policy – Motor Vehicle Usage</li> <li>▪ Internal Policy – Hospitality and Entertainment Expenditure.</li> </ul> <p>The policies above are supported by:</p> <ul style="list-style-type: none"> <li>▪ Training through induction</li> <li>▪ Templates for reporting gifts received or offered</li> <li>▪ Register of gifts with links to registered forms in the document management system.</li> </ul> <p>As per <b>Item 3</b>, CSC should consider providing ongoing training to remind employees of their obligations.</p>

Observation	
<p><b>Managed</b></p> 	<p><b>Conflicts of Interest</b></p> <p>Councillors and employees are provided with training regarding conflict of interest through the induction process. Audit &amp; Risk Committee members are provided the Government guide to Conflict of Interest when they commence on the Committee.</p> <p>Councillors, Executive leadership (and required management) and Audit &amp; Risk Committee Members are required to complete Ordinary returns annually. Completion of Ordinary Returns is tracked by the Council Support Officer.</p> <p>Officers drafting reports are required to declare any conflicts of interest. Conflicts of Interest are requested at the commencement of each meeting. Conflicts declared are recorded on a form outlining the nature of the conflict and in the meeting minutes. Members with conflicts are required to leave for the duration of the item.</p>
<p><b>Managed</b></p> 	<p><b>Councillor reimbursements</b></p> <p>The Councillor Support and Entitlements Policy outlines the items that are reimbursable and the rates at which they will be paid. A recent update to the Policy includes the items that are not eligible for reimbursement for example:</p> <ul style="list-style-type: none"> <li>▪ Expenses relating to attendance at a political function</li> <li>▪ Travel to non-approved functions.</li> </ul> <p>The Policy requires expenses to be authorised by both the Councillor Support Officer and the Manager of Governance prior to reimbursement.</p> <p>Testing of five reimbursement expenses did not identify any non-compliance with the Policy.</p>
<p><b>Managed</b></p> 	<p><b>Employee reimbursements</b></p> <p>The Reimbursement of Expenses for Staff Policy outlines the items that are reimbursable for:</p> <ul style="list-style-type: none"> <li>▪ employees</li> <li>▪ volunteers</li> <li>▪ candidates</li> <li>▪ new employees.</li> </ul> <p>This ensures there is consistent application of reimbursements across the organisation. Testing of five reimbursements did not identify any breaches of Policy, however the policy is overdue for review and could be strengthened regarding approval of relocation expenses negotiated under contract as per <b>Item 4</b>.</p>

## 5.2 Identified risks and ratings


Observation		Item No
<p><b>Moderate</b></p> 	<p><b>Formalise a governance calendar for Council operations</b> CSC does not maintain:</p> <ul style="list-style-type: none"> <li>▪ a formal register of compliance/governance requirements for Council</li> <li>▪ a software system for capturing, scheduling, allocating and monitoring through to completion.</li> </ul>	Refer to item 1
<p><b>Moderate</b></p> 	<p><b>Formalise the requirements and approach to the provision of governance training for Councillors and key committee members</b> There is no formal process for:</p> <ul style="list-style-type: none"> <li>▪ establishing training gaps/requirements for Councillors or other key governance roles (e.g. Audit &amp; Risk Committee members)</li> <li>▪ capturing training undertaken by councillors and committee members in a register.</li> </ul>	Refer to item 2
<p><b>Minor</b></p> 	<p><b>Formalise the requirements and approach to the provision of governance training for employees</b> There is no formalised training plan or policy which sets the periodic renewal of governance training.</p>	Refer to item 3
<p><b>Minor</b></p> 	<p><b>Update Employee Reimbursement Policy</b> The Employee Reimbursement Policy is unclear on the treatment of relocation expenses agreed under contract or during employment negotiations.</p>	Refer to item 4
<p><b>Minor</b></p> 	<p><b>Develop and implement procedure to support quarterly financial reporting</b> CSC do not have a procedure in place to support the preparation of quarterly financial reports to Council.</p>	Refer to item 5
<p><b>Minor</b></p> 	<p><b>Calling for gifts, benefits and hospitality declarations</b> CSC do not call or request declaration of gifts and benefits on a periodic basis.</p>	Refer to item 6




## 6. Detailed findings

Moderate <b>1. Formalise a governance calendar for Council operations</b>		
Observation	Risk and Root cause	
<p>CSC does not maintain:</p> <ul style="list-style-type: none"> <li>▪ a formal register of compliance/governance requirements for Council</li> <li>▪ a software system for capturing, scheduling, allocating and monitoring through to completion.</li> </ul> <p>A Governance Calendar (or equivalent) sets out governance actions required to be completed and at which meeting they will be addressed. This ensures items are spread throughout the year to provide for business arising.</p> <p>CSC maintain a comprehensive and accessible record of past items presented to Council and this is used to inform the development of agendas for the year. This is supported by knowledge of the Governance Manager and the General Manager, Corporate Services.</p> <p>A Governance Calendar will ensure that all governance requirements are captured clearly for actioning and tracking.</p>	<p><b>Risk:</b> Council does not perform actions required by legislation resulting in non-compliance.</p> <p>New compliance requirements are not captured or documented due to a lack of organisational knowledge.</p> <p><b>Root cause:</b> Strong internal knowledge of governance/compliance requirements has been relied upon rather than documented register or calendar.</p>	
<p><b>Recommendation</b> We recommend CSC implement a governance calendar and scheduling process to track compliance requirements and ensure that all obligations are met by Council.</p>		
<p> <input checked="" type="checkbox"/> <b>Agree</b> <span style="margin-left: 100px;"><input type="checkbox"/> <b>Partially Agree</b></span> <span style="margin-left: 100px;"><input type="checkbox"/> <b>Disagree</b></span> </p>		
<p><b>Management action plan:</b> A governance calendar and scheduling process will be developed based on the Local Government Act 2020, to guide both the implementation and ongoing compliance with this legislation.</p> <p><b>Responsible officer:</b> General Manager Corporate Services <b>Action date:</b> 30/12/20</p>		

## 6. Detailed findings (continued)

Moderate  2. Formalise the requirements and approach to the provision of governance training for Councillors and key committee members	
Observation	Risk and Root cause
<p>There is no formal process for:</p> <ul style="list-style-type: none"> <li>▪ establishing training gaps/requirements for Councillors or other key governance roles (e.g. Audit &amp; Risk Committee members)</li> <li>▪ capturing training undertaken by councillors and committee members in a register.</li> </ul> <p>Councillors are provided with a significant induction which covers general information regarding CSC as well as:</p> <ul style="list-style-type: none"> <li>▪ Conflict of Interest</li> <li>▪ Gifts and Benefits</li> <li>▪ Meeting procedures.</li> </ul> <p>A draft training plan has been developed to support the delivery of group training for the next term of Councillors. This is not supported by a training needs analysis for incoming members to identify any other training gaps.</p> <p>Previously, training and development funding has been available to individual Councillors or the group through an application process, rather than an assessment of training needs. There was no approach to determining the overall ongoing training requirements of Councillors or a formalised training plan.</p> <p>It is important that Councillors and members of other committees such as Audit &amp; Risk Committee to be provided with training to be able to effectively executive their governance roles.</p>	<p><b>Risk:</b> Councillors and committee members may not have adequate skills and knowledge to undertake their roles and opportunities for development are not identified and actioned.</p> <p><b>Root cause:</b> CSC have focussed on the review of policies and procedures to ensure the appropriateness and accuracy. The new training schedule is planned for implementation with the new Council term.</p>
<p><b>Recommendation</b> We recommend CSC:</p> <ul style="list-style-type: none"> <li>▪ consider implementing a training needs analysis for the incoming term of Councillors</li> <li>▪ formalise the draft training plan</li> <li>▪ implement a method for tracking Councillor attendance at required training.</li> </ul>	
<p> <input checked="" type="checkbox"/> Agree                             <input type="checkbox"/> Partially Agree                             <input type="checkbox"/> Disagree                         </p>	
<p><b>Management action plan:</b> A training program for the Council term will be developed for the incoming Council of 2020, which will include an opportunity for Councillors to self-assess their training needs. The enactment of the Local Government Act 2020 will also guide the training plan.</p> <p><b>Responsible officer:</b> General Manager Corporate Services <b>Action date:</b> 3months from the conduct of the General Election</p>	


## 6. Detailed findings (continued)

Minor <span style="float: right;">3. Formalise the requirements and approach to the provision of governance training for employees</span>	
	
Observation	Risk and Root cause
<p>There is no formalised training plan or policy which sets the periodic renewal of governance training. Employees are provided with an induction into key CSC governance policies when they commence with the Shire including:</p> <ul style="list-style-type: none"> <li>▪ Fraud</li> <li>▪ Procurement</li> <li>▪ Gifts, Benefits and Hospitality</li> <li>▪ Conflicts of Interest (through the Code of Conduct).</li> </ul> <p>There is a lack of a planned approach to the ongoing delivery and tracking of governance training to ensure that employees are aware of key governance policies and obligations.</p>	<p><b>Risk:</b> Employees are unaware of changes in policy or reporting and monitoring requirements leading to breaches in policy and a weakened governance environment.</p> <p><b>Root cause:</b> Governance training modules are not included in mandatory training required for employees through the e-learning modules.</p>
Recommendation	
<p>We recommend CSC:</p> <ul style="list-style-type: none"> <li>▪ identify key policy areas that require regular training and document in the training plan</li> <li>▪ review training materials for consistency with policy requirements</li> <li>▪ deliver key governance training as per the frequency determined and track attendance at that training.</li> </ul>	
<p> <input checked="" type="checkbox"/> Agree                             <input type="checkbox"/> Partially Agree                             <input type="checkbox"/> Disagree                         </p>	
Management action plan:	
<p>A governance training program will be developed and delivered with attendance tracked by Council’s online learning system. This governance training will be developed in line with the Local Government Act 2020. Training will commence in February 2021.</p> <p><b>Responsible officer:</b> General Manager Corporate Services  <b>Action date:</b> 28/02/2021</p>	


## 6. Detailed findings (continued)

<span style="font-size: 1.2em; font-weight: bold; margin-right: 10px;">Minor</span> <span style="font-weight: bold;">4. Update Employee Reimbursement Policy</span>	
Observation	Risk and Root cause
<p>The Employee Reimbursement Policy is unclear on the treatment of relocation expenses agreed under contract or during employment negotiations.</p> <p>Review of employee reimbursements for the 2019 calendar year identified reimbursements for two employees which exceeded the allocation limit of \$1500 for employee relocation expenses.</p> <p>The Policy states that relocation expenses should be supported by two quotes and approved by the CEO if exceeding \$1500.</p> <ul style="list-style-type: none"> <li>▪ In one instance, relocation expenses were agreed under an employment contract, however no quotes were provided.</li> <li>▪ In the other instance, relocation expenses were agreed verbally with the Acting CEO however no quotes were supplied.</li> </ul> <p>It is unclear if expenses approved under contract or agreement with the CEO require the provision of quotes.</p> <p>VAGO’s review into Fraud and Corruption Control in Local Government in 2019 highlighted the need for councils to have clear policies and guidance for staff reimbursements.</p>	<p><b>Risk:</b> These reimbursements are processed above acceptable levels resulting in financial loss. There are inconsistent treatments of employee relocation reimbursements across the organisation.</p> <p><b>Root cause:</b> Recent recruitment of executive employees has resulted in reimbursement of relocation expenses which are not offered to most employees. As such, testing of Policy provisions are less likely for these types of transactions. The Policy is due for review.</p>
<p><b>Recommendation</b> We recommend CSC review the Reimbursement of expenses for staff Policy with additional clarity regarding:</p> <ul style="list-style-type: none"> <li>▪ reimbursement of expenses negotiated under contract</li> <li>▪ approval processes for relocation expenses for the CEO.</li> </ul>	
<p> <input checked="" type="checkbox"/> <b>Agree</b> <span style="margin-left: 100px;"><input type="checkbox"/> <b>Partially Agree</b></span> <span style="margin-left: 100px;"><input type="checkbox"/> <b>Disagree</b></span> </p>	
<p><b>Management action plan:</b> For one of the examples cited, a maximum relocation contribution amount was set by Council and reimbursed on evidence of expenses incurred.</p> <p>The policy will be reviewed and greater clarity provided around scope and evidence required for relocation expenses negotiated as part of appointments.</p> <p><b>Responsible officer:</b> Manager Human Resources <b>Action date:</b> 31 December 2020</p>	

## 6. Detailed findings (continued)


Minor 5. Develop and implement procedure to support quarterly financial reporting	
	
Observation	Risk and Root cause
<p>CSC do not have a procedure in place to support the preparation of quarterly financial reports to council.</p> <p>CSC are required to present quarterly financial reports to council in accordance with section 138 of the Act.</p> <p>We reviewed the September 2019 quarterly financial reporting and found it to be accurate and timely. We are satisfied that CSC are meeting their reporting requirements.</p> <p>Typically, quarterly financial reports are presented and reviewed by the Audit &amp; Risk Committee and then presented at the following council meeting.</p> <p>To further enhance the consistency and integrity of the financial reporting process CSC should implement a procedure document.</p> <p>This will also ensure this corporate knowledge is documented reducing key person risk.</p>	<p><b>Risk:</b> Risk that corporate knowledge is held by a small number of staff. This presents a further risk that reporting could be inconsistent and not compliant with the Act and not meeting users' needs.</p> <p><b>Root cause:</b> Previously not seen as a priority due to strong knowledge of the process by the Finance Manager.</p>
Recommendation	
We recommend CSC develop and implement a procedure to support quarterly financial reporting to council.	
<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially Agree <input type="checkbox"/> Disagree	
Management action plan:	
A procedure for the development of the quarterly financial reports will be documented.	
<p><b>Responsible officer:</b> Manager Finance  <b>Action date:</b> 30/03/2021</p>	



## 6. Detailed findings (continued)

Minor <b>6. Calling for gifts, benefits and hospitality declarations</b>	
Observation	Risk and Root cause
 <p>CSC do not call or request declaration of gifts and benefits on a periodic basis.</p> <p>Events/requests which are requested through the Council Support Office are tracked to ensure that appropriate declarations are made by Councillors.</p> <p>There is no process of regular calling for elected governance positions, employees or Councillors to declare other gifts and benefits which they have received (or rejected).</p> <p>We have seen other organisation approach the risk of non-reporting by including a prompt for declarations of Gifts and Benefits as a standard meeting agenda item.</p>	<p><b>Risk:</b> Employees or appointed governance positions forget to declare gifts and benefits resulting in incomplete reporting and tracking.</p> <p><b>Root cause:</b> CSC have implemented strong policies and procedures relating to declaration of gifts and benefits. This would be an extension of those policies.</p>
<p><b>Recommendation</b> We recommend CSC consider the inclusion of a standing agenda item calling for declarations of gifts and benefits for meetings responsible for the governance of CSC.</p>	
<p> <input type="checkbox"/> Agree                 <input checked="" type="checkbox"/> Partially Agree                 <input type="checkbox"/> Disagree             </p>	
<p><b>Management action plan:</b> In response to this recommendation, the Governance team will on a quarterly basis send a reminder email to all members of the Leadership Team and Councillors as a reminder for declarations of gifts and benefits to be submitted to Governance.</p> <p><b>Responsible officer:</b> General Manager Corporate Services <b>Action date:</b> 30/6/2020</p>	

# Appendix 1 – S86 Committee Report Closed Items






The table below presents the items that have been reported as closed to the Audit & Risk Committee from the Internal Audit review of Section 86 Committees.

Ref No.	Observation	Recommendation	Agreed Management Action	Status reported to Audit & Risk Committee
<b>Item 2</b> <b>Moderate</b> 	<p><b>Annual Service Agreement</b>            The Annual Service Agreement was implemented by Campaspe Shire Council to ensure each party agrees to the following information:</p> <ul style="list-style-type: none"> <li>▪ Purpose of funding.</li> <li>▪ Council contribution.</li> <li>▪ User fees charges.</li> <li>▪ Works on council property.</li> <li>▪ Terms of funding and service agreement.</li> </ul> <p>We tested a sample of four S.86 Committees to ensure an Annual Service Agreement was in place and noted one committee did not have one.</p>	<p>The Annual Service Agreement is in place to ensure each party signs the Agreement at the beginning of each year to agree to their funding arrangement and other requirements.</p> <p>We recommend all S.86 Committees have a signed Annual Service Agreement in place.</p>	<p>Agreed.</p> <p><b>Action Plan</b>            All S.86 Committees for recreation reserves have an Annual Service Agreement. Public hall committees receive an annual letter advising them of their reporting obligations and funds are not given to these committees until all reporting obligations are met. Although the risks are covered there appears to be merit in having a uniform approach for all S.86 Committees so the Council will investigate having a common Annual Service Agreement.</p> <p><b>Action 1:</b> Review and recommendation to Executive Management Group (EMG) as to common Annual Service Agreement  <b>Responsible officer:</b> Governance Manager  <b>Action date:</b> 30 September 17</p> <p><b>Action 2:</b> (If approved by EMG) Update, document and put in place Annual Service Agreements for public halls.  <b>Responsible officer:</b> Economic and Community Development General Manager.  <b>Action date:</b> <del>31 January 2018</del>            30 June 2018</p> <p><b>Update for 24/01/2018 meeting:</b>            After review it was considered that a standard agreement for recreation reserves and public halls would be too cumbersome for the public halls. The standard letter sent to public halls setting out their obligations will be amended to become a service agreement.</p>	<p><b>May 2018 - Closed subject to Audit &amp; Risk committee approval</b></p> <p>Management advised the Annual Service Agreement would be too cumbersome for public halls. Management have accepted the risk identified.</p>

Ref No.	Observation	Recommendation	Agreed Management Action	Status reported to Audit & Risk Committee
<b>Item 8</b> <b>Moderate</b> 	<p><b>Annual Funding Allocation</b>            We noted Recreation Reserve Committees have a comprehensive annual funding allocation process which involves a complex calculation for each reserve.</p> <p>However we noted there is no structured annual allocation process for the Public Halls committees and it is based on historical funding.</p>	<p>Funding allocations above what is required may occur without a bottom-up approach to funding these committees.</p> <p>We recommend the funding allocation process for Public Halls is reviewed and updated accordingly.</p>	<p>Agreed.</p> <p>The funding allocation process for public halls will be reviewed.</p> <p><b>Responsible officer:</b> Economic &amp; Community Development General Manager  <b>Action date:</b> <del>31 December 2017</del> (for input into next budget process)            31 December 2018</p>	<p><b>January 2019 - Closed</b>            We confirmed the funding allocation for public halls is now a standard \$767 pa.</p> <p>There is no risk of unfair or exorbitant allocations whilst it is standardised.</p> <p>Endorsed at the 30 January 2019 Meeting</p>
<b>Item 9</b> <b>Minor</b> 	<p><b>Annual funding allocation</b>            We reviewed the annual acquittal process for S.86 Committees and noted Recreation Reserves have a quarterly acquittal process.</p> <p>However we noted there is no acquittal process for Public Halls.</p>	<p>We recommend an acquittal process is introduced for Public Halls to ensure that Committees are spending the funds appropriately.</p>	<p>Agreed.</p> <p>An acquittal process will be investigated at the same time as the funding allocation process for public halls (see Action 8).</p> <p><b>Responsible officer:</b> Economic &amp; Community Development General Manager  <b>Action date:</b> <del>31 December 2017</del>            31 December 2018</p> <p><b>Update for 24/01/2018 meeting:</b>            After internal discussion it is recommended that no acquittal process is introduced at this stage but is reviewed as part of the transition to Community Asset committees.</p>	<p><b>January 2019 - Closed</b>            As the allocation is only \$767, and is considered a donation, the need for an acquittal process is deemed not necessary for the risk exposure.</p> <p>Endorsed at the 30 January 2019 Meeting</p>



# Appendix 2 – Risk rating methodology

Risk rating	Definition of audit risk ratings
	<p><b>Major risk exposure</b> High likelihood and/or consequence. Requires immediate attention, suggest within two months.</p>
	<p><b>Moderate risk exposure</b> Medium likelihood and/or consequence. Requires attention within six months.</p>
	<p><b>Minor risk exposure</b> Low likelihood and/or consequence. Requires attention within 12 months.</p>
	<p><b>Area of strong control and risk mitigation identified</b> We are comfortable that the control /s identified are mitigating the associated risk.</p>
	<p><b>Opportunity</b> An opportunity to gain an efficiency or saving exists.</p>

Our ratings are designed for simple communication of our understanding of the matter and potential impact on your organisation.

We consider your risk management framework in allocating a rating.

## Appendix 3 - Basis and use of report

Our Internal Audit reports (the reports) are prepared on the basis of the limitations set out below:

We are engaged by Campaspe Shire Council (the client) to provide internal audit services and the scope of our activities is determined by management and reviewed by the Audit & Risk Committee.

The reports are prepared in accordance with the objectives and approach agreed in the engagement documents and subject to the following limitations:

Our procedures are designed to provide limited assurance which recognises that absolute assurance is rarely attainable, due to such factors as the use of judgement in gathering and evaluating evidence and forming conclusions, and the use of selective testing, and because much of the evidence available for review is persuasive rather than conclusive in nature.

Because of the inherent limitations in any internal control structure, it is possible that errors or irregularities may occur and not be detected. Our procedures are not designed to detect all weaknesses in control procedures as they are not performed continuously throughout a specific period and any tests performed will be on a sample basis.

Any projection of the evaluation of the control procedures to future periods is subject to the risk that the systems may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

The matters raised in this report are only those which come to our attention during the course of performing our procedures and are not necessarily comprehensive statements of all the weaknesses that exist or improvements that might be made. We cannot, in practice, examine every activity or procedure, nor can we be a substitute for management's responsibility to maintain adequate internal controls over all levels of operations and their responsibility to prevent and detect irregularities, including fraud. Accordingly, management should not rely on our reports to identify all weaknesses that may exist in the systems and procedures under examination, or potential instances of non-compliance that may exist.

Recommendations for improvement should be assessed by management for their full commercial impact, before they are implemented.

The reports are prepared for distribution to Campaspe Shire Council for the purposes of review by the Audit & Risk Committee and management. The reports are not to be used by any other party for any purpose nor should any other party seek to rely on the opinion, advices, or any information contained within the reports. In this regard, we recommend that parties seek their own independent advice.

AFS & Associates Pty Ltd disclaims all liability to any other party other than the client for which the reports are prepared in respect of or any consequence of anything done, or omitted to be done, by any party in reliance, whether whole or partial, upon any information contained in the reports. Any party, other than the client for which they are prepared, who chooses to rely in any way on the contents of the reports, does so at their own risk.

The information in the reports and in any related oral presentation made by AFS & Associates Pty Ltd is confidential between AFS & Associates Pty Ltd and the client for which it was prepared and should not be disclosed, used or duplicated in whole or in part for any purpose except with the prior written consent of AFS & Associates Pty Ltd. An Electronic copy or print of this Document is an UNCONTROLLED COPY.

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# Outstanding Internal Audits Action Register

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INTERNAL AUDIT - METRICSTREAM (RISK & OHS SOFTWARE) - POST TECHONE IMPLEMENTATION - MAY 2016

Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
<p><b>3.5.3</b></p> 	<p><b>Risks</b></p> <p>The Risks Module acts as Campaspe’s Risk Register containing all of the strategic risks identified. In December 2014 a bulk upload (75 risks) from the strategic Risk Register Spreadsheet occurred into MetricStream.</p> <p>Training was provided in July 2015 to the Executive Management Group (EMG) on how to complete Risk Assessments. The EMG then worked through the high level risks to create a Top 40 list which was later condensed into Top 10.</p> <p>The Risk Register is to be reported to the Audit Committee each quarter, detailing the Top 10 strategic risks at Campaspe and what controls are in place to mitigate them.</p> <p>Formal training was conducted in February 2016 for the General Manager, managers and Supervisors of each of the four divisions within Campaspe regarding MetricStream and how to perform Risk Assessments.</p> <p>Operational Risks are not yet entered into MetricStream and are still maintained within the old spreadsheet.</p> <p>The next step is for the General Manager, Managers and Supervisors to review the operational risks, with the aim of having the operational Risks added to MetricStream by July 2016 and ready to be assessed by management.</p>	<p>We recommend operational risks are identified, reviewed and assessed by management in a timely manner.</p> <p><i>Changed recommendation to be more specific 23/1/19 in consultation with AFS.</i></p>	<p>Accepted. Operational risk structure process developed for implementation.</p> <p><b>Responsible officer:</b> Risk Management Officer</p> <p><b>Action date:</b> <del>30 June 2018</del>  <del>31 December 2018</del>  <del>31 July 2019</del>  <del>31 December 2019</del>  <del>31 March 2020</del>  31 May 2020</p>	<p><u>Update for 05/12/18 meeting:</u>  There is a common operational risk register for all Departments. The majority of departments have reviewed this common risk register and included additional risks specific to their business area. These risk registers are ready for input into MetricStream and will be uploaded into the upgraded software with an annual review schedule when available.</p> <p><u>Update 23/1/19 meeting:</u>  There have been a number of reviews of operational risk registers, however not all parts of the business have done this to date. Consider action open until all units are complete.</p> <p>Update for March 2019:  Update provided to EMG 30 January 2019 advising progress of Operational Risk Register reviews (see attached). There are 4 Departments without Operational Risk Registers – Project Management, River Services, Community Development, Investment Attraction and the relevant GM has the information to follow up with their managers. The Project Management Team has been identifying project specific risks and recording them in CAMMS project software since July 2018. A risk management workshop was held with the Team in August 2018 to identify Operational Risks and they were going to meet again to progress. The Risk Management Officer has met with the remaining three managers and explained</p>

Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
	<p>The risks will be linked to processes to keep them separate from Strategic Risks and assessed by managers periodically. Therefore this may take up to six months to complete depending on the number of risks each Manager has to review.</p>			<p>the requirements and process to identify and assess risks.</p> <p><u>Update for May 2019:</u> Risk Management Officer has sent reminder emails and scheduled appointments (end of April) for risk register development discussion.</p> <p><u>Update for July 2019</u> One of the four areas that does not have a customised operational risk register has commenced the process of identifying their specific operational risks.</p> <p>The Risk Management Officer is on 2 months long service leave returning at the end of August. Support will be provided to finalise these operational risk registers and ensure all other departments operational risk registers are reviewed upon her return from leave.</p> <p><u>Update for 5 February 2020 meeting:</u> All Departments have an Operational Risk Register in place. This data is being reviewed and formatted for upload into the new Risk Management program. Strategic Risks and associated actions have been uploaded and testing and report writing is continuing before training and implementation across the organisation commences in 2020.</p> <p><u>Update for 14 May Meeting:</u> All departments have an Operational Risk Register and have been requested to review within 2 weeks in readiness for data upload into the new Risk Management program expected in May 2020.</p>

INTERNAL AUDIT - FLEET MANAGEMENT (FOLLOW UP) - MAY 2017


Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
<p><b>1</b></p> 	<p><b>Previous Recommendations</b></p> <p>A review of recommended changes implemented after our last fleet review identified:</p> <ul style="list-style-type: none"> <li>- Proposed changes to the Fleet Policy have been drafted and agreed in principle by EMG</li> <li>- The fleet size and cost has been significantly reduced.</li> </ul> <p>The proposed changes go a long way to addressing the residual recommendations from our previous report.</p>	<p>We recommend approval and roll-out of the proposed policy revisions.</p>	<p>Agreed.</p> <p>Proposed policy revisions are documented and approved in principle by EMG.</p> <p>Project will be rolled out.</p> <p><b>Responsible officer:</b> <del>Human Resources Manager, Plant &amp; Fleet Coordinator</del> General Manager Corporate Services</p> <p><b>Action date:</b> <del>31 December 2017</del> — Policy and communication.  <del>28 February 2018</del>  <del>31 July 2019</del>  <del>31 December 2019</del>  <del>31 March 2020</del>                      30 June 2020</p>	<p><u>Update for 24/01/2018 meeting:</u>                      HRM: Policy and communication plan have been drafted for EMG review.                      PFC: Planning of concepts for the implementation and roll-out phase has been considered and discussed with key stakeholders</p> <p><u>Update for 29/08/18 meeting:</u>                      Plant &amp; Fleet Unit:                      No change to previous comments. Recommendations and input offered/proposed to EMG have been ratified in principal.                      Awaiting release/promulgation by Corporate Services.</p> <p><u>Update for 31/10/18 Meeting:</u>                      This action has not progressed from the previous comment.                      Update for March 2019:                      This action has not progressed from the previous comment</p> <p><u>Update for July 2019</u>                      The policy principles are still agreed in principle by EMG, however the finalisation of the policy has not been done due to competing priorities. Management are looking to buy in some assistance to complete this policy. The changes will require significant engagement with affected staff and a transition period to implement the new policy for existing users will need to be provided.</p> <p><u>Update for 5 February 2020 meeting:</u>                      A costing analysis has now been completed to understand impacts of the proposed Policy on existing vehicle users. This will inform the finalising of</p>


Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
				<p>the draft Policy prior to undergoing consultation and approval, which is planned for first quarter in 2020.</p> <p><u>Update for 14 May Meeting:</u> The approach to fleet management, as it relates to the policy, has been discussed with the new CEO and a revised approach will be reflected in a draft policy. A revised policy has been drafted with the vehicles and costing to be finalised prior to approval.</p>
<p><b>2</b></p> 	<p><b>Policies</b></p> <p>The proposed changes to policy seek to promote:</p> <ul style="list-style-type: none"> <li>- reducing private use (and therefore FBT cost to Council).</li> <li>- Encouraging greater use of (departmentally) pooled vehicles.</li> <li>- Promoting use of private vehicles (as a last resort) and establishing a Reimbursement Policy.</li> </ul> <p>The proposed changes are in line with industry standards.</p> <p>The transition to the revised policy may be met with some opposition from the affected staff. Planning for the roll-out in the form of change management should mitigate most associated risks.</p>	<p>We recommend planning for the roll-out of the revised policy occurs to enable success and minimise the risks.</p>	<p>Agreed.</p> <p>This is a subset of the broad project above and will be included as such.</p> <p>A communication plan, risk register and change plan will be included in the overall project.</p> <p><b>Responsible officer:</b> <del>Human Resource Manager, Plant &amp; Fleet Coordinator.</del> General Manager Corporate Services</p> <p><b>Action date:</b> <del>31 December 2017</del> <del>30 April 2018</del> <del>31 July 2019</del> <del>31 December 2019</del> 30 June 2020</p> <p>– then roll-out will be as per developed project plan (cutover likely to be phased with some being by attrition).</p>	<p><u>Update for 24/01/2018 meeting:</u> HRM: Once the draft Policy has been approved by EMG the communication and change plans, which will include a timeframe for action will be finalised. PFC: Plant &amp; Fleet contribution toward the policy development is continuing in support of HR.</p> <p><u>Update for 29/08/18 meeting:</u> Plant &amp; Fleet Unit: No change to previous comments. Recommendations and input offered/proposed to EMG have been ratified in principal. Awaiting release/promulgation by Corporate Services.</p> <p><u>Update for 31/10/18 Meeting:</u> This action has not progressed from the previous comment. Update for March 2019: This action has not progressed from the previous comment. <u>Update for July 2019</u> The policy principles are still agreed in principle by EMG, however the finalisation of the policy has not been done due to competing priorities.</p>



Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
				<p>Management are looking to buy in some assistance to complete this policy. The changes will require significant engagement with affected staff and a transition period to implement the new policy for existing users will need to be provided.</p> <p><u>Update for 5 February 2020 meeting:</u> A costing analysis has now been completed to understand impacts of the proposed Policy on existing vehicle users. This will inform the finalising of the draft Policy prior to undergoing consultation and approval, which is planned for first quarter in 2020.</p> <p><u>Update for 14 May Meeting:</u> As per the comment above.</p>


INTERNAL AUDIT - PROPERTY MANAGEMENT - MAY 2017

Item No. and Risk Rating	Observation	Risk and recommendation	Management Action Plan, Responsibility and Action Date	Update
<p><b>2</b></p> 	<p><b>Property Management Procedures</b></p> <p>A review of Council’s Property Management processes identified significant gaps in procedure documentation. We noted processes in place but not documented and documents in draft stage which need to be approved.</p>	<p>We recommend that Campaspe introduce a manual of Property Procedures and circulate this to all relevant staff. Documenting procedures minimises risks such inappropriate and/or inconsistent practices, and reduces the risk of corporate knowledge loss upon departure of key employees.</p>	<p>Agreed. Procedures document to be completed.</p> <p><b>Responsible officer:</b> Property &amp; Legal Manager</p> <p><b>Action date:</b> <del>31 December 2017</del>  <del>30 April 2018</del>  <del>30 June 2019</del>                      30 June 2020</p>	<p><u>Update for 24/01/2018 meeting:</u>                      Commenced. To be completed end March 2018</p> <p><u>Update for 02/05/18 meeting:</u>                      Commenced and currently in progress</p> <p><u>Update for 29/08/18 meeting:</u>                      Once the property review is undertaken by Council, policies and procedures can be updated accordingly.</p> <p><u>Update for 31/10/18 Meeting:</u>                      This action has not progressed from the previous comment.</p> <p><u>Update for 05/12/18 meeting:</u>                      A second briefing with Council on property review is scheduled for 4 December 2018. Policies and Procedures will be developed once this review is finalised.</p> <p><u>Update for March 2019:</u>                      Property review completed March 2019 and new Commercial Leasing Policy 110 adopted by Council.                      Procedures document to now be completed.</p> <p><u>Update for July 2019</u>                      Work is underway on the development of a Sale of Land and Buildings Policy and the documenting of key property management responsibilities across the organisation. This will be supported by the Property Management Service Profile that has recently been developed and is being presented to EMG for sign off during August and September 2019.</p> <p><u>Update for 5 February 2020 meeting:</u>                      No further progress due to competing property management workloads.</p> <p>Update for</p>

Item No. and Risk Rating	Observation	Risk and recommendation	Management Action Plan, Responsibility and Action Date	Update
				<p><u>Update for 14 May Meeting:</u> Draft manual preparation in progress by Property &amp; Legal team and is to be presented to EMG for approval in June 2020.</p>
<p><b>10</b></p> 	<p><b>Maintenance Monitoring</b></p> <p>Our review of maintenance schedules found that properties deemed essential are maintained on a proactive and scheduled basis, but those deemed non-essential are maintained on a reactive basis.</p>	<p>We recommend consideration be given to incorporating leased assets into the schedule maintenance process.</p>	<p>Agreed. Process to be confirmed with Building Maintenance Team and incorporated into Property Manual.</p> <p><b>Responsible officer:</b> Property &amp; Legal Manager</p> <p><b>Action date:</b> <del>31 December 2017</del> <del>31 March 2018</del> <del>31 August 2018</del> <del>30 March 2019</del> <del>31 July 2019</del> 30 June 2020</p>	<p><u>Update for 24/01/2018 meeting:</u> Commenced. To be completed end March 2018.</p> <p><u>Update for 29/08/18 meeting:</u> To be reviewed with Building Maintenance.</p> <p><u>Update for 05/12/18 meeting:</u> No further progress has been made on this action.</p> <p><u>Update for March 2019:</u> A meeting has been scheduled for end of March for the development of a Service Level Agreement.</p> <p><u>Update for July 2019</u> A building condition assessment has been completed and has identified any required renewal/maintenance to be completed. Any scheduled maintenance that may have a significant impact on the business operations will be held over, if possible, until the end of the lease. Minor maintenance and reactive maintenance will be conducted in consultation with the respective tenant. Annual landlord inspections on properties with Commercial Leases has recently commenced.</p> <p>The management of maintenance to leased properties will need to be done in accordance with any lease arrangement and is managed as part of ongoing management practices.</p> <p><u>Update for 5 February 2020 meeting:</u></p>


Item No. and Risk Rating	Observation	Risk and recommendation	Management Action Plan, Responsibility and Action Date	Update
				<p>This action was not closed out at the past issues review and further evidence is required to close out this action. This will need further review and presentation back to the next Past Issues Review.</p> <p><u>Update for 14 May Meeting:</u>                      A draft 10 year maintenance schedule has been developed that includes leased assets. Processes on the conduct of maintenance on leased assets is to be referred to in Property &amp; Legal Manual.</p>


INTERNAL AUDIT - CAPITAL PROJECTS - RISK MANAGEMENT - JANUARY 2018

Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
<p>7</p> 	<p><b>Document retention</b></p> <p>We reviewed six projects to ensure that all vital documents had been retained. Two projects were missing a number of documents</p> <ul style="list-style-type: none"> <li>- Project 100210</li> <li>- Project 100534</li> </ul>	<p>Poor document retention promotes key person dependency risk and inefficiency.</p> <p>We recommend SOC ensures all documents are retained on file for quick and easy reference when required.</p>	<p>Conduct monthly random spot checks of existing projects that use Tech1 and manual document folders.</p> <p>Produce guidelines for PM's and other CAMMS users around what documents MUST be retained on the system.</p> <p><b>Responsible Officer:</b> Capital Works Coordinator</p> <p><b>Action date:</b> <del>December 2018</del>  <del>31 May 2019</del>                      30 June 2020</p>	<p><u>Update for 29/08/18 meeting:</u>                      Project Management procedures being reviewed.                      Monthly spot check to commence in September.</p> <p><u>Update for 31/10/18 meeting:</u>                      Sport checks will start before the end of the calendar year and will continue quarterly.</p> <p><u>Update for 05/12/18 meeting:</u>                      First quarterly audit to take place w/c 17/12.</p> <p><u>Update for March 2019:</u>                      Regular audit/project health checks have not commenced due to lack of resource in program office.                      A health check document has been produced and is in testing by Capital Works Coordinator to incorporate TechnologyOne and Camms software (the old health check was based on Sap/paper based process).                      Planned delivery of a regular health check from May 2019 pending additional resource being recruited.</p> <p><u>Update for 15 May 2019:</u>                      Health check will commence in May</p> <p><u>Update for July 2019</u>                      Health checks have commenced and five health checks will continue to be undertaken each month.                      The PM Framework outlines the documentation that is required to be attached to the project in either CAMMS or ECM.                      Compliance with this requirement is checked off during the project "health check" with any necessary feedback</p>


Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
				<p>provided to the relevant project manager.</p> <p><u>Update for 5 February 2020 meeting:</u>                      This action was not closed out at the past issues review and further evidence is required to close out this action. This will need further review and presentation back to the next Past Issues Review.</p> <p>Update from CWC – process to be finalised with new PM coordinator in post.</p> <p><u>Update for 14 May Meeting:</u>                      Capital Works Coordinator and Project Management Coordinator have met and defined proposed process for auditing document retention. This is being developed and will be communicated to PM team in April along with a proposed process for tracking compliance with the document audit through request management. It will be added to the Project Management Framework. In the meantime the monthly audit of document retention is completed for 5-10 projects.</p>

## INTERNAL AUDIT - CAPITAL PROJECTS - LOCAL LAWS - JANUARY 2018

Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
<p><b>1</b></p> 	<p><b>Risk register</b></p> <p>We found there was one general OHS and one fraud risk identified in SOC's risk register.</p> <p>There was no evidence of a formal risk assessment completed by the department to confirm all risks associated with Local Laws operations had been identified.</p>	<p>We recommend a formal risk assessment be conducted to identify all potential risks associated with the day to day operations.</p> <p>Any risks identified should be documented and assessed along with strategies to manage the risk.</p>	<p>Undertake a full risk assessment of the Local Laws operation.</p> <p>Undertake a review of Public Environments Department risk register to ensure Local Laws risks are included in the department risk register.</p> <p><b>Responsible Officer:</b> Public Environments Manager</p> <p><b>Action date:</b> <del>June 2018</del>  <del>31 December 2018</del>  <del>30 September 2019</del>  30 June 2020</p>	<p><u>Update for 29/08/18 meeting:</u>  Due to current resource priorities this has not been finalised.</p> <p><u>Update for 31/10/18 Meeting:</u>  Although commenced this work is yet to be completed it is on track to meet the action date of December 2018.</p> <p><u>Update for 05/12/18 meeting:</u>  Full review of the Public Environments Risk Register has been completed: A full risk assessment of the Local Laws operation is still to be finalised.</p> <p><u>Update for March 2019:</u>  This work remains outstanding due to resource availability. The Public Environments Manager has been acting in an additional role since August 2018, therefore the development of the risk assessment for the Local Laws operation has not progressed.</p> <p><u>Update for July 2019</u>  In progress. Once completed it is proposed that the identified risks will be embedded into the relevant tasks in TechnologyOne using the 'event processes'.</p> <p><u>Update for 5 February 2020 meeting:</u>  Completion has been delayed due to resourcing.</p> <p><u>Update for 14 May Meeting:</u>  Finalisation of a full risk assessment to be completed by 30 June 2020 and operational risk register to be updated in accordance with the outcome of the risk assessment.</p>


Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
<p><b>10</b></p> 	<p><b>Debtor Management</b></p> <p>We found there is an effective follow up debtor management process in place to ensure all amounts owing are received.</p> <p>We also found 383 infringements totalling \$29,305 were written off in the 6 months to 31 December 2017. Extrapolate that to a full financial year and it represents approximately 21.5% of total revenue from infringement and fees.</p> <p>A majority of these were as a result of the recipient successfully contesting the infringement on the basis of being a first offence.</p> <p>This is a significant portion of revenue being foregone.</p>	<p>We recommend the policy and practices for waiving infringement notices be reviewed to ensure they are waived for valid reasons and council's income is preserved.</p>	<p>Develop/review internal policy for review and waiving of infringements and present to Council for adoption.</p> <p>Policy to cover:</p> <ul style="list-style-type: none"> <li>- Animals</li> <li>- Local Laws</li> <li>- Parking.</li> </ul> <p>Implement policy from date of adoption.</p> <p><b>Responsible Officer:</b> Local Laws Coordinator</p> <p><b>Action Date:</b> <del>June 2018</del>  <del>31 December 2018</del>  <del>March 2019</del>  <del>30 June 2019</del>  31 May 2020</p>	<p><u>Update for 29/08/18 meeting:</u>  Due to current resource priorities this has not been finalised.</p> <p><u>Update for 31/10/18 Meeting:</u>  Development of a policy that covers the reviewing and waiving of Animals, Local Law and Parking infringements is underway. Team handbooks and work instructions have been updated in preparation for the development of the policy.  It is expected that the Policy will be finalised by the action date of December 2018.</p> <p><u>Update for 05/12/18 meeting:</u>  This is yet to be completed due to staffing shortages.</p> <p><u>Update for March 2019:</u>  This work remains outstanding due to resource availability. The Local Laws Coordinator was on extended sick leave for several weeks.</p> <p><u>Update for July 2019</u>  The Department of Justice and Regulation, through Infringement Management and Enforcement Services has released "Internal Review Guidelines". The purpose of the guidelines is to encourage consistent decision making processes and to assist agencies in the legal and practical requirement of an internal review process.  An internal review is the mechanism that allows a person to apply to an Enforcement Agency for a review of the decision to issue an infringement notice. The guidelines assist Enforcement Agency (Council) decision makers to</p>




Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
				<p>exercise discretion in decision making within a legal framework etc.                      Officers have adopted these guidelines after seeking approval from the General Manager to ensure compliance with the legal framework and general administrative law rather than develop and implement an internal policy.                      The guidelines are used in conjunction with Council’s adopted Compliance 11 Framework for how its Regulatory services should work with the community. The Compliance 11 Framework is a risk and consequence based approach to enforcement. This risk is managed through the adoption of the Compliance 11 Framework by Council on 20 March 2018.  <u>Update for 5 February 2020 meeting:</u>                      This action was not closed out at the past issues review and further evidence is required to close out this action. This will need further review and presentation back to the next Past Issues Review.   <u>Update for 14 May Meeting:</u>                      A report to EMG outlining the procedure for waiving of infringement notices is to be presented by the end of May 2020.</p>
<p><b>15</b></p> 	<p><b>Complaints Management</b></p> <p>There is currently no consistent process in place for closing complaints, as Local Laws staff at times do not input target completion dates and/or prefer to keep complaints open in case there is a need to follow up.</p>	<p>We recommend SOC introduces a complaints management policy to ensure the accuracy and reliability of complain information and reporting including:                      - A timely response to complainants.                      - A completion date be set for all complaints raised.</p>	<p>Review and update Council’s complaints management process in accordance with the Victorian Ombudsman’s Council and Complaints Good Practice Guide.</p> <p><b>Responsible Officer:</b> Customer Contact Coordinator</p>	<p><u>Update for 29/08/18 meeting:</u>                      Complaints framework was developed in May 2016 in line with Ombudsman Best Practice adopted by Council. A clear definition of internal complaints process and action needs to be developed to support standard actions and expected timeframes.</p>

Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
	We also found there is no formal policy in place for managing complaints.		<p>Action date: <del>May 2018</del>  <del>31 December 2018</del>  <del>30 June 2019</del>  <del>31 August 2019</del>  <del>31 October 2019</del>  31 March 2020</p>	<p><u>Update for 31/10/18 Meeting:</u>  This has been reviewed in line with the Customer First Strategy which will further support the development of the internal complaints process.</p> <p><u>Update for 05/12/18 meeting:</u>  No further action taken at this time. Awaiting progression of the Customer First Strategy.</p> <p><u>Update for March 2019:</u>  No further action taken at this time. Awaiting progression of the Customer First Strategy.</p> <p><u>Update for May 2019:</u>  Update and action plan to be provided post EMG discussion on 8 May 2019.</p> <p><u>Update for July 2019</u>  Draft policy has been prepared, currently going through internal review with relevant Managers and EMG prior to presentation to Council.</p> <p><u>Update for 5 February 2020 meeting:</u>  A Complaints Handling Policy and framework to support the Customer Complaints four-step process - already in place, has been drafted and will be discussed with the CEO, then EMG in the coming month. The Policy will be presented to Council for adoption early 2020.</p> <p><u>Update for 14 May Meeting:</u>  Complaints Handling Policy 174 adopted by Council 18 February 2020.</p> <p>This item is now recommended for closure.</p>


INTERNAL AUDIT - HUMAN RESOURCES - APRIL 2018


Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
<p><b>12</b></p> 	<p><b>Performance Reviews</b></p> <p>SOC policy states staff are required to have performance reviews annually. We reviewed five full time employee files and noted only one performance review on file.</p> <p>We were advised casual staff are not required to have performance reviews.</p>	<p>To ensure effective communication, goal setting and monitoring is occurring we recommend ensuring annual reviews are being held.</p> <p>We recommend long term casual staff also receive reviews where possible.</p>	<p>A review of the casual staff list will be undertaken to identify any casual staff where a performance review would be of benefit and the relevant supervisor will be notified of the requirement.</p> <p><b>Responsible Officer:</b> Human Resources Manager</p> <p><b>Action Date:</b> <del>31 March 2019</del>  <del>31 July 2019</del>  31 December 2019</p>	<p><u>Update for 31/10/18 Meeting:</u>  Work in progress.</p> <p><u>Update for 05/12/18 meeting:</u>  Draft program has been prepared and will be launched in January 2019.</p> <p><u>Update for March 2019:</u>  Notification is occurring on an adhoc basis. The implementation of a HRIS will assist with more consistent compliance. Envisaged that HRIS should be live by 31 July 2019.</p> <p><u>Update for July 2019</u>  An email was sent to Leadership group reminding the need for performance reviews of Managers and Coordinators to be completed by 31 August 2019 and for all other staff to be completed by 15 October 2019. This will be monitored as the timelines are reached. The implementation of the HRIS has been delayed to 30 September 2019. This new system will be able to more effectively manage and report on the compliance with all staff having a performance review and will assist with the identification of casual staff who should be offered a performance review.</p> <p><u>Update for 5 Feb</u>  Casual staff are now receiving annual reviews which are being recorded against their personnel record.</p> <p><u>Update for 14 May Meeting:</u>  The HRIS is now capturing performance reviews and we are able to track and report on compliance. Manager alerts and reminders will now be turned on.</p>


## INTERNAL AUDIT - FRAUD PREPAREDNESS - MAY 2018


Item No. and Risk Rating	Observation	Risk and recommendation	Management Action Plan, Responsibility and Action Date	Update
<p><b>7</b></p> 	<p><b>Fraud Awareness Training</b></p> <p>New employees are provided with the Employee Code of Conduct and Employee Handbook during their induction.</p> <p>Fraud Corruption training is provided as part of the initial induction and as a refresher every two years. This training is provided online via "Learning Management System (LMS).</p> <p>We reviewed the LMS eLearning course completion rate as at 4 May 2018 noting:</p> <ul style="list-style-type: none"> <li>- 59% completion rate for fraud awareness training</li> </ul> <p>44% completion rate for protected disclosures.</p>	<p>Regular fraud awareness training helps employees understand how to identify fraudulent activities and how to report these.</p> <p>As such we recommend SOC should evaluate the quality and effectiveness of their training programs given the low completion rate. This will determine if the training has been successful.</p> <p>Alternatively options to delivering training include:</p> <ul style="list-style-type: none"> <li>- Conducting workshops for all staff (face to face).</li> <li>- Conducting "Train the Trainer" workshop.</li> </ul>	<p>Recommendation accepted.</p> <p>The LMS eLearning provided complies with legislated requirements.</p> <p>An increased focus on employee compliance with training modules has resulted in completion rates improving.</p> <p>A review of training and development of a face to face workshop will be undertaken to address fraud awareness and protected disclosures.</p> <p><b>Responsible Officer:</b> Governance Manager</p> <p><b>Action Date:</b> <del>31 December 2018</del>  <del>30 September 2019</del>  <del>31 March 2020</del>  30 September 2020</p>	<p><u>Update for 31/10/18 Meeting:</u>  No progress on this action.</p> <p><u>Update for March 2019:</u>  Once the Fraud Policy and Procedure and Protected Disclosure is updated and approved a number of face to face training sessions will be implemented.</p> <p><u>Update for July 2019</u>  The compliance fraud training is provided by Council's online training program and is to be completed every two years. A Compliance and Regulatory Education (CARE) training booklet has also been developed for staff who are casual or limited part time. This booklet contains information on Fraud Awareness.</p> <p>An additional training program is being developed during August/September for delivery in a face to face format.</p> <p><u>Update for 5 January 2020 meeting:</u>  Face to face training program still being developed.</p> <p><u>Update for 14 May Meeting:</u>  Primary Fraud Awareness Training will continue to be delivered to all required staff via an online platform.  Face to face training will be delivered to Council's leadership group and the presentation will be delivered as soon as group meetings can be conducted, expected to be August/September 2020.</p>

## INTERNAL AUDIT - CONTRACT MANAGEMENT - MAY 2019


Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
<p><b>1</b></p> 	<p><b>Contract Management Framework</b></p> <p>There is no defined framework, policy or documented procedures in place to govern and support the day to day management of contracts entered into by CSC.</p> <p>Approaches taken to contract management vary across the organisation. This was evident in our review of the management of ten specific contracts.</p> <p>The Procurement Policy references contract management, however the reference was brief and does not address all elements of a contract management framework. See more detailed discussion of this below at Item 2.</p>	<p><b>Risk:</b></p> <p>Processes may not mitigate key contract risks, exposing CSC to potential financial loss, litigation, injury and/or reputation damage.</p> <p>Existing processes may not be aligned with best practice or with the expectations and objectives of council.</p> <p><b>Root cause:</b></p> <p>The need for a Contract Management Framework has not previously been recognised.</p> <p><b>Recommendation:</b></p> <p>To address risks raised in Items 1, 2, 3, 6 and 7 we recommend a formal contract management framework incorporating policy, procedures, templates and tools be developed and implemented across CSC.</p> <p>This framework should:</p> <ul style="list-style-type: none"> <li>- Require the preparation of a Contract Management Plan and risk assessment</li> <li>- Leverage existing tools such as the Contract Management Sheet to develop a comprehensive set of contract management tools and templates.</li> <li>- Define collection processes for OHS documentation and inductions.</li> </ul> <p>Define collection processes for insurance policy details.</p>	<p>This audit has identified gaps in the system and processes applied to contract management, however further review by management has identified further gaps in the ownership, resources and skills within the organisation to support the development, implementation and monitoring of contract management.</p> <p>The following action plan has been agreed to by management:</p> <ol style="list-style-type: none"> <li>1. Prepare a business case and seek funding for the appointment of a fixed term position to develop and implement a contract management framework for the organisation.</li> <li>2. Develop a contract management framework incorporating all of the identified points throughout the 2019-05 Contract Management Internal Audit Report.</li> <li>3. Executive management Group (EMG) to endorse the developed contract management framework for implementation within the organisation.</li> <li>4. Implement the endorsed contract management framework within the organisation.</li> <li>5. Prepare a further report and monitoring of contract management within the organisation, having regard to the interconnections of procurement, project management and service delivery.</li> </ol>	<p><u>Update for 5 February 2020 meeting:</u></p> <p>A Position Description has been drafted to recruit a suitable person to address the recommendations for this audit.</p> <p><u>Update for 14 May 2020 Meeting:</u></p> <p>The Manager Contracts &amp; Procurement (MCP) has been appointed and started work on 10 February 2020. Work on developing a Contract Management Framework has started and is on track to be completed by 31 December 2020.</p>




Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
			<b>Responsible Officer:</b> General Manager Corporate Services  <b>Action Date:</b> 31 December 2020	
<p style="text-align: center;"><b>2</b></p> 	<p><b>Project Management Framework</b></p> <p>Reliance is placed on the draft Project Management Framework (the Framework) where Project Managers are referred to the Procurement Policy to manage contracts.</p> <p>The Framework is inadequate to meet the needs of Contract Management. Project Managers are directed to use the Contract Management sheet to document contract details, variations, extension of time and progress claims. Correct use of these templates relies on staff knowledge and experience in managing contracts.</p> <p>We compared the practices we observed with the MAV Contract Management Guidelines, noting gaps which we report on below.</p> <p>As a minimum, a Contract Management Policy and supporting Procedures should address:</p> <ul style="list-style-type: none"> <li>- Contract establishment</li> <li>- Determining the contract management approach</li> <li>- Identifying and managing risks</li> <li>- Contract administration and record storage</li> <li>- Contract management roles and responsibilities</li> <li>- Contractor inductions and OHS</li> </ul>	<p><b>Risk:</b> Key person risk arises from the reliance on individuals rather than a documented process.</p> <p>Contracts outside the scope of projects may not be captured by the Project Management Framework.</p> <p><b>Root cause:</b> No formal policy and procedures to support contract management.</p> <p><b>Recommendation:</b> Refer Item 1</p>	<p>Refer Item 1</p> <p><b>Responsible Officer:</b> General Manager Corporate Services/Contracts &amp; Procurement Manager</p> <p><b>Action Date:</b> 31 December 2020</p>	<p><u>Update for 5 February 2020 meeting:</u> Not Progressed</p> <p><u>Update for 14 May 2020 Meeting:</u> Development of a Contract Management Framework has started. The Project Management Framework has been provided to the Manager Contracts and Procurement and it is being reviewed in conjunction with developing the Contract Management Framework (referred to in action 1) which is on track to be completed by 31 December 2020.</p>


Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
	requirements - Managing relationships - Performance monitoring - Negotiating contract variations - Managing contract disputes - Contract completion and feedback.			
<b>3</b> 	<p><b>Contract Management Plans and Risk Assessments</b></p> <p>There was no evidence of Contract Management Plans or formal risk assessments having been prepared for any of the ten contracts selected (refer Appendix 2).</p> <p>Contract manager rely on prior knowledge and experience in the identification and management of any risks. The approach, type and level of documentation varied between departments and contract managers.</p> <p>The Contract Management Sheet in use contains some of the items covered by a contract management plan, however risk assessments are not included.</p> <p>A Contract Management Plan should be prepared at the initial planning phase of the contract lifecycle. It sets out a summary of the key contract details and is a reference document for both the contract manager and the supplier specifying such performance as:</p> <ul style="list-style-type: none"> <li>- Start and finish dates</li> <li>- Contract value</li> <li>- Key representative contact details and responsibilities</li> <li>- Contract objectives</li> <li>- Risk assessment</li> </ul>	<p><b>Risk:</b> Risks associated with contracts may not be identified or sufficiently mitigated.</p> <p>Key person risk arises from the reliance on individuals rather than a documented contract management plan.</p> <p>Disruption to the management of the contract in the event of the departure of the current contract manager.</p> <p><b>Root cause:</b> No formal policy and procedures mandating the preparation and use of contract management plans and risk assessments.</p> <p><b>Recommendation:</b> Refer Item 1</p>	<p>Refer Item 1</p> <p><b>Responsible Officer:</b> <del>Finance Manager</del> General Manager Corporate Services/Contracts &amp; Procurement Manger</p> <p><b>Action Date:</b> 31 December 2020</p>	<p><u>Update for 5 February 2020 meeting:</u> Not progressed</p> <p><u>Update for 14 May 2020 Meeting:</u> Work on developing a Contract Management Framework has started. The standard Campaspe Shire Council risk assessment and a new draft Contract Management Plan has been included in the first stages of the development of the Contract Management Framework (referred to in action 1).</p>

Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
	<ul style="list-style-type: none"> <li>- Performance management framework and KPI's</li> <li>- Mobilisation Plan</li> <li>- Variation process</li> <li>- Contract compliance</li> <li>- Escalation process</li> <li>- Exit Plan</li> <li>- Review meetings scheduled and dates.</li> </ul> <p>The MAV Contract Management Guidelines include a sample Contract Management Plan and a Contract Management Checklist which we have included in Appendices 3 &amp; 4 for reference.</p>			
<p style="text-align: center;"><b>4</b></p> 	<p><b>Performance Monitoring</b></p> <p>5 of the 10 contracts tested contained evidence demonstrating routine hold point inspections occurred and lessons learned captured. However, none of the contracts tested showed evidence of other aspects performance monitoring.</p> <p>Performance monitoring covers:</p> <ul style="list-style-type: none"> <li>- KPI's as specified in the contract management plan.</li> <li>- Key milestone dates</li> <li>- Post contract review.</li> </ul> <p>Performance monitoring may allow Council to enhance the efficiency and effectiveness of contacts it enters in to by selecting a range of KPI's to measure whether contracts are delivered on time, to scope and on budget.</p> <p>We note as no contractor performance monitoring data is currently collected, no reporting to EMG or Council on</p>	<p><b>Risk:</b></p> <p>Council may engage contractors who have a history of underperformance that has not been identified through performance monitoring.</p> <p>Key contract deliverables may not be met if contractor underperformance is not identified prior to engagement.</p> <p><b>Root cause:</b></p> <ul style="list-style-type: none"> <li>- No clarity defined between routine site inspections and overall contract/contractor performance monitoring.</li> <li>- Lack of defined procedures for monitoring and documenting performance.</li> </ul> <p><b>Recommendation:</b></p> <p>We recommend establishing broad KPI's to be measured across all the organisation's to allow this information</p>	<p>The development of broad contract management monitoring KPI's including the reporting frequency and forums will be included in the development of the Contract Management Framework referred to in Item 1.</p> <p>The requirement to develop specific KPI's for individual contracts will be included in the development of the Contract Management Framework referred to in Item 1.</p> <p><b>Responsible Officer:</b> General Manager Corporate Services/Contracts &amp; Procurement Manager</p> <p><b>Action date:</b> 31 December 2020</p>	<p><u>Update for 5 February 2020 meeting:</u> Not progressed.</p> <p><u>Update for 14 May 2020 Meeting:</u> Work on developing a Contract Management Framework (referred to in action 1) has started. KPI's have been included in the draft Contract Management Plan and further instruction will be provided in the Contract Management Framework.</p>




Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
	contract/contractor performance occurs. As a result, there may be a lack of transparency over the organisation's contracting activities.	to be collated and reported to EMG and Council.  Contract management plans should include key KPI's specific to the contract as detailed in Item 3.		
<p style="text-align: center;"><b>5</b></p> 	<p><b>Records Management</b></p> <p>Records relating to contract are managed using the ECM electronic record management system. We were provided access to ECM for the purpose of locating contract documentation. However, given the following, in many cases we were unable to locate the required documents and needed to refer our documentation request to the Procurement team:</p> <ul style="list-style-type: none"> <li>- While initial tendering and contract documentation prepared by the Procurement Team included the contract reference number, naming conventions varied between contract managers.</li> <li>- Some contract management documents such as post contract reviews and lessons learnt may be stored in CAMMS Project Management System rather than in ECM.</li> </ul>	<p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>- Records relating to and supporting contract management may be difficult to locate in the event of a dispute with contractors.</li> <li>- Loss of corporate knowledge in the event the departure of a key contract manager.</li> </ul> <p><b>Root cause:</b></p> <ul style="list-style-type: none"> <li>- Inconsistent document naming and storage conventions.</li> <li>- Records Management Policy was due for review in November 2018 and may require updating.</li> </ul> <p><b>Recommendation:</b></p> <p>To address these risks, and those noted in Item 6 &amp; 7, we recommend:</p> <ul style="list-style-type: none"> <li>- File naming and storing conventions be reviewed</li> <li>- The Records Management Policy be reviewed and include any changes to records storage directives (Item 6 &amp; Item 7).</li> </ul>	<p>A file naming protocol and records classification system is being developed for the organisation and the naming and storing of records related to contract management will be incorporated into this along with the development of the Contract Management framework referred to in Item 1.</p> <p>The Records Management Policy is currently under review before proceeding to the Executive management Team for approval. As part of the policy review the recommendations of this audit report will be incorporated.</p> <p><b>Responsible officer:</b> ICT Manager</p> <p><b>Action date:</b> 30 June 2020</p>	<p><u>Update for 5 February 2020 meeting:</u></p> <p>Records management Policy Review nearing completion ready for Executive Management Team review. Records Management Policy is being expanded to now incorporate Policy 88 - Correspondence. Work on the file naming protocol and records classification system is underway.</p> <p><u>Update for 14 May 2020 Meeting:</u></p> <p>The reviewed Records Management Policy is with the Corporate Services General Manager for final review before proceeding to Executive Management Group for approval.</p> <p>A file naming protocol is under development and will be completed by 30 June 2020.</p> <p>The Contract Management Framework (referred to in action 1) is now under development and will include reference to the updated Records Management Policy once it is completed.</p>


Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
<p><b>6</b></p> 	<p><b>Contractor OHS Records</b></p> <p>Three contracts tested did not have evidence of Contractor OHS inductions on file. See Appendix 2 for details.</p> <p>OHS records varied between other contracts. Information may be captured during the tendering process and contained in the executed contract, or in CSC's Linksafe records.</p>	<p><b>Risk:</b> No evidence to support OHS risks have been mitigated in the event of a claim.</p> <p><b>Root Cause:</b> No documented process to outline collection process for OHS documentation in relation to contract management.</p> <p><b>Recommendation:</b> Refer: - Item 1 - Item 5</p>	<p>Refer item 1 and item 5.</p> <p><b>Responsible officer:</b> Item 1 - General Manager Corporate Services Item 5 - ICT Manager</p> <p><b>Action Date:</b> Item 1: 31 December 2020 Item 5: 30 June 2020</p>	<p><u>Update for 5 February 2020 meeting:</u> Not progressed.</p> <p><u>Update for 14 May 2020 Meeting:</u> See responses to Items 1 and 5.</p> <p>Storage of contractor OHS records to be considered in line with both the Records Management Policy (referred to in action 5) and the Contract Management Framework (referred to in action 1).</p>
<p><b>7</b></p> 	<p><b>Contractor Insurance Records</b></p> <p>Three contracts tested did not show evidence of Contractor insurance details on file.</p> <p>Contractor insurance details were included in initial tendering documentation for the remaining seven contracts.</p> <p>We note it is the individual Contract Manager's responsibility to track and monitor insurance policy renewal dates. It was not clear from discussions that this occurred regularly.</p>	<p><b>Risk:</b> - Contractor insurance policies may lapse without CSC's knowledge. - CSC may become liable where contractor insurance is not current in the event of a claim.</p> <p><b>Root cause:</b> Lack of centralised records for contractor insurance policy details and renewal dates.</p> <p><b>Recommendation:</b> Refer: - Item 1 - Item 5 We also recommend including insurance renewal/lapse dates in the Contracts Register to ensure centralised management.</p>	<p>Refer Items 1 &amp; 5.</p> <p>Council is currently implementing a web based system for the collection and monitoring of all contractor insurances and other permits/licences required that will be linked with Council's finance system. Once fully implemented, a review of the connectivity between Council's contracts register and the web based system will be investigated. This investigation will also be guided by the development of the Contract Management Framework.</p> <p><b>Responsible Officer:</b> General Manager Corporate Services</p> <p><b>Action date:</b> 31 December 2020</p>	<p><u>Update for 5 February 2020 meeting:</u> Not progressed.</p> <p><u>Update for 14 May 2020 Meeting:</u> The Linksafe web based system for the collection and monitoring of all contractor insurances and other permits/licences has been implemented and is in use by contractors.</p> <p>Further linkage with the Contract Management System will be considered in line with the Contract Management Framework (referred to in action 1).</p>
<p><b>8</b></p> 	<p><b>Contracts register</b></p> <p>The Contract register is maintained by the Procurement Coordinator. It is a manually maintained excel spreadsheet</p>	<p><b>Risk:</b> No single reliable record of all contracted entered into by CSC.</p> <p><b>Root cause:</b></p>	<p>This audit has identified gaps in the systems and processes applied to contract management, however further review by management has identified further gaps in the ownership, resources</p>	<p><u>Update for 5 February 2020 meeting:</u> Not progressed.</p> <p><u>Update for 14 May 2020 Meeting:</u></p>

Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
	<p>with information sourced from executed contracts.</p> <p>We found the Contracts Register only includes contracts that have been developed following the tendering process. As a result, any contracts in place with a value under the prescribed tendering threshold will not be captured in the Contracts Register.</p>	<p>No centralised approach to contract management across the organisation.</p> <p><b>Recommendation:</b> We recommend: - A Contract Management Policy Supporting procedures include a requirement to send contract information to the Procurement Coordinator for inclusion in the Contracts Register. - The Contract Register be updated to ensure its accuracy.</p>	<p>and skills within the organisation to support the development, implementation and monitoring of contract management.</p> <p>1. This recommendation will be dealt with through Item 1.</p> <p>2. A request to all service managers and project managers will be made that they review the contracts register and notify procurement of any contracts not currently on the register with all information required for its inclusion in the register.</p> <p><b>Responsible Officer:</b> 2. General Manager Corporate Services</p> <p><b>Action Date:</b> 2. <del>31 October 2019</del> 31 May 2020</p>	<p>Use of the Contract Management System and associated processes are being included in the development of the Contract Management Framework (referred to in action 1).</p> <p>An email to all service managers and project managers was sent by the General Manager Corporate Services on 4 May 2020, requesting that any contract not on the register be reported to the Manager Contracts and Procurement by 22 May 2020.</p>
<p>9</p> 	<p><b>Communication and Feedback</b></p> <p>We identified a gap in communication and feedback between Contract Manager and the Procurement Team.</p> <p>While lessons learnt from contract which have gone through the tendering process are captured in the CAMMS Project Management system, this information is not collated and is not made available to the Procurement Team prior to the tendering process. It was unclear if CSC's other contracts capture lessons learnt as we were not able to select these contracts from the Contracts Register for testing.</p>	<p><b>Risk:</b> Lessons learnt are not being effectively used to mitigate risk and improve effectiveness of CSC's tendering and contract management framework.</p> <p><b>Root Cause:</b> Lack of performance monitoring of both individual contracts and of contract management at the organisational level.</p> <p><b>Recommendation:</b> We recommend: - Lessons learnt are collated and analysed at the organisational level. - The Procurement Team reviews the collated results of the lessons learnt</p>	<p>The development of the Contract Management Framework will include a feedback process to capture lessons learnt and continuous improvement opportunities. Once the framework is developed roles and responsibilities will be communicated to the organisation during the implementation of the framework.</p> <p>In the interim, project managers will be asked to provide any lessons learnt related to contract management to the Procurement Team for review.</p> <p><b>Responsible Officer:</b> General Manager Corporate Services</p>	<p><u>Update for 5 February 2020 meeting:</u> Not progressed</p> <p><u>Update for 14 May 2020 Meeting:</u> Work on developing a Contract Management Framework (referred to in action 1) has started. The Manager Contracts and Procurement is actively working with project and contract managers to improve skills and resolve issues while developing the Contract Management Framework.</p>


Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
	The Procurement Team recognises there are opportunities to improve the tendering process, however there is a lack of feedback from contract managers to enable changes to the process.	log. - Contract managers to provide feedback to the Procurement Team to identify opportunities for improvement.	<b>Action date:</b> 31 December 2020	


INTERNAL AUDIT - PAYROLL - APRIL 2019

Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
<p><b>2</b></p> 	<p><b>Monitoring of Excessive Leave</b></p> <p>CSC consider excessive leave as being leave in excess of 228 hours for annual leave and 38 hours for RDO's.</p> <p>Excessive leave balances are reported to the senior management group on a monthly basis. The employee's direct Manager is then required to put a plan in place to reduce these balances. All plans are informally approved and documentation is rarely retained.</p> <p>As at 9 March we noted the following excessing leave balances:</p> <ul style="list-style-type: none"> <li>- Annual leave - 25 staff members</li> <li>- RDO's - 27 staff Members</li> </ul> <p>We could not confirm whether a plan is in place for these employees due to the informal nature of the process.</p>	<p><b>Risk:</b></p> <p>Risks commonly associated with excessive annual leave balances include:</p> <ul style="list-style-type: none"> <li>- Fraud - failure to take regular leave has been a warning indicator in many cases of known or expected fraud.</li> <li>- Staff Wellbeing - regular leave is essential for maintaining a healthy work life balance. Lack of leave may increase staff stress levels and result in tired or underperforming staff members.</li> <li>- Cost minimisation - as annual leave is paid out at the rate at which the employee is paid rather than at the rate at which the leave was accrued, the associated expenses increase with increases to the employee pay rates.</li> <li>- Work disruption - an employee taking a large amount of leave may disrupt regular work flows and require a temporary replacement for the period of leave which in turn incurs an additional cost.</li> </ul> <p><b>Root Cause:</b> Plans to reduce leave balances enforced.</p> <p><b>Recommendation:</b> We recommend excessive leave balances are prioritised and formal plans are put in place, documented and monitored to reduce leave balances.</p>	<p>HR is developing a formal process to identify excess leave and include a documented leave management plan for excess leave reduction in Council's Employee Leave Procedure. Once the procedure is approved a three month implementation phase will be provided for documented leave. Management plans are in place for all staff with defined excess leave.</p> <p><b>Responsible Officer:</b> Human Resource Manager</p> <p><b>Action Date:</b> <del>31 December 2019</del> 30 March 2020</p>	<p><u>Update for 5 February 2020 meeting:</u> The process is still being developed and will be finalised for EMG consideration early December 2019.</p> <p><u>Update for 14 May 2020 Meeting:</u> A comprehensive report has been provided to EMG. Staff have been requested to take excess leave during the COVID-19 pandemic.</p>



Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
<p style="text-align: center;"><b>3</b></p> 	<p><b>Masterfile Changes Report</b></p> <p>Currently no masterfile changes report is run to review any changes in employee details including additional employees and bank account changes.</p> <p>The current review process for any changes is a manual cross check when the pay run occurs.</p> <p>All changes to employee personal details made by employees are made through CiAnywhere, a software module used to complete timesheets and update personal details. Changes made by employees are not required to be reviewed before being entered.</p> <p>All other changes to employee details made by the Payroll Officer are made after an Employee Payroll Details Form is signed and authorised.</p> <p>Only the changes made by the Payroll officer that are listed on a manual spreadsheet are reviewed by the Finance Manager.</p> <p>Discussions with staff indicated that they were unaware if TechOne had the capability to run a Masterfile changes report, however the implementation of a system generated Masterfile changes report would further enhance the validity of each pay run.</p>	<p><b>Risk:</b> All changes to employee details should be reviewed to ensure they are correct and legitimate to reduce the risk of error or fraud.</p> <p><b>Root Cause:</b> System capabilities</p> <p><b>Recommendation:</b> We recommend SOC implement a Masterfile changes report.</p>	<p>Issue to be raised with software vendor to determine whether a standard report is available for use as a Masterfile change report and if not what could be developed to fulfil this requirement.</p> <p>If a suitable report is not available in a cost effective way, a report to the Executive Management Team will be provided to consider alternative ways to manage the identified risk.</p> <p><b>Responsible officer:</b> Human Resource Manager</p> <p><b>Action Date:</b> <del>31 July 2019</del> <del>31 January 2020</del> 30 June 2020</p>	<p><u>Update for 5 February 2020 meeting:</u> TechnologyOne have been asked by a number of users to develop a master file audit report, however, to date have not produced this and have given no indication that they will. HR, Payroll and Finance systems in place to reduce the risk of fraud and/or mistakes, and we will all continue to monitor and maintain an open dialogue. A report to EMG will be prepared for consideration and closure.</p> <p><u>Update for 14 May 2020 Meeting:</u> A report to EMG will be prepared to close this action by the end of May 2020.</p>



## INTERNAL AUDIT - ACCOUNTS RECEIVABLE AND DEBTOR MANAGEMENT - NOVEMBER 2019

Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
<p style="text-align: center;"><b>1</b></p> 	<p><b>Reconciliations and Associated Reviews Are Not Documented</b></p> <p>Evidence of reconciliations performed throughout the rates process is not consistently maintained. Such evidence includes:</p> <ul style="list-style-type: none"> <li>- Who performed the reconciliation and when</li> <li>- Who reviewed the reconciliation and when</li> <li>- Any issues identified and their subsequent resolution.</li> </ul> <p>The reconciliations are performed to ensure the completeness and accuracy of data throughout the process. This includes reconciliations of:</p> <ul style="list-style-type: none"> <li>- Uploaded property value information to original file from the independent valuer.</li> <li>- Data loaded into EasyRev (CSC rate modelling system) back to TechOne.</li> <li>- Data provided to the mailing house for the generation of notices to the information returned by the mailing house at the conclusion of the mailout.</li> <li>- Simulation in EasyRev to confirm that the information in TechOne will produce the revenue expected.</li> </ul>	<p><b>Risk:</b></p> <p>There is a risk to the completeness and accuracy of the valuation data input into the rating system for calculating annual rates.</p> <p>There is a risk to the accuracy of rates calculations performed in TechOne prior to generating assessment notices resulting in financial loss or reputational damage.</p> <p>Key person risks - reliance on the knowledge and experience of the Debtor/Revenue Coordinator to perform the necessary reconciliations.</p> <p><b>Root Cause:</b> There are no formally documented and approved policies or procedures for the rates preparation process.</p> <p><b>Recommendation:</b></p> <p>We recommend evidence be maintained of all rates reconciliations including:</p> <ul style="list-style-type: none"> <li>- The preparer and reviewer, clear indication of what has been reconciled and the date it was performed and stored in the corporate document management system</li> <li>- The procedure for performing the reconciliation is documented to allow knowledge sharing and mitigation of key person risk.</li> </ul>	<p>Agree.</p> <p>The steps of reconciliation and the documenting of who performed the reconciliation and when will be incorporated into the Annual Rates Generation and Checklist.</p> <p>The reconciliation process will be documented to ensure it is clear of the requirements of this step.</p> <p><b>Responsible Officer:</b> Finance Manager</p> <p><b>Action Date:</b> 30 June 2020</p>	<p><u><a href="#">Update for 14 May 2020 Meeting:</a></u></p> <p>Review check list has been created for the process applicable to raising rates for the new financial year.</p> <p>The check list includes information on who is responsible for steps, date completed and who reviewed.</p> <p>Appropriate reports will be attached where applicable.</p>

Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
<p style="text-align: center;"><b>2</b></p> 	<p><b>Reconciliations and Associated Reviews Are Not Documented</b></p> <p>We were unable to confirm sufficient contractual arrangements in place to ensure the protection of data transmitted to this parties for:</p> <ul style="list-style-type: none"> <li>- Printing and posting RANs</li> <li>- Debt collection services.</li> </ul> <p>Rates and debtor information is transmitted to three companies:</p> <ul style="list-style-type: none"> <li>- Lanes Print and Post</li> <li>- Midstate Debt Collection (previous provider)</li> <li>- Executive Debt Collection (new provider).</li> </ul> <p>CSC engaged Executive Debt Collection through a Procurement Australia Contract. The tender response provided did not consider data security or privacy.</p> <p>Lanes print and Post quotation documents were provided. We noted they are accredited through ISO270001: Information Security, however the contractual obligations to protect CSC data were not known.</p> <p>The standard is a framework of policies and procedure. It includes all legal, physical and technical controls involved in an organisations information risk management processes.</p> <p>It is not clear if CSC considered this in the procurement process.</p>	<p><b>Risk:</b></p> <p>CSC may not be protected from consequences faced if there were to be a data breach.</p> <p><b>Root Cause:</b></p> <p>CSC did not consider possible privacy impacts of providing data to third party mailing houses throughout the procurement process.</p> <p><b>Recommendation:</b></p> <p>We recommend CSC:</p> <ul style="list-style-type: none"> <li>- Investigate the contracted obligations of external service providers when receiving, using, storing and managing information for the purposes of: <ul style="list-style-type: none"> <li>- Printing and mailing Rate Assessment Notices; and</li> <li>- Debt collection activities.</li> </ul> </li> <li>- Ensure sufficient contractual arrangements in place to protect the privacy of all information.</li> </ul>	<p>Agree.</p> <p>Documented assurances from the three companies rate and debtor information is transmitted to will be requested to ensure that external providers have adequate systems and protections in place to protect all information supplied by Campaspe Shire Council in accordance with legislative and policy requirements.</p> <p><b>Responsible Officer:</b> Finance Manager</p> <p><b>Action Date:</b> <del>30 April 2020</del> 30 June 2020</p>	<p><u><a href="#">Update for 14 May 2020 Meeting:</a></u> This action has not been progressed.</p>

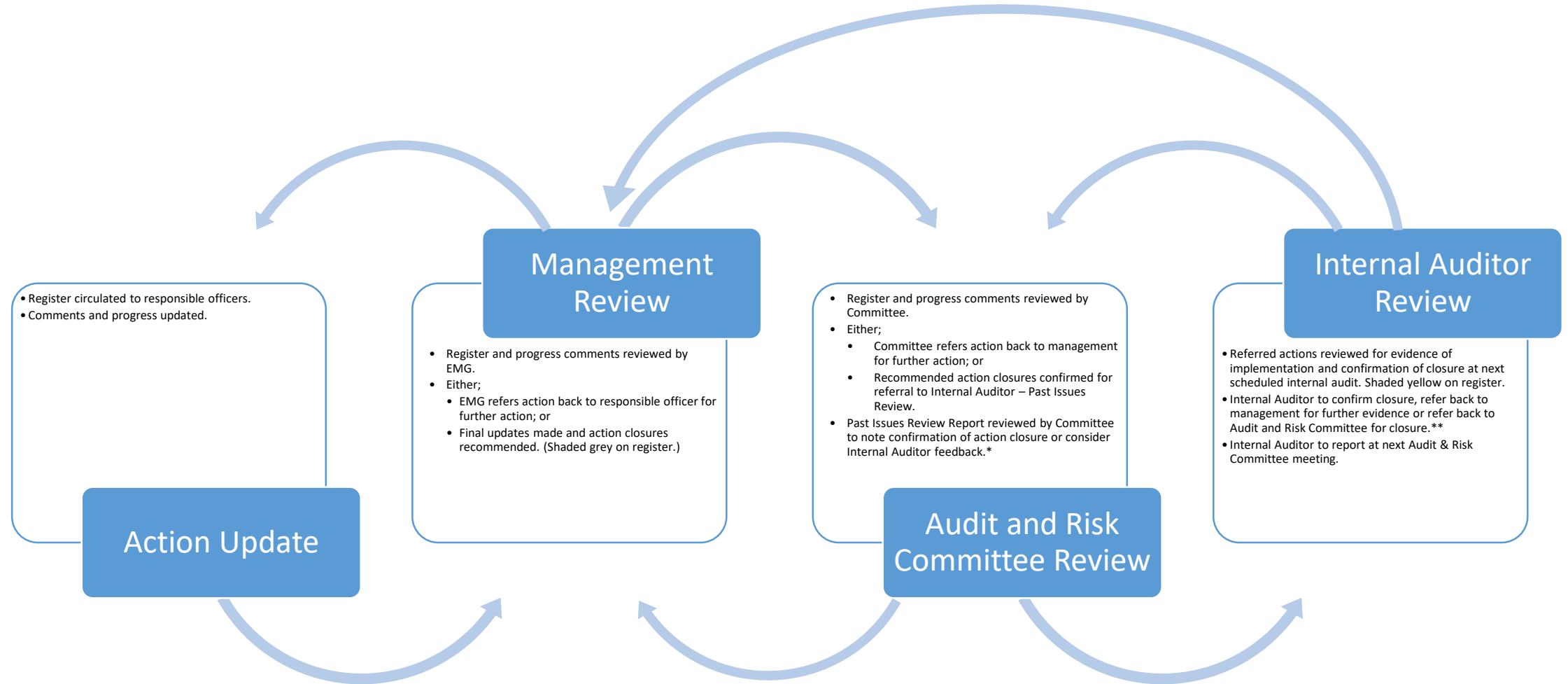


Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
<p><b>3</b></p> 	<p><b>Requirement to Document Review of Non-Rateable Properties</b></p> <p>There is no evidence to support a review of non-rateable properties to the annual rates process.</p> <p>We were informed a review occurs at the beginning of each budget cycle. This is not documented.</p> <p>This review is to identify any non-rateable properties that no longer meet non-rateable criteria as per the Local Government Act 1989.</p>	<p><b>Risk:</b></p> <p>Properties are flagged as non-rateable when they do not meet the criteria as per the Local Government Act 1989.</p> <p><b>Root Cause:</b></p> <p>There is no documented procedure for checks to be recorded or confirmed to ensure that controls are adequately mitigating risks.</p> <p><b>Recommendation:</b> We recommend CSC:</p> <ul style="list-style-type: none"> <li>- Document the review of non-rateable properties through a checklist or similar.</li> <li>- Document any changes resulting from the review of non-rateable properties.</li> </ul>	<p>Agree.</p> <p>The step of reviewing non-rateable properties and the documenting of who performed the reconciliation and when will be incorporated into the Annual Rates Timeline and Checklist.</p> <p>Changes made as a result of the review will be documented against individual properties as is current practice and will be available on the property system.</p> <p><b>Responsible Officer:</b> Finance Manager</p> <p><b>Action Date:</b> <del>30 April 2020</del> 30 June 2020</p>	<p><u>Update for 14 May 2020 Meeting:</u> Review check list has been created for the process applicable to raising rates for the new financial year. The check list includes information on who is responsible for steps, date completed and who reviewed. Appropriate reports will be attached where applicable.</p>
<p><b>4</b></p> 	<p><b>Segregation of Duties</b></p> <p>Revenue/Debtors team members (including the Team Leader and Manager of Finance) have access to change Assessment Notices and receive payments in TechOne.</p> <p>There is an informal “review of the Team leader” RAN by the Manager of Finance annually, however this check is not recorded and no further checks are made of other team member RANs.</p>	<p><b>Risk:</b></p> <p>Non bona fide changes are made to valuations and or rate calculations to provide a more favourable outcome for staff.</p> <p><b>Root Cause:</b></p> <p>There is no documentation retained or requirement to document controls performed.</p> <p><b>Recommendation:</b> We recommend CSC:</p> <ul style="list-style-type: none"> <li>- Perform and document an independent review of a random sample of employees who have access to make changes to their own</li> </ul>	<p>Agree.</p> <p>A list of staff who have the access to make changes to their own valuations or rate calculations will be prepared and a random sample of officers will be checked each rates generation cycle. This action will be incorporated into the Annual Rates Generation Timeline and Checklist.</p> <p>The review process will be documented to ensure it is clear of the requirements of this step</p> <p><b>Responsible Officer:</b> Finance Manager</p> <p><b>Action Date:</b> 30 June 2020</p>	<p><u>Update for 14 May 2020 Meeting:</u> Review check list has been created for the process applicable to raising rates for the new financial year. The check list includes information on who is responsible for steps, date completed and who reviewed. Appropriate reports will be attached where applicable.</p>

Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
		valuations or rate calculations annually, with all employees being reviewed at least every three years. - Document the procedure for checking and documenting the checks.		
5 	<b>Policies Overdue For Review</b>  Various policies and procedures are overdue for review. These include: - Policy 134 - Rates and Charges (due November 2018) - Policy 100 - Special Charge or Rate Schemes (due November 2018)  Policy 148 - Revenue and Debt Collection was due for review in November 2018. This is with the General Manager Corporate Services being reviewed and subsequently will be sent to EMG for approval.  Council Policy 156 - Policy Framework establishes the responsibility for ensuring policy and procedure review cycles are effectively monitored.	<b>Risk:</b>  Out of date policies and procedures may not reflect: - CSC's current policy position - Efficiency opportunities - Operating environment changes - Legislative changes - System changes.  <b>Root Cause:</b>  Documents due to be reviewed are not being monitored.  <b>Recommendation:</b> We recommend CSC: - CSC review out of date policies and procedures as required and approved by the Council or EMG in a timely manner.	Agree.  Reviews of the two policies have commenced and are progressing through the approval process in accordance with Council's adopted Policy Framework Policy.  <b>Responsible Officer:</b> General Manager Corporate Services  <b>Action Date:</b> <del>30 April 2020</del> 30 June 2020	<a href="#">Update for 14 May 2020 Meeting:</a> Policies have been reviewed and have been referred to the General Manager Corporate Services for final review before submitting through the approval process.
6 	<b>Procedures to Support Existing Processes</b>  There is a lack of formal procedural documentation for the performance of key revenue/debtors processes including: - Responsibility - Frequency - Documentation requirements - Required review.	<b>Risk:</b>  Key person risk with reliance on staff knowledge and experience rather than well documented procedures.  Key processes not being performed or not being performed consistently after the loss of a key person.  <b>Root Cause:</b>	Agree.  The Annual Rates Generation Timeline and Checklist will be updated to include responsibility, frequency, documentation requirements and provide sign off of each step as it is completed by whom and when.  <b>Responsible Officer:</b> Finance Manager	<a href="#">Update for 14 May 2020 Meeting:</a> Review check list has been created for the process applicable to raising rates for the new financial year.  The check list includes information on who is responsible for steps, date completed and who reviewed.

Item No. and Risk Rating	Observation	Risk and Recommendation	Management Action Plan, Responsibility and Action Date	Update
	<p>Walk throughs of functions performed in the accounts receivable and debtor management processes highlighted strong team knowledge about process for performing business as usual activities, including frequency.</p> <p>CSC provided a number of timelines outlining activities that need to be performed by the team relating to revenue collection, rates notices and debt collection and end of year rollover.</p> <p>The revenue/debtors team leader holds much of this knowledge including the performance of key stages through the revenue/debt collection process, representing a key person risk to CSC.</p>	<p>Formally documenting procedures has not been a priority.</p> <p><b>Recommendation:</b></p> <p>We recommend the rates processing procedure/timeline is updated to include:</p> <ul style="list-style-type: none"> <li>- Responsibility</li> <li>- Frequency</li> <li>- Documentation requirements</li> <li>- Required review.</li> </ul>	<p><b>Action Date:</b> 31 March 2020</p>	

## PROCESS FOR UPDATING AND COMPLETING OUTSTANDING AUDIT ACTIONS



\* Actions confirmed as closed are removed from the outstanding action register after the Committee meeting. All closed actions are kept in the closed action register.

\*\*Actions requiring further evidence from management will return to the Action Update stage, unless evidence is readily available.



**Chartered Accountants**

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23 April 2020

Ref No.: 1476111\_2  
Private and Confidential  
Ms Linda MacRae  
Audit Committee Chairperson  
Campaspe Shire Council  
PO Box 35  
ECHUCA VIC 3564

Dear Linda

**Internal Audit Program Status Update**

I attach the internal audit program status update for Campaspe Shire Council.  
I have included the current status of topics and scopes for approaching topics.

I look forward to discussing the proposed topics and scopes in greater detail with you.

Yours sincerely

A handwritten signature in black ink that reads 'Brad Ead'.

**Brad Ead**  
**AFS & Associates Pty Ltd**

## Status of current program

Topic	Timing	Status
<b>Year 1 – 2019</b>		
Past Issues Review	23 January 2019	Complete
Payroll	2-4 April 2019	Complete
Past Issues Review	2-4 April 2019	Complete
Contract Management	13-15 May 2019	Complete
Past Issues Review	13-15 May 2019	Complete
Accounts Receivable and Debtor Management	11-13 November 2019	Complete
Past Issues Review	11-13 November 2019	Complete
<b>Year 2 – 2020</b>		
Governance, Reporting and Data Quality	14-15 January 2020	Complete
Past Issues Review	14-15 January 2020	Complete - Nil Report
Long Term Planning and Budgeting	29-30 April 2020	Report in progress at time of meeting
Staff Performance Management	To be confirmed	To be confirmed
Past Issues Review	To be confirmed	To be confirmed
<b>Year 3 – 2021</b>		
Asset Management Framework	19-20 January 2021	Scheduled
Past Issues Review	19-20 January 2021	Scheduled
Information and Knowledge Management	20-21 April 2021	Scheduled
Past Issues Review	20-21 April 2021	Scheduled
Compliance Management	November 2021	Not scheduled
Past Issues Review	November 2021	Not scheduled
<b>Year 4 – 2022</b>		
Risk Management (Application and Culture)	January 2022	Not scheduled
Past Issues Review	January 2022	Not scheduled
Industry, Community and Stakeholder Engagement and Economic Development	May 2022	Not scheduled
Advocacy and Funding agreement management (funding, grants and acquittals)	July 2022	Not scheduled
Past Issues Review	July 2022	Not scheduled
Human Resources - Organisational Culture, Workforce Planning and On-boarding	November 2022	Not scheduled
Past Issues	November 2022	Not scheduled

# Scopes for approaching topics

Topic	Scope
<p>Long Term Planning and Budgeting</p>	<p>The objective of the audit is to identify and confirm the effectiveness of long term planning and budgeting processes.</p> <p>The scope of the internal audit includes:</p> <ul style="list-style-type: none"> <li>▪ understanding and evaluating the processes in place to comply with the new long term planning and reporting requirement of the Local Government Act</li> <li>▪ confirming a process to map and model CSC’s long term financial position and performance exists, and includes multi-variable analysis capability</li> <li>▪ identifying whether long term financial modelling exists</li> <li>▪ confirming the existence of approved key financial targets and ratios (based upon VAGO sustainability indicators)</li> <li>▪ assessing the capability to perform multi-variable financial analysis using the model (if in existence)</li> <li>▪ confirming that the model uses historical data to drive accuracy in future financial modelling</li> <li>▪ identifying the level (or deficiency) of risk management financial buffers built into approved financial targets (i.e. for one-off major events).</li> </ul>
<p>Past Issues Review</p>	<p>The scope of the internal audit includes reporting on internal audit recommendations made by us in previous internal audit reports.</p>
<p>Staff Performance Management</p>	<p>The objective of the audit is to identify and confirm the effectiveness of processes and control in place to manage staff performance.</p> <p>The scope of the internal audit will include:</p> <ul style="list-style-type: none"> <li>▪ employee performance appraisal and management processes, comparing to best practice</li> <li>▪ processes in place to support performance management plans if required</li> <li>▪ linkages from staff performance management through to staff development processes including assessing the existence of a training and skills management program, matrix and ensuring budget is made to allow for this</li> <li>▪ the use of software systems and automation across the staff performance management process</li> <li>▪ how staff performance management is used as part of the CSC approach to attract and retain skilled staff.</li> </ul>



# Shire of Campaspe

## Audit Strategy Memorandum

For the financial year ending 30 June 2020



## Background

I enclose for your information the audit strategy memorandum (ASM) for the year ending 30 June 2020.

The ASM provides an overview of our planned approach to the annual audit of the financial report of the Shire of Campaspe (Council). This document covers matters we believe to be significant in the context of our work. This ASM will be discussed at the Audit Committee meeting on 14 May 2020.

## Acknowledgement

I also take this opportunity to thank your executive team and staff for the time they made available to us during planning phase of our audit.

Yours sincerely



Ryan Schischka  
Director  
Johnsons MME  
VAGO Audit Service Provider

Albury, NSW  
26 March 2020

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# Introduction

## Purpose of the audit strategy memorandum

- This document outlines our planned approach to the audit of Council's financial report, performance statement and roads to recovery statement for the financial year ending 30 June 2020.
- It is a key document for us to communicate with those charged with governance and management.
- This document should be read in conjunction with our engagement letter previously issued.

## Scope of the audit

The *Audit Act 1994* requires the Auditor-General to:

- form an opinion on whether your financial report presents fairly in accordance with the *Local Government Act 1989*
- provide a copy of my auditor's report to the Minister responsible for your financial report and where we provide a modified audit opinion, we must provide a copy to the Assistant Treasurer.

The *Local Government Act 1989* requires the Auditor-General to form an opinion on whether your performance statement presents fairly in accordance with Part 6 of the *Local Government Act 1989*.

The *National Land Transport Act 2014* requires the Auditor-General to form an opinion on whether, both the total expenditure and council's own source expenditure for the construction and maintenance of roads reported in the roads to recovery statement is based on and is in agreement with proper accounts and records.

## Independence

The Auditor-General is:

- an independent officer of the Victorian Parliament
- appointed under legislation to examine, on behalf of Parliament and taxpayers, the management of resources within the public sector
- not subject to the control or direction by either Parliament or the government.



# New for 2019–20



## *AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities*

These standards set out new requirements for revenue recognition.

AASB 15 establishes a five-step model to account for revenue arising from a contract that contains a performance obligation for an entity to transfer goods or services. Revenue is only recognised when the performance obligation has been satisfied. Entities will allocate a transaction price and recognise revenue according to when the related performance obligation is satisfied. The standard contains specific guidance on application for the not-for-profit sector.

AASB 1058 establishes the accounting requirements for recognising income for government grants and other types of contributions, such as income from the receipt of volunteer services.

We do not expect these standards to have a material impact on Council.



## *AASB 16 Leases (replaces AASB 117 Leases)*

AASB 16 fundamentally changes lease accounting.

Lessees will be required to account for most leases on their balance sheet, recording a 'right-of-use' asset and a corresponding lease liability. Previously, only finance leases were recognised on balance sheet. Lessees are also required to recognise the interest expense on the lease liability and depreciation expense on the 'right-of-use' asset.

These requirements are not applicable to leases shorter than 12 months in term and/or leases where the underlying asset value is considered low value (broadly the public sector is applying a \$10,000 threshold).

Lessor accounting will be largely unchanged.

Based on Council's assessment as at 30 June 2019 Council has assessed that on transition to this new standard \$1.2m of right-of-use assets and an equivalent lease liability balance will be recognised.

# Significant Events

Item	Area of audit focus	New this financial year	Details
1	COVID-19 Pandemic	Yes	<p>Governments and industries are taking significant local and global measures in response to the global pandemic COVID-19 virus, known as coronavirus. There is ongoing uncertainty with rapid and evolving responses.</p> <p>Businesses are changing the way they operate and in some cases closing operations to contain the spread and to prioritise the health and safety of our communities.</p> <p>VAGO and our audit service providers have implemented our remote audit protocol. The objective of this protocol is to allow for the continuation of our audit services while minimising our impact on your operations.</p> <p>During times of significant uncertainty:</p> <ul style="list-style-type: none"> <li>→ staff morale, wellbeing and decision making may be affected</li> <li>→ key resources may be limited or be redeployed to areas of critical need, and</li> <li>→ internal controls may not operate as intended.</li> </ul> <p>In response, we will:</p> <ul style="list-style-type: none"> <li>→ monitor developments and liaise with management to understand: <ul style="list-style-type: none"> <li>○ challenges impacting your operations</li> <li>○ economic, regulatory and operational responses from government</li> <li>○ impacts on your control environment.</li> </ul> </li> <li>→ assess impacts on your financial reporting (e.g. revenue sources, demand on services, impacts on your workforce and associated cost implications, valuation of assets and cash flows)</li> <li>→ assess impacts on our planned audit approach and modify where necessary, in response to changes in risks and the nature and availability of evidence</li> <li>→ schedule the best timing for our work to accommodate any additional pressure your organisation may be under in response to the pandemic.</li> </ul> <p>Where a significant change to your organisation from an operational, financial or economic perspective arises, we will issue a revised audit strategy reflecting changes to our audit approach and timing of deliverables.</p>

# Key changes impacting your audit

## Sector specific changes:

### Key changes to the legislation and regulations

The *Local Government Act 2020* passed the Victorian Parliament on 17 March 2020. The Act aims to deliver on the Victorian Government's commitment to introduce a modern framework to support Victoria's councils, their communities, and improve local government democracy, accountability and service delivery for all Victorians.

The *Local Government Act 2020* may impact on the audit, when it comes into effect.

# Planned audit approach



## Risk identification and assessment

Understand your entity and its environment, to:

- set materiality
- identify material transactions, balances, disclosures and significant events
- identify and assess risks of material misstatement and the controls in place to mitigate these risks
- develop our audit strategy, including scope, timing and direction of the audit—refer to **Appendix A** for the details of our planned approach.



## Risk response

- Choosing and executing appropriate procedures to obtain audit evidence, including the use of data analytics, where appropriate.



## Reporting

- Provide observations and recommendations for improvements of internal controls we identify during our audit through our interim and final management letters.
- Inform you of any significant findings that are not controls related (other financial reporting matters) through our closing report.
- Issue an audit opinion.

# Key risks and areas of audit focus

## Financial statements

We identified that the following financial statement balances, disclosures and areas pose a higher risk of material misstatement to your financial report. We will focus particular audit attention to these areas. In addition, we will perform procedures to obtain sufficient appropriate audit evidence on other material classes of transactions, balances and disclosures in your financial report in order to obtain assurance that they are fairly presented.

Risk	Key risk of material misstatement	New this financial year	Why we think it is of higher risk	Our proposed audit response	Significant judgements
1	Valuation of property, plant and equipment	No	<p>Property, infrastructure, plant and equipment represents a significant part of Council's total assets (\$592.67 million in the 2018–19 financial year), with the majority of these assets carried at fair value.</p> <p>Determining the fair value of these assets is a highly complex process that relies on numerous assumptions underpinning the valuation methodology, the engagement of valuation experts and the use of management's judgement.</p> <p>Land &amp; Buildings, Land Under Roads, Roads, Bridges, Footpaths &amp; Cycleways, Drainage, Recreational Assets, Parks, Open Spaces &amp; Street Scapes, Off-Street Car Parks and Other Infrastructure are scheduled for full revaluation.</p> <p>The financial report may include a material misstatement if the valuation is not performed in line with a suitable methodology, by unqualified experts or is based on inappropriate assumptions and judgements.</p>	<p>We will:</p> <ul style="list-style-type: none"> <li>review the nature and extent of management's oversight and review of the fair value measurement by valuation experts</li> <li>review the valuer's report to evaluate the appropriateness of the methodology adopted, assumptions and estimates used and the overall reasonableness of the valuation</li> <li>assess the valuer's competence, skills and experience to conduct an appropriate valuation</li> <li>review any indexation calculations prepared by management</li> <li>review management's impairment assessments</li> </ul>	Yes



Risk	Key risk of material misstatement	New this financial year	Why we think it is of higher risk	Our proposed audit response	Significant judgements
			<p>Valuations may be inaccurate due to the judgement and complexities associated with applying AASB 13 <i>Fair Value Measurement</i>. Disclosures may be incorrect or insufficient.</p>	<ul style="list-style-type: none"> <li>review the journals posted by management to support the figures within the financial statements.</li> </ul>	
2	<p>New accounting standards applicable in 2019–20</p>	Yes	<p>A number of new accounting standards will impact Council’s financial report for the first time, in 2019–20.</p> <p>These standards include:</p> <ul style="list-style-type: none"> <li>AASB 15 <i>Revenue from Contracts with Customers</i></li> <li>AASB 1058 <i>Income for Not-for-profit Entities</i></li> <li>AASB 16 <i>Leases</i>.</li> </ul> <p>Council may not be adequately prepared to make changes to their systems, processes and resources to address the accounting and disclosure requirements of the new accounting standards.</p>	<p>We will:</p> <ul style="list-style-type: none"> <li>gain an understanding of Council’s process to assess and record the impact of the new accounting standards</li> <li>review ‘shell’ accounts and the financial report against the Local Government Model Financial Report, the requirements of the Australian Accounting Standards and the <i>Local Government (Planning and Reporting) Regulations 2014</i></li> <li>review management’s estimates, judgements and assumptions</li> <li>review the journals posted by management to support the figures within the financial statements.</li> </ul>	Yes

## Performance statements

We have identified that the following risk to Council's performance statement. We will focus particular audit attention to these areas.

Risk	Key risk of material misstatement	New this financial year	Why we think it is of higher risk	Our proposed audit response
1	The performance statement may not be prepared in accordance with applicable legislative requirements.	No	<p>There is a potential risk that:</p> <ul style="list-style-type: none"> <li>systems in place at Council may not accurately capture the data required to support service performance outcomes</li> <li>incomplete and/or inaccurate data due to inadequate systems may result in material misstatement of the performance statement</li> <li>a lack of quality assurance over the preparation of performance statement may also result in significant errors or omissions.</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>review the systems in place to capture the financial and non-financial data</li> <li>determine the reliability and completeness of the available records for compiling that indicator</li> <li>check the calculations of reported figures</li> <li>assess the reasonableness of explanations included in the report of significant variations</li> <li>confirm that the performance statement complies with legislative requirements.</li> </ul>

# Materiality

We use our professional judgement to decide what is material by considering qualitative and quantitative factors.

We use materiality to make judgements about the:

- balances and disclosures that require detailed audit attention
- amount of audit work we perform
- effect of misstatements.

We start with an **overall materiality** for the financial report. Our view is that uncorrected errors above this amount, either individually or in aggregate, would mislead the users of the financial report.

For your entity, we have determined that there are particular statements, account balances or disclosures for which misstatements of lesser amounts than overall materiality could reasonably be expected to mislead the users of the financial report. Consequently, a **specific materiality** threshold has been set for these.

For our audit we use amounts less than overall and specific materiality, to reduce the probability that the aggregate of uncorrected and undetected misstatements exceeds overall and specific materiality. We call this '**performance materiality**'. We will need you to correct any errors above performance materiality before we issue our opinion.

We will not need you to correct any errors that are **clearly trivial** -an amount below which we judge that misstatements are of no quantitative consequence. If we identify such misstatements, we will not communicate these to you.

We will reassess materiality before providing our audit opinion.

Our planning materiality levels are shown in the table.

Description	Benchmark	Amount (\$)
<b>Overall materiality</b>	5% of Property, infrastructure, plant and equipment	\$29,633,550
Performance materiality	90% of overall materiality	\$26,670,195
Clearly trivial threshold	5% of overall materiality	\$1,481,678
<b>Specific materiality</b> , set for all account balances other than PIPE assets	5% of Expenses	\$3,980,700
Specific performance materiality	90% of specific overall materiality	\$3,582,630
Specific clearly trivial threshold	5% of specific overall materiality	\$199,035

For performance statements, we set materiality for each individual indicator reported after considering qualitative and quantitative factors influencing that particular indicator. The nature of performance statements means that an overall materiality level for the statement cannot be communicated.

# Other audit considerations

The following factors are also key to our audit approach and will be used at various stages of the audit process.

**Using the work of internal audit**

To deliver the most efficient audit, we consider any relevant internal audit ('IA') work performed.

We have reviewed your internal audit plan and determined that there is no coverage that will directly reduce our audit program.

**Where services are provided by a service organisation**

Our audit approach takes into consideration services that Council has outsourced functions to external providers, and some of these functions have a direct impact on the financial statements. Management is responsible for creating clear service agreements, implementing oversight controls and monitoring their effectiveness.

We will review processes in place to monitor and oversight the impact of these outsourced providers on Council's financial report.

**Use of specialists / experts**

You have relied on the work of experts to assist with the fair value estimate of property, plant and equipment. We will assess the work of the expert to determine whether or not we can place reliance on their report.

# Other responsibilities

Refer to our engagement letter for a complete list of responsibilities.

## Internal control

Management is responsible for maintaining suitable accounting records and designing and operating internal controls that prevent and detect fraud and error.

The control environment is an integral part of the governance framework. It represents management's commitment to establishing and executing well-controlled business operations. Our ability to rely on systems of control is directly related to how effective we assess they are.

Our preliminary assessment of your control environment is that it supports our reliance on your internal systems of controls.

We will promptly write to those charged with governance on significant internal control deficiencies that come to our attention during the audit.

## Fraud

During our audit we ask those charged with governance, management, and others to identify any known instances of fraud. We also make enquiries to understand where you consider fraud risks are and if you have any knowledge of actual or suspected fraud. This includes considering the risk of management override of controls. Our audit is not designed to detect fraud. However, should instances of fraud come to our attention, we will report them to you.

## Suspected corrupt conduct

The *Audit Act 1994* requires us to notify the Independent Broad-based Anti-corruption Commission (IBAC) where we become aware of any matter in the course of our audit that we reasonably suspect involves corrupt conduct occurring or having occurred. If we need to notify IBAC, this will override the existing confidentiality provisions in the *Audit Act 1994*.

## Waste, probity and financial prudence

If we become aware of any wastage of public resources or any lack of probity and financial prudence in the management or application of public resources, we will report it to management and/or Parliament via our reports.

# Audit timetable

Milestone	Date	Responsibility
Planning audit visit	25 February 2020	Council and ASP
Draft audit strategy discussed at Audit Committee meeting	14 May 2020	Council and ASP
Audit strategy issued by	By 31 March 2020	ASP
Interim audit visit	11 May 2020	Council and ASP
Interim management letter issued by	By 31 May 2020	ASP
Shell financial report and performance statement provided to audit	June 2020*	Council
Shell financial report and performance statement reviewed and feedback provided	June 2020*	ASP
Draft financial report and performance statement submitted to audit after being subjected to internal quality assurance	31 July 2020	Council
Final audit visit	3 August 2020	Council and ASP
Closing meeting with auditors	21 August 2020	Council and ASP
Closing report discussed at Audit Committee meeting	2 September 2020	Council and ASP
Financial report and performance statement adopted and signed by Council, before	September 2020*	Council
Independent Auditor's Report signed	September 2020*	VAGO
Annual report printers proof provided to audit for review	September 2020*	Council
Final management letter issued by	31 October 2020	ASP

*\*Dates to be confirmed with management*

# Audit fee and key contacts

## Fees

- The estimated audit fee will be advised in a separate letter.
- Fees are based on our planned audit approach and will be billed progressively based on work complete.
- Fees are subject to change if the scope, volume and complexity of the audit changes.
- Fees may change if agreed milestones are not met or there is limited availability of key staff to assist the audit process.

## Key contacts

Signing officer	Engagement leader	Team Leader
Sanchu Chummar Acting Sector Director, Local Government Sanchu.Chummar@audit.vic.gov.au (03) 8601 1636   0472 838 905	Ryan Schischka Director, Johnsons MME <a href="mailto:ryan.schischka@jmme.com.au">ryan.schischka@jmme.com.au</a> Ph: 02 6023 9100	Luke Drummond Manager, Johnsons MME <a href="mailto:Luke.drummond@jmme.com.au">Luke.drummond@jmme.com.au</a> Ph: 02 6023 9100

# Other information

## Reports to Parliament



### Results of Financial Audits

VAGO will table reports summarising the results of the 2019–20 financial audits, including: *Auditor-General's Report on the Annual Financial Report of the State of Victoria: 2019–20* (covering all sectors other than Local Government); *Results of 2019–20 Audits: Local Government* and *Results of 2019–20 Audits: Technical and Further Education Institutes and Universities*.



### Performance Audits

A list of performance audits in progress are on [our website](#)

Details of planned performance audits are in our [Annual Plan](#)

## Key VAGO links and resources



[Financial Audit Process](#)

[Annual Plan](#)

[Reports and Publications](#)

[Audits in Progress](#)

[Corporate Information](#)

[Information privacy](#)

[Complaints about VAGO](#)



# Appendix A. Planned audit approach

Material component	Inherent risk assessment (H/M/L)	Controls reliance (Yes/No)	Internal audit Considered (Yes/No)	Planned reliance on substantive audit procedures (H/M/L)
<b>Income</b>				
Government grants (\$22.44m)	L	No	No	L
Rates & charges (\$42.15m)	L	Yes*	No	L
User charges, statutory fees and fines (\$16.99m)	M	Yes*	No	M
Contributions (\$7.04m)	L	Yes*	No	L
<b>Expenditure</b>				
Employee costs (\$29.53m)	M	Yes*	No	M
Materials and services (\$22.48m)	M	Yes*	No	M
Depreciation and amortisation (\$18.57m)	M	No	No	M
<b>Assets</b>				
Cash and cash equivalents (\$11.58m)	L	Yes*	No	H
Other financial assets (\$55.00m)	L	Yes*	No	H
Trade and other receivables (\$7.27m)	L	Yes*	No	L
Property, infrastructure, plant & equipment (\$592.67m)	H	Yes*	No	H
Investment Property (\$8.62m)	M	Yes*	No	M

Material component	Inherent risk assessment (H/M/L)	Controls reliance (Yes/No)	Internal audit Considered (Yes/No)	Planned reliance on substantive audit procedures (H/M/L)
Intangible assets (\$2.95m)	L	No	No	L
<b>Liabilities</b>				
Trade and other payables (\$5.75m)	L	Yes*	No	L
Provisions (\$9.19m)	M	Yes*	No	M
Interest-bearing liabilities (\$5.47m)	L	No	No	L
<b>Equity</b>				
Accumulated surplus (\$330.85m)	L	No	No	L
Reserves (\$327.61m)	L	Yes*	No	L
<b>Notes to the accounts</b>				
Commitments/contingencies	M	No	No	M
Related party transactions	M	Yes*	No	M
Financial instruments	L	No	No	L
Fair value disclosures	M	Yes*	No	M
New accounting standards	H	No	No	H

*\*control reliance is based on a review of monitoring controls and will be supplemented by substantive tests of details.*

# Audit and Risk Committee

April 2020

## Occupational Health and Safety Report

### **New System**

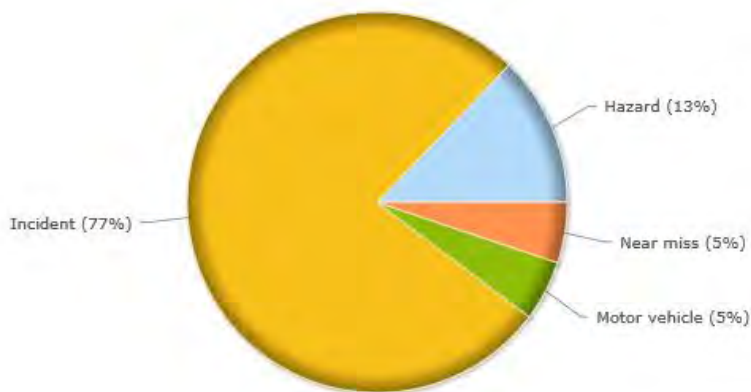
This year has seen the introduction of a new incident reporting system that allows for incidents to be managed all the way through to a claim (if one is made) allowing us to keep track of all documentation, emails, costs associated with the claim. The new system, Elumina, replaces the paper form and Metric Stream and allows employees to log in directly via Campaspe Central. Elumina also allows for monitoring of site inspections and audits on first aid kits.

### **Overview of Incidents, Injuries and Audits**

The following information has been generated out of Council’s new system, Elumina, for the period 1 May 2019 to 30 April 2020. In time this information will be able to be presented year on year to identify any trends as well as escalate outstanding actions, inspections or audits that have not had

### Incidents

Incident report by incident type



Totals		
Incident type	Count	
Hazard	5	12.8%
Incident	30	76.9%
Motor vehicle	2	5.1%
Near miss	2	5.1%
<b>Grand total</b>	<b>39</b>	

The information shows that the reporting of hazards and near misses is still low in comparison to the number of incidents reported. As the ability to report becomes easier, it is expected that the number of near misses and hazard reports are increased.

## Injuries



Totals		
Nature of injury	Count	
Back injury	1	8.3%
Blood nose (epistaxis)	1	8.3%
Broken bones	1	8.3%
Bruising or contusions	2	16.7%
Cut	1	8.3%
Muscle strain (non traumatic)	1	8.3%
Soft tissue disorders	2	16.7%
Sprain or strain	2	16.7%
Not set	1	8.3%
<b>Grand total</b>	<b>12</b>	

Of the 39 incidents reported, 12 of them resulted in an injury and the above information provides a summary of the type of injury incurred.

## Scheduled Audits and Inspections

The following information shows the scheduled site assessments and inspections required over the coming 12 months and includes site inspections and audits of first aid kits.



Totals	
Status	Count
Complete	3 4.6%
Due	3 4.6%
Overdue	15 23.1%
Scheduled	44 67.7%
<b>Grand total</b>	<b>65</b>

With the system still being rolled out to management, there are some inspections that are listed in the system as overdue which have not been actioned. The 15 overdue assessments are site inspections at various locations, some of which are currently not operational due to the pandemic restrictions.

**Legislation, Policy and Procedures**

This year the Victorian Government introduced new manslaughter legislation into the Occupational Health and Safety Regulations. This information has been incorporated into the mandatory training for supervisors and managers that provides the overview of their responsibilities under the legislation. It identifies the implications for failure to comply and described potential remedies. Having a safety management system and ensuring it is followed are clear actions to demonstrate compliance with these legislative changes.

All OHS Policies and Procedures are currently being updated to ensure that they align with current legislative changes and industry practice.

**Worksafe**

Worksafe placed a Provisional Improvement Notice on Council in 2019 for the asbestos management system, which was already programmed to be updated. This was removed in October 2019, as Worksafe were satisfied that all systems were up to date and meeting the legislative requirements.

**Health and Safety Committee**

All OHS Committee meetings have been held as per the terms of reference, meeting a quorum every time.

## Recent Reports and Publications of Interest to Councils

### January-March 2020

Source and Date	Name	Coverage	Implication for Clients
Premier.vic.gov.au 26 February 2020	Ten- Year Plan to Boost Recycling, Reduce Waste and Create Jobs	<p>The Victorian landfill levy will be progressively increased over the coming years to bring it into line with other states.</p> <p>The change reflects an agreement reached by state and territory Treasurers to work towards the harmonization of landfill levies and will provide a strong incentive to reduce and recycle waste, and drive innovation in new waste technologies.</p>	<p>Increased charges applied to ratepayers via rates notices and increased cost to landfill users including commercial enterprises.</p> <p>The Victorian Government will also expand their existing landfill levy auditing activities to ensure compliance.</p>
Victorian Government February 202	Recycling Victoria – A new economy	<p>The Victorian State Government released its 10-year policy and action plan for waste and recycling.</p> <p>This policy details four main goals:</p> <ol style="list-style-type: none"> <li>1. Design to last, repair and recycle</li> <li>2. Use products to create more value</li> <li>3. Recycle more resources</li> <li>4. Reduce harm from waste and pollution</li> </ol> <p>The policy outlines set targets and includes (but is not limited to) the following items:</p> <ul style="list-style-type: none"> <li>▪ Moving to a four core waste and recycling services system: combined food and garden organics, glass, combined paper, plastic and metals and residual waste</li> <li>▪ This four-bin strategy will be rolled in 2021, however not to all councils in all areas</li> <li>▪ A container deposit scheme will be introduced in 2022/23.</li> </ul>	<p>The release of this policy will directly affect local governments which will be responsible for rolling out the initiatives listed. We recommend reading through this policy to assess its potential impacts and their timing.</p>
MAV 27/02/2020	MAV welcomes release of "Recycling Victoria"	<p>The Municipal Association of Victoria (MAV) welcomed the release of the Victorian Government's circular economy policy, <i>Recycling Victoria</i>.</p> <p>The policy addressed all five actions nominated for the Victorian Government in MAV's Rescue Our Recycling Plan released in March 2019.</p>	<p><i>Recycling Victoria</i> outlines detailed targets for local and state government to collaboratively improve service models to the needs of their communities.</p>
Government News 03/02/2020	Council trials recycled glass roads	<p>Randwick Council (NSW) is the latest to trial the use of recycled glass asphalt mix on three roads in Randwick and Maroubra.</p> <p>The asphalt mix incorporates crushed glass from approximately 224,000 recycled glass bottles sourced from residential recycling bins, which was used as a sand replacement in the asphalt.</p> <p>City of Adelaide and Hume City Council in Melbourne have also used glass in recycled roads, while Sydney councils are experimenting with industrial waste and plastics.</p>	<p>Use of recycled goods in construction increases sustainability practices and environmental outcomes. As more trials are being conducted on road construction, consider incorporating recycled materials into capital management plans.</p>

Source and Date	Name	Coverage	Implication for Clients
<p><b>Department of Health and Human Services</b></p> <p><b>March 2020</b></p>	<p>2019 Coronavirus disease (COVID-19)</p>	<p>Health alerts continue to be issued by the Department of Health and Human Services. Under the Public Health Act (2008), local government need to ensure they are able to continue delivering essential local services through effective business continuity planning. In a pandemic, local authorities will be asked to provide additional public health services, community support and recovery services. In addition, local authorities should:</p> <ul style="list-style-type: none"> <li>▪ Assist in preventing transmission by implementing infection prevention and control measures as appropriate</li> <li>▪ Provide services to people who are isolated or quarantined (such as providing food)</li> <li>▪ Plan for increased absenteeism in local government and ensure that essential local government services are continued during the pandemic</li> <li>▪ Assist with providing vaccination services to the local community as appropriate</li> <li>▪ Assist in communicating with staff, clients and the public about essential local government services</li> </ul> <p>Further information regarding the role of local government in a pandemic can be found under Appendix 10, "Victorian health management plan for pandemic influenza" issued by the Department of Health in October 2014.</p>	<p>Local governments have specific obligations under the Public Health Act if a pandemic is declared.</p> <p>Councils should review their Pandemic Sub-Plan of their business continuity plans, and assess other associated arising risks including impacts on services.</p> <p>Consideration should be given to COVID-19's effect on financial markets, and the possibility of a call for Defined Benefits superannuation funds. This possibility should be considered in the budgeting process.</p>
<p><b>Independent Broad-based Anti-corruption Commission (IBAC)</b></p>	<p>Changes to the Public Interest Disclosures Act: your questions answered</p>	<p>Published by IBAC, from 1 January 2020 the Victorian public integrity system has commenced to better encourage disclosures of wrongdoing and misconduct in public office.</p> <p>The changes to the Public Interest Disclosure Act focus on the definition of a public interest disclosure and disclosure protections and processes.</p> <p><b>Definition change</b></p> <p>The definition of improper conduct now includes corrupt conduct, criminal offences and specified categories of conduct without the need for the conduct to be a criminal offence or reasonable grounds for dismissal. Trivial conduct has been removed from the definition, and serious professional misconduct now included.</p> <p>Serious professional misconduct may not necessarily be criminal in nature, but could involve an intentional or dishonest mindset, significant risks or impact on others or persistent behavior.</p> <p><b>Disclosure protections and processes</b></p> <p>From 1 January 2020, any disclosures made to the wrong receiving entity will be transferred to the correct body without the discloser needing to start again. Misdirected disclosures will now remain under disclosure protections.</p>	<p>The Public Interest Disclosures Act applies to employees of Victorian local councils and Councillors.</p> <p>The changes to the Public Interest Disclosures Act may result in a need to update staff training and process guides to ensure up-to-date information is readily available to all staff.</p>

Source and Date	Name	Coverage	Implication for Clients
MAV 14/01/2020	Funding support for communities devastated by bushfire	<p>The State Government has announced \$7.3m in funding for 3 bushfire affected councils to coordinate and drive bushfire recovery efforts.</p> <p>Alpine, East Gippsland and Towong Councils will set up a Bushfire Recovery Directorate for 12 months to oversee bushfire recovery, focusing on rebuilding and planning, economic development, support for the farming and primary production sectors, and the ongoing wellbeing of community members.</p>	Councils affected by natural disasters have been given State Government funding support to rehabilitate the community and local economy.
Government News 26/02/2020	Councils to pay back \$19.5m in parking fines	<p>Ombudsman Deborah Glass found that Glen Eira, Port Phillip and Stonnington councils did not have appropriate internal review processes in place for their arrangement with contractor Tenix.</p> <p>These councils have outsourced infringement reviews to Tenix and were found to either solely outsource with no further review, or simply “rubber-stamp” the recommendations provided.</p> <p>A law introduced in 2006 “strongly suggests” a council officer conducts a review of the appeal, however during the investigation of Port Phillip council fit was found in March 2016 Council took one minute to approve 107 reviews.</p> <p>In good faith, Port Phillip council will pay back \$8.8m; Stonningham \$6.9m and Glen Eira \$3.7m in fines.</p>	Appropriate internal controls for infringement reviews are important to ensure a valid appeal process is in place.
ABC News 6/01/2020	Suspected Ryuk ransomware attack locks down Adelaide’s City of Onkaparinga council	<p>A council in Adelaide’s south was victim of a cyber-attack just before Christmas which locked down its IT systems and forced staff to start their holidays earlier than planned.</p> <p>The attack disabled a few of their systems, including phones and emails. The IT team had to individually restore every server and every different device across the council.</p> <p>Overall, Ryuk (ransomware) had been used to hit more than 100 businesses since 2018 and had caused losses of approximately \$3.7m so far.</p>	Cyber-attacks are getting increasingly common and more sophisticated. Consideration must be given to strength of your cyber-security and business continuity plans in the event of a disruption.
Government News 24/02/2020	Govt seen as less trustworthy than business	<p>Marketing consultancy firm Edelman’s 2020 Trust Barometer measures attitudes towards government, business, media and NGOs across 28 global markets including Australia.</p> <p>In Australia, the government was viewed as the least ethical and competent of the institutions. Statistics that came out of the survey included:</p> <ul style="list-style-type: none"> <li>▪ More than 60% of Australians believe government only serve the interests of a few</li> <li>▪ 48% consider the government to be biased, corrupt and lacking in honesty</li> <li>▪ 58% believe there is too much red tape in local government</li> <li>▪ 66% think councils should only involve themselves in the basics of roads, rates and rubbish</li> </ul> <p>The general feeling of the study’s outcome was the devastating bushfires had hurt trust in the government.</p>	The outcome of this survey suggests trust in government could be improved. Local government need to consider the outcomes when implementing change and promoting new initiatives.



Source and Date	Name	Coverage	Implication for Clients
<p><b>Independent Broad-based Anti-corruption Commission (IBAC)</b></p> <p><b>February 2020</b></p>	<p>Unauthorised access and disclosure of information held by the Victorian public sector – an analysis of corruption risks and prevention opportunities</p>	<p>The report issued by IBAC in February 2020 outlined the following key findings:</p> <ul style="list-style-type: none"> <li>▪ Unauthorised access and disclosure of information are key enablers of other corrupt behavior and are often rated as low risk by agencies.</li> <li>▪ IBAC intelligence suggests information misuse is under-reported across the entire public sector.</li> <li>▪ IBAC and Victorian public sector agencies often do not detect information misuse until they are investigating other misconduct or corrupt actions.</li> <li>▪ Unauthorised disclosures to the media is risk across public sector agencies. These incidents are difficult to substantiate due to the source of the information leaks often being challenging to identify</li> <li>▪ Sharing information with approved third parties also presents corruption risks. Although policies may be in place to control information access and disclosure by third parties, the proactive detection and enforcement of information misuse by agencies owning the information is difficult</li> <li>▪ Increased use of personal devices and smartphones in the workplace has made unauthorized disclosure of information much easier. The level of maturity in how public sector agencies deal with this increased risk is extremely varied</li> <li>▪ Unauthorised information access and disclosure is a key risk in procurement.</li> <li>▪ Customised auditing of information access is under-used and its benefits are under-appreciated across the Victorian public sector. A program of proactive, extensive and repeated auditing could be used to identify and deter unauthorized access of information</li> <li>▪ The introduction in 2016 of the Victorian Protective Data Security Framework (VPSDF) across the public sector is expected to reduce the incidents of unauthorized information access and disclosure over the longer term</li> </ul>	<p>Councils may consider incorporating information access into an internal audit program, reviewing their fraud and corruption risk register and Prevention framework, and management may consider reviewing information access levels.</p>
<p><b>Victorian Auditor-General’s Office (VAGO)</b></p>	<p>Performance Audit – December 2019 Update</p>	<p>The performance audit update in December 2019 has the topic “Supporting communities through development and infrastructure contributions” proposed for tabling in March 2020 for the following agencies:</p> <ul style="list-style-type: none"> <li>▪ Department of Environment, Land, Water and Planning</li> <li>▪ Victorian Planning Authority</li> <li>▪ State Revenue Office</li> <li>▪ Melton City Council</li> <li>▪ Cardinia Shire Council</li> <li>▪ Golden Plains Shire</li> <li>▪ Whitehorse City Council.</li> </ul>	<p>This report will be released by VAGO shortly.</p>

Source and Date	Name	Coverage	Implication for Clients
<p><b>Local Government Victoria</b></p>	<p>A New Local Government Act for Victoria</p> <p>2020</p>	<p>The Local Government Act 2020 passed the Legislative Council on March 5 2020. Proposed changes include (but are not limited to):</p> <ul style="list-style-type: none"> <li>▪ Audit Committee’s name now must be Audit and Risk Committee</li> <li>▪ Higher standards for council election candidates and councilors through mandatory training</li> <li>▪ A clear statewide code of conduct to guide councilor behavior and allow for disqualifications for councilors guilty of multiple breaches of serious misconduct rules</li> <li>▪ Increased collaboration between councils to deliver better services</li> <li>▪ More accountable councilors through a preference for single member wards whilst retaining the flexibility for un-subdivided and multi-member wards in some rural shires</li> <li>▪ Mandatory transparency rules for handling complaints</li> <li>▪ Deliberative engagement with communities to set each council’s Community Vision and Council Plan</li> </ul> <p>The majority of updated requirements regarding the Audit and Risk Committee can be found under section 53 and section 54 of the Local Government Bill 2019.</p> <p>The Bill still needs to return to the Legislative Assembly and receive Royal Assent before it becomes law, which is expected to occur in the sitting week starting Tuesday 17 March.</p>	<p>Councils to establish an action plan and timing to roll out changes and ensure compliance within the terms specified (generally six months)</p>
<p><b>Victorian Auditor-General’s Office (VAGO)</b></p>	<p>Sexual Harassment in the Victorian Public Service</p>	<p>VAGO released a report on findings based on the 2019 People Matter Survey run by the Victorian Public Sector Commission. The report includes detailed findings in the following key areas:</p> <ul style="list-style-type: none"> <li>▪ Employees at high risk</li> <li>▪ Types of sexual harassment experienced</li> <li>▪ Negative impacts</li> <li>▪ Responding to complaints</li> <li>▪ Preventing sexual harassment.</li> </ul> <p>Recommendations in the report included (but was not limited to):</p> <ul style="list-style-type: none"> <li>▪ Introducing mandatory training for all staff on sexual harassment at induction and at least every two years</li> <li>▪ Providing specific training to managers on responding to complaints of inappropriate behavior</li> <li>▪ Develop a targeted campaign to encourage complaints of inappropriate behaviour</li> <li>▪ Improve record keeping practices</li> <li>▪ Securely store complaint documentation</li> <li>▪ Implement a checkpoint during the complaints process to determine whether the department needs to report a sexual harassment complaint to Victoria Police</li> <li>▪ Ensure that senior leadership communicate at least annually a commitment to eliminating sexual harassment.</li> </ul>	<p>Included for information and reference. Senior leadership to review responsibilities and better practice and schedule relevant prevention, awareness and complaint handling activities.</p>