



# Council Agenda



**Date:** 20 June 2023  
**Time:** Echuca Civic Centre  
**Venue:** 6:00 pm

**Photo Left to Right:** Cr Tony Marwood, Cr Colleen Gates (Deputy Mayor), Cr Paul Jarman, Cr Daniel Mackrell, Cr Rob Amos (Mayor), Cr Leanne Pentreath, Cr Chrissy Weller, Cr Adrian Weston and Cr John Zobec.

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For a meeting of the Campaspe Shire Council meeting held on Tuesday 20 June 2023, commencing at 6:00 pm at the Council Chambers, Echuca Civic Centre.

## **Acknowledgement of Country**

The Shire of Campaspe is the traditional lands of the Dja Dja Wurrung, Taungurung and Yorta Yorta Peoples.

We respect and acknowledge their unique Aboriginal cultural heritage and pay our respect to their ancestors, descendants and emerging leaders as the Traditional Owners of this Country.

We acknowledge their living culture and their unique role in the life of this region.

## **Opening Prayer**

We pray to almighty God that our decisions as a Council be in the best interest of the people, culture and the environment of the Shire of Campaspe.

Amen

## **Meeting Procedures**

Please ensure that all electronic devices are turned off or switched to silent.

Council meetings are broadcast live via the internet. During the meeting, members of the public may be recorded, particularly those speaking to an item. By attending this meeting, you are consenting to the possibility that your image may also be broadcast to the public. Any personal and health information voluntarily disclosed by any person at Council meetings may be broadcast live, held by Council and made available to the public for later viewing.

Those people who have requested to speak to an item will be allowed five minutes to address Council. Speakers will be notified with a bell when there is 60 seconds remaining. Speakers must only speak in relation to the subject stated on their application and shall not debate the issue with Councillors and officers. Councillors are able to ask questions of the speaker on points of clarification.

Speakers are advised that they do not enjoy any special protection from defamation arising from comments made during their presentation to Council and should refrain from voicing defamatory remarks or personal defamatory statements against any individual. Speakers will be treated with respect when addressing Council. I ask that the same respect is extended to Councillors and officers.

# 1 Apologies and Requests for Leave of Absence

## 1.1 Apologies

## 1.2 Leave of Absence

# 2 Confirmation of Minutes and Attachments

### RECOMMENDATION

That the Minutes of the Campaspe Shire Council Meeting held on 16 May 2023 be confirmed.

# 3 Disclosure of Conflicts of Interest

In accordance with Section 130(1)(a) of the *Local Government Act 2020* Councillors are required to disclose any conflict of interest in respect of a matter to be considered at a Council meeting.

# 4 Changes to the Order of Business

Once an Agenda has been published on the Council website, the Order of Business for that Council Meeting may only be altered as follows: -

- by the CEO prior to the commencement of the Council Meeting following consultation with the Mayor. Where the alteration occurs after the Agenda has been distributed to the public the alteration must be communicated to the Chair to explain the alteration at the Council Meeting under “changes to Order of Business”; or
- by the Chair during the Council Meeting; or
- by Resolution of the Council during the Council Meeting.

A change to the Order of Business after distribution of the Agenda to the public will be recorded in the Minutes of that Council Meeting.

# 5 Public Question Time

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.

All questions must: -

- be received in writing on either of the prescribed forms as outlined on Council’s website; and
- be received no later than 12:00pm (noon) on the day before the Council Meeting.

Please refer to Council's Governance Rules for further information regarding Public Question Time procedures.

## **6 Petitions / Joint Letters**

Nil.

## **7 Acknowledgements / Councillor Reports**

At each Ordinary Meeting, Councillors will have the opportunity to: -

- acknowledge significant community members and events. These may relate to notable achievements by community members and groups, and the offering of condolences to a person who has distinguished service in the local area.
- report on any meetings, conferences or events that they have recently attended; or
- report on any matters or progress in relation to a Delegated Committee they are part of.

The duration of any acknowledgement or report from a Councillor will be limited to two (2) minutes.

The CEO must be notified of any acknowledgment or report to be raised by a Councillor at a Council Meeting at least three (3) hours before the commencement of the Council Meeting.

## 8 Council Decisions

### 8.1 Responsible Authority Decisions

A Responsible Authority is defined under Section 13 of the *Planning & Environment Act 1987* and is responsible for administering and enforcing the planning scheme and its provisions in relation to use and development.

Nil received.

#### 8.1.1 Planning Decision monthly update

<b>Directorate:</b>	Community
<b>Responsible Officer:</b>	Acting Manager Planning and Building
<b>Manager:</b>	Acting Director Community
<b>Attachments:</b>	Nil

#### 1. PURPOSE

The purpose of this report is to provide information on the determined planning applications including other planning decisions as of 31 May 2023.

#### 2. RECOMMENDATION

**That Council acknowledge the determined planning permit applications and other planning decisions, as of 31 May 2023.**

#### 3. DISCUSSION

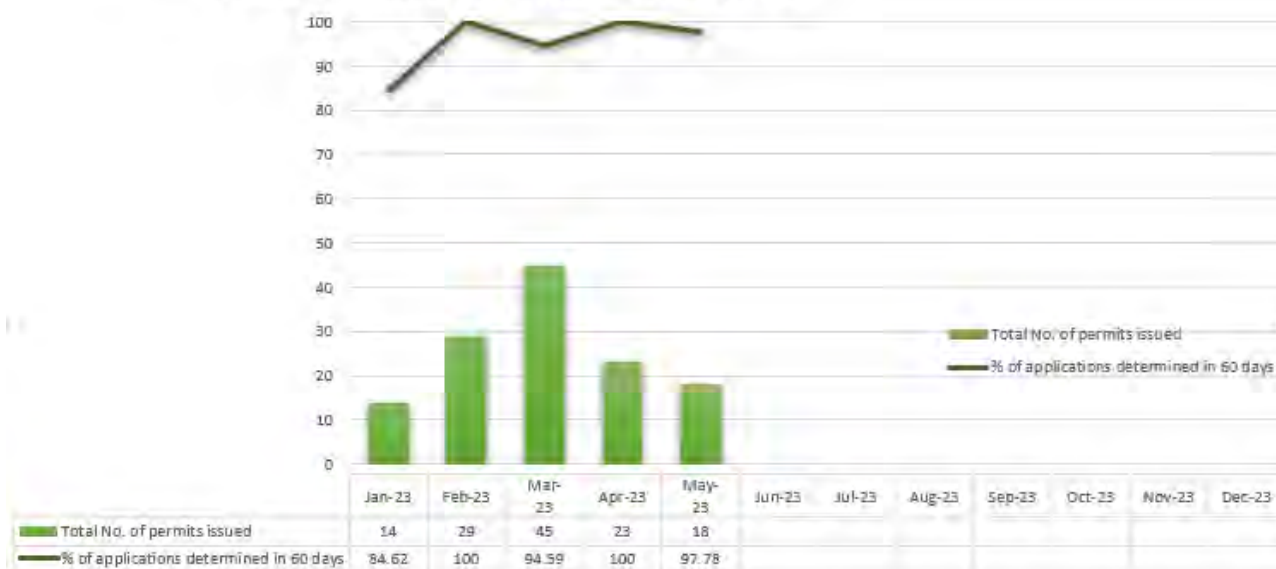
The snapshot provided below outlines the number of applications determined and processing times of determined planning permit applications for the month of May 2023. The figures provided indicated that at the end of the report period.

- 42 planning permit applications were received
- 48 applications (includes amendments, secondary consents, etc.) were determined under delegation
- 27 planning permit applications were determined under delegation
- The median processing of an application to determination is 44 days

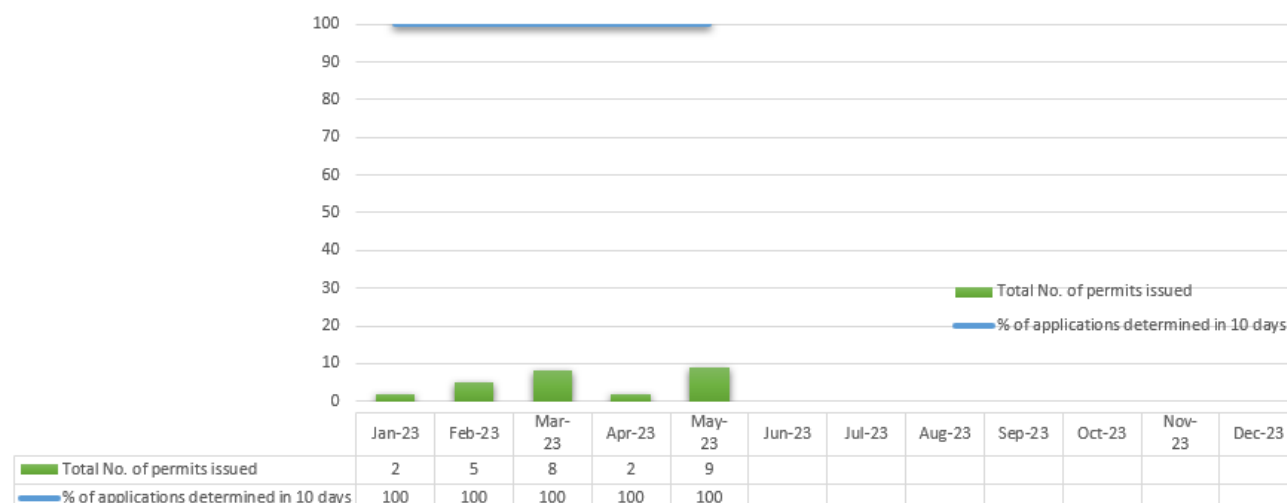
The results are very good, especially noting staff shortages and the number of applications received.



### APPLICATION NOS & % of APPLICATIONS IN 60 DAYS



### VICSMART APPLICATION NOS & % of APPLICATIONS IN 10 DAYS



It is noted that the statutory timeframe to determine an application within 60 days under the *Planning and Environment Act 1987* includes mandated referral authority times and advertising. When reviewing the timeframes, consideration must be applied where the applicant has requested additional time to resolve matters for an improved outcome, resolving matters with referral authorities or where the additional information sought requires specialised skills.

Planning Applications are prioritised based on their complexity, being:

P1 Applications - 10 Days (VicSmart, no referrals, exempt from notice)

P2 Applications - 11 - 45 Days (referred, advertised, no objections)

P3 Applications - 46 - 60 Days (referred, advertised, received objections, consultation)

Planning Register

All planning permit applications are available on the planning register to view the progress of the application, check if further information is required, check for public notification and view decisions on applications: online [www.campaspe.vic.gov.au/Plan-build/Planning/Planning-register](http://www.campaspe.vic.gov.au/Plan-build/Planning/Planning-register)

## Delegate Decisions 01-May-2023 to 31-May-2023

### Monthly Determined

Application ID	Full Details	Property Address	Stage/Decision	Days Utilised
PLN017/2023	Buildings and works (outbuilding) in the Farming Zone Schedule 1 and Restructure Overlay	14 School Road COROP VIC 3559	PrmIssued	1
PLN022/2023	Use and development of the land for two shops and a convenience restaurant in the Commercial 2 Zone and Design and Development Overlay with internally illuminated Business Identification Signage pursuant to Clause 52.05	73-85 Murray Valley Highway ECHUCA VIC 3564	PrmIssued	60
PLN036/2023	Buildings and works (building extension and Internal Changes) in the association with an existing Section 2 Use in the General Residential Zone	82 Allan Street KYABRAM VIC 3620	PrmIssued	49
PLN038/2023	Buildings and works (Walkway) in the Urban Floodway Zone	212 Wharparilla Drive ECHUCA VIC 3564	PrmIssued	34
PLN041/2023	Demolition of wall and carport in the Heritage Overlay Schedule HO203 & HO206	55 Moore Street ROCHESTER VIC 3561	Lapsed	21
PLN057/2023	Buildings and works (shed extension) in the Farming Zone Schedule 1	454 Blamey Road CARAG CARAG VIC 3623	PrmIssued	53
PLN059/2023	Buildings and works (agricultural shed) in the Farming Zone Schedule 2, Land Subject to Inundation Overlay and Restructure Overlay	206 Simmie Road ECHUCA VILLAGE VIC 3564	PrmIssued	42
PLN068/2023	Buildings and Works (shed extension) Industrial 1 Zone	30 Mcmillan Road ECHUCA VIC 3564	PrmIssued	54
PLN072/2023	Request to remove Section 173 Agreements U489650K	8759 Northern Highway ECHUCA VIC 3564	PrmIssued	24
PLN073/2023	Removal of Section 173 Agreement AL963049D	48 Echuca West School Road ECHUCA VIC 3564	PrmIssued	24
PLN085/2023	Buildings and works (Dwelling) in the Rural Living Zone Schedule 2	29 Shoveler Street ECHUCA VIC 3564	PrmIssued	10
PLN090/2023	Buildings and works (antenna) in the Public Park and Resource Zone and pursuant to Clause 52.19	Echuca East Recreation Reserve 36 Sutton	PrmIssued	32

		Street ECHUCA VIC 3564		
PLN099/2021.A	AMENDMENT - Subdivision of the land into two (2) lots in the Commercial 1 Zone and creation of a carriageway easement pursuant to Clause 52.02	154 Hare Street ECHUCA VIC 3564	PmtAmend	60
PLN103/2023	Buildings and works (agricultural shed) in the Farming Zone Schedule 1	115 Cooma Road KYABRAM VIC 3620	PrmIssued	4
PLN241/2022	Use of the land for landscape garden supplies in the Commercial 2 Zone	125-127 Ogilvie Avenue ECHUCA VIC 3564	PrmIssued	46
PLN253/2022	Buildings and works (12 warehouses) In the Industrial 3 Zone and Design and Development Overlay Schedule 11, variation of an easement pursuant to Clause 52.02, alteration of access to a Transport Zone 2 road pursuant to Clause 52.29 and reduction in car parking pursuant to Clause 52.06	35 Ogilvie Avenue ECHUCA VIC 3564	PmtNOD	100
PLN359/2021.A	Amendment - Buildings and works (dwelling and outbuilding) in the Bushfire Management Overlay	30 A'Beckett Street RUSHWORTH VIC 3612	PmtAmend	56
PLN377/2022	Buildings and works for two (2) warehouses in the Industrial 1 Zone and a reduction of the car parking requirements pursuant to Clause 52.06	9 King George Crescent ECHUCA VIC 3564	PrmIssued	59

#### Monthly Determined - VicSmart

Application ID	Full Details	Property Address	Stage/Decision	Days Utilised
PLN033/2023	VICSMART - Buildings and works (Dependent Person Unit) in the Farming Zone Schedule 1	1949 Matheson Road TONGALA VIC 3621	PrmIssued	0
PLN075/2023	VICSMART - Buildings and Works (Agricultural Sheds) in the Farming Zone Schedule 1	1133 Echuca-Mitiamo Road BAMAWM EXTENSION VIC 3564	Completed	1
PLN077/2023	VICSMART - Buildings and works (outbuilding) in the Farming Zone Schedule 1	101 Walkers Road GUNBOWER VIC 3566	PrmIssued	1
PLN079/2023	VICSMART - Buildings and works (agricultural shed) in the Farming Zone Schedule 1	338 Joyces Bridge Road MUSKERRY VIC 3557	PrmIssued	2
PLN094/2023	VICSMART - Buildings and Works (Agricultural shed) in the Farming Zone Schedule 1	1114 Middleton Road BAMAWM VIC 3561	PrmIssued	2

PLN098/2023	VICSMART - Buildings and works (carports) in the Farming Zone Schedule 1	373 Mackay Road FAIRY DELL VIC 3561	PrmIssued	1
PLN101/2023	VICSMART - Buildings and works (agricultural shed) in the Farming Zone Schedule 1	24 Brose Road KYABRAM VIC 3620	PrmIssued	7
PLN107/2023	VICSMART - Buildings and works (agricultural sheds) in the Farming Zone Schedule 1	198 Geodetic Road North STANHOPE VIC 3623	PrmIssued	1
PLN380/2022	VICSMART - Buildings and works (replacement dwelling) in the Farming Zone Schedule 1	413 John Allan Road WYUNA VIC 3620	Lapsed	0

#### Secondary Consent Determined

Application ID	Full Details	Property Address	Stage/Decision
PLN077/2020	Buildings and works (Dwelling extension and replacement outbuilding) in the Rural Activity Zone, Environmental Significance Overlay Schedule 1, Floodway Overlay and Bushfire Management Overlay	37 Glyn Road WHARPARILLA VIC 3564	PmtAmend
PLN113/2020	Staged Subdivision of the Land into 210 Lots in the General Residential Zone and Development Plan Overlay Schedules 2 and 4 and Removal of Native Vegetation pursuant to Clause 52.17 and Alteration of Access to a Road Zone Category 1 pursuant to Clause 52.29	441 Allan Street KYABRAM VIC 3620	PmtAmend
PLN229/2022	Staged Development of Nineteen (19) Warehouses and Staged Nineteen (19) Lot Subdivision in the Industrial 1 Zone with a Reduction in Car Parking Requirements Pursuant to Clause 52.06	23 Denmark Road ECHUCA VIC 3564	PmtAmend
PLN368/2021	Buildings and works (replacement dwelling) in the Farming Zone Schedule 1	650 Carroll Road WHARPARILLA VIC 3564	PmtAmend

#### Extension of Time Determined

Application ID	Full Details	Property Address	Stage/Decision
PLN006/2021	Use and development of the land for a dwelling and outbuilding in the Farming Zone Schedule 1	Mason Road WARANGA SHORES VIC 3612	EOTCompleat



PLN021/2019	Use and development of the land for a dwelling and outbuilding in the Farming Zone Schedule 2, Environmental Significance Overlay Schedule 1 and Land Subject to Inundation Overlay	126 Bangerang Road ECHUCA VILLAGE VIC 3564	EOTComple
PLN048/2021	Building and Works (replacement dwelling) in the Farming Zone Schedule 1, Environmental Significance Overlay Schedule 1, Bushfire Management Overlay and Floodway Overlay	387 Brereton Road GUNBOWER VIC 3566	EOTComple
PLN113/2018	Use and Development of the Land for a Renewable Energy Facility (Bio Digester) in the Industrial 1 Zone, Reduction of Car Parking Pursuant to Clause 52.06 and Abutting a Road Zone Category 1 pursuant to Clause 52.29	19 Winter Road GIRGARRE VIC 3624	EOTComple
PLN182/2021	Building and Works (industrial building extension) in the Industrial 1 Zone and Design and Development Overlay Schedule 5	7 Despatch Street ECHUCA VIC 3564	EOTComple
PLN246/2021	Two lot subdivision in the Commercial 2 Zone and Design and Development Overlay Schedule 7 & 10 and creation of carriageway easement pursuant to Clause 52.02	89 Ogilvie Avenue ECHUCA VIC 3564	EOTComple
PLN343/2018	Subdivision of the land into four (4) lots in the Low Density Residential Zone	45-49 Cohen Street ROCHESTER VIC 3561	EOTComple
PLN362/2020	Boundary realignment (Dwelling excision) and buildings and works (replacement dwelling) in the Farming Zone Schedule 1 and Land Subject to Inundation and creation of a easement pursuant to Clause 52.02	106 Gibbon Road PATHO VIC 3564	EOTComple
PLN386/2020	Buildings and Works (Outbuilding) in the Land Subject to Inundation Overlay and Variation to Restrictive Covenant AR016234R Clause 2.1 of the covenant to allow an increase in the maximum allowable floor area of an outbuilding from 220m2 to 288m2 and increase the height from 4m to 5.6m pursuant to Clause 52.02	194 Scott Road ECHUCA VILLAGE VIC 3564	EOTComple

#### Condition Plans Determined

Application ID	Full Details	Property Address	Stage/Decision
PLN056/2023	VICSMART - Business Identification Signage in the Heritage Overlay Schedule HO3	366 High Street ECHUCA VIC 3564	Completed
PLN067/2023	Buildings and works (building extension) in the Commercial 1 Zone and reduction of the car parking requirements pursuant to Clause 52.06	131 Allan Street KYABRAM VIC 3620	Prmlssued

PLN094/2021	Subdivision of the land into two lots in the General Residential Zone and Land Subject to Inundation Overlay	39 Edward Street ROCHESTER VIC 3561	Completed
PLN113/2020	Staged Subdivision of the Land into 210 Lots in the General Residential Zone and Development Plan Overlay Schedules 2 and 4 and Removal of Native Vegetation pursuant to Clause 52.17 and Alteration of Access to a Road Zone Category 1 pursuant to Clause 52.29	441 Allan Street KYABRAM VIC 3620	PmtAmend
PLN119/2022	Subdivision of the land into two lots in the General Residential Zone	18 Hare Street ECHUCA VIC 3564	Completed
PLN186/2022	Staged Use and development of the land for a camping and caravan park in association with an existing Section 2 Use in the Township Zone and Low Density Residential Zone and Land Subject to Inundation Overlay and Removal of Native Vegetation pursuant to Clause 52.17	Finlay Road TONGALA VIC 3621	Completed
PLN208/2022	Buildings and Works (addition, alteration, external painting and fence) in the Commercial 1 Zone, Heritage Overlay Schedule 203 and Land Subject to Inundation Overlay	31-33 Moore Street ROCHESTER VIC 3561	Completed
PLN229/2022	Staged Development of Nineteen (19) Warehouses and Staged Nineteen (19) Lot Subdivision in the Industrial 1 Zone with a Reduction in Car Parking Requirements Pursuant to Clause 52.06	23 Denmark Road ECHUCA VIC 3564	PmtAmend

## 8.2 Planning Authority Decisions

A Planning Authority is defined under Section 12 of the *Planning & Environment Act 1987* and is responsible for implementing the objectives of planning in Victoria and reviewing and preparing amendments to a planning scheme.

Nil received.

## 8.3 Office of the CEO

### 8.3.1 Petition Received from Residents of Koala Court Kyabram

<b>Directorate:</b>	Office of the CEO
<b>Responsible Officer:</b>	Governance Adviser
<b>Manager:</b>	Chief Executive Officer
<b>Attachments:</b>	Nil

#### 1. PURPOSE

The purpose of this report is to provide the Councillors with actions undertaken by Council and others since the tabling of a joint letter from the residents of Koala Court Kyabram on 16 February 2022.

#### 2. RECOMMENDATION

##### That Council:

- 1. Notes that DEECA advised drainage mitigation measures were put in place during the installation of the fence and are part of an ongoing maintenance program.**
- 2. Writes to the petitioners thanking them for their petition and acknowledges that no further action is required by Council.**

#### 3. DISCUSSION

At it's Ordinary Meeting on 16 February 2022 the following resolution was carried:

*"that the joint letter received from the residents of Koala Court Kyabram be tabled and referred to the Committee of Management for the Kyabram Fauna Park and to the Department of Environment, Water, Land and Planning (DELWP) for their advice, before the CEO prepares a report incorporating that advice for the consideration of Council".*

The joint letter raised concerns regarding obstruction to the flow of flood waters that enter Kyabram Fauna Park from the Koala Court area. Since then, the investigation has been undertaken internally to understand actions taken, and the status of the joint letter.

On 22 February 2022 Council wrote to the Joint Letter Coordinator advising that the joint letter had been tabled at the Council Meeting. The letter noted:

*"Please be advised that your joint letter will now be referred to the Committee of Management for the Kyabram Fauna Park and to the Department of Environment, Water, Land and Planning (DELWP) for their advice. Council's CEO will then prepare a report incorporating that advice for the consideration of Council."*

Upon checking Council records, it was identified that a report had not been returned for consideration by Council, as advised in the letter of 22 February 2022.

The previous Committee of Management for the Kyabram Fauna Park comprised three representatives from Council and two representatives from the Department of Environment, Land, Water and Planning (DEWLP), now known as Department of Energy, Environment and Climate Action (DEECA).

As Council's representatives have changed, representatives from DEECA were consulted to understand the status of the joint letter, which they consider now closed.

DEECA advised that they led the fencing refurbishment for the Fauna Park, and mitigation measures were put in place during construction of the fence. DEECA representatives and Kyabram Fauna Park management had also met with residents and confirmed maintenance of the fence line and boundary were included in the park's regular program.

Management of Kyabram Fauna Park has now transferred to Zoos Victoria. Zoos Victoria was advised about the residents' concerns to ensure they are considered in any future works undertaken in this area in the future.

In addition to this as a part of the sale of the land to Zoos Victoria, a Section 173 agreement was placed over the land that covers off the responsibilities of both parties around the drainage infrastructure on the land.

#### **4. CONSULTATION**

##### Internal consultation:

- Manager Governance and Strategy
- Acting Director Infrastructure
- Governance Team

##### External consultation:

- Representatives from the Department of Energy, Environment and Climate Action (DEECA) were consulted about activities undertaken by the Department.

##### Councillors:

- 6 June 2023 Council Briefing Session.

#### **5. STRATEGIC ALIGNMENT**

##### **Council Plan 2021-2025**

##### **Resilient protected and healthy natural environment**

Protected natural environment

#### **6. POLICIES AND RELATED COUNCIL DOCUMENTS**

Nil

#### **7. LEGAL AND STATUTORY OBLIGATIONS**

Section 9(2)(a) of the *Local Government Act 2020* (Vic) (the Act) provides that Council decisions are to be made and actions taken in accordance with the relevant law.



Section 9(2)(f) of the Act states “*collaboration with other Councils and Governments and statutory bodies is to be sought.*” DEECA was a member of the Kyabram Fauna Park Section 86 Committee of Management and was consulted in relation to this report.

## **8. FINANCIAL IMPLICATIONS**

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

Management of the Kyabram Fauna Park has now transferred to Zoos Victoria; therefore, there are no financial viability issues to consider.

## **9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS**

Refer to 10 Issues and Risk Management

## **10. ISSUES AND RISK MANAGEMENT**

### **Issues:**

This report relies on information provided by DEECA.

### **Risk:**

In accordance with Section 9(c) of the *Local Government Act 2020*, “*the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted*”.

Changing weather patterns have arguably created more prevalence of extreme weather events, resulting in flood events in the Shire. The joint letter raised concerns regarding obstruction to the flow of flood waters that enter Kyabram Fauna Park from the Koala Court area. Actions were undertaken with consideration of these concerns.

## **11. CONFLICT OF INTEREST**

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.

In accordance with section 130 of the *Local Government Act 2020*, the officer preparing this report declares no conflict of interest regarding this matter.

## **12. 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*.

## 8.4 Community

### 8.4.1 2023/2024 Community Grants Program (Round one)

**Directorate:** Communities

**Responsible Officer:** Executive Assistant Communities

**Manager:** A/ Director Communities

**Attachments:** 1. CONFIDENTIAL REDACTED - Attachment Community Grants Program unsuccessful applicants [8.4.1.1 - 4 pages]

#### 1. PURPOSE

The Community Grants Program offers financial support to not-for-profit community organisations, groups and associations for projects, events and exhibitions. In the second round of funding, Council has received ten applications. This report recommends that Council approve six successful and four unsuccessful applications to 2023/2024 Community Grants Program (Round one).

#### 2. RECOMMENDATION

**That Council:**

##### 1. approve the following community grant applications;

**\$4,000 Echuca Neighbourhood House Inc., to assist with the purchase of a minibus for collection and delivery of food bank items and community transport.**

**\$1,320 Echuca Historical Society Inc., to reprint the Echuca Heritage Walk brochure.**

**\$4,000 Kyabram & District Men's Shed Inc., to assist with the purchase of a utility vehicle to replace the current aging 1984 utility.**

**\$721 Girgarre Stanhope Rail Trail (Girgarre Development Group Inc.), to purchase gravel to resurface the existing pathway at two pedestrian bridges and upgrade a section of the path.**

**\$4,000 Lockington Recreation Reserve Inc., to assist with the development of a strategic plan for the reserve.**

**\$4,000 Kyabram Bowls Club Inc., to assist with an upgrade to the green ditches to meet bowling standards and make safe for users.**

##### 2. advise unsuccessful applicants in writing.

#### 3. DISCUSSION

The Community Grants Program offers financial support to not-for-profit community organisations, groups and associations for projects, events, exhibitions and/or performances which contribute to the municipality, making it a vibrant and stimulating place for people to live, work and visit.

The Community Grants Program has two rounds:

\* round one, advertised in March, awarded in July (current round)

\* round two, advertised in August, awarded in December

	<b>Total 2023/2024 Budget</b>	<b>July 2023 Funds Available</b>	<b>July 2023 Allocation</b>	<b>Balance</b>
<b>Total</b>	<b>\$120,000</b>	<b>\$60,000</b>	<b>\$18,041</b>	<b>\$41,959</b>

This grant program aims to:

- support not-for-profit community groups that 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.

Applicants must:

- be an incorporated association, or
- be a not-for-profit group (e.g., education institution, healthcare, religious or faith-based institution), or
- be a Crown Land Committee of Management, or
- be a Government Department on behalf of a community group, or
- have their application submitted by an appropriate auspicing body which meets the above.

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

All applications received were assessed by a panel of four staff, across Recreation, Community and Environment teams, using the following assessment criteria matrix, as indicated in the funding guidelines.

A preliminary review of the community grants process has been undertaken in response to correspondence received from the Victorian Auditor Generals Office regarding fraud control over local government grants, and a separate report will be developed for consideration of this matter by the Internal Audit and Risk Committee.

Criteria	Description
Community / social benefit	<p>Involvement of community members, enrichment of the shire.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>• A plan for engaging the target group is outlined.</li> <li>• The activity or event is being held within Campaspe Shire Council (mandatory).</li> <li>• The application outlines what measures will be used to evaluate whether it has been successful in achieving the stated outcome/s – includes both qualitative and quantitative measures.</li> </ul>
Partnership	<p>Contribution by group or others to the project either cash and/or in-kind, including project partnership participation (not just financial contribution).</p> <p>For example:</p> <ul style="list-style-type: none"> <li>• The application outlines a plan for delivery – including consideration of risk, integration with other partners and innovation.</li> <li>• The application outlines matched funding, in kind support or partner contribution (financial and in kind).</li> </ul>
Council Plan alignment	The application identifies a clear outcome/s, aligned to the strategic priorities of Council as outlined by the Council Plan.
Project	<p>One off project/event.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>• The application responds to one or more of the grant program priority areas.</li> <li>• The application demonstrates innovation and evidence and/or clear reason for why it has been developed.</li> <li>• The application demonstrates consideration of: <ul style="list-style-type: none"> <li>• environmental sustainability</li> <li>• inclusivity of all members of our community and accessibility for all</li> <li>• low or no cost for disadvantaged groups</li> <li>• sustainability - not reliant on ongoing grant funding.</li> </ul> </li> </ul>
Economic benefit	Increase spending to retail, industry and accommodation, enhancement of economic base, or funds spent locally.

Panel members who declared a conflict of interest with any of the applications did not participate in the assessment of those applications.

Applicants with outstanding acquittals from a previous Community Grant round are not eligible for funding consideration, as outlined in the guidelines.

Successful applicants are required to enter into a Funding Agreement with the Campaspe Shire Council that stipulates the conditions of the grant.

Applications can be for a maximum of \$4,000.

- Total funds available for applications: \$60,000
- Total of applications received: \$32,995
- Total allocations recommended: \$18,041



Organisation	Project details	Amount requested	Project expenditure	Amount recommended
Echuca Neighbourhood House Inc.	ENH Food Bank Bus - purchase a minibus for collection of food bank items and transport.	\$4,000	\$60,000	\$4,000
Echuca Historical Society Inc.	Reprint Echuca Heritage Walk brochures.	\$1,320	\$1,320	\$1,320
Echuca Twin Rivers Specialist School	Indigenous Sustainable Garden - create an interactive & productive indigenous garden.	\$4,000	\$6,500	\$0
Kyabram & District Men's Shed Inc.	Kyabram Men's Shed Transport upgrade - purchase a ute to replace current aging 1984 model utility.	\$4,000	\$20,000	\$4,000
Girgarre Stanhope Rail Trail (auspiced by Girgarre Development Group Inc.)	Rail Trail safety & signage - install barriers at crossing points along the trail, signage to promote the trail & resurface sections of the path.	\$3,600	\$3,822	\$721
Lockington Recreation Reserve Inc.	Lockington Recreation Reserve & user groups Facility Infrastructure Plan - development of a strategic plan for the reserve.	\$4,000	\$5,500	\$4,000
St John's Ambulance Australia (Vic) Inc.	St John Ambulance Campaspe Division volunteer recruitment and training.	\$3,770	\$6,586	\$0
Kyabram Bowls Club Inc,	Green Ditches upgrade - to meet bowling standards and make safe for users.	\$4,000	\$6,738	\$4,000
Moama Echuca Border Raiders Soccer Association Inc.	2023 Sporting Primary Schools Football Program - provision of an inter-primary school football competition for regional schools.	\$1,000	\$3,400	\$0
Rushworth Golf Club Inc.	Signage - installation of entrance signage at the Rushworth Golf Course.	\$3,305	\$3,305	\$0

<b>TOTAL</b>		<b>\$32,995</b>	<b>\$117,171</b>	<b>\$18,041</b>
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#### **4. CONSULTATION**

##### Internal consultation:

- Executive Management Group

##### External consultation:

- Not required

##### Councillors:

- Not required

#### **5. POLICY AND LEGISLATIVE IMPLICATIONS**

The requirements of Section 9(2)(c) of Local Government Act 2020 have been considered and there are no legislative implications arising from this report.

#### **6. FINANCIAL AND ECONOMIC IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no issues of ongoing financial viability of the Council have been identified within this report.

#### **7. ENVIRONMENTAL IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no environmental sustainability issues including mitigation and planning for climate change risks have been identified within this report.

#### **8. SOCIAL IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and positive social implications for the municipality have been identified as community organisations, groups and associations funded for projects, events, exhibitions and/or performances which contribute to the municipality, make it a vibrant and stimulating place for people to live, work and visit.

#### **9. RELEVANCE TO COUNCIL PLAN 2021-2025**

##### **Growing quality of life**

Communities have a say on local infrastructure and attractions that stimulate engagement and activity

Children, young people and families healthy and well

Inclusive, connected, culturally diverse and safe

#### **10. ISSUES AND RISK MANAGEMENT**

##### Issues:

Applications received are significantly lower than a few years ago, due to the ongoing impacts from Covid and the flood recovery.

The flooding impacts may influence the start and/or completion of some projects. This will be worked through with individual organisations regarding the projects concerned and restrictions imposed at the time.

**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.

**11. CONFLICT OF INTEREST**

In accordance with section 130 of the *Local Government Act 2020*, the officer preparing this report declares no conflict of interest regarding this matter.

**12. 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*.

**13. 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.

**14. CONCLUSION**

Council received 10 applications for the 2023/2024 Community Grants Program (Round one).

It is recommended that Council approve six applications and advise all applicants, in writing, of the outcome of their application. Unsuccessful applicants to be provided with feedback as to why their application was unsuccessful.

Council's contribution of \$18,041 will lead to the provision of projects to the value of \$94,279.

## 8.4.2 Workforce Planning Grant Offer

**Directorate:** Community

**Responsible Officer:** Manager Community Health

**Manager:** Manager Community Health

**Attachments:**

1. Shaping Our Future - Childrens Education and Care National Workforce Strategy - September 2021  
[8.4.2.1 - 32 pages]
2. Policy Paper - Working Together To Build Victorias Early Childhood Education Workforce - April 2021  
[8.4.2.2 - 24 pages]

### 1. PURPOSE

To affirm Council's position in relation to an offer of grant funding to undertake workforce planning to support the scaling up of State-funded Three-Year-Old Kindergarten and Pre-Prep between 2024-2029.

### 2. RECOMMENDATION

**That Council:**

1. **Note the acceptance of \$42,000 funding towards the preparation of revised Kindergarten Infrastructure Services Plan (KISPs) in partnership with the Department of Education that will depict immediate and projected demand on early years infrastructure and provide valuable information to service providers and developers to inform where new infrastructure projects be located.**
2. **Write to the Minister for Early Childhood and Pre-Prep to advise Council's rationale for not accepting the Workforce Planning funding offer of \$40,000 made on 4 April 2023, specifically for the following reasons:**
  - a. **The output of the funding (a five-year Workforce Plan) relates to attracting workforce to deliver both Pre-Prep and the continued scale up of Three-Year-Old Kindergarten between 2024 and 2029. Council resolved in 2013 to cease direct delivery of kindergarten services. The funding offer does not map to a service delivered by Council.**
  - b. **The funding offer represents a cost and responsibility shift from the State to Local Government. Though the development of a Workforce Plan would be funded, there are no resources available to implement the recommended strategies and actions over the five-year life of the plan.**
  - c. **There is significant potential for duplication of effort through the apportionment of these funds. There is an existing national workforce plan, a State-based policy paper; and most recently, all Victorian Local Governments, Early Years Managers and industry peak bodies were offered the Workforce Planning funds.**

### 3. DISCUSSION

On 4 April 2023 the Minister for Early Childhood and Pre-Prep wrote to the Chief Executive Officer with the offer of two funding opportunities.

The first funding offer was targeted to support Council to prepare for the redevelopment of the Kindergarten Infrastructure Services Plan (KISP). KISPs were first developed by the Department of Education in partnership with all Victorian Local Governments in 2020 and now require a refresh to consider the additional demand placed on facilities as a result of the Victorian Government's "Best Start, Best Life" reform. The three key features of the Best Start, Best Life Reform are:

- Making kinder free for three- and four-year-olds in participating services across the state
- Transitioning Four-Year-old Kindergarten to 'Pre-Prep', a universal, 30-hour a week program of play-based learning
- Establishing 50 government-owned and affordable childcare centres.

The preparation of revised KISPs in partnership with the Department of Education is effort valued by the Early Years Team. KISP documents depict immediate and projected demand on existing early years infrastructure and provide valuable information to service providers and developers on where new infrastructure projects can be located.

The second offer was targeted to support Workforce Planning. The output of this funding (a five-year Workforce Plan) is intended to support the scale up of funded three-year-old kindergarten as well as moving toward 30 hours per week of "Pre-Prep" (four-year-old kindergarten) in line with the Victorian Government's "Best Start, Best Life" reform.

The one-off Workforce Planning funding offer was made to all Victorian Local Governments, as well as Early Years Managers (Kindergarten service providers) and industry peak bodies.

While a welcome piece of work for the industry, the funding offer for Council to undertake Workforce Planning and associated implementation effort represents a form of cost and responsibility shift from one tier of government to another.

Campaspe Shire Council is legislated under the Local Government Act (2020) to "provide good governance in its municipal district for the benefit and wellbeing of the municipal community". The predecessor Local Government Act (1989) specified several "functions of a Council" that implied a level of responsibility for planning for and providing services within the municipal district. Specifically:

*The functions of a Council include:*

*(b) planning for and providing services and facilities for the local community*

*(c) providing and maintaining community infrastructure in the municipal district*

The prevailing Act no longer specifies that the Council is bound to these responsibilities, rather, any decision around provision of services and / or infrastructure would be made under the principles of "good governance" which would consider:

- (a) the community engagement principles;*
- (b) the public transparency principles;*
- (c) the strategic planning principles;*
- (d) the financial management principles;*
- (e) the service performance principles*

Requests or requirements placed on Council that represent cost and / or responsibility shifting often refer in some way to the wording of the predecessor Local Government Act, perpetuating an erroneous perceived responsibility of the Council.

For several years the organisation has systematically undertaken asset and service reviews to advance financial sustainability, while ensuring the community continues to have access to the services it needs. As a result, the organisation has ceased to deliver several services when it has identified alternate (and oftentimes more specialised) providers are available.

In 2013 Campaspe Shire Council resolved to withdraw from direct delivery of funded kindergarten services. Following a rigorous expression of interest process to appoint an alternate provider that would meet the needs of the community as well as operate according to the guiding principles and values of the Council, Shine Bright Early Years Management (formerly known as Loddon Mallee Preschool Association), was named the successful EOI applicant in 2014, and in 2017 took management of Council's four kindergarten services (Rochester, Tongala, Lockington and Gunbower). In late 2014 Council also ceased delivery of funded kindergarten within its centre-based long day care centre in Echuca. Some of the factors that impacted this decision included workforce constraints and changed industrial conditions, along with the inability to effectively cost recover (without negatively impacting families' capacity to pay, given the daily childcare fee structure).

Campaspe Shire Council supports the rollout of State-funded early childhood education services, and efforts of the Department of Education, Early Years Managers and other for-profit and not-for-profit kindergarten providers to scale up service delivery to meet reform objectives. It is recognised Victoria is leading the way in its approach to offering optimal "doses" of attendance hours of kindergarten services to children prior to entering school. Council will partner with these entities to support their work through data sharing and advocacy efforts. Council also acknowledges its current role as asset manager for many existing kindergarten facilities in the municipality.

Based on Council's previously adopted position on the direct delivery of funded kindergarten programs, it is recommended that the offer to undertake Workforce Planning not be accepted, particularly given several other entities that do have a service delivery role have also been funded to perform this work.

#### **4. CONSULTATION**

##### Internal consultation:

- EMG 3 May 2023

##### External consultation:

- Email correspondence with Department of Education Kindergarten Expansion and Pre-Prep Reform Division team to confirm requirements of funding offer.

##### Councillors:

- 6 June 2023 Council Briefing Session.

#### **5. STRATEGIC ALIGNMENT**

##### **Council Plan 2021-2025**

##### **Growing quality of life**

Effective and efficient services available locally

Service Providers specialised in the delivery of State-funded kindergarten programs will be supported to plan to address the workforce constraints and needs of the sector. Addressing



workforce constraints will position services to deliver on the State Government's "Best Start, Best Life" reform.

## **6. POLICIES AND RELATED COUNCIL DOCUMENTS**

Nil.

## **7. LEGAL AND STATUTORY OBLIGATIONS**

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

There is no statutory obligation to accept this funding offer to undertake Workforce Planning for a service not provided by Council.

## **8. FINANCIAL IMPLICATIONS**

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

Cost and responsibility shifting is avoided through Campaspe Shire Council not accepting the funding offer to complete (and then implement) the Workforce Planning for scale up of three-year-old kindergarten and implementation of Pre-Prep by 2029.

## **9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS**

Importantly, the entities skilled in and funded for the delivery of kindergarten programs have been offered funding to undertake Workforce Planning as it relates to their field of expertise.

## **10. ISSUES AND RISK MANAGEMENT**

### **Issues:**

#### **Issue 1: Ongoing Early Years sector workforce constraints**

Workforce constraints feature across all early years services in Victoria. Ongoing reforms heightened regulatory requirements around minimum qualifications and injection of resources into strengthening and scaling up service delivery capacity has seen an unprecedented draw on qualified staff in the early years sector. Put simply, supply does not meet current demand, let alone the future requirements.

Along with kindergarten providers, Council faces its own workforce challenges within its centre-based childcare services and among Maternal and Child Health and Supported Playgroups workforce.

While a National Workforce Strategy does exist, (Shaping our Future, National Children's Education and Care Workforce Strategy 2022–2031, September 2021), along with a State-based policy paper (Working Together to Build Victoria's Early Childhood Education Workforce April 2021), a more local catchment-based approach is welcomed. In the absence of Early Years Managers and peak bodies being funded to undertake Workforce Planning to prepare for the scaling up of kindergarten services, it would be appropriate for an entity to do this work on behalf of all providers as it is critical that a pipeline for attracting and retaining workforce is identified in order to meet the timelines of the "Best Start, Best Life" reform. The Department of Education is to be congratulated for ensuring an equitable spread of funds to support this work to be undertaken, supplementary to existing strategies and plans.

Council's own centre-based childcare services are not technically "in scope" for the funded Workforce Planning, so it is difficult to identify through the funding offer how this service, supported

Federally by the Commonwealth Child Care Subsidy Scheme, could be a benefactor of the kindergarten Workforce Planning efforts. These services operate under different industrial awards and conditions and as such require targeted approaches. Work will continue at the local level to attract, recruit and retain staff in Council's own early years services.

**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.

**11. CONFLICT OF INTEREST**

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.



# Shaping Our Future

A ten-year strategy to ensure a sustainable,  
high-quality children's education and care workforce  
2022–2031



National Children's Education  
and Care Workforce Strategy

September 2021

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We acknowledge the Traditional Owners and Custodians of the Lands across Australia. We also acknowledge and extend our respect to Elders, past and present. We recognise and celebrate the contributions of Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia, including their role in the education and care of children. We also acknowledge and recognise the rich histories and diverse cultures of Aboriginal and Torres Strait Islander peoples, and the valuable contribution their diversity brings.

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Intergovernmental Support Team:  
EMMSupport@dese.gov.au





1.Foreword

The [Alice Springs \(Mparntwe\) Education Declaration](#) opens with a simple, powerful statement – ‘Education has the power to transform lives’. It commits all Australian governments to work with the education community to attract, develop, support and retain high quality teachers, educators and leaders in Australia’s education system.

Children’s education and care is an integral part of that system and sets the foundations for lifelong learning and development.

Investment in the sector and its workforce leads to a range of important benefits – improved and more equitable educational and developmental outcomes for children; increased intergenerational social mobility; and higher female labour market participation. Quality outcomes for children depend upon a highly skilled, well supported and professionally recognised workforce.

Australian governments and sector stakeholders have closely collaborated to develop this ten-year strategy to ensure a sustainable, high-quality children’s education and care workforce. Representatives from all main stakeholder groups have been involved throughout the development process, and will continue to be involved to deliver the strategy over the next decade.

Thanks in particular to the following stakeholders for their ongoing involvement, support and expertise, as well as their commitment to the actions contained within this strategy:

- Australasian Teacher Regulatory Authorities
- Australian Childcare Alliance
- Australian Community Children’s Services
- Australasian Council of Deans of Education
- Australian Early Childhood Teacher Education Network
- Australian Education Union
- Children’s Education and Care Industry Reference Committee
- Community Connections Solutions Australia
- Early Childhood Australia
- Early Learning and Care Council of Australia
- Early Learning Association Australia
- Family Day Care Australia
- Independent Education Union of Australia
- National Outside School Hours Services Alliance
- Outside School Hours Care Council of Australia
- Queensland Early Childhood Teacher Education Network
- Regional Early Education and Development Inc
- TAFE Directors Australia
- The Secretariat of National Aboriginal and Islander Child Care
- United Workers Union.

Thanks also for all of the significant contributions from across the children’s education and care sector, including teachers and educators who took the time to ensure that their voices were heard.

2.Overview



In December 2019, at the same time as finalising the [Alice Springs \(Mparntwe\) Education Declaration](#), Education Ministers endorsed the development of a new ten-year national workforce strategy as a joint partnership between all governments, the children’s education and care sector, and other key stakeholders.

The Australian Children’s Education and Care Quality Authority (ACECQA), on behalf of all governments, coordinated the development of this new strategy. The development process aligned with the principles of co-design, as agreed by Education Ministers.

Extensive consultations with national sector stakeholders and government representatives informed the development of potential actions and initiatives aimed at alleviating longstanding and increasingly pressing workforce challenges.

In May 2021, national public consultation on the potential actions and initiatives provided insight into those the sector considered would provide the greatest support and relief.

National sector stakeholders and government representatives subsequently collaborated to finalise 21 actions, to be implemented over the lifespan of this strategy.

The actions are divided into categories that allow for implementation in the short (within 3 years), medium (within 6 years) and long (within 10 years) term, ensuring there is meaningful progress over the next decade.

‘Shaping Our Future’ is intended to be a roadmap for ongoing collaboration and partnerships between sector stakeholders – governments, service providers, education and training providers, peak associations, regulatory bodies, and educators and teachers and their representative bodies.

A vital factor in the delivery of high-quality education and care is an ongoing, experienced and well qualified workforce.





Overarching Vision

The children’s education and care sector has a sustainable, high-quality workforce of teachers and educators that is highly respected and valued by the broader community.

3.Call to action

‘Shaping Our Future’ represents a ten-year commitment to, and by, the children’s education and care sector.

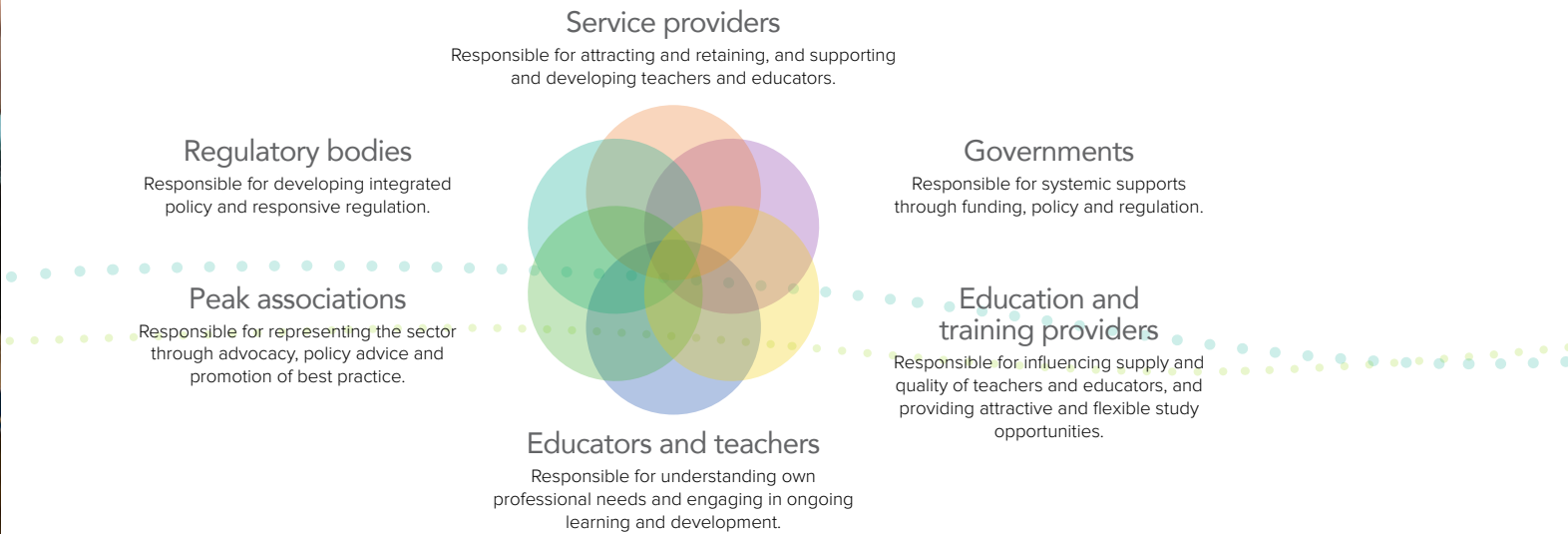
The timeframe is intended to be both ambitious and allow sufficient time to consider and address the complex and longstanding workforce challenges experienced by the sector. Although there has been substantial growth in the number of qualified educators and early childhood teachers, workforce shortfalls are reported across all jurisdictions, particularly in regional and remote areas. The impact of the COVID-19 pandemic has emphasised the critical importance of the children’s education and care sector and its workforce.

No single stakeholder group can or should be responsible for all of the actions contained within this strategy. The most effective and sustainable change will come about through collective will and action, and an ongoing commitment to progress.

All stakeholders have a role to play, and interlinking responsibilities, in advancing the goal of a sustainable, highly skilled and professionally valued workforce.



Governments, service providers, peak associations and other sector stakeholders continue to invest in a range of workforce supports and initiatives. This strategy is not intended to duplicate those efforts, but instead provide actions that can lead to national, system level improvements.







The strategy is structured around six interrelated focus areas. Setting the timeframe over the next decade allows actions within each focus area to be pursued over the short (within the next three years), medium (within the next six years) or long (within the next ten years) term.

It also allows for the strategy to be regularly monitored, evaluated and revised as required. The latter is particularly important to ensure that it remains contemporary and reflects any emerging workforce challenges and needs.

The six focus areas are interrelated, in that opportunities and challenges relating to one will often impact on others.

**Professional recognition**

Workforce professional standing, including pay and conditions, registration, and community perceptions and value.

**Data and evidence**

Enhanced national data collection, analysis, and strategic discussion.

**Qualifications and career pathways**

Supporting quality, improving consistency and reducing complexity, as well as enabling flexible career progression.



**Attraction and retention**

Workforce diversity, including attracting the right people into the sector, and valuing and retaining high calibre staff.

**Leadership and capability**

Workforce culture, including professional development, leadership and mentoring, and management capability.

**Wellbeing**

Helping service providers to have strong mental health and wellbeing supports for their workforce.

Summary of Actions 2022–2031

‘Shaping Our Future’ includes 21 actions (see Chapter 8 for more detail) that will be progressed over three horizons:

- 13 short-term actions, to be progressed within three years
- Seven medium-term actions, to be progressed within six years
- One long-term action, to be progressed within ten years.

Code	Action	Timescale
FA1-1	Investigate options for improving workforce pay and conditions	Short (within 3 years)
FA1-2	Implement early childhood teacher registration in every state and territory	Short (within 3 years)
FA1-3	Enhance mentoring and induction support for new teachers	Short (within 3 years)
FA2-1	Review and develop targeted programs to support studies and placements for specified groups of potential educators and teachers	Short (within 3 years)
FA2-2	Review and streamline existing application and approval processes for overseas trained educators and teachers	Short (within 3 years)
FA2-3	Develop an accessible suite of resources highlighting the careers and career pathways available within the children’s education and care sector	Short (within 3 years)
FA3-1	Improve access to core professional development for educators and teachers	Short (within 3 years)
FA3-3	Investigate options for a national professional practice network for educators and teachers	Short (within 3 years)
FA4-1	Investigate options for improved wellbeing supports	Short (within 3 years)
FA4-2	Promote wellbeing resources for educators and teachers	Short (within 3 years)
FA5-3	Continue the ongoing focus on the quality of vocational education and training	Short (within 3 years)
FA6-1	Undertake a national workforce census at least every three years	Short (within 3 years)
FA6-3	Commit to an evaluation plan for the national workforce strategy	Short (within 3 years)



4. Sector profile

Code	Action	Timescale
FA1-4	Promote the importance of a career in children's education and care through a national communications campaign	Medium (within 6 years)
FA1-5	Agree and consistently use contemporary terminology to describe the children's education and care sector, and its workforce	Medium (within 6 years)
FA1-6	Develop options for a national registration system for educators who are not teachers	Medium (within 6 years)
FA3-2	Improve access to an increasing range of micro-credentials for educators and teachers in areas of identified need	Medium (within 6 years)
FA4-3	Initiate and promote research monitoring the wellbeing of educators and teachers	Medium (within 6 years)
FA5-1	Review staffing and qualification requirements under the NQF, with a focus on early childhood teachers and outside school hours care educators	Medium (within 6 years)
FA5-2	Review requirements for early childhood teaching programs under the National Quality Framework	Medium (within 6 years)

Code	Action	Timescale
FA6-2	Develop options for a live national workforce database	Long (within 10 years)

The [National Quality Framework](#) (NQF) was introduced in 2012 as an outcomes focused system of regulation for the children's education and care sector. Under the NQF, service providers are expected to retain a highly skilled workforce through mandatory qualification and staffing requirements.

As at 1 July 2021, state and territory governments regulate around [16,500 children's education and care services](#) as part of the NQF, including around:

- 8,000 long day care services, which typically cater for very young children until they start formal schooling
- 3,000 preschools/kindergartens, which typically cater for children in the year or two years before they start formal schooling
- 500 family day care services, which cater for small groups of young children in an educator's home
- 4,500 outside school hours care services, which typically cater for school aged children before and after they attend school, as well as during the school holidays.

Around [1.5 million children](#) in Australia attend these services, with individual children attending anywhere from a few irregular hours to more than 50 hours every week.

In the region of [200,000 teachers and educators](#) work in the children's education and care sector, with most of the sector workforce being [certificate III and diploma qualified educators](#), but an increasing proportion being degree trained teachers.

The National Skills Commission's five-year [employment projections](#) show that growth in the sector will continue to increase over the five years to November 2025, with employment expected to increase by around 16,000

educators (an 11% increase) and 8,000 teachers (a 17% increase). Projected growth for the sector remains above the national projected employment growth of 7.8% for all occupations.

In the context of [declining enrolments](#) in approved educator and teacher qualifications, [increasing demand](#) for early childhood teachers and a growing shortage of primary school teachers, the children's education and care sector continues to face significant and increasingly urgent workforce challenges.

The very diverse makeup of the sector also adds significant complexity. [For example, as at 1 July 2021:](#)

- there are more than 7,000 providers approved to operate children's education and care services, with more than four-fifths (81%) approved to operate a single service
- just over one-third (34%) of all services are operated by large providers (those that operate more than 25 services), with a similar proportion (36%) operated by single service providers
- for profit providers operate more than two-thirds (68%) of long day care services, three-fifths (60%) of family day care services and almost half (48%) of outside school hours care services, compared to only 1% of preschools/kindergartens
- there are no national qualification requirements for outside school hours care educators, with state and territory requirements varying significantly (New South Wales and Tasmania do not have any qualification requirements for outside school hours care educators)
- Tasmanian preschools/kindergartens and most preschools/kindergartens in Western Australia are out of scope of the NQF, as are some other types of services nationally, such as occasional and in-home care.

Long day care

At a glance – as at 1 July 2021

✓

More than **8,000** approved services under the NQF – more than half of all approved services nationally

68%

for profit

25%

not for profit

★

**87%** rated Meeting National Quality Standard or above

Long day care services make up more than half of all services approved under the NQF. Because long day care services typically operate for at least eight hours per day and 48 weeks per year, they employ the majority of educators and teachers in the children’s education and care sector. They are also typically larger than preschools and kindergartens (on average, long day care services are approved to educate and care for up to 70 children), often catering for very young children right up until they commence formal schooling. Increasingly, long day care services also provide integrated preschool programs.

There are around 4,500 different approved providers of long day care services under the NQF, with more than 80% of providers approved to operate a single service and a further 10% approved to operate two services. The six largest providers are each approved to operate more than 50 long day care services, with Goodstart (more than 650 services), G8 (more than 450 services) and Affinity (more than 150 services) each approved to operate more than 100 services.

As at 1 July 2021, more than one in ten (11.7%) long day care services have a temporary waiver in place for one or more of the staffing requirements under the NQF, most often the early childhood teacher related requirements. This is one indicator of the significant workforce related challenges

being experienced by long day care service providers.

Two-thirds of long day care services are operated by for profit providers, with a further quarter operated by not for profit providers.

Long day care service providers, particularly many small providers, can find it challenging to attract and retain high quality educators and teachers. There are myriad reasons for this, including the more favourable pay and conditions available in both preschools and kindergartens, and primary schools, as well as challenges associated with attracting and retaining key staff in low and high socioeconomic, and regional and remote areas.

Case study: Big Roles in Little Lives

In February 2021, members of the Early Learning and Care Council of Australia (ELACCA) launched Big Roles in Little Lives, a two-month marketing campaign.

The campaign promoted careers in early childhood education and care to Australians aged 18–34 years, particularly those experiencing unemployment or underemployment due to the impact of COVID-19, as well as those considering a career change.

The campaign reached millions of people through digital marketing, social media and news coverage. While it was not designed to deliver immediate recruitment results, the campaign prompted more than 400 jobseekers to contact ELACCA members, many of which recruited new staff as a result.



“Given the complexity behind the early learning sector’s workforce shortage, there is no instant panacea. Instead it requires a collective effort from the various levels of government through to employers, working together to remove barriers and incentivise prospective educators and teachers to enter the sector. We have a clear opportunity to promote the promising career paths available in the early learning sector to those seeking long-term, rewarding, professional employment.”

Paul Mondo,  
President of Australian  
Childcare Alliance





"Historically, the work of early childhood educators has been undervalued. Professionals working with young children since the 1930s have struggled with the misunderstanding that they are merely caring for young children to allow parents to work when in fact they are providing rich early learning experiences that have lifelong benefits. That misunderstanding is the basis of why pay rates for qualified teachers working in early education settings are typically well below parity with other parts of the education sector."

Samantha Page,  
CEO of Early Childhood Australia

"ELACCA members have worked collectively to raise public awareness of careers in early learning and care, and to explain how the work of teachers and educators impacts children's lives. We need to explain to the general public that this is sophisticated work, based on pedagogy and research, and that it matters to children and their families and to the whole of Australia."

Elizabeth Death,  
CEO of Early Learning and Care Council of Australia



Case study: Achieving workforce sustainability and longevity

A third-generation service provider located in Sydney employs teachers who have been working for her family for more than three decades. This success is down to a range of factors, including giving educators agency in their day and time management, but most importantly cultivating students and flexibility.

The centre remains open to students on practicum placements all year round, offering experience with children from all age groups and from a wide range of backgrounds, including those with additional needs. When working with these students, employment relationships can be formed with an educator who already has a love of learning.

The opportunity to work part-time has also proven very successful in achieving a healthy work/life balance and minimising staff turnover. As has being able to take a 'mental health day' and accommodating personal needs.

Case study: Improving pay and conditions

In July 2021, Goodstart Early Learning implemented a new enterprise agreement for its 16,000 staff offering improved pay and conditions. As part of negotiations, Goodstart surveyed its workforce to identify the key issues employees wanted included in the agreement, with improved pay, more non-contact time, rostered days off and paid parental leave featuring heavily.

The new agreement provides for pay rates that meet starting salaries for teachers in government schools and moves educators to pay rates set 5% above the award rate. The agreement also provides additional non-contact time, up to six weeks of paid parental leave, staff discounts at Goodstart services, a trial of rostered days off, more flexible working arrangements, and clear principles to improve rostering practices.



Outside school hours care

At a glance – as at 1 July 2021

- ✔ More than **4,500** approved services under the NQF – more than a quarter of all approved services nationally
- 48%** for profit
- 34%** not for profit
- ★ **82%** rated Meeting National Quality Standard or above

Outside school hours care services make up more than one quarter of all services approved under the NQF. They typically cater for primary school aged children in the hours before and after school, as well as during school holidays. On average, outside school hours care services are approved to educate and care for up to 72 children.

Outside school hours care service providers experience significant workforce challenges due to the split shift structure of the work. This is particularly so in states and territories that have higher staffing and qualification requirements. Unlike other types of children’s education and care service, there are no national qualification requirements for outside school hours care services under the NQF, with state and territory based requirements varying significantly.

Most outside school hours care educators work part-time, with university students making up an important part of the overall workforce. The impact of the COVID-19 pandemic has been particularly acute for many outside school hours care service providers, with the loss of many casual and part-time educators, coupled with many parents deciding not to use outside school hours care services while working from home.

There are around 1,500 different approved providers of outside school hours care services under the NQF, with more than 80% of providers

approved to operate a single service. The seven largest providers are each approved to operate more than 100 outside school hours care services, with Camp Australia (around 600 services) and Junior Adventure Group (around 450 services) each approved to operate more than 400 services.

Almost half of outside school hours care services are operated by for profit providers, with more than a third operated by not for profit providers.

The often transient nature of the workforce combined with competition from other parts of the children’s education and care sector, particularly the long day care sector where full-time hours are much more readily available, can contribute to very high staff turnover. Some outside school hours care providers are actively looking at business models aimed at improving staff retention, such as permanent part-time contracts, along with financial and other incentives based on performance and tenure.

With most outside school hours care services operating on school sites, the relationship between the school and the service is crucial to ensure high quality children’s education and care. When the relationship is strong and collaborative, it is mutually beneficial.

Case study: Career progression and longevity

Expansion in both the number and size of outside school hours care services has resulted in a variety of emerging career paths. The diversity of outside school hours care providers creates an equally diverse need for strong leadership and management skills. The sector now offers more permanent employment opportunities including Service Managers, Regional Managers, Educational Leaders and Senior Educator roles. These enable more educators to consider outside school hours care as a meaningful, rewarding and long-term career.



“Outside school hours care services are an important part of the children’s education and care sector. Being involved in the co-design of this strategy has offered ongoing opportunities to consider the alignment between outside school hours care and other service types. Outside school hours care is a visible and valued part of the sector and this strategy.”

Kylie Brannelly,  
Chairperson of National Outside School Hours Services Alliance

“A strong and valued outside school hours care workforce is vital to supporting Australian families, including workforce participation and flexibility. Educators are unwavering in their commitment to their communities and play an important role in the growth and development of children.”

Warren Jacobson, CEO of Camp Australia, Director and representative of Outside School Hours Council of Australia



Preschools/Kindergartens

At a glance – as at 1 July 2021

- ✔ More than **3,000** approved services under the NQF – almost a fifth of all approved services nationally
- 60%** not for profit
- 32%** government run
- ★ **95%** rated Meeting National Quality Standard or above

Preschools and kindergartens (the terminology varies by state and territory) make up almost a fifth of all services approved under the NQF. They typically cater for children in the year or two years before formal schooling. On average, preschools/kindergartens are approved to educate and care for up to 39 children, with children tending to attend for fewer hours per week and per year than those children attending long day care services.

Tasmanian preschools/kindergartens and most preschools/kindergartens in Western Australia are outside the scope of the NQF.

While preschool/kindergarten staff generally experience more favorable working conditions than their long day care colleagues, preschool teachers are typically paid less than their counterparts in primary schools, despite often holding the same qualifications.

There are around 1,300 different approved providers of preschools/kindergartens under the NQF, with almost 90% of providers approved to operate a single service. The nine largest providers are each approved to operate more than 50 preschools/kindergartens, with the South Australian Government (approaching 400 services) and C&K (around 150 services)

each approved to operate more than 100 services. The New South Wales, ACT and Northern Territory governments also operate several preschools/kindergartens. Government run preschools/kindergartens tend to experience fewer workforce challenges than other service providers.

Three-fifths of preschools/kindergartens are operated by not for profit providers, with just under a third operated by governments.

Case study: Improving pay and conditions

In July 2021, the Fair Work Commission approved the Victorian Early Childhood Teachers and Educators Agreement (VECTEA) 2020. The agreement provides improved pay and conditions for early childhood staff in Victorian kindergartens. Under the agreement, experienced teachers can earn in excess of \$100,000 per annum. All educators and teachers receive above award pay increases.

Key changes in the agreement include increased employer-paid parental leave for primary caregivers, 20 days of paid family and domestic violence leave, and increased paid personal/carers' leave to 15 days for each year of service (pro-rata). The agreement also recognises the need for workforce wellbeing. As a result, staff will have access to a Wellbeing Support Program.

Additional time is also available for educational leaders for planning, and child-free days also support the workforce to plan and deliver quality services.



“Our community-based kindergartens provide quality early childhood education to children across Australia. These services reach many disadvantaged children, and children in rural and remote communities as well as metropolitan centres. They reinvest money to improve service quality, and are more likely to be rated Exceeding National Quality Standard.”

David Worland,  
CEO of Early Learning Association Australia



Family day care

At a glance – as at 1 July 2021

✓

Almost **500** approved services under the NQF

**60%** for profit

**24%** not for profit

**16%** government run

★

**55%** rated Meeting National Quality Standard or above

Family day care services are made up of individual educators providing education and care to small groups of children, usually in the educator’s own home. The educators are engaged by an overarching co-ordination scheme which monitors and provides support.

The family day care business model can offer a range of benefits and opportunities. For example, for families who prefer for their children to be educated and cared for in much smaller groups and in a home-style environment. The model can be flexible and responsive to the needs of local communities, particularly in regional and remote areas where it may not be economically viable to establish a long day care service. The compound benefits to such communities can also be significant, with an increasing number of family day care educators offering an increasing number of opportunities for parents to return to work, which in turn brings with it broader economic and societal benefits.

Family day care services also play a vital role in providing education and care to children outside of the normal operating hours of other service types. This is particularly beneficial to shift, frontline and emergency workers.

However, the family day care sector has experienced significant issues over the lifetime

of the NQF. Nationally, the number of family day care services approved under the NQF rose sharply between 2013 and 2016, from 472 services (as at 1 April 2013) to 1,100 services (as at 1 July 2016). This rapid rise led to a reduction in overall service quality across the family day care sector. Since then, the number of services has reduced to 488 (as at 1 July 2021), with an increase in overall service quality.

A sizeable portion of the services that contributed to the rapid rise may have been approved, but not commenced operation in the required timeframe, with others being operated by providers that had been found to be unsuitable or incapable.

Governments have introduced increased scrutiny and assessment of approval applications to prevent potentially unscrupulous providers entering the sector. Such measures are important, not least of all to protect the reputation of the many high quality family day care service providers in operation.

Case study: Orange City Council, New South Wales

Financial considerations are one of the biggest challenges educators face in setting up a family day care business. In a recent survey thirty eight percent (38%) of educators indicated that cost was the biggest challenge in setting up their business. As part of its Employment and Economic Development Committee initiatives, Orange City Council has committed to assisting prospective educators with start-up costs by providing a one-off payment of \$2000. The funding is expected to boost the local economy and assist with the long waiting list for children needing home-based child care in the region.



“Family day care is an essential element of Australia’s early childhood education and care landscape. Not only does the sector enable flexible workforce participation, playing a particularly important role in regional communities, but it also represents an opportunity for greater engagement of Australians in small business - family day care educators currently comprise one of Australia’s largest networks of women in small business.”

Andrew Paterson,  
CEO of Family Day Care Australia



5. Sector workforce

The [National Workforce Census](#) is a nationwide survey of children’s education and care services that collects information about service usage and staffing. It provides key information about the profile of the sector workforce, including demographics such as age, gender and diversity, as well as sector experience and service tenure.

According to the most recent [published](#) census, conducted in 2016 (preschools/kindergartens were not included as part of the 2016 census):

- a quarter of the workforce are aged under 25, half are 25 to 44 years old, with the remaining quarter aged 45 and over
- the vast majority (91%) of the workforce identify as female, with the proportion

highest in long day care services (96%) and lowest in outside school hours care services (82%)

- almost two-fifths (39%) of the workforce have over six years of experience in the children’s education and care sector
- almost a quarter (23%) of the workforce have been at their current service for less than one year.

Attracting, developing and retaining a high quality children’s education and care workforce continues to be a significant and increasing challenge across the sector. The challenge is more acute for specific parts of the workforce, notably the regional and remote workforce, and Aboriginal and Torres Strait Islander workforce.

Regional and remote workforce

Equitable access to quality services can be adversely affected by a range of factors – a lack of available services, the geographic distance required to be travelled, as well as a lack of suitably qualified and experienced educators and teachers.

Regional and remote service providers face a number of specific contextual workforce challenges, including attracting and retaining staff, as well as often limited access to training, professional development and networking opportunities.

To illustrate these challenges, as at 1 July 2021, around 10% of services in outer regional, remote and very remote areas have a temporary waiver in place for one or more of the staffing

requirements under the NQF, compared to around 6% of services in inner regional areas and major cities.

A [2019 survey](#) undertaken by the Australian Institute of Teaching and School Leadership (AITSL) highlighted that many education professionals in remote and regional settings experienced difficulties accessing professional learning opportunities, exacerbated by the cost of travel and the required travel time. There are also associated difficulties with accessing backfill, as well as inadequate technology to take advantage of online study opportunities. The frequent lack of experienced mentors also presents a challenge for newly qualified educators and teachers.



“Establishing and growing an early childhood workforce in rural and remote communities requires flexible and innovative thinking, attractive incentives, serious investment and a commitment to long-term initiatives through collaboration with government and organisations.”

Meg Mendham,  
CEO of Community Connections  
Solutions Australia

Case Study: Child Australia and BHP Billiton workforce development program ‘Thriving Futures’, Western Australia and South Australia

In 2020, Child Australia supported by BHP founded Thriving Futures to address the ongoing shortage of child care availability in the Pilbara so that all children can have access to high quality early learning experiences. The program has since expanded to include Roxby Downs in South Australia. Thriving Futures works collaboratively with local communities, government stakeholders and early learning centres to recruit, train and develop a sustainable early learning workforce through scholarships and professional development for locals seeking to upskill or retrain, supported by formal mentoring programs and business development support.

Case Study: Technology to support geographically remote and isolated early career teachers: Australian Institute of Teaching and School Leadership ‘My Induction app’

Induction is critical to new teachers’ professional growth and development. To support early career teachers, particularly in areas where they may not have access to an on-site mentor, the Australian Institute of Teaching and School Leadership developed the ‘My Induction app’. The application provides a platform for geographically or physically isolated teachers to access and engage with resources, activities and advice from mentor teachers. The app also includes a tracker which allows users to regularly assess and monitor their professional enthusiasm, self-efficacy, stress and support.



## Aboriginal and Torres Strait Islander workforce

Aboriginal and Torres Strait Islander educators and teachers have a crucial role in supporting Aboriginal and Torres Strait Islander children to grow up strong in their culture. Their presence has also been found to increase attendance of Aboriginal and Torres Strait Islander children and families at education and care services.

Based on the most recent available national workforce census data, just over two per cent of the children’s education and care workforce identify as Aboriginal or Torres Strait Islander. While the majority of these educators hold at least a certificate III level qualification, they continue on to higher level vocational and degree-level qualifications at a lower rate than their non-Indigenous colleagues.

### Case study: The rural and remote early childhood teacher scholarship program (RATEP), Queensland

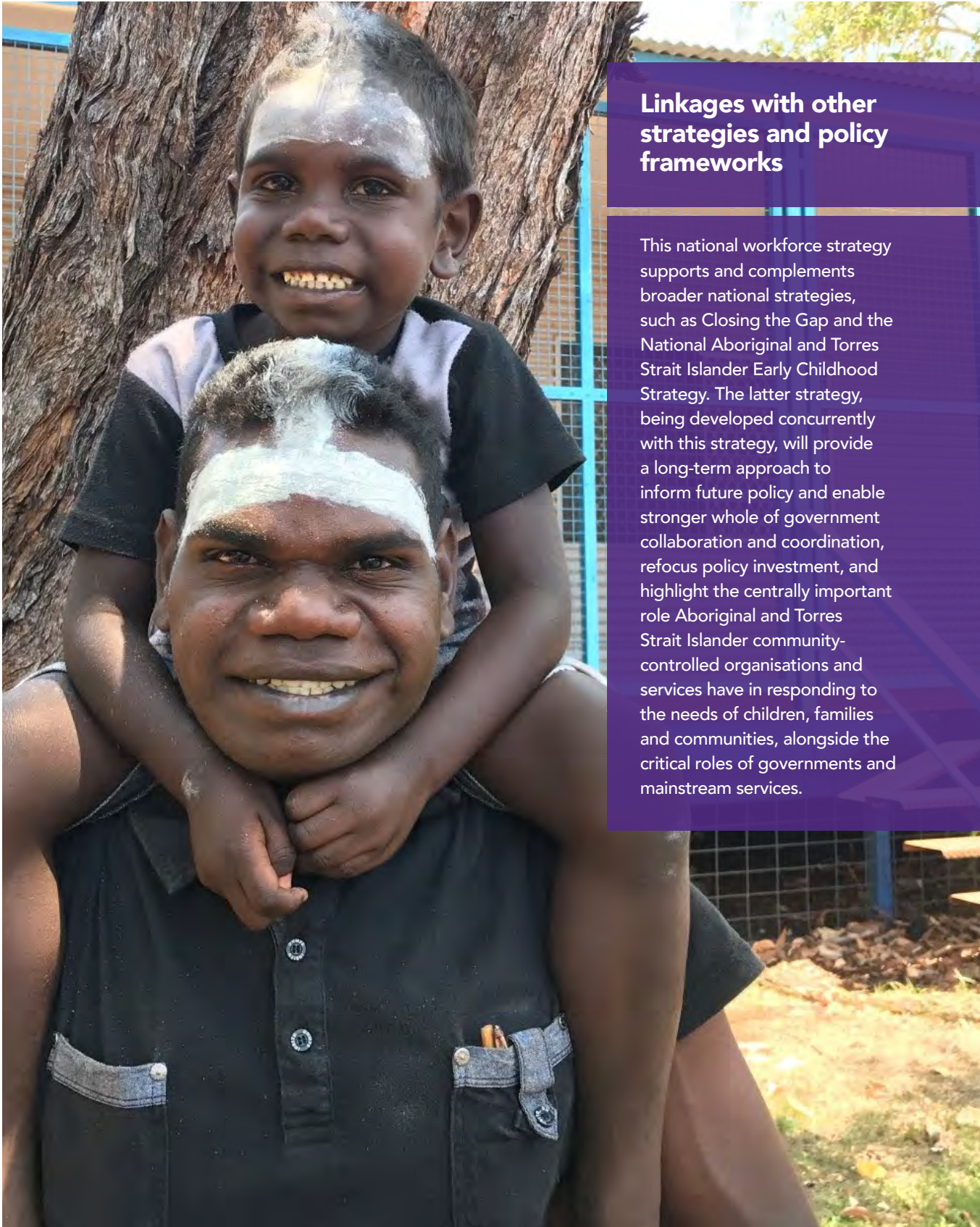
This community-based teacher education program for Aboriginal and Torres Strait Islander educators and pre-service teachers is offered across Queensland through locally based programs, support and co-ordination in community. It uses a combination of on-line and intensive residential learning, and provides ongoing individual study support. Scholarship recipients are offered pathways through the Certificate III and Diploma of Early Childhood Education and Care, and a Bachelor of Education (Early Childhood Education and Care) delivered in partnership between vocational training provider TAFE Queensland and higher education institute James Cook University.

Potential factors that may impact Aboriginal and Torres Strait Islander individuals studying and completing early childhood education and care qualifications include:

- a lack of Aboriginal and Torres Strait Islander staff in tertiary institutions
- the level of cultural competence amongst staff in tertiary institutions
- any assumption that all Aboriginal and Torres Strait Islander students are the same, including any deficit assumptions about Aboriginal and Torres Strait Islander capability
- possible stigma regarding tertiary study in home communities
- a lack of understanding of Aboriginal and Torres Strait Islander cultural commitments and obligations to family and community
- any culturally unsafe professional placement sites.

There are a range of programs that have supported the skills development and qualification attainment for Aboriginal and Torres Strait Islander teachers and educators, from regional and state-wide programs to community and service-level programs and partnerships. Common characteristics that have been identified as important to their success include:

- a strengths-based approach
- a combination of on country, online and on-campus tuition
- local mentors and/or study groups
- face-to-face visits from lecturers/trainers
- financial support for study costs, including food, accommodation and transport
- close involvement of academic staff specialising in Aboriginal and Torres Strait Islander education.



### Linkages with other strategies and policy frameworks

This national workforce strategy supports and complements broader national strategies, such as Closing the Gap and the National Aboriginal and Torres Strait Islander Early Childhood Strategy. The latter strategy, being developed concurrently with this strategy, will provide a long-term approach to inform future policy and enable stronger whole of government collaboration and coordination, refocus policy investment, and highlight the centrally important role Aboriginal and Torres Strait Islander community-controlled organisations and services have in responding to the needs of children, families and communities, alongside the critical roles of governments and mainstream services.

6. Sector qualifications

The quality of the children’s education and care workforce is critical to the success of the NQF. Higher qualifications are strongly associated with improved child outcomes as appropriately qualified educators and teachers are better able to involve children, stimulate positive interactions, and use a range of strategies to extend and support learning and development.

A fundamental feature of the NQF is the requirement for service providers to retain a highly skilled workforce through mandatory standards for formal qualifications. Since the commencement of the NQF, the proportion of qualified educators and teachers has increased across all service types.

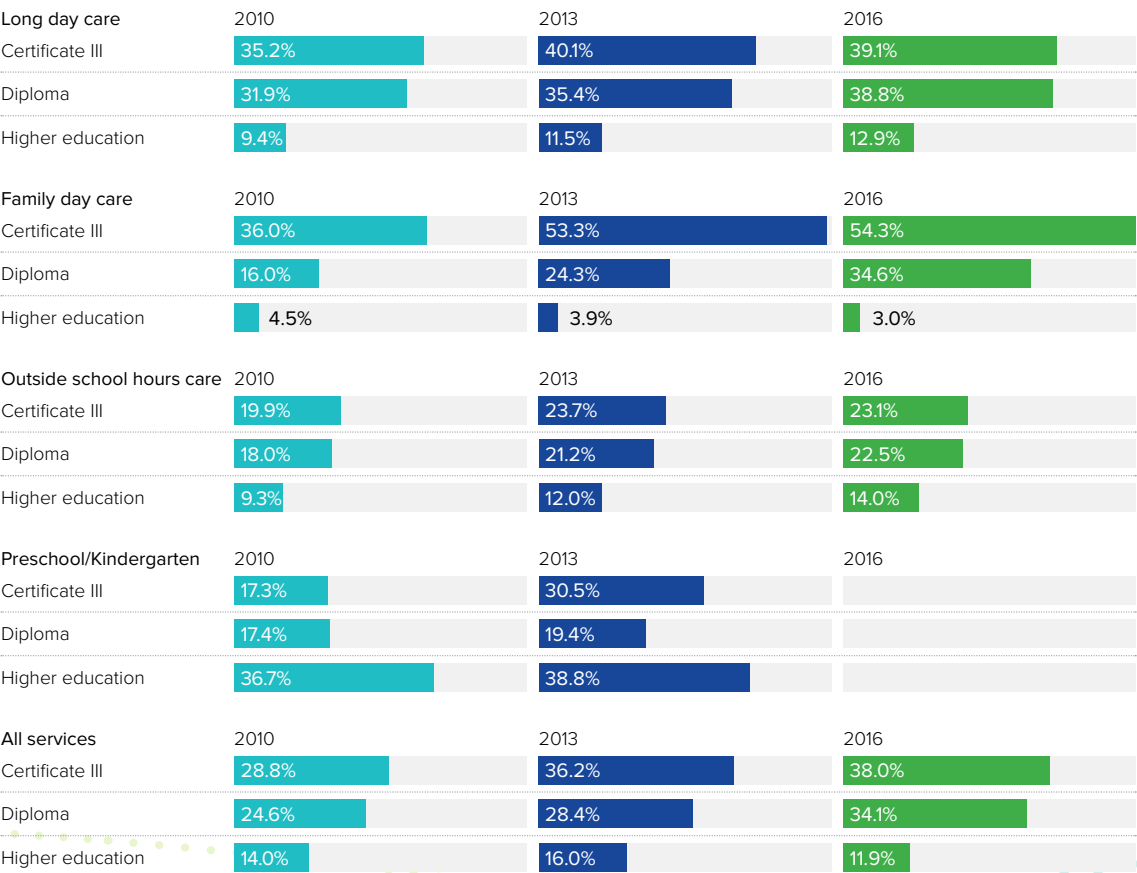


Figure 1: Proportion of qualified educators and teachers (Source: Australian Government Department of Education, Skills and Employment, Early Childhood Education and Care National Workforce Census 2010, 2013 and 2016)

Note: Preschools/Kindergartens not included as part of the 2016 National Workforce Census.

Vocational education and training

The majority of educators in the children’s education and care sector hold vocational education and training (VET) level qualifications.

More than 300 Registered Training Organisations (RTOs) are [approved](#) to deliver the nationally recognised children’s education and care qualifications published in the national training package. Courses range from six months to two years in duration and incorporate a combination of foundational skills and knowledge, with work-place assessment and mandatory work placements.

While some of the approved children’s education and care [vocational education and training qualifications](#) have experienced modest increases in enrolments in recent years, enrolments in the Diploma of Early Childhood Education and Care, a crucial qualification for much of the sector due to the qualification requirements under the NQF, have declined by more than 25 per cent.

Accessing a consistent supply of high quality, job ready educators remains a challenge across all service types. Despite a number of reforms over the past five years aimed at improving quality, many service providers continue to report that some vocationally trained educators can lack fundamental skills and knowledge, and may not have realistic expectations about working in children’s education and care.

Inappropriately short duration qualifications, variable RTO quality and insufficient knowledge of the NQF are the most commonly cited reasons for poor quality graduates. Many large providers have either established their own RTO, or established a formal partnership with one or more RTOs, to ensure an ongoing supply of higher quality graduates.

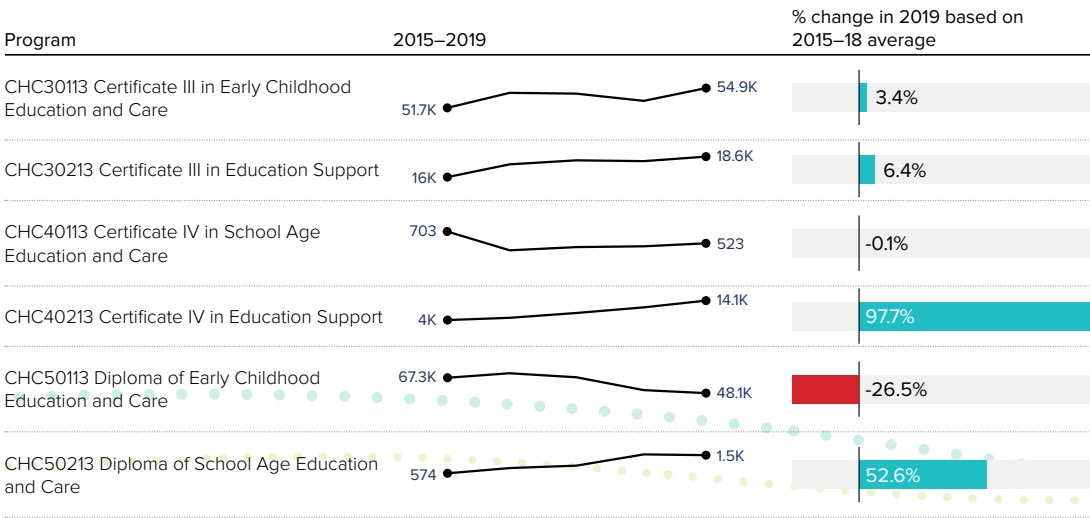


Figure 2: Change in enrolments in approved VET qualifications, 2015–2019 (Source: National Centre for Vocational Education Research Total VET Activity data 2019 accessed through VOCSTATS)



### Review of the National Training Package

In 2017, the Australian Industry and Skills Committee (AISC) commissioned SkillsIQ to review the national children's education and care vocational qualifications. The new training package was approved by the AISC in February and April 2021. As part of the review, a number of key changes have been made, including:

- strengthened assessment requirements
- increased work placement hours
- new entry requirements for the Diploma of Early Childhood Education and Care

In April 2021, the AISC also agreed:

- to the development of resources to support RTOs to undertake Recognition of Prior Learning for students with experience in the sector or other education-related qualifications
- that research be commissioned to examine the impact of the Certificate III entry requirement to the Diploma on Diploma enrolments/completions

### Expert review of the Australian VET sector

In 2018, the Australian Government commissioned an independent, expert review of the VET system. The subsequent report highlighted concerns about whether the current system can deliver the outcomes needed for the Australian economy.

Slow qualification development, complex and confusing funding models, and ongoing quality issues were cited as issues that needed addressing. Careers education, VET in schools and access for disadvantaged learners were also identified as key issues.

Skills Ministers have agreed to progress reforms under the Heads of Agreement for Skills Reform, including enhanced industry engagement, qualifications and quality reforms.

**"It is critical that educators of our children, in whatever setting, are prepared for this important role through quality vocational education. The VET sector must rise to the challenge and be able to guarantee the quality of its programs for these workers, regardless of the provider they choose."**

**Craig Robertson, CEO of TAFE Directors Australia**



### Case study: Developing a certificate III level qualification in outside school hours care

The National Outside School Hours Services Alliance (NOSHSA) together with the Outside School Hours Council of Australia (OSHCA) recognise the importance of developing a highly skilled workforce. In 2020, the opportunity arose to collaborate on the identification of foundation and entry level skills required of outside school hours care educators.

NOSHSA is leading the development of Australia's first Certificate III in Outside School Hours Care. The new accredited course will support educators to obtain the skills and qualifications required for employment as a qualified educator in an outside school hours care service.



Higher education

Initial teacher education (ITE) aims to ensure that graduates start their teaching career with the necessary knowledge, skills and attributes to be successful.

The majority of NQF approved early childhood teaching programs cover children aged birth to eight years of age or birth to 12 years of age, qualifying graduates to teach in both early childhood and primary school settings. These programs must meet both ACECQA's requirements and the *Accreditation of initial teacher education programs in Australia*:

Attracting, retaining and sustaining early childhood teachers: an ecological conceptualisation of workforce issues and future research directions

A recent study (Fenech et al, 2021) identified that ECT workforce issues in Australia are attributable to a range of interconnected factors that impact the workforce at an individual level as well as more broadly at a system level. This reinforces the importance of looking at workforce issues through a holistic frame that considers action at an individual, organisational and broader sector level.

Source: Fenech, M., Wong, S., Boyd, W., Gibson, M., Watt, H., & Richardson, P. (2021, online first). Attracting, retaining and sustaining early childhood teachers: An ecological conceptualisation of workforce issues and future research directions. Australian Educational Researcher. doi:10.1007/s13384-020-00424-6

*Standards and Procedures* endorsed by Education Ministers and implemented by state and territory teacher regulatory authorities. While there are many complementary aspects to the two sets of requirements, the Standards and Procedures are largely silent on requirements for ITE programs that incorporate practice and pedagogy in non-school settings, such as long day care services.

Early childhood teaching programs that cover children aged birth to five qualify graduates to teach in early childhood settings only, with these programs only needing to meet ACECQA's requirements to be approved under the NQF.

In recent years, reforms to ITE have placed additional requirements on birth to eight and birth to 12 teacher education degrees, most notably increased entry requirements, requirements for an additional specialisation and a standardised teaching performance assessment. While these elements in isolation should not detrimentally impact a program's early childhood components, some higher education providers report increasing pressure to negotiate less early childhood content in order to satisfy the additional requirements and broader fiscal and resourcing constraints.

Higher education providers [report](#) that up to 80% of students express a preference for a career in the school sector, rather than the early childhood sector. Of the students who teach in non-school settings upon graduation, the majority may still continue to actively seek employment in schools.



Quality Initial Teacher Education Review

In 2021, the Australian Government announced a review into ITE, specifically considering how best to attract and select high-quality candidates into ITE, and how best to prepare them to become effective teachers.

The review will inform the next suite of reforms to ITE and the accompanying accreditation Standards and Procedures for Initial Teacher Education.

Case study: Partnerships between higher education and early childhood education and care

Shine Bright EYM, a leading provider of early years education across Central and Northern Victoria, has partnered with Latrobe University to encourage dual degree (primary and early childhood education) students to consider a career in early childhood education.

The initiative involves matching students with mentor teachers, introducing students to centres and children from early in their course, and providing them with enriched professional experience placements. Initial findings suggest that the initiative has encouraged the majority of students to consider a career in early childhood.

Case study: An early childhood teacher working in a standalone community-based long day care service

"I became an early childhood teacher because I understand and value the importance of children's first five years of life. Whilst my university degree means that I am qualified to work in both prior to school settings and the early phase of school, I choose to work in early childhood education and care. We know that children's earliest experiences create the foundation for all future learning, and it is here that I feel I can make the greatest contribution and set children up for success in school and life. My centre values and supports all staff. We are paid above award wages, and have additional paid holiday leave, non-contact time and professional development opportunities. But, the fact remains, I would be paid more to teach young children in a school setting."



Early childhood teacher registration

The registration of early childhood teachers by state and territory teacher regulatory authorities formally recognises their work as part of the broader teaching profession. All state and territory jurisdictions register early childhood teachers where they meet their registration requirements. State and territory regulatory authorities' processes consider a teacher's qualifications to determine the educational setting where they can teach. Currently, four jurisdictions (South Australia, Western Australia, Victoria and New South Wales) require the registration (or accreditation in New South Wales) of all early childhood teachers working in both school and non-school settings. Apart

from in South Australia, this is a relatively new requirement, with Western Australia introducing mandatory registration in December 2012, Victoria in September 2015 and New South Wales in July 2016.

More than three-quarters of the long day care services and preschools/kindergartens approved to operate under the NQF are located in New South Wales, Victoria, Western Australia and South Australia, meaning that most early childhood teachers are required to be registered. Teacher registration requirements are underpinned by the National Framework for Teacher Registration with the

associated processes guided by state and territory legislation. The distinct role of early childhood teachers in non-school settings is not fully contextualised.

Early childhood teachers who are required to be registered must maintain their registration and progress their teaching career with reference to the Australian Professional Standards for Teachers (APST). The APST were developed before the commencement of the NQF and at a time when only one jurisdiction, South Australia, required early childhood teacher registration. They are framed firmly in terms of primary and secondary teaching, with teachers in the school system the intended audience. Some jurisdictions have since developed additional resources to support early childhood teachers in non-school settings to navigate the APST, such as evidence guides. Key challenges still remain, for example, finding early childhood mentors and support for early childhood teachers in non-school settings to progress through the career stages of the APST.

Additionally, there are often high expectations from service providers for newly graduated early childhood teachers to 'hit the ground running'. This is in contrast to the far more structured and supported program of induction and mentoring often available in the school sector. Newly graduated early childhood teachers can also often find themselves in senior positions within a long day care service, planning and developing curriculum for large numbers of children, and dealing with families around complex service management issues, sometimes without sufficient support.

**Case study: Support for new and provisionally-registered teachers**

Moving from provisional to full registration is an important step in a teacher's career and can be a deeply involved process. It requires focus, skill and a significant investment of time from both the provisionally-registered teacher and their mentor. The Victorian Department of Education and Training provides grants of up to \$2,872 to support this transition. The grants can be used flexibly by services, including to cover the cost of professional learning for mentors, or to employ staff to backfill positions to allow mentors and provisional teachers the time they need to work through the inquiry process.

To ensure experienced early childhood teachers are appropriately qualified and equipped with mentoring skills, the Department has also partnered with the Victorian Institute of Teaching and Cambridge Education to deliver the Effective Mentoring Program. The program provides two-days of professional learning throughout the year to train experienced teachers to become mentors to support provisionally registered teachers at the beginning of their careers and guide them through the Victorian Institute of Teaching's process to become fully registered.



**"The NSW Education Standards Authority (NESA) oversees the processes of teacher accreditation for all NSW teachers, including early childhood teachers. Accreditation provides a structure through which teachers are recognised as meeting the Australian Professional Standards for Teachers.**

**It safeguards the integrity and accountability of the teaching profession and strengthens the quality, professionalism and status of teaching."**

**Merise Bickley, Lead, Early Childhood, NES**



7.Recent actions (2020–21)

Governments, individual service providers and other sector stakeholders have significantly invested in a range of workforce supports since December 2019.

These initiatives, in combination with the agreed actions over the next decade (see Chapter 8), form the overarching response to sector workforce issues. The agreed actions will complement and build upon the existing initiatives, including by leveraging and targeting specific supports.

The existing initiatives include:

- tertiary scholarships
- funded traineeships
- grants programs
- financial incentives for students and employers
- professional learning programs
- targeted support for teachers located in regional and remote areas
- mental health and wellbeing programs
- communication campaigns to raise the profile of the sector
- new university, vocational education and training, and short course opportunities
- initiatives to connect job seekers with potential employers
- census and data collection activities
- professional learning opportunities
- mentoring programs
- incentives to upskill, such as employer sponsored scholarships
- offering above award pay and conditions.

Governments

Following Education Ministers’ endorsement to develop a new national workforce strategy in December 2019, governments continue to support the children’s education and care sector through a range of initiatives and actions. These are summarised below.

Australian Government

The Australian Government funds a range of initiatives to support the children’s education and care workforce including funding to support providers to attract and recruit educators and teachers. Recruitment assistance is available to employers from government funded employment services providers, such as jobactive, Transition to Work and Disability Employment Services. These providers can identify and pre-screen job seekers and organise pre-employment checks. Job seekers can be supported to build the skills they need through pre-employment programs such as Launch into Work or through the Local Jobs Program. Wage subsidies may be available for some new starters referred by an employment services Provider. Employers can advertise their vacancies for free on government run websites such as jobsearch.gov.au and the Jobs Hub. The Workforce Contact Centre is also available to help employers navigate the range of services available to them.

The Australian Government is also contributing to the training and upskilling of vocationally trained educators. The Government recently announced additional investment in the Boosting Apprenticeship Commencements wage subsidy over four years from 2020-21 to provide additional support to employers who take on an Australian Apprentice completing a Certificate II or higher qualification, including in the children education and care sector, who has a training contract that is formally approved by the state training authority.



In addition, the Australian Government recently committed additional resources to extend and expand the JobTrainer Fund until December 2022, providing access to free or low fee vocational children’s education and care qualifications for young people and job seekers.

For prospective early childhood teachers, the Australian Government is providing additional university funding under the Job-ready Graduates Package to create more university places and provide additional support for students in regional and remote Australia. The package will ensure better university funding arrangements, a better integrated tertiary system, targeted investments in national priorities, improved transparency and accountability, and more opportunities for regional, remote and Indigenous students.

The Australian Government supports Aboriginal and Torres Strait Islander students at university through the Indigenous Student Success program (ISSP). The Commonwealth provides around \$72 million in supplementary funding to 40 universities to help Aboriginal and Torres Strait Islander students get into and through university. Through ISSP universities provide scholarships, tutorial assistance, mentoring and other cultural appropriate support to help students complete their studies.

The Australian Government is also funding initiatives to support the wellbeing of the children’s education and care workforce. ‘The Mental Health in Education initiative, BeYou, led by Beyond Blue, in partnership with Early Childhood Australia and Headspace, provides educators and teachers with training and resources to support the mental health and wellbeing of children, families and their colleagues.

Australian Capital Territory

In 2020, the ACT Government released [Set up for Success: An Early Childhood Strategy for the ACT](#), a ten-year plan for early childhood education and care in the ACT and part of the Territory's [Future of Education Strategy](#).

Workforce underpins one of the four foundation streams of the strategy, recognising the need to support the ongoing professionalism of educators and teachers, as well as their contributions to children's lives. The strategy identifies immediate challenges such as improving coaching, mentoring and training, and improving pathways into the profession, as well as opportunities to contribute to systemic change at a national level through the national workforce strategy.

New South Wales

The NSW Government continues to work to ensure that support under the [Early Childhood Education Workforce Strategy 2018–2022](#) remains responsive in the current context of the COVID-19 pandemic. The key focus areas of the strategy include promotion of the role of early childhood educators and teachers as a critical part of a child's educational journey, and early education as an attractive and meaningful career; supporting the workforce to obtain qualifications and experience to prepare them for the workplace; building the skills and capability of the workforce by supporting educators and teachers to participate in professional development; and, supporting all service types to embed sustainable practices that contribute to workforce stability and reduce the impact of staff turnover.

Under the NSW ECE Workforce Strategy, the NSW Government has provided additional support for early childhood educators and teachers through the provision of scholarships, professional development and financial support for educators upgrading their qualifications. The NSW Department of Education is currently working to identify best practice approaches and consulting with the sector on new initiatives

and improvements to existing programs for all service types, including Outside School Hours Care providers, for implementation throughout 2021 and 2022.

Northern Territory

The Northern Territory's [Starting Early for a Better Future](#) plans to shape decision making about children over the next ten years. It focuses on the shared responsibility between governments, non-government organisations and community. The plan details four key themes, one of which is a Quality Early Childhood Development System. Targets under this theme include:

- Increasing the number of qualified professionals in the early childhood development workforce, including the proportion of Aboriginal people in the workforce
- Developing a workforce action plan, providing innovative workforce development opportunities.

Queensland

The Queensland Government has funded a range of early childhood workforce initiatives and programs across Queensland and in targeted priority locations. In 2020-21, grant funding was provided directly to NQF approved early childhood education and care services to support the qualification progression and attainment of educators working at their service.

Through the Department of Education, Queensland has provided further workforce support to the sector in priority locations such as:

- Mentoring ECTs pilot program to provide Early Childhood Teachers with access to a mentor to support them in their transition to full registration in two education regions;
- Remote Area Teacher Education Program (RATEP) – a community-based Aboriginal and Torres Strait Islander teacher education program offered in Queensland's remote, rural and urban areas; and
- Residential blocks to provide students living in rural and remote areas access to training.

In addition, the Queensland Government will be providing the sector with free online workforce planning modules, focused on identifying and implementing local and contextualised workforce planning strategies in their services and has worked with the sector to develop an Early Childhood Workforce Careers Campaign targeted at attraction, retention, diversity and sustainability.

South Australia

The South Australian Government continues to deliver ongoing support to reflect global knowledge and contemporary evidence-informed teaching and learning practices for preschool settings, through strengthened professional development programs and supporting resources. There are commitments in the [Early Learning Strategy 2021 to 2031: All Young Children Thriving and Learning](#) to developing high-quality educational preschool programs, as well as the skills of, and support for, preschool leaders and educators.

As one of the largest providers of preschool education, the Department for Education funds a number of employer-level initiatives, workforce programs and career development pathways for its early years teacher workforce. For example:

- The Early Career Teacher Development program - supports beginning teachers to move from the graduate to the proficient career stage of the teacher standards and achieve full teacher registration. The program involves a range of induction resources, professional learning modules, workshops and ongoing mentoring. Funding is provided to preschools to release early career teachers to participate and to support their mentoring.
- The Future Leaders Program - identifies future leadership potential and capability, and facilitates a targeted development focus for emerging leaders. The program supports four cohorts of aspiring leaders each year, with one cohort specifically dedicated to early childhood leadership.

- Orbis – the Department for Education's approach to professional learning – delivers capability building professional learning programs for preschool leaders and teachers. The current programs focus on literacy and numeracy learning for young children, through a blended approach including face to face intensives, coaching and applied learning in preschool settings.

The Department for Education is developing a department wide [workforce strategy](#) to support the long-term attraction and ongoing development of high quality teachers, leaders and support staff.

The South Australian Government has also invested in the development of skills in the Early Childhood Education and Care (ECEC) sector through a range of Vocational Education and Training (VET) approaches including:

- Subsidised Training - since 2018-19 to June 2021, the South Australian Government has subsidised training to support around 7,500 people to access skills in the ECEC sector, including qualifications in Early Childhood Education and Care, School Age Education and Care and Education Support.
- Courses/Micro-credentials - In addition to qualifications required by the ECEC sector, the South Australian Government subsidises a range of short courses in areas including Early Childhood Education and Care, Education Support Work, Lead and Mentor and Peer Leadership. For example, the Introduction to Early Childhood Skills Set - Care Practices is an introductory short course to working with young children in a childcare setting. The course covers some essential skills in baby, toddler and childcare which will count towards a future qualification.

Skilling South Australia (SSA) Projects - The South Australian Government has partnered with ECEC employers to co-design six projects, including projects to upskill existing workers in the Diploma of ECEC and entry level pathways through pre-traineeships and the Certificate III in ECEC. Project activity has included pre-traineeship activities,



non-accredited units of training and units of competency from the Certificate III in Early Childhood Education and Care and upskilling for existing workers with additional non-accredited training in specialised topics sought by employers, Diploma in Early Childhood and Care traineeships and upskilling for supervisors and team leaders to increase their management, leadership and mentoring techniques.

Tasmania

In Tasmania, the [Early Years and School Age Care Sector Workforce Plan 2017–2020](#) is managed by the Early Childhood Australia Tasmanian Branch. To date, the plan has implemented a number of initiatives, including an ‘Innovation Network’, exploring current issues and trends within the Tasmanian workforce, and an ‘Innovation Hub’, an online hub with associated resources to support the implementation of the plan. Consultation has occurred with the education and care sector to formulate a refocused Workforce Strategy for 2021 and beyond, building on the established initiatives. The revised Strategy is due for release shortly.

Victoria

The Victorian Government has implemented a range of initiatives to support and expand the workforce ahead of the statewide roll-out of Three-Year-Old Kindergarten in 2022. The Government has funded an extensive \$209.9 million workforce package to attract and retain staff and support high-quality practice, including financial incentives and scholarships to support study and work in early childhood, accelerated and supported pathways, a targeted communications campaign and early-career supports.

In April 2021, the Victorian Government published [Victoria’s early childhood workforce strategy](#) to-date and has been consulting with the sector on next steps, including roles and responsibilities, innovation and ideas for new partnerships to support and grow the early childhood workforce.

Western Australia

The Western Australian Department of Communities continues to work with the sector and the Western Australian Department of Education to help build an evidence base for future workforce decisions.

From 2020 to 2025, the Western Australian Government has significantly reduced the course fees for the Certificate III and Diploma Early Childhood Education and Care qualifications with the aim of increasing the supply of early childhood educators.

As part of the Western Australian Government’s commitment to improving access to education and care services in the regions, a \$1 million grants program will be provided to regional local governments to support them in attracting and retaining early childhood educators.

The Department of Education has implemented the Professional Practice Project (PPP) to increase the quality, supply of and support for pre-service teachers (PSTs), with a focus on regional and remote public schools and Science, Technology, English and Mathematics education. PPP offers a range of incentives, including funding for PSTs and provides coordination between schools, universities and the Department of Education.

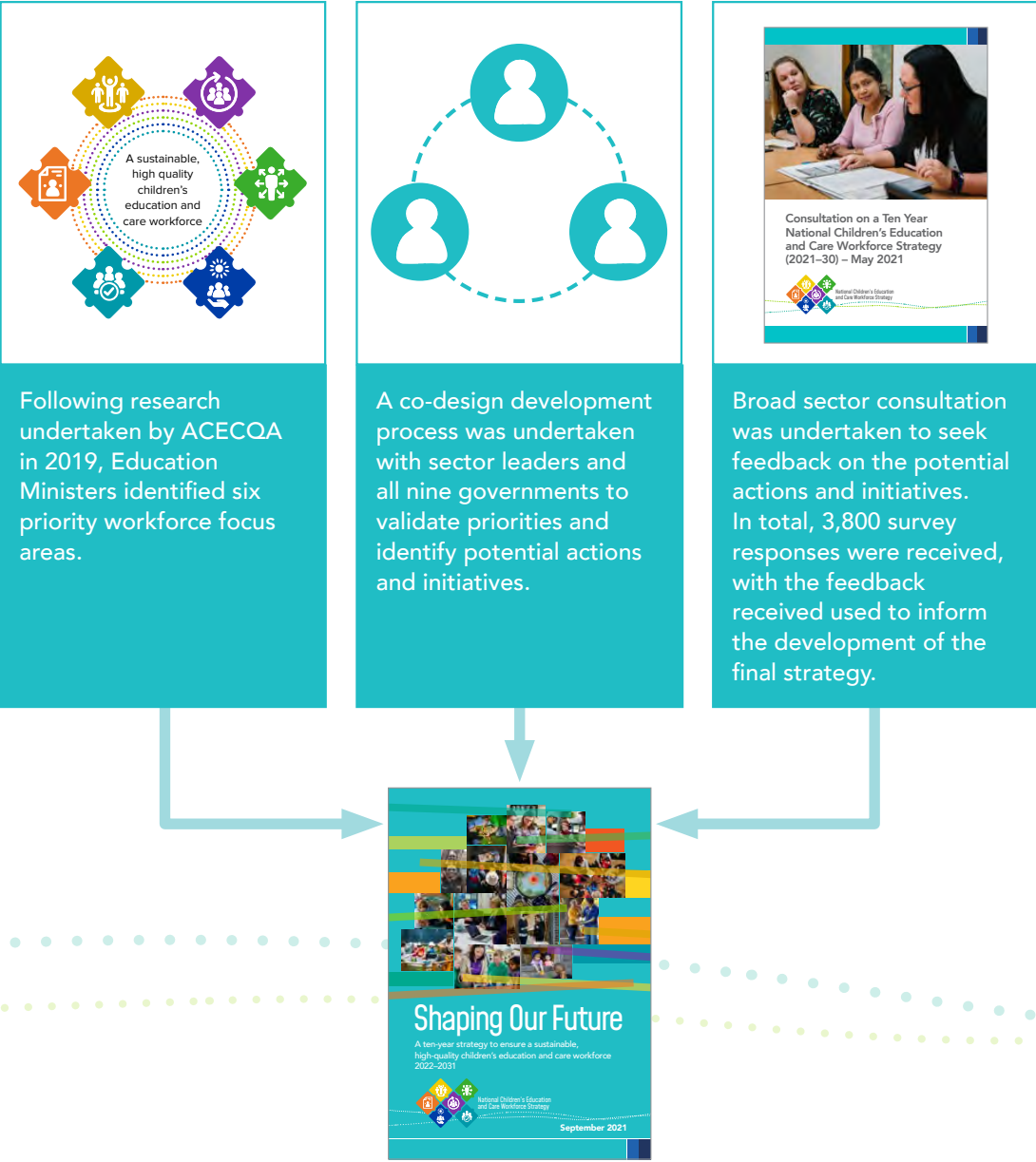
The Department of Education’s Remote Connection Program is a retention and workforce mobility strategy to enable teachers and school leaders to experience living and working in the Remote Teaching Service (RTS). The program aims to increase the number of applications from experienced educators to improve outcomes for students in remote communities.

The Department of Education, as per the School Education Act Employees’ (Teachers and Administrators) General Agreement 2019, provides incentive allowances for teachers and administrators employed in schools that form part of the Country Teaching Program and the RTS. Also, the Public Service CSA General Agreement 2019 provides payment of an allowance per annum for employees located in 13 remote locations.

8.Actions for the next decade (2022–31)

The following actions have been identified through extensive consultations and co-design discussions with national sector stakeholders and government representatives, and validated through public consultation.

In combination with recent actions (see Chapter 7), they form the overarching response to sector workforce issues.



Focus area 1 – Professional recognition



Professional recognition

Workforce professional standing, including pay and conditions, registration, and community perceptions and value.

Action	Timescale	Summary of consultation survey results
<b>FA1-1 Investigate options for improving workforce pay and conditions</b>	Short (within three years)	95% of respondents strongly support (76%) or support (19%) [n=3,349]  Ranked as the most important of all 21 actions [n=2,192]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ Comparatively lower pay and less favourable conditions contribute to attrition of qualified educators and teachers to other sectors, notably the school sector</li><li>■ There are key structural barriers that impact the sector’s ability to provide flexibility in relation to base remuneration and opportunities for career progression</li><li>■ Some service providers have demonstrated their ability to retain highly trained educators and teachers, which offers the opportunity for sharing best practice and key learnings</li></ul>		
<b>What needs to be done?</b>		
<div><b>Commission research to explore and identify the structural barriers to, and strategies for, improving pay and conditions in the sector</b></div> <p>The research will include benchmarking and comparative analysis across the sector, as well as with the school sector. It will also include case studies demonstrating where employers have been able to retain highly trained educators and teachers.</p> <p>The research will review and consider successful large scale industrial agreements, for example the Victorian Early Childhood Teachers and Educators Agreement (VECTEA), as well as their applicability to be implemented on a national scale.</p>		

Action	Timescale	Summary of consultation survey results
<b>FA1-2 Implement early childhood teacher registration in every state and territory</b>	Short (within three years)	85% of respondents strongly support (49%) or support (36%) [n=3,349]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ Teacher registration lifts the professional identity of early childhood teachers. State and territory legislated registration processes differ across the country, and the supporting frameworks are not inclusive of all aspects of early childhood teaching practice, particularly for those working in non-school settings</li></ul>		
<b>What needs to be done?</b>		
<div><b>Review jurisdiction specific requirements to enable the registration of all early childhood teachers, including those working in non-school settings</b></div> <p>The review will have regard to the Automatic Mutual Recognition (AMR) deregulation initiative to improve occupational mobility. It will also consider how the Australian Professional Standards for Teachers can reflect teaching practice in early childhood contexts and how early childhood teachers working in non-school settings will be enabled to progress through the career stages of the Professional Standards.</p>		



Professional recognition

Workforce professional standing, including pay and conditions, registration, and community perceptions and value.

Action	Timescale	Summary of consultation survey results
<b>FA1-3 Enhance mentoring and induction support for new teachers</b>	Short (within three years)	89% of respondents strongly support (53%) or support (36%) [n=3,349]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ Ongoing professional development and career progression are key elements in improving professional recognition</li><li>■ Newly qualified teachers may predominantly have theoretical, rather than practical, skills and experience</li><li>■ The nature of the sector makes it more difficult for new graduates to access experienced mentor teachers</li></ul>		
<b>What needs to be done?</b>		
<b>Consider the appropriateness of national early career teacher mentoring and induction support, following a review of existing supports that are available at jurisdictional and local levels</b>		
<p>The review will consider how effective and successful mentoring and induction support, particularly for early childhood teachers working in non-school settings, could be consistently implemented.</p>		

Action	Timescale	Summary of consultation survey results
<b>FA1-4 Promote the importance of a career in children’s education and care through a national communications campaign</b>	Medium (within six years)	88% of respondents strongly support (54%) or support (34%) [n=3,349]  Ranked as the second most important of all 21 actions [n=2,192]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ There is a clear link between the children’s education and care sector’s ability to attract high quality educators and teachers, and broader community perceptions of the sector and its value</li><li>■ The children’s education and care sector has made a very significant contribution throughout the COVID-19 global pandemic, and will continue to play a significant role in the post COVID-19 economic recovery of Australia</li><li>■ It is also important to ensure that the vital role that high quality early childhood education and care plays in children’s future educational and developmental outcomes is not devalued or overshadowed</li></ul>		
<b>What needs to be done?</b>		
<b>Coordinate a multi-channel, multi-year communications program initially promoting the societal value of children’s education and care, followed by promoting careers within the sector</b>		
<p>The campaign will be jointly owned by a cross section of sector stakeholders, reflecting the shared responsibility and commitment to the future of the workforce.</p> <p>Prior to the national communications campaign, previous initiatives will be reviewed and evaluated, including the recent Big Roles in Little Lives campaign by ELACCA and the Best Start, Best Life campaign by the Victorian Government, with the key learnings from these to be considered.</p> <p>The timing and staging of the campaign will also be carefully considered, as well as how it complements the other actions contained within this strategy.</p>		



Professional recognition

Workforce professional standing, including pay and conditions, registration, and community perceptions and value.

Action	Timescale	Summary of consultation survey results
<b>FA1-5 Agree and consistently use contemporary terminology to describe the children's education and care sector, and its workforce</b>	Medium (within six years)	91% of respondents strongly support (66%) or support (25%) [n=3,349]  Ranked as the third most important of all 21 actions [n=2,192]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ Broader community understanding and value of children's education and care impacts the professional identity of the workforce</li><li>■ Terms such as 'childcare' and 'childminding' reinforce outdated views about the role of early learning and diminish the professional worth of educators and teachers</li></ul>		
<b>What needs to be done?</b>		
<div><b>Agree and adopt contemporary, unified language to describe the children's education and care sector</b></div> <p>Language to be considered includes 'teachers and educators', as well as deciding upon 'children's education and care', 'early learning and care' or 'early childhood education and care'.</p> <p>The agreed language will be used in all future national communications campaigns, government programs and projects.</p>		

Action	Timescale	Summary of consultation survey results
<b>FA1-6 Develop options for a national registration system for educators who are not teachers</b>	Medium (within six years)	87% of respondents strongly support (51%) or support (36%) [n=3,349]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ Just as teacher registration is lifting the professional recognition of early childhood teachers and supporting them to undertake in-service professional development each year, a national registration system for educators may also achieve the same desirable outcomes</li><li>■ A national registration system has the potential to provide real time workforce data, as well as benefits for employers, such as the need to undertake individual checks of qualifications</li></ul>		
<b>What needs to be done?</b>		
<div><b>Commission research to identify options for a national registration system for certificate III and diploma level educators, including considering any appropriate international examples of successful registration systems in similar sectors</b></div> <p>The research will also consider the appropriate scope for the potential new system, including professional development requirements and supports, as well as the ongoing cost and burden.</p>		

Focus area 2 – Attraction and retention



Attraction and retention

Workforce diversity, including attracting the right people into the sector, and valuing and retaining high calibre staff.

Action	Timescale	Summary of consultation survey results
<b>FA2-1 Review and develop targeted programs to support studies and placements for specified groups of potential educators and teachers</b>	Short (within three years)	83% of respondents strongly support (36%) or support (47%) [n=2,689]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ Workforce diversity is important, both to raise the professional profile of the sector and to deliver quality outcomes for all children</li><li>■ Targeted strategies are required to overcome barriers to entry for certain groups of prospective educators and teachers (e.g. Aboriginal and Torres Strait Islander educators, and regional and remote communities)</li><li>■ Children’s education and care service providers can find navigating various government workforce related initiatives, incentives and opportunities challenging. This can impact the effectiveness of initiatives where they are most needed</li></ul>		
<b>What needs to be done?</b>		
<p><b>Based on a review of existing and previous targeted programs, engage in strategic partnerships to support target students to enrol in and complete children’s education and care qualifications</b></p> <p>The two initial national priorities for targeted workforce programs are Aboriginal and Torres Strait Islander peoples, and the regional and remote workforce.</p> <p>Consideration to be given to how different key component parts of the sector (long day care; outside school hours care; preschools/kindergartens; family day care) can best support the priorities.</p> <p>Consideration also to be given to appropriate incentives for target students to remain within the sector.</p>		

Action	Timescale	Summary of consultation survey results
<b>FA2-2 Review and streamline existing application and approval processes for overseas trained educators and teachers</b>	Short (within three years)	59% of respondents strongly support (22%) or support (37%), with 31% neither supporting nor opposing [n=2,689]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ Overseas trained educators and, in particular, overseas trained teachers often need to negotiate multiple complex assessment and approval processes before they are able to commence work</li><li>■ As Australia recovers from the impact of COVID-19, it is important to ensure that there is an attractive and accessible pathway into the country for overseas trained educators and teachers, and international students</li></ul>		
<b>What needs to be done?</b>		
<p><b>Review existing migration processes and opportunities for overseas trained entrants to the children’s education and care sector</b></p> <p>The review will consider existing skills assessment processes to ensure quality, reduce duplication and streamline the process for recognition of overseas qualifications.</p> <p>It will also consider skilled migration visa options and opportunities, including skilled migration occupation lists and requirements for international students, for prospective educators and teachers in the children’s education and care sector.</p>		



Attraction and retention

Workforce diversity, including attracting the right people into the sector, and valuing and retaining high calibre staff.

Action	Timescale	Summary of consultation survey results
<b>FA2-3 Develop an accessible suite of resources highlighting the careers and career pathways available within the children’s education and care sector</b>	Short (within three years)	84% of respondents strongly support (37%) or support (47%) [n=2,689]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ There is currently a lack of contemporary information about clear, attainable career opportunities for both current and prospective staff</li><li>■ There is also often the need to canvass various websites and information sources, rather than having a ‘one stop shop’ for careers and career pathways advice</li></ul>		
<b>What needs to be done?</b>		
<b>Develop dedicated resources regarding employment and career opportunities in the children’s education and care sector and its key component parts, and promote using existing Australian Government websites</b>		
Resources will be developed for prospective job seekers, employers and employment services providers.		
They will also be complemented by the YourCareer and MySkills websites, JobTrainer fund and National Careers Institute.		



Leadership and capability

Workforce culture, including professional development, leadership and mentoring, and management capability.

Action	Timescale	Summary of consultation survey results
<b>FA3-1 Improve access to core professional development for educators and teachers</b>	Short (within three years)	92% of respondents strongly support (58%) or support (34%) [n=2,488]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ High quality induction processes and ongoing professional development opportunities are highly valued by educators and teachers</li><li>■ Particularly in light of enduring recruitment and retention challenges, having an online suite of accessible training available to all educators and teachers would provide ongoing benefits, particularly for new entrants to the sector</li></ul>		
<b>What needs to be done?</b>		
<b>Develop an evolving suite of eLearning modules, including an ‘Induction to the NQF’ training package, with new entrants to the sector identified as a primary audience</b>		
The modules will be refined and added to over time, with future priorities for topics to be gleaned from educators, teachers and other sector stakeholders.		





Leadership and capability

Workforce culture, including professional development, leadership and mentoring, and management capability.

Action	Timescale	Summary of consultation survey results
<b>FA3-2 Improve access to an increasing range of micro-credentials for educators and teachers in areas of identified need</b>	Medium (within six years)	90% of respondents strongly support (56%) or support (34%) [n=2,488]  Ranked as the fifth most important of all 21 actions [n=2,192]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ Micro-credentials (mini-qualifications that demonstrate skills, knowledge or experience in a given subject area or capability) offer a range of opportunities beyond traditional higher education, and vocational education and training</li><li>■ Micro-credentials allow targeted upskilling in specific priority areas</li></ul>		
<b>What needs to be done?</b>		
<div><b>Develop and implement a priority list of micro-credentials for educators and teachers in recognised areas of demand and need</b></div> <p>Likely priority topics include leadership and management capability, educational leadership, cultural competency and safety, conflict resolution and challenging behaviours, information and communications technology, dealing with childhood trauma, and educating and caring for children with additional needs.</p>		

Action	Timescale	Summary of consultation survey results
<b>FA3-3 Investigate options for a national professional practice network for educators and teachers</b>	Short (within three years)	90% of respondents strongly support (52%) or support (38%) [n=2,488]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ Educators, teachers and service leaders, particularly those in regional and remote areas, can feel isolated and would benefit from access to a professional practice network to enhance their practice</li></ul>		
<b>What needs to be done?</b>		
<div><b>Consider the appropriateness of a national professional practice network, following a review of existing networks that are available at jurisdictional and local levels</b></div> <p>The review will consider how effective and successful existing networks are in order to inform the options for, and potential value of, introducing a national network.</p>		



Focus area 4 – Wellbeing



Wellbeing

Helping service providers to have strong mental health and wellbeing supports for their workforce.

Action	Timescale	Summary of consultation survey results
<b>FA4-1 Investigate options for improved wellbeing supports</b>	Short (within three years)	94% of respondents strongly support (62%) or support (32%) [n=2,374]  Ranked as the fourth most important of all 21 actions [n=2,192]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ Service providers and management have clear responsibilities in terms of workplace health and safety, as well as expectations in terms of promoting a positive workplace environment that safeguards staff wellbeing</li><li>■ The ability for educators and teachers to access an employee assistance program is very likely to depend on the size of their employer, with large providers having the economies of scale to provide comprehensive access, while single service providers are unlikely to be able to provide access</li></ul>		
<b>What needs to be done?</b>		
<div><b>Consider the viability of a range of potential wellbeing supports, notably a base level employee assistance program for educators and teachers that currently do not have access to one</b></div> <p>Other opportunities include providing resources aimed at service providers that highlight practices that can lead to a strong mental health and wellbeing culture, and encouraging providers to provide protected time for educators and teachers to access supports wherever possible.</p> <p>The viability of providing subsidised training, for example mental health first aid training, for all children's education and care services will also be considered.</p>		

Action	Timescale	Summary of consultation survey results
<b>FA4-2 Promote wellbeing resources for educators and teachers</b>	Short (within three years)	90% of respondents strongly support (48%) or support (42%) [n=2,374]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ Teachers and educators undertake professional, demanding and complex work every day</li><li>■ Many educators and teachers feel stressed by the daily demands of their roles and responsibilities, are concerned about burnout, and encounter significant challenges in finding the time to access wellbeing supports</li><li>■ Educators' and teachers' wellbeing is an increasingly urgent priority, exacerbated by the impact of being essential frontline workers during recent natural disasters and national emergencies</li></ul>		
<b>What needs to be done?</b>		
<div><b>Continue to deliver the Be You initiative, with service providers committing to provide protected time for educators and teachers to access the initiative wherever possible</b></div> <p>The Be You resources will continue to be reviewed and updated based on feedback, including ensuring their applicability to all children's education and care service types.</p>		



Wellbeing

Helping service providers to have strong mental health and wellbeing supports for their workforce.

Action	Timescale	Summary of consultation survey results
FA4-3 Initiate and promote research monitoring the wellbeing of educators and teachers	Medium (within six years)	90% of respondents strongly support (54%) or support (36%) [n=2,374]
Rationale		
■ Particularly given the recent impact of bushfires, flooding and COVID-19, there is a pressing need for contemporary longitudinal research on the wellbeing of educators and teachers		
What needs to be done?		
Commission research monitoring the wellbeing of educators and teachers over time, with the research to be promoted and supported by a cross section of sector stakeholders		
The research will investigate factors that influence educator and teacher wellbeing over time, as well as consider an appropriate framework for wellbeing, including cultural safety.		



Qualifications and career pathways

Supporting quality, improving consistency and reducing complexity, as well as enabling flexible career progression.

Action	Timescale	Summary of consultation survey results
FA5-1 Review staffing and qualification requirements under the NQF, with a focus on early childhood teachers and outside school hours care educators	Medium (within six years)	85% of respondents strongly support (48%) or support (37%) [n=2,295]
Rationale		
■ Despite increased national consistency over time since the introduction of the National Quality Framework in 2012, there remain aspects of the staffing and qualifications requirements that differ significantly by jurisdiction		
■ The most stark differences relate to outside school hours care educator qualification requirements and early childhood teacher requirements		
■ The 2024 NQF Review offers an opportunity for a thorough review of the staffing and qualification requirements under the NQF, with a focus on improving consistency, supporting quality and reducing complexity		
What needs to be done?		
Review transitional workforce regulations, recently extended until the end of 2023 in six jurisdictions, and include a specific focus on a review of the staffing and qualification requirements in the National Regulations as part of the 2024 NQF Review		
The 2024 NQF Review will consider options for appropriate and consistent national qualification requirements for outside school hours care educators, as well as consistent operational requirements for early childhood teachers across all jurisdictions.		
The focus of the thorough review will be on improving consistency, supporting quality and reducing complexity, with the overarching emphasis being maintaining the importance of a highly qualified, experienced and sustainable sector workforce.		



Qualifications and career pathways

Supporting quality, improving consistency and reducing complexity, as well as enabling flexible career progression.

Action	Timescale	Summary of consultation survey results
FA5-2 Review requirements for early childhood teaching programs under the National Quality Framework	Medium (within six years)	86% of respondents strongly support (46%) or support (40%) [n=2,295]
Rationale		
<ul style="list-style-type: none"><li>■ ACECQA's requirements for early childhood teaching programs are regularly reviewed and updated. However, there is an opportunity to undertake a specific review focussing on the contemporary and emerging skills and knowledge needed for early childhood teaching, as well as innovative design and delivery approaches</li><li>■ The review will also consider the outcomes of the recently announced national review of initial teacher education programs</li></ul>		
What needs to be done?		
<div>Undertake a review of early childhood teaching program requirements</div> <p>The focus of the review will be on ensuring early childhood teaching program requirements address the contemporary and emerging skills and knowledge needed for early childhood teaching, as well as innovative design and delivery approaches.</p>		

Action	Timescale	Summary of consultation survey results
FA5-3 Continue the ongoing focus on the quality of vocational education and training	Short (within three years)	88% of respondents strongly support (47%) or support (41%) [n=2,295]
Rationale		
<ul style="list-style-type: none"><li>■ The 2019 Joyce Review (Expert Review of Australia's Vocational Education and Training System) made 71 recommendations around six key priorities, including strengthening quality assurance, speeding up qualification development, and better careers information</li><li>■ The Australian Government is committed to strengthening vocational education and training through its \$585.3 million Skills Package Delivering Skills for Today and Tomorrow</li><li>■ In August 2020, all governments endorsed a roadmap of reform across three main streams - strengthening industry engagement; improving qualifications; and high quality delivery</li></ul>		
What needs to be done?		
<div>Ensure that intergovernmental, education and training provider, and sector stakeholder representatives provide ongoing advice and feedback regarding vocational education and training reform, including the implementation of the revised children's education and care national training package</div> <p>Stakeholders will be given ongoing opportunities to provide advice and feedback regarding the quality of vocational education and training.</p>		

Focus area 6 – Data and evidence



Data and evidence

Enhanced national data collection, analysis, and strategic discussion.

Action	Timescale	Summary of consultation survey results
<b>FA6-1 Undertake a national workforce census at least every three years</b>	Short (within three years)	67% of respondents strongly support (28%) or support (39%), with 28% neither supporting nor opposing [n=2,221]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ High quality data and evidence about workforce supply and demand enables informed policy making and strategic planning</li><li>■ Consistent feedback from sector stakeholders over a number of years indicates that the national workforce census is valued and supported, but in need of being reviewed and updated regularly, undertaken more frequently, and shared and used much more widely</li></ul>		
<b>What needs to be done?</b>		
<b>Review the implementation and outcomes of the 2021 workforce census and involve sector stakeholders throughout the future development and delivery cycles</b>		
<p>Each future census cycle will start with a review and update of the census questionnaire, including its scope and specific focus areas, as well as considering opportunities for linking different datasets.</p> <p>Future census information will be gathered in such a way to ensure that the anonymised results can be shared and used widely, and easily interpreted and analysed. There will also be the opportunity to regularly refine census questions, drop outdated content and include new content as appropriate.</p> <p>To fully realise the benefits of a comprehensive and contemporary national workforce census, any jurisdiction and sector stakeholder specific workforce censuses should complement, enhance and/or follow up on issues and trends identified through the national census wherever possible, resulting in efficiency gains and burden reductions.</p>		

Action	Timescale	Summary of consultation survey results
<b>FA6-2 Develop options for a live national workforce database</b>	Long (within 10 years)	66% of respondents strongly support (27%) or support (39%), with 31% neither supporting nor opposing [n=2,221]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ Data and evidence concerning the children’s education and care sector workforce is often not contemporary or comprehensive</li><li>■ A more ambitious alternative to a regular national workforce census would be to develop a live national workforce database containing real time data</li><li>■ However, the ongoing cost and burden would need to be considered against the added value created by such a database</li><li>■ The scope of the data to be included in the database would also need to be carefully considered</li></ul>		
<b>What needs to be done?</b>		
<b>Consult on options for a live national workforce database, including its potential scope and implementation</b>		
<p>To ensure that a live national workforce database was comprehensive, accurate and contemporary, it is likely that there would need to be new requirements placed upon children’s education and care service providers through the Education and Care Services National Regulations in relation to data entry and accuracy. This issue could be included as part of the 2024 NQF Review process.</p> <p>The scope of the proposed database would also need to be carefully considered, including whether it would capture information about all educators and teachers, and how it would interact with other sources of data (for example the Australian Teacher Workforce Dataset).</p>		

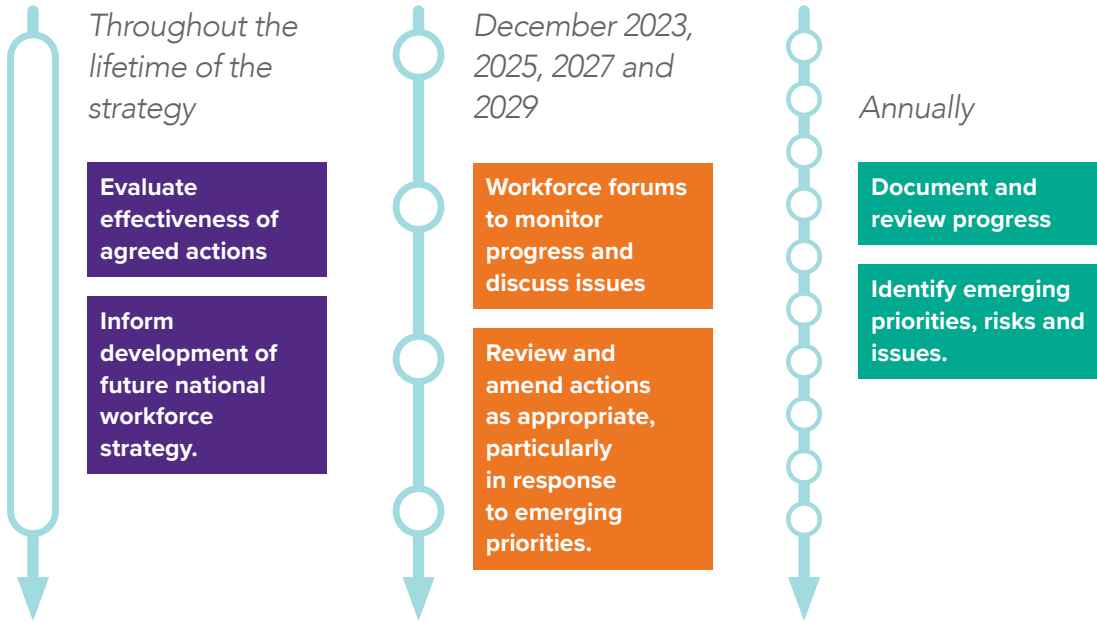


Data and evidence

Enhanced national data collection, analysis, and strategic discussion.

Action	Timescale	Summary of consultation survey results
<b>FA6-3 Commit to an evaluation plan for the national workforce strategy</b>	Short (within three years)	75% of respondents strongly support (34%) or support (41%), with 22% neither supporting nor opposing [n=2,221]
<b>Rationale</b>		
<ul style="list-style-type: none"><li>■ A shortcoming of some previous workforce related strategies, actions and initiatives has been the lack of a formal review and evaluation mechanism, which has meant there has often been limited information available about relative efficacy and impact on workforce supply</li><li>■ A long-term strategy should have an in-built mechanism for monitoring, reviewing, updating and evaluating</li><li>■ Just as with the development of the strategy, all sector stakeholders have an important ongoing role to play in the monitoring and evaluation of the strategy</li></ul>		
<b>What needs to be done?</b>		
<b>Develop and maintain an evaluation plan, including undertaking biennial stakeholder forums (December 2023, 2025, 2027 and 2029) to discuss workforce related issues and priorities, and monitor the ten-year national workforce strategy</b>		
The evaluation plan will consider each of the 21 actions in detail, including stakeholder roles and responsibilities, and any appropriate goals, objectives and outcome measures.		

9. Monitoring and evaluation



The implementation of the strategy will be overseen through an evaluation plan aligned to the six focus areas and 21 agreed actions.

The progress of the strategy will be monitored through an annual review of the evaluation plan, including analysis of workforce data and evidence, and regular cross-sector consultative activities that provide an opportunity to discuss workforce related issues and priorities.

The evaluation plan will be provided to Education Ministers on a regular basis to inform ongoing implementation activities and future priorities. Updates regarding the progress of the workforce strategy and evaluation plan will also be regularly published.

In keeping with the overarching vision of this strategy, progress made against the 21 agreed actions, including their relative effectiveness, will be monitored and evaluated in the context of having a sustainable, high-quality workforce of teachers and educators that is highly respected and valued by the broader community.

To complement this strategy, ACECQA has published an [online workforce snapshot](#) that brings together a range of different data sets to provide a sector workforce profile, as well as indicators relating to workforce demand and supply. The snapshot will be updated and refreshed regularly based on data availability.



Thank you to ACECOA, Family Day Care Australia and the Northern Territory Department of Education for providing the photographs contained within this document.

# Shaping Our Future

A ten-year strategy to ensure a sustainable, high-quality children's education and care workforce  
2022–2031



National Children's Education  
and Care Workforce Strategy

# Working Together to Build Victoria's Early Childhood Education Workforce

April 2021





The Department of Education and Training acknowledges the Traditional Owners of Victorian lands and waters, and we pay respect to Elders past, present and emerging and all Victorian Aboriginal communities.

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## Minister's message



**Early childhood is a pivotal time.  
And right now is a pivotal moment  
for early childhood education  
in Victoria.**

In 2022, three-year-old children across Victoria will be able to attend at least five hours of

funded kindergarten a week. It's a significant milestone on the road to a 15-hour per week program for children state-wide by 2029. And it's teachers and educators who will make it a success.

This paper signals the next stage in the Victorian Government's strategy to support and expand the highly skilled, dedicated early childhood workforce – the people at the heart of our nation-leading reforms.

The Victorian Government has a broad-reaching strategy to improve workforce attraction, retention, and quality. This includes investment in a \$174.2 million workforce package to attract and retain staff and support high-quality education.

This paper encourages everyone involved, including the workforce, services, providers, local, state and federal governments, employer peak bodies, unions, higher education providers, TAFEs and other VET providers, to consider how their strengths, resources and connections could be best deployed in the lead-up to the state-wide roll-out of kindergarten in 2022, and beyond.

By 2029, the reform will create more than 6,000 new jobs – we will need an extra 4,000 teachers and 2,000 qualified educators across the State. This will give children across Victoria the opportunity to have two years of high-quality play-based learning before school, led by a teacher.

Research shows that the benefits of this for children will be significant. For some, it will be profound and life-changing in terms of their future learning success, social and emotional wellbeing, and employment opportunities.

There is a clear opportunity to use the momentum and public interest generated by Three-Year-Old Kindergarten to make the most of our diverse strengths, our connections and the resources we have available.

Together, as a sector, we will continue to build the workforce Victorian children need. We will lead the way nationally in early childhood education. And above all, we will give young Victorian children the best possible early childhood education.

**Ingrid Stitt MP**  
**Minister for Early Childhood**



## About this paper

We know there is more to learn in terms of solutions to our workforce challenges, and the best ways to collaborate. The Government, and this paper, are focused on the workforce that delivers kindergarten programs. This paper is both a resource for stakeholders and a conversation-starter to facilitate discussions about roles and responsibilities, new partnerships, and innovation across the sector. It includes:

1. Strategy overview
2. Directory of existing government programs and supports to attract and retain staff, and promote high-quality kindergarten programs for Victorian children, no matter where they live
3. Call to take action together and share ideas about how we can partner for success.

The final section of the paper sets out the roles and responsibilities of everyone involved in supporting the State's workforce to deliver kindergarten programs - services and providers, employer peak bodies, unions, local, state and federal government, and vocational education and higher education providers - to help highlight areas where interests and strengths may align.

Questions and case studies are included throughout the paper to help stimulate ideas and prompt you to share information and insights with others, including through the consultation process on this paper.

The challenges ahead are significant – but so are the opportunities.

Not only is it a great time to be a prospective teacher or educator, it is increasingly attractive to stay working in early childhood education, with more opportunities to upskill and play a greater role in the shaping of your career.



## Strategy overview

Making funded Three-Year-Old Kindergarten available to children across Victoria is an ambitious undertaking. But we firmly believe that the benefits to our State, children and families will be exponential.

Due to the scale of the reforms, the Victorian Government has adopted a phased 10-year approach to the roll-out, providing support and resources to the sector at every step along the way. The Government recognises the dedication and skill of the kindergarten workforce and wants educators and teachers to feel proud of all they have achieved, and feel supported to grow and to continue to make a great contribution to the lives of Victorian children.

The strategy for the workforce is dynamic and it is important that the Government continues to work with you to adapt and modify it as needed. This includes responding to new data and evidence, and to what we learn about initiatives that are being trialled. There's also scope to learn from great practices underway in your local services.

Existing supports and resources respond to the challenges identified through consultation and research. They are organised around three themes:

1. **Attraction** initiatives improve entry pathways and perceptions of the profession, and also support and incentivise students and qualified people to upskill and complete an early childhood qualification.
2. **Retention** initiatives focus on supporting early-career and experienced early childhood teachers and educators to stay in the sector and excel in their jobs through career advancement, professional learning, and networking opportunities.
3. **Quality** initiatives are the programs, guidance, tools and resources for teachers, educators and providers to deliver high-quality kindergarten programs and build effective leadership capacity across the workforce.

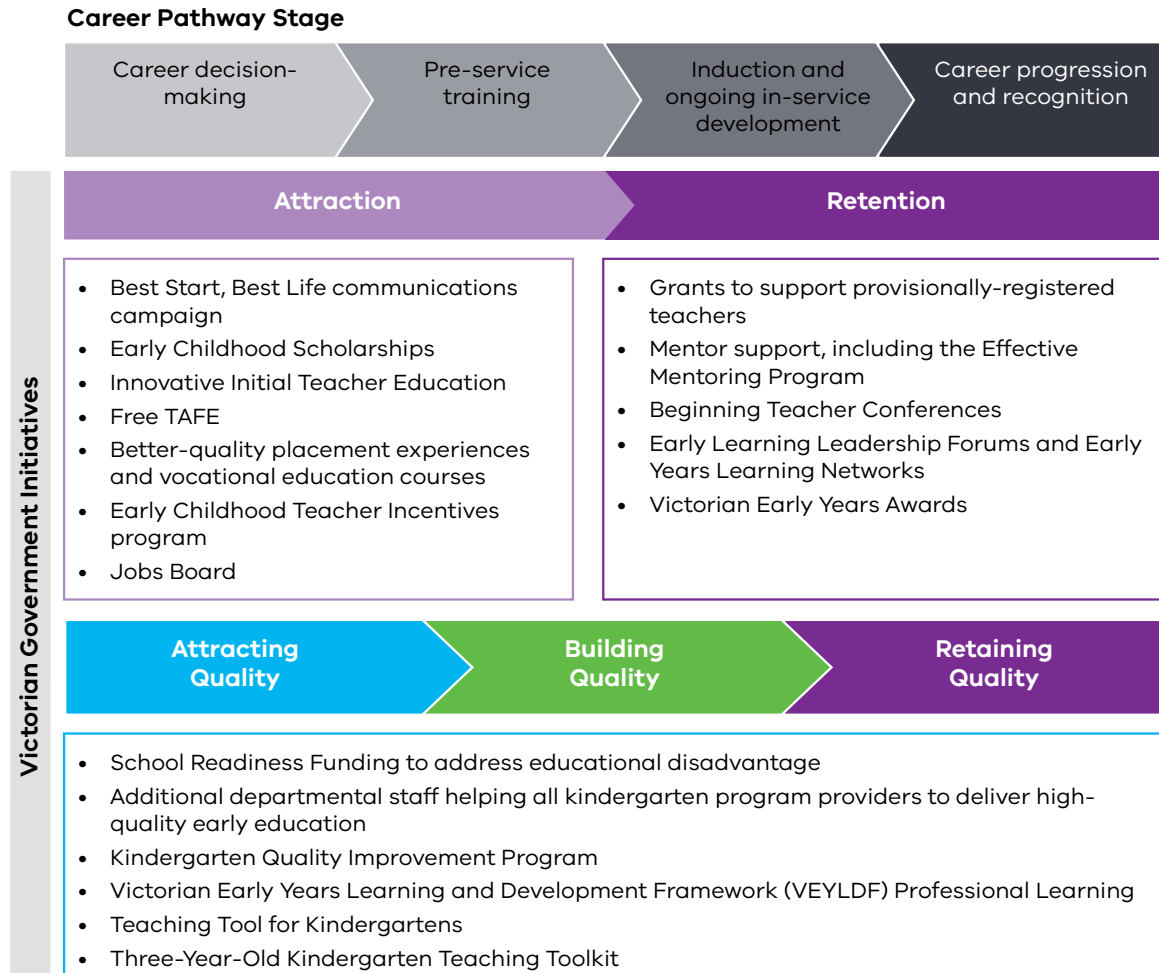
As Figure 1 shows, measures to attract, retain and improve educational quality go hand-in-hand – and all contribute towards a thriving, sustainable workforce.

The next section describes the challenges, and responses, in more detail and prompts your ideas for partnerships or similar initiatives. It also prompts you to reflect on how you can reap maximum benefit from what's currently available.





Figure 1: Flow chart illustrating strategy themes and goals, and their relationship



# Directory of programs and supports

## Attraction

### Challenges

As 2022 approaches, there is an immediate need to attract and retain dedicated, enthusiastic and reflective people to work in funded kindergarten programs. At the same time, there is a need to build the longer-term workforce pipeline. This includes making sure there is a sufficient supply of people studying early childhood education.

Helping children learn and thrive appeals to many. But other factors play a role in career decision-making.

Challenges facing the sector include negative perceptions of, and variation in, pay and conditions across services and career pathway opportunities. Together, we also need to do more to attract people with different backgrounds, to better reflect the diversity of the community, encompassing different cultural and professional backgrounds, genders and ages.

We need to promote the benefits for educators to upskill to become teachers and ensure that pre-service training supports students to successfully complete their course and transition smoothly into the workforce. And we need to continue to better promote the benefits and the support available for people to work in rural and regional areas of Victoria.

### Progress

To address these challenges, the Victorian Government has worked with the sector to introduce a range of initiatives in recent years.

These include study and employment incentives, support to upskill to a teaching qualification, and incentives to improve the diversity of the workforce and get people into jobs in rural and regional areas.

These initiatives also include a powerful advertising campaign that spotlights the profession's profound impact, highly skilled practices and long-term opportunities, as well as all the incentives and supports available.

A career in early childhood has clear intrinsic appeal. As the 2022 state-wide roll-out approaches, there is an opportunity for us to work together to capitalise on the publicity and community interest that the roll-out of [Three-Year-Old Kindergarten](#) is attracting. Questions in this section prompt you to consider how you might benefit from these attraction measures, whether directly, or by adopting a similar approach within your own organisation.



## Encouraging people to choose careers in early childhood education

### Best Start, Best Life communications campaign

The [Best Start, Best Life](#) campaign is a multi-year integrated advertising campaign aimed at attracting people to the early childhood sector by raising awareness of career opportunities and promoting the support available.

Underpinned by evidence, the campaign centres on the idea that Three-Year-Old Kindergarten gives children the best start in life, recognising that early childhood education helps to prepare children for the school years and beyond.

This state-wide campaign also seeks to attract prospective teachers and educators by encouraging people from all backgrounds to pursue a career in early childhood education, whether by changing careers, upskilling, or enrolling in courses after finishing school. It inspires and informs across various channels and includes messages about the opportunities, benefits and support available to those considering a career in the sector, or further training.

In 2021, the campaign will be updated to attract qualified teachers to positions for 2022.

## Improving the accessibility and quality of pre-service training

### Early Childhood Scholarships

[Scholarships](#) of up to \$25,000 are encouraging and supporting people to study to become early childhood teachers, with up to \$34,000 available for Aboriginal people to study through the Early Childhood Aboriginal Pathway Scholarships.

Since 2018, more than 1,940 scholarships have been awarded under the program.

Scholarships remain open for school-leavers, career-changers, existing students with eligible early childhood qualifications, and educators upskilling to become teachers.

### Your thoughts?

What communication resources would benefit your own recruitment efforts? How can the Department support these efforts?





### Gowrie Victoria – supporting educators to become kindergarten teachers

Gowrie Victoria has a strong culture of professional development. Early Learning Manager, Alistair Gibbs, embraces his leadership role in supporting and encouraging educators to build on their strengths and knowledge. 'Each year we have an Individual Performance Reflection Plan, where we ask our educators what their goals and areas for development are for the year,' he says.

For Jessie Gunstone, an educator at Gowrie's North Carlton service, this supportive environment meant she felt ready to study a Bachelor of Early Childhood Education. 'It had been a while since I'd finished my Diploma and I was ready to increase my knowledge and challenge myself,' Jessie says. Jessie's 2021 plan speaks to her study goals and has allowed Alistair to provide specific support: helping her apply for an Early Childhood scholarship, setting up contacts within Gowrie for mentoring, and adjusting her role in the service to support her in her studies.

Jessie is excited about her career ahead. 'I just love what I do. I laugh every day at work. I love guiding children and watching as they understand something or discover something. This is where I can make the biggest difference in the lives of people and help set them up for a life of learning and discovery.'



### Innovative Initial Teacher Education

Early childhood educators with an approved diploma-level qualification are able to apply to complete an accelerated bachelor degree at Deakin University, while continuing to work in their early childhood service. Students are eligible for a scholarship valued at \$30,000 and receive extra supports, including mentorship and time release for study, to help them complete their degree in 18 months thanks to a trimester model of study and recognition of prior learning. Ninety students started in 2021, and applications for study in 2022 open in August. Unsuccessful candidates may still be considered for other early childhood teaching courses at Deakin University, as well as for Early Childhood Scholarships of up to \$34,000.

#### Your thoughts?

Are there other ways to support more 'earn and learn' models to make opportunities to study early childhood teaching more sustainable and appealing?

What are some other innovative opportunities that could be explored for upskilling educators to become teachers?

What actions can the Commonwealth Government, higher education providers and other stakeholders take to increase the number of people studying early childhood education?



### Free TAFE

[Free TAFE](#) is making it easier for people to study to become early childhood educators. In 2020, the Certificate III in Early Childhood Education and Care, and the Diploma of Early Childhood Education and Care, were added to the Free TAFE course list. More than 3,100 students commenced these courses last year – more than double the number in 2019.

#### Free TAFE rekindles Haira's early childhood ambitions

Haira Hussein has a deep-seated belief in the importance of early childhood education. Growing up in Sri Lanka, it was her dream to become an early childhood educator. But Haira had to put her professional plans on hold to raise her three boys and build a home with her husband after they migrated to Australia over a decade ago.

Then, once her boys were at school, Haira had the time to contemplate the next chapter in her life. After doing some research, she was very excited to learn that she could study a Diploma of Early Childhood Education and Care tuition fee-free.

Haira has nearly completed the course at Chisholm TAFE in Dandenong. 'It has been an amazing experience,' she says. 'I would not be this close to becoming an early childhood educator were it not for Free TAFE.' Haira's passion is reflected in her grades, and she is on-track to graduate among the top students in her class. She is grateful for the course that rekindled the dream she first conceived as a child.

#### How Free TAFE helped Ethan play to his strengths

Like many school leavers, Ethan Drummond found it nearly impossible to decide the career he should pursue. Although he had a rough idea of what his strengths were – he was good with children and passionate about learning – he wasn't keen to be saddled with a huge HECS debt. Then he saw an advertisement for Free TAFE, and applied and was accepted into the Diploma of Early Education and Care at Gordon TAFE in Geelong.

A year later, Ethan is certain he made the right decision and is already considering a Bachelor degree following a year of on-the-job training.

Ethan is also keen to dispel lingering myths about educating pre-school children, particularly among men. 'There needs to be a lot of educating the community about the important role of educators and teachers. It's important for children to see men in nurturing positions and for them to have positive male role models at an early age,' he says.

## Better-quality placement experiences and vocational training courses

Victoria's future early childhood workforce is dependent on students of early childhood education having access to a range of opportunities to build their capabilities and experience placements in different settings. Students' timely completion of their qualification is critical not only to their immediate opportunities for employment, but also to future workforce sustainability. Without the support of early childhood services across the sector, there are risks to workforce supply.

Early Childhood Professional Practice Partnerships between kindergarten program providers and four Victorian universities are helping to improve placement experiences of aspiring teachers. Funding is provided for a university site director to coordinate partnerships with kindergartens, provide placements and networking opportunities for students, support mentoring for pre-service teachers, and help students successfully transition into the workforce.

The Victorian Government has engaged the Apprenticeship Employment Network (AEN) to assist students undertaking a Certificate III in Early Childhood Education and Care or a Diploma of Early Childhood Education and Care to find work placements in 2021. AEN works collaboratively with Victoria's TAFE network and Learn Local Registered Training Organisations to connect students with early childhood services that have expressed interest in hosting a student on placement.

We have also partnered with Chisholm Institute to develop a suite of high-quality early childhood teaching and learning materials to support the delivery of the Certificate III and the Diploma. Further work is underway to develop and pilot an independent assessment, targeted at completing Certificate III trainees to enhance quality.

## Getting people in jobs – when and where we need them

### Early Childhood Teacher Incentives program

Early childhood teachers are eligible for financial incentives of up to \$50,000 to take up positions at identified services delivering Three-Year-Old Kindergarten in hard-to-staff areas. Teachers get an upfront payment followed by regular payments for up to three years to support them to stay in the community and at the service. A specialist recruitment agency is also working with the Department to support services and providers to help employ new teachers in areas that find it difficult to attract staff.

### Jobs Board

To assist the sector to successfully advertise and fill positions, the Victorian Government is launching a centralised early childhood jobs board that will be available to the sector for free from mid-2021. The Jobs Board will support service providers with their recruitment and make it easier for prospective teachers and educators to find jobs that suit their work preferences. The Jobs Board will also provide information on available Early Childhood Teacher Incentives and other offerings from the Department.

### Your thoughts?

How can local government, kindergarten providers and other stakeholders, supported by the Department, encourage more local community members to enter the early childhood profession?

And how could we all encourage existing early childhood professionals to stay in communities in need – or move to areas in need?

What have been your experiences in filling 'hard-to-staff' roles? What has worked, and what were the circumstances?

What actions have you taken that have been successful in improving workforce attraction?



### Going regional ‘the most satisfying experience’

Meg Ellard had almost 10 years’ experience as an early childhood teacher when she was supported by a Victorian Government grant to move from Melbourne for a position in South Gippsland.

‘When I heard the funded three-year-old program was happening, I really wanted to make sure it was a success and I wanted to bring my experience of teaching three-year-olds to the role.’

Meg helped set up the new three-year-old program at Fish Creek Kindergarten and she is now part of the community. She says the experience has been the most satisfying of her career.

‘I can’t recommend the experience of relocating and setting up a program in a service more highly,’ Meg says. ‘In regional areas, the teachers are really looked at as community leaders. You can play a really important role in making sure the families are well-supported.’



### Culture of support helps many staff to upskill and builds a local workforce

St Arnaud Early Learning Centre is a small centre excelling in upskilling its staff. Operated by North Grampians Shire, in a small, relatively isolated community, the service also works closely with the local secondary college to build the profile of early childhood as a career option. This includes having students enrolled in VET through their school and Charlton TAFE gain work experience in the service. Among existing staff there are:

- two Diploma qualified educators upskilling to the Bachelor, both of whom have received Victorian Government scholarships
- one Certificate III educator upskilling to a Diploma through the Free TAFE initiative
- one Diploma educator upskilling to an Advanced Diploma
- one industry-based Certificate III educator upskilling to the Diploma
- two Bachelor-qualified teachers with a third about to qualify.

This work will ensure St Arnaud’s has a pool of early childhood staff available in its community, ensuring sustainable service provision well into the future.

## Retention

### Challenges

Retaining early childhood teachers and educators is a challenge across Australia and internationally.

We know that variability in pay and conditions, lack of professional and peer support, and limited progression opportunities are key issues.

Mentoring, high-quality professional development and career advancement opportunities are critical. Strong, supportive leadership can also make a big difference, by helping to build a culture that allows professionals to play an influential role in their work, and that recognises work well done. These factors all play a major role in staff retention, reducing turnover and resourcing costs, and improving the quality and appeal of services.

### Progress

Working with our partners, the Victorian Government has introduced a range of initiatives over the past few years to keep people in the sector and support them to excel in their jobs.

These measures complement our 'attraction' measures, and include support for new graduates, professional development opportunities and initiatives to build professional networks and improve the identity of all levels of the workforce.

Here, we outline the measures available and encourage ideas for collective action. It's important to recognise that the expansion of Three-Year-Old Kindergarten will increase the number of qualified teachers in many smaller early childhood services, bringing new opportunities to enhance peer learning and supports.

### Your thoughts?

What planning is your organisation doing to employ and retain staff?

How can pay and conditions be used to increase retention?

## Support for new and provisionally-registered teachers

### Grants to support provisionally-registered teachers

The provisionally-registered teacher's journey to become fully registered with the Victorian Institute of Teaching (VIT) is a deeply involved process that provides a strong foundation for a career of high-quality teaching practice. It requires focus, skill and a significant investment of time from both the provisionally-registered teacher and their mentor. [Grants](#) of up to \$2,872 are available to support this transition. So far, more than 1,000 grants have been awarded. The grants can be used flexibly by services, including to cover the cost of professional learning for mentors, or to employ staff to backfill positions to allow mentors and provisional teachers the time they need to work through the inquiry process.

### Mentor support, including the Effective Mentoring Program

The first years of early childhood teaching are rewarding, and even exhilarating, but they can also be overwhelming. We know that dedicated support from an experienced teacher can make all the difference.

The Effective Mentoring Program provides two-days of professional learning throughout the year to train experienced teachers to become mentors. Participants learn how to guide provisionally-registered teachers through an inquiry approach to develop their practice and collect evidence that meets the Australian Professional Standards for Teachers at the Proficient Teacher level (required to achieve full registration with the VIT).

This program ensures participants meet the minimum requirement to be recognised by the VIT as a trained mentor approved to support provisionally-registered teachers.

### The value of mentoring

After Neelika Edirisinghe graduated from a Bachelor of Early Childhood Education in 2017 she began working as a provisionally-registered teacher in a long day care service. Unfortunately, the service wasn't able to give her the support she needed to achieve full registration with the VIT. Neelika was unsure about the requirements for registration and it was difficult for her to take time off to undertake the inquiry process. As a result, Neelika had to extend her provisional registration.

When Neelika left that service and connected with her mentor, Rachel, everything changed. 'Rachel was very supportive, very understanding and encouraging. She explained everything clearly to me, gave me a timeline and broke it down, step by step. I could reach her anytime by email, and she gave really valuable feedback.' Now fully registered, Neelika is extremely grateful for the mentor support from an experienced teacher like Rachel. 'Mentors are so important for new teachers. This experience has really made me want to be a mentor myself.'

### Beginning Teacher Conferences

Annual Beginning Teacher Conferences for first-year early childhood teachers induct and welcome people to the profession and create opportunities to build important peer support networks. They also help to strengthen professional practices.

Conferences are delivered annually but were unable to run in 2020 due to ongoing uncertainty around coronavirus (COVID-19) restrictions. To support early career teachers who were impacted by the restrictions, a series of free, interactive webinars in Terms 1 and 2, 2021 are providing tailored practical advice to teachers in their first few months of practice. Conferences are scheduled to resume from August 2021, with registrations opening in June.





## Leadership skills and networking opportunities

### Early Learning Leadership Forums

Early Learning Leadership Forums bring together early childhood leaders to strengthen communication, consultation, co-design, and leadership skills across the sector. In 2020, 13 Leadership Forums were held for leaders in Long Day Care and Kindergarten services across Victoria. This included four regional forums attended by more than 1,000 early childhood leaders. From Term 3, 2021, two forums will be held each year in 17 different locations across Victoria to reach and connect leaders in their local areas.

### Early Years Learning Networks

Since launching in early 2021, Early Years Learning Networks are bringing together early years professionals, including both teachers and educators. Seventy networks will be built across Victoria, with each meeting four times a year to collaborate, enhance professional identities and share best-practice strategies.

### Victorian Early Years Awards

Now in its 16th year, the annual Victorian Early Years Awards celebrate early childhood leadership, outstanding achievement, exceptional dedication and innovation in improving outcomes for children (from birth to eight years old) and their families. Award categories focus on improving engagement in learning, supporting parents, building collaborative community partnerships, improving health and wellbeing, exemplary practice, leadership, and significant service improvement. Winners in each category receive a grant of up to \$15,000 to support their nominated activity or professional development. The finalists and winners in each category are also eligible to win the prestigious Minister's Award, selected by the Minister for Early Childhood.

### Your thoughts?

How can your service or organisation build on the Victorian Government retention initiatives to strengthen professional learning and recognition, and build stronger career pathways for teachers and educators?

Is there anything else you'd like to mention that has been positive in retaining staff?

What actions have you taken that have been successful in improving workforce retention?

## Quality

### Challenge

In addition to supporting a growing workforce, we need to focus on quality as this is what has the biggest impact on children's learning and developmental outcomes. The most powerful factors influencing quality across age groups and service settings are the skills, qualifications and training of our dedicated workforce.

Local and international research continues to show that child-staff interactions, and how staff structure children's activities, are the primary ways early childhood education benefits children.

### Progress

The Victorian Government has introduced a suite of initiatives that focus on supporting high-quality practice, including providing the tools and resources for teachers and educators to deliver high-quality kindergarten programs.

A strong focus on quality is critical to our early childhood system, and is particularly important throughout the roll-out of Three-Year-Old Kindergarten. This section aims to inform and inspire you about how we can give our teachers and educators the additional support they need so that children can reap the full benefits of two years of high-quality kindergarten.



## Helping all kindergarten services deliver high-quality education

### School Readiness Funding to address educational disadvantage

[School Readiness Funding \(SRF\)](#) is an Australian-first initiative. It provides funding to services for programs and supports that benefit children across the state, particularly children more likely to experience educational disadvantage. A big focus of the initiative is on building the capacity of early childhood teachers and educators, to ensure they have the most positive impact on child outcomes.

In 2021, SRF reached over 82,500 children in approximately 2600 kindergarten services, including all those run by Aboriginal Community Controlled Organisations. SRF is a permanent commitment and this year will reach children attending all funded kindergarten programs in Victoria – representing a 10 per cent increase to total funding for the State's kindergarten system.

### Coaching teachers, improving services: Corangamite capitalises on School Readiness Funding (SRF)

SRF can be used to develop teachers' skillsets in ways that suit the needs of their local community. The seven kindergarten services managed by Corangamite Shire Council were able to pool their SRF in 2019 and 2020 to purchase coaching services for teachers.

A particular focus of coaching was on training teachers in ways to engage families in language and literacy activities with their children.

As a result of the coaching, teachers report feeling that they are able to take risks in their pedagogy to try new things, knowing that the coaches are there to drive improvement. Engaging in meaningful and authentic partnerships with families and the wider community and shire services system is a key focus for Corangamite Shire Council.



### New Early Childhood Improvement Branches

Seventeen dedicated Early Childhood Improvement Branches have been created across Victoria over the past few years. These branches bring together staff with specialist early childhood expertise to work with early childhood staff, services, providers, local councils and the community. The aim is to provide practical, local support to implement early childhood reforms and improve quality.

Feedback from the sector indicates the new branches are guiding the implementation of SRF and Three-Year-Old Kindergarten, providing guidance during the coronavirus COVID-19 pandemic, and supporting collaboration and best-practice sharing.

### Kindergarten Quality Improvement Program

This professional development program provides intensive, targeted support to early childhood services with identified quality improvement needs. It aims to lift the quality of these services to improve outcomes for children to continue their learning and development into school.

Since 2018, the program has and continues to support around 270 early childhood services rated as 'Working Towards' the National Quality Standard or identified as requiring support. This year, it will be expanded to support more services requiring additional help to improve quality.



### Resources to help teachers plan and deliver quality programs

A range of resources and professional learning programs continue to be offered by the Department to help the early childhood workforce achieve the Early Years Learning Outcomes outlined in the Victorian Early Years Learning and Development Framework (VEYLDF) since it was introduced in 2009.

The [FUSE platform](#) provides educators with access to thousands of digital educational resources that can be used by young children and their families when they are learning from home. FUSE and the Department's website also offer a range of online webinars, teaching guides, and up-to-date resources aimed at bringing teachers' practice in line with the VEYLDF outcomes and practice principles.

VEYLDF practice guides and literature reviews are also available from the Victorian Curriculum Assessment Authority (VCAA), and staff across the workforce can subscribe to the VCAA Early Years Alert to stay up to date with the latest news and features on early childhood research, policy and practice.

#### Learning from home webinars

In response to the coronavirus (COVID-19) pandemic, five free [Learning from Home Webinars](#) were delivered in Term 2, 2020. They attracted 5,217 attendees/live viewings (approximately 1,000 educators per live session) and continue to be accessed on demand. A further Masterclass series was offered in Term 3, 2020 focused on optimising the use of online technology. This series attracted over 8,300 attendees/live viewings across the seven sessions and is now accessible on-demand via the Department's website.

### Teaching Tool for Kindergartens

This [online, observation-based tool](#) is designed to be used by early childhood teachers to support best assessment for learning practice aligned to the VEYLDF. It will build the capacity of teachers and educators to understand and respond to children's strengths, interests and abilities through an ongoing cycle of observation, analysis, planning, implementation and reflection. The information generated by the tool will also help teachers and educators to take action to support a child's transition to school.

In 2021, the tool will be piloted and evaluated in over 50 kindergarten services. This will inform the future use of the tool in kindergartens, including what professional learning is needed to support its use.

### Three-Year-Old Kindergarten Teaching Toolkit

The [Three-Year-Old Kindergarten Teaching Toolkit](#) is designed to help services in their first year providing Three-Year-Old Kindergarten. It supports early childhood teaching teams to deliver high-quality educational programs aligned to the VEYLDF and appropriate to the learning and development needs of three-year-olds. The toolkit includes a box of educational resources (including tip sheets, posters, books and online learning vouchers), professional learning materials and website content.

#### Your thoughts?

What aspects of quality should we focus on together during the roll-out of Three-Year-Old Kindergarten?

What actions have you taken that have been successful in improving the skills and capabilities of the workforce?



## Taking action together

The early childhood sector is diverse. But it does not always make the most of its strengths, or see itself as a collective force.

The previous section outlined responses to workforce challenges to help stimulate ideas for further action. It's now time to come together to share ideas and information, and capitalise on the sector's combined knowledge, expertise and power.

### Understanding our roles

Many different stakeholders are integral in supporting the workforce to deliver high-quality kindergarten programs. Clarifying roles and responsibilities will help us to connect with others and see where opportunities lie.

<b>Victorian Government:</b>	Responsible for kindergarten policy, funding and direct support, the regulation of early childhood services (through QARD), plays a role as system steward, and develops policy for, regulates and contributes funding to vocational education and training
<b>Commonwealth Government:</b>	Contributes funding through the National Partnership on Universal Access and the Child Care Subsidy, as well as policy, regulation and funding contribution for tertiary education and funding for Australian Children's Education and Care Quality Authority (ACECQA) to administer the National Quality Framework. This includes lead responsibility for the sufficient supply of people studying early education
<b>Local governments:</b>	Play a key role in strategic planning and provision of early childhood services and facilities within their community, including local workforce supply and demand
<b>Services and providers (including local governments and Early Years Management organisations that deliver kindergarten programs):</b>	Understand their workforce needs and play a critical role in attracting, upskilling and retaining staff – including by using the opportunities listed in the previous section of this paper
<b>Higher education and vocational education providers:</b>	Play a lead role in providing a sufficient supply of early childhood teachers and educators, including by providing attractive study opportunities
<b>Peak bodies and unions:</b>	Represent employees and employers and play a key role in promoting the profession and negotiating terms and conditions of employment



### Walking the talk

Consultation and meetings on this paper start in April 2021. The aim is to nurture relationships and build new partnerships across the sector that will take immediate action to:

- promote and communicate the roll-out of Three-Year-Kindergarten and the workforce opportunities for Victorians
- improve the status of early childhood education careers, working to address misconceptions
- support the upskilling and professional development of early childhood teachers and educators
- expand early childhood career opportunities and increase Initial Teacher Education enrolments, and ensure high-quality, timely placements for educators and teachers in early childhood services
- create place-based solutions to attract and retain a high-quality workforce throughout Victoria
- share best practice on delivery models for a high-quality, rewarded and engaged workforce
- share data and evidence to better understand our shared workforce challenges and to learn more about the effectiveness of tested solutions.

### Examples of success

We know that all partners are committed to the reforms. And already, there is some great work underway to build supply and quality across the sector.

Early childhood staff, services, providers and local councils have worked closely with the Department's Early Childhood Improvement Branches to take practical steps to address the challenges of staffing Three-Year-Old Kindergarten. These include developing or adapting programs to be as efficient as possible, optimising the use of existing teachers and educators.

### Bass Coast Shire – partnering to support workforce development

Bass Coast Shire is taking an active role in supporting services to prepare for the rollout of Three-Year-Old Kindergarten. As more people move to the region, a key challenge is growing the early childhood workforce, and the council knows that services cannot do this alone.

The council is offering to promote job vacancies via its central careers page. It can help services draft the advertisements and include promotional material about living in Bass Coast Shire. These jobs will be shared with local TAFEs, on local Facebook and LinkedIn pages, and with local recruitment agencies.

The council is also partnering with Bass Coast Country Universities Centre (CUC), Federation University and Chisholm TAFE to promote local study opportunities. The aim is to encourage at least 15 students to enrol in the Bachelor of Early Childhood Education so that it can be delivered from the Bass Coast CUC in Wonthaggi.

Funding from the Victorian Government to implement a Kindergarten Central Registration and Enrolment Scheme will also assist Bass Coast Shire to understand workforce demand, in addition to strengthening access and equity to kindergarten across the community.

Bass Coast Shire is keen to collaborate on more place-based solutions and is engaging closely with partners such as the local Early Childhood Improvement Branch and the Municipal Association of Victoria to consider opportunities.

### Alpine Children's Services – a multipronged approach

Alpine Children's Services (ACS) is a funded Early Years Manager of four kindergarten services in the Alpine Shire, where funded Three-Year-Old Kindergarten has commenced in 2021.

Tanya Scott, CEO of ACS, says workforce challenges are the biggest concern for services. 'Staff are the core of the business. Without staff we've got nothing,' she says. As a relatively remote region with a growing population and increasing housing costs, it can be difficult to attract qualified educators and teachers from outside the Shire. ACS has had to be creative and use multiple levers to support workforce needs. However, it remains an ongoing challenge. Their initiatives include:

- encouraging and supporting existing staff to upskill, including support staff so they can cover breaks and assist with backfill
- working closely with local secondary schools to offer work experience and support VET pathways for interested students
- applying for and receiving Victorian Government grants to support qualified teachers to take up roles in the region
- surveying families to understand local preferences and explain the benefits of multi-age programs to be able to deliver Three-Year-Old kindergarten
- flexible and new staff rostering to maximise coverage
- offering attractive pay and conditions and promoting job vacancies widely on local Facebook groups.

The Early Learning and Care Council of Australia (ELACCA), representing some of the country's largest early childhood education providers, launched a national campaign, 'Big Roles in Little Lives', in February 2021 to promote careers and opportunities in early childhood education and entice career-changers into the sector.

The Municipal Association of Victoria (MAV), Early Learning Association Australia (ELAA) and the Australian Education Union (AEU) have collaborated to improve pay and conditions under early childhood enterprise agreements.

The in-principle agreements, made in November 2020 and pending Fair Work Commission approval, will give early childhood teachers and educators in a large number of services substantial salary increases and improved conditions. They will also strengthen our efforts to attract and retain a highly qualified and dedicated early childhood workforce.

### Your thoughts?

Can you share examples of positive partnerships that you or your organisation has generated to support workforce development?

How could you expand on your current role to help achieve our collective workforce goals?

What resources could support you in doing this work?



## Getting on board

As the state-wide roll-out of Three-Year-Old Kindergarten approaches, workforce demands will affect every corner of the sector. There will be no one-size-fits-all solution, but children, teachers, educators and providers will all benefit, directly or indirectly, from the action we take this year and beyond.

This paper has delved into the challenges we face and the Victorian Government's responses to ensure we have the sustainable, highly skilled and well-supported early childhood workforce to deliver these programs.

We now want to work with you to strengthen our collective efforts and affirm our shared commitment and priorities for supporting the workforce into the future.

From April to June 2021, we will be facilitating a series of roundtable discussions and targeted meetings with stakeholders from the early childhood sector. Among the questions you'll be asked are:

- What are you doing in your service or organisation to attract, support and retain early childhood teachers and educators?
- What government supports, outlined in this paper, are working well 'on the ground'? What can be improved?
- How can the sector maximise the Government's investment and efforts so far?
- How can the sector work more effectively together to support the growth and development of the early childhood workforce?
- Can you share examples of positive partnerships that you or your organisation have generated to support workforce development?
- How could new partnerships or collaboration help us better respond to workforce challenges?
- How could you expand on your current efforts to help achieve our collective workforce goals?

Everyone's input is welcomed, whether that be via the organisations you're a part of, or as individuals via the Engage Victoria platform at [engage.vic.gov.au/next-steps-victorian-early-childhood-workforce-strategy](https://engage.vic.gov.au/next-steps-victorian-early-childhood-workforce-strategy). You can provide feedback through the Engage Victoria platform until 30 June 2021.

Your feedback and the discussions we have during the consultation period will then help to inform the next steps in the Victorian early childhood workforce strategy, which will be released later in 2021.

Victoria's Three-Year-Old Kindergarten reform can be a national and international success story. Not just because of the committed, skilled early childhood workforce and committed stakeholders driving the reform – but because we are working on it together.



## Summary of questions

These questions appeared throughout the document to help stimulate ideas and prompt you to share information and insights with others.

### Attraction

1. What communications resources would benefit your own recruitment efforts? How can the Department support these efforts?
2. Are there other ways to support more 'earn and learn' models to make opportunities to study early childhood teaching more sustainable and appealing?
3. What are some other innovative opportunities that could be explored for upskilling educators to become teachers?
4. What actions can the Commonwealth Government, higher education providers and other stakeholders take to increase the number of people studying early childhood education?
5. How can local government, kindergarten providers and other stakeholders, supported by the Department, encourage more local community members to enter the early childhood profession?
6. And how could we all encourage existing early childhood professionals to stay in communities in need – or move to areas in need?
7. What have been your experiences in filling 'hard-to-staff' roles? What has worked, and what were the circumstances?
8. What actions have you taken that have been successful in improving workforce attraction?

### Retention

9. What planning is your organisation doing to employ and retain staff?
10. How can pay and conditions be used to increase retention?
11. How can your service or organisation build on the Victorian Government retention initiatives to strengthen professional learning and recognition, and build stronger career pathways for teachers and educators?
12. Is there anything else you'd like to mention that has been positive in retaining staff?
13. What actions have you taken that have been successful in improving workforce retention?

### Quality

14. What aspects of quality should we focus on together during the roll-out of Three-Year-Old Kindergarten?
15. What actions have you taken that have been successful in improving the skills and capabilities of the workforce?

### Taking action together

16. Can you share examples of positive partnerships that you or your organisation has generated to support workforce development?
17. How could you expand on your current role to help achieve our collective workforce goals?
18. What resources could support you in doing this work?

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### 8.4.3 Colbinabbin Place Based Plan

**Directorate:** Communities

**Responsible Officer:** Manager Community Development

**Manager:** A/ Director Communities

**Attachments:**

1. Colbinabbin Place Based Plan 2023 [8.4.3.1 - 28 pages]
2. Colbo Rec Res Master Plan 30 May 2023 [8.4.3.2 - 71 pages]
3. Colbinabbin Community Engagement Report 18 Mar 2023 [8.4.3.3 - 23 pages]
4. CSC - Place Based and Township Facility Planning Process Map [8.4.3.4 - 2 pages]

#### 1. PURPOSE

To seek Council endorsement for the Colbinabbin Place Based Plan and the Colbinabbin Recreation Reserve Master Plan.

#### 2. RECOMMENDATION

##### That Council:

1. **endorse the Colbinabbin Place Based Plan and the Colbinabbin Recreation Reserve Master Plan.**
2. **thank all members of the community who participated in the development of these plans.**

#### 3. DISCUSSION

Over the past year the Colbinabbin community has been undertaking the development of two key community strategic documents, the Colbinabbin Place Based Plan, and the Recreation Reserve Masterplan.

Consistent with effective place-based planning the community has identified a range of key strategic issues relevant to Colbinabbin, as well as the need to address the long-term needs of the key strategic asset, the Recreation Reserve. In facilitating this work through this manner, it enables the Colbinabbin community to articulate in a fulsome way its long-term aspirations and in partnership with Council facilitate outcomes that satisfy this community's ambition.

Colbinabbin has identified the following community vision:

*Our strong spirit and innovative thinking creates a vibrant and welcoming place for our community to thrive.*

This has then led the subsequent development of these four key areas of focus:

- Social and Community Connectedness.

- Health and Wellbeing.
- Education, training industry and employment.
- Built and natural environment.

Which facilitated the development of the following objectives

- An inclusive, welcoming, and connected community.
- A health and active community.
- Innovative industry, education and training opportunities that meet the needs of our community.
- A sustainable built and natural environment.

From this the community have developed:

- **Six short term projects (3 to 12 Months in duration)**
  - Shop Local campaign.
  - Streetscape (Part A), signage, branding etc.
  - Memorial Hall.
  - Public Toilets.
  - Recreation Reserve Masterplan – Draft plan for a multipurpose facility.
  - Walking cycling paths.
- **Three Short term projects (1 to 4 years in duration)**
  - Childrens Services – Feasibility study on developing early years hub in Colbinabbin.
  - Playground.
  - Streetscape (Part B) - focusing on drainage infrastructure.
- **One Longterm project (5 to 10 years in duration)**
  - Residential development.
- **Ongoing projects**
  - Swimming pool, retain and increase programming and activation.
  - Events.
- **Advocacy and Support projects**
  - Communications – advocate for improve NBN and mobile phone service reception, as well as free Wi-Fi from the public telephone booth.
  - Employment – advocate for the promotion of employment opportunities available in Colbinabbin and employment opportunities available by people working from home.

- Enhanced outreach services – advocate for the provision of enhanced outreach services for health and wellbeing, including Maternal and Child Health service and home care.

The Colbinabbin community have identified and promoted the relationship between the Recreation reserve, and its impact on the entire community. Within this Place Based Plan, Colbinabbin have articulated the key components within the Recreation Reserve Masterplan as key projects supported by the entire community, these include:

- Multipurpose Facility.
- New walking and cycling paths.
- Co-location of the primary school and an early year's facility.

This reinforces the strength of place-based planning, as it acknowledges the broad needs of the entire community and helps communicate to Council and to potential other funding sources the collective aspirations of a township.

#### **4. CONSULTATION**

There was extensive consultation completed to ensure the documents tabled within this report were reflective of communities' aspirations.

Attached is a full report on the engagement process developed by the project consultant.

##### Internal consultation:

Throughout the process of developing these plans internal engagement of Council's staff was undertaken, this was to provide advice and input into the viability and sustainability of the ideas being developed, the senior staff who were engaged included:

- Executive Management Group.
- Manager Recreation.
- Manager Community Health.
- Manager Community Development.
- Manager Projects and Facilities.
- Economic Development Manager.
- Events Support Officer.

##### External consultation:

Attached is a copy of the engagement report that has been developed by the consultant to record the breadth and depth of the consultation undertaken to develop these plans, this includes

- Community survey – 142 participants (representing 50% of the community).
- Drop-in session – 22 interviews.
- Drawings from school children – 28.



- Drawings from pre-school children – 9 drawings.
- Written submission – 1 email received.

#### Councillors:

Councillors approved the Place Based Plan and Township Facility Plan Process after a review at the 21 September 2023 Council Meeting, noting that minor amendments may be made over time to enhance the process once implemented. See attached Place Based and Township Facility Planning Process Map.

Councillors met with the Colbinabbin Community Governance committee; this was held on 30 January 2023.

The PBP was also discussed at the Council Briefing Session on 6 June 2023.

## **5. STRATEGIC ALIGNMENT**

### **Council Plan 2021-2025**

#### **Growing quality of life**

Communities have a say on local infrastructure and attractions that stimulate engagement and activity Inclusive, connected, culturally diverse and safe

Place Based Planning is the process to enable the community to articulate its aspirations for the future of its township. This process, which is built upon strong engagement frameworks enables Council to clearly understand the priority activity for these communities and factor these ambitions into future operational activity.

## **6. POLICIES AND RELATED COUNCIL DOCUMENTS**

The requirements of Section 9(2)(c) of Local Government Act 2020 have been considered and there are no Council Policy or legislative implications arising from this report.

The Colbinabbin Place Based Plan has been developed taking into consideration of Council policy and all relevant legislation. The ambitions and projects identified within the Colbinabbin Place Based Plan are considered as clear communication of this community's ambition and strategic direction.

## **7. LEGAL AND STATUTORY OBLIGATIONS**

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

This report and its attachments have been prepared in accordance with the requirements of the the above listed section of the *Local Government Act 2020* (Vic). Longterm the Colbinabbin Place Based Plan and the Recreation Masterplan will provide certainty to Council that it is making informed decisions about this community, as these documents clearly articulate Colbinabbin future aspirations.

## **8. FINANCIAL IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no issues of ongoing financial viability of the Council have been identified within this report.

Although both these plans tabled through this report will have a fiscal impact upon Council (to help deliver the PBP), it does not contravene the requirements of the Section 9(2)(c) of *Local Government Act 2020*

## **9. ECONOMIC, SOCIAL, AND ENVIRONMENTAL IMPLICATIONS**

The tabling of these documents to Council for its consideration will have a direct impact upon the economic, social, and environmental structure of the Colbinabbin community. These documents will be used as the basis of Council decision making about the future of this community. A blueprint for its future, the Colbinabbin community have articulated is aspiration and this will only support better outcomes for this community.

## **10. ISSUES AND RISK MANAGEMENT**

### **Issues:**

#### Issue 1: Volunteer input

A challenge for all Place Based Plans will be the ongoing engagement of Community members to participate in the facilitation of the projects listed within these plans. The Community Development Team will work with the community members who drove the development of these two plans to identify other members of the community to participate.

#### Issue 2: Funding large projects

Although recognised as an aspirational document, the Place Based Planning process enables community to identify and develop projects that are focused upon the development of new and upgrading of community infrastructure. Perceived as costly projects, these initiatives are the cornerstone to the aspirations of most communities.

Recent history has shown that a community with a well consulted Place Based Plan has strong capacity to secure opportunistic and scheduled funding to enact its aspirational goals. Officers will work with the Community and support the monitoring of these opportunities.

#### Issue 3: Community contribution

Although Officers have reviewed the Recreation Reserve Masterplan and support its intentions, officers would like to reiterate that any elements of the plan considered for construction, are grant dependant, will require community contribution towards construction and ongoing maintenance.

### **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.

## **11. CONFLICT OF INTEREST**

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.

The officer preparing this report declares no conflict of interest regarding this matter.

#### **8.4.3.1 Colbinabbinn Place Based Plan**

**Due to the size of the file, Attachment 8.4.3.1 Colbinabbinn Place Based Plan 2023 is provided under separate cover.**



# Colbinabbin Recreation Reserve Master Plan

**2023-2032**



**DISCLAIMER**

The information contained in this report is intended for the specific use of the within named party to which it is addressed ("the communityvibe client") only. All recommendations by communityvibe are based on information provided by or on behalf of the communityvibe client and communityvibe has relied on such information being correct at the time this report is prepared.

communityvibe shall take no responsibility for any loss or damage caused to the communityvibe client or to any third party whether direct or consequential as a result of or in any way arising from any unauthorised use of this report or any recommendations contained within.

**DATE:** May 2023

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**ACKNOWLEDGEMENTS**

The Colbinabbin Recreation Reserve Committee of Management is gratefully acknowledged for their contribution to the Master Plan

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## 1. EXECUTIVE SUMMARY

Colbinabbin Recreation Reserve is located on the eastern edge of the town of Colbinabbin near the primary school. On its eastern border lies a creek, and on its western border, a channel. Its southern border fronts the Bendigo to Murchison Rd and its northern border adjoins farmland.

This 10-year master plan has been developed in collaboration with user groups and the broader community to document at a high level what the Colbinabbin community wants to achieve at Colbinabbin Recreation Reserve in terms of programs / activities and services for both existing and future users. It therefore helps to identify the facilities and infrastructure required to deliver these programs / activities and services and provides the basis for further planning and detailed design work. It will be used as a tool to guide priorities at the reserve and to seek external funding for works.

Colbinabbin Recreation Reserve acts as a community hub whereby people come to take part in sport and recreation activities in a playing, passive recreation, administrative or support capacity. Others come to enjoy watching a particular activity or event. Others still come to the site to learn and to develop social connections with the broader community; thereby strengthening community ties and identify.

The majority of sport and recreation facilities currently available in Colbinabbin are located within the Reserve. This provides opportunities for multi-use of facilities and economies of scale. These facilities include:

- a turf sports oval with cricket wicket
- 2 asphalt netball / tennis courts with lights and 6 shelters
- 2 plexipave tennis courts
- a bowling green with 6 rinks
- cricket practice nets
- a basic pavilion shared by football and cricket (as well as swimming pool users)
- a basic pavilion shared by netball, tennis and bowls
- a playground
- a kindergarten
- a swimming pool
- various other supporting amenities, e.g. ticket box, player shelters, storage sheds and internal roadways.



One of the key challenges of the site is the location of various facilities and infrastructure and the potential cost of redeveloping these in a more suitable location, e.g. moving the swimming pool to another location or rebuilding the recently upgraded netball courts and tennis courts in another location. As there are not the resources to 'start from scratch', this master plan is designed to work within the parameters of what already exists. This may result in duplication of some items such as toilets, but it will ultimately result in a lower cost overall.

The key projects identified in this master plan are:

### **Quick wins**

- Undertake detailed designs for a new multi-purpose facility
- Install nets behind the football goal posts at each end of the ground to prevent the football (and potentially cricket balls) from hitting spectators and cars.
- Construct new coach's boxes that are larger in size than the existing boxes.
- Purchase a pool blanket and explore solar heating as a means to provide warmer water for swimming pool users and to potentially extend the season.
- Install additional seats around the oval, in the tennis court area, at the play space and in the swimming pool grounds with backs and arm rests on some, and create a suitable location for people in wheelchairs to safely view sporting events.
- Install signage on the main road to direct people to the Recreation Reserve and to let them know what is available at the site.
- Install a shade structure and seating on the southern tennis courts.
- Install electronic scoreboards for netball

### **Short term priorities**

- Demolish the existing bowls / netball / tennis pavilion
- Construct a new multi-purpose facility at Colbinabbin Recreation Reserve on the site of the existing bowls / netball / tennis pavilion, featuring:
  - Unisex change rooms
  - Unisex umpire change rooms
  - Trainer / medical room
  - Accessible toilets
  - Baby change / feeding facilities
  - Kitchenette / kitchen
  - Social space with bar
  - Office
  - Storage
  - A community gym (potentially)

- Multi-purpose room/s suitable for Maternal and Child Health Service, telehealth appointments and hot desks
- Large deck / verandah area for spectator viewing with fans and heating and potentially pull-down blinds to support year round use for night functions.
- Demolish the existing football / cricket pavilion (once the new multi-purpose facility has been constructed) and install amenities facilities which can be used by swimming pool patrons and other reserve users.
- Create a pedestrian-safe zone near the new multi-purpose facility so that adults and children can move around safely in an area not used by cars.
- Formalise car parking around the proposed new multi-purpose facility and create parking spaces for people with disabilities, emergency vehicles and deliveries
- Redevelop the entrance to the reserve by:
  - widening and sealing the entrance road into the Recreation Reserve so that it is suitable for emergency vehicles and two way traffic
  - replacing the existing ticket box with a new ticket box to improve operations and comfort of volunteers
  - aligning internal roadways for best traffic flow
  - installing directional signage.
- Undertake bowling green rink renovation on the north-east corner to level the playing surface.
- Install new shade structures at the north end of the bowling green to provide shelter from the sun for players.
- Develop safe shared walking / cycling paths that connect the school and township to the Recreation Reserve and vice versa, using the train bridge as part of this development.

#### **Medium term priorities**

- Upgrade the run up, wickets and carpet in the cricket practice nets.
- Explore the option of expanding the tennis court footprint to accommodate larger multi-purpose courts that are also suitable for netball and potentially basketball. This development includes an upgrade to the playing surface, multi-sport line marking, new netball goal posts, new tennis posts, new tennis nets, new lights, new umpire chairs and a half basketball court or a basketball ring and backboard in the netball court area. The footprint required to accommodate multi-purpose courts is 36.10 metres in length and 40.25 wide plus additional space for spectator shelters and seating outside this area on the sides.
- Upgrade the play space at the Recreation Reserve to incorporate nature-based play, some traditional elements, seats, picnic tables, accessible paths and a shade sail. Provide some form of barrier to prevent children from running onto the road. The play space should be located close to the new multi-purpose facility.
- Plant additional low-maintenance indigenous trees, shrubs and ground covers in key locations around the reserve to improve the amenity of

the site, provide more shade and provide habitat for fauna. Ensure plantings adhere to Crime Prevention Through Environmental Design (CPTED) principles to ensure users feel safe.

- Install a BBQ, some picnic tables that are accessible for people in wheelchairs and a shelter near the playground.
- Install interpretive signage at the Recreation Reserve to acknowledge and celebrate the cultural heritage of traditional owners of the land.

#### **Long term priorities**

- Replace the existing lights on the sports oval with LED lights to enable better viewing for participants and spectators during night games and training.
- Purchase a larger scoreboard that is capable of showing movies for community members.
- Develop an early year's facility at Colbinabbin Recreation Reserve, subject to the outcome of the (yet to be completed) feasibility study (this may be incorporated within the footprint of the proposed new multi-purpose facility). Relocation of the Colbinabbin Primary School to the site may also be a possibility, subject to approval from State and Local Government.
- Install a Public Address (PA) system at the oval to communicate with players, spectators and the general community during events or emergencies.
- Install outdoor fitness equipment in the current play space site.

#### **Ongoing priorities**

- Explore income generating activities such as rental received from hosting a bottle recycling facility on site.

## 2. INTRODUCTION

The Colbinabbin Town Recreation Reserve Committee of Management and Campaspe Shire Council contracted Communityvibe, in partnership with Dale Denham Design to develop a Master Plan for the Recreation Reserve. This follows the previous master plan prepared by Communityvibe in 2008.

The purpose of this Master Plan is to identify the long-term planning needs of the Colbinabbin Recreation Reserve to ensure that appropriate facilities and infrastructure are developed to meet the needs of both existing and future user groups. Another key outcome is to ensure that any improvements or works undertaken at the site are flexible enough to cater for the introduction of a broad range of new sport, recreation or community-based activities in the future.

The methodology used to develop this master plan is as follows:

- Undertake a basic literature review of relevant documents (including the previous master plan and the Colbinabbin Place Based Plan, Council Plan, Active Living Census (2019) and Campaspe Open Space Plan)
- Review trends and state participation data
- Undertake a basic demographic analysis of Colbinabbin
- Review community engagement undertaken through the Place Based Plan and user group workshops
- Meet with various user groups
- Identify issues and opportunities
- Develop a written document, a landscape plan and a facility plan
- Review feedback on the draft master plan from the general community and user groups
- Finalise the master plan.



### 3. POLICY CONTEXT

A number of relevant reports were reviewed in order to develop an understanding of policies and previous directions that may impact on Colbinabbin Recreation Reserve. These documents are as follows:

#### **Campaspe Shire Council Plan (2021-2025)**

The vision contained within the Council plan is: “Our places are vibrant and sustainable, our people are strong and supportive.”

The key priorities and objectives, many of which have direct relevance to Colbinabbin Recreation Reserve and its functions, include:

1. Flourishing and diverse local economies
  - a. Stimulated economic activity that provides local jobs
  - b. A resilient long-term economy attractive to local and external investors
2. Resilient protected and healthy natural environment
  - a. Well managed resources for a sustainable future
  - b. Sustainable water and energy use
  - c. Protected natural environment
3. Well planned places
  - a. Attractive and useable sites of importance
  - b. Land and underlying infrastructure suitable for growing populations
  - c. Quality, attractive recreational spaces
  - d. Improved walkability and cyclability within townships
  - e. Ability to travel safely and easily by road and rail
  - f. Digital connectedness maximising mobility, economic productivity, health care access and education participation
4. Growing quality of life
  - a. Communities have a say on local infrastructure and attractions that stimulate engagement and activity
  - b. Effective and efficient services available locally
  - c. Children, young people and families healthy and well
  - d. Inclusive, connected, culturally diverse and safe.

#### **Campaspe Shire Open Space Strategy (2022-2023)**

The Open Space Strategy will provides a framework to achieve the overall direction of an open space network that is of high quality, connected and provides access for all.

The seven key principles contained within the strategy are:

1. “Health and community benefit: Our spaces are for people, to improve health and wellbeing outcomes, and give everyone a chance to participate in physical activity and be socially connected.
2. Adaptable: Council will plan for spaces to be flexible and offer diversity, to meet changing community’s needs.

3. Accessible and connected: Spaces provide access to all and are well connected through footpath and road networks.
4. Sustainable spaces: Responding to climate change and incorporating sustainable environmental design best practice.
5. Partnerships: Council will work with others to plan, develop and maintain spaces.
6. Protection and conservation: Design and planning of open spaces will respect, protect, and conserve our natural and cultural heritage.
7. Adequately resourced: Open space planning will be strategic, effective and equitable, aligning with Council and community capacity to deliver.”

It notes the seven key attributes of open space that the community values, i.e.

1. Places for health and physical activity
2. Places for children to play
3. Places for organised sport
4. Landscapes that improve township amenity
5. Environments for walking and cycling
6. Places that provide a sense of local character
7. Places that encourage Council and community partnerships.

The strategy notes the seven key principles for play spaces as:

1. Accessibility
2. Diversity
3. Connections
4. Quality
5. Safe
6. Natural environment
7. Community.

When Council makes decisions around planning, development and investment for areas of open spaces, it considers the following nine factors:

1. Ownership / governance
2. Typology
3. Hierarchy
4. Function
5. Need and demand
6. Funding
7. Usage
8. Planning
9. Social, environmental, cultural and economic.

The strategy identifies hierarchies for different sized sport and recreation facilities. Colbinabbin is classified as a local facility, i.e.:

“Local facilities cater for the immediate community they are located in and are designed to cater for local level competition and general community sporting

needs. They usually cater for football, cricket and netball. Competition is generally of a local level but the space can be adapted to support finals and smaller scale sporting events.”

In relation to open space in Colbinabbin, the strategy states:

“Colbinabbin is situated in the south of the shire and has a population of 304 (2016, ABS Census data). There is a recreation reserve, playground and open space along channel road. Colbinabbin is well serviced with open space with the recreation reserve and the playground beside the memorial hall. The silo art and parking space has access to the playground and toilets and creates a stopover point for travellers. There is no foreseeable need to develop any additional public open space in Colbinabbin.”

It does however note as an action for Colbinabbin:

“Colbinabbin Recreation Reserve Committee of Management to develop a master plan for the reserve.”

#### **Communityvibe (2008) Colbinabbin Recreation Reserve Master Plan**

The previous master plan identified a number of different priorities. The following table identifies which of the actions were achieved:

Facility	Details	Achieved	Comments
<b>Pavilion</b>	Construct verandah, disabled toilet, female toilet sealed off from change rooms	X and ✓	<ul style="list-style-type: none"> <li>• No verandah</li> <li>• No conversion of umpire change rooms to disabled toilet</li> <li>• Lockable door has been installed between female toilets and change room</li> </ul>
<b>Netball courts</b>	Extend run off, resurface courts, re-fence courts, 4 new netball shelters	✓	<ul style="list-style-type: none"> <li>• Netball court upgrade completed</li> <li>• 6 shelters developed</li> <li>• New lights installed too</li> </ul>
<b>Bowls and netball pavilion</b>	Extend kitchen and bar, add netball change and storage space	X and ✓	<ul style="list-style-type: none"> <li>• No extension undertaken</li> <li>• New hot water unit, stove and floor coverings</li> <li>• Interior painting has been undertaken</li> <li>• Netball storage is now available in the</li> </ul>

Facility	Details	Achieved	Comments
			new storage shed
<b>Tennis courts</b>	Resurface tennis courts	X	<ul style="list-style-type: none"> <li>Tennis courts have not been resurfaced</li> </ul>
<b>Tennis / netball shelter and public toilets</b>	Demolish and replace with facility in bowls pavilion	X and ✓	<ul style="list-style-type: none"> <li>Old netball shelter demolished to make way for netball court expansion, but no new toilets developed</li> </ul>
<b>Kindergarten</b>	Install culvert over drain for parking, upgrade kitchen, convert male toilet to storage space	✓	<ul style="list-style-type: none"> <li>Upgrades at kinder include: new toilets, new sheds, external landscaping</li> </ul>
<b>Playground</b>	Install picnic table	X	<ul style="list-style-type: none"> <li>No picnic table installed</li> </ul>
<b>Outdoor pool</b>	Install shade sails, construct shared change rooms for swimmers in summer and football umpires in winter	X	<ul style="list-style-type: none"> <li>No change room works undertaken at the pool</li> <li>Shade sails installed</li> </ul>
<b>Internal roads</b>	Install 2 speed humps between playground and bowls	✓	<ul style="list-style-type: none"> <li>2 speed humps installed</li> </ul>
<b>Signage</b>	Install welcome sign, children crossing signs, directional signage to public toilets	X	<ul style="list-style-type: none"> <li>Limited signage installed – only CFNC signage at roadway</li> </ul>
<b>Access to reserve / entrance</b>	Modify pedestrian fence on bridge to improve visibility on departure from Reserve	X	<ul style="list-style-type: none"> <li>No modifications have occurred</li> </ul>
<b>Other activities</b>	Install basketball rings at netball courts	X	<ul style="list-style-type: none"> <li>No basketball rings have been installed</li> </ul>

Additional works undertaken outside the scope of the previous master plan include:

- Sports oval renovation – improved drainage and replanting of grass
- Umpire change rooms – new floor coverings and painting, but still no female umpire change facilities



- Pavilion toilets (male and female) painted, new floor coverings and new cabinetry
- Cricket practice nets – an upgrade was completed in 2019
- Scoreboard – new electronic scoreboard was installed in 2015
- Timekeeper's box - louvre windows removed and replaced with glass sliding window
- Lighting – new football / cricket lights installed
- Power supply – power supply was updated during lighting upgrade
- New 4 bay storage shed built for multi group users
- Further upgrades undertaken to kinder building.

### Campaspe Shire – Colbinabbin Place Based Plan – Draft (2023)

The vision contained within the Colbinabbin Place Based Plan is:

***“Our strong spirit and innovative thinking creates a vibrant and welcoming place for our community to thrive.”***

The four key objectives of the plan all align with the purpose and intent of Colbinabbin Recreation Reserve, i.e.

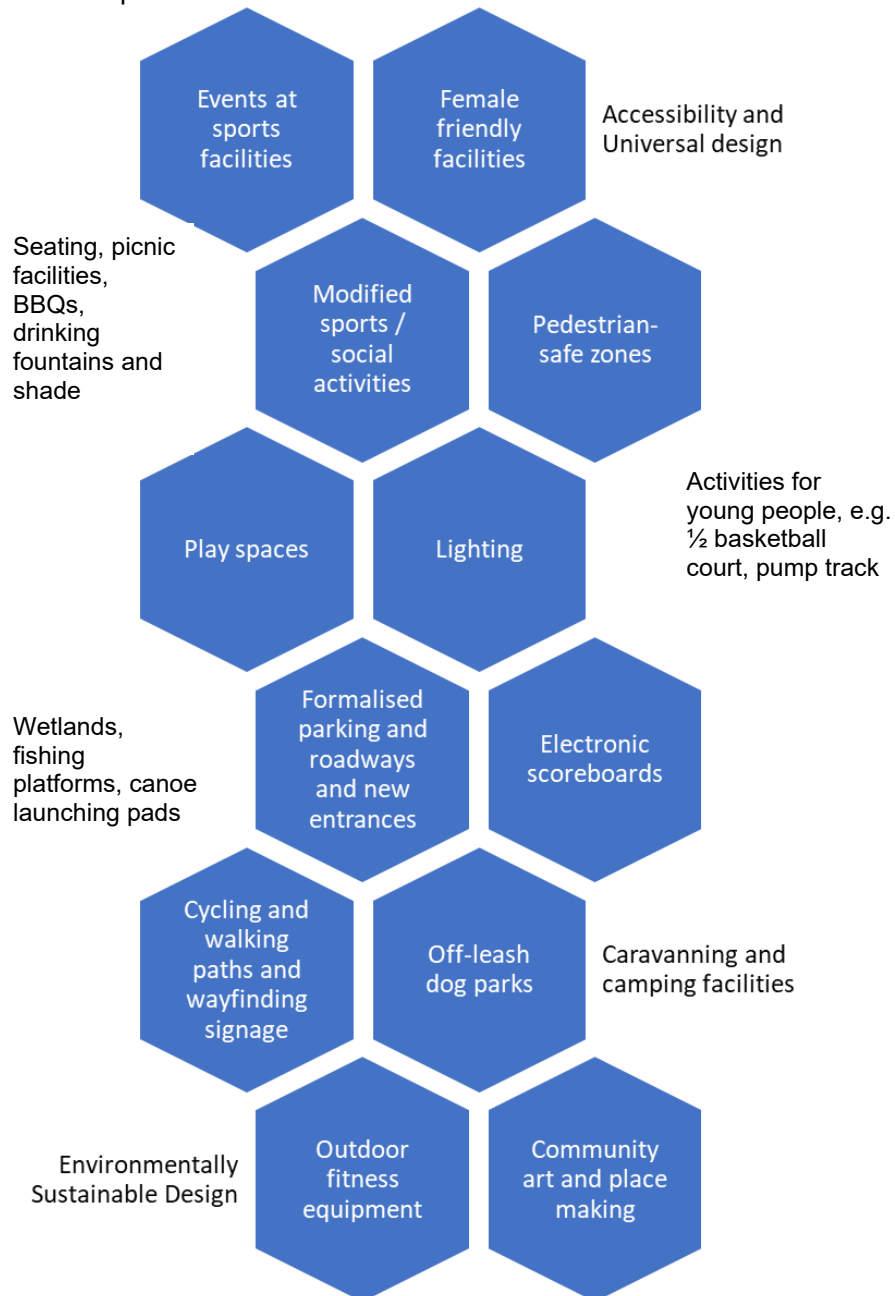
- Objective 1: An inclusive, welcoming and connected community
- Objective 2: A healthy and active community
- Objective 3: Innovative industry, education and training opportunities that meet the needs of our community
- Objective 4: A sustainable built and natural environment.

The five key actions of relevance include:

1. **Recreation Reserve** - We will undertake a master plan of the Colbinabbin Recreation Reserve and upgrade the football / cricket pavilion to include improved social, community and change facilities, in addition to netball change facilities and an updated play space.
2. **Swimming pool** - We will retain the Colbinabbin Swimming Pool and increase programming / activation.
3. **Play** - We will develop a safe place for children to play in the township.
4. **Early years** - We will undertake a study to determine the feasibility of developing an integrated early years hub in Colbinabbin incorporating services such as kindergarten, childcare and Maternal and Child Health.
5. **Trails** - We will connect and further develop safe walking / cycling paths around Colbinabbin that link to key locations such as the school, Recreation Reserve, silos, wineries and town centre, including a crossing over the channel.

#### 4. SPORT AND RECREATION FACILITY TRENDS

Some of the state and national trends currently impacting sport and recreation facilities and spaces include:



## 5. PARTICIPATION IN SPORT AND ACTIVE RECREATION

Traditional sports such as football, netball, cricket and tennis and bowls remain popular in Colbinabbin, however, there has been a considerable growth in informal physical activities in recent years at a state, national and international level.

The following table lists:

- the top 15 participation activities for adults between July 2021 and June 2022 (Ausplay)<sup>1</sup>
- the top 10 participation activities for children in Victoria between July 2021 and June 2022 (Ausplay)<sup>2</sup>
- the top physical activities in Rushworth and District (incorporating Colbinabbin) in 2019 across all age groups (Active Living Census: 2019)<sup>3</sup>

Activity	Victorian Adults aged 15+ - top 15 activities	Victorian Children 0-14 years of age – top 10 organised sports	Rushworth and District residents (across all ages)
Walking (recreational)	51.2%		18.2%
Fitness/Gym	37.8%		4.3% (indoor group fitness only)
Athletics, track and field (includes jogging and running)	20.8%		1.7% (jogging and running only)
Cycling	17.2%		
Swimming	14.0%	35.8%	7.9%
Yoga	7.6%		
Bushwalking	7.3%		7.8%
Tennis	6.1%	5.8%	2.9%
Basketball	5.8%	10.8%	
Golf	5.5%		4.8%
Virtual based physical activity	5.1%		
Australian Football	4.7%	13.8%	8.1%

<sup>1</sup> Sport Australia. Ausplay Survey 2021-2022:

<https://www.clearinghouseforsport.gov.au/research/ausplay/results>

<sup>2</sup> Ibid

<sup>3</sup> Campaspe Shire Council: <https://www.campaspe.vic.gov.au/Our-services/Community-support-programs/Healthy-Loddon-Campaspe>



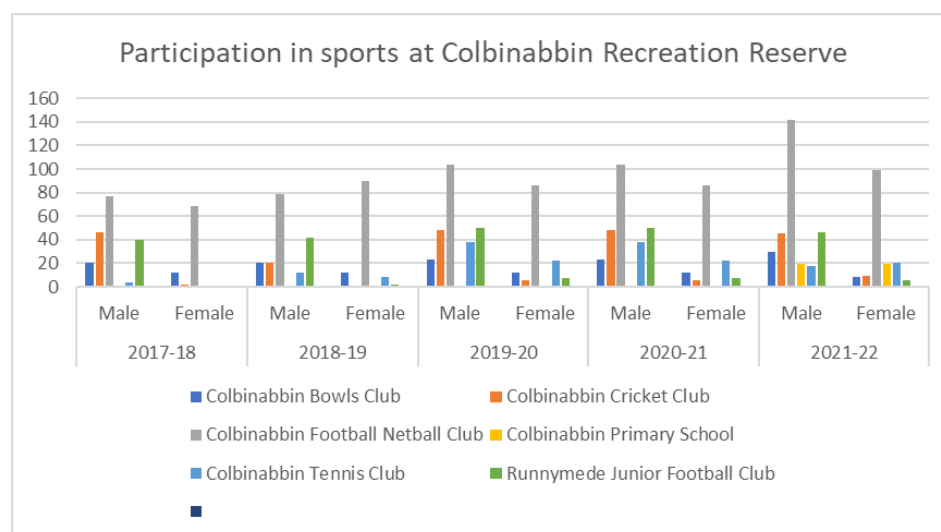
Activity	Victorian Adults aged 15+ - top 15 activities	Victorian Children 0-14 years of age – top 10 organised sports	Rushworth and District residents (across all ages)
Football / soccer	4.4%	8.0%	
Netball	3.2%	5.6%	
Gymnastics		10.5%	
Dancing (recreational)		8.1%	
Cricket		6.2%	
Karate		4.3%	
Active play (playgrounds)			11.7%
Fishing			4.9%

The emphasis for adults is far more on individual non-structured activities. The children's survey specifically focussed on organised sport outside of school hours, so it is not possible to ascertain the popularity of unstructured activities.

#### Colbinabbin Recreation Reserve participation data

Since 2017, there has been an increase of 190 participants at Colbinabbin Recreation Reserve, from 271 to 461. These figures may include double or triple counting of some people, e.g. a child who attends Colbinabbin Primary School is counted once there, plus once each for their participation in netball and tennis for example. Nevertheless, usage figures are extremely high for such a small town with a population of 285.

The following table shows participation data collected by Campaspe Shire Council across all organised sport at the reserve between 2017-2022:



Some of the most notable areas of participation between 2017 and 2022 include:

- An increase in female cricketers from 2 in 2017 to 9 in 2022
- A major increase in male footballers from 77 in 2017 to 142 in 2022
- An increase in female participation in netball (and possibly football) from 69 players in 2017 to 99 players in 2022
- Usage by Colbinabbin Primary School from no recorded use in 2017 to 19 children in 2022 (note that there are 53 students enrolled in the school in 2023 and this number is anticipated to increase to 62 students in 2024, so usage by the primary school is expected to increase)
- A major increase in tennis players from 5 in 2017 to 38 in 2022
- Participation in junior football (in the Runnymede Junior Football Club) by girls from 0 players in 2017 to 6 players in 2022.

Note that the graph above does not include usage by:

- Weekly boxing / exercise classes
- Colbinabbin Kindergarten
- Informal users (e.g. those who use the playground, have a kick of football or walk around the grounds)
- Other clubs for practice matches, e.g. football and netball practice matches between teams from Shepparton and Bendigo
- Cricket games by other clubs.

### **Barriers to participation**

Campaspe Shire's Active Living Census (2019) indicates that for people living in Rushworth and District, the key barriers to being more physically active are:

1. Time poor (52.2%)
2. Personal reasons (31.2%)
3. Safety (20.6%)
4. Lack of social support (19.2%)
5. Cost (19.1%)
6. Poor health / disability (18.2%).

### **Enablers to participation**

The top 10 enablers to help increase physical activity within Campaspe Shire are:

1. Walking tracks / footpaths (26.6%)
2. Exercise equipment / facilities (12.9%)
3. Bicycle tracks / lanes and skate facilities (10.6%)
4. Toilets / change rooms (10.5%)
5. Lighting (9.9%)
6. Playgrounds (8.5%)

7. Safety measures / restrictions (7.3%)
8. Bins / rubbish collection / clean environment (6.7%)
9. Accessibility (6.1%)
10. Cover / shade / shelter (5.4%).

Both barriers and enablers to physical activity have been considered as part of this master plan.

## 6. OUR TOWN AND OUR PEOPLE

Colbinabbin is situated in the southern part of the Shire of Campaspe 20km to the west of Rushworth and 160km north of Melbourne. It is renowned for its friendly, welcoming atmosphere and strong community spirit, as well as its world class wines set amongst rolling hills and its stunning painted grain silos.

Participants in the various sport and recreation activities that occur at the Reserve are attracted from a much wider catchment area. Travellers often stop at the Reserve to break their journey.

Location map: Shire of Campaspe















The Campaspe Shire Active Living Census (2019) reported the following data for residents of Rushworth and District (which includes Colbinabbin):

- 29.5% of residents rated their health as fair or poor
- 5.9% of residents rated their general wellbeing as low
- 19.5% of residents don't feel like they are valued
- 48.1% of adults reported meeting physical activity guidelines
- 38.3% of residents are overweight
- 27.3% of residents are obese
- 57.4% of residents utilised open spaces weekly for physical activity
- 55.4% of residents want to be more active more often.



















### Our people

The following table provides an overview of the Colbinabbin community, based on the 2021 Australian Bureau of Statistics Census<sup>4</sup>

Current population	Females	Males	Median age
 <b>285</b> (growth rate is <b>0.3%</b> between 2022-2036)	 <b>45.8%</b>	 <b>54.2%</b>	 <b>47</b> years of age (compared with 38 years of age for Victoria)
0-4 year olds	5-19 years	20-44 years	45-64 years
 <b>7.7% (23)</b> (compared with 5.8% for Victoria)	 <b>19.9% (59)</b> (compared with 17.8% for Victoria)	 <b>21.3% (63)</b> (compared with 35.4% for Victoria)	 <b>27.9% (84)</b> (compared with 24.2% for Victoria)
People over 65	People born in Australia	Top countries of birth (other than Australia)	Languages spoken at home other than English
 <b>22.8% (68)</b> (compared with 16.8% for Victoria)	 <b>80.7%</b> (compared with 65.0% for Victoria)	 <b>England (1.4%) and Thailand (1.1%)</b>	 <b>Auslan (2.5%) and Thai (1.1%)</b>

<sup>4</sup> Australian Bureau of Statistics, 2021 Census QuickStats – Colbinabbin (State Suburb): <https://abs.gov.au/census/find-census-data/quickstats/2021/SAL20611>

<p>Aboriginal and Torres Strait Islander (as a % of population)</p>  <p><b>0.0%</b> (compared with 1.0% for Victoria)</p>	<p>Median household weekly income</p>  <p><b>\$1,278</b> (compared with \$1,759 for Victoria)</p>	<p>Top 5 industries of employment</p>  <ol style="list-style-type: none"> <li>1. Other grain growing</li> <li>2. Grain-sheep or grain-beef cattle farming</li> <li>3. Hospitals (except psychiatric)</li> <li>4. Sheep farming (specialised)</li> <li>5. Pubs, taverns and bars</li> </ol>	<p>Top 5 occupations</p>  <ol style="list-style-type: none"> <li>1. Managers</li> <li>2. Labourers</li> <li>3. Community &amp; personal service workers</li> <li>4. Professionals</li> <li>5. Clerical &amp; administrative workers</li> </ol>
<p>Full time employment rate</p>  <p><b>63.5%</b> (compared with 56.2% for Victoria)</p>	<p>Part time employment rate</p>  <p><b>32.8%</b> (compared with 32.3% for Victoria)</p>	<p>Average number of motor vehicles per dwelling</p>  <p><b>2.6</b> (compared with 1.8% for Victoria)</p>	<p>Unemployment rate</p>  <p><b>0.0%</b> (compared with 5.0% for Victoria)</p>
<p>Currently attending TAFE, university or tertiary institution</p>  <p><b>8.4%</b> (compared with 24.5% of Victorians)</p>	<p>Bachelor degree or above</p>  <p><b>14.0%</b> (compared with 29.2% of Victorians)</p>	<p>Voluntary work in the last 12 months</p>  <p><b>41.7%</b> (compared with 13.3% for Victoria)</p>	<p>People with long term health conditions</p>  <p><b>47.7%</b> (compared with 38.9% for Victoria)</p>

Homes owned outright or with a mortgage	Homes rented	Earn less than \$650 per week	Earn more than \$3000 per week
			
<b>75.3%</b>	<b>13.8%</b>	<b>19.6%</b>	<b>9.3%</b>
(compared with 68.3% for Victoria)	(compared with 28.5% for Victoria)	(compared with 16.4% for Victoria)	(compared with 24.2% for Victoria)

These demographics tell us that the community of Colbinabbin has a higher percentage of children and young people under the age of 19 compared with Victoria, and a higher percentage aged over 45. The real gap is in the 20-44-year-old age cohort. Compared with Victoria, the community is generally older. Based on this information, it will be important to offer junior programs such as Net Set Go, Auskick and Milo Cricket, as well as providing opportunities for older residents in the community, e.g. seniors tennis, bowls, walking / cycling paths, gentle exercise in water, as well as social spaces. Looking at ways to retain or attract 20-44-year-olds is also a consideration as it is this age group that predominantly makes up adult sporting teams and helps them to remain viable.

People living in Colbinabbin tend to report worse health than their Victorian counterparts and two thirds of people are overweight or obese. A variety of entry level sport and active recreation opportunities requiring minimal skill levels and effort should be considered at the reserve to help encourage more people to become physically active, thereby helping them to improve their health and wellbeing. This could include activities such as walking, cycling, swimming, gentle exercise in water, indoor gentle exercise classes and barefoot bowls.

From an economic perspective, Colbinabbin households typically earn \$500 less per week than the average Victorian household, hence consideration should be given to keeping activities at a minimum where possible to attract maximum participation.

Volunteering levels in Colbinabbin are significantly above the rate for Victoria. Assuming that these volunteers are keen to support activities at the Recreation Reserve, there should not be too many difficulties attracting people to run activities at the reserve through coaching, officiating, working in canteens, taking part in working bees, etc.

## 7. MANAGEMENT AND PLANNING

### Management

A local committee, known as the Colbinabbin Town Recreation Reserve Committee of Management, has been appointed to manage the reserve. This committee manages all of the facilities and capital works projects at the reserve (except for the outdoor pool and kindergarten), whilst user groups maintain the sports grounds and buildings that they use. The outdoor pool is managed by Campaspe Shire Council.

### Planning

The Colbinabbin Recreation Reserve is located on three parcels of Council owned land. Parcel A is 1.5 hectares in size; Parcel B is 5.81 hectares in size; and Parcel C is 3.52 hectares in size – totalling 10.83 hectares. Utilities at the site are Goulburn Murray Water for water and Powercor for power.

Parcels A and B are zoned as Public Park and Recreation land (PPRZ) and Parcel C is zoned as Farming land (FZ). In terms of overlays, the majority of the site is subject to an inundation overlay (except for the western edge). The Cornella Creek water course runs through the eastern side of the site. Parcel C is subject to a Specific Controls Overlay (SCO) and Specific Controls Overlay – Schedule 2 (SCO2). There are no heritage or salinity management overlays on the site, but these are located nearby.

The Recreation Reserve is in a designated bushfire prone area (BPA). Special bushfire construction requirements apply and planning provisions may also apply.

Native plants that are indigenous to the region and important for biodiversity might be present on the property. This could include trees, shrubs, herbs, grasses or aquatic plants. There are a range of regulations that may apply including the need to obtain a planning permit under Clause 52.17 of the local planning scheme.

All or part of the parcel is in an 'area of cultural heritage sensitivity', i.e. the land form of this type is generally regarded as more likely to contain Aboriginal cultural heritage. If significant land use is proposed, a cultural heritage plan may be triggered. Under the Aboriginal Heritage Act 2006, where a cultural heritage management plan is required, planning permits, licences and work authorities cannot be issued unless the cultural heritage management plan has been approved for the activity. The registered Aboriginal Party for the site is Taungurung Land and Waters Council Aboriginal Corporation.





### Key




1	Swimming pool	16	Coaches box
2	Oval	17	Bowls club shade structures (9)
3	Cricket nets	18	Bowls / Netball pavilion
4	Bowling green	19	Netball shelters (6)
5	Netball courts	20	Oval scoreboard
6	Tennis courts	21	Sports pavilion
7	Playground	22	Storage shed
8	Entrance	23	Pool shade structure / sails (3)
9	Kindergarten shade structure	24	Pool garden storage shed
10	Kindergarten pergola	25	Pool storage shed
11	Kindergarten storage shed	26	Pump shed and tank pool
12	Kindergarten building	27	Shelter
13	Kindergarten storage shed	28	Storage shed
14	Kindergarten storage shed	29	Ticket box
15	Coaches box		

## 8. FACILITY ISSUES AND OPPORTUNITIES

The following table describes facilities at Colbinabbin Recreation Reserve, existing user groups and issues and opportunities for each facility / space.

### Sports oval



			
<p>Features and supporting infrastructure</p>	<ul style="list-style-type: none"> <li>• 1 turf oval used for Australian Rules Football and Cricket</li> <li>• Turf wicket</li> <li>• Automated irrigation system</li> <li>• Training level lighting</li> <li>• 2 coach's boxes</li> <li>• 1 small electronic scoreboard</li> <li>• 2 cricket practice wicket (only one with carpet and run up)</li> <li>• Storage shed</li> <li>• Ticket box</li> </ul>		
<p>User groups and usage</p>	<ul style="list-style-type: none"> <li>• Colbinabbin Football Netball Club – games are held from April to September (Saturdays and mid-week training), but pre-season training starts in December. Divisions include seniors, reserves and U18's</li> <li>• Colbinabbin Cricket Club - October to March (Saturday matches and Thursday night training). One team in B division.</li> <li>• Auskick – Thursday nights</li> <li>• Runnymede Junior Football Club – train every second Wednesday and play 4-5 games on Friday nights or Sundays</li> </ul>		

	<ul style="list-style-type: none"> <li>• Milo Cricket – Thursday nights</li> <li>• Football and cricket clubs from other parts of the state - practice matches and exhibition matches</li> <li>• Community members – daily for walking, having lunch / picnics, using the playground, running around the oval, kicking a football on the oval</li> <li>• Go At Fitness (privately operated fitness classes) – Mondays from 5pm-6pm</li> <li>• Colbinabbin Primary School – periodically for PE and sport</li> <li>• Colbinabbin Kindergarten</li> <li>• Local schools – periodically for cluster sports events</li> <li>• CFA – periodically for evacuation and staging during emergencies</li> <li>• Air ambulance – periodically for medical emergencies.</li> </ul>
Issues and opportunities	<ul style="list-style-type: none"> <li>• Goal nets - as there are no nets behind the goal posts, there is a risk that spectators and cars will be hit by an errant football or cricket ball on match day.</li> <li>• Coach's boxes – the existing coaching boxes are too small to enable all players to be seated whilst waiting to get onto the ground.</li> <li>• Cricket nets – the existing cricket nets are in poor condition and need to be upgraded.</li> <li>• Lighting – lights are adequate for football training, although they may need to be upgraded to a higher level if additional night football matches are scheduled by the league (including at junior level). Currently only one night match is held each year for football. Spectators report that it is difficult to see the entire field at present during night matches. From a cricket perspective, good lighting is critical for night matches and training.</li> <li>• Communications – there is currently no Public Address (PA) system to communicate with players, spectators and the general community during events or emergencies.</li> <li>• Scoreboard – although there is an electronic scoreboard at the oval, it is located across the internal roadway near the netball courts and is relatively small in size. There is potential to replace the existing scoreboard with a larger one that would enable movies to be played on it after games or for special events or could provide large scale video of</li> </ul>



	<p>training workouts and educational materials for players.</p> <ul style="list-style-type: none"> <li>• Spectator viewing – spectators primarily view football from around the pavilion or in their cars. A portable grandstand, that could also be moved over to netball and tennis facilities as required, would provide additional viewing opportunities.</li> </ul>
Proposed actions	<ul style="list-style-type: none"> <li>• Install nets behind the football goal posts at each end of the ground to prevent the football or cricket balls from hitting spectators and cars.</li> <li>• Construct new coach's boxes that are larger in size than the existing boxes.</li> <li>• Upgrade the run up, wickets and carpet in the cricket practice nets.</li> <li>• Replace the existing lights on the sports oval with LED lights to enable better viewing for participants and spectators during night games and training.</li> <li>• Install a Public Address (PA) system at the oval to communicate with players, spectators and the general community during events or emergencies.</li> <li>• Purchase a larger scoreboard that is capable of showing movies for community members.</li> </ul>

**Sports pavilion****Features and supporting infrastructure**

- Change facilities for footballers, cricketers, and swimming pool patrons.
- Bar area for football / cricket.
- Small kitchen / kiosk with outdoor servery.
- Kiosk (during swimming season) / medical area (during football season).

	<ul style="list-style-type: none"> <li>• Time keeper's box (upstairs).</li> </ul>
User groups and usage	<ul style="list-style-type: none"> <li>• Colbinabbin Football Netball Club - April to September (Saturdays and mid-week training). Also for pre-season training which commences in December.</li> <li>• Colbinabbin Cricket Club - October to March (Saturday matches and Thursday night training). One team in B division.</li> <li>• Auskick – Thursday nights</li> <li>• Runnymede Junior Football Club – train every second Wednesday and play 4-5 games on Friday nights or Sundays</li> <li>• Milo Cricket – Thursday nights.</li> <li>• Football and cricket clubs from other parts of the state – periodically for practice matches and exhibition matches</li> <li>• Colbinabbin Primary School – periodically for PE and sport</li> <li>• Local schools – periodically for cluster sports events</li> <li>• CFA – periodically for evacuation and staging during emergencies</li> <li>• Swimming pool patrons – December to March.</li> </ul>
Issues and opportunities	<ul style="list-style-type: none"> <li>• Pavilion – the existing pavilion no longer adequately caters for the needs of Recreation Reserve users. It does not have unisex, accessible or female friendly change facilities, female umpire facilities, baby change / feeding facilities or social facilities. Hence typical club activities such as Thursday night dinners, after match socialisation, awards nights, etc all have to be held outside or elsewhere. This impacts the financial sustainability of the club and its ability to create club camaraderie. To bring the pavilion up to the level expected by the community and state sporting associations, it is proposed that a new multi-purpose facility is constructed.</li> <li>• Location - the location of the proposed new multi-purpose facility will impact other facilities at the site. If constructed at the site of the existing bowls / netball / tennis pavilion, it would negate the need to upgrade this smaller pavilion but would require the construction of amenities for the swimming pool should the existing pavilion be</li> </ul>

	<p>demolished. These swimming pool change facilities could be provided by a new amenities building. The demolition of both of the existing pavilions on site, replaced by a new facility, will reduce ongoing maintenance on two ageing facilities.</p> <ul style="list-style-type: none"> <li>• Design - the design and size of the new multi-purpose facility will be governed by Campaspe Shire Council policy and AFL, Netball Victoria, Tennis Victoria, Bowls Victoria and Cricket Victorian design standards for local level facilities. The new multi-purpose facility should be designed to incorporate Environmentally Sustainable Design features such as solar panels; be accessible for all ages and abilities; and be multi-purpose in nature. As a guide, the footprint for a local level football pavilion, according to the AFL Victoria Facility Guidelines, is approximately 590m<sup>2</sup>. That does not include netball change facilities, which will be required. Note that some of the features in the AFL guidelines, e.g. massage rooms, doctor's rooms and gymnasiums are optional.</li> </ul>
Proposed actions	<ul style="list-style-type: none"> <li>• Undertake detailed designs for a new multi-purpose facility</li> <li>• Construct a new multi-purpose facility at Colbinabbin Recreation Reserve featuring: <ul style="list-style-type: none"> <li>• Unisex change rooms</li> <li>• Unisex umpire change rooms</li> <li>• Trainer / medical room</li> <li>• Accessible toilets</li> <li>• Baby change / feeding facilities</li> <li>• Kitchenette / kitchen</li> <li>• Social space with bar</li> <li>• Office</li> <li>• Storage</li> <li>• A community gym (potentially)</li> <li>• Multi-purpose room/s suitable for Maternal and Child Health Service, telehealth appointments and hot desks</li> <li>• Large deck / verandah area for spectator viewing with fans and heating and</li> </ul> </li> </ul>



	potentially pull down blinds to support year round use for night functions.
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**Netball courts**

Features and supporting infrastructure

- 2 asphalt netball courts (also line marked for tennis)
- Lights
- 6 shelters.

User groups and usage	<ul style="list-style-type: none"> <li>Colbinabbin Football Netball Club – April to September (Saturdays and mid-week training). Netball divisions include: A Grade, B Grade, C Grade, U17's, U15's, U13's, U11's and Net Set Go. Note that there is very strong demand for netball. The 2023 try outs had 65 females try out for 35 positions and high numbers for all junior divisions as well.</li> <li>Colbinabbin Tennis Club – October to March (Saturdays and mid-week training and competitions)</li> <li>Colbinabbin Primary School – periodically for PE and sport</li> <li>Local schools – periodically for cluster sports events.</li> </ul>
Issues and opportunities	<ul style="list-style-type: none"> <li>Upgrade - netball courts were recently upgraded and are in good condition.</li> <li>Multi-use of tennis courts – of the four hard courts at the Recreation Reserve, only two are line marked for netball. Netball is currently experiencing high demand and a lack of court availability. If the two tennis courts were also expanded to meet netball court standard dimensions, there would be opportunities to have multiple teams train at the same time and also provide opportunities for events such as netball tournaments and potentially basketball.</li> <li>There are no electronic scoreboards on the netball courts.</li> </ul>
Proposed actions	<ul style="list-style-type: none"> <li>Explore the option of expanding the tennis court footprint to accommodate larger multi-purpose courts that are also suitable for netball and potentially basketball. This development includes an upgrade to the playing surface, multi-sport line marking, new netball goal posts, new tennis posts, new tennis nets, new lights, new umpire chairs and a half basketball court or a basketball ring and backboard in the netball court area. The footprint required to accommodate multi-purpose courts is 36.10 metres in length and 40.25 wide plus additional space for spectator shelters and seating outside this area on the sides.</li> <li>Install electronic netball scoreboards.</li> </ul>

**Tennis courts**

Features and supporting infrastructure

- 2 plexipave hard courts (line marked just for tennis)
- 2 asphalt courts (shared with netball)
- 6 player shelters (on shared netball courts)
- 1 basic shelter (on netball court)



	<ul style="list-style-type: none"> <li>• 3 umpire's chairs</li> <li>• No lights.</li> </ul>
User groups and usage	<ul style="list-style-type: none"> <li>• Colbinabbin Tennis Club – October to March (Saturdays and mid-week training and competitions). Teams include: Section 2, U16 and U12. There are also 14 primary aged children attending a tennis coaching program.</li> <li>• Colbinabbin Primary School – periodically for PE and sport</li> <li>• Local schools – periodically for cluster sports events.</li> </ul>
Issues and opportunities	<ul style="list-style-type: none"> <li>• Shade – whilst the northern tennis courts have access to the six player shelters installed as part of the netball court upgrade, there is just one small shade structure (in poor condition) on the two southern courts. The seats are also in poor condition.</li> <li>• Court condition – although the courts are still playable at this stage, they will need to be upgraded in the future to provide a safe and comfortable playing surface for participants.</li> </ul>
Proposed actions	<ul style="list-style-type: none"> <li>• Install a shade structure and seating on the southern tennis courts.</li> <li>• Explore the option of expanding the tennis court footprint to accommodate larger multi-purpose courts that are also suitable for netball and potentially basketball. This development includes an upgrade to the playing surface, multi-sport line marking, new netball goal posts, new tennis posts, new tennis nets, new lights, new umpire chairs and a half basketball court or a basketball ring and backboard in the netball court area. The footprint required to accommodate multi-purpose courts is 36.10 metres in length and 40.25 wide plus additional space for spectator shelters and seating outside this area on the sides.</li> </ul>

**Lawn bowls greens**

Features and supporting infrastructure	<ul style="list-style-type: none"> <li>• 1 turf bowling green with 6 rinks</li> <li>• Lights (currently don't work)</li> <li>• Shelters</li> <li>• Storage shed.</li> </ul>
User groups and usage	<ul style="list-style-type: none"> <li>• Colbinabbin Bowls Club – Division 5 men's and women's weekend pennant team (plays on Saturdays); Division 5 men's and women's midweek pennant (plays on Tuesdays). There is an annual tournament held – this typically attract around 65-70 players and there are social days held 4-5 times per year. Barefoot bowls is played on weeknights from November to February and there are occasional games played between the football and cricket clubs.</li> </ul>
Issues and opportunities	<ul style="list-style-type: none"> <li>• The north-east corner of the green has sunk 50-70mm and requires lifting.</li> <li>• Shade – the shade structures at the north end of the green need to be replaced.</li> </ul>

Proposed actions	<ul style="list-style-type: none"><li>• Undertake rink renovation on the north-east corner to level the playing surface.</li><li>• Install new shade structures at the north end of the green to provide shelter from the sun for players.</li></ul>
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**Netball / bowls pavilion**

Features and supporting infrastructure

- 1 brick pavilion with a central divider featuring a kitchenette, bar, social space and toilets, including an east and west facing outside access.
- Water bubbler on the south verandah.

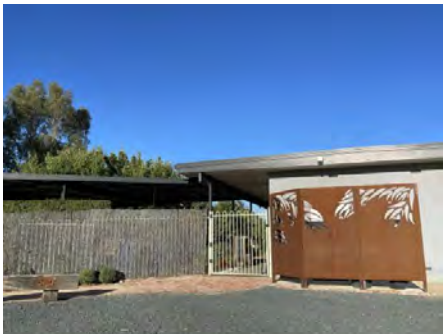



User groups and usage	<ul style="list-style-type: none"> <li>• Colbinabbin Football Netball Club</li> <li>• Colbinabbin Bowls Club</li> <li>• Colbinabbin Tennis Club</li> <li>• Colbinabbin Cricket Club</li> <li>• Community members for meetings, parties, etc.</li> </ul>
Issues and opportunities	<ul style="list-style-type: none"> <li>• Change facilities - the existing pavilion is unsuitable as a netball change facility as it only has 2 female pans and 1 shower in the female change room and 1 male pan, 1 urinal and 1 shower in the male change room. During netball season both the male and female change rooms are used by netballers. There are no dedicated change areas and no space for teams to separate themselves from one another or store their belongings. Further, there are no umpire change rooms, accessible toilets or baby change areas. The sports pavilion, which is located on the opposite side of the oval and too far away to be functional as a netball changeroom.</li> <li>• Kitchenette – numerous organisations use the netball / bowls pavilion for meetings and functions, but the kitchenette is not able to adequately cater for such activities. It requires new shelving, benches, storage space, a new sink and new appliances.</li> <li>• No heating available under southern verandah.</li> <li>• No ceiling fans inside or outside pavilion.</li> </ul>
Proposed actions	<ul style="list-style-type: none"> <li>• Incorporate netball change facilities, a suitable kitchen and heating / cooling into a new multi-purpose facility to be shared by football, cricket, netball, tennis, bowls and other community uses.</li> <li>• Demolish the existing bowls / netball / tennis pavilion.</li> </ul>

**Swimming pool**

Features and supporting infrastructure	<ul style="list-style-type: none"> <li>• 1 x 20m, 6 lane outdoor swimming pool</li> <li>• 1 toddler outdoor swimming pool with shelter</li> <li>• Pool pump shed</li> <li>• Picnic tables with shade sail</li> <li>• Change room (no showers) and kiosk shared with sports pavilion</li> <li>• Separate storage shed.</li> </ul>
User groups and usage	<ul style="list-style-type: none"> <li>• Community members for swimming – daily during summer months (December to March)</li> <li>• Colbinabbin Primary School – periodically for swimming program</li> <li>• Local schools – periodically for swimming program.</li> </ul>
Issues and opportunities	<ul style="list-style-type: none"> <li>• Retention – the Colbinabbin community is very keen to retain its outdoor swimming pool. In order to do this, it is keen to demonstrate to Campaspe Shire that the pool is well utilised. Council's existing initiative of free entry to the pool in the 2022/2023</li> </ul>

	summer is most welcome. Other initiatives to consider are a pool blanket and solar heating to extend the season and activities such as community BBQs on Friday evenings.
Proposed actions	<ul style="list-style-type: none"> <li>• Purchase a pool blanket and explore solar heating as a means to provide warmer water for swimming pool users and to potentially extend the season.</li> </ul>

<b>Kindergarten</b> <div style="display: flex; justify-content: space-around; align-items: center;">   </div>	
Features and supporting infrastructure	<ul style="list-style-type: none"> <li>• Kindergarten building (previously the gun club pavilion)</li> <li>• Play area</li> <li>• Shade sails</li> <li>• Storage sheds.</li> </ul>
User groups and usage	<ul style="list-style-type: none"> <li>• Kindergarten – 3- and 4- year-old kinder operates from the kindergarten building on Tuesdays, Wednesdays and Thursdays.</li> </ul>
Issues and opportunities	<ul style="list-style-type: none"> <li>• Early years facility – during the development of the Colbinabbin Community Based Plan, there was discussion about developing a new early year's facility in Colbinabbin incorporating kindergarten, childcare, maternal and child health services, visiting allied health professionals and the potential relocation of the primary school (subject to Department of Education and Training agreement and financial support – both unknown at this stage). An action identified in the Community Based Plan is to undertake an early year's facility feasibility study. As this study has not yet occurred,</li> </ul>



	the viability of developing such a facility on site is unknown. However, the master plan design needs to set aside space for such a facility if it is to be developed on site. The footprint of a 2 room early years facility with 2 consulting rooms, play area and parking is approximately 2000m <sup>2</sup> .
Proposed actions	<ul style="list-style-type: none"> <li>Develop an early year's facility at Colbinabbin Recreation Reserve, subject to the outcome of the (yet to be completed) feasibility study. Relocation of the Colbinabbin Primary School to the site may also be a possibility, subject to approval from State and Local Government.</li> </ul>

**Internal roadways, parking and paths**

Features and supporting infrastructure	<ul style="list-style-type: none"> <li>• Internal roadways</li> <li>• No formalised car parking spaces</li> <li>• No disabled car parking spaces</li> <li>• No shared paths.</li> </ul>
User groups and usage	<ul style="list-style-type: none"> <li>• General public on a daily basis.</li> </ul>
Issues and opportunities	<ul style="list-style-type: none"> <li>• Entrance roadway – as the Recreation Reserve is used by the Air Ambulance for medical emergencies and the CFA as staging area and an evacuation area when local disasters have occurred, it is important that the entrance roadway is able to safely cater for vehicles such as fire trucks and ambulances. The existing roadway is too narrow at present and if cars are using the roadway at the same time, but in the opposite direction of one another, both have to partially move off the road. Further, the existing gravel roads within the Reserve require continual maintenance with excavators and graders, as well as a regular top up with gravel to fill potholes. Therefore, a widened</li> </ul>

	<p>road, preferably sealed with bitumen is desired.</p> <ul style="list-style-type: none"> <li>• Parking – parking occurs haphazardly around sporting and community infrastructure at the site as there are currently no formalised car parking areas. Once the new multi-purpose facility is constructed, it would be ideal to establish formalised car parking areas, including spaces for disabled parking, emergency vehicles and delivery vehicles.</li> <li>• Pedestrian safe area – there is concern by user groups that there is not a pedestrian safe zone where people (including children) can move about without cars. The ideal location for a pedestrian safe zone is usually next to the new multi-purpose facility (especially the kiosk area) and next to a play space.</li> <li>• Paths – there is a strong desire by the community, as evidenced in the Colbinabbin Place Based Plan engagement, for safe shared paths to connect the school and the township to the Recreation Reserve. This will enable people to safely use active transport to travel between locations, rather than relying on motor vehicles as much. It will also provide a recreational pathway for people to use for fitness and enjoyment. Visitors to the silo may also be encouraged to ‘stretch their legs’ and take a walk or cycle up to the recreation reserve.</li> <li>• Ticket box – the ticket box at the entrance to the grounds is past its useful life and needs to be replaced with a new ticket box.</li> <li>• Traffic flow – improved traffic flow around the sports oval needs to be considered as, along with directional signage.</li> </ul>
Proposed actions	<ul style="list-style-type: none"> <li>• Formalise car parking around the proposed new multi-purpose facility and create parking spaces for people with disabilities, emergency vehicles and deliveries.</li> <li>• Create a pedestrian-safe zone near the new multi-purpose facility so that adults and children can move around safely in an area not used by cars.</li> <li>• Develop safe shared walking / cycling paths that connect the school and township to the Recreation Reserve and vice versa, utilising the train bridge as part of this development.</li> <li>• Redevelop the entrance to the reserve by:</li> </ul>


	<ul style="list-style-type: none"><li>• widening and sealing the entrance road into the Recreation Reserve so that it is suitable for emergency vehicles and two way traffic</li><li>• replacing the existing ticket box with a new ticket box to improve operations and comfort of volunteers</li><li>• aligning internal roadways for best traffic flow</li><li>• installing directional signage.</li></ul>
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**Playground**

Features and supporting infrastructure	<ul style="list-style-type: none"> <li>• Combination unit with slides and climbing structures – designed for children under 10 years of age</li> <li>• Softfall</li> <li>• Fence.</li> </ul>
User groups and usage	<ul style="list-style-type: none"> <li>• General community – used when sport or training is held at the reserve and for informal play on other days.</li> </ul>
Issues and opportunities	<ul style="list-style-type: none"> <li>• Location – the play space is located too far from key activity areas. A more suitable location needs to be found near the new multi-purpose facility.</li> <li>• Equipment – the play equipment is likely to be nearing the end of its useful life. The existing equipment offers limited play value. When playground renewal occurs, consideration could be given to nature-based play opportunities, as well as some more traditional play features such as swings and climbing structures. The play space at the</li> </ul>

	<p>Recreation Reserve needs to be different to the one located next to the Memorial Hall in Colbinabbin so that two different types of play opportunities are available to local children and visitors.</p> <ul style="list-style-type: none"> <li>• Fence – the current play space is fenced. Ideally local level play spaces incorporate a barrier of some form (fence, rocks or vegetation) where the play space is located next to potential danger such as a roadway or waterway but will not be completely fenced.</li> <li>• Shade – the existing play space has no shade. The new play space site needs to incorporate shade, ideally through the use of a shade sail.</li> <li>• There are no seats or picnic tables at the existing play space. These features need to be included in the new location.</li> </ul>
Proposed actions	<ul style="list-style-type: none"> <li>• Upgrade the play space at the Recreation Reserve to incorporate nature-based play, some traditional elements, seats, picnic tables, accessible paths and a shade sail. Provide some form of barrier to prevent children from running onto the road. The play space should be located close to the proposed new multi-purpose facility.</li> </ul>

<b>Landscaping / site amenities / signage</b> 	
Features and supporting infrastructure	<ul style="list-style-type: none"> <li>• Sparse tree plantings.</li> <li>• Water bubbler near the pavilion / swimming pool.</li> </ul>
User groups and usage	<ul style="list-style-type: none"> <li>• N/A.</li> </ul>
Issues and opportunities	<ul style="list-style-type: none"> <li>• Aesthetics – the site has limited tree planting and could be made more attractive through additional plantings or landscaping with rocks and ground covers in specific locations. It is crucial that any plantings are low maintenance and indigenous to the Colbinabbin area so that they have the best chance of survival.</li> <li>• Shade – there is limited shade on site. Additional trees could provide much needed shade.</li> <li>• Seats – there are limited seats around the site. Local community members are keen to see seats with backs and some arm rests installed around the sports oval and at key locations such as the play space and in the swimming pool grounds. This type of seat is more comfortable and easier for people (particularly older adults or those with mobility</li> </ul>

	<p>issues) to get up from. There needs to be some locations set aside so that people in wheelchairs can comfortably watch sport at the recreation reserve.</p> <ul style="list-style-type: none"> <li>• BBQs / picnic facilities – community members report that there are people who use the recreation reserve on a daily basis to eat their lunch, as well as the occasional caravanner who uses the site overnight. To improve facilities for the general community and visitors to the area, the installation of a BBQ and some picnic tables with a shelter would be beneficial, particularly near the relocate play space.</li> <li>• Directional signage – there is limited signage directing people to the Recreation Reserve and identifying the opportunities that are available there. People passing through Colbinabbin for the first time are unlikely to know that there is a pool and a playground at the site, for example.</li> <li>• Interpretive signage – the Committee of Management is keen to acknowledge and celebrate the cultural heritage of traditional owners of the land, through the installation of interpretive signage.</li> </ul>
Proposed actions	<ul style="list-style-type: none"> <li>• Plant additional low-maintenance indigenous trees, shrubs and ground covers in key locations around the reserve to improve the amenity of the site, provide more shade and provide habitat for fauna. Ensure plantings adhere to Crime Prevention Through Environmental Design (CPTED) principles to ensure users feel safe.</li> <li>• Install additional seats around the oval, at the play space and in the swimming pool grounds, with backs and arm rests on some and create a suitable location for people in wheelchairs to safely view sporting events..</li> <li>• Install a BBQ, some picnic tables that are accessible for people in wheelchairs and a shelter near the playground.</li> <li>• Install signage on the main road to direct people to the Recreation Reserve and to let them know what is available at the site.</li> <li>• Install interpretive signage at the Recreation Reserve to acknowledge and celebrate the cultural heritage of traditional owners of the land.</li> </ul>



Other	
Features and supporting infrastructure	<ul style="list-style-type: none"> <li>• Currently no additional features.</li> </ul>
User groups and usage	<ul style="list-style-type: none"> <li>• N/A.</li> </ul>
Issues and opportunities	<ul style="list-style-type: none"> <li>• Informal recreation opportunities – there is growth in informal recreation activities nationally. Some suggestions from the community include the installation of outdoor fitness equipment at the recreation reserve.</li> <li>• Income generation – numerous recreation reserves around the state obtain additional income via a rental fee paid by telecommunication companies to provide a mobile phone tower on site. This type of option should be explored by the Recreation Reserve Committee of Management. Another possibility is rental received from hosting a bottle recycle facility on site.</li> </ul>
Proposed actions	<ul style="list-style-type: none"> <li>• Install outdoor fitness equipment in the current play space site.</li> <li>• Explore income generating activities such as rental received from hosting a bottle recycling facility on site.</li> </ul>

## 9. ACTION PLAN

The following actions have been identified for the Colbinabbin Recreation Reserve, based on needs identified by user groups and other potential users of the site via:

- Community engagement undertaken through the recent Colbinabbin Place Based Plan
- Feedback from clubs / organisations
- Feedback from a user group workshop
- Assessment of trends, participation data and
- Assessment of strategic policy directions and guidelines related to sport and recreation facilities at a Federal, State and Local Government level.

The cost indications provided in this section of the plan are indicative only and are to be confirmed through further planning and by a Quantity Surveyor. They don't include project costs such as architects or service upgrades that may be required. The majority of these actions will require external funds to assist with implementation and development.

### Priority and indicative costing key:

Quick win	Short term	Medium term	Long term
Within 12 months	1-3 years	4-7 years	8 years +
Indicative costing			
\$0-\$50k = \$	\$50k-\$100k = \$\$	\$100k-\$500k = \$\$\$	\$500k+ = \$\$\$\$

Facility	Works	Responsibility / Potential Partners	Priority	Indicative Costing
Sports Oval	1. Install nets behind the football goal posts at each end of the ground to prevent the football (and potentially cricket balls) from hitting spectators and cars.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> <li>Colbinabbin Football Netball Club</li> </ul>	Quick win	\$\$
	2. Construct new coach's boxes that are larger in size than the existing boxes.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> <li>Colbinabbin Football Netball Club</li> </ul>	Quick win	\$
	3. Upgrade the run up, wickets and carpet in the cricket practice nets.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> <li>Colbinabbin Cricket Club</li> </ul>	Medium	\$
	4. Install a Public Address (PA) system at the oval to communicate with players, spectators and the general community during events or emergencies.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> </ul>	Long	\$
	5. Replace the existing lights on the	<ul style="list-style-type: none"> <li>Colbinabbin Town</li> </ul>	Long	\$\$\$

Facility	Works	Responsibility / Potential Partners	Priority	Indicative Costing
	sports oval with LED lights to enable better viewing for participants and spectators during night games and training.	Recreation Reserve Committee of Management <ul style="list-style-type: none"> <li>• Campaspe Shire Council</li> <li>• Colbinabbin Football Netball Club</li> <li>• Colbinabbin Cricket Club</li> </ul>		
	6. Purchase a larger scoreboard that is capable of showing movies for community members.	<ul style="list-style-type: none"> <li>• Colbinabbin Town Recreation Reserve Committee of Management</li> <li>• Campaspe Shire Council</li> <li>• Colbinabbin Football Netball Club</li> <li>• Colbinabbin Cricket Club</li> </ul>	Long	\$\$
<b>Multi-purpose facility</b>	7. Undertake detailed designs for a new multi-purpose facility.	<ul style="list-style-type: none"> <li>• Colbinabbin Town Recreation Reserve Committee of Management</li> <li>• Campaspe Shire Council</li> <li>• Colbinabbin Football Netball Club</li> <li>• Colbinabbin Cricket Club</li> <li>• Colbinabbin Bowls Club</li> <li>• Colbinabbin Tennis Club</li> </ul>	Quick win	\$

Facility	Works	Responsibility / Potential Partners	Priority	Indicative Costing
	<p>8. Construct a new multi-purpose facility at Colbinabbin Recreation Reserve featuring:</p> <ul style="list-style-type: none"> <li>• Unisex change rooms</li> <li>• Unisex umpire change rooms</li> <li>• Trainer / medical room</li> <li>• Accessible toilets</li> <li>• Baby change / feeding facilities</li> <li>• Kitchenette / kitchen</li> <li>• Social space with bar</li> <li>• Office</li> <li>• Storage</li> <li>• A community gym (potentially).</li> <li>• Multi-purpose room/s suitable for Maternal and Child Health Service, telehealth appointments and hot desks</li> <li>• Large deck / verandah area for spectator viewing with fans and heating and potentially pull-down blinds to support year-round use for night functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Colbinabbin Town Recreation Reserve Committee of Management</li> <li>• Campaspe Shire Council</li> <li>• Colbinabbin Football Netball Club</li> <li>• Colbinabbin Cricket Club</li> </ul>	Short	\$\$\$\$



Facility	Works	Responsibility / Potential Partners	Priority	Indicative Costing
	9. Demolish the existing football / cricket pavilion (once the new multi-purpose facility has been constructed) and install amenities facilities for use by swimming pool patrons and other reserve users.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> </ul>	Short	\$\$\$
<b>Netball Courts</b>	10. Install electronic scoreboards for netball.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> <li>Colbinabbin Football Netball Club</li> </ul>	Quick	\$\$
	11. Explore the option of expanding the tennis court footprint to accommodate larger multi-purpose courts that are also suitable for netball and potentially basketball. This development includes an upgrade to the playing surface, multi-sport line marking, new netball goal posts, new tennis posts, new tennis nets, new lights, new umpire chairs and a half basketball court or a basketball ring and backboard in the	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> <li>Colbinabbin Football Netball Club</li> <li>Colbinabbin Tennis Club</li> </ul>	Medium	\$\$\$

Facility	Works	Responsibility / Potential Partners	Priority	Indicative Costing
	netball court area. The footprint required to accommodate multi-purpose courts is 36.10 metres in length and 40.25 wide plus additional space for spectator shelters and seating outside this area on the sides.			
<b>Tennis Courts</b>	12. Install a shade structure and seating on the southern tennis courts.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> <li>Colbinabbin Tennis Club</li> </ul>	Quick	\$
	As per the netball action above: Explore the option of expanding the tennis court footprint to accommodate larger multi-purpose courts that are also suitable for netball and potentially basketball. This development includes an upgrade to the playing surface, multi-sport line marking, new netball goal posts, new tennis posts, new tennis nets, new lights, new umpire chairs and a half basketball court or a basketball ring and backboard in the	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> <li>Campaspe Shire Council</li> <li>Colbinabbin Tennis Club</li> </ul>	Medium	\$\$\$

Facility	Works	Responsibility / Potential Partners	Priority	Indicative Costing
	netball court area. The footprint required to accommodate multi-purpose courts is 36.10 metres in length and 40.25 wide plus additional space for spectator shelters and seating outside this area on the sides.			
<b>Lawn Bowls Green</b>	13. Undertake bowling green rink renovation on the north-east corner to level the playing surface.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> <li>Colbinabbin Bowls Club</li> </ul>	Short	\$
	14. Install new shade structures at the north end of the bowling green to provide shelter from the sun for players.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> <li>Colbinabbin Bowls Club</li> </ul>	Short	\$
<b>Bowls / Netball / Tennis Pavilion</b>	15. Demolish the bowls / netball / tennis pavilion prior to construction of the new multi-purpose facility.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> <li>Campaspe Shire Council</li> <li>Colbinabbin Bowls Club</li> <li>Colbinabbin Football</li> </ul>	Short	\$

Facility	Works	Responsibility / Potential Partners	Priority	Indicative Costing
		Netball Club • Colbinabbin Tennis Club		
<b>Swimming Pool</b>	16. Purchase a pool blanket and explore solar heating as a means to provide warmer water for swimming pool users and to potentially extend the season.	• Colbinabbin Town Recreation Reserve Committee of Management • Campaspe Shire Council	Quick win	\$\$
<b>Kindergarten</b>	17. Develop an early year's facility at Colbinabbin Recreation Reserve, subject to the outcome of the (yet to be completed) feasibility study. Relocation of the Colbinabbin Primary School to the site may also be a possibility, subject to approval from State and Local Government.	• Colbinabbin Town Recreation Reserve Committee of Management • Campaspe Shire Council • Colbinabbin Kindergarten • Department of Education and Training	Long	\$\$\$\$
<b>Entrance, roadways, parking, paths</b>	18. Formalise car parking around the proposed new multi-purpose facility and create parking spaces for people with disabilities, emergency vehicles and deliveries.	• Colbinabbin Town Recreation Reserve Committee of Management • Campaspe Shire Council	Short	\$
	19. Create a pedestrian-safe zone near the proposed new multi-purpose facility so that adults and children	• Colbinabbin Town Recreation Reserve Committee of	Short	\$

Facility	Works	Responsibility / Potential Partners	Priority	Indicative Costing
	can move around safely in an area not used by cars.	Management		
	20. Develop safe shared walking / cycling paths that connect the school and township to the Recreation Reserve and vice versa, using the train bridge as part of this development.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> <li>Campaspe Shire Council</li> </ul>	Short	\$\$\$
	21. Redevelop the entrance to the reserve by: <ul style="list-style-type: none"> <li>widening and sealing the entrance road into the Recreation Reserve so that it is suitable for emergency vehicles and two way traffic</li> <li>replacing the existing ticket box with a new ticket box to improve operations and comfort of volunteers</li> <li>aligning internal roadways for best traffic flow</li> <li>installing directional signage.</li> </ul>	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> </ul>	Short	\$\$\$
<b>Playground</b>	22. Upgrade the play space at the	<ul style="list-style-type: none"> <li>Colbinabbin Town</li> </ul>	Medium	\$\$



Facility	Works	Responsibility / Potential Partners	Priority	Indicative Costing
	Recreation Reserve to incorporate nature-based play, some traditional elements, seats, picnic tables, accessible paths and a shade sail. Provide some form of barrier to prevent children from running onto the road. The play space should be located close to the proposed new multi-purpose facility.	Recreation Reserve Committee of Management <ul style="list-style-type: none"> <li>• Campaspe Shire Council</li> </ul>		
	23. Plant additional low-maintenance indigenous trees, shrubs and ground covers in key locations around the reserve to improve the amenity of the site, provide more shade and provide habitat for fauna. Ensure plantings adhere to Crime Prevention Through Environmental Design (CPTED) principles to ensure users feel safe.	<ul style="list-style-type: none"> <li>• Colbinabbin Town Recreation Reserve Committee of Management</li> <li>• Campaspe Shire Council</li> <li>• Landcare</li> </ul>	Medium	\$
<b>Landscaping / Amenities / Signage</b>	24. Install additional seats around the oval, at the play space and in the swimming pool grounds with backs and arm rests on some, and create a suitable location for people in wheelchairs to safely view sporting	<ul style="list-style-type: none"> <li>• Colbinabbin Town Recreation Reserve Committee of Management</li> <li>• Campaspe Shire Council</li> <li>• Men's Shed</li> </ul>	Quick win	\$\$

Facility	Works	Responsibility / Potential Partners	Priority	Indicative Costing
	events.			
	25. Install signage on the main road to direct people to the Recreation Reserve and to let them know what is available at the site.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> <li>Campaspe Shire Council</li> <li>VicRoads</li> </ul>	Quick win	\$
	26. Install a BBQ, some picnic tables that are accessible for people in wheelchairs and a shelter near the playground.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> <li>Campaspe Shire Council</li> </ul>	Medium	\$\$\$
	27. Install interpretive signage at the Recreation Reserve to acknowledge and celebrate the cultural heritage of traditional owners of the land.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of Management</li> <li>Campaspe Shire Council</li> <li>Taungurung Land and Waters Council Aboriginal Corporation</li> </ul>	Medium	\$
<b>Informal recreation</b>	28. Install outdoor fitness equipment in the current play space site.	<ul style="list-style-type: none"> <li>Colbinabbin Town Recreation Reserve Committee of</li> </ul>	Long	\$\$

Facility	Works	Responsibility / Potential Partners	Priority	Indicative Costing
		Management <ul style="list-style-type: none"> <li>• Campaspe Shire Council</li> </ul>		
<b>Income generation opportunities</b>	29. Explore income generating activities such as rental received from hosting a bottle recycling facility on site.	<ul style="list-style-type: none"> <li>• Colbinabbin Town Recreation Reserve Committee of Management</li> </ul>	Ongoing	Nil

## 10. SITE PLANS






1. Install football goal post nets
2. Install new coaches boxes
3. Upgrade cricket nets
4. Install PA system
5. Replace oval lights
6. Install new larger scoreboard
7. Design multi-purpose facility
8. Construct multi-purpose facility
9. Demolish football pavilion and install amenities facilities
10. Install electronic netball scoreboard
11. Expand tennis courts for netball and basketball
12. Install shade structure on tennis court
13. Renovate north east corner of bowling green
14. Install new shade structure on bowling green
15. Demolish bowls / netball / tennis pavilion
16. Purchase pool blanket and explore solar heating
17. Develop early years facility and possibly relocate school
18. Formalise car parking
19. Develop pedestrian safe zone
20. Construct shared walking / cycling paths
21. Redevelop reserve entrance, new ticket box and widen entry road
22. Upgrade play space
23. Plant trees
24. Install more seats around site
25. Install directional signage on main road
26. Install BBQ / picnic area
27. Install interpretive signage
28. Install outdoor fitness equipment
29. Explore income generating activities.



## 11. APPENDIX

### Cultural Heritage Management Plan Assessment

 Department of Premier and Cabinet		
Process List		
Project Name:	Colbinabbin Recreation Reserve Pavilion	
Project Location:	Mitchell St, Colbinabbin	
Date:	13-Feb-2023	
	QUESTION	ANSWER
Question 1	Is the proposed activity , or all the proposed activities, exempt?	No
Question 2	Are you undertaking a High Impact Activity as listed in the Aboriginal Heritage Regulations?	Yes
Question 2(b)	Is the activity for or associated with a purpose for which the land was being lawfully used prior to 28 May 2007?	Yes
Answer:	<p>ON THE BASIS OF THE ANSWERS YOU HAVE ENTERED</p> <p>YOU ARE NOT REQUIRED BY THE REGULATIONS TO PREPARE A CULTURAL HERITAGE MANAGEMENT PLAN FOR THIS PROJECT</p>	
	This process list is for information purposes only; the result must not be relied upon by a statutory authority in deciding whether a cultural heritage management plan is required for a proposed activity.	

**Netball Victoria Change Facility Guidelines**

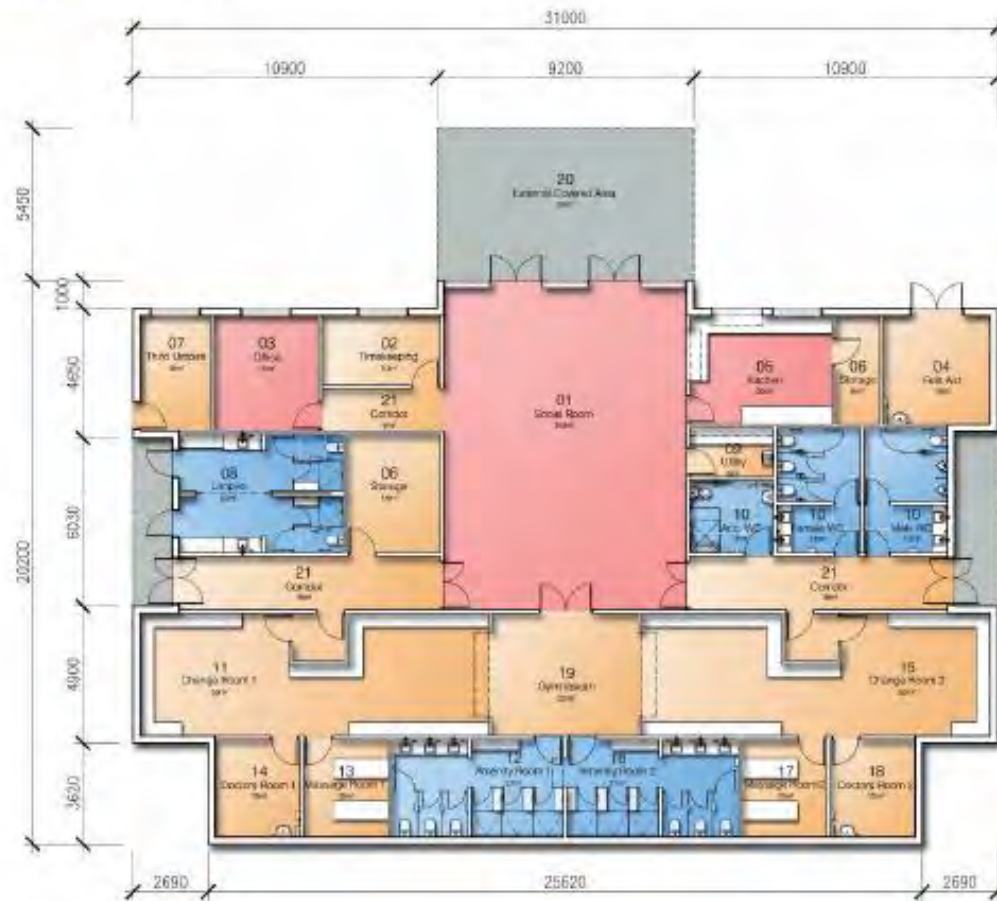
<b>Player amenities</b>	<ul style="list-style-type: none"> <li>• Min 2 areas, min 14m<sup>2</sup> each</li> <li>• Unisex facility – min 1 shower, 2WC's and 2 handbasins in each area</li> </ul>
<b>Player change rooms</b>	<ul style="list-style-type: none"> <li>• Min 2 rooms, min 20m<sup>2</sup> each room.</li> </ul>
<b>First aid room</b>	<ul style="list-style-type: none"> <li>• 1 room, min 10m<sup>2</sup></li> </ul>
<b>Umpires change rooms and amenities</b>	<ul style="list-style-type: none"> <li>• Min 2 change rooms, min 5m<sup>2</sup> each (1WC and 1 handbasin in each)</li> <li>• Min 1 changeroom: min 5m<sup>2</sup> each (1 shower)</li> </ul>
<b>Umpire duty room</b>	<ul style="list-style-type: none"> <li>• 1 room, min 10m<sup>2</sup></li> </ul>

## AFL Local Facility Guidelines

LOCAL FACILITY AREA SUMMARY					
No.	Room Name	Area	No.	Room Name	Area
01	Social Room	100m <sup>2</sup>	11	Change Room 1	55m <sup>2</sup>
02	Timekeeping	10m <sup>2</sup>	12	Amenity Room 1	21m <sup>2</sup>
03	Office	15m <sup>2</sup>	13	Massage Room 1	10m <sup>2</sup>
04	First Aid	15m <sup>2</sup>	14	Doctors Room 1	10m <sup>2</sup>
05	Kitchen / Kiosk	20m <sup>2</sup>	15	Change Room 2	55m <sup>2</sup>
06	Storage	20m <sup>2</sup>	16	Amenity Room 2	21m <sup>2</sup>
07	Third Umpire / Match Officials	10m <sup>2</sup>	17	Massage Room 2	10m <sup>2</sup>
08	Umpire	25m <sup>2</sup>	18	Doctors Room 2	10m <sup>2</sup>
09	Utility	5m <sup>2</sup>	19	Gymnasium	23m <sup>2</sup>
10	Acc.WC	7m <sup>2</sup>	20	External Covered Area	50m <sup>2</sup>
10	Female WC	13m <sup>2</sup>	21	Corridors	72m <sup>2</sup>
10	Male WC	13m <sup>2</sup>			
Total: 590m <sup>2</sup>					

Under the AFL Guidelines, some of these spaces are optional, e.g. massage room, doctor's room and gymnasium.

## 4.5.4 LOCAL FACILITY



# Colbinabbinn Place Based Plan Community Engagement Report





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## Introduction

This report outlines the community engagement activities undertaken to help develop the Colbinabbin Place Based Plan and how the information provided to the community was developed.

## Previous Community Plan

A Community Plan was developed for Colbinabbin and District in 2019.

The vision contained in this plan is: “Colbinabbin, a friendly and thriving place to visit, stay and live.”

The six themes identified in this plan were:

- Planning
- Beauty
- Connection
- Recreation
- Prosperity
- Education

A key project emanating from this plan was the painting of the town silos.

The key actions developed as part of this community plan were:

- Recreation - undertake a recreation reserve master plan
- Recreation - develop new social facilities / function space at the recreation reserve
- Play space - upgrade the play space and fence it
- Hall - upgrade the hall toilets
- Streetscape - improve the visual appeal of the streetscape in Colbinabbin through plantings
- Footpaths – develop paths to connect key visitation areas
- Signage – create township entry and directional signage with local brand personality
- Pool – retain the pool
- Tourism – develop the Mt Camel Tourism Winery Trail
- Cycle tourism – develop a trail to connect the Mt Camel Wineries
- Renewable energy – develop a solar wind farm
- Tourism – paint the silos, upgrade playground, upgrade toilets in hall, improve signage and improve visitor facilities
- Parks / reserves – develop a nature study area to connect to the school to the recreation reserve (Creek Nature Reserve)
- Community transport – explore community transport options (e.g. purchase of community cars / mini bus, transport apps, collaborations with other towns, etc) to enable residents without access to transport to go for appointments, shopping and outings
- Information – develop a town app.

## Campaspe Shire Council Plan

As part of the development of Campaspe Shire Council's Council Plan 2021-2025, the broader community was engaged with in 2019. A number of residents of Colbinabbin took part in this exercise and identified the following needs for Colbinabbin:

- Public transport - improved public transport options, e.g. taxi, community bus
- All abilities - disabled toilet needed in the town
- Playground - improvements needed including fencing
- Activities - lack of activities for kids who don't play sport; nothing for kids with a disability to do locally
- Pool - the pool is VITAL. More use of pool and pool areas for other activities / develop multi-purpose pool area
- Sporting club facilities – netball changerooms needed and dedicated privacy screen area for netball changerooms
- Safety - focus on the community due to increase in traffic (silos); children's safety walking to school; fence on pathway towards school
- Walking tracks – link tracks. Rail bridge to make part of the walking track – walking across the main bridge can be dangerous
- Water – so much water has left the district and wetlands are decreasing; conflict between environmental water and environmental tourism; advocate for more water in Greens Lake
- Recycling – introduce bottle deposit and educate people about the importance of recycling; introduce composting bins; provide compost drop off bins for those who live out of town; audit recycling bins
- Rubbish - increase hours of transfer station to cater for those who don't have a rubbish collection; and more drum muster programs
- Greening – plant more trees and plants in the main street of Colbinabbin
- Infrastructure – drainage needs to be improved to reduce likelihood of flooding
- Biodiversity – educate the community about threatened species and the natural environment
- Indigenous people – provide opportunities for the community to learn from - the First Nations people
- Water Pressure – improve water pressure
- Housing – lack of community housing blocks
- Streetscape – need to beautify streets
- Agricultural land – need to maintain for agricultural purposes
- Speed limit – need to advocate to Vic Roads to decrease speed and to the police to enforce
- Water usage - hasn't necessarily changed out of the district, but the use has, e.g. vineyards – greater water efficiency
- Caravan park – could develop on unused land
- Native vegetation – increase town trees and green the landscape
- Roads - rural roads are narrow and need the road verges cleaned; traffic through town is too fast; improved signage needed for Meade Lane
- Cemetery trust - need space for holding documents
- Toilets – upgrade required

- NBN - inconsistent in Colbinabbin township
- Streetscapes – need to remove dead trees and stumps; need to beautify
- Development – planning permits have hampered development; land needs to be finished off so that it is ready for development
- Visitors – need facilities for overnight stays
- Recreation – need social and meeting spaces
- Education – link kinder to school to keep school going
- Land – commercial and residential land availability
- Water pipeline – Colbinabbin / Cornelia pipeline
- Safe access – needed between school and recreation reserve
- Office – for community groups rotating
- Internet – needs to be improved
- Depot – Industrial zoned – totally underutilised – buyers are interested
- Population growth - how can the Shire attract new residents to the area?
- Training - TAFE outreach at the hall, e.g. Aged Care, Chemicals short course, etc.
- Workforce – still need itinerant workers for agriculture; can't get farm managers
- New business development
- Employment - very little unemployment
- More development required – industry and residential
- Promotion – need a Shire event to promote visitation and support local business in a retail sense (wineries, producers, etc) i.e. food and wine events
- Business support – needed for community longevity.

## Workshop with Community Governance Committee

A workshop was held with the Community Governance Committee on 17 May 2022 to review actions from the previous Colbinabbin Community Plan and the Campaspe Shire Council Plan consultation. The Committee discussed each action, and where such an action has already been completed, or is no longer relevant, discarded this action. The remaining actions were grouped into general themes chosen by the committee. The agreed themes and actions to seek further information on from the general community are:

Topic	Details
<b>Health and wellbeing</b>	
Walking tracks	Connect various walking tracks throughout the town, incorporate the rail bridge into the walking track, provide a safe route for children walking / riding to school (including a fence on the pathway towards school)
Safety	Advocate to VicRoads for a reduction in the speed limit in town and encourage police to reinforce the new limit
<b>Social and community connections</b>	
Recreation Reserve	Develop new social facilities / function space at the recreation reserve
Activities	Develop more activities for children and young people
First Nations people	Provide opportunities for the community to learn from the First Nations people
Cemetery Trust	Provide space for holding cemetery records and documents
<b>Education, training, industry and employment</b>	
Education	Link kinder, childcare and Maternal and Child Health services to the primary school
Employment	Promote employment options in farming, hospitality, tourism, childcare and homecare
Tourism	Develop the Mt Camel Tourism Winery Trail
Tourism	Develop a caravan park on unused land
Signage	Develop Colbinabbin branding and improved township entry and directional signage incorporating this branding
Land use	Ensure that land is maintained for agricultural purposes
<b>Built and natural environment</b>	
Pool	Retain the pool and use the pool and pool areas for other activities / develop a multi-purpose pool area
Water pressure	Improve water pressure in Colbinabbin
Recycling	Introduce bottle deposits
Housing	Open up more blocks for residential development and ensure that blocks available for development are properly finished off with kerbs and roadways
Public toilets	Upgrade public toilets and provide unisex accessible toilets
Streetscapes	Improve the visual appeal of the streetscape in Colbinabbin through plantings and better-connected footpaths
Sporting club facilities	Netball change rooms needed and dedicated privacy screen area for netball change rooms
Industrial land	More land should be made available for industry, including VicTrack land
Communications	Improved NBN and mobile phone services needed
Water	Concern about the amount of water that has left the district and the condition of wetlands



Topic	Details
Water	Advocate for more water in Greens Lake
Water	Support the development of the Colbinabbin / Cornella water pipeline
Depot	Consider how funds from the sale of this asset will be used to benefit the community
Parks / reserves	Develop a nature study area to connect the school to the recreation reserve (Creek Nature Reserve)
Playgrounds	Both playgrounds need updating and need a fence
Drainage	Drainage needs to be improved to reduce the likelihood of flooding
<b>Leadership and planning</b>	
Recreation Reserve	Undertake a recreation reserve master plan
Population growth	Explore ways to increase population growth
Volunteers	Identify ways to attract more volunteers in the community
Event	Develop an event to promote visitation and support local businesses, e.g. a food and wine event

This list was refined once more by the Governance Group into 24 potential community projects and 6 advocacy projects at its meeting on 8 June 2022.

## Drop-in Session

A drop-in session was held at Colbinabbin General Store on Saturday 9 July, 2022 from 8am to 11.30am, planned to coincide with a home football/netball game. During this time, a member of the project team and a member of the Governance Group conducted informal conversations with local residents who visited the store. A total of 22 one-on-one interviews were recorded at this drop-in session (13 males and 9 females, with ages predominantly in the 60-70 years of age bracket). Quite a few people commented that they were happy with the way things have progressed in Colbinabbin in recent years (e.g. community taking on ownership and management of the store and pub and the development of the silos) and had no further suggestions of additional improvements. There was a lot of awareness of the community survey which had been letter drop boxed earlier that week. Of those did comment, upgrading the public toilets; retaining the pool; retaining community infrastructure / assets; better utilising Memorial Hall; upgrading the recreation reserve pavilion; and improving the streetscape were the top priorities. All of the ideas expressed follow:

Topic	Details	No. of responses
<b>Public toilets</b>	Upgrade the public toilets (1); construct DDA compliant toilet (2); increase the number of toilets (1); ensure toilets are unisex (1); provide baby change facilities (1)	6
<b>Swimming pool</b>	Retain the pool	5
<b>Assets</b>	Don't sell off town assets / lose any existing facilities	3
<b>Memorial Hall</b>	Instigate neighbourhood house programs at the Memorial Hall (1); retain the hall – potentially involving the local wine industry (1); move the historical society into the hall (1)	3
<b>Recreation Reserve Pavilion</b>	Upgrade Recreation Reserve social and change facilities (2); provide a space for older people to watch the football from inside the pavilion (1)	3
<b>Streetscape</b>	Improve the streetscape (2); encourage residents to keep their yards tidy (1)	3
<b>Accommodation</b>	Don't develop a caravan park for long term accommodation	2
<b>Events</b>	Reinstate the Tractor Pull (1); develop a food and wine festival (1)	2
<b>Kinder</b>	Retain the kinder (1); add an additional room to cater for growth and waiting list (1)	2
<b>Library</b>	Need to retain the library	2
<b>Residential blocks</b>	Develop more residential blocks (1); finish off existing residential blocks (1)	2
<b>Silos</b>	Develop new toilets at the silo (1); install lights on the silos (1)	2
<b>Transport</b>	Provide transport to older residents to medical appointments	2
<b>Walking / cycling tracks</b>	Develop more walking / cycling tracks	2
<b>Youth / children's activities</b>	Need someone to organise activities for children and young people (1); consider non-sporting activities such as games nights and activities suitable for people with social anxiety, autism and ADHD (1)	2

Topic	Details	No. of responses
<b>Caravan park</b>	Develop a caravan park in Colbinabbin	1
<b>Cemetery</b>	Provide additional storage space	1
<b>Drive-in</b>	Develop a drive-in	1
<b>Environment</b>	Support initiatives of Landcare	1
<b>Development</b>	Don't change things too much	1
<b>Golf</b>	Upgrade golf course	1
<b>Health and wellbeing programs</b>	Conduct strength and balancing programs for older adults	1
<b>Historical collection</b>	Historical Society needs space for its collection and for people to view their records (currently set up in hall waiting room)	1
<b>Intergenerational activities</b>	Implement a teach a skill learn a skill program where young and old teach and share their skills, e.g. knitting, living sustainably, etc	1
<b>Nature Reserve</b>	Develop a nature reserve between the school and the recreation reserve and include bushfood, fire retardant plants and provide plaques with scientific names	1
<b>Recycling</b>	Develop a recycling space to help reduce impact on the environment and create employment	1
<b>Roadways</b>	Fill in potholes on main street and back streets	1
<b>Rotunda</b>	Relocate the rotunda closer to the silos	1
<b>Service information</b>	Develop a booklet that provides information about all of the services available, e.g. NDIS, children's programs, etc	1
<b>Shop local</b>	Support shopping local	1
<b>Telecommunications</b>	Improve NBN	1
<b>Tennis courts</b>	Upgrade the tennis courts at the Recreation Reserve	1

## Community Survey

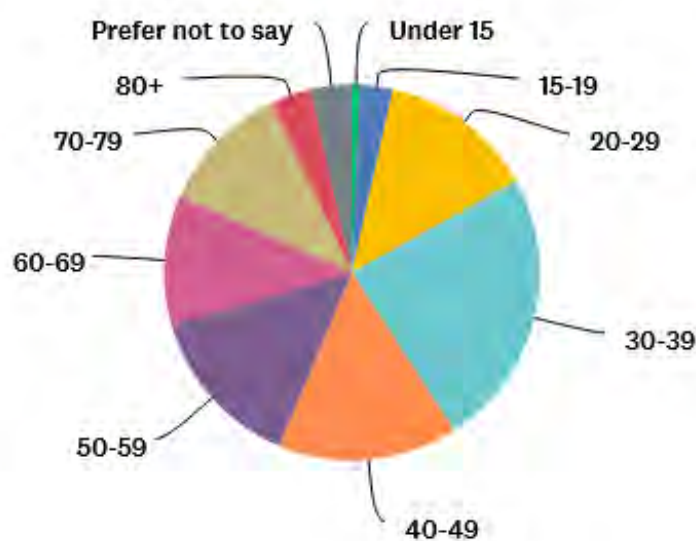
A community survey was developed and distributed to every letter box in Colbinabbin in the week beginning 4 July 2022. It was also available online. A total of 142 completed surveys were received, out of a total population of 285 people. This represents 49.8% of the population. Presumably a number of people who filled the survey filled it out on behalf of their family, so it is likely that survey responses represent the views of the majority of residents in Colbinabbin.

### Profile of respondents

Of those who completed a survey, 58% live in Colbinabbin / Cornella, with the bulk of other respondents living in places such as Melbourne (8%), Bendigo (5%), Rochester (4%), Echuca (4%), Corop (2%), Elmore (2%), and various other towns in the district such as Runnymede and Nanneella.

From a gender perspective, 68% identify as female, 29% as male, 1% as non-binary and 2% prefer not to say.

The age range of respondents was well distributed across all age groups other than those under 20 (however some children and young people in this age cohort have been picked up in kindergarten and primary school engagements). The age cohort with the greatest number of respondents was 30-39-year-olds.



**What people like most about Colbinabbin**

People were asked what they most like about Colbinabbin. Overwhelmingly people mentioned the fabulous community spirit and the friendliness of locals. Responses typically included the following:

**People and character**

- Friendly people
- Inclusive community
- Supportive community
- Community spirit
- Vibrant and progressive community
- Shared community values
- Proud community
- The ability of the community to get things done

**Lifestyle**

- Relaxed lifestyle
- Peace and quiet
- Good place to raise a family

**Climate**

- Good climate

**Aesthetics**

- Beautiful surrounds

**History**

- Strong heritage
- Family memories

**Location**

- Central to other larger towns

**Growth / level of development**

- Young families are choosing to move to the area
- Not over developed
- Small size of town is ideal

**Facilities and organisations**

- Pub, general store, pool, kinder, primary school
- The football netball club and sports facilities and silos.



Some specific comments include:

1. I love the size of the town - no worries about parking! I like that it is so central to other major towns in every direction. I love that young families are choosing to settle here - it's a good sign for the future
2. After 50 years or so, we still feel at home here, having arrived as newlyweds in 1964 and now a couple of apprentice geriatrics. Happy to have raised our family here. Good people, nice country...ongoing potential. Hopeful that the 'common good' mindset will prevail
3. We have lived in Colbo for 10 years now. At first it was too small, too quiet. Now we find we are involved regularly in social activities, made welcome by locals. We now enjoy the quite country life. With large regional towns nearby, Colbinabbin ticks the boxes for us.
4. Small community that works well together to make things happen as best as possible.
5. Everyone is very community-minded and wants what is best for the town and the greater community
6. The people and the atmosphere of a nice little quiet town with great views and a tight-knit community with lots of young families.
7. Great caring community that will always lend a hand to those in need
8. The scenery of the crops and fields. The welcoming people who always stop to say g'day and have a chat.
9. The warm and welcoming views as you enter the town, the people and the recent things that have happened to brighten up the town (silos, shop, etc).
10. The community and shared values. We are very fortunate to have some many community members who want strong education, have a good business mind and caring and thoughtful approach
11. It's a vibrant community and isn't dying out unlike many rural communities
12. There is a real feeling of community that there is another generation coming along who will take on the 'succession planning'.
13. It is a small friendly community, looking out for each, trying hard to raise its profile and to improve the amenities of the area for people to enjoy. It has some very good facilities which we are in danger of losing and some that need improvement.
14. The people, the landscape, the footy/netball club, and the hidden attractions (i.e. breweries, wineries, silo art) that the community has to offer
15. The community spirit, which is built on a solid foundation of inter-generational connectedness and commitment to supporting local. Small town vibe with big town vision. An amazing town. Sporting clubs are so important, with provision of good facilities to support, important too are the kinder and school.
16. It's home, there's always a smiling face whether you drop into the shop, pub or the footy. Can easily spend a weekend going to the footy, pub for dinner, Sunday morning coffee at the shop, drop into Shiraz for a drink. Happy days!
17. Everyone is treated as a local. Even if only visiting for the day.
18. Small town country vibe, friendly nature. It's a unique town with a special charm. The farming culture, scenic views and local families make it a special community. The football and netball club is welcoming and the culture of the town is positive. The Colbo pub is fantastic and so is the general store. We are very lucky to have these businesses in town and

Westy's as well. It is a great community to be a part of. The silos are also fantastic and well done to the committee for transforming this part of town.

19. Colbo is very small, but it has everything! The recreation reserve is unique in the entire Campaspe shire in that all the Rec clubs and swimming pool are stationed in the one location- so it is a hub of activity 365 days a year. Swimming pool, footy, tennis, netball, cricket, bowls and kinder all at the one site. Fantastic! And the swimming pool was a community triumph over years of self-management and dedication to provide the community with a swimming pool to keep kids out of the channel and teach and experience water safety.

#### Potential community projects

The survey listed some of the ideas mentioned by local residents as part of the last community plan in 2019 and as part of Council's Council plan consultation in 2020. Some of these projects can be achieved in the short term (1-12 months), some in the medium term (1-5 years) and some in the long term (5-10 years). Respondents were asked to rate these projects in order from 1 to 24, with 1 being their number one priority. Of the 141 people who responded to this question, the top six projects are retain the swimming pool; upgrade play spaces; encourage people to shop locally; explore potential to develop an early year's hub; develop and enhance events; and upgrade the recreation reserve. All projects in order of priority are:

No.	Projects in order of priority	Weighted score	No. of people who chose this as #1 priority
1	<b>Swimming Pool</b> – retain the Colbinabbin Swimming Pool and increase programming	19	41
2	<b>Playgrounds</b> – develop safe places for children to play at the Recreation Reserve and in the township	19	11
3	<b>Shop local</b> – encourage people to shop locally, including at Colbinabbin General Store to ensure that it remains sustainable	17	2
4	<b>Children's services</b> - explore the potential to develop an integrated early years hub incorporating services such as kindergarten, childcare and Maternal and Child Health	16	5
5	<b>Events</b> – develop and enhance events (e.g. food, wine, music) to attract more visitors to Colbinabbin	16	12
6	<b>Recreation Reserve</b> – upgrade the recreation reserve pavilion to include improved social, community and change facilities	16	32
7	<b>Public toilets</b> – develop new accessible, unisex toilets with baby change facilities in Colbinabbin to replace the existing toilets	14	6
8	<b>Young people</b> – develop more activities for children and young people	14	1
9	<b>Tourism</b> – develop a map / brochure of the district to promote local attractions and businesses	14	2
10	<b>Business promotion</b> – promote existing businesses available locally	14	7
11	<b>Memorial Hall</b> – redevelop the Memorial Hall to	14	1

No.	Projects in order of priority	Weighted score	No. of people who chose this as #1 priority
	incorporate new uses, e.g. tourist information, museum and display of art works		
12	<b>Golf Course</b> – redevelop the golf club at Colbinabbin	13	3
13	<b>Walking / cycling paths</b> – connect and extend further safe develop walking / cycling paths around Colbinabbin that link to key locations such as the school, Recreation Reserve, silos and town centre, including a crossing over the channel	13	2
14	<b>Library</b> – retain and redevelop library services in Colbinabbin	12	1
15	<b>Nature reserve</b> – develop a nature study area to connect the school to the recreation reserve: Creek Nature Reserve	12	0
16	<b>Cemetery</b> – provide space for holding cemetery records and documents	12	2
17	<b>Streetscapes</b> – improve the streetscapes of Colbinabbin to include township entry signage, directional signage and landscaping	12	3
18	<b>Netball</b> – develop gender neutral change facilities for netballers	12	5
19	<b>Residential development</b> – expand housing estates in town to support increased population growth and sustainability and complete works in current housing estates, e.g. kerbs, gutters and roadways	9	3
20	<b>Recycling</b> – introduce a bottle recycling facility in Colbinabbin	9	1
21	<b>Tourism development</b> – develop the Mt Camel Winery Tourism Trail	8	0
22	<b>Drainage</b> – improve drainage in Colbinabbin to reduce the likelihood of localised flooding	7	0
23	<b>Accommodation</b> – develop a caravan park in Colbinabbin	6	0
24	<b>Water pipelines</b> – enhance the development of pipelines including the Colbinabbin-Cornella water pipeline	6	0

#### More information about priorities / additional ideas

Survey respondents were able to provide additional comments about their answers, or to identify any potential new projects not already listed. Many of the comments related to supporting items in the list, e.g. retention of the swimming pool, recreation reserve upgrade; greater use of Memorial Hall and playground upgrades, for example.

New comments included the development of community transport for older adults to access medical appointments and to do their shopping; development of a wine bar; a greater focus on environmental issues; introduction of health and wellbeing programs; improved access to health care; provision of public housing; better public transport; pedestrian safety improvements; development of a pump track; and the development of a new tourist information centre / museum.

Topic	Details	No. of responses
Swimming pool	Retain the pool (12); develop a splash park (1)	13
Recreation Reserve	Upgrade / maintain sports facilities and clubrooms (10)	10
Memorial Hall	Promote greater use of Memorial Hall (2); consider local produce night (1); include room for museum / historical society storage and meetings (4)	7
Playground	Provide play opportunities for children aged 1 and upwards in town playground (1); provide a larger play space in town (1); upgrade both playgrounds (1); install fence around town play space (2); upgrade town playground (1)	6
Caravan park	Develop a caravan park to attract nomads visiting the silos (3); in the short term install an RV friendly town sign (1)	4
Children's activities	Council to provide school holiday programs in Colbo and after school sports programs (sports that don't exist in Colbo presently) (1); activities for children and young people (3)	4
Children's services	Expand childcare to attract more young families (4)	4
Public toilets	Provide DDA compliant toilets (3); develop public toilets closer to the silos (1)	4
Streetscapes	Encourage street scape improvements e.g. historic buildings upgrades (1); improve landscaping (2); improve town entry point (1)	4
Silos	Need car / caravan parking; cafe; toilets; and children's playground under cover catering for 0-2 years, 3-6 year and 7-10 years (1); plant more trees (1); town playground/skate park to be moved to silos/garden area a include a toddler slide (1)	3
Assets	Don't support removal of community assets (2)	2
Community transport	Establish a community bus to transport older adults to appointments and shopping	2
Walking tracks	Upgrade the path to the primary school (2)	2
Drainage	Support drainage works in the near future	1
Entertainment	Develop a Wine Bar	1
Environment	Support environmental initiatives including Landcare	1
Events	Create more events	1
Fire station	Upgrade	1
Health and wellbeing programs	Run strength and balance sessions for older adults	1
Health services	Provide easier access to health services or a hotline direct to medical assistance	1
Library	Retain library service	1
Local businesses	Support local businesses	1
Netball	Upgrade netball / bowls change facility	1
Park	Develop a new undercover eating area and BBQ	1
Public housing	Add at least 2-4 Public housing houses/units	1
Public transport	Provide accessible public transport	1
Pump track	Develop a pump track for bikes / scooters / skateboards	1

Topic	Details	No. of responses
Roadways	Better maintain local roads	1
School safety zone	Develop a school safety zone with lights and signage	1
Sports club governance	The 2 Colbo rec reserve committees could consider amalgamating to support all sport and rec under the one governance structure and avoid too many committees as will be great for the golf club to be re established	1
Telecommunications	Improve mobile and internet access, especially outside town limits and on western side of Mt Camel range	1
Tourism	Develop an Agricultural Museum / Historical Society / Sporting memorabilia - Pavilion and Tourist information centre	1
Volunteers	Attract more volunteers	1

### Advocacy Projects

There are also some projects where another organisation is needed to speak to the government or the business sector on behalf of the community. Respondents were asked to rate these potential advocacy projects from 1-6, with 1 being their number one priority. The number one priority was for improve telecommunications, i.e. improved NBN and mobile phone service reception. The list in order of priority follows:

No.	Potential advocacy projects in order of priority	Weighted score	No. of people who chose this as #1 priority
1	<b>Communications</b> – improve NBN and mobile phone service reception	5	46
2	<b>Enhanced outreach services</b> – provide enhanced outreach services for health and wellbeing, including Maternal and Child Health service and home care	4	21
3	<b>Employment</b> – promote employment opportunities available in Colbinabbin and employment opportunities available by people working from home	4	15
4	<b>Speed limit</b> – advocate to Vic Roads / Regional Roads Victoria to reduce the speed limit in the town centre of Colbinabbin	3	22
5	<b>Recreational water</b> – advocate for more recreational water in Greens Lake	3	16
6	<b>Town water pressure</b> – improve town water pressure for households and CFA	3	15



**What would make Colbinabbin and even better place?**

Eighty survey respondents provided their ideas for making Colbinabbin an even better place. The top six responses were to upgrade facilities at the Recreation Reserve; improve the streetscape; retain the pool; hold more events / activities; retain and upgrade existing facilities; and continue to grow and develop the town. The full list of responses follows:

Topic	Details	No. of responses
Recreation Reserve	Develop a new pavilion (6) netball change facilities (2); upgrade tennis courts (1); upgrade play space (1); more attractive sporting facilities (1); resurface netball courts (1); attract more footballers (1); improved facilities (4); better connection to township and school (1)	18
Streetscapes	Beautify streets (5); create a village / boutique tourist town look (1); plant more trees (2); install more seats (1); plant indigenous trees to replace the burnt & end of life trees coming into town from the west on the Bendigo Murchison Rd (1); advocate to Goulburn Murray water to consider working collaboratively to beautify the channel banks near town to utilise as a water feature, fishing area etc (1); improve town entry (1)	12
Swimming pool	Retain the pool (8); develop a splash park (1)	9
Events / activities	Hold more events, e.g. food and wine festival, farmer's picnic, music, arts, movie nights, tractor pulls, rodeos, festivals (5); hold community gatherings (2); provide more things to do (1)	8
Facilities	Retain our facilities / assets (3); continue to maintain and develop facilities as the town grows (2); value existing assets and investing in their long-term sustainability (1); upgrade / spruce up facilities (2)	8
Growth and development	Continue to enhance the town and community so that it flourishes (2); continue to strengthen the current opportunities, facilities and businesses (1); attract new families to the area (2); increase population (1); need government support to continue to grow and develop (1); attract people who align with town values (1)	8
Walking / cycling track	Develop more walking / cycling tracks (5); develop a safer walking track across the bridge for children to walk to school and to access the recreation reserve / swimming pool (1); connect trails to local businesses (1)	7
Accommodation / housing	Develop a caravan park to house seasonal employees (1); develop a new housing estate (10: develop units for older people who want to remain in the area but require assistance (1); develop holiday accommodation for people visiting wineries (1); develop approximately 50 new residential blocks to support sustainability of the town (1)	5
Children's education and activities	Provide more opportunities for children's education and social activities (2); provide playgroups (1); provide playgrounds (1); provide safe places for children (1)	5
Council	Less involvement / interference from Council (4); have a Council that wants to partner with the community to deliver	5

Topic	Details	No. of responses
	projects (1)	
Park and playground	Upgrade play space and incorporate more shade (2); upgrade park (1); ensure playground is safe (1); upgrade the playground (1)	5
Tourism	Attract more tourist-oriented businesses (1); grow tourism opportunities (2); promote wine tourism (1); fill up Lake Cooper to attract visitors (1)	5
Retail	Develop a landmark shop (1); develop a bakery (1); develop a café (1); encourage new shops, e.g. old wares and crafts (1)	4
Roadways	Improve condition of roads (1); formalise street parking (1); improve road safety (1); reduce the speed limit between the 2 bridges near the school (1)	4
Collaboration	Groups working together for a common cause (2); less parochialism (1)	3
Silos	Create shared parkland and playground / landscaping in the reserve between the main street and the silos – extend existing carpark and walking track (1); improve landscaping (1); improve lighting (1)	3
Branding	Find a theme and logo for the town (1); market Colbinabbin beyond being a football / netball town	2
Children's services	Introduce occasional care (1); develop a children's hub incorporating school, kinder, maternal and child health and out of school care (1)	2
General store	Make the general store a fun and friendly coffee destination (1); give the general store a face lift (1)	2
Inclusiveness	Focus on gender equity – including promotion of female farmers (1); promote multiculturalism and migrant contributions (1)	2
Public toilets	Upgrade public toilets	2
Arts precinct	Develop an arts precinct	1
Assets	Minimise assets	1
Communications	Improved communication (better internet access and mobile phone coverage) to enable online study / work options.	1
Drainage	Improve drainage in the streets	1
Employment	Promote job opportunities at local vineyards for backpackers	1
Environment	Increased protection and development of environmental areas	1
Golf course	Upgrade golf course	1
Health and wellbeing	Run exercise classes at the hall – gentle classes such as yoga, tai chi, Qigong, etc and more and energetic classes	1
Informal meeting spaces	Provide more informal meeting spaces for community members (like what happens at the pool)	1
Lighting	Improve street lighting	1
Memorial Hall	Store archival files (e.g. cemetery files) at the hall	1
Parking	Don't allow trucks to park in front of the shop	1
Projects	Complete community projects in a timely manner	1
Pub	Upgrade the pub	1
Train	Reinstate the train service between Shepparton and Bendigo	1

Topic	Details	No. of responses
Volunteers	Attract more younger volunteers	1
Young people	Provide more things for young people to do	1

#### Some comments

- The upgrade to areas like the pub, the shop and the silos has been a huge lift for the town - let's keep the momentum going and continue to make things happen!
- Improve/upgrade our current facilities and infrastructure. Ensure there are safe places to swim, and safe places for children to play.
- Winter is very 'boring' for our kids. There needs to be more child focused things to do here as it seems if your child doesn't play a particular sport that is on offer there really isn't much else for them to do.
- I think it's pretty great already, we are very lucky we have such a great community
- Colbinabbin is already an amazing place. To ensure this continues in perpetuity, valuing existing assets and investing in their long-term sustainability must be the primary focus.
- Assurance that closing of the Colbinabbin Swimming Pool will not happen. Closure of the pool would be the worst possible deterrent of people coming to live here.
- More local events which attract out of towners. For example, our own wine festival
- Colbinabbin is a pretty amazing community, my concern is that if we lose any of what we already have then it will be lost for good, we need support to keep and enhance what we have to continue to flourish.
- The upgrade to areas like the pub, the shop and the silos has been a huge lift for the town - let's keep the momentum going and continue to make things happen!
- Increased protection and development of environmental areas
- Improved communication (better internet access and mobile phone coverage). This would support online study/work options.
- More opportunities for meeting places to connect socially, this is a key strength of the pool that your turn up without pre-arranging to meet other families and can connect with a range of people socially
- A safer walking track across the bridge for children to walk to school and to access the recreation reserve/swimming pool.
- Building new social facilities at the football club. It is the central hub of the town and would make a huge impact to the community
- Think more critically too about gender equity and promoting female Farmers, multiculturalism, migrant contributions and tourism
- New estate to increase population, including dedicated units for elderly who want to remain in the area but require assistance.
- A new integrated school, kindergarten and MCH centre with out of school care available
- Advocate to Goulburn Murray water to consider working collaboratively to beautify the channel banks near town to utilise as a water feature, fishing area etc
- Catering for young families and visitors with access to safe and exciting activities such as playgrounds, play groups and swimming pool.

## Written submissions

One community member provided a written submission incorporating an email previously sent to Council staff in January 2022 as well as a copy of the Cornella Local Area Plan Implementation Committee (CLAPIC) Newsletter (November 2021). The email noted that CLAPIC has renewed its long-term lease on the old depot shed; will continue its Wood Fairy program; and remain open to other community activities. The Newsletter noted some projects that have been recently completed, and some that are still in progress:

Recently completed projects	Projects still in progress
Drainage course declarations (DCD's) and works North of the WMC to Gaynors Swamp	Biomix/Community compost trials
Environmental water was allocated and distributed to Gaynor's	Greens Lake de-commissioning – Future Use Management Plan to be developed by DELWP, GMW, Taungurung
Involved in the development of the Operating Guidelines on the Main Channel during wet seasons	Corop Cultural Landscape Strategies will follow as the Taungurung take their place as Traditional Owners
	Exploration of liquid compost/vermicast leachates as a seed drench and foliar spray.

## Preschool Drawings

Children at Colbinabbin Preschool were asked to draw or paint a picture of what they like most about Colbinabbin. Nine children took part in this exercise. Responses included:

- Daddy's paddock
- Footy
- The park
- Playing on the swing
- Monkey bars at the park
- Colbo shop
- Bush kinder
- The sun
- The pool
- Our pool

## Primary School Drawings

Children at Colbinabbin Preschool were asked to draw or paint a picture of what they would like to see retained in Colbinabbin and what they would like to see in the future. 28 children took part in this exercise during August 2022. Some students provided a number of different ideas. Responses included:

Topic	Details	No. of responses
Pool	Retain the pool	8
Bike tracks / pump track	Develop bike track / pump track / cycling path	7
Dog park	Develop a dog park	4
Football oval	Retain the football oval	4
Skate park	Develop a skate park north east of the football oval	4
Colbo Shop	Retain the Colbo General Store	2

Topic	Details	No. of responses
Golf course	Upgrade the golf course	2
Mountain bike riding	Develop mountain bike trails in the bush	2
Netball court	Retain the netball court	2
Playground - town	Develop a bigger playground	2
Recreation Reserve	Develop more car parking at the Recreation Reserve	2
Recreation Reserve	Upgrade the back oval at the Recreation Reserve	2
Soccer	Develop a soccer oval	2
Basketball	Develop a basketball court	1
Bins	Encourage people to use the bins	1
Bridge	Develop a bridge between the school and the pool	1
Children's crossing	Develop a children's crossing	1
Electric vehicles	Set up an electric vehicle shop	1
Fishing	Develop a fishing platform	1
Gun Club	Develop a gun club	1
Karting Club	Develop a karting club	1
Motorbike track	Develop a motorbike track	1
Outdoor fitness equipment	Develop outdoor fitness equipment on a path	1
Playground – recreation reserve	Retain the playground at the Recreation Reserve	1
Tennis courts	Retain the tennis courts	1
Volleyball court	Develop a volleyball court in the north-west of the Recreation Reserve	1
Walking track	Develop a walking track	1

Some comments from students:

- “The best thing in Colbinabbin is the pool. You get to make lots of friends and have lots of fun. It keeps you cool in the summer.” (Macey)
- “My favourite thing in Colbinabbin is the pool. It's a great opportunity to meet up with family and friends. It gives you exercise in summer and keeps you cool when it's hot.” (Ruth)
- “In the future I would like a skatepark. It would open a lot more opportunities to make friends. It should go NE of the football oval.” (Macey)
- “If we had bike tracks in the bush we would be outside on our bikes and we would be hittin' fat jumps. I reckon Bakers Bridge near Cornell Creek would be a mad spot for someone to drive their bobcat to and scoot up some hopefully sick ramps to send it off.” (Zach)
- “I think the Colbo shop is the best shop in the world! There's lots of food and lollies. The town love it! I hope it stays like that forever.”
- “The Colbo shop is good for getting your mail, cold drinks, food and lollies.” (Frankie)
- “I wish we could have a volleyball court in Colbinabbin in the north-west of the football oval. It will help kids get more involved in sports. Say if a football game is on and you are just chilling. Then in the second quarter you are so bored and you're trying to find something to do and then you see a bunch of kids playing volleyball and you play and you have more friends, so that's like two more friends added to the 65,000,000,000,002 you had.”



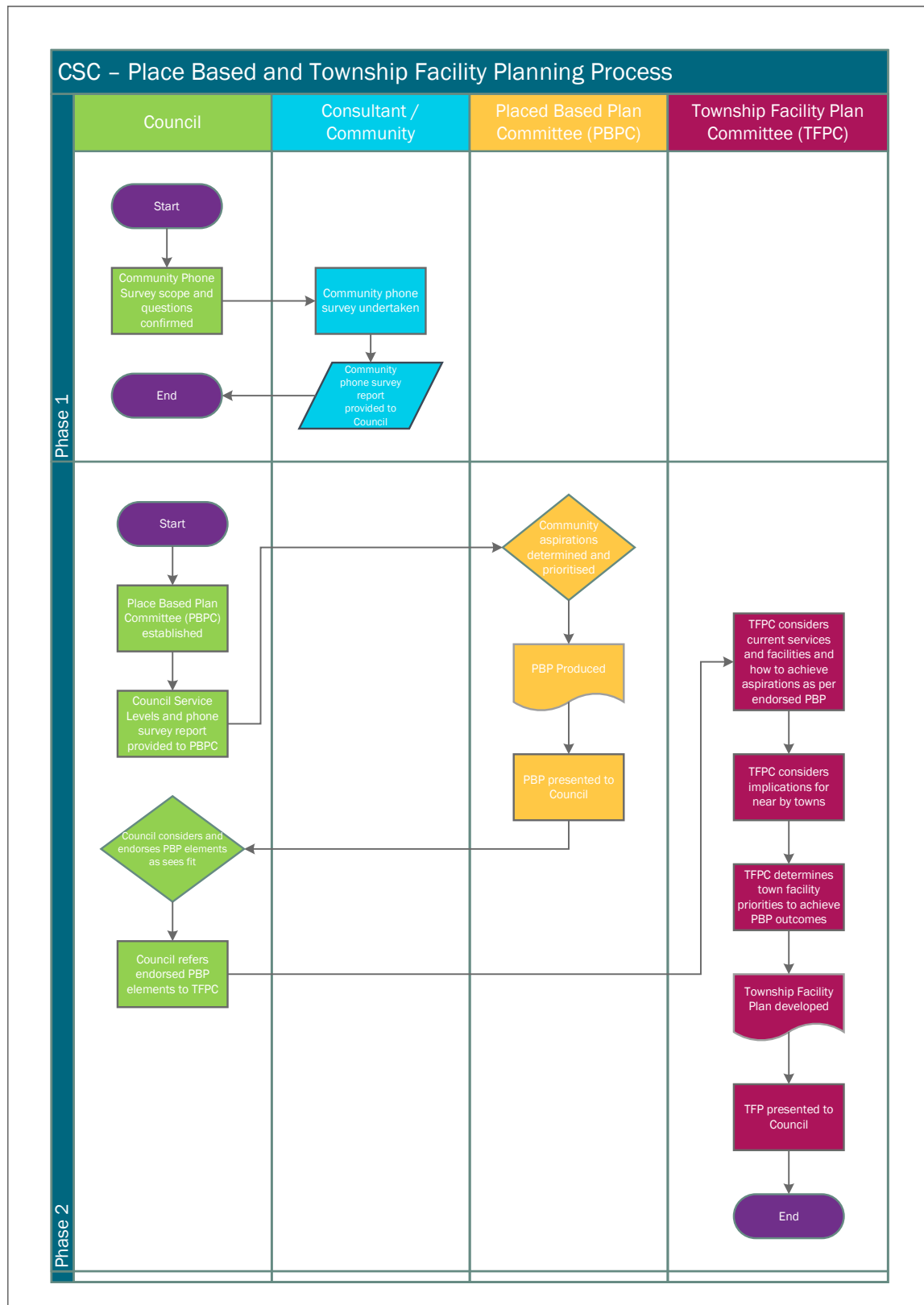
- “A bridge from the school to the pool would be great because when we go to the pool we have to walk next to the road and if we had a bridge it would be much quicker and safer.”
- “I would like a bike path in Colbinabbin. You would get exercise by riding your bike. You could go for a picnic and ride your bike there. You could even go birdwatching.” (Ruth)

## Workshop with Community Governance Committee

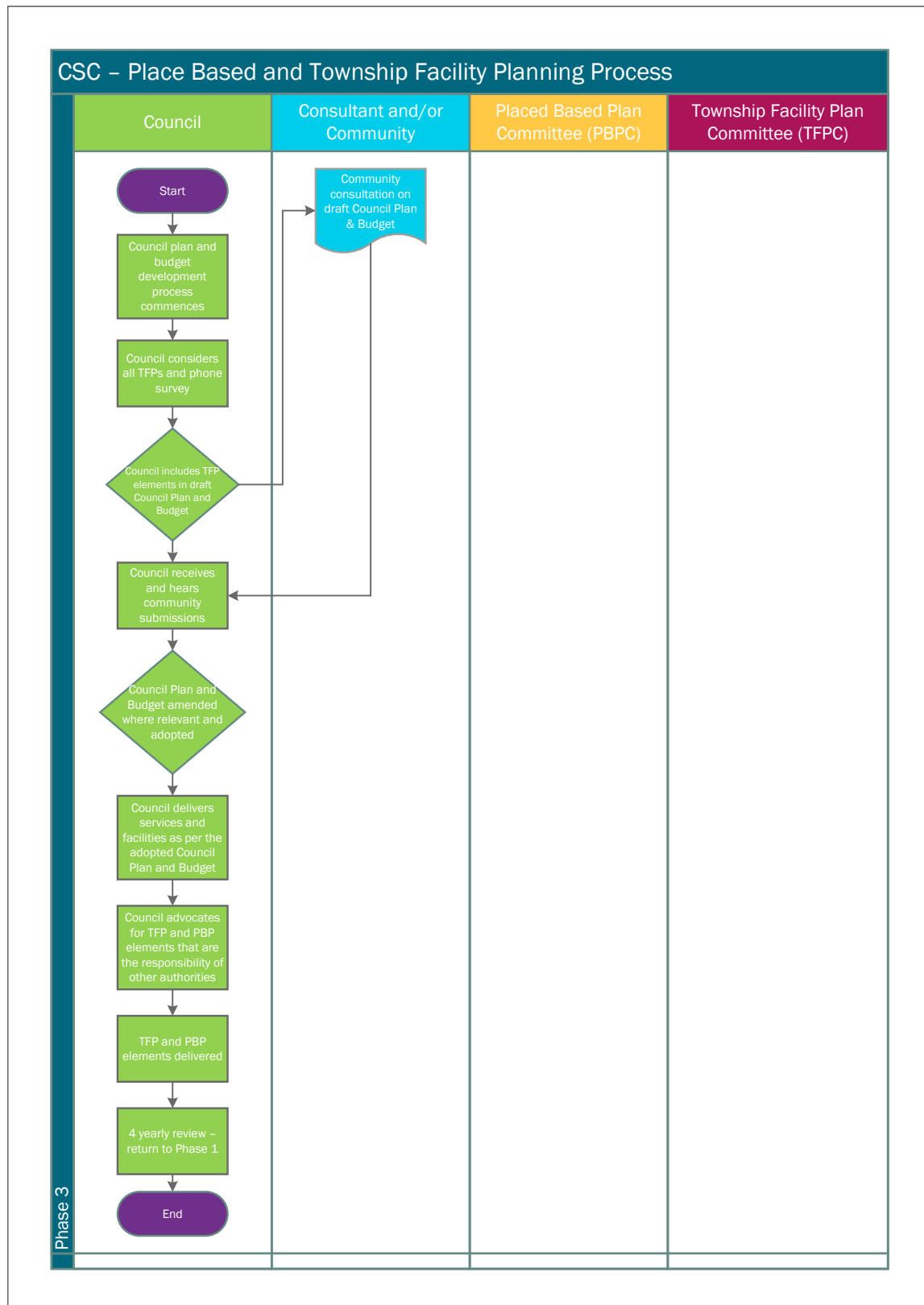
All of the community engagement results were brought back to the community governance committee to review on 30 August 2022. Discussions took place about capacity to deliver projects and potential linking of some projects with one another. The proposed list to be incorporated into the Place Based Plan is as follows:

Potential project short-term projects (1-12 months):	Category
<b>Events</b> – develop and enhance events (e.g. food, wine, music) to attract more visitors to Colbinabbin	Leadership and planning
<b>Playground</b> – develop a safe place for children to play in the township	Social and community connections
<b>Shop local</b> – encourage people to shop locally by promoting local businesses and consider development of tourist information at the store	Education, training, industry and employment
Potential medium-term projects (1-5 years):	
<b>Children’s services</b> - explore the potential to develop an integrated early years hub incorporating services such as kindergarten, childcare and Maternal and Child Health	Education, training, industry and employment
<b>Memorial Hall</b> – redevelop the Memorial Hall to incorporate new uses, e.g. tourist information, museum, storage of cemetery records / documents, health and wellbeing classes, youth / children’s activities, library and display of art works	Social and community connections
<b>Public toilets</b> – develop new accessible, unisex toilets with baby change facilities in Colbinabbin to replace the existing toilets	Built and natural environment
<b>Recreation Reserve</b> – undertake a master plan of the reserve and then upgrade the recreation reserve pavilion to include improved social, community and change facilities, in addition to netball change facilities and an updated play space	Social and community connections
<b>Streetscapes</b> – improve the streetscapes of Colbinabbin to include township entry signage, directional signage, branding and landscaping	Built and natural environment
<b>Swimming Pool</b> – retain the Colbinabbin Swimming Pool and increase	Social and community

programming / activation	connections
<b>Walking / cycling paths</b> – connect and further safe walking / cycling paths around Colbinabbin that link to key locations such as the school, Recreation Reserve, silos, wineries and town centre, including a crossing over the channel	Health and wellbeing
<b>Potential long-term projects (5-10 years):</b>	
<b>Residential development</b> – expand housing estates in town to support increased population growth and sustainability and complete works in current housing estates, e.g. kerbs, gutters and roadways	Built and natural environment
<b>Advocacy projects</b>	
<b>Communications</b> – advocate for improve NBN and mobile phone service reception	Education, training, industry and employment
<b>Employment</b> – advocate for the promotion of employment opportunities available in Colbinabbin and employment opportunities available by people working from home	Education, training, industry and employment
<b>Enhanced outreach services</b> – advocate for the provision of enhanced outreach services for health and wellbeing, including Maternal and Child Health service and home care	Health and wellbeing



## Attachment 9.5.1



## 8.4.4 Tongala Place Based Plan

**Directorate:** Communities

**Responsible Officer:** Manager Community Development

**Manager:** A/ Director Communities

**Attachments:**

1. Tongala Place Based Plan 2023 [8.4.4.1 - 37 pages]
2. 220817 Engagement Report v FINAL [8.4.4.2 - 25 pages]
3. CSC - Place Based and Township Facility Planning Process Map [8.4.4.3 - 2 pages]

### 1. PURPOSE

To seek Council endorsement for the Tongala Place Based Plan (PBP).

### 2. RECOMMENDATION

**That Council:**

1. endorse the Tongala Place Based Plan.
2. thank the local Place Based Governance Committee and all members of the community who contributed to the development of this Plan.

### 3. DISCUSSION

Consistent with effective place-based planning the community has identified a range of key strategic issues relevant to Tongala. In facilitating this work through this manner, it enables the Tongala community to articulate in a fulsome way its long-term aspirations and in partnership with Council facilitate outcomes that satisfy this community's ambition.

The Tongala Place Based Plan (PBP) is reflection of that Community's short medium and long-term aspirations. Developed through wide-ranging consultation process where over 600 residents engaged, the PBP is a strong blueprint for the future aspirations of the community.

Tongala has identified the following community vision:

#### **Vision and Objectives**

A key element to all Place Based Plan is that the Community establishes a clear vision and objectives for its future. The Tongala Place Based Plan (PBP) identifies the following vision:

*In 2032, Tongala district is:*

*A modern and progressive rural community Defined by productive business and agricultural land  
Unified by its strong and inclusive community spirit*

*Thriving because of our diverse people and businesses*

*A place of excellence.*

The plan identifies that this vision will be achieved through focusing on the following objectives and actions:



Objective	Aspirations
1. Our diverse community	<p>In 2032, the people of Tongala district:</p> <ul style="list-style-type: none"> <li>• Welcome everybody</li> <li>• Embrace and celebrate diversity</li> <li>• Feel safe, respected, and comfortable</li> <li>• Engage in bettering our resident's wellbeing</li> <li>• Plan for all ages, abilities, and cohorts</li> <li>• Are dynamic and vibrant</li> <li>• Love their friends and family</li> </ul>
2. Places for living	<p>In 2032, the places of Tongala district:</p> <ul style="list-style-type: none"> <li>• Are well planned, utilised and maintained</li> <li>• Cater to the interests and needs of our people</li> <li>• Are safe, inclusive, and accessible</li> <li>• Reflect the community's character and lifestyle</li> <li>• Attractive and enjoyable</li> <li>• Promote active living and community connectivity</li> </ul>
3. Economy, activation, and growth	<p>In 2032, the economy of Tongala district:</p> <ul style="list-style-type: none"> <li>• Is sustainable with prosperous tourism and business sector</li> <li>• Showcases a diversity of business and industry with a focus on agriculture and manufacturing</li> <li>• Provides ample employment opportunities</li> <li>• Meets the needs of the community and visitors</li> <li>• Has opportunities available for everybody</li> <li>• Is supported by a vibrant town centre</li> </ul>

This strategic framework is based upon strong consultation and a considered evaluation of the data received. It provides clarity to the Tongala Community, Council, and all other relevant stakeholders about this towns future ambitions and the types of intervention(s) and improvement(s) sought.

Officers will engage with the Community to establish an implementation program to support all projects in a timely manner. The success of the implementation programme will be based on collaboration between parties.

#### 4. CONSULTATION

The engagement of the Tongala Community in developing this PBP has been a success. Over 600 residents engaged in a process that provided clarity to the issues and opportunities faced by Tongala. The basis of the consultation was the facilitation of a community survey that asked a broad set of questions to support the identification of priority issues.

Significant credit must be given to the local PBP Governance committee who reached out to its community and obtained strong engagement. Not only did the local committee support the process, but the Consultant coordinating the plan also ran several engagement sessions with the school, at the local football and in the main street. This enabled broad access and supported the gathering of broad opinion.

The depth of data secured through the initial engagement stage provided the Tongala Community Governance Committee with a wealth of information that enabled it to make confident decisions about the priority issues and actions required to address them.

Attached to this report is a detail synopsis of the consultation process enacted to facilitate this plan. The exciting element of the plan is the depth and quality of the consultation conducted providing strong data and opinion to make strong collective decision about the aspirations of the Tongala Community:

The initial consultation process delivered the following engagement numbers:

Method	Participation	
	Measure	Number
1. School workshop (Tongala Primary School)	Number of school participants.	17
2. School workshop (St Patricks Catholic School)	Number of school participants.	20
3. Pop-up session (IGA Supermarket)	Number of pop-up attendees.	53
4. Pop-up session (Tongala Post Office)	Number of pop-up attendees.	25
5. Pop-up session (Football game)	Number of pop-up attendees.	20
6. Community leader phone interviews	Number of targeted interviewees.	5
7. Online survey	Number of surveys received.	446
TOTAL		586

This then led to the following priorities being identified:

Method	Top attribute	Attribute 2	Attribute 3	Attribute 4	Attribute 5
All	Improved sports facilities, including aquatic facilities	Growth in economic development, including business support and industry attraction	More parks and playgrounds	More involved governance and leadership	Greater housing supply, diversity, quality and affordability
Targeted Forums	Economic development	Sports facilities, including aquatic facilities	Parks and playgrounds	Recreation and reserves	Cycle, shared pathways and footpaths
Pop-up sessions	Sports facilities, including aquatic facilities	Economic development	Parks and playgrounds	Infrastructure	Age-based planning for young people
Targeted interviews	Housing supply, diversity, quality and affordability	Sports facilities, including aquatic facilities*	Events and activation*	Governance and leadership*	-
Online survey	Sports facilities, including aquatic facilities	Economic development	Parks and playgrounds	Governance and leadership	Housing supply, diversity, quality and affordability

\*Equal priorities

Once the plan was drafted further engagement was completed by the committee with the broader community to seek feedback on the draft.

A late request was made to have war memorials acknowledged in the plan and the committee agreed to include this on page 28, item 12 of the plan.

#### Internal consultation:

To support this Officers across the organisation were engaged in the consultation they included:

- CEO (Chief Executive Officer) and Executive Management Team.
- Manager Recreation.

- Manager Building and Planning.
- Manager Community Health.
- Economic Development Manager.
- Manager Community Development.
- Community Development Team.
- Manager Projects and Facilities.

#### Councillors:

To ensure it was a collaborative approach in developing this Place Based Plan (PBP) Councillors took a proactive approach in attending meetings held between the Community Governance committee, the Consultant and Officers.

A presentation by the Community Governance Committee was made on 9 May 2023. This is where the committee was able to present the plan and explain in detail how each project supported the overall ambition of the community.

Councillors approved the Place Based Plan and Township Facility Plan Process after a review at the 21 September 2023 Council Meeting, noting that minor amendments may be made over time to enhance the process once implemented. See attached Place Based and Township Facility Planning Process Map.

## **5. STRATEGIC ALIGNMENT**

### **Council Plan 2021-2025**

#### **Growing quality of life**

Communities have a say on local infrastructure and attractions that stimulate engagement and activity Inclusive, connected, culturally diverse and safe

Place Based Planning is the process to enable the community to articulate its aspirations for the future of its township. This process, which is built upon strong engagement frameworks enables Council to clearly understand the priority activity for these communities and factor these ambitions into future operational activity

## **6. POLICIES AND RELATED COUNCIL DOCUMENTS**

The requirements of Section 9(2)(c) of Local Government Act 2020 have been considered and there are no Council Policy or legislative implications arising from this report.

The Tongala Place Based Plan has been developed taking into consideration of Council policy and all relevant legislation. The ambitions and projects identified within the Tongala Place Based Plan are considered as clear communication of this community's ambition and strategic direction.

## **7. LEGAL AND STATUTORY OBLIGATIONS**

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

This report and its attachments have been prepared in accordance with the requirements of the the above listed section of the Local Government Act 2020 (Vic). Longterm the Tongala Place Based Plan will provide certainty to Council that it is making informed decisions about this community, as these documents clearly articulate Tongala future aspirations.

## 8. FINANCIAL IMPLICATIONS

The requirements of Section 9(2)(c) of Local Government Act 2020 have been considered and no issues of ongoing financial viability of the Council have been identified within this report.

Although the plan tabled through this report will have a fiscal impact upon Council (to help deliver the PBP), it does not contravene the requirements of the Section 9(2)(c) of Local Government Act 2020.

## 9. ECONOMIC, SOCIAL, AND ENVIRONMENTAL IMPLICATIONS

The tabling of this document to Council for its consideration will have a direct impact upon the economic, social, and environmental structure of the Tongala community. The document will be used as the basis of Council decision making about the future of this community. A blueprint for its future, the Tongala community have articulated is aspiration and this will only support better outcomes for this community.

## 10. ISSUES AND RISK MANAGEMENT

### Issues:

#### Issue 1: Volunteer engagement:

All Place Based Plans are reliant upon strong engagement from the local community to volunteer time to support the facilitation of projects. It will be essential the Officers work with the initial members of the Tongala PBP Governance Committee to recruit additional community members to actively participate in delivering the priority projects within the plan.

#### Issue 2: Design costs

Consistent with all Place Based Plans delivered within Campaspe to this point, there are a few infrastructure-based projects that will require design and subsequent external funding enable delivery. To help projects of this nature Council will need to make budgetary decisions on its financial commitment to supporting design development. This will only improve the Council's capacity to secure external funding for the delivery of these projects

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.

## 11. CONFLICT OF INTEREST

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.

The author of this report has considered all the requirements under Section 130 of the *Local Government Act 2020* (Vic) and there are no Conflicts of Interest.

#### **8.4.4.1 Tongala Place Based Plan**

**Due to the size of the files, Attachment 8.4.4.1 Tongala Place Based Plan 2023 is provided under separate cover.**



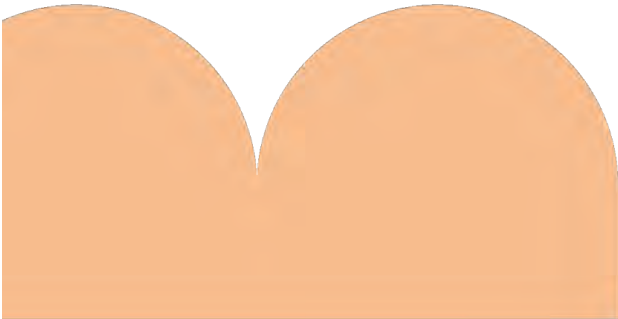


## Tongala Place Based Plan Community Engagement Report

July 2022



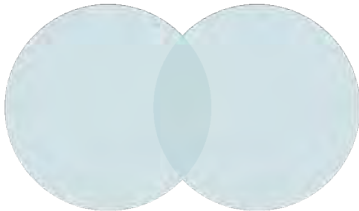
projectura



Tongala Place Based Plan, Engagement Report



**Prepared for** Campaspe Shire Council  
**Date** July 2022  
**Version** FINAL  
**Author** Tori Cutajar  
Projectura



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Projectura acknowledges the Traditional Owners of the land, the Dja Dja Wurrung, Taungurung and Yorta Yorta peoples.

We also recognise the many other Aboriginal and Torres Strait Islander community members across the region who make up the vibrant communities where our organisation visits and works.

Projectura pays respect to the wisdom of Elders, past, present, and emerging and shares a commitment to engaging communities with a spirit of reconciliation and respect.

## EXECUTIVE SUMMARY



The Tongala district includes the township of Tongala and its surrounding district encompassing Echuca Village, Kanyapella, Ky Valley, Wyuna West and Yambuna, and parts of the Koyuga localities. It is located three hours north of Melbourne in Northern Victoria and is situated in Campaspe Shire. As home to over 3,500 residents, it is expected that by 2036 the region will reach a population of 3,735 people.

Over 580 community members of Tongala and district participated in the engagement process from 3-27 June 2022. The people of the community contributed their thoughts and opinions through an online survey, pop-ups, and a series of interviews and workshops.

The engagement was essentially focused on four questions. Where are we now, where do we want to be, how will we get there and when will we know we have arrived.

The following is a summary of the high-level findings obtained from participant feedback.

- There was a high participation rate for those aged between 25 and 49 years old. Those aged over 50 years were underrepresented and those under 24 very slightly underrepresented.
- Women represented over 50 percent of participants, with male participation slightly underrepresented.
- People born overseas and people with a disability were also underrepresented in the engagement.
- Over 60 percent of online survey participants indicated that they had read the Issues and Opportunities document.
- When asked what makes your community a great place to live, the key strengths were the sense of community and familiarity, the presence of friends and family, local people and spirit, and peace and quiet.
- The challenges that emerged for the community include facility closures, including of the local swimming pool, job availability and low employment concerns, ageing infrastructure, and the availability and affordability of housing.
- The top suggestions to incorporate from other towns include more recreation and reserves, parks and playgrounds, and improved sports and aquatic facilities.



- Over the next ten years, the community want to achieve the following: upgrades and expansion to existing sports and aquatic facilities, followed by economic development in Tongala through business support and industry attraction.
- Respondents would like Council to prioritise existing sport and aquatic facilities, increasing economic development and improving parks and playgrounds.



## 1. Introduction

### 1.1. Tongala Place Based Plan

The aim of this project is to engage with a broad cross-section of the community to deliver the Tongala Place Based Plan.

The Plan harnesses the community's current strengths and assets and articulates their aspirations and priorities for the future.

#### Background

Campaspe Shire Council use a Place Based Planning approach for community development.

In response to the growing and changing Tongala community, this approach is a way to plan for the community by directly engaging with community members and focusing on the nuances and character of the district.

The Place Based Plan is designed to strengthen Tongala's sense of place, reflect the community's ambition, and develop clear objectives to guide Tongala's future.

#### Governance

Campaspe Shire Council engaged Projectura in March 2022 to prepare the Tongala Place Based Plan. A Community Governance Committee was established to work alongside Council's project team and Projectura to guide the implementation and design of the Tongala Place Based Plan.

#### Engagement

Following extensive engagement across a range of activities between 3 June to 27 June 2022, 586 people had their say about the future of Tongala.

This Engagement Report outlines the engagement participation and findings.



## 2. Community engagement

### 2.1. Objectives and approach

A range of communication and engagement activities were undertaken to inform, consult and involve participants across the community. A total of 586 community members were engaged using a range of methods.

#### Engagement objectives

The objectives of the community engagement were to:

- Meaningfully engage the community in the development of a Tongala Place Based Plan.
- Reach community members to understand current strengths and challenges, identify new opportunities and set priorities for the future of their district.
- Meet with relevant stakeholders and agencies to identify how to deliver new strategic actions.

#### Communications

The public engagement opportunity was promoted broadly through a range of corporate communication channels and community networks including:

- Corporate communications including Council's website, social media channels, and customer service centres.
- Social media promotion via the Tongala Together Facebook page.

- Survey flyers distributed to households across the district.
- Posters displayed in local businesses.
- Direct communication to community and sporting groups.
- Formal and informal email networks and e-newsletters.

#### Engagement methods

Several engagement methods were used to allow people a diversity of options to have their say. The following is a summary of the methods and participation.

##### 1. School workshops

- Two (2) 1.5-hour school workshops facilitated by Projectura.
  - Tongala Primary School (Years 3 and 4 students) 10am on 3 June 2022. 20 students participated.
  - St Patrick's Catholic School (Years 3 and 4 students) 12pm on 3 June 2022. 17 students participated.
- A total of 37 students participated in these workshops.

##### 2. Pop-up sessions

- Three structured pop-up sessions held at various locations within the Tongala

township, providing an opportunity for community to have their say.

- 98 people participated in the pop-ups.
- The pop-up sessions included:
  - IGA Supermarket from 2.30-5pm on 3 June 2022. 53 people attended.
  - Tongala Post Office from 8-10:30am on 4 June 2022. 25 people attended.
  - Football match (Tongala FNC v Congupna) from 11:30-1:30pm on 4 June 2022. 20 people attended.

### 3. Targeted interviews – individual

- Phone interviews with industry and organisation leaders.
- Five (5) individual participants provided feedback.

### 4. Online survey

- Available online (through Campaspe Shire Council's website and via QR codes on posters/flyers) and in hard copy.
- 446 individual responses were received to the online survey through SurveyMonkey.

## Questions

Engagement activities sought responses to some key questions:

1. Have you read the Issues and Opportunities document?
2. What makes your community a great place to live?
3. What do you think are the main challenges facing your community?
4. What have you seen in another area/shire that you think would work well in your community?
5. What is one thing you would like to see achieved in your community in the next ten years?
6. What services or projects do you think should be prioritised for the community?

## What we asked

The same questions were used across each method to guide discussion and provide localised perspectives. Time and age-appropriateness meant that an abridged version of questions was asked at the in-person engagement. Table 1 outlines which questions were asked at each engagement session.

Table 1. Questions by method

Engagement activities	Questions						
	What is unique about Tongala?	What makes your community a great place to live?	What do you think are the main challenges facing your community?	What have you seen in another area/shire that you think would work well in your community?	What is one thing you would like to see achieved in your community in the next ten years?	What services or projects do you think should be prioritised for the community?	What is your vision for the future of your community?
School workshops		✓			✓		
Pop-up session (IGA Supermarket)		✓	✓		✓		✓
Pop-up session (Tongala Post Office)	✓	✓	✓		✓		
Pop-up session (Football game)		✓	✓		✓		
Community leader phone interviews		✓	✓	✓	✓	✓	
Online survey		✓	✓	✓	✓	✓	



## 2. Community engagement

### 2.2. Participation

The engagement methods used successfully gathered personalised views from a broad cross section of the community. The total participation level was 586 people. Community members will have further opportunity to explore and prioritise strategies once the Draft Plan is available.

Table 2. Total participation

Total participation	Population (2021 ABS ERP)	% of population engaged
586	3,691	15.9

As shown in Table 3, Campaspe Shire Council used seven different methods to engage with the community. The online survey and supermarket pop-up stall generated the largest number of participants. The online survey generated the greatest volume of useable data and participant demographic details.

Table 3. Participation summary by method

Method	Participation	
	Measure	Number
1. School workshop (Tongala Primary School)	Number of school participants.	17
2. School workshop (St Patricks Catholic School)	Number of school participants.	20
3. Pop-up session (IGA Supermarket)	Number of pop-up attendees.	53
4. Pop-up session (Tongala Post Office)	Number of pop-up attendees.	25
5. Pop-up session (Football game)	Number of pop-up attendees.	20
6. Community leader phone interviews	Number of targeted interviewees.	5
7. Online survey	Number of surveys received.	446
TOTAL		586

## 2. Community engagement

### 2.3. Who did we hear from?

The profile of the participants shows a large and broad cross-section of the Tongala district community were involved in terms of age, gender, location, and diversity characteristics.

Engagement activities were designed to enable broad participation (in-person, online and in writing, as well as at both structured times, and at times that suited the participants). Consequently, participant demographic details were captured to varying degrees and some individuals may have participated in more than one engagement activity. Some of the following characteristics, such as urban/rural and location were only collected through the survey, not through other methods.

Table 4. Respondent profile

Demographics		2022 TPBP engagement	Compared to Tongala district
Characteristic	Breakdown	% of people engaged	Profile ID (%)
Age	Under 18 years	22.8	-0.1
	18-24 years	6.5	-0.3
	25-34 years	13.7	4.7
	35-49 years	23.5	5.6
	50-59 years	11.9	-2.1
	60-69 years	13.1	-0.5
	70-84 years	7.7	-2.5
	85+ years	0.5	-2.1
Gender	Female	53.2	2.1
	Male	44.7	-4.3
	Non-binary	0.0	-

Table 4. Respondent profile

Demographics		2022 TPBP engagement	Compared to Tongala district
Characteristic	Breakdown	% of people engaged	Profile ID (%)
	Intersex	0.0	-
	Other	0.0	-
	Prefer not to answer	1.2	-
Location	Tongala township	61.3	-
	Tongala district	29.4	-
	Other, within Campaspe Shire	7.0	-
	I'm a ratepayer but live outside the council area	1.2	-
	I'm not a resident or ratepayer	1.2	-
Urban/Rural	Urban	42.2	-
	Rural	49.9	-
	Urban fringe	7.9	-
Diversity	LGBTQIA+	2.3	-
	Person with a disability	3.5	-2.5
	Aboriginal or Torres Strait Islander	3.9	2.2
	Born overseas	2.5	-4.0
	Lived experience of housing stress or homelessness	3.3	-
	Lived experience of mental health issues	9.3	-
	Lived experience of alcohol or drug issues	3.2	-
	None of the above	54.1	-

**NOTE:** Red represents underrepresentation, and green represents overrepresentation compared to the 2016 census data shown in Profile ID.

\* Source: Profile ID

Future engagement stages for the Tongala Place Based Plan should aim to improve representation of:

- People aged over 50 years (Older workers and pre-retirees, Empty nesters and retirees, Seniors and Elderly)
- Males
- People with a disability
- People who were born overseas.

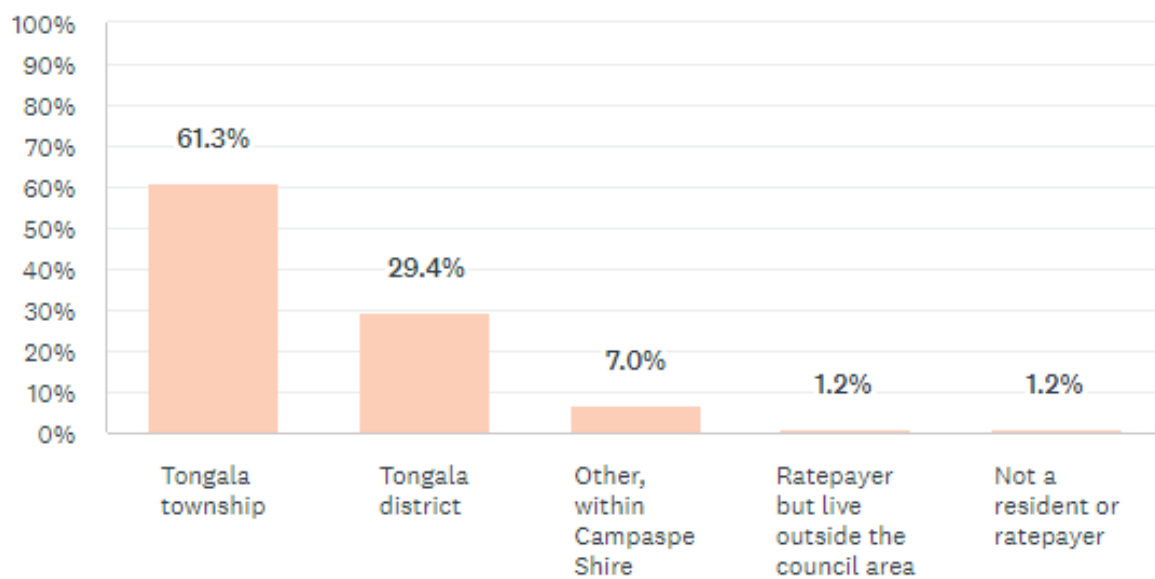


Figure 1. Respondent location

### 3. Findings

#### 3.1. Are we on track?

The Tongala district community have an existing Issues and Opportunities document that outlines high-level strengths, issues and opportunities for the community. Projectura developed this paper during the early stages of the project following initial community engagement. As part of the development of the Tongala Place Based Plan, we asked the community if they had read the document.

##### **Q1. Have you read the Issues and Opportunities document?**

n=429

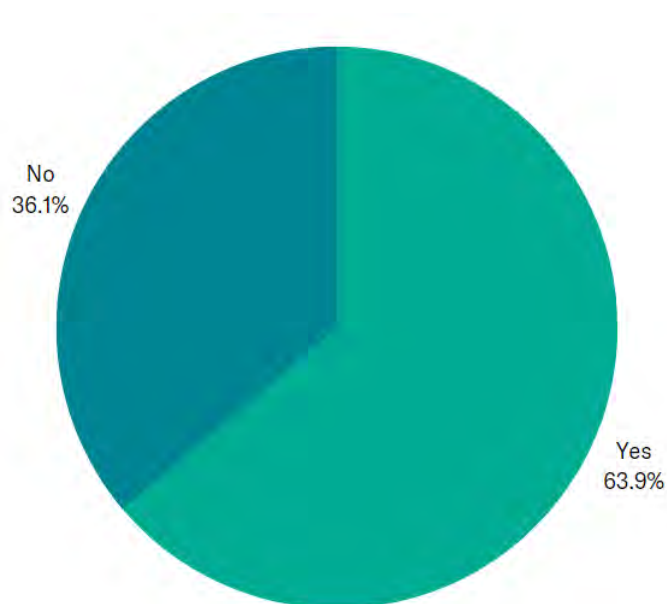


Figure 2. Read I+O document

Across the engagement, 63.9 percent (n. 274) of survey respondents had read the Issues and Opportunities document. All respondents were asked further questions. Their responses are detailed on the following pages.



### 3. Findings

## 3.2. Where are we now?

### Q2. What makes your community a great place to live?

n=521

We asked what makes Tongala and the surrounding district a great place to live so that we could take a strengths-based approach to future planning and get clear on what we need to protect and retain.

**1. Sense of community (10.7 percent)**

Friendly town, caring, familiar and supportive people, community-minded and close-knit.

**2. Friends and family (10.3 percent)**

Friends and family live close by, strong friendships within community.

**3. Local people and spirit (9.4 percent)**

Active and determined community, high engagement, mix of lifelong and new residents, growing diversity.

**4. Peace and quiet (7.7 percent)**

Minimal traffic, rural atmosphere, privacy.

**5. Sports and recreation (7.4 percent)**

Strong and inclusive sporting culture, sporting opportunities, current facilities to support sport clubs.

**6. Lifestyle (6.7 percent)**

Relatively affordable rent, family-friendly community, quiet rural town lifestyle.

**7. Community groups and volunteers (5.5 percent)**

Strong volunteer base, volunteer maintenance of facilities, community-run events, history of long-serving volunteer groups.

**8. Safety (4.19 percent)**

Safe for kids to roam, community support, low crime.

**9. Location and convenience (4.11 percent)**

Local shop accessibility, proximity to larger rural towns.

**10. Education and training (3.8 percent)**

Quality primary education sites, school facilities, school staff and animals.

### **Q3. What are the main challenges facing your community?**

n=475

All communities face challenges and changes that interrupt their planned progress. Change presents as major shifts at environmental, economic, and societal levels. We asked about the main challenges facing the community so that, through this plan, we could positively respond to change.

The main challenges facing the community are:

**1. Facility closure (9.1 percent)**

Local swimming pool closure, changes to pool usage, risk of reduced community assets.

**2. Jobs and employment (8.3 percent)**

Labour shortage, Nestle closure affecting job availability, minimal career options, employment of young people.

**3. Ageing infrastructure (7.3 percent)**

Infrastructure keeping pace with growth, stadium maintenance, public toilet facilities, heritage overlays on buildings.

**4. Housing supply, diversity, resilience, and affordability (7.1 percent)**

Land supply for development, rental availability, shop fronts usage, property value increases.

**5. Youth disengagement (6.4 percent)**

Sport activity, interest in volunteering, succession planning, lack of activities for young people.

**6. Limited public transport (6.0 percent)**

Frequency of transport to surrounding towns.

**7. Cost of living/money (5.9 percent)**

Housing, increased cost of living.

**8. Economy and business (5.5 percent)**

More variety of shops, empty shops.

**9. Decline in dairy industry (5.3 percent)**

Job availability, resources.

**10. Vacant Nestle site (5.1 percent)**

Job availability, use of infrastructure.

### 3. Findings

#### 3.3. Where do we want to be in ten years' time?

We asked two key questions to elicit where people want to be in ten years' time, and what their priorities are for the future:

- What have you seen in another area/shire that would work well in your community?
- What would you like to see achieved in your community in the next ten years?

The overall priorities for the next ten years are outlined, in priority order below.

##### 1. Sports facilities, including aquatic facilities

- Continued availability of local pool.
- Redevelopment of pool.
- Ensure pool access for all ages and abilities.
- Maintain amenities at sport and aquatic facilities.
- Convert existing sport stadiums to be multi-use to increase utilisation.
- Upgrade oval facilities – change rooms for women, grandstand, oval lighting.

##### 2. Economic development

- Local business support from Council to occupy empty shops in Main St – short-term leases, temporary pop-up shops, farmers markets.
- Development of a shopping precinct that suits the needs of the community.
- Increase in dairy farm operation.
- Maintain banking, shopping, and farming supplies businesses.
- Diversity of shops and outlets.

##### 3. Parks and playgrounds

- Playground upgrades – Potts Village Green.
- Accessible playground next to sport stadium.
- A free-run fenced dog park.
- A lake/outdoor water play option.
- Sensory and nature playground.
- Facilities at playgrounds – toilets, fencing, parking, BBQ area, seating, shelter.

<p><b>4. Recreation and reserves</b></p> <ul style="list-style-type: none"> <li>• Greater care and enjoyment of existing recreation reserves.</li> <li>• Upgrade facilities.</li> <li>• Shared recreation areas that incorporate playgrounds, parks, skate parks and walking/cycling tracks.</li> <li>• Water play activity – splash park.</li> </ul>	<p><b>5. Governance and leadership</b></p> <ul style="list-style-type: none"> <li>• Increase investment in Tongala.</li> <li>• Shire commitment to community lifestyle.</li> <li>• Tongala representative in Council.</li> <li>• Greater community advocacy.</li> <li>• Support businesses to open.</li> </ul>	<p><b>6. Age-based - young people</b></p> <ul style="list-style-type: none"> <li>• More jobs available.</li> <li>• More activities for young people.</li> <li>• Improve youth facilities and programs.</li> <li>• A high school or reliable transport to surrounding secondary schools.</li> </ul>
<p><b>7. Events and activation</b></p> <ul style="list-style-type: none"> <li>• Monthly artisan and farmers markets.</li> <li>• Other events supported by Council – live performances, carnivals, parkrun, fairs, community picnics, multicultural day.</li> <li>• Reignite Tent Town Festival.</li> </ul>	<p><b>8. Housing supply, diversity, quality and affordability</b></p> <ul style="list-style-type: none"> <li>• More land access for housing/rentals.</li> <li>• House/rental affordability.</li> <li>• Separation between industrial and residential areas.</li> </ul>	<p><b>9. Tourism and visitors</b></p> <ul style="list-style-type: none"> <li>• Develop attractions.</li> <li>• Facilities for RVs, caravans, and camping – dump point, free overnight camping sites.</li> </ul>

**Q4. What have you seen in another area that would work well in your community?**

n=226

The community were asked what they had seen in another area or shire that would work well in their community. More recreational activities and reserves, improved parks for children and dogs, and new and upgraded sporting facilities were the top categories of response.

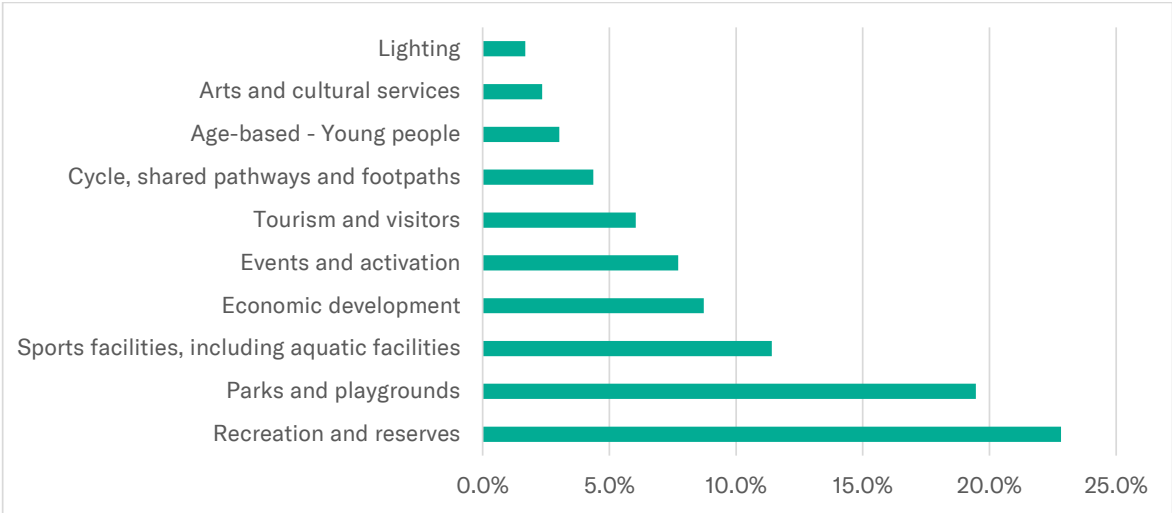


Figure 3.      Suggestions from other areas



**1. Recreation and reserves**

- Shared recreation areas
- Water/splash park
- Outdoor venues

*"Murchison's water slide. I believe it's something all ages can enjoy, especially teens."*

*"Tocumwal has a great water splash park."*

*"Aquamoves in Shepparton."*

*"The splash park at Moama Waters."*

*"The Echuca port area park with water feature."*

*"Lucindale Shire Council in SA. In Naracoorte they have a concreted Swimming Lake."*

*"Shared recreation areas that include skatepark, playgrounds, walking tracks. Have seen in Cohuna, Mildura, Swan Hill."*

**2. Parks and playgrounds**

- Upgraded playgrounds/parks
- Park facilities
- Free run dog park

*"Shepparton has a great fenced park, with lots of play equipment, BBQ facilities and toilets all in one location."*

*"I love the really cool skatepark at Albury and Wodonga."*

*"Upgrade playground like the ones at Cohuna and Echuca East."*

*"We liked the water and dry playground at Barooga."*

*"Great new park facilities like Echuca East and Cobram."*

*"Cobram's playground and skatepark has public toilets and BBQ area, is so inclusive and amazing for all ages."*

**3. Sports facilities, including aquatic facilities**

- Sport facility upgrades
- Pool upgrades
- Pool management

*"Basketball stadium in Echuca."*

*"Updated sports facilities, Echuca."*

*"Merrigum swimming pool and area around it."*

*"Jerilderie Shire – we like the way they manage their pools."*

*"Goornong community-run pool."*

*"Golden Square community pool."*

*"The Berrigan Shire has no entry fee for their pool."*

*"Upgrade to their outdoor swimming pool in Mirboo North in the South Gippsland Shire."*

**4. Economic development**

(including business support and industry attraction)

- Car wash
- Business growth
- Food and retail shops

*"A car wash business would be a good thing to save travelling 40 - 50 km to do this to Echuca, Kyabram, Rochester or Shepparton."*

*"Food and retail shops in Echuca."*

*"Small towns with weekend coffee shops."*

**5. Events and activation**

- Attractions
- Recurring events
- Multi-use venues

*"Markets in Moama."*

*"Girgarre have their arranging markets + sound shell."*

*"The Jerilderie/Darlington Point Shire have overhauled their pods and offered the management of them for tender. There is free entry, music, playing and they are very well utilised."*

*"A festival such as Tent Town that we used to have here in Tongala."*

*"Artisan market – Geelong."*

**6. Tourism and visitors**

- Camping/touring facilities
- Tourist attractions
- Recreation

*"Lockington have a great free camping site."*

*"Facilities to bring visitors like camp sites allowing lower cost camping with toilets and dump points e.g., Rushworth and Rochester."*

*"The RV Park at Cohuna."*

*"Jerilderie Shire the manmade Lake which draws tourism."*

*"Echuca tourist port."*

<b>7. Cycle, shared pathways and footpaths</b> <ul style="list-style-type: none"> <li>• Environmental sustainability</li> <li>• Activities for young people</li> <li>• Access to nature</li> </ul> <p><i>"Solar lights on walking track/footpaths in Charleville."</i></p> <p><i>"A pump track for the kids – Cobram and Deniliquin."</i></p> <p><i>"Scooter track like Lockington."</i></p> <p><i>"Walking tracks away from residential streets – Bendigo."</i></p>	<b>8. Age-based – Young people</b> <ul style="list-style-type: none"> <li>• Recreation</li> <li>• Volunteering</li> <li>• Empowerment</li> </ul> <p><i>"Kids activities such as Tumble Tots – Echuca/Kyabram."</i></p> <p><i>"Lockington – Youth action group with lots of engagement."</i></p>	<b>9. Arts and cultural services</b> <ul style="list-style-type: none"> <li>• Character</li> <li>• Public art</li> <li>• Multicultural centre</li> </ul> <p><i>"Silo/water town art – Rochester and Colbinabbin."</i></p> <p><i>"Cow art in Shepparton."</i></p> <p><i>"Incorporating the multicultural culture into the community."</i></p>
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## Q5. What would you like to see achieved in your community in the next ten years?

n=586

The community were asked what one thing they would like to see achieved in their community in the next ten years. The number one priority resulting from this question was sports facilities, including aquatic facilities, followed by economic development, including business support and industry attraction.

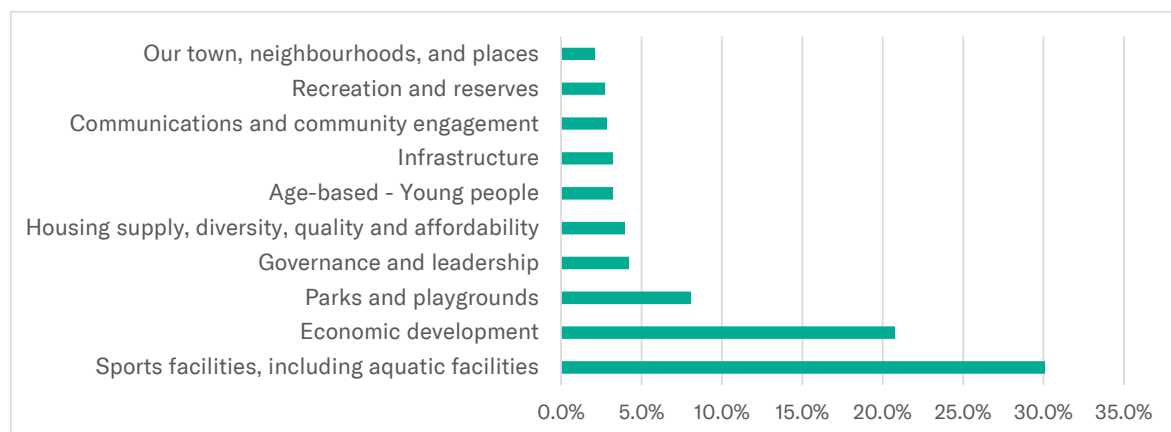


Figure 4. Priorities

Table 5. Priorities by method

Method	Top attribute	Attribute 2	Attribute 3	Attribute 4	Attribute 5
All	Improved sports facilities, including aquatic facilities	Growth in economic development, including business support and industry attraction	More parks and playgrounds	More involved governance and leadership	Greater housing supply, diversity, quality and affordability
Targeted Forums	Economic development	Sports facilities, including aquatic facilities	Parks and playgrounds	Recreation and reserves	Cycle, shared pathways and footpaths
Pop-up sessions	Sports facilities, including aquatic facilities	Economic development	Parks and playgrounds	Infrastructure	Age-based planning for young people
Targeted interviews	Housing supply, diversity, quality and affordability	Sports facilities, including aquatic facilities*	Events and activation*	Governance and leadership*	-
Online survey	Sports facilities, including aquatic facilities	Economic development	Parks and playgrounds	Governance and leadership	Housing supply, diversity, quality and affordability

\*Equal priorities

3. Findings

3.4. How will we get there?

Q6. What services or projects do you think should be prioritised for the community?

n=359

Respondents were asked what services or projects should be prioritised for the community. A list was provided, and respondents were asked to select their top five (5) options. The top responses are in the figure below.

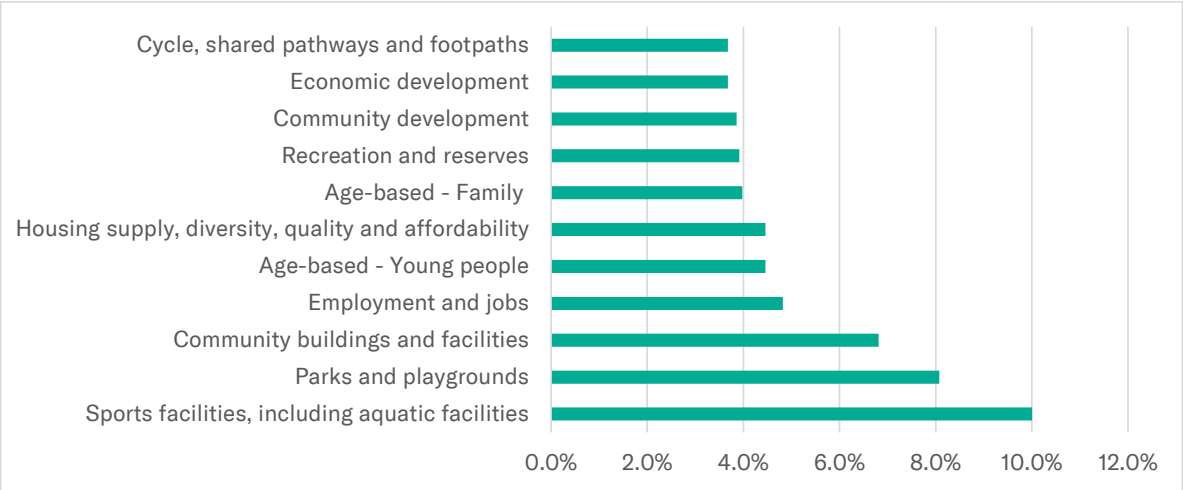
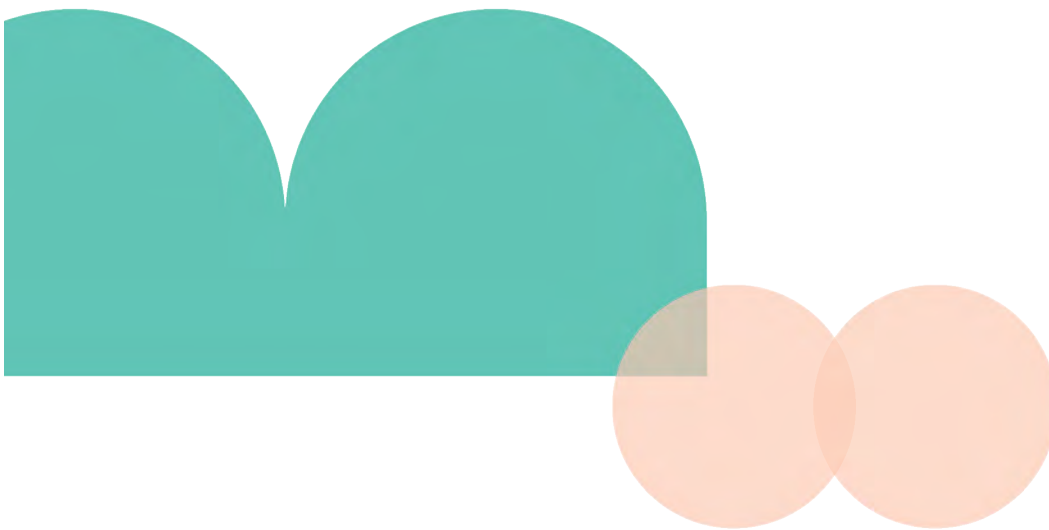


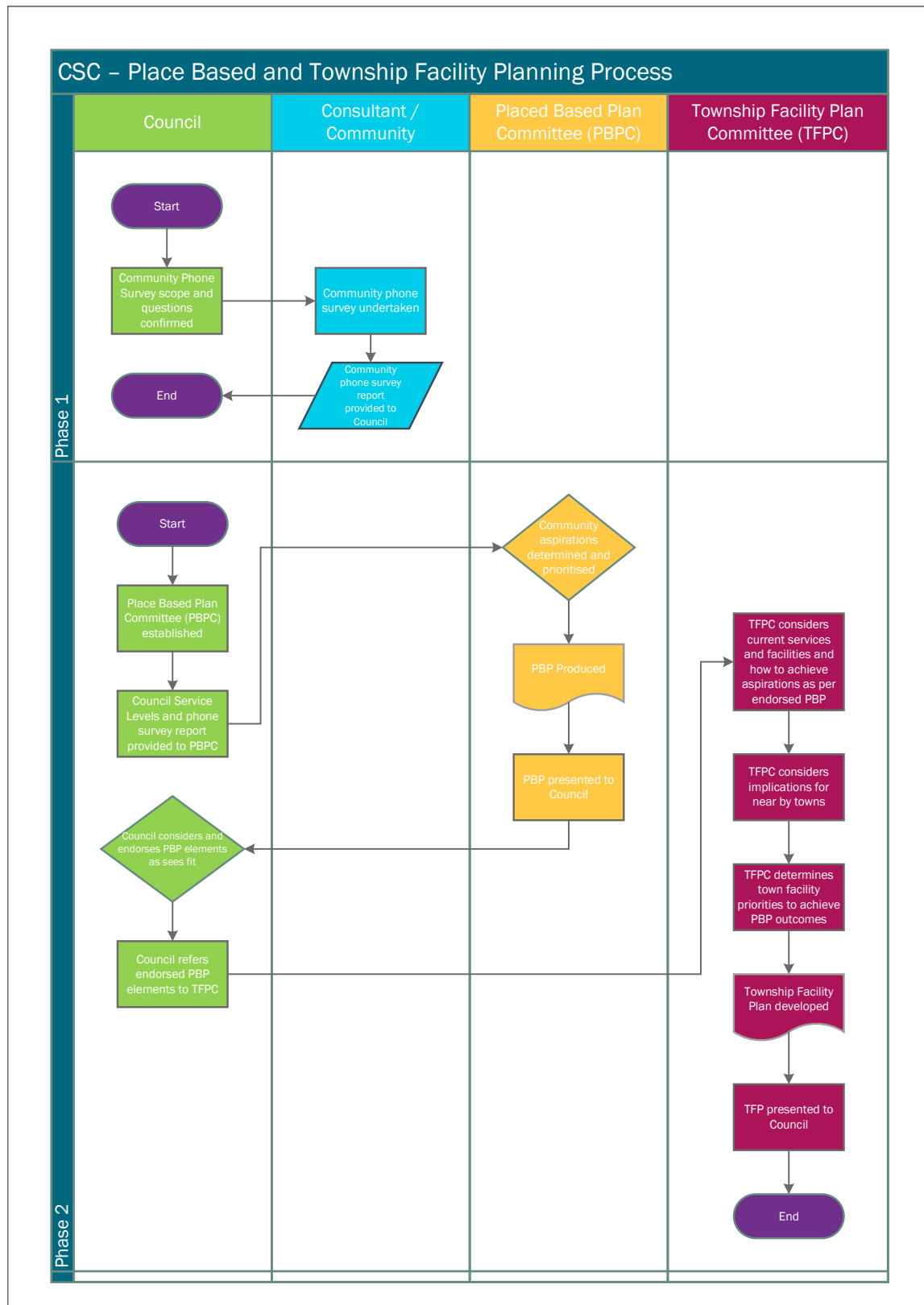
Figure 5. Services and projects

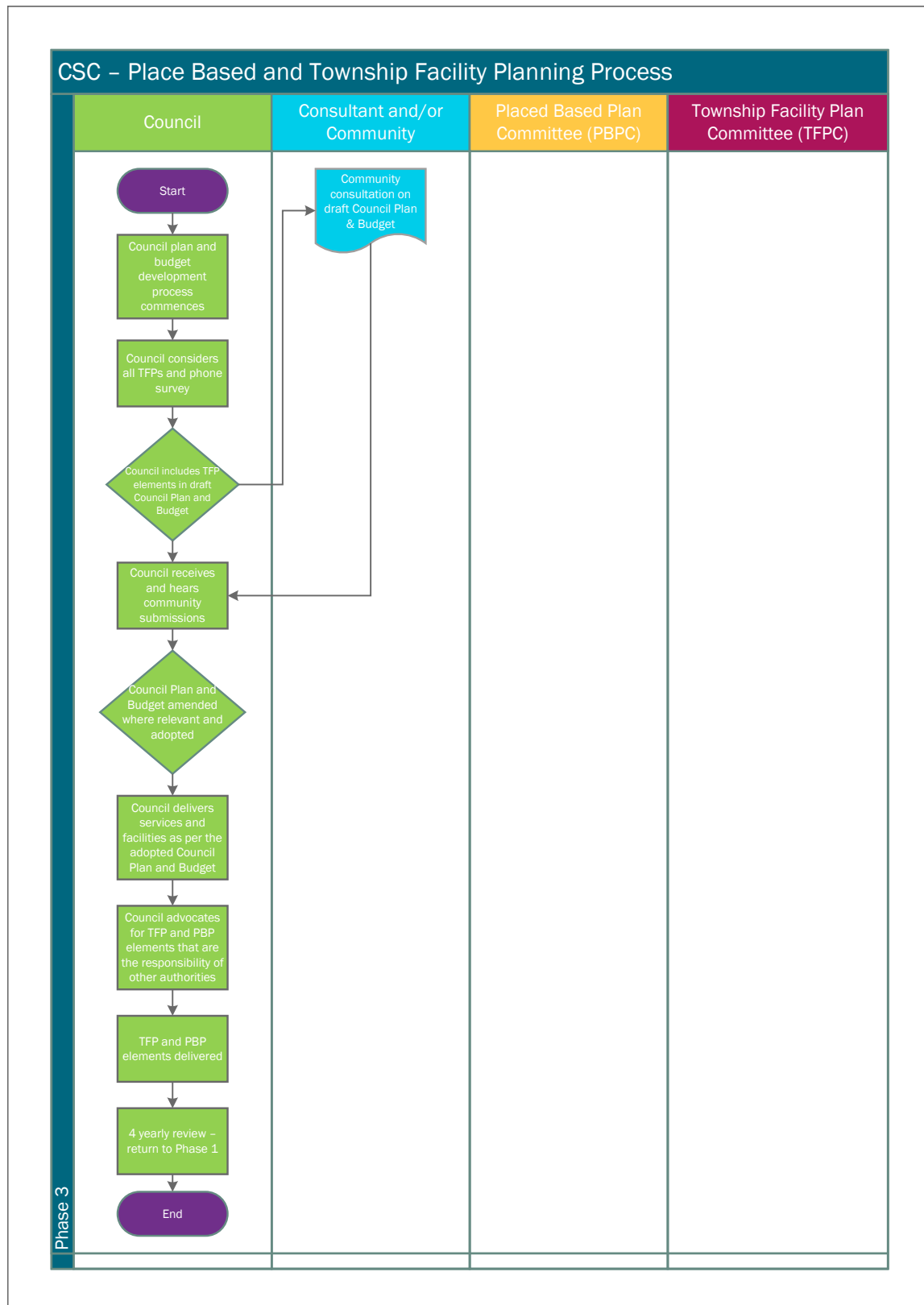


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## 8.5 Corporate

### 8.5.1 Adoption of Budget

**Directorate:** Corporate

**Responsible Officer:** Manager Finance

**Manager:** Chief Financial Officer

**Attachments:**

1. Proposed Budget 2023-24  
[8.5.1.1 – 96 pages]
2. Budget Submission Register  
[8.5.1.2 – 6 pages]

#### 1. PURPOSE

To seek the adoption of the 2023-24 Budget incorporating the schedule of fees and charges contained in the document.

#### 2. RECOMMENDATION

**That Council:**

1. Adopt the 2023-24 Budget provided in the attachment to this report, noting that it is the Proposed 2023-24 Budget endorsed and released for public comment by Council on the 8 May 2023, inclusive of the following amendments;
  - (a) Updated the Rates tables 5.1.1 (a), (b), (c), (d), (f), (h), (j) and (k) after receiving certification of the 2023 general property valuation from the Victorian Valuer General. This has resulted in a reduction in the rate in the dollar from what was published in the proposed budget document.
  - (b) Updated the amount budgeted for Financial Assistance Grants to reflect advice received from the Department of Government Services, increasing the amount budgeted by \$852,800.
  - (c) Updated the document to include the 2022-23 budget comparatives in the graphs on pages 7 to 9, the financial statements, financial indicators and the notes to the financial statements, to allow comparison between budget years.
  - (d) Updated performance indicators having identified an error in the calculation of the working capital and unrestricted cash indicators.
  - (e) Updated the fees and charges schedule to move building records and information fees that are no longer statutory fees to the non-statutory section of the fees and charges list.
  - (f) Updated the statutory fees and charges to reflect the State Government gazetted fee unit and penalty fee unit.
2. Note the operating deficit of \$5.78 million has decreased to \$4.93 million because of the additional grants referred to at Point 1 (b).

- 3. Declare the Rates, Municipal Charge and Annual Service Charges for the 2023-24 financial year as set out within the 2023-24 Budget document on pages 50-56.**
- 4. Declare the Fees and Charges for the 2023-24 financial year, contained as Appendix A within the 2023-24 Budget document.**
- 5. Note the submissions received in response to the Proposed Budget 2023-24, thank the submitters and provide a written response notifying submitters of the outcome of their submission considered by Council, as outlined in the Budget Submission Register attachment to this report.**

### **3. DISCUSSION**

Every year the budget process becomes more complex with rising costs, the reality of operating under rate-capping and additional requirements from Federal and State governments. This year Councillors and council staff have prepared the budget in an environment of great uncertainty. Not only has there been uncertainty surrounding the length and severity of the COVID-19 pandemic, but more significantly for our Shire are the impacts from the October 2022 Floods and other storm events.

We have also witnessed a stark rise in the cost of materials, and staff and contractors have been more difficult to source. This increases the difficulty of undertaking works; we continue to plan for this in all costings of future projects.

Our budget planning for 2023-2024 continues to reflect Council's commitment to operate in a financially sustainable and responsible way. Whilst we are planning to incur a deficit budget for the next few years as we work to improve areas that you have told us are important, a firm focus will be on reviewing services for value and efficiencies and redirecting our energies to focus on those areas that our community values the most.

The 2023-24 Budget projects an operating deficit of \$4.9 million, however when the capital income is removed an adjusted underlying result of a \$7.6 million deficit is projected.

The 2023-24 Budget has been prepared based on the maintenance of current service levels and reflects the full costs of delivering those services with a full complement of staff.

Also included in the 2023-24 Budget is a capital works program of \$27.4 million. This does not include \$7.8 million of carry forward projects, some of which are multi-year projects.

Section 94 of the Local Government Act 2020 (the Act) requires that Council prepares a budget for the upcoming financial year and 3 subsequent financial years. The Local Government (Planning and Reporting) Regulations 2020 specifies the information that is required to be included in the budget.

Section 96 (1) of the Act requires that Council must develop the budget in accordance with -

- (a) the financial management principles; and
- (b) its community engagement policy.

Section 101 (1) of the Act defines the financial management principles as:

- (a) revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with Council's financial policies and strategic plans;
- (b) financial risks must be monitored and managed prudently, having regard to economic circumstances;

- (c) financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community;
- (d) accounts and records that explain the financial operations and financial position of the Council must be kept.

Section 101 (2) of the Act outlines that for the purposes of the financial management principles, financial risk includes any risk relating to the following –

- (a) the financial viability of the Council;
- (b) the management of current and future liabilities of the Council;
- (c) the beneficial enterprises of the Council.

Further to these principles defined in the Act, Council adopted the Finance Plan on 20 October 2021 which contains additional financial principals. These principles were used to guide the development of the 2023-24 Budget.

These principles are:

- 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 3 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 seeks 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.

## **Rates**

The 2023-24 Budget presents detailed information on rates and charges to be collected.

In accordance with adopted Revenue and Rating Plan, Council believes the most equitable and efficient distribution of the rate burden to rate payers is through the use of differential rates. 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 Fair Go Rate cap increase of 3.5% has been complied with in setting the differential rate in the dollar.

The Budget 2023-24, being presented for adoption has been updated to reflect the final valuation figures provided by the Victorian Valuer General. In all cases, the rate in the dollar for each group of differentials has reduced compared to the 2022-23 financial year.

The rates in the dollar to be applied for the 2023-24 year are as follows.

Type and class of land	2023-24 cents/\$CIV
General land	0.0029377
Farm land	0.0026439
Commercial land	0.0034077
Industrial land	0.0034077
Cultural and recreation	0.0014688

The distribution of rates across each asset class based on the differential rates, as per adopted Revenue and Rating Plan, is detailed in the following table:

	Budget	Annualised rates	Budget	Change
	2022-23	2022-23	2023-24	
Type or class of land	\$'000	\$'000	\$'000	%
General land	21,677	21,928	21,984	0.26%
Farm land	9,481	9,521	10,830	13.75%
Commercial land	3,598	3,679	3,742	1.73%
Industrial land	1,770	1,804	1,812	0.49%
Cultural and recreation	-	-	-	0.00%
Municipal charge	4,124	4,154	4,154	0.00%
<b>Total amount to be raised by general rates</b>	<b>40,650</b>	<b>41,084</b>	<b>42,522</b>	<b>3.50%</b>

#### 4. CONSULTATION

##### Internal consultation:

- Council officers involved in budget preparation
- Management Team
- Executive Management Team
- Chief Financial Officer



#### External consultation:

- Public comment and submissions on the budget and fees and charges was sought by advertising for submissions in line with Council's Community Engagement Policy. This advertising appeared on Council's website, in local newspapers circulating within the municipality, via social media posts and in Council's community newsletter that is distributed to households and businesses.
- A submissions hearing was held on 6 June 2023 at Echuca Headquarters Function room, three people spoke to their submissions.

#### Councillors:

- 9 November 2022 Council Briefing Session.
- 31 January 2023 Council Briefing Session
- 7 March 2023 Council Briefing Session
- 14 March 2023 Council Briefing Session
- 28 March 2023 Council Briefing Session
- 4 April 2023 Council Briefing Session
- 30 May 2023 Council Briefing Session
- 6 June 2023 Council Briefing Session
- 6 June 2023 Council Budget Submission Hearing

## **5. STRATEGIC ALIGNMENT**

### **Council Plan 2021-2025**

The budget has been prepared to meet the needs of our community as identified in the Council Plan 2021-2025. The proposed budget of \$92.1 million will be delivered in the third year of that plan, and the budget includes several new and continuing initiatives.

## **6. POLICIES AND RELATED COUNCIL DOCUMENTS**

Financial Plan 2021-22 to 2030-31.

Revenue and Rating Plan

## **7. FINANCIAL IMPLICATIONS**

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

The proposed draft Budget has an operational deficit. Council has the financial resources to sustain a deficit budget for the 2023-24 year but will need to review services and seek efficiencies and other funding opportunities to return the budget to an operational surplus or net zero position in future years to maintain financial sustainability.

## **8. ISSUES AND RISK MANAGEMENT**

## Issues:

### Issue 1

One of Council's guiding principles (adopted in the Finance Plan 20 October 2021) is - 'Council maintains an operating surplus over a four-year period (current year and 3 forward years)'.

During budget preparation and Council briefings the inability to meet this guiding principle has been discussed extensively.

The delivery of an operational deficit budget is not financially sustainable for Council in the long term; however, Council has cash reserves which will be used to fund the 2023-24 budget deficit.

To achieve a return to surplus post budget council will focus on the following key areas:

- Review services to find efficiencies.
- Identify other funding opportunities, including shared services.
- Review assets and consider consolidation with a view to reduce operating costs or the sale of surplus assets.

### Issue 2

There has been a significant increase in the value of farm land relative to other land classes in the 2023 revaluation for rating purposes. The independent valuer (contracted by the Victorian Valuer General) has confirmed that as a collective, farm land property valuations in the broader region have increased between 25-40%.

Council adopted its Revenue and Rating Plan after a significant review and a period of public consultation in 2021. In this review the relative rating differential for farm land was set at 90% of the general rate with a view to "provide an equitable rate for primary producers, to encourage land use consistent with farming activities, [and] conservation of areas which are suited to a variety of agricultural pursuits".

Applying the rating differentials to the current valuation distributes a greater percentage of the rates charges to farm land compared to other land classes. Should it wish to do so, Council could consider altering the differential rate ratio that is to be applied to the farm land category for rating purposes. This would conflict with the Council's adopted Revenue and Rating Plan and would redistribute the rating burden onto other property categories that have not had as significant an increase in their respective property valuations.

Detail around the impact of a potential change to the distribution of rates based on altering the differential rate ratio for farm land (only) from 90% of the general rate in the dollar to 85% or 80% of the general rate in the dollar is detailed in the table below:

Type or class of land	Budget	Annualised rates	Budget	Change	85% farm differential	Change	80% farm differential	Change
	2022-23 \$'000	2022-23 \$'000	2023-24 \$'000	%				
General land	21,677	21,928	21,984	0.26%	22,334	1.85%	22,696	3.50%
Farm land	9,481	9,521	10,830	13.75%	10,391	9.14%	9,938	4.38%
Commercial land	3,598	3,679	3,742	1.73%	3,802	3.36%	3,863	5.03%
Industrial land	1,770	1,804	1,812	0.49%	1,841	2.09%	1,871	3.74%

Cultural and recreation	-	-	-	0.00%	-	0.00%	-	0.00%
Municipal charge	4,124	4,154	4,154	0.00%	4,154	0.00%	4,154	0.00%
<b>Total amount to be raised by general rates</b>	<b>40,650</b>	<b>41,084</b>	<b>42,522</b>	<b>3.50%</b>	<b>42,522</b>	<b>3.50%</b>	<b>42,522</b>	<b>3.50%</b>

Note that Council does not charge rates on land in the cultural and recreation land category as per the adopted Revenue and Rating Plan.

A change to the rates distribution this year may have unknown consequences in future years.

## 9. OPTIONS:

### Option 1

Council can adopt the Budget 2023-24 leaving the rate differentials as detailed in the current Revenue and Rating Plan. This approach distributes the rates charges across the classes in line with the increase in property values.

This is the officer recommended option.

### Option 2

Council could consider altering the differential rate ratio that is to be applied to the farm land category for rating purposes. This would conflict with Council's adopted Revenue and Rating Plan and would redistribute a larger portion of the rates charges onto other property categories that have not had as significant an increase in their respective property valuations.

The total amount of rates to be raised by general rates is capped at 3.5% for 2023-24 by the Minister for Local Government. Changing the amount of rates applied to farm land will not change the overall rates that council raises, it will simply shift (increase) the payment requirement onto other land categories.

The table below shows the change in total value of each type or class of land compared with the previous financial year.

Type or class of land	2022-23	2023-24	Change	
	\$'000	\$'000	\$'000	%
General land	6,534,314	7,483,469	949,155	14.53%
Farm land	3,175,530	4,096,068	920,538	28.99%
Commercial land	935,058	1,098,198	163,140	17.45%
Industrial land	459,899	531,879	71,980	15.65%
Cultural and recreation	23,694	27,485	3,791	16.00%
<b>Total value of land</b>	<b>11,128,495</b>	<b>13,237,099</b>	<b>2,108,604</b>	

Council could choose to make a one-off change to the farm land rate differential to either 85% or 80% to redistribute rates across the various classes of land. Details of how this would change the overall rates distribution is provided in the 'Issue 2' section above.

### Risk:

As a continued deficit it not sustainable, Council officers will review services and service levels with a view to bringing the budget back into a net zero or surplus position over the forward years.

The Local Government Act 2020 requires that a Council must prepare and adopt a budget by 30 June each year. Not adopting a budget by June 30 would leave Council in breach of the Act.

Ongoing resource limitations including shortage of materials, plant, equipment and personnel may impact the delivery of the proposed draft Budget.

#### **10. CONFLICT OF INTEREST**

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.

#### **11. 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.

#### **12. 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.

### **8.5.1.1 Adoption of Budget**

**Due to the size of the files, Attachment 8.5.1.1 Proposed Budget 2023-2024 and Attachment 8.5.1.2 Budget Submission Register, is provided under separate cover.**

## 8.5.2 Quarterly Financial Report

**Directorate:** Corporate

**Responsible Officer:** Manager Finance

**Manager:** Chief Financial Officer

**Attachments:** 1. Quarterly Statements Q 3 22-23 [8.5.2.1 - 8 pages]

### 1. PURPOSE

To present to Council a quarterly income statement, balance sheet, cashflow and capital works statements to provide a summary of the financial position of Council for the quarter ended March 2023

### 2. RECOMMENDATION

**That Council note the March 2023 Quarterly Financial Budget Report.**

### 3. DISCUSSION

A pack of the financial statements that makes up the quarterly budget report is included and contains:

Income Statement	Comparison of 2022/223 budget, 2022/23 actuals and 2021/22 actuals for the nine months ended 31 March 2023.
Balance Sheet	Comparison of 2022/223 budget, 2022/23 actuals and 2021/22 actuals for the nine months ended 31 March 2023.
Cash Flow Statement	Comparison of 2022/223 budget, 2022/23 actuals and 2021/22 actuals for the nine months ended 31 March 2023.
Statement of Capital Works	Comparison of 2022/223 budget, 2022/23 actuals and 2021/22 actuals for the nine months ended 31 March 2023.

#### Income Statement

The major variations to budget for the nine months ended 31 March 2023 are:

- Revenue is greater than budget by \$2.56 million. This is due to having received \$2.86 million for flood recovery works. Made up of \$1.5 million from the State Government for recovery and an advance payment of Natural Disaster Relief Assistance funding of \$1.36 million.
- This is being offset by the financial relief being given to flood affected residents by way of a reduction in rates payable. The estimated financial impact to council is \$1.13 million, this has been partially offset by greater than budgeted supplementary rates being processed.
- Grants Commission funding is less than budgeted because 75% of the 2022/23 allocation was pre-paid in 2021/22, an increase on the expected and budgeted 50% prepayment.



- Additional investment interest of \$1.32 million has been earned compared to budget because of increased interest rates available on investments.
- Expenses are greater than budget by \$3.28 million. The variance to budget relates to the following.
  - \$1.16 million savings in employee costs due to vacancies across the organisation.
  - \$3.99 million overspend in materials and services which is related to flood initial response (relief centres, sandbagging, flood pumps, etc) and recovery, which the majority relates to repairing infrastructure (roads, buildings, parks and gardens etc). These costs are being met by funding from Natural Disaster Relief Assistance and State Government.
  - Greater than budgeted depreciation of \$0.74 million due to the revaluation of assets at year-end 2021/22. Values increased which increased depreciation more than was expected when setting the budget.

### Statement of Capital Works

The following comparisons can be made with reference to the Statement of Capital works:

- The capital works program has been severely impacted by the floods. Capital works on roads will either not be done or will be done under the flood reinstatement program and funded through Disaster Relief Funding. Two road rehabilitation projects have been cancelled; on further inspection it was found that these roads did not require the level of work originally budgeted.
- There have been delays with both Breen Avenue shared path and Rushworth Rail Trail projects.
- In addition to the budgeted program, \$7.70 million of carryover capital works from the 2021/22 financial year have been completed to the end of March 2023.

## **4. CONSULTATION**

### Internal consultation:

- 24 May 2023 - Executive Management Group

### External consultation:

- 12 May 2023 – Audit and Risk Committee

### Councillors:

- 30 May 2023 Council Briefing Session.

## **5. STRATEGIC ALIGNMENT**

### **Council Plan 2021-2025**

The responsible management of Council's financial resources is vital to being able to deliver the Council Plan.

## **6. LEGAL AND STATUTORY OBLIGATIONS**

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

The Local Government Act 2020 s97 requires that a quarterly budget report 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. This report ensures that all statutory obligations are met.

## **7. FINANCIAL IMPLICATIONS**

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

Council is in a strong financial position but will need to review operational costs in coming years to maintain this position.

## **8. ISSUES AND RISK MANAGEMENT**

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.

## **9. CONFLICT OF INTEREST**

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.

Campaspe Shire Council  
 INCOME STATEMENT  
 For the period ended 31 March 2023

		Actuals 9 mths ended 31 Mar 2023 \$'000	Budget 9 mths ended 31 Mar 2023 \$'000	Actuals 9 mths ended 31 Mar 2022 \$'000	Variances  Actual v Bgt \$'000 %		Full Year Budget  As at 30 Jun 2023 \$'000
Notes							
<i>Revenue</i>							
Rates income	Note 1	39,946	40,877	39,815	(932)	(2.3%)	40,961
Waste charges	Note 2	6,378	6,245	5,951	133	2.1%	6,245
Statutory fees and fines	Note 3	940	1,089	992	(149)	(13.7%)	1,465
Grants commission	Note 4	2,740	5,014	4,882	(2,275)	(45.4%)	13,225
Other recurrent grants	Note 5	1,206	1,025	1,365	181	17.6%	1,518
Non-recurrent grants	Note 6	3,782	1,225	3,881	2,557	208.7%	2,623
Contributions - non-monetary	Note 7	1,449	-	-	1,449	100.0%	-
User fees	Note 8	11,764	11,484	11,453	280	2.4%	15,108
Interest and other income	Note 9	2,136	814	853	1,321	162.3%	1,078
Total revenue		70,340	67,774	69,193	2,566	3.8%	82,222
<i>Expenses</i>							
Employee benefits	Note 10	21,683	22,849	20,850	1,166	5.1%	31,035
Materials and services	Note 11	24,092	20,102	16,636	(3,991)	(19.9%)	26,307
Depreciation	Note 12	16,511	15,773	15,273	(738)	(4.7%)	20,959
Depreciation leased assets		-	-	-	-	0.0%	71
Finance costs		126	110	66	(16)	(14.9%)	146
Finance costs - lease liability		-	-	-	-	0.0%	-
Other expenses	Note 13	3,383	3,675	3,217	292	7.9%	5,183
Total expenses		65,796	62,508	56,042	(3,287)	(5.3%)	83,701
Net gain (loss) on disposal of property, infrastructure, plant and equipment	Note 14	290	438	2,506	(148)	0.0%	650
Surplus (deficit) for the year		4,834	5,704	15,657	(869)	(15.2%)	(829)

Campaspe Shire Council  
 INCOME STATEMENT  
 For the period ended 31 March 2023

Note 1 (Rates income) - Rate Revenue is less than budgeted due to the impact of the rate relief provided by Council to flood affected properties having been processed. The full effect of this relief has been partially offset by supplementary rates being processed.

Note 2 (Garbage charges) - There has been a greater increase in the number of new services requested than expected when setting the budget.

Note 3 (Statutory fees and charges) - Statutory fees and charges less than budgeted - planning and building permits issued are greater than budgeted \$34K, local laws compliance fines greater than budgeted \$64K, these are being offset by less than budgeted income from parking infringements of \$183K.

Note 4 (Grants commission) - 75% of the 2022/23 allocation of Financial Assistance Grants was prepaid in 2021/22. This was greater than the 50% that was expected when the budget was set. The remaining 25% of the allocation will be received across the remainder of the 2022/23 year.

Note 5 (Other recurrent grants) - School Crossing grant amount has been increased by \$31K. Childrens services grants greater than budgeted by \$41K, unbudgeted immunisation grant received \$70K and Library funding also greater than budget by \$30K.

Note 6 - (Non-recurrent grants) - Unbudgeted funding has been received to assist with flood recovery \$2.85M, this is being offset by the claim for Roads to Recovery not being submitted until the fourth quarter.

Note 7 (Contributions - non-monetary) - Infrastructure assets transferred to Council on the completion of Echuca Fields subdivision.

Note 8 (User fees) - User fees are tracking on budget, the effect of the flood has been offset by increased usage of services this quarter.

Note 9 (Interest) - Interest revenue is greater than budgeted due to interest rates rising and not remaining at the historic lows expected when the budget was set.

Note 10 (Employee expenses) - Vacancies across the organisation are driving the variance in employee costs.

Note 11 (Materials and services) - Maintenance programs are back on track to be deliver to budget by year end. The \$3.99M spend greater than budget is related to flood costs, both repairs and the immediate response at the time of the flood. The majority of this spend will be claimed back via disaster relief funding or is being offset by funds already received in advance.

Note 12 (Deprecation) - The depreciation expense is greater than budgeted due to the revaluation of assets at the 2021/22 year end.

Note 13 (Other expenses) - The variance relates to the timing of payment of the Council subsidy to Campaspe Port Enterprise. This is due to delays in completing the separation of the new enterprise from council. The delay was caused by taking longer than anticipated to employee the CEO.

Note 14 (Net gain on fixed assets) - Sales of industrial land have not eventuated as expected when setting the budget.

Campaspe Shire Council  
BALANCE SHEET  
As at 31 March 2023

		Actuals	Budget	Actuals	Variances		Full Year Budget
		As at	As at	As at			As at
		31 Mar 2023	31 Mar 2023	31 Mar 2022	Actual v Bgt		30 Jun 2023
Note		\$'000	\$'000	\$'000	\$'000	%	\$'000
Current assets							
Cash and cash equivalents	Note 1	9,892	9,022	16,661	870	9.6%	1,022
Trade and other receivables	Note 2	14,281	13,607	11,057	674	5.0%	3,607
Inventories		847	942	725	(95)	(10.1%)	942
Financial assets	Note 3	50,500	53,940	49,050	(3,440)	(6.4%)	53,940
Other assets		1	4	1	(3)	(74.9%)	870
Non-current assets classified as held for sale		-	-	850	-	0.0%	-
Total current assets		75,520	77,515	77,493	(1,994)	(2.6%)	60,381
Non-current assets							
Trade and other receivables		18	27	17	(9)	0.0%	27
Right of use assets		2,057	1,377	-	680	100.0%	1,377
Financial assets	Note 4	28,000	16,590	18,500	11,410	68.8%	17,590
Property, infrastructure, plant and equipment	Note 5	769,318	772,208	717,524	(2,890)	(0.4%)	736,208
Intangible assets	Note 6	3,919	3,721	3,721	198	5.3%	3,721
Total non-current assets		803,312	793,923	739,762	9,390	1.2%	758,923
Total assets		878,833	871,438	817,254	7,395	0.8%	819,304
Current liabilities							
Trade and other payables		1,788	1,822	6,022	35	1.9%	6,822
Trust funds and deposits	Note 7	1,532	1,716	1,205	184	10.7%	2,716
Unearned income		5,548	5,708	-	160	2.8%	1,408
Provisions		6,841	6,924	7,329	83	1.2%	5,924
Interest-bearing loans and borrowings	Note 8	295	418	178	123	29.5%	1,418
Lease liabilities		210	279	-	69	24.6%	1,079
Total current liabilities		16,214	16,867	14,734	653	3.9%	19,368
Non-current liabilities							
Trust funds and deposits	Note 7	18	18	18	-	0.0%	18
Provisions		605	657	485	52	7.9%	1,757
Interest-bearing loans and borrowings	Note 8	5,690	5,779	2,322	89	1.5%	7,279
Lease liability		116	242	-	126	52.0%	1,242
Total non-current liabilities		6,429	6,696	2,825	267	4.0%	10,296
Total liabilities		22,643	23,563	17,559	920	3.9%	29,663
Net assets		856,190	847,874	799,695	8,314	1.0%	789,640
Equity							
Accumulated surplus		328,885	332,168	335,085	(3,283)	(1.0%)	332,168
Asset revaluation reserves		497,947	498,434	447,337	(488)	(0.1%)	440,200
Other reserves		29,357	17,272	17,272	12,084	70.0%	17,272
Total equity		856,190	847,874	799,695	(3,771)	(0.4%)	789,640

Campaspe Shire Council

BALANCE SHEET

As at 31 March 2023

Note 1 (Cash and cash equivalents) - It is difficult to budget the exact cash position when setting the budget, as this is dependent on when invoices are received, especially for capital works.

Note 2 (Trade and other receivables) - The collection of rates is higher than the target but lower than the three previous years.

Note 3 (Financial assets) -Term deposits have been redeemed to cover cashflow requirements.

Note 4 (Financial assets non-current) - Additional funds have been invested for terms greater than 12 months.

Note 5 (Property, infrastructure, plant and equipment) - The timing of the delivery of the capital program impacts on the actual result verses budget, the budget is set based on delivering the full program of capital works each year. The delivery of the program for 2022-23 has been impacted by the availability of contractors to carry out works and the recent flood event.

Note 6 (Intangible assets) - The value of water rights increased slightly compared to what was expected when the budget was set.

Note 7 (Trust funds and Deposits current & non-current) - The budget for receipt of trust funds and deposits is based on the prior year, it is difficult to predict what might be received as it is dependent on what work is being carried out that requires the payment of bonds.

Note 8 (Interest-bearing loans and borrowings) - The budget was set with the expectation that the loan for both Echuca East Community Precinct and Gunbower Lions Park redevelopment would have been fully draw down early in the 2021-22 financial year. This did not occur, the loan for Echuca East was draw down late in 2021 and the loan for Gunbower Lions Park redevelopment was not drawn down until July of the current financial year 2022-23.



Campaspe Shire Council

## CASH FLOW STATEMENT

For the period ended 31 March 2023

		Actuals	Budget	Actual	Variances		Full Year Budget
		9 mths ended	9 mths ended	9 mths ended			As at
		31 Mar 2023	31 Mar 2023	31 Mar 2022	Actual v Bgt		30 Jun 2023
	Notes	\$'000	\$'000	\$'000	\$'000	%	\$'000
Cash flows from operating activities							
Rates and charges	Note 1	39,947	39,135	41,176	812	2.1%	47,135
Statutory fees and fines		940	1,465	992	(524)	(35.8%)	1,465
User fees and fines	Note 2	10,958	11,108	11,240	(149)	(1.3%)	15,108
Operating grants	Note 3	3,946	4,733	6,247	(787)	(16.6%)	14,733
Capital grants	Note 4	3,782	1,770	3,881	2,012	113.7%	1,770
Interest received		1,736	700	747	1,036	147.9%	700
Other Receipts		400	394	106	6	1.4%	294
Net GST (payment)/refund	Note 5	2,351	-	713	2,351	0.0%	-
Proceeds/(repayment) of trusts and deposits	Note 6	(695)	-	(1,492)	(695)	0.0%	-
Payments to employees	Note 7	(21,979)	(23,235)	(21,208)	1,256	(5.4%)	(26,209)
Payments to suppliers	Note 8	(33,089)	(29,209)	(15,543)	(3,880)	13.3%	(31,235)
Other Payments	Note 9	(3,721)	(4,182)	(3,539)	461	(11.0%)	(5,182)
Net cash inflow (outflow) from operating activities		4,576	2,678	23,320	1,899	2	18,578
Cash flows from investing activities							
Payments for property, infrastructure, plant and equipment	Note 10	(13,121)	(15,359)	(21,790)	2,238	14.6%	(41,359)
Payments for investments		(20,000)	-	(26,030)	(20,000)	0.0%	-
Proceeds from sale of investments	Note 11	28,519	17,300	25,011	11,219	0.0%	20,000
Proceeds from sale of property, infrastructure, plant and equipment	Note 12	290	-	2,506	290	0.0%	-
Net cash inflow (outflow) from investing activities		(4,312)	1,941	(20,302)	(6,253)	322.2%	(21,359)
Cash flows from financing activities							
Finance costs	Note 13	(126)	(146)	(66)	20	13.8%	(146)
Repayment of lease liability		-	-	-	-	0.0%	-
Repayment of borrowings	Note 14	(1,135)	(784)	(830)	(352)	(44.9%)	(1,384)
Proceeds from borrowings	Note 15	600	-	-	600	0.0%	-
Net cash inflow (outflow) from financing activities		(662)	(930)	(896)	268	28.9%	(1,530)
equivalents		(397)	3,688	2,122	(4,086)	110.8%	(4,312)
Cash and cash equivalents at the beginning of the year		10,289	5,334	14,539	4,955	92.9%	5,334
Cash and cash equivalents at the end of the period		9,892	9,022	16,661	870	9.6%	1,022

Campaspe Shire Council

## CASH FLOW STATEMENT

For the period ended 31 March 2023

Note 1 (Rates and charges) - Cash collected from rates and charges is tracking above target.

Note 2 (User fees and fines inclusive of GST) - User fees are tracking on budget, the effect of the flood has been offset by increased usage of services this quarter.

Note 3 (Operational grants) - 75% of the 2022/23 allocation of Financial Assistance Grants was prepaid in 2021/22. This was greater than the 50% that was expected when the budget was set. The remaining 25% of the allocation will be received across the remainder of the 2022/23 year.

Note 4 (Capital Grants) - Unbudgeted funding has been received to assist with flood recovery \$2.85M, this is being offset by the claim for Roads to Recovery not being submitted until the fourth quarter.

Note 5 (Net GST refund/(payment)) - GST is not considered when the budget is developed because all budgets are set GST exclusive.

Note 6 (Proceeds/(repayment) of trusts and deposits) - the cashflow from the proceeds of trusts funds and deposits is not budgeted as this is an unknown factor.

Note 7 (Payments to employees) - Vacancies across the organisation are driving the variance in employee costs.

Note 8 (Payments to suppliers) - Maintenance programs are back on track to be deliver to budget by year end. The \$3.88M spend greater than budget is related to flood costs, both repairs and the immediate response at the time of the flood. The majority of this spend will be claimed back via disaster relief funding or is being offset by funds already received in advance.

Note 9 (Other payments) - The variance relates to the timing of payment of the Council subsidy to Campaspe Port Enterprise. This is due to delays in completing the separation of the new enterprise from council. The delay was caused by taking longer than anticipated to employee the CEO.

Note 10 (Payments for property, infrastructure, plant and equipment) - The timing of the delivery of the capital program impacts on the actual result versus budget, the budget is set based on delivering the full program of capital works each year. The delivery of the program for 2022-23 has been impacted by the availability of contractors to carry out works and the recent flood event.

Note 11 (Purchase of/Proceed from financial assets) - Investments are purchased or redeemed as required to meet cashflow needs.

Note 12 (Proceeds from sale of property, infrastructure, plant and equipment) - No budget is set for the cashflow from the sale of property or plant and equipment as the timing of these is unknown. The actuals relate to the trade in received when replacing plant items.

Note 13 (Finance Costs) - the budget was set with the expectation that the loans for the Echuca East Community Centre and Gunbower Lions Park redevelopment would have been fully drawn down in the 2021/22 financial year. This did not occurred which is impacting on the cashflow expectations that were set in the budget.

Note 14 (Repayment of Borrowings) - the budget was set with the expectation that the loans for the Echuca East Community Centre and Gunbower Lions Park redevelopment would have been fully drawn down in the 2021/22 financial year. This did not occur which is impacting on the cashflow expectations that were set in the budget.

Note 15 (Proceeds from Borrowings) - The loan for Gunbower Lions Park redevelopment was not draw down in 2021/22 as expected. The drawdown occurred in July 2022, the current financial year.

Campaspe Shire Council

STATEMENT OF CAPITAL  
WORKSFor the period ended 31 March  
2023

Capital Works Areas	Notes	Actuals	Budget	Variances		Full Year Budget	Actual	Budget
		9 mths ended 31 Mar 2023 \$'000	9 mths ended 31 Mar 2023 \$'000	Actual v Bgt \$'000 %		As at 30 Jun 2023 \$'000	Carryover works from 2021/22 program	Carryover works from 2021/22 program
Property								
Land	Note 1	61	172	(111)	(182.0%)	4,923	-	-
Total land		61	172	(111)		4,923		
Buildings	Note 2	858	1,756	(898)	(104.7%)	6,750	4,055	4,475
Total buildings		858	1,756	(898)		6,750	4,055	4,475
Total property		919	1,928	(1,009)	-	11,673	4,055	4,475
Plant and equipment								
Plant, Machinery and Equipment	Note 3	821	958	(137)	(16.7%)	3,887	353	313
Total Plant and equipment		821	958	(137)		3,887	353	313
Infrastructure								
Aerodromes	Note 4	-	-	-	-	4,700		
Bridges	Note 5	26	140	(114)	0.0%	2,763	1,008	880
Drainage	Note 6	1,186	1,097	89	7.5%	2,274	414	641
Footpaths and Cycleways	Note 7	124	1,565	(1,441)	(1,162.1%)	3,862	831	835
Other Infrastructure		5	-	5	0.0%	107	-	-
Parks, Open Space and Streetscapes		-	-	-	0.0%	107		
Recreational, Leisure and Community Facilities	Note 8	1,151	1,775	(624)	0.0%	1,780	409	117
Roads	Note 9	2,165	6,885	(4,720)	(218.0%)	9,833	637	627
Waste Management	Note 10	-	-	-	0.0%	373		
Total Infrastructure		4,657	11,462	(6,805)		25,800	3,299	3,100
Total Capital Works		6,397	14,348	(7,951)	-	41,359	7,707	7,888

Campaspe Shire Council

STATEMENT OF CAPITAL  
WORKS

For the period ended 31 March  
2023

Note 1 - (Land) - The work on the stormwater in the Aquatic Reserves has been delayed due to the flood. The safety assessment of the trees in the area has not been finalised. Until this occurs no work can commence in the area.

Note 2 (Buildings) - The project for Victoria Park change rooms has been cancelled pending the completion of the masterplan and a demountable will be used until a permanent design is agreed. There is a delay in sourcing a demountable. There have also been delays with works in Echuca Holiday Park due to the flood. These works will commence in the fourth quarter.

Carryover projects - Echuca East community precinct stage 2 is completed.

Note 3 (Plant, machinery and equipment) - Vehicles availability has been better than anticipated which has enabled a number of items to be delivered earlier than expected.

Carryover projects - Delivery of ordered plant and machinery has improved and most prior ordered items have been received.

Note 4 (Aerodromes) - The project to upgrade the aerodrome has received funding and has been included in the 2023/24 program.

Note 5 (Bridges) - Delays are being experienced with the completion of the design for Thompsons Bridge.

Carryover projects - Watsons, Groves Weir and Anstruther St bridge works have all been completed.

Note 6 (Drainage) - The kerb and channel replacement program is progressing ahead of schedule but the culvert program has been delayed due to the lead time required for parts. The parts have now been received and works have commenced.

Carryover projects - Delays have occurred with the Colbinabbin open drain project due to the wet weather and flooding.

Note 7 (Footpaths and cycleways) - There have been delays with the Breen Avenue shared path and the Rushworth Rail Trail.

Carryover projects - The carried over footpath program is almost complete.

Note 8 (Parks open spaces and streetscapes) - There have been delays with the Lockington and Kyabram netball courts resurfacing. These works have now commenced and will be completed this year.

Carryover projects - All carry over works have been completed.

Note 9 (Roads) - Wet weather and flooding have impacting on the delivery of projects. Resheeting program has been delayed by 25%. A number of road have been completed (Nish & Service Streets) but there have also been some projects cancelled. Either due to flood damage or on further investigation the works planned were not required.

Carryover projects - Fenaughty Street and Rushworth Car Park carry over projects have been completed.

Note 10 (Waste management) - These works are scheduled to take place later in the year.

### 8.5.3 Asset Capitalisation (Policy 144)

**Directorate:** Corporate

**Responsible Officer:** Manager Finance

**Manager:** Chief Financial Officer

**Attachments:**

1. 144 Asset Capitalisation Policy for adoption [8.5.3.1 - 15 pages]
2. 144 Asset Capitalisation Policy marked up version [8.5.3.2 - 19 pages]
3. 3. Current Asset Capitalisation Policy [8.5.3.3 - 12 pages]

#### 1. PURPOSE

To present to Council the revised Asset Capitalisation Policy for the purpose of adoption.

The revised Asset Capitalisation Policy includes updates to:

1. Make minor administrative changes to amend position titles of staff and to reflect the new Local Government Act 2020.
2. Update Appendix A table information to clearly demonstrate the alignment of asset classes to reporting groups for audit and financial reporting purposes.

#### 2. RECOMMENDATION

**That Council adopt the revised Asset Capitalisation Policy as attached.**

#### 3. DISCUSSION

Officers have reviewed the policy and it has been presented to and discussed at Council's Audit and Risk Committee and discussed with Council at briefing. There are no changes recommended to the body of the policy apart from minor administrative corrections to position titles and to reflect the new Local Government Act 2020.

Appendix A has been updated to clearly demonstrate the alignment of asset classes to reporting groups for audit and financial reporting purposes.

#### 4. CONSULTATION

Internal consultation:

- 24 May 2023 - Executive Management Group

External consultation:

- 12 May 2023 – Audit and Risk Committee

Councillors:

- 30 May 2023 - Council Briefing Session.

## **5. STRATEGIC ALIGNMENT**

### **Council Plan 2021-2025**

The management of assets is critical for delivering well planned places for our community.

## **6. LEGAL AND STATUTORY OBLIGATIONS**

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

## **7. FINANCIAL, ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS**

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

This policy forms part of Council's Strategic Asset Management Framework which is aims to ensure responsible and sustainable management of assets for current and future community needs.

## **8. ISSUES AND RISK MANAGEMENT**

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.

The policy defines values above which capitalisation of asset expenditure should occur. Changes to the financial thresholds at which assets are capitalised would have a financial impact through changing the annual depreciation expense. Officers have considered this issue and have maintained the thresholds to ensure consistent management of Council's assets.

## **9. CONFLICT OF INTEREST**

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.



# Asset Capitalisation

**Council Policy Number** 144

Date adopted 20 June 2023

Scheduled for review June 2026



## 1. Purpose

To provide consistent guidelines, in accordance with relevant Accounting Standards and State Government Policy, regarding which Campaspe Shire Council ('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 Council.

Accounting standards (particularly Australian Accounting Standards Board ('AASB') 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.

## 2. Definitions

### Asset Recognition Rules

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 Council Asset Rationalisation and Disposal Policy.

Council Policy

Council Policy

Council Policy

Council 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	<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.

**3. 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:

<b>Land Ownership</b>	<b>Asset Management</b>							
	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)	DEECA Local Committee	Other
Council Land	1	1	1		2	3		3
Crown Land -Council 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	

<b>Mobile/Non-Fixed Physical Asset Ownership</b>	<b>Asset Management</b>							
	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)	DEECA Local Committee	Other
Council	1				1*	3		3
Private				6				

<b>Non-Physical Asset Ownership</b>	<b>Asset Management</b>							
	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)	DEECA 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

#### 4.1 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 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.

#### 4.2 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

### 4.3 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.

### 4.4 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.

## 4. Exclusions

Nil

## 5. 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.

## 6. Related Legislation

Legislative requirements which Council must comply with include:

**The Local Government Act 2020**, Section 98 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

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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.

## 7. Related Policies, Procedures and Strategies

Nil

## 8. Attachments

Asset Recognition Rules

## 9. Review Period,

Three years

## Responsible officer

Asset Manager and Chief Financial Officer (CFO)

## 10. 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.

## 11. 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)
Revised	1 March 2021	Administrative update to apply consistent reference to Campaspe Shire Council ('Council')
Revised	20 June 2023	Council Resolution

Chief Executive Officer: .....

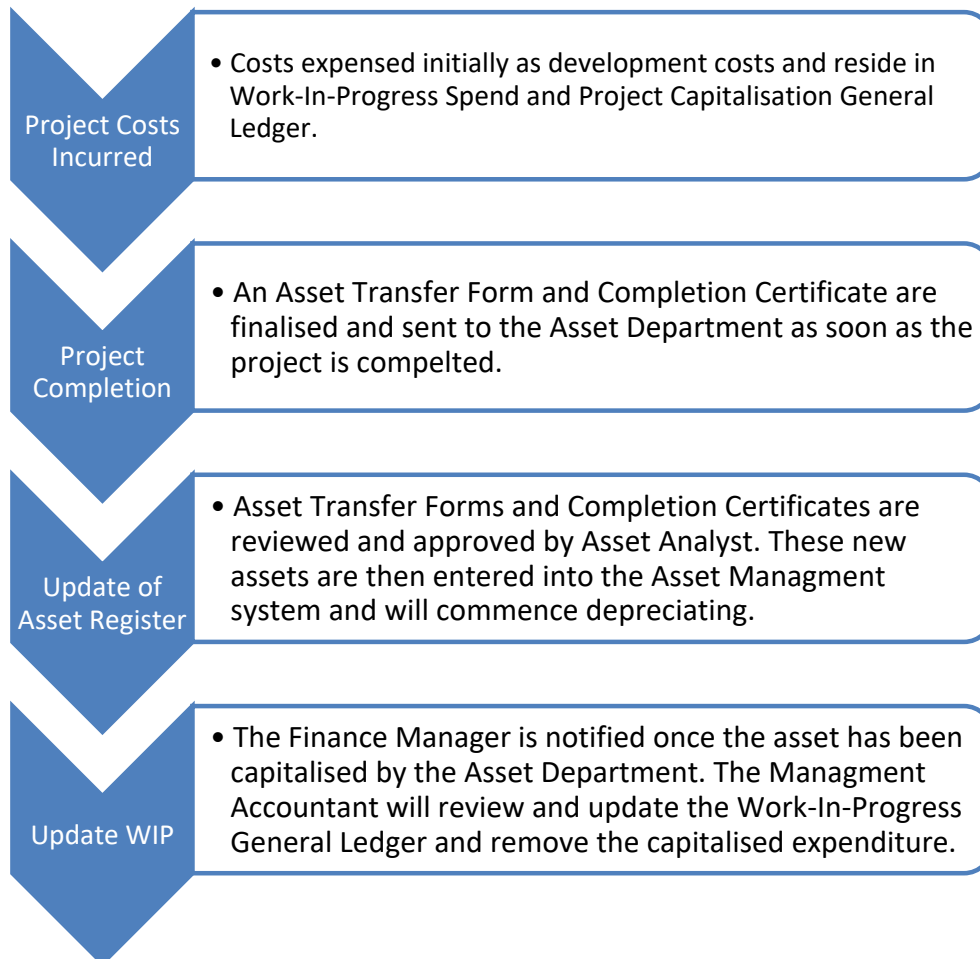
Date: .....

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**Appendix A – Work-in-Progress Review Process**

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Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
SWIMMING POOLS	Recreational, Leisure and Community	Pool Structure (Shell)	Swimming Pools	Y	DRC	Condition	3	N/A	3	80	Condition-Based
		Water Treatment Systems	Swimming Pools	Y	DRC	N/A	3	N/A	3	1-50	Straight-Line
		Water Treatment Facility	Swimming Pools	Y	DRC	N/A	3	N/A	3	20	Straight-Line
	Pools Surrounds & Equipment	Pool Structures	Swimming Pools	Y	DRC	Condition	3	N/A	3	5-80	Condition-Based
BRIDGES	Bridges (Incl. Major Culverts, Footbridges & boardwalks)	Super-Structure	Bridges	Y	DRC	Condition	3	33	3	100	Condition-Based
		Major Culverts	Bridges	Y	DRC	Condition	3	33	3	100	Condition-Based.
		Super-Structure	Footbridges & boardwalks	Y	DRC	Condition	3	N/A	3	50	Condition-Based
ARTWORKS, MONUMENTS, ARTEFACTS & EXHIBITS	Artworks	Artworks	Artworks	Y	HC	N/A	N/A	N/A	N/A	N/A	Not Depreciated
	Artefacts & Exhibits (Furniture & Equipment)	Building Equipment	Artefacts & Exhibits	Y	HC	N/A	N/A	N/A	N/A	5-20	Straight-Line
	Other Infrastructure	Statues & Monuments	Monuments, Statues & Fountains	Y	HC	Age	N/A	N/A	N/A	100	Straight-Line

Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
	Other Infrastructure	Plaques	Plaques	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Fountains & Water Features	Drinking Fountains	Drinking Fountains	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Water Features	Water Features	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FOOTPATHS & CYCLEWAYS	Footpaths & Cycleways	Footpaths & Cycleways	Footpaths & Cycleways	Y	DRC	Condition	5	N/A	5	50	Condition-Based
PLANT & EQUIPMENT	Plant and Equipment	Plant - Heavy	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	3 - 10	Straight-Line
		Plant - Minor	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	1 - 5	Straight-Line
		Fleet & Light Vehicles	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	3 - 5	Straight-Line

Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
	Fittings Furniture & Equipment	Furniture & Office Equipment	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	3 - 15	Straight-Line
	Heritage Plant & Equipment	Heritage Plant & Equipment	Plant and Equipment	Y	DRC	Age	N/A	N/A	N/A	100	Straight-Line
	Computers & Telecommunications	Computers & Telecommunications	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	4	Straight-Line
BUILDINGS	Buildings	Structure – Long Life	Buildings	Y	DRC	Condition	3	N/A	3	75	Condition-Based
		Structure – Short Life	Buildings	Y	DRC	Condition	3	N/A	3	25-50	Condition-Based
		Other Structures (Town Entrances)	Buildings	Y	DRC	Condition	3	N/A	3	25-50	Condition-Based
Buildings	Investments Properties	Structure – Long Life	Investments Buildings	Y	DRC/MV	Condition	3	N/A	1	75	Condition-Based

Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
LAND	Land	Land – Crown Land	Land	Y	MV	N/A	N/A	N/A	3	Indefinite	Not Depreciated
		Land – Council Owned	Land	Y	MV	N/A	N/A	N/A	3	Indefinite	Not Depreciated
		Land Improvements	Land	Y	M/V	N/A	N/A	N/A	N/A	1-50	Straight Line
		Land Under Roads	Land	Y	MV	N/A	N/A	N/A	3	Indefinite	Not Depreciated
OPEN SPACES	OPEN SPACES, PARKS & STREETSCAPES	Irrigation-Miscellaneous	Irrigation	Y	DRC	Age	N/A	N/A	3	25	Straight-Line
		Standpipes	Standpipes	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Exercise Equipment	Park Equipment	Exercise equipment	Y	DRC	Condition	N/A	N/A	N/A	20	Straight-Line
	Playgrounds (play areas)	Playgrounds	Playgrounds	Y	DRC	Condition	1	N/A	3	30	Condition-Based
	Public Furniture & Fixtures	Benches, Tables & Picnic Sets	Furniture	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Bins & Surrounds	Furniture	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Skate Parks	Barbeques	Barbeques	Y	DRC	Condition	3	N/A	3	10	Condition-Based
		Skate Parks	Skate Parks	Y	DRC	Condition	3	N/A	3	80	Condition-Based



Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
OTHER INFRASTRUCTURE	Other Infrastructure	Bus Stops	Bus Stops	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Fences & Bollards	Fences & Bollards	Y	DRC	Age	N/A	N/A	N/A	50	Straight Line
		Parking Meters	Parking Meters	Y	DRC	Age	N/A	N/A	N/A	15	Straight Line
		Guard Rails	Guard Rails	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Bus Shelters	Bus Shelters	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Railway	Railway	Y	DRC	Age	N/A	N/A	N/A	100	Straight Line
		Signs	Signs	y	DRC	Age	N/A	N/A	N/A	20	Straight Line
Marine Structures		Pontoons, Wharves & Jetties	Pontoons, Wharves & Jetties	Y	DRC	Condition	5	N/A	5	80	Condition-Based

Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
Recreational, Leisure and Community	Sports Courts	Park Active Area	Sports Courts	Y	DRC	Condition	5	N/A	5	25 - 50	Condition-Based
	Sports Infrastructure (Scoreboards, goal posts)	Park Equipment	Sports Infrastructure	Y	DRC	Condition	5	N/A	5	20	Condition-Based
	Sports Lighting	Lighting Main	Sports Lighting	Y	DRC	Condition	3	N/A	3	30	Straight Line
	Roads Unsealed Roads (Inc. internal roads and Unsealed runways and Car Parks)	Surface Main - Asphalt	Surface	Y	DRC	Condition	4	N/A	4	20	Condition-Based
		Surface Main— Spray Seals	Surface	Y	DRC	Condition	4	N/A	4	15	Condition-Based
		Pavement	Pavement	Y	DRC	Condition	4	N/A	4	80	Condition-Based
		Gravel Roads	Gravel Pavement	Y	DRC	Condition	2	N/A	4	15	Condition Based
		Shoulders	Shoulders	Y	DRC	Condition	4	N/A	4	15	Condition Based

Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
ROADS	Roads	Earth Roads	Earth Roads	N	N/A	N/A	N/A	N/A	N/A	N/A	Not Depreciated
	Formation	Formation	Formation	Y	N/A	N/A	N/A	N/A	N/A	Indefinite	Not Depreciated
KERB & CHANNEL	Roads	Kerb and Channel – All Types	Kerb & Channel	Y	DRC	Condition	4	N/A	4	50	Condition-Based
STORMWATER & FLOOD CONTROL	Drainage	Stormwater Pipes	Pipes and Culverts <sup>9</sup>	Y	DRC	Age	N/A	N/A	5	80	Straight-Line

# Asset Capitalisation



**Council Policy Number** 144

Date adopted 23 June 2020

Scheduled for review June 2023

## 1. Purpose

To provide consistent guidelines, in accordance with relevant Accounting Standards and State Government Policy, regarding which Campaspe Shire Council ('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 Council.

Accounting standards (particularly Australian Accounting Standards Board ('AASB') 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.

## 2. Definitions

### Asset Recognition Rules

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 Council Asset Rationalisation and Disposal Policy.

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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	<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> <p>a) <b>Renewal</b> is expenditure on an existing asset or replacing an existing asset that returns the service capability to its original capacity.</p> <p>(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.)</p> <p>b) <b>Upgrade</b> is expenditure that –</p> <ol style="list-style-type: none"> <li>enhances an existing asset to provide a higher level of service; or</li> <li>increases the life of the asset beyond its original life.</li> </ol> <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> <p>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.</p> <p>(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.)</p> <p>d) <b>New</b> is expenditure that creates a new asset that provides a service that does not currently exist.</p>
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.

**3. 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:

<b>Land Ownership</b>	<b>Asset Management</b>							
	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 DECCA Local Committee	Other
Council Land	1	1	1		2	3		3
Crown Land -Council 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	

<b>Mobile/Non-Fixed Physical Asset Ownership</b>	<b>Asset Management</b>							
	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 DECCA Local Committee	Other
Council	1				1*	3		3
Private				6				

<b>Non-Physical Asset Ownership</b>	<b>Asset Management</b>							
	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 DECCA 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.
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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).
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#### 4.1 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.
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Assets owned by 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.

#### 4.2 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

### 4.3 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.

### 4.4 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.

## 4. Exclusions

Nil

## 5. 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.

## 6. Related Legislation

Legislative requirements which Council must comply with include:

**The Local Government Act 1989/2020**, Section 431-98 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.

## 7. Related Policies, Procedures and Strategies

Nil

## 8. Attachments

Asset Recognition Rules

## 9. Review Period Responsible officer

Three years

Asset Manager and Finance Manager

## 10. 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.

## 11. 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)
Revised	1 March 2021	Administrative update to apply consistent reference to Campaspe Shire Council ('Council')

Chief Executive Officer: .....

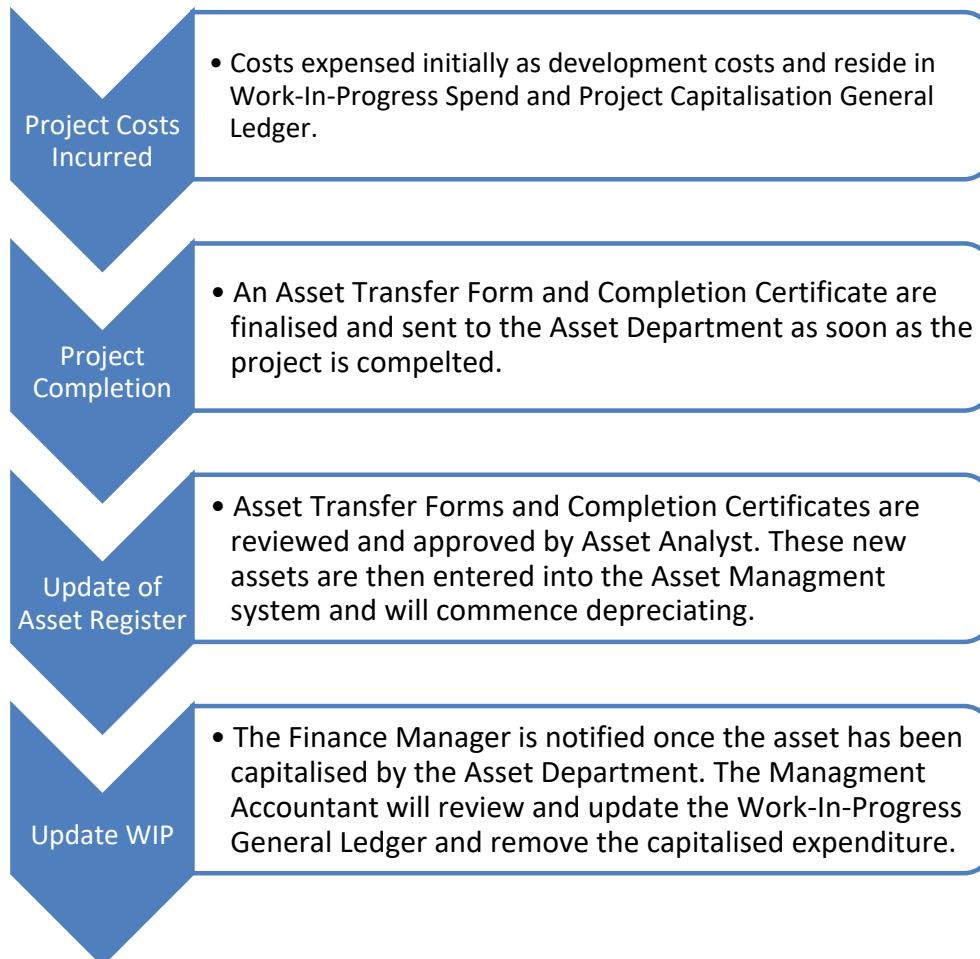
Date: .....

Council Policy

Council Policy

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**Appendix A – Work-in-Progress Review Process**

Council Policy

Council Policy

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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 (Incl. aerodrome runways, Taxiways, internal roads and Service roads and Car Parks)	Wearing Course- Asphalt	¥	¥	N/A	>25% of segment area	
		Wearing Course- Spray Seal				>100m2	
		Pavement (Incl. E/Works & Formation					
	Gravel Roads (Incl. internal roads and Unsealed runways and Car Parks)	Shoulders	¥	¥	Entire segment	N/A	
		Wearing Course- Gravel Roads	¥	¥	N/A	>100 tonnes rock per segment	
	Earth Roads	Wearing Course- Earth Roads	¥	N	New works	N/A	
Footpaths & Cycleways	Footpath (incl Shared Paths)	Asphalt	¥	¥	10,000	>50m2	
		Concrete					
		Gravel					
		Paving					
Kerb & Channel	Kerb & Channel	Kerb & Channel	¥	¥	N/A	>10m segment	
Bridges	Bridges	Deck	¥	¥	20,000	N/A	
		Sub-Structure					
		Abutments					
		Foundations					
	Major Culverts	Major Culvert			10,000		
	Boardwalks, Jetties, Moorings	Deck					
		Sub-Structure					
		Abutments					
Foundations							



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			10,000	
		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	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	¥	¥	10,000	N/A
		Chemical-Treatment Tanks	N	¥	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				
Golf-Course-Greens						
Running-Tracks						
Skate-Parks						
Courts						
Sports-Lighting & Electrical	Poles		10,000			
	Lights					
	Switchboards/Controllers					
	Transformers					
	Electrical-Scoreboards					
Scoreboards						
Playgrounds	Playgrounds	Swing	¥	¥	10,000	N/A
		Slides				
		Combination-Unit				
		Softfall				
		Spring-Rocker				
Fencing & Bollards	Fencing & Bollards	Fencing & Bollards	¥	¥	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

<u>Asset Group<sup>1</sup></u>	<u>Asset Category<sup>4</sup></u>	<u>Asset Component<sup>2</sup></u>	<u>Asset Class<sup>5</sup></u>	<u>Recognised (Y/N)<sup>6</sup></u>	<u>Valuation Method</u>		<u>Condition Assessment</u>		<u>Revaluation Frequency (Years)</u>	<u>Adopted Asset Life</u>	<u>Depreciation Method</u>
					<u>Fair Value Method<sup>z</sup></u>	<u>If DRC Age-based or Cond-Based</u>	<u>Frequency (Years)</u>	<u>What % Condition Inspection Annually</u>			
<u>SWIMMING POOLS</u>	<u>Recreational, Leisure and Community</u>	<u>Pool Structure (Shell)</u>	<u>Swimming Pools</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>3</u>	<u>N/A</u>	<u>3</u>	<u>80</u>	<u>Condition-Based</u>
		<u>Water Treatment Systems</u>	<u>Swimming Pools</u>	<u>Y</u>	<u>DRC</u>	<u>N/A</u>	<u>3</u>	<u>N/A</u>	<u>3</u>	<u>1-50</u>	<u>Straight-Line</u>
	<u>Pools Surrounds &amp; Equipment</u>	<u>Water Treatment Facility</u>	<u>Swimming Pools</u>	<u>Y</u>	<u>DRC</u>	<u>N/A</u>	<u>3</u>	<u>N/A</u>	<u>3</u>	<u>20</u>	<u>Straight-Line</u>
		<u>Pool Structures</u>	<u>Swimming Pools</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>3</u>	<u>N/A</u>	<u>3</u>	<u>5-80</u>	<u>Condition-Based</u>
<u>BRIDGES</u>	<u>Bridges (Incl. Major Culverts, Footbridges &amp; boardwalks)</u>	<u>Super-Structure</u>	<u>Bridges</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>3</u>	<u>33</u>	<u>3</u>	<u>100</u>	<u>Condition-Based</u>
		<u>Major Culverts</u>	<u>Bridges</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>3</u>	<u>33</u>	<u>3</u>	<u>100</u>	<u>Condition-Based</u>
		<u>Super-Structure</u>	<u>Footbridges &amp; boardwalks</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>3</u>	<u>N/A</u>	<u>3</u>	<u>50</u>	<u>Condition-Based</u>
<u>ARTWORKS, MONUMENTS, ARTEFACTS &amp; EXHIBITS</u>	<u>Artworks</u>	<u>Artworks</u>	<u>Artworks</u>	<u>Y</u>	<u>HC</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>Not Depreciated</u>
	<u>Artefacts &amp; Exhibits (Furniture &amp; Equipment)</u>	<u>Building Equipment</u>	<u>Artefacts &amp; Exhibits</u>	<u>Y</u>	<u>HC</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>5-20</u>	<u>Straight-Line</u>
	<u>Other Infrastructure</u>	<u>Statues &amp; Monuments</u>	<u>Monuments, Statues &amp; Fountains</u>	<u>Y</u>	<u>HC</u>	<u>Age</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>100</u>	<u>Straight-Line</u>

<u>Asset Group<sup>1</sup></u>	<u>Asset Category<sup>4</sup></u>	<u>Asset Component<sup>2</sup></u>	<u>Asset Class<sup>5</sup></u>	<u>Recognised (Y/N)<sup>6</sup></u>	<u>Valuation Method</u>		<u>Condition Assessment</u>		<u>Revaluation Frequency (Years)</u>	<u>Adopted Asset Life</u>	<u>Depreciation Method</u>
					<u>Fair Value Method<sup>z</sup></u>	<u>If DRC Age-based or Cond-Based</u>	<u>Frequency (Years)</u>	<u>What % Condition Inspection Annually</u>			
	<u>Other Infrastructure</u>	<u>Plaques</u>	<u>Plaques</u>	<u>N</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
		<u>Drinking Fountains</u>	<u>Drinking Fountains</u>	<u>N</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
		<u>Water Features</u>	<u>Water Features</u>	<u>N</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
<u>FOOTPATHS &amp; CYCLEWAYS</u>	<u>Footpaths &amp; Cycleways</u>	<u>Footpaths &amp; Cycleways</u>	<u>Footpaths &amp; Cycleways</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>5</u>	<u>N/A</u>	<u>5</u>	<u>50</u>	<u>Condition-Based</u>
<u>PLANT &amp; EQUIPMENT</u>	<u>Plant and Equipment</u>	<u>Plant - Heavy</u>	<u>Plant and Equipment</u>	<u>Y</u>	<u>HC</u>	<u>Age</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>3 - 10</u>	<u>Straight-Line</u>
		<u>Plant - Minor</u>	<u>Plant and Equipment</u>	<u>Y</u>	<u>HC</u>	<u>Age</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>1 - 5</u>	<u>Straight-Line</u>
		<u>Fleet &amp; Light Vehicles</u>	<u>Plant and Equipment</u>	<u>Y</u>	<u>HC</u>	<u>Age</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>3 - 5</u>	<u>Straight-Line</u>

<u>Asset Group<sup>1</sup></u>	<u>Asset Category<sup>4</sup></u>	<u>Asset Component<sup>2</sup></u>	<u>Asset Class<sup>5</sup></u>	<u>Recognised (Y/N)<sup>6</sup></u>	<u>Valuation Method</u>		<u>Condition Assessment</u>		<u>Revaluation Frequency (Years)</u>	<u>Adopted Asset Life</u>	<u>Depreciation Method</u>
					<u>Fair Value Method<sup>7</sup></u>	<u>If DRC Age-based or Cond-Based</u>	<u>Frequency (Years)</u>	<u>What % Condition Inspection Annually</u>			
	<u>Fittings Furniture &amp; Equipment</u>	<u>Furniture &amp; Office Equipment</u>	<u>Plant and Equipment</u>	<u>Y</u>	<u>HC</u>	<u>Age</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>3 - 15</u>	<u>Straight-Line</u>
	<u>Heritage Plant &amp; Equipment</u>	<u>Heritage Plant &amp; Equipment</u>	<u>Plant and Equipment</u>	<u>Y</u>	<u>DRC</u>	<u>Age</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>100</u>	<u>Straight-Line</u>
	<u>Computers &amp; Telecommunications</u>	<u>Computers &amp; Telecommunications</u>	<u>Plant and Equipment</u>	<u>Y</u>	<u>HC</u>	<u>Age</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>4</u>	<u>Straight-Line</u>
<u>BUILDINGS</u>	<u>Buildings</u>	<u>Structure – Long Life</u>	<u>Buildings</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>3</u>	<u>N/A</u>	<u>3</u>	<u>75</u>	<u>Condition-Based</u>
		<u>Structure – Short Life</u>	<u>Buildings</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>3</u>	<u>N/A</u>	<u>3</u>	<u>25-50</u>	<u>Condition-Based</u>
		<u>Other Structures (Town Entrances)</u>	<u>Buildings</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>3</u>	<u>N/A</u>	<u>3</u>	<u>25-50</u>	<u>Condition-Based</u>
<u>Buildings</u>	<u>Investments Properties</u>	<u>Structure – Long Life</u>	<u>Investments Buildings</u>	<u>Y</u>	<u>DRC/MV</u>	<u>Condition</u>	<u>3</u>	<u>N/A</u>	<u>1</u>	<u>75</u>	<u>Condition-Based</u>



<u>Asset Group<sup>1</sup></u>	<u>Asset Category<sup>4</sup></u>	<u>Asset Component<sup>2</sup></u>	<u>Asset Class<sup>5</sup></u>	<u>Recognised (Y/N)<sup>6</sup></u>	<u>Valuation Method</u>		<u>Condition Assessment</u>		<u>Revaluation Frequency (Years)</u>	<u>Adopted Asset Life</u>	<u>Depreciation Method</u>
					<u>Fair Value Method<sup>7</sup></u>	<u>If DRC Age-based or Cond-Based</u>	<u>Frequency (Years)</u>	<u>What % Condition Inspection Annually</u>			
<u>LAND</u>	<u>Land</u>	<u>Land – Crown Land</u>	<u>Land</u>	<u>Y</u>	<u>MV</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>3</u>	<u>Indefinite</u>	<u>Not Depreciated</u>
		<u>Land – Council Owned</u>	<u>Land</u>	<u>Y</u>	<u>MV</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>3</u>	<u>Indefinite</u>	<u>Not Depreciated</u>
		<u>Land Improvements</u>	<u>Land</u>	<u>Y</u>	<u>M/V</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>1-50</u>	<u>Straight Line</u>
		<u>Land Under Roads</u>	<u>Land</u>	<u>Y</u>	<u>MV</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>3</u>	<u>Indefinite</u>	<u>Not Depreciated</u>
<u>OPEN SPACES</u>	<u>OPEN SPACES, PARKS &amp; STREETSCAPES</u>	<u>Irrigation-Miscellaneous</u>	<u>Irrigation</u>	<u>Y</u>	<u>DRC</u>	<u>Age</u>	<u>N/A</u>	<u>N/A</u>	<u>3</u>	<u>25</u>	<u>Straight-Line</u>
		<u>Standpipes</u>	<u>Standpipes</u>	<u>N</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
	<u>Exercise Equipment</u>	<u>Park Equipment</u>	<u>Exercise equipment</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>20</u>	<u>Straight-Line</u>
	<u>Playgrounds (play areas)</u>	<u>Playgrounds</u>	<u>Playgrounds</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>1</u>	<u>N/A</u>	<u>3</u>	<u>30</u>	<u>Condition-Based</u>
	<u>Public Furniture &amp; Fixtures</u>	<u>Benches, Tables &amp; Picnic Sets</u>	<u>Furniture</u>	<u>N</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
		<u>Bins &amp; Surrounds</u>	<u>Furniture</u>	<u>N</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
		<u>Barbeques</u>	<u>Barbeques</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>3</u>	<u>N/A</u>	<u>3</u>	<u>10</u>	<u>Condition-Based</u>
	<u>Skate Parks</u>	<u>Skate Parks</u>	<u>Skate Parks</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>3</u>	<u>N/A</u>	<u>3</u>	<u>80</u>	<u>Condition-Based</u>

<u>Asset Group<sup>1</sup></u>	<u>Asset Category<sup>4</sup></u>	<u>Asset Component<sup>2</sup></u>	<u>Asset Class<sup>5</sup></u>	<u>Recognised (Y/N)<sup>6</sup></u>	<u>Valuation Method</u>		<u>Condition Assessment</u>		<u>Revaluation Frequency (Years)</u>	<u>Adopted Asset Life</u>	<u>Depreciation Method</u>
					<u>Fair Value Method<sup>3</sup></u>	<u>If DRC Age-based or Cond-Based</u>	<u>Frequency (Years)</u>	<u>What % Condition Inspection Annually</u>			
OTHER INFRASTRUCTURE	Other Infrastructure	<u>Bus Stops</u>	<u>Bus Stops</u>	<u>N</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
		<u>Fences &amp; Bollards</u>	<u>Fences &amp; Bollards</u>	<u>Y</u>	<u>DRC</u>	<u>Age</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>50</u>	<u>Straight Line</u>
		<u>Parking Meters</u>	<u>Parking Meters</u>	<u>Y</u>	<u>DRC</u>	<u>Age</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>15</u>	<u>Straight Line</u>
		<u>Guard Rails</u>	<u>Guard Rails</u>	<u>N</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
		<u>Bus Shelters</u>	<u>Bus Shelters</u>	<u>N</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
		<u>Railway</u>	<u>Railway</u>	<u>Y</u>	<u>DRC</u>	<u>Age</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>100</u>	<u>Straight Line</u>
		<u>Signs</u>	<u>Signs</u>	<u>Y</u>	<u>DRC</u>	<u>Age</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>20</u>	<u>Straight Line</u>
<u>Marine Structures</u>		<u>Pontoons, Wharves &amp; Jetties</u>	<u>Pontoons, Wharves &amp; Jetties</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>5</u>	<u>N/A</u>	<u>5</u>	<u>80</u>	<u>Condition-Based</u>

<u>Asset Group<sup>1</sup></u>	<u>Asset Category<sup>4</sup></u>	<u>Asset Component<sup>2</sup></u>	<u>Asset Class<sup>5</sup></u>	<u>Recognised (Y/N)<sup>6</sup></u>	<u>Valuation Method</u>		<u>Condition Assessment</u>		<u>Revaluation Frequency (Years)</u>	<u>Adopted Asset Life</u>	<u>Depreciation Method</u>
					<u>Fair Value Method<sup>7</sup></u>	<u>If DRC Age-based or Cond-Based</u>	<u>Frequency (Years)</u>	<u>What % Condition Inspection Annually</u>			
<u>Recreational, Leisure and Community</u>	<u>Sports Courts</u>	<u>Park Active Area</u>	<u>Sports Courts</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>5</u>	<u>N/A</u>	<u>5</u>	<u>25 - 50</u>	<u>Condition-Based</u>
	<u>Sports Infrastructure (Scoreboards, goal posts)</u>	<u>Park Equipment</u>	<u>Sports Infrastructure</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>5</u>	<u>N/A</u>	<u>5</u>	<u>20</u>	<u>Condition-Based</u>
	<u>Sports Lighting</u>	<u>Lighting Main</u>	<u>Sports Lighting</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>3</u>	<u>N/A</u>	<u>3</u>	<u>30</u>	<u>Straight Line</u>
	<u>Roads Unsealed Roads (Inc. internal roads and Unsealed runways and Car Parks)</u>	<u>Surface Main - Asphalt</u>	<u>Surface</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>4</u>	<u>N/A</u>	<u>4</u>	<u>20</u>	<u>Condition-Based</u>
		<u>Surface Main— Spray Seals</u>	<u>Surface</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>4</u>	<u>N/A</u>	<u>4</u>	<u>15</u>	<u>Condition-Based</u>
		<u>Pavement</u>	<u>Pavement</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>4</u>	<u>N/A</u>	<u>4</u>	<u>80</u>	<u>Condition-Based</u>
		<u>Gravel Roads</u>	<u>Gravel Pavement</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>2</u>	<u>N/A</u>	<u>4</u>	<u>15</u>	<u>Condition Based</u>
		<u>Shoulders</u>	<u>Shoulders</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>4</u>	<u>N/A</u>	<u>4</u>	<u>15</u>	<u>Condition Based</u>

<u>Asset Group<sup>1</sup></u>	<u>Asset Category<sup>4</sup></u>	<u>Asset Component<sup>2</sup></u>	<u>Asset Class<sup>5</sup></u>	<u>Recognised (Y/N)<sup>6</sup></u>	<u>Valuation Method</u>		<u>Condition Assessment</u>		<u>Revaluation Frequency (Years)</u>	<u>Adopted Asset Life</u>	<u>Depreciation Method</u>
					<u>Fair Value Method<sup>7</sup></u>	<u>If DRC Age-based or Cond-Based</u>	<u>Frequency (Years)</u>	<u>What % Condition Inspection Annually</u>			
<u>ROADS</u>	<u>Roads</u>	<u>Earth Roads</u>	<u>Earth Roads</u>	<u>N</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>Not Depreciated</u>
	<u>Formation</u>	<u>Formation</u>	<u>Formation</u>	<u>Y</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>Indefinite</u>	<u>Not Depreciated</u>
<u>KERB &amp; CHANNEL</u>	<u>Roads</u>	<u>Kerb and Channel – All Types</u>	<u>Kerb &amp; Channel</u>	<u>Y</u>	<u>DRC</u>	<u>Condition</u>	<u>4</u>	<u>N/A</u>	<u>4</u>	<u>50</u>	<u>Condition-Based</u>
<u>STORMWATER &amp; FLOOD CONTROL</u>	<u>Drainage</u>	<u>Stormwater Pipes</u>	<u>Pipes and Culverts<sup>9</sup></u>	<u>Y</u>	<u>DRC</u>	<u>Age</u>	<u>N/A</u>	<u>N/A</u>	<u>5</u>	<u>80</u>	<u>Straight-Line</u>

# Asset Capitalisation

**Council Policy Number** 144

Date adopted 23 June 2020

Scheduled for review June 2023



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## 1. Purpose

To provide consistent guidelines, in accordance with relevant Accounting Standards and State Government Policy, regarding which Campaspe Shire Council ('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 Council.

Accounting standards (particularly Australian Accounting Standards Board ('AASB') 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.

## 2. Definitions

### Asset Recognition Rules

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 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	<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> <p>a) <b>Renewal</b> is expenditure on an existing asset or replacing an existing asset that returns the service capability to its original capacity.</p> <p>(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.)</p> <p>b) <b>Upgrade</b> is expenditure that –</p> <p>i. enhances an existing asset to provide a higher level of service; or</p> <p>ii. increases the life of the asset beyond its original life.</p> <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> <p>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.</p> <p>(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.)</p> <p>d) <b>New</b> is expenditure that creates a new asset that provides a service that does not currently exist.</p>
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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**3. 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:

<b>Land Ownership</b>	<b>Asset Management</b>							
	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 -Council 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	

<b>Mobile/Non-Fixed Physical Asset Ownership</b>	<b>Asset Management</b>							
	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				

<b>Non-Physical Asset Ownership</b>	<b>Asset Management</b>							
	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

#### 4.1 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 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.

#### 4.2 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

### 4.3 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.

### 4.4 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.

## 4. Exclusions

Nil

## 5. 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.

## 6. 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.

## 7. Related Policies, Procedures and Strategies

Nil

## 8. Attachments

Asset Recognition Rules

## 9. Review Period Responsible officer

Three years

Asset Manager and Finance Manager

## 10. 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.

## 11. 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)
Revised	1 March 2021	Administrative update to apply consistent reference to Campaspe Shire Council ('Council')

Chief Executive Officer: .....

Date: .....

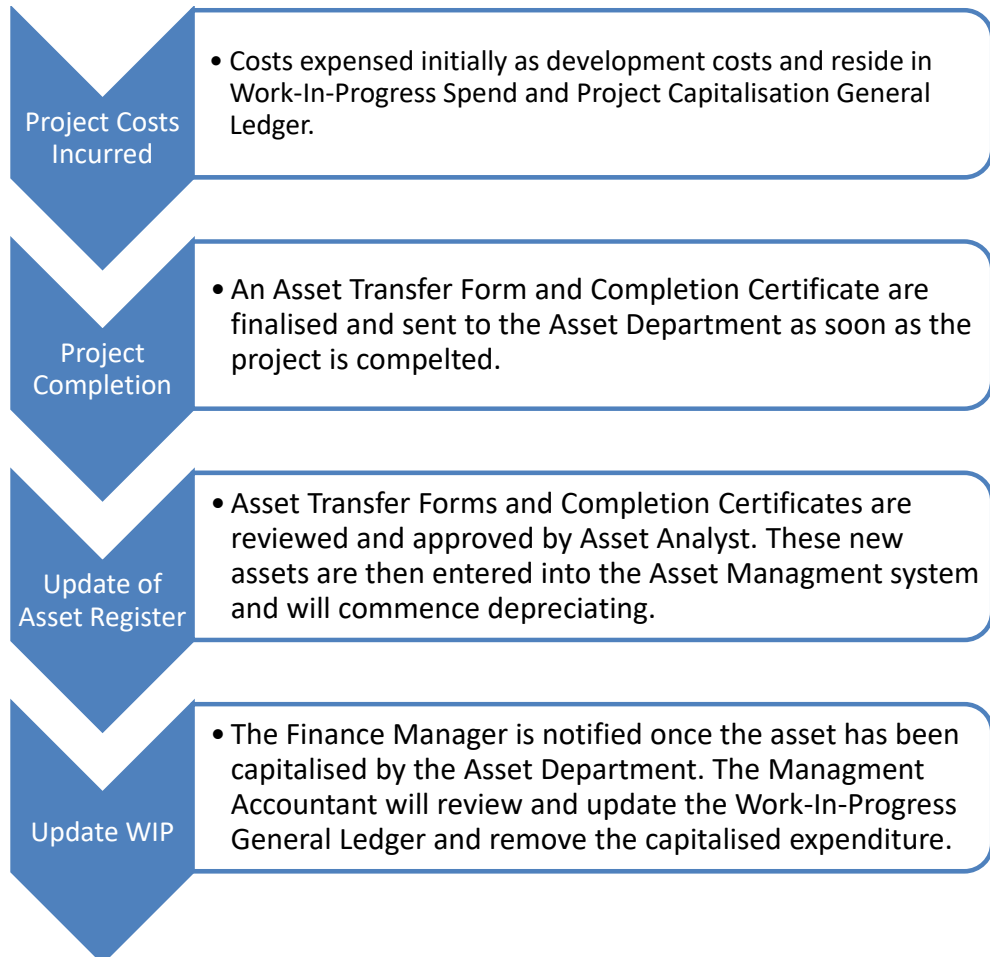
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**Appendix A – Work-in-Progress Review Process**



**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				>100m2
		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	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			10,000	
	Boardwalks, Jetties, Moorings	Deck				
		Sub-Structure				
		Abutments				
Foundations						

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			10,000	
		Unlined				
	Basins, Dams & Wetlands	Basins, Dams & Wetlands				
	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			10,000		
		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

## 8.5.4 Asset Valuation (Policy 136)

**Directorate:** Corporate

**Responsible Officer:** Manager Finance

**Manager:** Chief Financial Officer

**Attachments:**

1. Asset Valuation Policy for adoption [8.5.4.1 - 16 pages]
2. Asset Valuation Policy marked up version [8.5.4.2 - 22 pages]
3. Asset valuation policy current version [8.5.4.3 - 13 pages]

### 1. PURPOSE

To present to Council the revised Asset Valuation Policy for the purpose of adoption.

The revised Asset Valuation Policy includes updates to:

1. make minor administrative changes to amend position titles of staff and to reflect the new Local Government Act 2020.
2. update Appendix A table information to clearly demonstrate the alignment of asset classes to reporting groups for audit and financial reporting purposes.

### 2. RECOMMENDATION

**That Council adopt the revised Asset Valuation Policy 136.**

### 3. DISCUSSION

Officers have reviewed the policy and it has been presented to and discussed at Council's Audit and Risk Committee and discussed with Council at briefing. There has been no change to the body of the policy apart from minor administrative corrections to position titles and to reflect the new Local Government Act 2020.

Appendix A has been updated to demonstrate the alignment of asset classes to reporting groups for audit and financial reporting purposes.

### 4. CONSULTATION

Internal consultation:

- 24 May 2023 - Executive Management Group

External consultation:

- 12 May 2023 – Audit and Risk Committee

Councillors:

- 30 May 2023 - Council Briefing Session.

## **5. STRATEGIC ALIGNMENT**

### **Council Plan 2021-2025**

The management of assets is critical for delivering well planned places for our community.

## **6. LEGAL AND STATUTORY OBLIGATIONS**

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

## **7. FINANCIAL, ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS**

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

This policy forms part of the Council's Strategic Asset Management Framework which aims to ensure responsible and sustainable management of assets for current and future community needs.

## **8. ISSUES AND RISK MANAGEMENT**

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.

Changes to the financial value of assets has a financial impact through changing the annual depreciation expense. Officers have considered this issue and have maintained the cycles for revaluation of assets to ensure consistent management practices.

## **9. CONFLICT OF INTEREST**

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.



# Asset Valuation

**Council Policy Number** 136

Date adopted 23 June 2020

Scheduled for review June 2023



Council Policy

## 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

### 1.1. 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 Campaspe Shire Council ('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.

## 1.2. 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).

### 1.3. 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.

### 1.4. 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.

### 1.5. 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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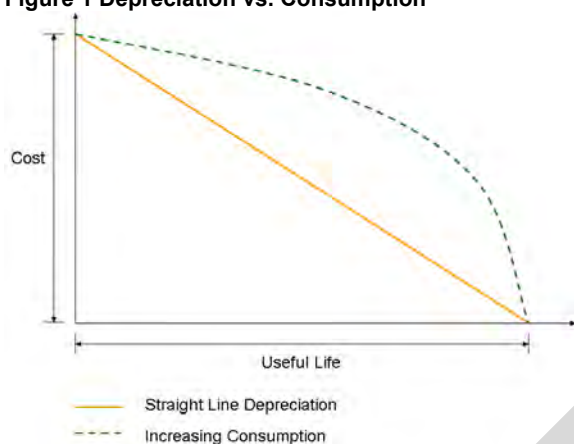
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A conceptual comparison of straight line depreciation as a measure of consumption to an increasing consumption asset degradation model is provided in the figure below

**Figure 1 Depreciation vs. Consumption**



#### **1.6. 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.

#### **1.7. 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.

#### **1.8. 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.

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For sale of non-property assets, Council officers will seek benchmarking data in order to ascertain a reasonable price.

#### **1.9. 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.

#### **1.10. 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.

#### **1.11. 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

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- 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.

#### Asset 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 2020*, Section 98 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)
Revised	22 February 2021	Administrative update to apply consistent reference to Campaspe Shire Council ('Council')

Chief Executive Officer: .....

Date: .....

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## APPENDIX A - CONDITION AND VALUATION TABLE

Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
SWIMMING POOLS	Recreational, Leisure and Community	Pool Structure (Shell)	Swimming Pools	Y	DRC	Condition	3	N/A	3	80	Condition-Based
		Water Treatment Systems	Swimming Pools	Y	DRC	N/A	3	N/A	3	1-50	Straight-Line
		Water Treatment Facility	Swimming Pools	Y	DRC	N/A	3	N/A	3	20	Straight-Line
	Pools Surrounds & Equipment	Pool Structures	Swimming Pools	Y	DRC	Condition	3	N/A	3	5-80	Condition-Based
BRIDGES	Bridges (Incl. Major Culverts, Footbridges & boardwalks)	Super-Structure	Bridges	Y	DRC	Condition	3	33	3	100	Condition-Based
		Major Culverts	Bridges	Y	DRC	Condition	3	33	3	100	Condition-Based
		Super-Structure	Footbridges & boardwalks	Y	DRC	Condition	3	N/A	3	50	Condition-Based
ARTWORKS, MONUMENTS, ARTEFACTS & EXHIBITS	Artworks	Artworks	Artworks	Y	HC	N/A	N/A	N/A	N/A	N/A	Not Depreciated
	Artefacts & Exhibits (Furniture & Equipment)	Building Equipment	Artefacts & Exhibits	Y	HC	N/A	N/A	N/A	N/A	5-20	Straight-Line
	Other Infrastructure	Statues & Monuments	Monuments, Statues & Fountains	Y	HC	Age	N/A	N/A	N/A	100	Straight-Line

Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
	Other Infrastructure	Plaques	Plaques	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Fountains & Water Features	Drinking Fountains	Drinking Fountains	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Water Features	Water Features	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FOOTPATHS & CYCLEWAYS	Footpaths & Cycleways	Footpaths & Cycleways	Footpaths & Cycleways	Y	DRC	Condition	5	N/A	5	50	Condition-Based
PLANT & EQUIPMENT	Plant and Equipment	Plant - Heavy	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	3 - 10	Straight-Line
		Plant - Minor	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	1 - 5	Straight-Line
		Fleet & Light Vehicles	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	3 - 5	Straight-Line

## Asset Valuation and Revaluation

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Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
	<b>Fittings Furniture &amp; Equipment</b>	Furniture & Office Equipment	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	3 - 15	Straight-Line
	<b>Heritage Plant &amp; Equipment</b>	Heritage Plant & Equipment	Plant and Equipment	Y	DRC	Age	N/A	N/A	N/A	100	Straight-Line
	<b>Computers &amp; Telecommunications</b>	Computers & Telecommunications	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	4	Straight-Line
<b>BUILDINGS</b>	<b>Buildings</b>	Structure – Long Life	Buildings	Y	DRC	Condition	3	N/A	3	75	Condition-Based
		Structure – Short Life	Buildings	Y	DRC	Condition	3	N/A	3	25-50	Condition-Based
		Other Structures (Town Entrances)	Buildings	Y	DRC	Condition	3	N/A	3	25-50	Condition-Based
<b>Buildings</b>	Investments Properties	Structure – Long Life	Investments Buildings	Y	DRC/MV	Condition	3	N/A	1	75	Condition-Based

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Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
LAND	Land	Land – Crown Land	Land	Y	MV	N/A	N/A	N/A	3	Indefinite	Not Depreciated
		Land – Council Owned	Land	Y	MV	N/A	N/A	N/A	3	Indefinite	Not Depreciated
		Land Improvements	Land	Y	M/V	N/A	N/A	N/A	N/A	1-50	Straight Line
		Land Under Roads	Land	Y	MV	N/A	N/A	N/A	3	Indefinite	Not Depreciated
OPEN SPACES	OPEN SPACES, PARKS & STREETSCAPES	Irrigation-Miscellaneous	Irrigation	Y	DRC	Age	N/A	N/A	3	25	Straight-Line
		Standpipes	Standpipes	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Exercise Equipment	Park Equipment	Exercise equipment	Y	DRC	Condition	N/A	N/A	N/A	20	Straight-Line
	Playgrounds (play areas)	Playgrounds	Playgrounds	Y	DRC	Condition	1	N/A	3	30	Condition-Based
	Public Furniture & Fixtures	Benches, Tables & Picnic Sets	Furniture	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Bins & Surrounds	Furniture	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Skate Parks	Barbeques	Barbeques	Y	DRC	Condition	3	N/A	3	10	Condition-Based
		Skate Parks	Skate Parks	Y	DRC	Condition	3	N/A	3	80	Condition-Based

Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
OTHER INFRASTRUCTURE	Other Infrastructure	Bus Stops	Bus Stops	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Fences & Bollards	Fences & Bollards	Y	DRC	Age	N/A	N/A	N/A	50	Straight Line
		Parking Meters	Parking Meters	Y	DRC	Age	N/A	N/A	N/A	15	Straight Line
		Guard Rails	Guard Rails	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Bus Shelters	Bus Shelters	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Railway	Railway	Y	DRC	Age	N/A	N/A	N/A	100	Straight Line
		Signs	Signs	y	DRC	Age	N/A	N/A	N/A	20	Straight Line
Marine Structures		Pontoons, Wharves & Jetties	Pontoons, Wharves & Jetties	Y	DRC	Condition	5	N/A	5	80	Condition-Based

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Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
Recreational, Leisure and Community	Sports Courts	Park Active Area	Sports Courts	Y	DRC	Condition	5	N/A	5	25 - 50	Condition-Based
	Sports Infrastructure (Scoreboards, goal posts)	Park Equipment	Sports Infrastructure	Y	DRC	Condition	5	N/A	5	20	Condition-Based
	Sports Lighting	Lighting Main	Sports Lighting	Y	DRC	Condition	3	N/A	3	30	Straight Line
	Roads Unsealed Roads (Inc. internal roads and Unsealed runways and Car Parks)	Surface Main - Asphalt	Surface	Y	DRC	Condition	4	N/A	4	20	Condition-Based
		Surface Main– Spray Seals	Surface	Y	DRC	Condition	4	N/A	4	15	Condition-Based
		Pavement	Pavement	Y	DRC	Condition	4	N/A	4	80	Condition-Based
		Gravel Roads	Gravel Pavement	Y	DRC	Condition	2	N/A	4	15	Condition Based
		Shoulders	Shoulders	Y	DRC	Condition	4	N/A	4	15	Condition Based

## Asset Valuation and Revaluation

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Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
ROADS	Roads	Earth Roads	Earth Roads	N	N/A	N/A	N/A	N/A	N/A	N/A	Not Depreciated
	Formation	Formation	Formation	Y	N/A	N/A	N/A	N/A	N/A	Indefinite	Not Depreciated
KERB & CHANNEL	Roads	Kerb and Channel – All Types	Kerb & Channel	Y	DRC	Condition	4	N/A	4	50	Condition-Based
STORMWATER & FLOOD CONTROL	Drainage	Stormwater Pipes	Pipes and Culverts <sup>9</sup>	Y	DRC	Age	N/A	N/A	5	80	Straight-Line

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Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
STORMWATER & FLOOD CONTROL	Drainage	Stormwater Pits	Pits and Structures <sup>9</sup>	Y	DRC	Age	N/A	N/A	5	80	Straight-Line
		Minor Culverts	Pipes and Culverts <sup>9</sup>	Y	DRC	Age	N/A	N/A	5	80	Straight-Line
		Bores & Wells	Pump Wells	Y	DRC	Age	N/A	N/A	5	80	Straight-Line
		Open Drains & Channels	Open Drains & Channels	Y	DRC	Age	5	N/A	5	80	Straight-Line
		Stormwater GPT	Pits and Structures <sup>9</sup>	Y	DRC	Age	N/A	N/A	5	80	Straight-Line
		Retaining Walls & Levee Banks	Retaining Walls and Levee Banks	Y	DRC	Age	5	N/A	5	40	Straight Line
		Retention Basins & Wetlands	Basins, Dams & Wetlands	Y	DRC	Age	5	N/A	5	80	Straight Line
		Water Pumps & Pump Stations	Pumps and Electricals	Y	DRC	Age	N/A	N/A	5	20	Straight-Line
INTANGIBLE ASSETS	Water Rights	Water Rights	Intangible Assets	Y	MV	N/A	N/A	N/A	1	N/A	N/A

**Notes:**

1. Asset Management Plans are typically developed at the Asset Group level.
2. Assets will be recognised at the Asset Component level.
3. Renewal modelling will typically be considered at the Asset Component level.
4. If there is no further Asset Component breakdown in the Asset Hierarchy, then assets will be recognised at the Asset Category level.
5. Asset Class is a term defined in Australian Accounting Standards and is used in financial valuation and capitalisation processes. Asset Class defines the level at which council's Balance Sheet will be reported (FS Note 6.2). This is also defined in the Asset Group sections of the Asset Capitalisation Policy.
6. Recognition and revaluation of an individual asset may be at either the Asset Class or the Asset Component level. This is further defined in the Asset Capitalisation Policy.
7. Fair Value Acronym Definitions:
  - DRC = Depreciated Replacement Cost
  - GRC = Gross Replacement Cost (i.e., Recognised but not depreciated)
  - HC = Historical Cost (Held at Cost)
  - MV = Market Value
  - NPV= Net Present Value
8. Condition Assessment Frequency – The frequency of condition assessment will be linked to the organisation's needs for maintaining currency of data and to meet compliance obligations in accordance with Accounting Standards, compliance with other codes such as Urban Drainage Manuals etc. (IPWEA Stormwater Drainage Practice Note -5, Section11.4).
9. With above note drainage (Pits, Pipes) frequency of 5 yrs. has been taken out of the previous schedule and it is suggested as N/A (As needs basis) in this revision. These will be revalued on straight-line basis and due to the nature of these assets long useful life (80 years) and buried underground. It is recommended to always find data gaps within drainage asset data and based on risk level targeted drainage data capture could be done specific to a location. Also, maintenance team carryout jetting and cleaning of these assets. This means condition assessment on a set frequency is not adopted to entire drainage network.

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# Asset Valuation

**Council Policy Number** 136

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

### 1.1. 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 Campaspe Shire Council ('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.

#### 1.2. 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).

### 1.3. 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.

### 1.4. 4. Useful Life

In accordance with AASB 116 the useful life of an asset should consider 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.

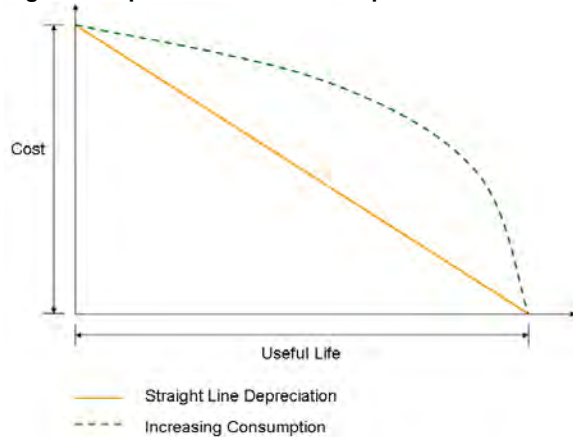
### 1.5. 5. Depreciation Method

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**



#### **1.6. 6. Valuation requirements**

All assets require both a Greenfield and Brownfield valuation except for 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.

#### **1.7. 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.

#### **1.8. 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 is required to obtain one valuation from a licensed valuer but may consider up to 6 valuations of comparable sites in similar municipalities 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.

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For sale of non-property assets, Council officers will seek benchmarking data to ascertain a reasonable price.

#### **1.9. 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.

#### **1.10. 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.

#### **1.11. 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

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- 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 Management Asset 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 2020*, Section 98 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)
Revised	22 February 2021	Administrative update to apply consistent reference to Campaspe Shire Council ('Council')

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	Indefinite	N
Footpaths & Cycleways	Footpath (inc Shared Paths)	Asphalt	Depreciated replacement value	Unit Rates	5	5	50	Y
		Concrete						
		Gravel						
		Paving					40	
Kerb & Channel	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						
		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	Council Policy		
Stormwater & Flood Control	Pipes		Depreciated replacement value	Unit-Rates	5	5	80	Y	Council Policy		
	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					20				
Pump-Well											
Pump Switchboard and-Electrics											
Irrigation	Irrigation	Bores	Depreciated replacement value	Unit-Rates	N/A	N/A	25	Y	Council Policy		
		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	Council Policy
Buildings & Structures	Buildings	Facility-as-a whole	Market Value	External valuer	3	3	75	Y	Council Policy
		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	Council Policy
		Golf Course Greens							
		Running Tracks							
		Skate Parks							
		Courts							
	Sports Lighting & Electrical	Poles							
		Lights							
		Switchboards /Controllers							
		Transformers							
		Electrical Scoreboards							
		Scoreboards							

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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[Replace the above tables with the one below.](#)

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## APPENDIX A - CONDITION AND VALUATION TABLE

Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
SWIMMING POOLS	Recreational, Leisure and Community	Pool Structure (Shell)	Swimming Pools	Y	DRC	Condition	3	N/A	3	80	Condition-Based
		Water Treatment Systems	Swimming Pools	Y	DRC	N/A	3	N/A	3	1-50	Straight-Line
		Water Treatment Facility	Swimming Pools	Y	DRC	N/A	3	N/A	3	20	Straight-Line
		Pool Structures	Swimming Pools	Y	DRC	Condition	3	N/A	3	5-80	Condition-Based
BRIDGES	Bridges (Incl. Major Culverts, Footbridges & boardwalks)	Super-Structure	Bridges	Y	DRC	Condition	3	33	3	100	Condition-Based
		Major Culverts	Bridges	Y	DRC	Condition	3	33	3	100	Condition-Based
		Super-Structure	Footbridges & boardwalks	Y	DRC	Condition	3	N/A	3	50	Condition-Based
ARTWORKS, MONUMENTS, ARTEFACTS & EXHIBITS	Artworks	Artworks	Artworks	Y	HC	N/A	N/A	N/A	N/A	N/A	Not Depreciated
	Artefacts & Exhibits (Furniture & Equipment)	Building Equipment	Artefacts & Exhibits	Y	HC	N/A	N/A	N/A	N/A	5-20	Straight-Line
	Other Infrastructure	Statues & Monuments	Monuments, Statues & Fountains	Y	HC	Age	N/A	N/A	N/A	100	Straight-Line



Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
	Other Infrastructure	Plaques	Plaques	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Drinking Fountains	Drinking Fountains	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Water Features	Water Features	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FOOTPATHS & CYCLEWAYS	Footpaths & Cycleways	Footpaths & Cycleways	Footpaths & Cycleways	Y	DRC	Condition	5	N/A	5	50	Condition-Based
PLANT & EQUIPMENT	Plant and Equipment	Plant - Heavy	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	3 - 10	Straight-Line
		Plant - Minor	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	1 - 5	Straight-Line
		Fleet & Light Vehicles	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	3 - 5	Straight-Line

Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
	<b>Fittings Furniture &amp; Equipment</b>	Furniture & Office Equipment	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	3 - 15	Straight-Line
	<b>Heritage Plant &amp; Equipment</b>	Heritage Plant & Equipment	Plant and Equipment	Y	DRC	Age	N/A5	N/A	N/A5	100	Straight-Line
	<b>Computers &amp; Telecommunications</b>	Computers & Telecommunications	Plant and Equipment	Y	HC	Age	N/A	N/A	N/A	4	Straight-Line
<b>BUILDINGS</b>	<b>Buildings</b>	Structure – Long Life	Buildings	Y	DRC	Condition	3	N/A	3	75	Condition-Based
		Structure – Short Life	Buildings	Y	DRC	Condition	3	N/A	3	25-50	Condition-Based
		Other Structures (Town Entrances)	Buildings	Y	DRC	Condition	N/A3	N/A	3	25-50	Condition-Based
<b>Buildings</b>	Investments Properties	Structure – Long Life	Investments Buildings	Y	DRC/MV	Condition	3	N/A	1	75	Condition-Based

Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
LAND	Land	Land – Crown Land	Land	Y	MV	N/A	N/A	N/A	3	Indefinite	Not Depreciated
		Land – Council Owned	Land	Y	MV	N/A	N/A	N/A	3	Indefinite	Not Depreciated
		Land Improvements	Land	Y	M/V	N/A	N/A	N/A	N/A	1-50	Straight Line
		Land Under Roads	Land	Y	MV	N/A	N/A	N/A	3	Indefinite	Not Depreciated
OPEN SPACES	OPEN SPACES, PARKS & STREETSCAPES	Irrigation-Miscellaneous	Irrigation	Y	DRC	Age	N/A	N/A	3	25	Straight-Line
		Standpipes	Standpipes	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Park Equipment	Exercise equipment	Y	DRC	Condition	N/A	N/A	N/A <sup>3</sup>	20	Straight-Line
		Playgrounds	Playgrounds	Y	DRC	Condition	1	N/A	3	30	Condition-Based
		Benches, Tables & Picnic Sets	Furniture	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Bins & Surrounds	Furniture	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Barbeques	Barbeques	Y	DRC	Condition	3	N/A	3	10	Condition-Based
		Skate Parks	Skate Parks	Y	DRC	Condition	3	N/A	3	80	Condition-Based

Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
OTHER INFRASTRUCTURE	Other Infrastructure	Bus Stops	Bus Stops	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Fences & Bollards	Fences & Bollards	Y	DRC	Age	N/A	N/A	5-N/A	50	Straight Line
		Parking Meters	Parking Meters	Y	DRC	Age	N/A	N/A	N/A	15	Straight Line
		Guard Rails	Guard Rails	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Bus Shelters	Bus Shelters	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Railway	Railway	Y	DRC	Age	N/A	N/A	N/A	100	Straight Line
		Signs	Signs	Y	DRC	Age	N/A	N/A	N/A	20	Straight Line
Marine Structures		Pontoons, Wharves & Jetties	Pontoons, Wharves & Jetties	Y	DRC	Condition	5	N/A	5	80	Condition-Based

Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
Recreational, Leisure and Community	Sports Courts	Park Active Area	Sports Courts	Y	DRC	Condition	5	N/A	5	25 - 50	Condition-Based
	Sports Infrastructure (Scoreboards, goal posts)	Park Equipment	Sports Infrastructure	Y	DRC	Condition	5	N/A	5	20	Condition-Based
	Sports Lighting	Lighting Main	Sports Lighting	Y	DRC	Condition	3	N/A	3	30	Straight Line
	Roads Unsealed Roads (Inc. internal roads and Unsealed runways and Car Parks)	Surface Main - Asphalt	Surface	Y	DRC	Condition	4	N/A	4	20	Condition-Based
		Surface Main– Spray Seals	Surface	Y	DRC	Condition	4	N/A	4	15	Condition-Based
		Pavement	Pavement	Y	DRC	Condition	4	N/A	4	80	Condition-Based
		Gravel Roads	Gravel Pavement	Y	DRC	Condition	4.2	N/A	4	15	Condition Based
		Shoulders	Shoulders	Y	DRC	Condition	4	N/A	4	15	Condition Based

Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
ROADS	Roads	Earth Roads	Earth Roads	N	N/A	N/A	N/A	N/A	N/A	N/A	Not Depreciated
	Formation	Formation	Formation	Y	N/A	N/A	N/A	N/A	N/A	Indefinite	Not Depreciated
KERB & CHANNEL	<a href="#">Channel Kerb and Roads</a>	Kerb and Channel – All Types	Kerb & Channel	Y	DRC	Condition	4	N/A	4	50	Condition-Based
STORMWATER & FLOOD CONTROL	Drainage	Stormwater Pipes	Pipes and Culverts <sup>9</sup>	Y	DRC	Age	N/A	N/A	5	80	Straight-Line



Asset Group <sup>1</sup>	Asset Category <sup>4</sup>	Asset Component <sup>2</sup>	Asset Class <sup>5</sup>	Recognised (Y/N) <sup>6</sup>	Valuation Method		Condition Assessment		Revaluation Frequency (Years)	Adopted Asset Life	Depreciation Method
					Fair Value Method <sup>7</sup>	If DRC Age-based or Cond-Based	Frequency (Years)	What % Condition Inspection Annually			
STORMWATER & FLOOD CONTROL	Drainage	Stormwater Pits	Pits and Structures <sup>9</sup>	Y	DRC	Age	N/A	N/A	5	80	Straight-Line
		Minor Culverts	Pipes and Culverts <sup>9</sup>	Y	DRC	Age	N/A	N/A	5	80	Straight-Line
		Bores & Wells	Pump Wells	Y	DRC	Age	N/A	N/A	5	80	Straight-Line
		Open Drains & Channels	Open Drains & Channels	Y	DRC	Age	4.5	N/A	5	80	Straight-Line
		Stormwater GPT	Pits and Structures <sup>9</sup>	Y	DRC	Age	N/A	N/A	5	80	Straight-Line
		Retaining Walls & Levee Banks	Retaining Walls and Levee Banks	Y	DRC	Age	4.5	N/A	5	40	Straight Line
		Retention Basins & Wetlands	Basins, Dams & Wetlands	Y	DRC	Age	4.5	N/A	5	80	Straight Line
		Water Pumps & Pump Stations	Pumps and Electricals	Y	DRC	Age	N/A	N/A	5	20	Straight-Line
INTANGIBLE ASSETS	Water Rights	Water Rights	Intangible Assets	Y	MV	N/A	N/A	N/A	1	N/A	N/A

**Notes:**

1. Asset Management Plans are typically developed at the Asset Group level.
2. Assets will be recognised at the Asset Component level.
3. Renewal modelling will typically be considered at the Asset Component level.
4. If there is no further Asset Component breakdown in the Asset Hierarchy, then assets will be recognised at the Asset Category level.
5. Asset Class is a term defined in Australian Accounting Standards and is used in financial valuation and capitalisation processes. Asset Class defines the level at which council's Balance Sheet will be reported (FS Note 6.2). This is also defined in the Asset Group sections of the Asset Capitalisation Policy.
6. Recognition and revaluation of an individual asset may be at either the Asset Class or the Asset Component level. This is further defined in the Asset Capitalisation Policy.
7. Fair Value Acronym Definitions:
  - DRC = Depreciated Replacement Cost
  - GRC = Gross Replacement Cost (i.e., Recognised but not depreciated)
  - HC = Historical Cost (Held at Cost)
  - MV = Market Value
  - NPV= Net Present Value
8. Condition Assessment Frequency – The frequency of condition assessment will be linked to the organisation's needs for maintaining currency of data and to meet compliance obligations in accordance with Accounting Standards, compliance with other codes such as Urban Drainage Manuals etc. (IPWEA Stormwater Drainage Practice Note -5, Section11.4).
9. With above note drainage (Pits, Pipes) frequency of 5 yrs. has been taken out of the previous schedule and it is suggested as N/A (As needs basis) in this revision. These will be revalued on straight-line basis and due to the nature of these assets long useful life (80 years) and buried underground. It is recommended to always find data gaps within drainage asset data and based on risk level targeted drainage data capture could be done specific to a location. Also, maintenance team carryout jetting and cleaning of these assets. This means condition assessment on a set frequency is not adopted to entire drainage network.

# 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 Campaspe Shire Council ('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

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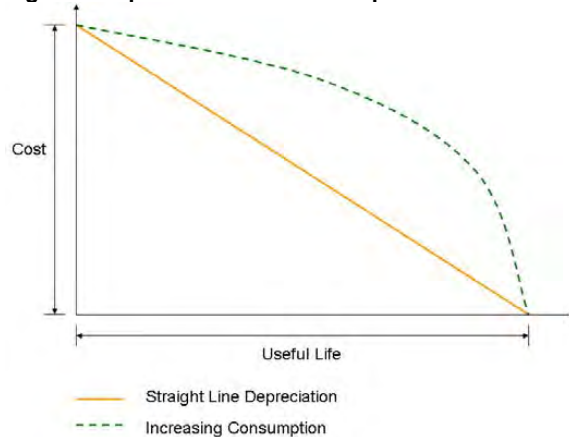
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assets. In most cases this approach results in an asset losing less value in the early years of its use than in later years when it degrades at a quicker rate.

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

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**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.

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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)
Revised	22 February 2021	Administrative update to apply consistent reference to Campaspe Shire Council ('Council')

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Chief Executive Officer: .....  
Date: .....  
24/2/2021

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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	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	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						
		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						
		Unlined						
	Basins, Dams & Wetlands	Basins, Dams & Wetlands			N/A		40	
	Retaining Walls & Levee Banks	Retaining Wall						
		Levee Bank						
	Pump	Pump Motor				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	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

## 8.5.5 Award of Contract 23010 - Trade Services Panel of Suppliers

**Directorate:** Corporate

**Responsible Officer:** Contracts and Procurement Manager

**Manager:** Chief Financial Officer

- Attachments:**
1. CONFIDENTIAL REDACTED - Attachment 1 - Evaluation Panel Recommendation Report [8.5.5.1 - 6 pages]
  2. CONFIDENTIAL REDACTED - Attachment 2 - Shortlisted Suppliers [8.5.5.2 - 1 page]
  3. Attachment 3 - Tender Brief [8.5.5.3 - 12 pages]

### 1. PURPOSE

Council requires an experienced and suitably qualified panel of suppliers to provide trade services for maintenance and other works on an ad hoc basis, to maintain Council buildings and facilities or carry out repairs.

Utilising a panel arrangement is designed to ensure Council has access to a range of qualified suppliers to best meet our requirements and to enable quick turnaround services in situations requiring an urgent response, on an as-needed basis.

This panel will not negate the requirement for competitive tenders or quotation processes in compliance with relevant legislation. The Panel contract will also not preclude Council from using the services of suppliers not on the Panel where it is deemed necessary or financially beneficial to do so.

The term of the contract is three (3) years, with one option for a further term of two (2) years to be exercised at Council's absolute discretion. Each piece of work under the Contract will be allocated on the basis of experience and qualifications, cost, availability, responsiveness, customer service, works safety and fitness for purpose for the particular task.

### 2. RECOMMENDATION

**That Council:**

1. Approve the award of Contract 23010 to the shortlisted suppliers named in Attachment 2, for an initial term of three (3) years and any further period which may be considered appropriate by the Contract Manager;
2. Authorise the Chief Executive Officer to sign any such document necessary to give effect to Council's resolution; and
3. Authorise the release to the public of the details in Attachment 2 (Panel of Shortlisted Suppliers) once all unsuccessful suppliers have been notified as to the outcome of the tender process.

### 3. CONSULTATION

Internal consultation:

- Manager Projects & Facilities
- Building Manager

External consultation:

- Not applicable.

Councillors:

- 6 June 2023 Council Briefing Session.

#### **4. STRATEGIC ALIGNMENT**

##### **Council Plan 2021-2025**

##### **Flourishing local economy**

Stimulated economic activity that provides local jobs

##### **Resilient protected and healthy natural environment**

Well managed resources for a sustainable future

##### **Well planned places**

Attractive and useable sites of importance

Land and underlying infrastructure suitable for growing populations

This Contract will not only provide support for our local tradespeople and businesses, but it will assist Council to easily and quickly respond to problems occurring with Council buildings and facilities in a way which promotes value for money. In doing so, we can ensure our buildings and facilities are maintained in such a way that we preserve the infrastructure we have, in an effort to reduce the likelihood of significant expenditure to repair or replace infrastructure in the future.

#### **5. POLICIES AND RELATED COUNCIL DOCUMENTS**

Procurement Policy 126

Strategic Asset Management Plan

#### **6. LEGAL AND STATUTORY OBLIGATIONS**

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

Section 108 of the *Local Government Act 2020* (Vic) provides that Council must act in accordance with its Procurement Policy. This award of contract is the result of a robust public tender process, undertaken in compliance with Council's Procurement Policy requirements.

Section 109(2) of the *Local Government Act 2020* (Vic) provides that any report to Council that recommends entering into a procurement agreement includes information as to any opportunities for collaboration that may exist. In this instance, Council had been out of contract for some time and as such, there was an urgency to put the new contract in place. A collaborative tender would have required a much longer timeframe.

#### **7. FINANCIAL IMPLICATIONS**

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

By testing the market via a public competitive tender process, Council is able to drive value for money for each category of services and will allow staff members engaging a panel supplier for particular work to consider a range of factors, one of which is the applicable hourly rate and any additional travel fee or other disbursement that might apply.

## 8. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

The recommended panel of suppliers includes a number of local businesses, which supports the local economy. The tender process ensures the resulting contract can be used in a way that is economically sustainable for Council. The environmental impacts will be seen over time, where maintenance of existing infrastructure will help to ensure the need for new or replaced items is kept to a minimum.

## 9. ISSUES AND RISK MANAGEMENT

### Risk:

Risk	Likelihood	Consequence	Rating	Mitigation action
Poor workmanship	Possible	Moderate	Moderate	Ensuring contractors are appropriately qualified and experienced. Managing performance and requiring rectification work where it is needed.
Invoices not applying the correct schedule of rates	Possible	Moderate	Moderate	Proper contract management and cross-checking of invoiced rate vs tendered schedule of rates.
Uneven distribution of work among panel (bias or favouritism)	Likely	Minor	Moderate	Effective contract management to ensure work is fairly allocated and suppliers are engaged in a manner that accords with probity standards.

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.

## 10. CONFLICT OF INTEREST

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.

All staff members involved in the evaluation of tenders or tender process completed Conflict of Interest Declarations. No conflicts were declared in relation to this tender.

## 11. INSTRUMENT OF DELEGATION

Instrument of Delegation from Councillors to Chief Executive Officer.



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**INVITATION TO TENDER DOCUMENTS  
SECTION 3 – TENDER BRIEF**

**Trade Services Panel of Suppliers**  
**C23010**

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**Closes: 2pm, 24 March 2023**

Campaspe Shire Council Tender No.23010 – Trade Services Panel of Suppliers – Section 3 Tender Brief

## 1. INTRODUCTION

Council is seeking tender responses from suitably qualified businesses and contractors to provide ad hoc trade services for maintenance and other works.

A panel of suppliers will be established to meet Council's requirements for this service. Utilising a panel arrangement is designed to ensure Council has access to a range of qualified suppliers to best meet our specified requirements and to enable quick turnaround services to meet Council requirements on an as-needed basis.

This panel will not negate the requirement for competitive tenders or quotation processes in compliance with relevant legislation. The Panel will not preclude Council from using the services of suppliers not on the Panel where it is deemed necessary or advantageous.

The term of the contract is three (3) years, with one option for a further term of two (2) years to be exercised at Council's absolute discretion.

Work will be allocated on the basis of experience and qualifications, cost, availability, responsiveness, customer service, works safety and fitness for purpose for the particular task.

**Council makes no warranties as to the volumes or distribution of work under this Contract.**

## 2. OUTLINE OF SERVICES

The Services required under this contract are segmented into the following categories. Please refer to the relevant headings under Section 4 – Scope of Works for a more detailed scope of requirements under the respective category:

- 4.1 Plumbing
- 4.2 Electrical
- 4.3 Building / Carpentry
- 4.4 Air-Conditioning, Heating & Ventilation
- 4.5 Painting
- 4.6 Handyman Services
- 4.7 Pool Services
- 4.8 Pump Maintenance Services
- 4.9 Flooring supply and installation

Tenderers may submit prices for some or all of the above services.

## 3. CONDITIONS OF ENGAGEMENT & QUOTATIONS

The following process will be utilised by any person engaging a Contractor from this Contract:

- Where required for projects or larger pieces of work, the invited Contractors will be asked to provide a detailed methodology and programme setting out key activities and anticipated completion dates.
- For one-off minor services, value for money will be evaluated by reference to the schedule of rates submitted with the relevant Consultant's tender, as well as the extent to which the consultant's experience and workload or capacity align with the requirements of the work.

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- For each piece of work under the Contract, value for money will be determined by reference to the following criteria as a whole:
  - Qualifications/experience;
  - Cost;
  - Availability and turnaround time (responsiveness)
  - Customer Service, and;
  - Works safety and fitness for purpose of proposed approach.

Council reserves the right to seek quotes for services from contractors outside the panel or undertake a public tender process for specific services where it considers it necessary to do so in order to achieve value for money.

#### 4. SCOPE OF WORKS

##### 4.1 Plumbing

For the supply of reactive and planned maintenance services for Plumbing, Water Supply, Sanitary Services, Gas Services and Drainage works for the Council. Contractors may be required to provide repairs and maintenance services for, but not limited to:

- General repair of plumbing installations and plumbing and gas fittings in and around the Council's facilities and buildings.
- Sanitary fixtures including W.C. suites, urinals, basins, sinks and tubs, drinking fountains, showers, slopoppers, taps and outlets and associated equipment.
- Sanitary plumbing including stacks and vents, floor wastes, acid resisting pipes and drains, pumps and ejectors, internal/external sewer drainage runs, cocks and valves and identification labelling.
- Items forming part of freshwater supply systems including storage tanks, water heaters, reticulation pipe work and components, identification labelling and control valves.
- Gas supply installations including appliances, reticulation pipe work and components, labelling, manifolds and regulators.
- Roof plumbing including roof lights, guttering and downpipes, flashings, roof coverings, thermal insulation and rainwater goods.
- Water sewerage and gas services in road reserves.
- Pumped effluent disposal systems including, single and three phase general purpose pumps and submersible grinder pumps for sewage and associated equipment.
- Plumbing and Gas inspections and condition reports as directed by the Superintendent or their Representative.
- Services may also involve fault finding, and tracing activities associated with stormwater, wastewater, freshwater and gas installations.
- Back Flows.
- After hours emergency response.

##### 4.2 Electrical

For the supply of both reactive and planned maintenance, also including occasional minor and capital works for Council buildings and/or any other work as directed by the Superintendent or their Representative. The types of services will include, but not be limited to:

- Electrical general planned maintenance, including: mains switchboards, sub main distribution switchboards, switchgear, safety switches, float switches, fans, boiling

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water units, hot water systems, flush sensors, power and lighting equipment and installations, general electrical appliances and electric motors.

- General repair of electrical cabling, GPO's and light fitting.
- Electrical legislated planned maintenance activities, including: exit and emergency lighting and smoke alarms.
- Repair and maintenance of electrical and/or mechanical services switchboards.
- Electrical floodlighting installations, including: predominantly sports field lighting, car park lighting, column mounted floodlighting and bollard type path lighting.
- Electric pump maintenance.
- Safety maintenance and testing of appliances, earthing and circuit testing.
- Testing and tagging of portable equipment.
- Minor alteration and re-location of GPO's and light fittings.
- Repairs and maintenance to training lights, floodlights and park lights.
- Minor new electrical installation work.
- Electrical inspection and condition reports as directed by the Superintendent or their Representative.

#### **Exclusions**

- Fire hydrants and sprinkler pumps.

### **4.3 Building / Carpentry**

For the supply of both reactive and planned maintenance of various assets as directed by the Superintendent or their Representative. Carpentry work types will include, but not be limited to:

- Minor Alterations.
- Doors and Skirtings.
- Erection of internal walls.
- Replacement of door furniture.
- Internal fit outs.
- Decking.
- Windows.
- After hours emergency response.

### **4.4 Air-Conditioning, Heating & Ventilation**

For the supply of both reactive and planned maintenance services to air conditioning systems to the Council. Services may include, but not be limited to:

- General repair of air-conditioning installations and air conditioning fittings in and around the Council facilities and buildings.
- Repair and maintenance of air-conditioning units and associated mechanical services across the Council infrastructure ensuring safety for continued use and in conformity with Victorian Electrical Regulations.
- All water treatment.
- Inspections and cleaning of cooling towers.
- Total bacteria count tests.
- Safety maintenance and testing of appliances. Minor alteration and re-location of air-conditioning units.
- Minor new air-conditioning installation work.
- Air-conditioning inspection and condition reports as directed by the Superintendent or their Representative;
- Perform manufacturers' recommended servicing tasks in accordance with servicing schedules as applicable for each appliance.

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- Perform maintenance in line with Council maintenance schedules.
- Preparation and submission of reports, recommendations, and estimates within specified time limits.
- Provision of a twenty-four (24) hour fault finding service for priority facilities.
- Plant changeovers as required.
- After hours emergency response.

**4.5 Painting**

For the supply of Reactive and Planned Maintenance painting and decorating services that may include minor capital works for Council buildings or any other works as directed by the Superintendent or their Representative. Services may include, but not be limited to:

- General painting to buildings including both exterior and interior surfaces.
- Preparation and painting of street furniture.
- Preparation and painting of reserve furniture.
- Preparation and painting of playground equipment.
- Preparation and painting of Council owned and maintained bus shelters.
- Erection of scaffolding.

**4.6 Handyman Services**

For the supply of both reactive and planned works for handyman services for various Council buildings as directed by the Superintendent or their Representative. Services may include, but will not be limited to:

- Supply of handyman services.
- Barbecue maintenance.
- Basic carpentry.
- Ceiling repairs.
- Ceramic tiling / tile repair.
- Cleaning.
- Decks.
- Door installation.
- Door repair.
- Plaster wall repair.
- Fence fixing.
- Flooring repair.
- General maintenance.
- Gutter cleaning.
- Gutter repair.
- Insulation installation (batts).
- Lockset adjustment.
- Paint removal.
- Painting.
- Basic plumbing repairs.
- Shelf installation.
- Shelving.
- Cleaning solar panels.
- Graffiti removal.
- High pressure washing.
- Staining furniture.
- Rubbish removal.
- Window cleaning.

- Window repair.

#### **4.7 Pool Services**

For the supply of both reactive and planned works for pool services for various Council buildings as directed by the Superintendent. Services may include, but will not be limited to:

- Supply and installation of pool plant and equipment.
- Servicing of pool plant and equipment in accordance with the manufacturer's specification.
- Pool consultation services.
- Maintenance of pool water treatment.

#### **4.8 Pump Maintenance Services**

For the supply of both reactive and planned works for pump maintenance services for various Council buildings as directed by the Superintendent. Services may include, but will not be limited to:

- Supply and installation of sewerage, drainage and water pumps.
- Servicing of sewerage, drainage and water pumps in accordance with the manufacturer's specification.
- Maintenance of sewerage, drainage and water pumps in accordance with the manufacturer's specification.

#### **4.9 Flooring Supply, Maintenance and Installation**

- Supply and installation of various floor coverings such as carpet, carpet tiles, vinyl and vinyl planks in accordance with manufacturer's specifications.
- Flooring repair for various floor coverings such as carpet, carpet tiles, vinyl and vinyl planks.
- Flooring maintenance and cleaning

### **5. CONTRACTOR'S RESPONSIBILITIES**

The Contractor is responsible for the following:

- Declaring any applicable Conflicts of Interest – Refer to Section 4 of Conditions of Tender.
- Delivering work in line with best practice and to recognised Australian standards.
- Providing all resources necessary to carry out the work, including any staff, vehicles, office, equipment, survey equipment, digital cameras, software, consumables and any other resources which may be necessary.
- Recommending to Council sub-contractors for specific functions or projects in cases where the Contractor has no specific expertise. In such cases Council may approve the sub-contractor and pay the Contractor with the reasonable costs incurred for the sub-consultant. As far as possible, Council will use the hourly rates provided by the Contractor for the professional or different disciplines outlined in the tender Schedules provided with the tender submission.
- Maintaining full project-related records, including any correspondence not addressed to the Contract Manager.
- Forwarding all documentation relating to a project to Council for safekeeping and any associated future use which Council deems necessary in its absolute discretion, including any as-constructed drawings and such other documents as may be required for future use by Council.
- Attending any meetings which may be required for specific pieces of work or



services under the Contract from time to time.

For the sake of clarity, it is not intended that this Specification prescribes the approach to be used in carrying out the services. Rather, the Contractor is considered to have the necessary expertise in the relevant work area/s and as such, it will be the responsibility of the Contractor at the time of engagement to detail for Council the way in which the work is to be completed and how any inherent risks are to be managed.

To that end, depending on the work to be carried out and in order to determine the most suitable Consultant for a particular piece of work, the Contractor may be asked from time to time to submit a methodology, Gantt chart or programme and any other relevant information to demonstrate their understanding of the unique requirements of the project or service.

## 6. COUNCIL'S RESPONSIBILITIES

Council will be responsible for the following:

- Providing a general scope of work for each engagement and where applicable (that is, where the Schedule of Rates provided by the Contractor at the time of tender does not adequately cover the work required to be carried out), requesting and reviewing quotations from the Contractor.
- Providing a nominated Contact Officer for each individual engagement.
- Seeking approval on process payments and variations for engagements under this Contract.
- Providing access to and/or supplying existing Council information where available and relevant (such as drawings, aerial photographs, database, reports, policies, procedures, etc).

## 7. PAYMENTS

No works shall begin without the Contractor receiving an authorised purchase order, save for situations of genuine emergency, in which case a purchase order shall be generated as soon as possible.

Payments for minor or major work will be based on the quoted price for the specific project.

Payments for maintenance work shall be made for the time taken for the Contractor to complete the project commencing from time of arrival at the site to the time of completion at the site. The tendered hourly rate will only be paid for the time spent on the work site in performance of the work. General travelling time is excluded except for purchase of materials, and specialist services. Travelling time between work sites is also excluded and will not be paid by Council. No payment shall be paid for lunch or any other work breaks.

The rate tendered in the "Schedule of Rates" shall be used in determining the amounts owed to the Contractor.

**"Normal Hourly Rate"** of payment as shown in the schedule shall apply for all routine work performed between 7:00am and 5:00pm Monday to Friday.

**"Out of Hours Rate"** of payment as shown in the schedule shall apply for all emergency work and authorised routine work performed before 7:00am and after 5:00pm Monday to Friday and on weekends or Public Holidays.

Time in excess of the Minimum Hours Fee per day will be paid on the basis of 30 minute increments for all work.

The Superintendent or their Representative shall record and maintain a record of the location of works, the type of work, time Contractor was notified, Order Number issued and date of satisfactory completion of works. The Contractor's works claim invoices shall be verified from these records.

#### **Materials and Specialists Services**

The cost for supply of materials and/or specialist services together with a percentage mark-up will be paid based on the actual supplier's invoiced trade price or fee paid plus the percentage rate mark-up of 10% (maximum) applied to all relevant items in the tender schedule.

Any materials, specialist services and fees in excess of \$1,000.00 shall have a copy of a paid supplier's invoice attached to the works claim invoice. No payment shall be made if the claim is not accompanied by such invoice. For material costs, and specialist services under \$1,000.00 a copy of the supplier's invoice may be requested at the Superintendent or their Representative's discretion.

Time off site for material purchases and specialist services shall be recorded and shown on a works claim invoice to be approved prior to payment by the Superintendent or their Representative.

#### **Minimum Hours Fee**

If the duration of the work in an entire day is less than one (1) hour then a Minimum Hours Fee equivalent to one (1) hour per day at the "normal hourly" rate shall be paid for routine work between 7:00am and 5:00pm, Monday to Friday.

If the duration of the work in "out of hours" callout in a day is less than two (2) hours then a Minimum Hours Fee equivalent to two (2) hours per day at the "out of hours" rate shall be paid for authorised work on weekends, Public Holidays and before 7:00am and after 5:00pm Monday to Friday.

### **8. RISE & FALL**

The rates submitted shall be adjusted annually using All Groups Consumer Price Index Melbourne ("CPI") published by the Australian Bureau of Statistics. The adjustment to the rates will be calculated using the increase or decrease for the prior twelve month period.

The following CPI example, which has a reference base year of 2011-2012 = 100.0, illustrates the computation of percentage change:

Index number for the All Groups CPI Melbourne June 2016 = 108.6  
 Index number for the All Groups CPI Melbourne June 2017 = 111.0  
 Change in index point = 2.4  
 Percentage change  $2.4/100 \times 100 = 2.4\%$

No other cost increases outside the terms of the contract will be considered.

## 9. CONTRACTOR REQUIREMENTS

### Notification of Work Requirements

The Contractor must provide and carry a mobile telephone at its own expense. It is preferable that the contractor is equipped with a smart phone capable of receiving email for future receipt of emailed purchase orders.

Information provided by the Council at the time of contact will be as follows:-

- Location of works.
- Contact person on site (if applicable).
- Nature of works.
- Method of access.
- Authorised Purchase Order.

### Response Requirements

The Contractor upon receipt of a call from the Superintendent or their Representative is to carry out the following:

- Acknowledge receipt of job and confirm attendance.
- Attend site within agreed times.
- Provide an estimate of time to attend site for emergency works.
- Advise the Supervisor immediately if deadlines cannot be met.
- Respond to the Supervisor within 24 hours on completion of work.
- Produce an invoice for the work undertaken and forward to Council within:
  - **10** working days if **no** copy of materials invoice is required
  - **30** days if a copy of materials invoice is required.

Should the Contractor not be able to complete the call out work at the time of the visit the Contractor shall provide the Superintendent or their Representative with the following details prior to leaving the site:

- Reason for non-completion; and
- Program for completion of work.

### Request for time estimates to complete specific works

The Superintendent or their Representative may require Contractors to provide either a lump sum estimate or a fixed number of hours to complete a specific project.

If a fixed number of hours is accepted for a particular project, payment shall be made based on the number of hours quoted and the appropriate hourly rate.

## 10. QUALITY OF WORK PERFORMANCE

Upon inspection by the Superintendent or their Representative, if works are faulty, 48 hours' notice will be given to the Contractor to rectify any defective materials or workmanship. All rectification shall be done by the Contractor at no additional cost to Council.

Should the Contractor fail to make good of any situation to the satisfaction of the Superintendent or their Representative, Council may arrange to have the necessary works undertaken and recover all costs from the Contractor.

The Contractor may be required on request, to meet with the Superintendent or their Representative to inspect works or review progress.

The Contractor shall be responsible for making good any damage caused to property at the work site while working under this Contract.

All materials supplied under the Contract shall be to the satisfaction of the Superintendent or their Representative.

#### **Asbestos Work Procedures**

Whilst carrying out building works any materials either labelled as containing asbestos **or, suspected** of containing asbestos are found, and it is **proposed** to be disturbed then the Supervisor or nominated representative is to be notified immediately. The Supervisor will organise an appropriate contractor to take samples whilst using the appropriate PPE and have that sample tested to accurately determine its composition. No works will proceed until testing is complete and the results are received. If the material tested does contain part asbestos, then the Supervisor will determine the course of action to be undertaken.

All works relating to asbestos removal operations must be performed by a licensed asbestos removalist in accordance with the provisions of:

- The Victorian Government's, Occupational Health and Safety (Asbestos) Regulations 2003. Statutory Rule No 16/2003, and
- Code of Practice for the Safe Removal of Asbestos [NOHSC:2002 (1988)]

#### **Accessories and Appliances**

The Contractor shall install all appliances to the manufacturer's specification and requirements. All associated documentation and/or certificates, warranties issues as a result of the commissioning works and other literature and operational manuals shall be forwarded promptly to the Supervisor's Representative.

#### **Cleaning Up**

During the performance of the works, the Contractor must ensure the work site is maintained in a clean and tidy condition acceptable to the Superintendent or their Representative. At the completion of works the Contractor shall leave the site clean to the satisfaction of the Superintendent or their Representative.

This shall include removal of all rubbish and debris, including vacuuming of internal areas if required, at the completion of works, and other periods as nominated by the Superintendent or their Representative.

Failure to clean the site will result in written notification to the Contractor requiring immediate action and should an unreasonable delay occur the cost to clean the site by another party will be recovered from the Contractor.

### **11. ACCESS TO AND CONDUCT AT COUNCIL BUILDINGS**

Access to Council buildings shall be in accordance with instructions of the Superintendent. One set of keys, electronic access fob and / or alarm codes may be supplied to each Contractor at the discretion of the Superintendent, to allow entry to Council facilities excluding Service

Centres and Depots. Lost keys or electronic access fobs may result in the Contractor being held liable for replacement or the cost to change the affected locks.

All Contractors' personnel shall be in uniform so as to be easily identified as the Company's employee.

The Contractor, upon first entry to any facility, must notify the relevant authorised person in charge of their presence and intended works to be undertaken, together with an estimate of the time they will be in that facility.

Where there is likely to be an interruption to the function of a facility in order to complete works the Superintendent or their Representative is to be notified as soon as possible of the time and likely duration of any interruption. No works will proceed until so authorised by the Superintendent or their Representative.

Smoking is not permitted in any indoor job site.

Contractors and contractor's subcontractors are not permitted to have animals or pet animals on the work site at any time.

## **12. CONFIDENTIALITY & SECURITY**

The Contractor shall be responsible for the confidentiality and security of all information, instructions and/or keys issued while engaged for this Contract. The Contractor shall also be responsible for the building security in any building entered whilst no other authorised persons are present. The Contractor must leave any facility in a locked state if unattended at the completion works, unless specifically instructed otherwise.

## **13. KEY PERFORMANCE INDICATORS ('KPI'S')**

The following Key Performance Indicators will form the basis of performance reviews under the Contract:

- Timeliness and responsiveness
- Quality of work
- Minimal omissions and errors in final work finish.
- Ability to work within quoted amount, with minimal contract variations.
- Customer Service
- Consultation with authorities and key stakeholders.
- Ability to meet deadlines.
- Accurate and timely contract administration and record keeping on behalf of Council.
- Compliance with Council Policies and procedures and legislative obligations.

## **14. CONTRACTOR PERFORMANCE MONITORING**

A regular review of contractor performance will be carried out by reference to the Key Performance Indicators.

Council shall not be compelled to disclose to any trade panel members any records retained in relation to performance monitoring and reporting.

Any contractors who are assessed as having provided a sub-standard level of service over a continued period will be notified as to adverse performance reports and will be given an opportunity to receive feedback.

#### **15. INDICATIVE TENDER PROCESS TIMEFRAMES**

The key *estimated* dates for the Tender process and Contract are stated below:

Tender open	24 February 2023
Tender close	24 March 2023
Award contract	April 2023
Commencement of contract	May 2023



## 8.5.6 Service Planning (Policy 155)

**Directorate** Corporate

**Responsible Officer:** Manager Corporate & Strategic Planning

**Manager** Chief Executive Officer

**Attachment**

1. Policy 155 Campaspe Service Planning (ORIGINAL) [8.5.6.1 - 4 pages]
2. 155 Campaspe Service Planning ( CLEAN) revised 06 June 2023 [8.5.6.2 - 4 pages]
3. 155 Campaspe Service Planning (TRACKED) revised 06 June 2023 [8.5.6.3 - 5 pages]

### 1. PURPOSE

To present Council with a revised Service Planning Policy for the purposes of adoption.

### 2. RECOMMENDATION

**That Council adopt the revised Service Planning Policy 155 as attached that articulates Council's commitment to service planning and establishes a framework to ensure service planning is undertaken in a structured, consistent, considered, cost effective and financially sustainable manner across the whole of the organisation.**

### 3. DISCUSSION

The policy articulates Council's commitment to service planning and establishes a framework to ensure service planning is undertaken in a structured, consistent, considered, cost effective and financially sustainable manner across the whole of the organisation.

The development of service plans is identified within the Asset Management Framework and Council Policy 91 Sustainable Asset Management.

The Local Government Act 2020 introduced at Section 106 Service Performance Principles. The policy supports their implementation. The Service Performance Principles are:

- a. services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;
- b. services should be accessible to the members of the municipal community for whom the services are intended;
- c. quality and costs standards for services set by the Council should provide good value to the municipal community;
- d. a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;
- e. service delivery must include a fair and effective process for considering and responding to complaints about service provision.

The policy has been updated to reflect the changes introduced as part of the Local Government Act 2020.

However, the broad scope and purpose of the policy generally remains unchanged, that is to demonstrate to the community that sound service planning practices underpin Council's approach to planning and delivery of services to the community.

#### **4. CONSULTATION**

##### Internal consultation:

- Executive Leadership Team

##### Councillors:

- 28 March 2023 Council Briefing Session
- 6 June 2023 Council Briefing Session

#### **5. STRATEGIC ALIGNMENT**

##### **Council Plan 2021-2025**

##### **Growing quality of life**

Effective and efficient services available locally

#### **6. POLICIES AND RELATED COUNCIL DOCUMENTS**

Service Review Guide

#### **7. LEGAL AND STATUTORY OBLIGATIONS**

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

Local Government Act 2020 Section 106 outlines the Service Performance Principles

#### **8. FINANCIAL IMPLICATIONS & ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS**

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

Service Planning ensures the efficient, effective and appropriate resourcing of services to meet community need.

#### **9. ISSUES AND RISK MANAGEMENT**

##### Issues:

##### Issue 1: Planning our Services

The Local Government Act 2020 at Section 106 has mandated Service Performance Principles. Service planning seeks to ensure that all our services continually improve their performance in relation to what they do, how they do it and the costs involved, so that we provide the right services in the right way to meet the diverse needs of our community.

##### 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.

#### **10. CONFLICT OF INTEREST**

In accordance with section 130 of the *Local Government Act 2020*, the officer preparing this report declares no conflict of interest regarding this matter.

#### **11. 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*.

#### **12. 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.

# Campaspe Service Planning

<b>Council Policy Number</b>	<b>155</b>
Date adopted	18 February 2020
Scheduled for review	February 2023



Council Policy

Council Policy

Council Policy

Council Policy

## Purpose

To articulate Campaspe Shire Council's ('Council') commitment to service planning and establish a framework to ensure service planning is undertaken in a structured, consistent, considered, cost effective and financially sustainable manner across the whole of the organisation. Importantly, implementation of this policy is to demonstrate to the community that sound service planning practices underpin Council's approach to planning and delivery of services to the community.

Service Planning underpins services to:

- Confirm that the current level and type of service delivered is in accordance with Council's strategic direction, as outlined in 'Campaspe: Our Future and the Council Plan 2017-21'
- Determine the purpose of each service, and in instances where services do not align with Council's strategic direction, investigate the reasons for any difference, and/or:
  - determine the community need for the service to be delivered, and
  - determine if Council is the most appropriate agency to deliver the service,
  - identify the most appropriate service model and levels for ongoing delivery of the service,
  - ensure services meet the requirements of external legislation, regulation and guidelines
- Assess effectiveness/ efficiency and quality of the service model
- Seek and consider feedback from the community and service users about the adequacy of, and satisfaction with, services in relation to their needs and expectations
- Identify the community's need for additional or different services
- Identify the community's ability to access other services or programs that would better meet their needs
- Identify services' resource requirements for the longer term
- Have regard to the Best Value principles, as outlined in the *Local Government Act 1989*.

## Policy Statement

When making a service delivery related decision, Council and its officers will have regard to the principles documented in this policy. This policy provides Council and staff with a framework to administer and manage the service analysis and planning process to ensure responsible and sustainable decisions are made.

## Objectives of Service Planning

Objectives of Council's Service Planning program are:

- To develop a clear understanding and agreement on the purpose, and desired outcomes of the service
- To develop an accurate forecast of the likely future costs associated with the delivery of individual services, to support long term financial planning
- To inform new and upgrade capital works planning, and renewal demand, maintenance and operation costs relative to the assets and resources required to support Council's service provision
- To support Council decision making regarding:

- The range of services Council will provide
- The link between these services and Council's Vision and Council Plan, including the Long Term Financial Plan, the funding approach and implications
- The strategic intent of the service, service model and level of service
- To explore a range of funding options to support service delivery
- To confirm the true cost and benefits of delivering services
- To establish a process for the regular review of the service delivery approach and model
- To regularly publish the results and the outcomes of service reviews
- To identify service provision demand trends, and changes and the implications these may have for the service now and into the future.

Council Policy

#### Service Planning Principles

- Council will regularly review the strategic intent of services and its role in service delivery. Council acknowledges that services must meet current and future community need. Council must determine the degree to which it is responsible for meeting that need within the context of other levels of government legislation and regulations, Council's strategic direction, Council's financial capability, social and environmental sustainability. Services must use resources efficiently and effectively and care must be taken to not duplicate services already provided for by others. Council must focus on services that create the best outcomes for the community within resources available.
- Council will regularly review the service model, including service delivery model of each service to ensure that it effectively supports the strategic intent of a service, is financially sustainable, is socially equitable and is environmentally sustainable and efficient.
- Council will regularly review levels of service to ensure that they are effective, efficient, and are appropriately resourced. Council shall commit to providing appropriate resourcing for the adopted levels of service.
- In reviewing a service, the linkages between services (including internal support services) will be considered, including the implications of any recommended service change options on associated service/s.
- Council will plan to be sustainable in the short and long term. Where possible, Council will consider long term implications of any service change, or lack of change, such as negative social, environmental or financial sustainability impacts on Council or the community.
- Service planning will drive responsible decisions regarding the renewal, upgrade or the construction of new assets. Decisions about assets are first driven by service delivery.
- Emphasis will be placed on providing effective services, and in order to use Council's resources for the largest benefit possible for the community, services will also be delivered in an efficient manner.
- Services will be planned using evidence of community need and what works.
- Council will consider all of the above principles when considering introducing new services.

Council Policy

Council Policy

Council will abide by the Best Value Principles within the *Local Government Act 1989*. The Best Value Principles are:

- a) all services provided by a Council must meet the quality and cost standards required by section 208D;
- b) subject to section 3C(2)(b) and 3C(2)(e), all services provided by a Council must be responsive to the needs of its community;
- c) each service provided by a Council must be accessible to those members of the community for whom the service is intended;
- d) a Council must achieve continuous improvement in the provision of services for its community;
- e) a Council must develop a program of regular consultation with its community in relation to the services it provides;

Council Policy

- f) a Council must report regularly to its community on its achievements in relation to the principles set out in paragraphs (a), (b), (c), (d) and (e).

### 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

Asset	A physical item that is owned or controlled by Council and supports the provision of services to the community.
Asset Management	The process applied to manage assets over each stage of their service life from asset needs analysis, creation, operation, maintenance, renewal and disposal. The objective of asset management is to meet a required level of service in the most cost effective manner through the management of assets for present and future needs of members of the community.
Best Value Principles	Refers to the principles outlined in the <i>Local Government Act 1989</i> , Section 208B, which Councils required to comply with, when undertaking planning for Council services and activities. The principles are listed under Section 6.2 of this Policy.
Individual(s)	A resident(s) and/or service user(s) of the municipality.
Long Term Financial Plan ('LTFP')	Financial planning processes of ensuring the objectives of council are matched by an appropriate resource plan. The LTFP is revised annually to ensure ongoing alignment with Council's Vision and Council Plan.
Program	An ongoing activity or activities, or a process of managing several projects, which is developed and performed to meet a public need and forming part of a service.
Project	An activity which either delivers services or programs but has a clearly defined start and end point and identifiable milestones and achievements.
Service	A group of programs and projects primarily focussed on external recipients, which collectively provide support or guidance to the community in order to achieve the objectives of Council's Vision and the Council Plan. A combination of tangible and intangible benefits that can be produced and consumed.
Service Level	In service planning is defined as the 'amount of an activity' provided by a service.
Service Model	Describes the activities of a service and how, where and when they are delivered.
Workforce Planning	The process of determining the staff resourcing requirements, both in terms of numbers and skill mix, of Council in the medium and long term future, in order to support the strategic delivery of Council's Vision and Objectives.

Council Policy

Council Policy

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Council Policy

**Related Legislation**

The Service Planning policy has been developed with reference to relevant federal and state government legislation, in particular the *Local Government Act 1989*. Specific legislation pertaining to an individual service will be considered in developing each service plan.

**Related Policies, Procedures and Strategies**

Nil

**Attachments**

Nil

**Review Period**

Three years

**Responsible officer**

Corporate Strategy 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	27 June 2017	Minute Book Reference No 1572 (Item 6.4)
Revised	18 February 2020	Minute Book Reference No 164 (item 9.3)
Revised	22 February 2021	Administrative update to apply consistent references to Campaspe Shire Council ('Council')

Chief Executive Officer: .....

Date: .....

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# Campaspe Service Planning

<b>Council Policy Number</b>	<b>155</b>
Date adopted	18 February 2020
Scheduled for review	February 2023



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## Purpose

To articulate Campaspe Shire Council's ('Council') commitment to service planning and establish a framework to ensure service planning is undertaken in a structured, consistent, considered, cost effective and financially sustainable manner across the whole of the organisation. Importantly, implementation of this policy is to demonstrate to the community that sound service planning practices underpin Council's approach to planning and delivery of services to the community.

Service Planning underpins services to:

- Confirm that the current level and type of service delivered is in accordance with Council's strategic direction, as outlined in 'Campaspe Tomorrow'
- Determine the purpose of each service, and in instances where services do not align with Council's strategic direction, investigate the reasons for any difference, and/or:
  - determine the community need for the service to be delivered, and
  - determine if Council is the most appropriate agency to deliver the service,
  - identify the most appropriate service model and levels for ongoing delivery of the service,
  - ensure services meet the requirements of external legislation, regulation and guidelines
- Assess effectiveness/ efficiency and quality of the service model
- Seek and consider feedback from the community and service users about the adequacy of, and satisfaction with, services in relation to their needs and expectations
- Identify the community's need for additional or different services
- Identify the community's ability to access other services or programs that would better meet their needs
- Identify services' resource requirements for the longer term
- Have regard to the Service Performance principles, as outlined in the *Local Government Act 2020*.

## Policy Statement

When making a service delivery related decision, Council and its officers will have regard to the principles documented in this policy. This policy provides Council and staff with a framework to administer and manage the service analysis and planning process to ensure responsible and sustainable decisions are made.

## Objectives of Service Planning

Objectives of Council's Service Planning program are:

- To develop a clear understanding and agreement on the purpose, and desired outcomes of the service
- To develop an accurate forecast of the likely future costs associated with the delivery of individual services, to support long term financial planning
- To inform new and upgrade capital works planning, and renewal demand, maintenance and operation costs relative to the assets and resources required to support Council's service provision
- To support Council decision making regarding:

- The range of services Council will provide
- The link between these services and Council's Vision and Council Plan, including the Long Term Financial Plan, the funding approach and implications
- The strategic intent of the service, service model and level of service
- To explore a range of funding options to support service delivery
- To confirm the true cost and benefits of delivering services
- To establish a process for the regular review of the service delivery approach and model
- To regularly publish the results and the outcomes of service reviews
- To identify service provision demand trends, and changes and the implications these may have for the service now and into the future.

Council Policy

### Service Planning Principles

- Council will regularly review the strategic intent of services and its role in service delivery. Council acknowledges that services must meet current and future community need. Council must determine the degree to which it is responsible for meeting that need within the context of other levels of government legislation and regulations, Council's strategic direction, Council's financial capability, social and environmental sustainability. Services must use resources efficiently and effectively and care must be taken to not duplicate services already provided for by others. Council must focus on services that create the best outcomes for the community within resources available.
- Council will regularly review the service model, including service delivery model of each service to ensure that it effectively supports the strategic intent of a service, is financially sustainable, is socially equitable and is environmentally sustainable and efficient.
- Council will regularly review levels of service to ensure that they are effective, efficient, and are appropriately resourced. Council shall commit to providing appropriate resourcing for the adopted levels of service.
- In reviewing a service, the linkages between services (including internal support services) will be considered, including the implications of any recommended service change options on associated service/s.
- Council will plan to be sustainable in the short and long term. Where possible, Council will consider long term implications of any service change, or lack of change, such as negative social, environmental or financial sustainability impacts on Council or the community.
- Service planning will drive responsible decisions regarding the renewal, upgrade or the construction of new assets. Decisions about assets are first driven by service delivery.
- Emphasis will be placed on providing effective services, and in order to use Council's resources for the largest benefit possible for the community, services will also be delivered in an efficient manner.
- Services will be planned using evidence of community need and what works.
- Council will consider all of the above principles when considering introducing new services.

Council Policy

Council Policy

Council will abide by the Service Performance Principles within the *Local Government Act 2020*. The Service Performance Principles are:

- a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;
- b) services should be accessible to the members of the municipal community for whom the services are intended;
- c) quality and costs standards for services set by the Council should provide good value to the municipal community;
- d) a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;
- e) service delivery must include a fair and effective process for considering and responding to complaints about service provision.

Council Policy

**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**

Asset	A physical item that is owned or controlled by Council and supports the provision of services to the community.
Asset Management	The process applied to manage assets over each stage of their service life from asset needs analysis, creation, operation, maintenance, renewal and disposal. The objective of asset management is to meet a required level of service in the most cost effective manner through the management of assets for present and future needs of members of the community.
Service Performance Principles	Refers to the principles outlined in the <i>Local Government Act 2020</i> , Section 106, which Councils required to comply with, when undertaking planning for Council services and activities. The principles are listed in this Policy.
Individual(s)	A resident(s) and/or service user(s) of the municipality.
Long Term Financial Plan ('LTFP')	Financial planning processes of ensuring the objectives of council are matched by an appropriate resource plan. The LTFP is revised annually to ensure ongoing alignment with Council's Vision and Council Plan.
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Service Level	In service planning is defined as the 'amount of an activity' provided by a service.
Service Model	Describes the activities of a service and how, where and when they are delivered.
Workforce Planning	The process of determining the staff resourcing requirements, both in terms of numbers and skill mix, of Council in the medium and long term future, in order to support the strategic delivery of Council's Vision and Objectives.

Council Policy

Council Policy

Council Policy

Council Policy

**Related Legislation**

The Service Planning policy has been developed with reference to relevant federal and state government legislation, in particular the *Local Government Act 2020*. Specific legislation pertaining to an individual service will be considered in developing each service plan.

**Related Policies, Procedures and Strategies**

Campaspe Service Planning Guide

**Attachments**

Nil

**Review Period**

Three years

**Responsible officer**

Manager Governance & 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.

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Adopted	27 June 2017	Minute Book Reference No 1572 (Item 6.4)
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Revised	22 February 2021	Administrative update to apply consistent references to Campaspe Shire Council ('Council')

Chief Executive Officer: .....

Date: .....

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# Campaspe Service Planning

<b>Council Policy Number</b>	<b>155</b>
Date adopted	18 February 2020
Scheduled for review	February 2023



Council Policy

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## Purpose

To articulate Campaspe Shire Council's ('Council') commitment to service planning and establish a framework to ensure service planning is undertaken in a structured, consistent, considered, cost effective and financially sustainable manner across the whole of the organisation. Importantly, implementation of this policy is to demonstrate to the community that sound service planning practices underpin Council's approach to planning and delivery of services to the community.

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  - determine if Council is the most appropriate agency to deliver the service,
  - identify the most appropriate service model and levels for ongoing delivery of the service,
  - ensure services meet the requirements of external legislation, regulation and guidelines
- Assess effectiveness/ efficiency and quality of the service model
- Seek and consider feedback from the community and service users about the adequacy of, and satisfaction with, services in relation to their needs and expectations
- Identify the community's need for additional or different services
- Identify the community's ability to access other services or programs that would better meet their needs
- Identify services' resource requirements for the longer term
- Have regard to the Service Performance Best Value principles, as outlined in the *Local Government Act 2020* ~~1989~~.

## Policy Statement

When making a service delivery related decision, Council and its officers will have regard to the principles documented in this policy. This policy provides Council and staff with a framework to administer and manage the service analysis and planning process to ensure responsible and sustainable decisions are made.

## Objectives of Service Planning

Objectives of Council's Service Planning program are:

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- The range of services Council will provide
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- The strategic intent of the service, service model and level of service
- To explore a range of funding options to support service delivery
- To confirm the true cost and benefits of delivering services
- To establish a process for the regular review of the service delivery approach and model
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- To identify service provision demand trends, and changes and the implications these may have for the service now and into the future.

Council Policy

#### Service Planning Principles

- Council will regularly review the strategic intent of services and its role in service delivery. Council acknowledges that services must meet current and future community need. Council must determine the degree to which it is responsible for meeting that need within the context of other levels of government legislation and regulations, Council's strategic direction, Council's financial capability, social and environmental sustainability. Services must use resources efficiently and effectively and care must be taken to not duplicate services already provided for by others. Council must focus on services that create the best outcomes for the community within resources available.
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- Council will regularly review levels of service to ensure that they are effective, efficient, and are appropriately resourced. Council shall commit to providing appropriate resourcing for the adopted levels of service.
- In reviewing a service, the linkages between services (including internal support services) will be considered, including the implications of any recommended service change options on associated service/s.
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- Service planning will drive responsible decisions regarding the renewal, upgrade or the construction of new assets. Decisions about assets are first driven by service delivery.
- Emphasis will be placed on providing effective services, and in order to use Council's resources for the largest benefit possible for the community, services will also be delivered in an efficient manner.
- Services will be planned using evidence of community need and what works.
- Council will consider all of the above principles when considering introducing new services.

Council Policy

Council Policy

Council will abide by the Service Performance Best Value Principles within the *Local Government Act 2020-1989*. The Service Performance Best Value Principles are:

- a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;
- b) services should be accessible to the members of the municipal community for whom the services are intended;
- c) quality and costs standards for services set by the Council should provide good value to the municipal community;
- d) a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;
- e) service delivery must include a fair and effective process for considering and responding to complaints about service provision.

Council Policy



- a) ~~all services provided by a Council must meet the quality and cost standards required by section 208D;~~
- b) ~~subject to section 3C(2)(b) and 3C(2)(e), all services provided by a Council must be responsive to the needs of its community;~~
- c) ~~each service provided by a Council must be accessible to those members of the community for whom the service is intended;~~
- d) ~~a Council must achieve continuous improvement in the provision of services for its community;~~
- e) ~~a Council must develop a program of regular consultation with its community in relation to the services it provides;~~
- f) ~~a Council must report regularly to its community on its achievements in relation to the principles set out in paragraphs (a), (b), (c), (d) and (e).~~

#### 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

Asset	A physical item that is owned or controlled by Council and supports the provision of services to the community.
Asset Management	The process applied to manage assets over each stage of their service life from asset needs analysis, creation, operation, maintenance, renewal and disposal. The objective of asset management is to meet a required level of service in the most cost effective manner through the management of assets for present and future needs of members of the community.
<del>Service Performance Best Value</del> Principles	Refers to the principles outlined in the <i>Local Government Act 2020</i> <del>1989</del> , Section <del>208B</del> <u>106</u> , which Councils required to comply with, when undertaking planning for Council services and activities. The principles are listed <del>under Section 6.2 of</del> <u>in</u> this Policy.
Individual(s)	A resident(s) and/or service user(s) of the municipality.
Long Term Financial Plan ('LTFP')	Financial planning processes of ensuring the objectives of council are matched by an appropriate resource plan. The LTFP is revised annually to ensure ongoing alignment with Council's Vision and Council Plan.
Program	An ongoing activity or activities, or a process of managing several projects, which is developed and performed to meet a public need and forming part of a service.
Project	An activity which either delivers services or programs but has a clearly defined start and end point and identifiable milestones and achievements.
Service	A group of programs and projects primarily focussed on external recipients, which collectively provide support or guidance to the community in order to achieve the objectives of Council's Vision and the Council Plan. A combination of tangible and intangible benefits that can be produced and consumed.
Service Level	In service planning is defined as the 'amount of an activity' provided by a service.

Council Policy

Council Policy

Council Policy

Council Policy



Service Model	Describes the activities of a service and how, where and when they are delivered.
Workforce Planning	The process of determining the staff resourcing requirements, both in terms of numbers and skill mix, of Council in the medium and long term future, in order to support the strategic delivery of Council's Vision and Objectives.

Council Policy

Council Policy

Council Policy

Council Policy

**Related Legislation**

The Service Planning policy has been developed with reference to relevant federal and state government legislation, in particular the *Local Government Act 1989/2020*. Specific legislation pertaining to an individual service will be considered in developing each service plan.

**Related Policies, Procedures and Strategies**

~~Nil~~ Campaspe Service Planning Guide

**Attachments**

Nil

**Review Period**

Three years  
Strategy

**Responsible officer**

~~Corporate Strategy Manager~~ Manager Governance &

**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 27 June 2017  
Revised 18 February 2020  
Revised 22 February 2021

Minute Book Reference No 1572 (Item 6.4)  
Minute Book Reference No 164 (item 9.3)  
Administrative update to apply consistent references to Campaspe Shire Council ('Council')

Chief Executive Officer: .....

Date: .....

Council Policy

Council Policy

Council Policy

Council Policy

## 8.5.7 Related Party Disclosure (Revoke Policy)

**Directorate:** Corporate

**Responsible Officer:** Manager Corporate & Strategic Planning

**Manager:** Director Corporate

**Attachments:** 1. Policy 165 Related Party Disclosure (Revoke)  
[8.5.7.1 - 9 pages]

### 1. PURPOSE

To seek the revocation of Policy 165 Related Party Disclosure given that it replicates the guidance and compliance requirements for elected members and staff set out within the Australian Accounting Standard AASB 124 Related Party Disclosures.

### 2. RECOMMENDATION

**That Council:**

- a. note that Council's Related Party Disclosure policy replicates the guidance and compliance requirements for elected members and staff set out within the Australian Accounting Standard AASB 124 Related Party Disclosures.
- b. revoke Council's Related Party Disclosure policy.
- c. note that compliance with the Australian Accounting Standard AASB 124 Related Party Disclosures continues to apply to elected members and staff in the absence of Council's Related Party Disclosure policy.

### 3. DISCUSSION

Council's Related Party Disclosure policy was scheduled for review in April 2023. The policy replicates the guidance to elected members and staff in the application of and compliance with the Australian Accounting Standard AASB 124 Related Party Disclosures.

Related Party Disclosure is the notification of any existing or potential related party transactions between Council and either themselves, their close family members or entities controlled or jointly controlled by them or any of their close family members. No matter whether the transaction is monetary or non-monetary.

Noting that the policy implements the Australian Accounting Standard which operates without the need for the policy it is recommended that the policy be revoked.

### 4. CONSULTATION

Internal consultation:

- Executive Leadership Team.

Councillors:

- 6 June 2023 Council Briefing Session.

## **5. STRATEGIC ALIGNMENT**

### **Council Plan 2021-2025**

Nil.

## **6. POLICIES AND RELATED COUNCIL DOCUMENTS**

Nil.

## **7. LEGAL AND STATUTORY OBLIGATIONS**

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

The Australian Accounting Standard AASB 124 Related Party Disclosures guidelines are provided to assist Victorian government departments and other public sector entities with their implementation process for year-end reporting.

The objective of AASB 124 is to ensure that the financial statements contain disclosures necessary to draw attention to the possibility that its financial position and profit or loss may have been affected by the existence of related parties, and by transactions and outstanding balances, including commitments, with such parties.

## **8. FINANCIAL IMPLICATIONS**

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

Nil.

## **9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS**

Nil.

## **10. ISSUES AND RISK MANAGEMENT**

### **Issues:**

Revocation of the policy does not impact or change Council's requirement to comply with the Australian Accounting Standard AASB 124 Related Party Disclosures.

### **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.

## **11. CONFLICT OF INTEREST**

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.

## Related Party Disclosure

<b>Council Policy Number</b>	<b>165</b>
Date adopted	16 April 2019
Scheduled for review	April 2023



### Purpose

This policy outlines what is expected of elected members and staff of Campaspe Shire Council in relation to Australian Accounting Standard AASB 124 *Related Party Disclosures* ('AASB 124').

Specifically, the policy outlines the disclosure requirements under AASB 124 of Key Management Personnel ('KMP'), which includes elected members. It also outlines the procedures Council will follow to collect, store, manage and report on related party relationships, transactions and commitments.

Under the definition of financial statements in the *Local Government Act 1989* all local governments in Victoria must produce annual financial statements that comply with Australian Accounting Standards.

### Policy Statement

#### Summary of the Standard

From 1 July 2016, local governments ('Councils') must disclose related party relationships, transactions and outstanding balances, including commitments, in their annual financial statements.

The objective of the Standard is to ensure that an entity's financial statements contain the disclosures necessary to draw attention to the possibility that its financial position and profit or loss may have been affected by the existence of related parties and by transactions and outstanding balances, including commitments, with such parties.

Council's related parties are likely to include the Mayor, Councillors, Chief Executive Officer, senior executives, their close family members and any entities that they control or jointly control. Any transactions between Council and these parties, whether monetary or not, may need to be identified and disclosed.

#### Links to Legislation and Australian Accounting Standards

There is overlap between the requirements of AASB 124 and the interest provisions in Section 81 of the *Local Government Act 1989*. Beyond the provisions of AASB 124 the *Local Government Act 1989* requires certain disclosures. Council will make these disclosures separately.

Other legislation referred to in this policy include the *Privacy and Data Protection Act 2014* and the *Charter of Human Rights and Responsibilities Act 2006*.

Other Australian Accounting Standards referred to in this policy include AASB 10 *Consolidated Financial Statements*; AASB 11 *Joint Arrangements*; AASB 128 *Investments in Associates and Joint Ventures*.

Council Policy

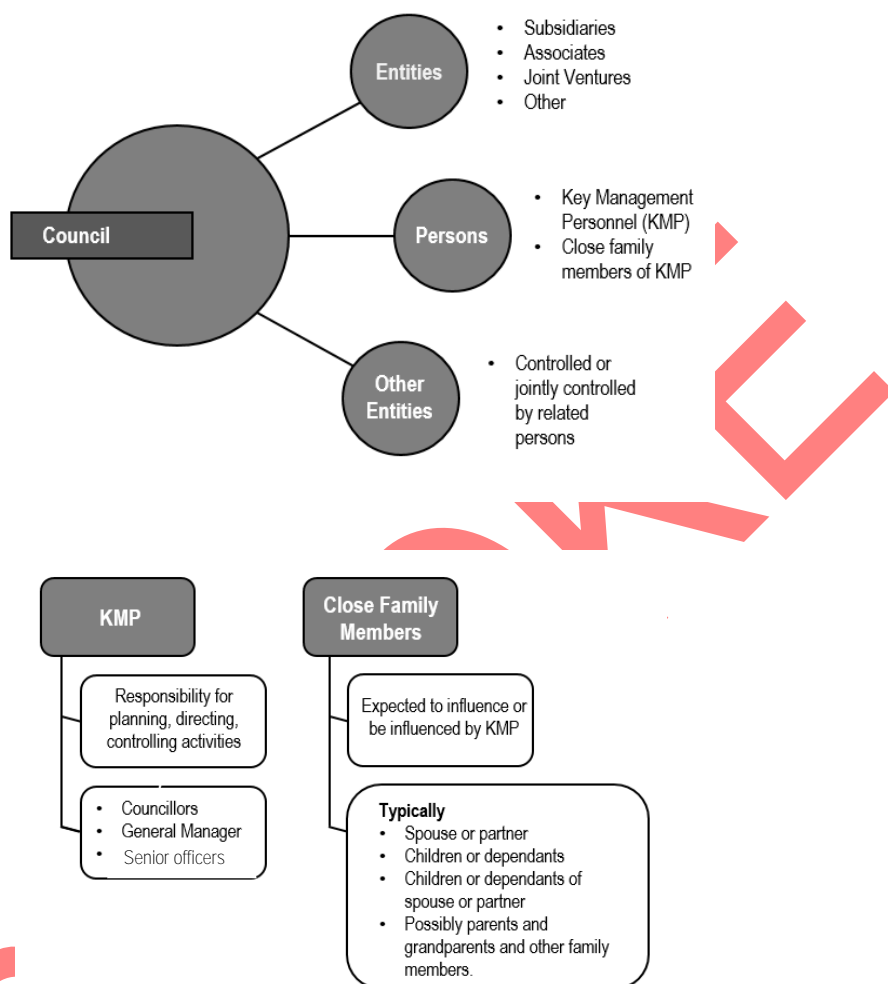
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### Identifying Related Parties

The following diagram gives an overview of common related parties that a Council will have:



1. The Chief Executive Officer will establish, review and maintain a list of Key Management Personnel for Council.

Key Management Personnel (KMP) for Council are:

- the Mayor
  - Councillors
  - the Chief Executive Officer
  - General Managers
  - Those senior officers with significant delegated authority being the Planning and Building Manager, Finance Manager, Assets Manager, Public Environments Manager, Property & Legal Manager and Governance Manager.
2. Those persons identified as KMP will complete an annual declaration which outlines the entities, if any, that are controlled or jointly controlled by that KMP or their close family members and which are likely to have transactions with Council (Appendix 1).

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3. For the purpose of this Policy, Close Family Members includes:
- that person's children and spouse or domestic partner;
  - children of that person's spouse or domestic partner; and
  - dependents of that person or of that person's spouse or domestic partner.

**Example for Guidance (Son of CFO employed by Council)**

*Sunny Shire Council has recently employed Paul's son (George) in the Council's parks and garden's area. Paul is Council's Chief Financial Officer but was not involved in hiring George. This process was managed by the Director of Parks and Gardens and included an independent assessment process. Paul did not have any influence in George securing the job.*

*Paul has been identified as a KMP of Council, which makes him a related party.*

*George will also be a related party of Council because he is a close family member of Paul. The recruitment process that was undertaken for George's position is irrelevant when assessing whether George is a related party.*

**Example for Guidance (Cousin of Mayor)**

*The Mayor of Happy Shire Council (Shelley) has lived in the Shire her whole life. In fact her family has been in the area for over five generations.*

*Shelley's cousin Mavis, owns and operates the local newsagent through a company Happy News Pty Ltd, in which she owns 100% of the shares. Shelley and Mavis have always been close and regularly socialise together.*

*Shelley has been identified as a KMP of Council. From these facts it would appear that Mavis is a close family member of Shelley because she would be expected to influence, or be influenced by, that person in her dealings with Council*

*Both Mavis and the company she controls, Happy News Pty Ltd would therefore be related parties of Council. Any transactions that the Council makes with the newsagent would need to be separately identified and may need to be disclosed.*

4. It is the responsibility of the Chief Executive Officer to seek a declaration upon a change of KMP.
5. All KMPs will be asked to provide their declarations by the first week in July each year covering the previous financial year.
6. It is the responsibility of all identified KMP to update their declaration should they become aware of a change, error or omission.

**Register of Related Party Transactions**

1. Maintain a Register

The Finance Manager is responsible for maintaining and keeping up to date a register of related party transactions that captures and records the information for each existing or potential related party transaction (including ordinary citizen transactions assessed as being material in nature) during a financial year.

2. Contents of Register

The contents of the register of related party transactions must detail for each related party transaction:

- a) the description of the related party transaction;
- b) the name of the related party;
- c) the name of the related party;
- d) the nature of the related party's relationship with Council;
- e) whether the notified related party transaction is existing or potential;
- f) a description of the transactional documents the subject of the related party transaction.

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The Finance Manager is responsible for ensuring that the information is disclosed in Council's Financial Statements to the extent, and in the manner stipulated by AASB 124.

3. Council will use the declarations of KMP to establish a list of related parties for the purposes of identifying transactions and reporting under AASB 124.
4. Updates will be provided to KMP and Council staff periodically on changes arising from amendments to Australian Accounting Standards, applicable legislation or policy and procedural requirements.

#### Council Entities and Subsidiaries

For the purpose of this policy, entities controlled by Council, jointly controlled by Council or over which Council has significant influence are related parties of Council. Council will need to identify transactions with these entities and may need to make extra disclosure about them in Council's financial statements.

When assessing whether Council has control or joint control over an entity, Council will need to consider AASB 10 *Consolidated Financial Statements* and AASB 11 *Joint Arrangements*. AASB 128 *Investments in Associates and Joint Ventures* details the criteria for determining whether Council has significant influence over an entity.

##### **Example for Guidance (Company that is a related party of Council)**

*Sunny Regional Council (SRC) owns 90% of the shares in Sunny Regional Development Pty Ltd (the company).*

*SRC has assessed that it has control over the company. The company is therefore a related party of SRC because SRC controls it.*

*SRC produces consolidated financial statements which include both a parent entity column and consolidated entity column. In these statements all individually significant transactions between SRC and the company will need to be disclosed. For other transactions that are collectively, but not individually, significant SRC will need to disclose a qualitative and quantitative indication of their extent.*

*SRC must also disclose the nature of its relationship with the company.*

#### Entities Controlled (or jointly controlled) by KMP or their close family members

1. KMP will exercise their best judgement in identifying related parties.
2. KMP, including elected members, will carefully assess the information and examples following before declaring, or not declaring, an entity over which they, or a close member of the family, have control or joint control.

Entities include companies, trusts, joint ventures, partnerships and non-profit associations such as sporting clubs.

When assessing whether or not a KMP or close member of their family controls, or jointly controls, an entity, Council will need to refer to AASB 10 *Consolidated Financial Statements* and AASB 11 *Investments in Associates and Joint Ventures*.

##### **Example for Guidance**

*Mayor is the President of a local football club.*

*The Mayor of Sunny Shire Council is the President of League Heroes Inc, the local football club. This club is overseen by a committee which comprises the President and four other committee members. Each member has a single vote when making decisions at meetings. The committee members are not related and do not have agreements to vote with one another. The club has over 100 members that each have a vote in electing the committee members at the club's annual general meeting.*

*From these facts it would appear that the Mayor does not control or jointly control the football club so it will not be a related party of Council just because the Mayor is the president of the club.*

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**Example for Guidance (Joint control)**

*Fred is the Mayor of Sunny Shire Council and owns 50 per cent of the ordinary shares in Sunny Development Company Pty Ltd (the company). Fred's brother Stan owns the other 50 per cent of ordinary shares. Fred and Stan are the only Directors of the company and have equal voting rights on the board.*

*Fred and Stan have joint control of the company because any decisions require the unanimous consent of them both.*

*Fred will need to include the company on his related party declaration.*

**Related party disclosures by Council**

1. Each year Council will declare the following related party transactions:
  - 1.1. Transactions with Council subsidiaries, by transaction type.
  - 1.2. KMP compensation, including:
    - short-term employee benefits;
    - post-employment benefits;
    - long-term benefits; and
    - termination benefits.
  - 1.3. Transactions with other related parties, including:
    - purchases or sales of goods (finished or unfinished);
    - purchases or sales of property and other assets;
    - rendering or receiving of services;
    - leases;
    - transfers of research and development;
    - transfers under licence agreements;
    - transfers under finance arrangements (including loans and equity contributions in cash or in kind);
    - provision of guarantees or collateral;
    - commitments to do something if a particular event occurs or does not occur in the future, including executory contracts (recognised and unrecognised); and
    - settlement of liabilities on behalf of the entity, or by the entity on behalf of that related party.
  - 1.4. No individual related party transactions under \$125,000 will be disclosed. Transactions of a similar nature will be disclosed in aggregate except when separate disclosure is necessary for an understanding of the effects of a related party transaction on the financial statements of council, having regard to the following criteria:
    - the nature of the related party transaction
    - the significance of the transaction (individually or collectively) in terms of size or value (including where the materiality arises due to the fact that no consideration for the transaction is given or received by Council)
    - whether the transaction is carried out on non-arm's length terms
    - whether the nature of the transaction is outside normal day-to-day business operations.
  - 1.5. Outstanding balances in relation to transactions with related parties, including:
    - Entities controlled by KMPs; and
    - Bad or doubtful debts in respect of amounts owed by related parties.
  - 1.6. Non-monetary transactions such as use of facilities, peppercorn rents.

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2. If a KMP or close associate is named individually in disclosure reports, the KMP will be given a copy of the intended disclosure for review and information purposes. Feedback must be provided within five working days.
3. Council will not capture Ordinary Citizen Transactions ('OCTs') with related parties. Nor will Council disclose non-material transactions.
4. For the purpose of this Policy, example of OCTs are:

**Examples of OCTs**

- Using a council's public swimming pool after paying the normal fee
- Parking fees at rates available to the general public
- Attending council functions that are open to the public
- Fines on normal terms and conditions
- Visiting a council facility on the same terms as members of the public
- Paying rates and utility charges
- Dog registration

**Examples of transactions that are NOT OCTs**

- Purchases or sales of property
- Leases
- Transfers under finance arrangements (eg. Loans)
- Settlement of liabilities
- Infrastructure charges or contributions
- Purchase of goods and services, regardless of conditions
- Employee expenses of close family members of KMP

**Guidance note:**

*OCTs are generally not material transactions because of their nature, and therefore Council may wish to identify them upfront and exclude them from being recorded as a related party transaction (step 3).*

*Note, however, if the OCTs were to occur on terms and conditions that are different to those offered to the general public, the volume of transactions or other qualitative factors of the transactions may become material and give rise to an audit issue if not disclosed. Care needs to be taken in identifying these types of transactions.*

- The list of OCTs will be reviewed periodically with updates provided to KMP.
5. The Chief Executive Officer will assess the materiality of the related party transactions that have been captured prior to disclosure.  
Council does not have to disclose transactions that are not material. In determining materiality, the size and nature of the transaction individually and collectively will be considered and assessment will be made in consultation with the Chief Executive Officer, General Manager Corporate Services and the Finance Manager.
  6. In making disclosures in the annual financial statements Council will include:
    - 6.1. Relationships between a parent and its subsidiaries, irrespective of whether there have been transactions between them.
    - 6.2. KMP compensation in total and for each of the following categories:
      - short-term employee benefits;
      - post-employment benefits;
      - other long-term benefits; and
      - termination benefits.

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- 6.3. Where related party transactions have occurred:
- the nature of the related party relationship; and
  - information about the transactions, outstanding balances and commitments, including terms and conditions.
- 6.4. Separate disclosure in aggregate for each category of related party transactions.
- Note: Transactions that are individually significant, either because of their amount or nature, are included in the aggregate disclosure but also need to be disclosed separately.
- 6.5. The types of transactions disclosed such as:
- purchases or sales of goods;
  - purchases or sales of property and other assets or rendering or receiving property and other assets or rendering or receiving goods;
  - rendering or receiving of services;
  - leases;
  - guarantees given or received;
  - commitments;
  - loans and settlements of liabilities;
  - expense recognised during the period in respect of bad debts; and
  - provision for doubtful debts relating to outstanding balances.

#### Privacy and right to information

Council must comply with the requirements of the *Privacy & Data Protection Act 2014* in the collection, storage, management, disclosure and reporting of information.

A declaration statement from KMP is incorporated into the Declaration of Related Party Transactions Form (Appendix 1) to enable the disclosure and reporting of information in accordance with AASB 124.

#### Guidance note:

*In accordance with the Privacy and Data Protection Act, Council cannot use personal information for purposes other than the reason it is collected.*

#### 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

##### Arm's length terms

Terms between the parties that are reasonable in the circumstances of the transaction that would result from:

- neither party bearing the other any special duty or obligation, and
- the parties being unrelated and uninfluenced by the other, and
- each party having acted in its own interest.

##### Close Family Member

Family members of Key Management Personnel (KMP) who may be expected to influence, or be influenced by, that person in their dealings with the entity. This includes, but is not limited to, that person's spouse or domestic partner; and the children and dependents of that person or that person's spouse or domestic partner.

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<b>Control of an Entity</b>	<p>You control an entity if you have:</p> <ul style="list-style-type: none"> <li>▪ power over the entity;</li> <li>▪ exposure, or rights, to variable returns from involvement with the entity; and</li> <li>▪ the ability to use your power over the entity to affect the amount of your returns.</li> </ul>
<b>Declaration by KMP</b>	<p>An annual declaration of close family members and entities that the KMP or their close family members control or jointly control, as per Appendix 1, updated during the year as necessary.</p>
<b>Entities controlled by KMPs</b>	<p>Entities include companies, trusts, joint ventures, partnerships and non-profit associations such as sporting clubs.</p> <p>You control an entity if you have:</p> <ul style="list-style-type: none"> <li>▪ power over the entity;</li> <li>▪ exposure, or rights, to variable returns from involvement with the entity; and</li> <li>▪ the ability to use your power over the entity to affect the amount of your returns.</li> </ul>
<b>Entities related to Council</b>	<p>Entities controlled by Council, jointly controlled by Council or over which Council has significant influence are related parties of Council</p>
<b>Joint control of an entity</b>	<p>To jointly control an entity there must be contractually agreed sharing of control of the entity, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.</p>
<b>Key Management Personnel (KMP)</b>	<p>Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly. In the council context this includes the Mayor, all Councillors, the Chief Executive Officer, General Managers and Senior Officers with significant delegated authority as outlined in the policy.</p>
<b>KMP Compensation</b>	<p>All employee benefits. Employee benefits are all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered to the entity. It also includes such consideration paid on behalf of a parent of the entity in respect of the entity. Compensation includes:</p> <ol style="list-style-type: none"> <li>a) short-term employee benefits, such as wages, salaries and social security contributions, paid annual leave and paid sick leave, profit-sharing and bonuses (if payable within twelve months of the end of the period) and non-monetary benefits (such as medical care, housing, cars and free or subsidised goods or services) for current employees;</li> <li>b) post-employment benefits such as pensions, other retirement benefits, post-employment life insurance and post-employment medical care;</li> <li>c) other long-term employee benefits, including long-service leave or sabbatical leave, other long-service benefits, long-term disability benefits and, if they are not payable wholly within twelve months after the end of the period, profit-sharing, bonuses and deferred compensation;</li> <li>d) termination benefits; and</li> <li>e) share-based payment.</li> </ol>

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**Materiality**

Information is material when, if omitted or misstated, it could influence decisions that users make on the basis of financial information about a specific reporting entity.

Omissions or misstatements of items are material if they could, individually or collectively, influence the economic decisions that users make on the basis of the financial statements. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances. The size or nature of the item, or a combination of both, could be the determining factor.

**Ordinary Citizen Transactions (OCTs)** Transactions that an ordinary citizen would undertake with Council are usually not material to related party disclosure requirements. OCTs do not apply if the terms and conditions are those offered to the general public.

**Related Party of Council**

People and entities, such as companies, trusts and associations, can be related parties of Council. Most commonly these will be entities related to Council, KMP of Council (including elected members), close family members of KMP and entities that are controlled or jointly controlled by KMP or their close family members.

**Related Party Transaction**

A transfer of resources, services or obligations between a reporting entity and a related party, regardless of whether a price is charged.

**Related Legislation**

*Local Government Act 1989*

*Privacy and Data Protection Act 2014*

**Attachments**

Attachment 1 – Declaration of Related Party Transactions and Content Form

**Review Period**

Four years

**Responsible Officer**

Governance 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 16 April 2019

Minutes Book Reference No Item 7.2, 1050

Revised 22 February 2021

Administrative update to apply consistent references to  
Campaspe Shire Council

Chief Executive Officer: .....

Date: .....

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## 8.6 Infrastructure

### 8.6.1 Petition Response - Request for Upgrade (from gravel to seal) Francis Street, Rochester

<b>Directorate:</b>	Infrastructure
<b>Responsible Officer:</b>	Acting Manager Assets
<b>Manager:</b>	Director Infrastructure
<b>Attachments:</b>	Nil

#### 1. PURPOSE

To inform Council of the outcome of an investigation into the service levels of Francis Street Rochester and provide an informed response to community petition.

The investigation commenced in response to a ratepayer petition with 22 signatories requesting Council upgrade the road & drainage of Francis Street Rochester from a gravel road to a sealed surface. Specifically, the section between Everard & Pascoe Streets.

#### 2. RECOMMENDATION

##### **That Council:**

- 1. Determine to maintain Francis Street (Everard Street to Pascoe Street) at its current service level (gravel road).**
- 2. Advise the first named petitioner by writing that Council has determined that no service level upgrade will be undertaken to Francis Street (between Everard & Pascoe Streets) at this time.**

#### 3. DISCUSSION

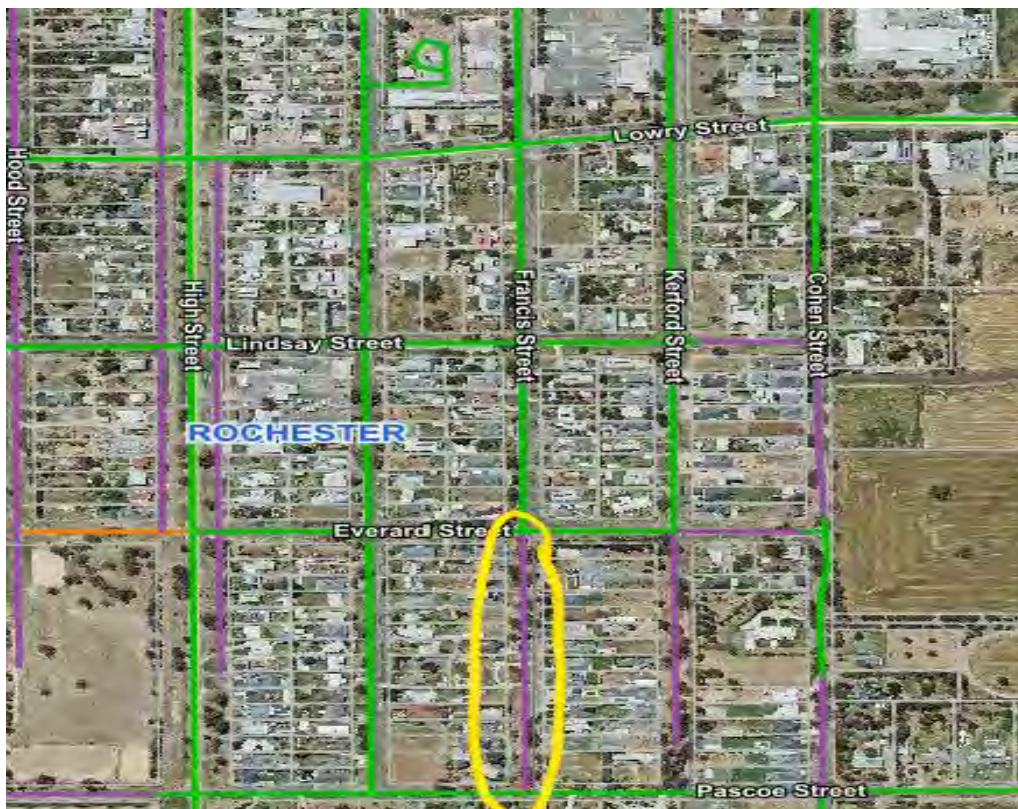
Council received a petition requesting road and drainage improvements for the Southern end of Francis Street, (between Everard & Pascoe Streets) on 11 July 2022.

The petition requests the upgrade of the gravel section to a sealed bitumen surface due to the increased traffic as result of new homes and additional subdivisions in Baynes Street, Rochester which has caused dust and additional wear to the existing road surface.

Francis Street is located on the Eastern side of the township of Rochester between McGregor Street and Pascoe Street. It is approximately 1,500m in length and is classified as an Access Road with approximately 700m of the surface sealed and 800m of gravel surface.

Petitioners are specifically requesting upgrade for the most southern section from gravel to bitumen seal (approximately 330m).





- Yellow highlight represents petition area
- Green lines indicate sealed roads
- Purple lines indicate gravel roads

An investigation was undertaken which looked at the existing conditions, maintenance history, and installed temporary traffic counters to obtain up to date data.

### **Maintenance requests**

In 2016 Council received four reactive requests to address potholes plus a request to clean a drainage pit in 2017. In addition, Council has also carried out 22 inspections in accordance with the Road Management Plan between 2015 to 2022. The outcome of these inspections has resulted in one maintenance grade, four gravel road patching work orders and one sign replacement.

NOTE: As a guide, road upgrades from gravel to seal are considered when maintenance grading is more than 6 times per year (refer Procedure137 Assessing requests for Upgrades to the Road Network)). This road does not meet the advised maintenance requirement for upgrade.

### **Traffic Information**

Two sets of traffic counters were installed on Francis Street between 20 September and 29 September 2022. The counters were located between the intersection of Everard Street and Pascoe Street (refer to aerial image below).



Results of this traffic count indicated the Average Daily Traffic (ADT) is 88 Vehicles Per Day (VPD) of which 12.3% was heavy/commercial vehicle traffic.

NOTE: As a guide, road upgrades from gravel to seal are considered when traffic counts exceed 300 vehicles per day, or 200 vehicles per day with >40% commercial vehicles (refer Council Procedure 137 Assessing requests for Upgrades to the Road Network). This road does not meet the advised traffic requirement for upgrade.

#### **4. CONSULTATION**

##### Internal consultation:

- Infrastructure Development Coordinator
- Director Infrastructure
- Executive Management Group

##### External consultation:

- Not Applicable

##### Councillors:

- 30 May 2023 Council Briefing Session.

#### **5. STRATEGIC ALIGNMENT**

##### **Council Plan 2021-2025**

Not Applicable

#### **6. POLICIES AND RELATED COUNCIL DOCUMENTS**



The requirements of sections 9(2)(a) and (h) of *Local Government Act 2020* have been considered and the following Council Policy and/or relevant law are impacted by this report:

- Council Policy 054 – Requests for Upgrades to the Road Network
- Council Procedure 137 – Assessing requests for Upgrades to the Road Network
- Council Policy 091 – Sustainable Asset Management

**4.2 Council will consider undertaking upgrades to the road network when:**

- a. Traffic counts warrant an improvement
- b. All weather access is required to an existing or proposed residence, business, intensive livestock, dairy or industry
- c. Dust is adversely impacting houses on a gravel road, provided the landowner contributes 50% of the cost of the works
- d. There are adequate funds to carry out the proposed works; priority is given to funding the renewal of existing road infrastructure in preference to improving the level of service of the road network.
- e. There are benefitting landowners willing to contribute to the actual cost of the works, commensurate with the benefit that they receive.

Figure 1: Extract Council Policy 054

For Francis Street (Everard Street to Pascoe Street):

- a. Advised traffic count figures to be considered for upgrade are noted in PR137 (below)
- b. Gravel surface is considered all weather accessible
- c. Petitioners have not indicated a cost share arrangement to date
- d. In accordance with Council Policy 091 Sustainable Asset Management, like for like renewal would take precedence over individual upgrades
- e. Petitioners have not indicated a cost share arrangement

Further details regarding specifics of upgrade justifications can be found in Procedure137:

## **2.2 Upgrade of gravel or earth roads to sealed roads. – decision requirements of Council**

Approval will be given to upgrade an earth or gravel road to a sealed road, provided the applicant pays the full cost of undertaking the work, unless the following applies:

- i. If the total cost to provide a sealed road is less than the total cost to provide a gravel road (over the life of the road), Council may consider contributing funds to the works.
- ii. There is an established wider community benefit, beyond the abutting landowners
- iii. Each year prior to the budget process, an analysis will be undertaken of the costs to maintain and provide gravel roads compared to sealed roads.

As a guide, any gravel road that has more than:

- a. 300 vehicles per day, or
- b. 200 vehicles per day with more than 40 percent commercial vehicles, or
- c. is graded more than six times per year.

will be analysed and compared to the cost to maintain and provide a sealed road, including sealing gravel shoulders on narrow roads.

If any roads are identified and the costs of providing a sealed road is less than the cost to provide and maintain a gravel road, they may be considered during the budget as new and/or upgrade works.

If the road does not meet the above requirements (a-c), or the Council cannot, or chooses not to fund it, then any improvements must be funded under the "special charge scheme" provisions i.e. costs are assigned based on the standard, those who benefit pay.

Sealing and associated infrastructure works must be constructed to the standard specified in the Infrastructure Design Manual.

Figure 2: Extract PR137

From information received, petitioners have not indicated interest in a cost sharing arrangement. The road segment is not exhibiting excessive maintenance or costs associated with maintain the existing service level and benefit of sealing the road would be isolated to properties on Francis St.

Updated traffic information (88 Vehicles Per Day with 12.3% commercial vehicles) does not meet the guide trigger points to be considered for upgrade.

Without a demonstrated need to upgrade Francis Street (between Everard Street & Pascoe Street), any upgrade will result in Council owning an asset at a higher than necessary service level and potentially increased cost.

Council Policy 091 Sustainable Asset Management discusses the Council's approach to the management of its assets to ensure that today's Council does not burden future generations with unnecessary or inappropriate infrastructure.

- d. Deliver financially sustainable services by prioritising capital expenditure for infrastructure renewal over expenditure for upgrading, expansion or acquisition of assets.
- e. Where necessary projects for upgraded or new assets may be ceased or not entered in to in order to free up resources to renew assets.
- f. Asset upgrade or addition must only take place after reviewing other alternatives for service or asset provision.
  - i. Such review must include whole of life costs; and
  - ii. Assets that can be disposed, retired, sold or downgraded in order to contribute savings or capital to the costs of new or upgraded assets.
- g. Any asset renewal will first consider the requirements of Policy 118 (Asset Rationalisation) to ensure the relevance of the asset, or service it is related to.

Figure 3: Extract Council Policy 091

Policy 091 outlines that renewal should take precedence over upgrade projects, particularly when there is no demonstratable benefit to Council from an OH&S, Strategic or financial perspective.

In summary, following review of existing policy documents and existing road usage, a Council funded upgrade of Francis Street (Everard Street to Pascoe Street) is not recommended by Council Officers.

## 7. LEGAL AND STATUTORY OBLIGATIONS

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

Not applicable.

## 8. FINANCIAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and issues of ongoing financial viability of the Council have been identified within this report.

To upgrade & seal the requested segment of Francis Street (Everard Street to Pascoe Street), Council would need to allocate an estimated budget of \$300,000.

As this is not a collector/through road or servicing any community assets or facilities, any cost benefit would be received solely by residents of Francis Street but funded from Shire wide ratepayers (unless grant funding obtained). This could be seen as inequitable.

## 9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

Upgrade of the road would provide no measurable economic impacts (to Council). Should upgrade proceed, residents of Francis could expect a marginal reduction in vehicle deterioration and maintenance because of the improved surface and ride quality.

There would be an expected reduction in maintenance costs (maintenance grading no longer required), but that would be offset by the large upfront expense to construct the sealed road (expect \$300,000).

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

The section of Francis Street is not a through road or providing access to any community infrastructure or facilities. The beneficiaries of the upgrade are limited to the residents of Francis Street (Everard Street to Pascoe Street).

Upgrade of a road that does not meet Council policy guidelines would set a precedence for other roads in similar situations (e.g.: parallel roads Kerford Street and Cohen Road, or any other gravel road at fringe of an urban town centre).

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no environmental sustainability issues including mitigation and planning for climate change risks have been identified within this report.

The gravel road is already constructed and operational. No change expected to environmental sustainability.

## **10. ISSUES AND RISK MANAGEMENT**

### **Issues:**

Petition request does not meet Council policy guidelines for upgrade.

Should Council wish to go against the policy and approve an upgrade, this could set a precedent for other requests to upgrade the road network that do not meet policy.

### **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.

## **11. CONFLICT OF INTEREST**

In accordance with section 130 of the *Local Government Act 2020*, the officer preparing this report declares no conflict of interest regarding this matter.

## **12. 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*.

## **13. 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.



## 8.6.2 Petition Response - Complete Breen Avenue Kyabram Walkway / Cycleway

**Directorate:** Infrastructure

**Responsible Officer:** Manager Projects & Facilities

**Manager:** Director Infrastructure

**Attachments:**

1. Preliminary Design - Optimised PDF [8.6.2.1 - 10 pages]
2. Breen Avenue Kyabram Walkway/Cycleway Petition Letter [8.6.2.2 - 2 pages]

### 1. PURPOSE

To provide information to Councillors in the consideration of a petition received regarding the Breen Avenue (Kyabram) Shared User Path (SUP) in March 2023.

### 2. RECOMMENDATION

**That Council:**

1. **Note the contents of the petition, 'Complete the unfinished Breen Avenue Section of Kyabram's Walkway / Cycleway' as submitted by Head Petitioner Sandra Brown 6 March 2023.**
2. **Endorse the continued delivery of the current Breen Avenue Shared User Path (SUP) project in the Capital Works Program due for construction in late 2023.**

### 3. DISCUSSION

To provide information to Councillors in the consideration of a petition received regarding the Breen Avenue (Kyabram) Shared User Path (SUP) in March 2023.

#### Background

On 6 March 2023 a petition of 253 valid signatures was presented by Sandra Brown of Kyabram strongly urging;

*"Campaspe Shire Council to complete the unfinished Breen Avenue section of Kyabram's dual walkway / cycleway."*

There were two reasons for the request:

1. *The unacceptably long delay in completion of the shared pathway project.*
2. *The dangers posed to pathway users along the missing section in Breen Avenue.*

#### Discussion

The Breen Avenue SUP is a current project on Council's Capital Works Program with an allocated total budget of ~\$979,000. This project, running along the northern side of Breen Avenue in the railway reserve, is being delivered. Previous to this there has been concept exploration, and a design only project in 2015/16FY which did not progress.



The current project first came on to the adopted program in the 2019/20FY and has experienced delays. It is acknowledged that resourcing, achieving an agreed alignment and design, and gaining the various layers of approval required from external agencies, has taken longer than expected and extended the project timeline.

However, the project has made good progress over the last few months, and a tender for construction has now been advertised. This tender is slated to close 30 June 2023, with final planning approvals being undertaken concurrently. The project is expected to commence construction in the last half of 2023.

Regarding the second point raised in the petition around pedestrian and cyclist safety; Council is acutely aware of the need to improve the current situation and is committed to achieving this outcome in delivering the Breen Avenue SUP which is currently at tender.

#### **4. CONSULTATION**

##### Internal consultation:

- Manager Assets
- Director Infrastructure

##### External consultation:

- NA

##### Councillors:

- 30 May 2023 Council Briefing Session.

#### **5. STRATEGIC ALIGNMENT**

##### **Council Plan 2021-2025**

##### **Well planned places**

Improved walkability and cyclability within townships

##### **Growing quality of life**

Communities have a say on local infrastructure and attractions that stimulate engagement and activity

As demonstrated by the receipt of the petition the Kyabram community are ardent supporters and advocates for effective and safe pedestrian and cycling paths within and around the township.

#### **6. POLICIES AND RELATED COUNCIL DOCUMENTS**

Active Transport Strategy - June 2019

#### **7. LEGAL AND STATUTORY OBLIGATIONS**

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

#### **8. FINANCIAL IMPLICATIONS**

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

The Breen Avenue Shared User Path is a budgeted project on the adopted 2022/23 Capital Works Program. Due to delays in the project process, including extended timeframes in obtaining external approvals, the project will carry forward and be delivered in the 2023/24 FY.

## 9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

The Active Transport Strategy seeks to dramatically increase the number of people walking and cycling in Campaspe. These aspirations align with the broader goals and objectives to establish a thriving, healthy, sustainable, prosperous and engaged region. Breen Ave SUP is a project under this strategy.

The requirements of Section 9(2)(c) of Local Government Act 2020 have been considered and no negative environmental sustainability, social or economic issues have been identified.

## 10. ISSUES AND RISK MANAGEMENT

### Risk:

Risk	Likelihood	Consequence	Rating	Mitigation action
External authorities do not give final approval for the project to progress.	Unlikely	Moderate	Moderate	The external agencies have informed the design process and approved through design development. Final stamp required only.
No contractor interest in contract when tendered.	Unlikely	Minor	Low	Repeated tender advertising, use of supplier panels if required.

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.

## 11. CONFLICT OF INTEREST

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.

In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.

## 12. 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.

## 13. 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.

# CAMPASPE SHIRE COUNCIL BREEN AVENUE SHARED PATH

LOCATION:  
KYABRAM, VICTORIA

PRELIMINARY

- GENERAL NOTES
1. ALL DIMENSIONS ARE IN METERS. LEVELS ARE TO AUSTRALIAN HEIGHT DATUM UNLESS OTHERWISE NOTED.
  2. ALL WORKS SHALL BE CARRIED OUT IN ACCORDANCE WITH THE SPECIFICATIONS AND TO THE SATISFACTION OF THE CAMPASPE SHIRE COUNCIL. IN THE EVENT THESE SPECIFICATIONS DO NOT SATISFY THE REQUIREMENTS OF THE CAMPASPE SHIRE COUNCIL, THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING THE NECESSARY APPROVALS FROM THE CAMPASPE SHIRE COUNCIL.
  3. STANDARDS OR VARIOUS SPECIFICATIONS FOR SOLAR WORKS.
  4. ALL WASTE MATERIAL, RUBBER AND SPILL SHALL BE REMOVED FROM SITE.
  5. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE COST TO SUPPLY A 200MM DEEP MESSURE.
  6. THE CONTRACTOR SHALL PREPARE A SUITABLE TRAFFIC MANAGEMENT PLAN AND APPROVALS FROM THE CAMPASPE SHIRE COUNCIL.
  7. CONSTRUCTION COMPLETION DATE SHALL BE DETERMINED BY THE CONTRACTOR.
  8. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE COST TO SUPPLY A 200MM DEEP MESSURE.
  9. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE COST TO SUPPLY A 200MM DEEP MESSURE.
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  22. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE COST TO SUPPLY A 200MM DEEP MESSURE.



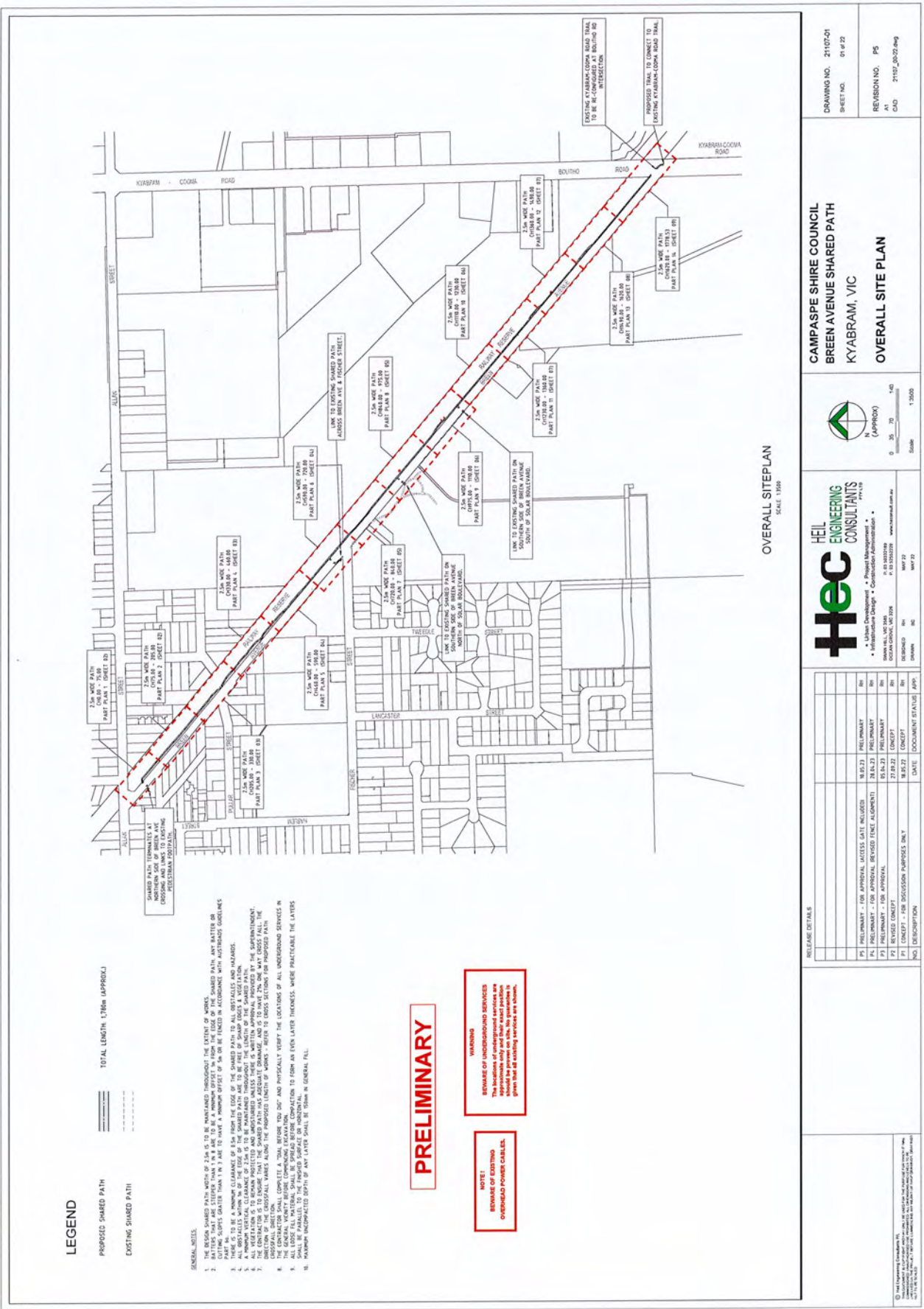
- Urban Development
- Project Management
- Infrastructure Design
- Construction Administration

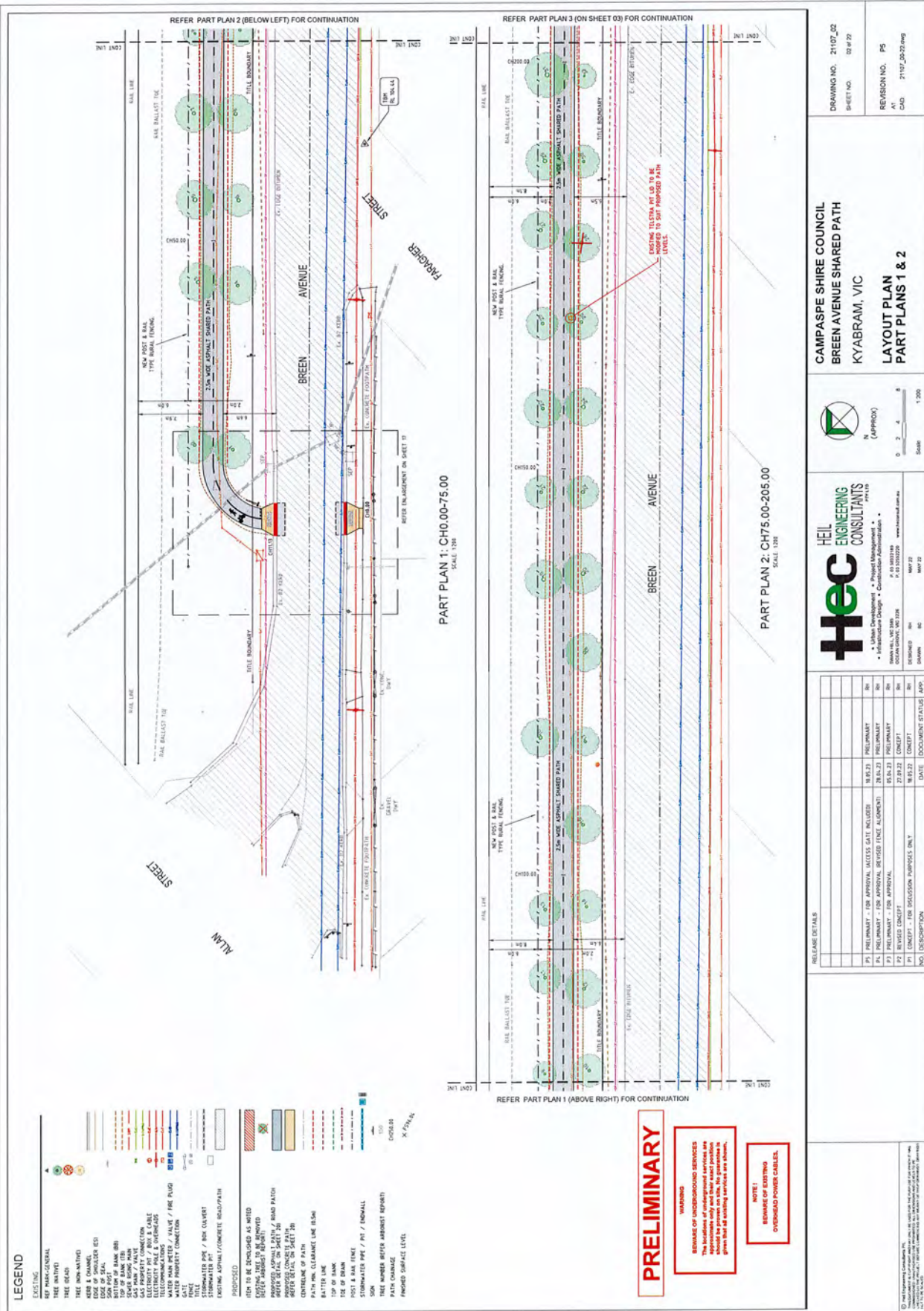
RELEASE DETAILS			
REV	DESCRIPTION	DATE	DOCUMENT STATUS
P5	PRELIMINARY - FOR APPROVAL (ACCESS GATE INCLUDER)	18.05.23	PRELIMINARY
P4	PRELIMINARY - FOR APPROVAL (REVISED FENCE ALIGNMENT)	28.06.23	PRELIMINARY
P3	PRELIMINARY - FOR APPROVAL	05.06.23	PRELIMINARY
P2	REVISED CONCEPT	27.09.22	CONCEPT
P1	CONCEPT - FOR DISCUSSION PURPOSES ONLY	18.05.22	CONCEPT
REV	DESCRIPTION	DATE	DOCUMENT STATUS

Drawing Number	Sheet Number	Plan Title
21107_00	00	COVER SHEET, DRAWING INDEX & GENERAL NOTES
21107_01	01	OVERALL SITE PLAN
21107_02	02	LAYOUT PLANS - PART PLANS 1 & 2
21107_03	03	LAYOUT PLANS - PART PLANS 3 & 4
21107_04	04	LAYOUT PLANS - PART PLANS 5 & 6
21107_05	05	LAYOUT PLANS - PART PLANS 7 & 8
21107_06	06	LAYOUT PLANS - PART PLANS 9 & 10
21107_07	07	LAYOUT PLANS - PART PLANS 11 & 12
21107_08	08	LAYOUT PLANS - PART PLAN 13
21107_09	09	LAYOUT PLANS - PART PLAN 14
21107_10	10	LONGITUDINAL SECTIONS 1
21107_11	11	LONGITUDINAL SECTIONS 2
21107_12	12	LONGITUDINAL SECTIONS 3
21107_13	13	PATH CROSS-SECTIONS 1
21107_14	14	PATH CROSS-SECTIONS 2
21107_15	15	PATH CROSS-SECTIONS 3
21107_16	16	PATH CROSS-SECTIONS 4
21107_17	17	INTERSECTION DETAILS 1
21107_18	18	INTERSECTION DETAILS 2
21107_19	19	TYPICAL CONSTRUCTION DETAILS 1
21107_20	20	TYPICAL CONSTRUCTION DETAILS 2
21107_21	21	TYPICAL CONSTRUCTION DETAILS 3
21107_22	22	VEHICLE TURNING MOVEMENT PLAN

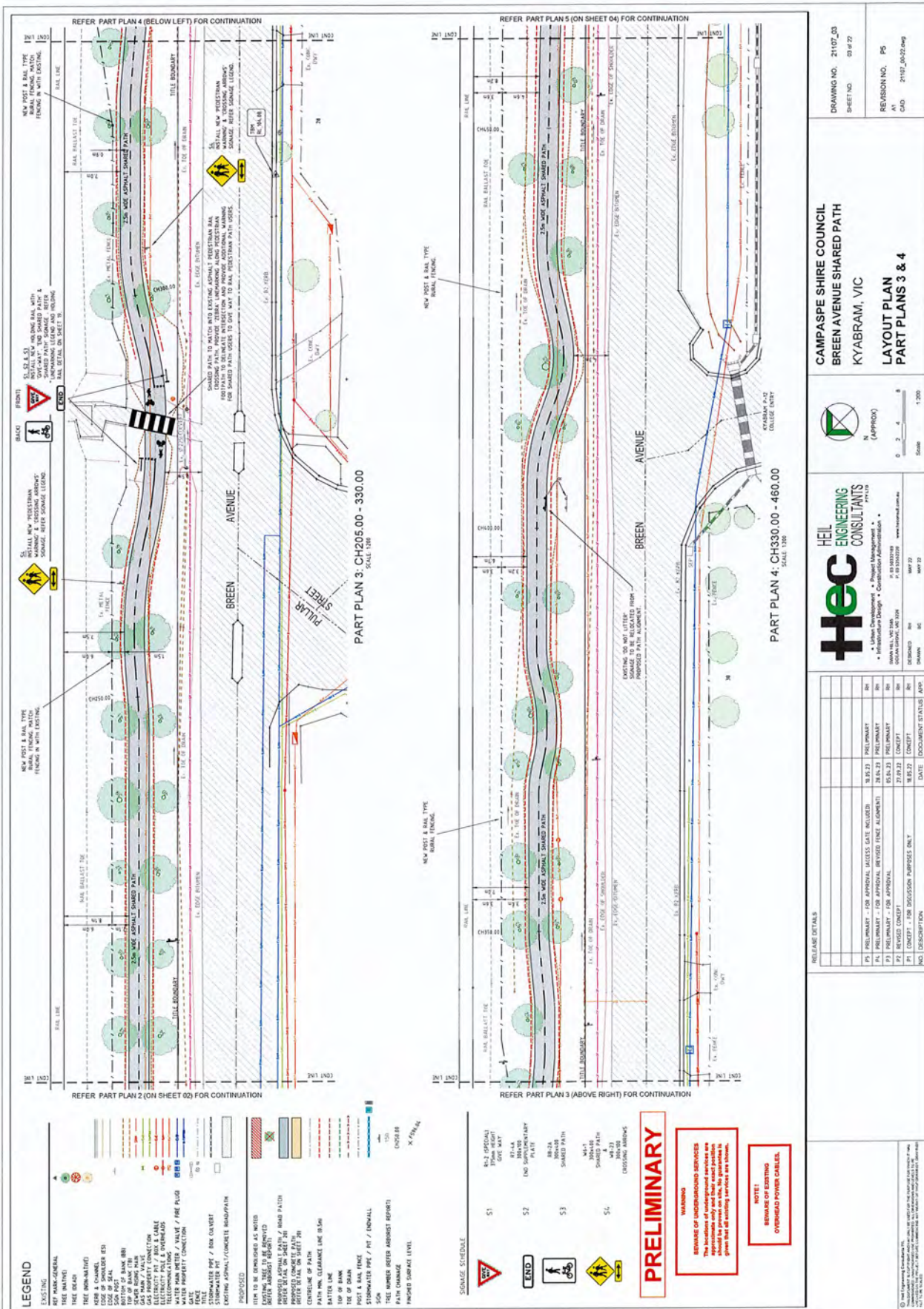
HOLD POINTS / WITNESS	
THE CONTRACTOR SHALL PREPARE AND SUBMIT A TRAFFIC MANAGEMENT PLAN INCLUDING TRAFFIC MANAGEMENT	HOLD POINTS / WITNESS
THE CONTRACTOR SHALL SET OUT THE SURFACE LEVELS, GRADIENTS AND FINISH	HOLD POINTS / WITNESS
PRIOR TO PLACEMENT OF BASE MATERIAL	HOLD POINTS / WITNESS
PROVIDE 1 WEEKS NOTICE TO THE PROJECT MANAGER	HOLD POINTS / WITNESS
PRIOR TO PLACEMENT OF FINISH LAYERS	HOLD POINTS / WITNESS
PROVIDE 1 WEEKS NOTICE TO THE PROJECT MANAGER	HOLD POINTS / WITNESS
FINAL INSPECTION	HOLD POINTS / WITNESS



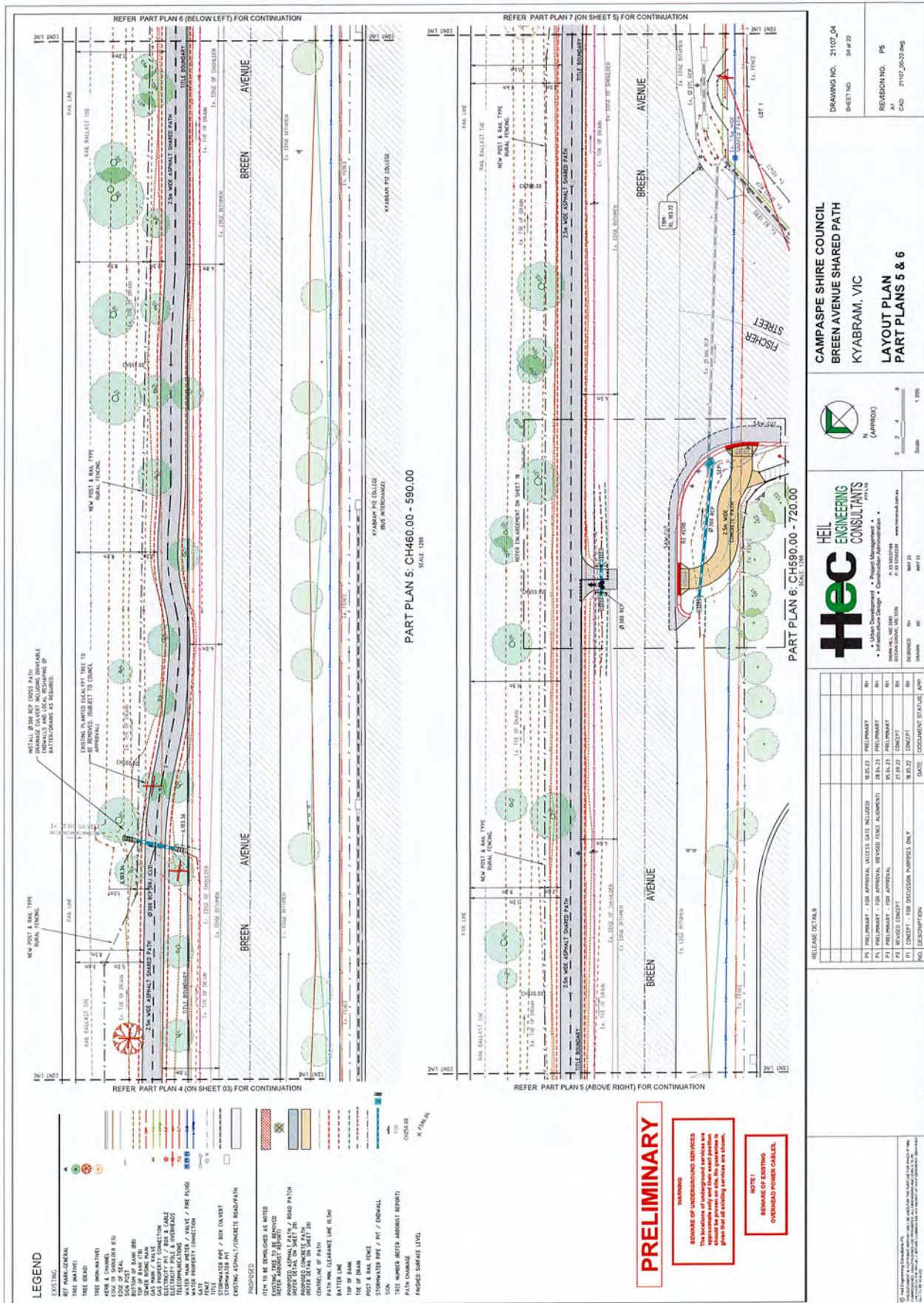




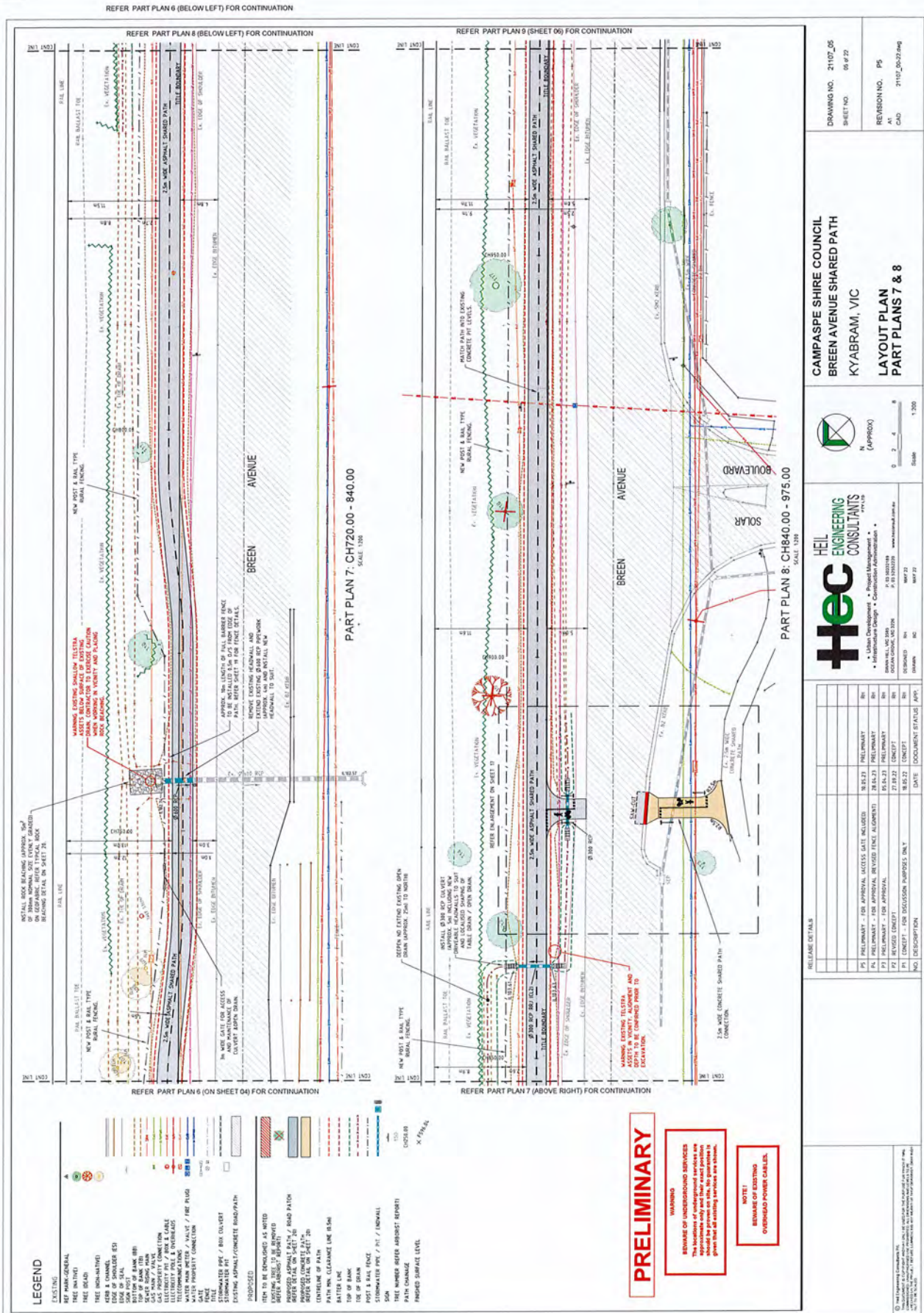




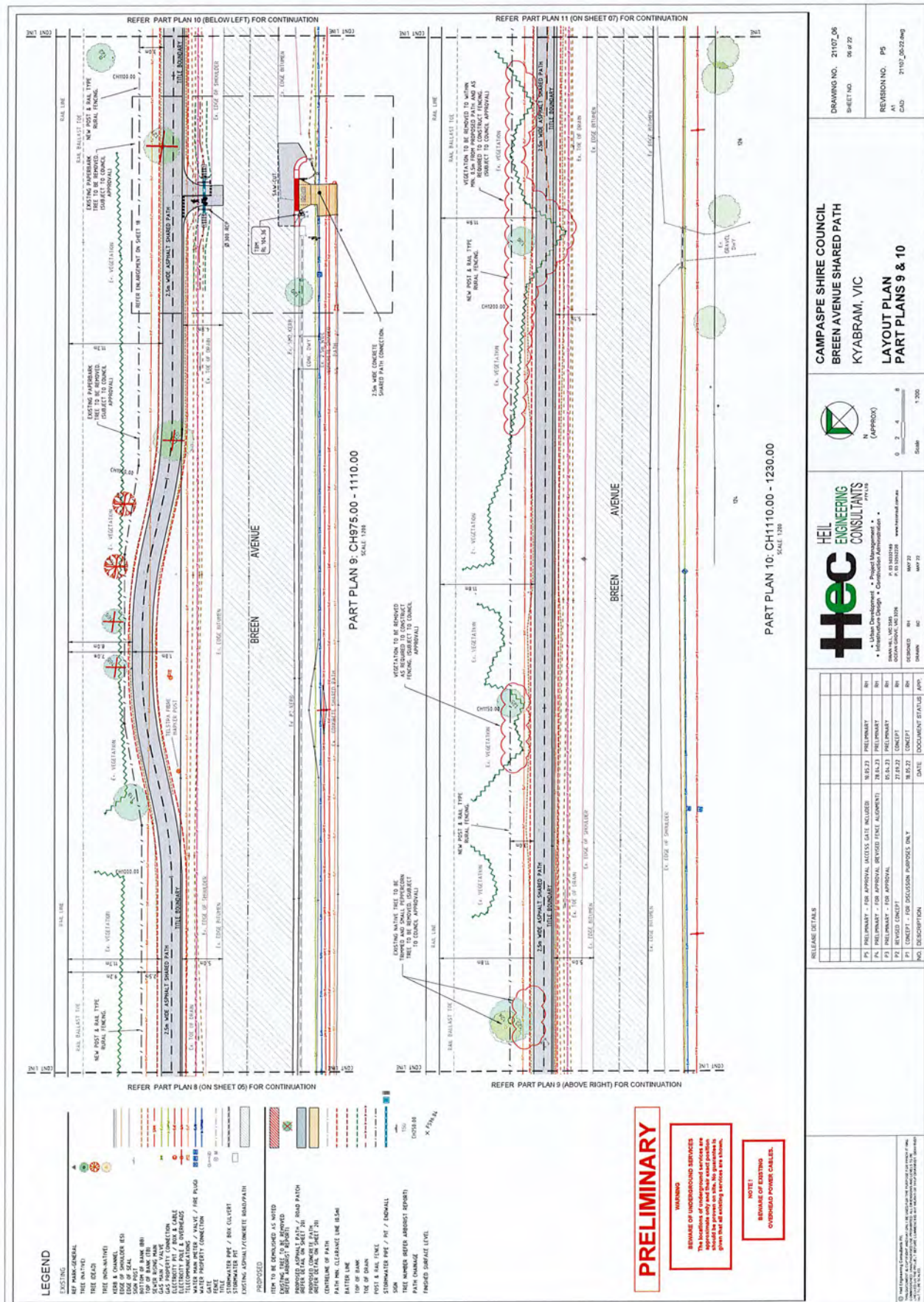




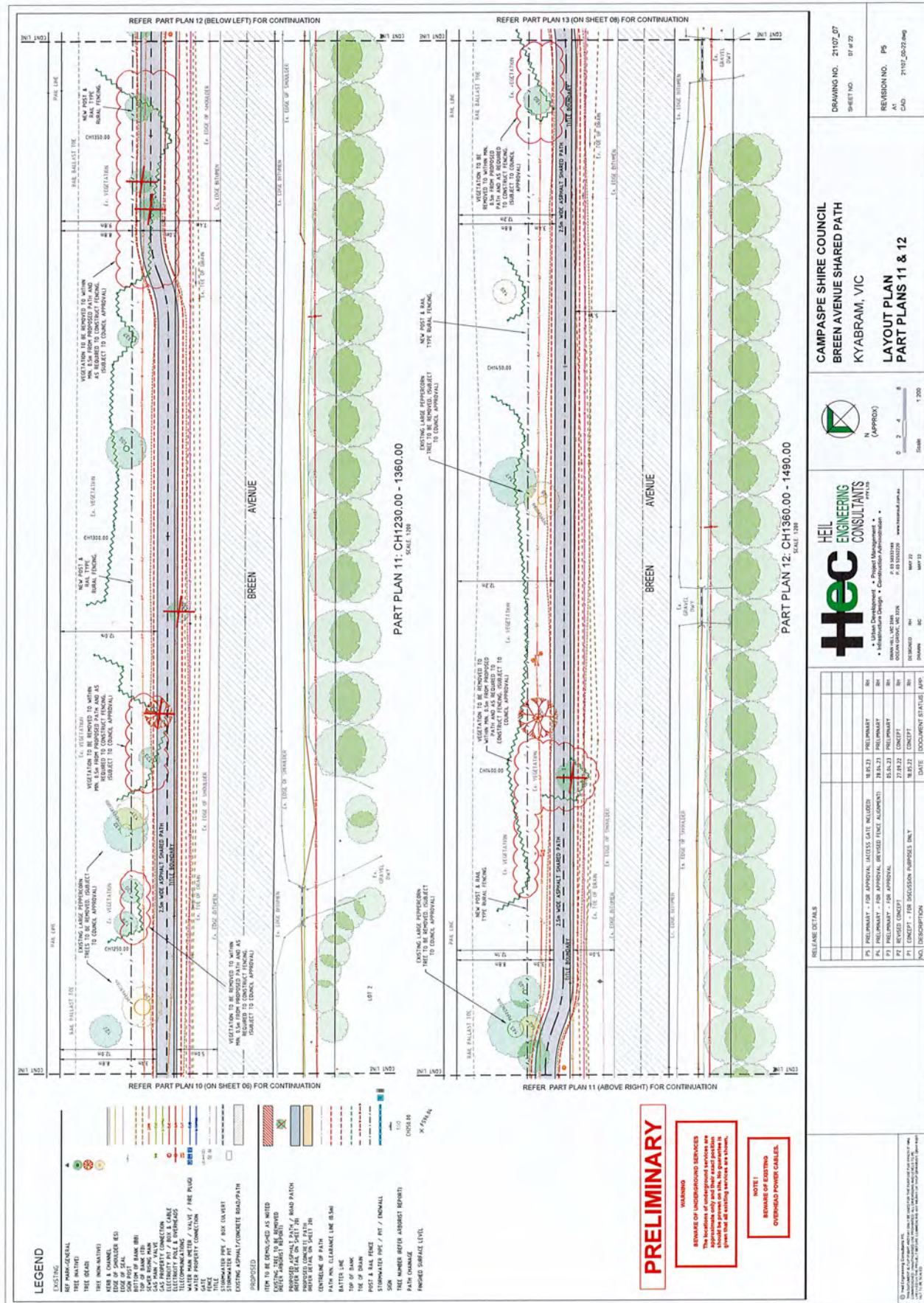




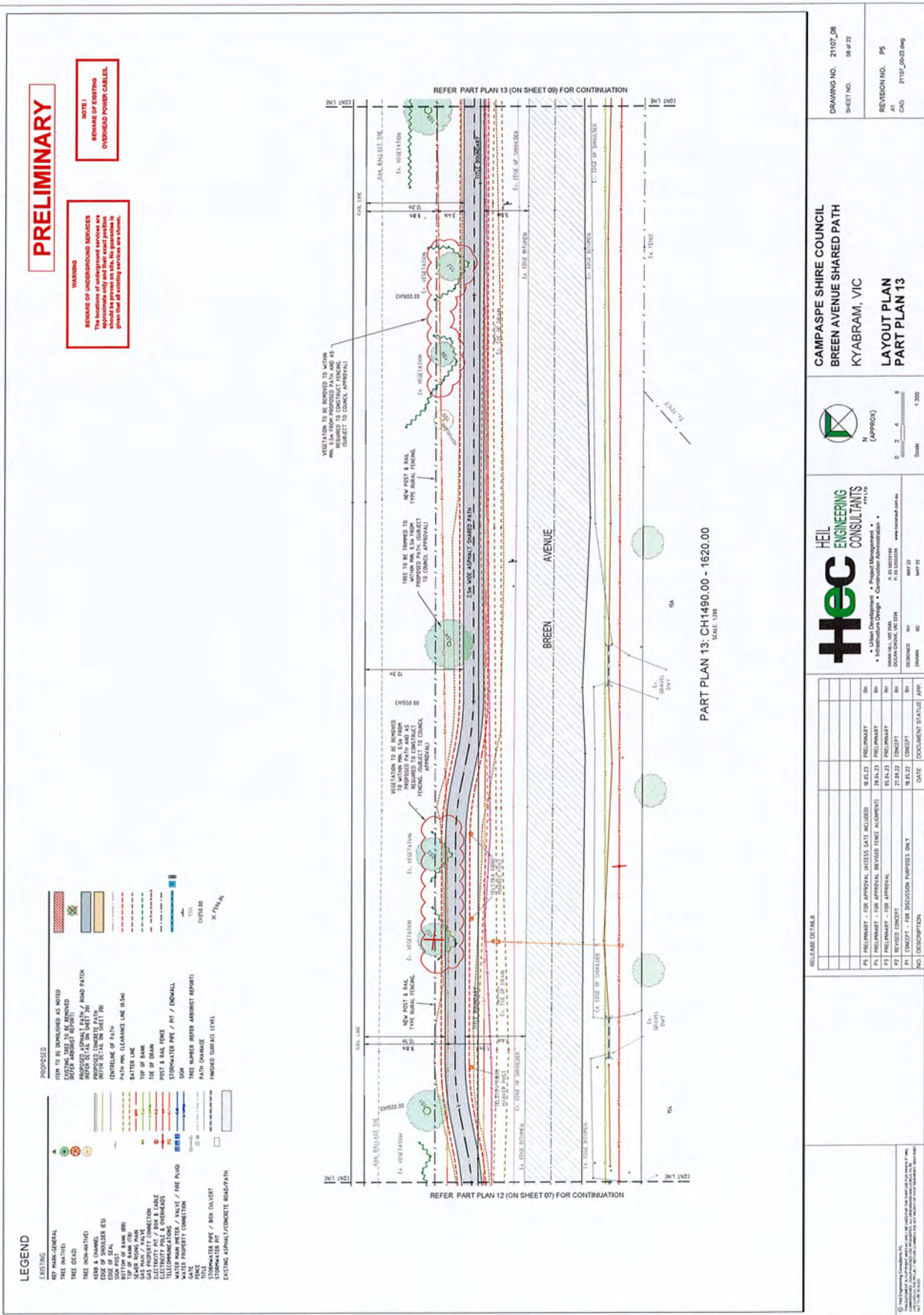


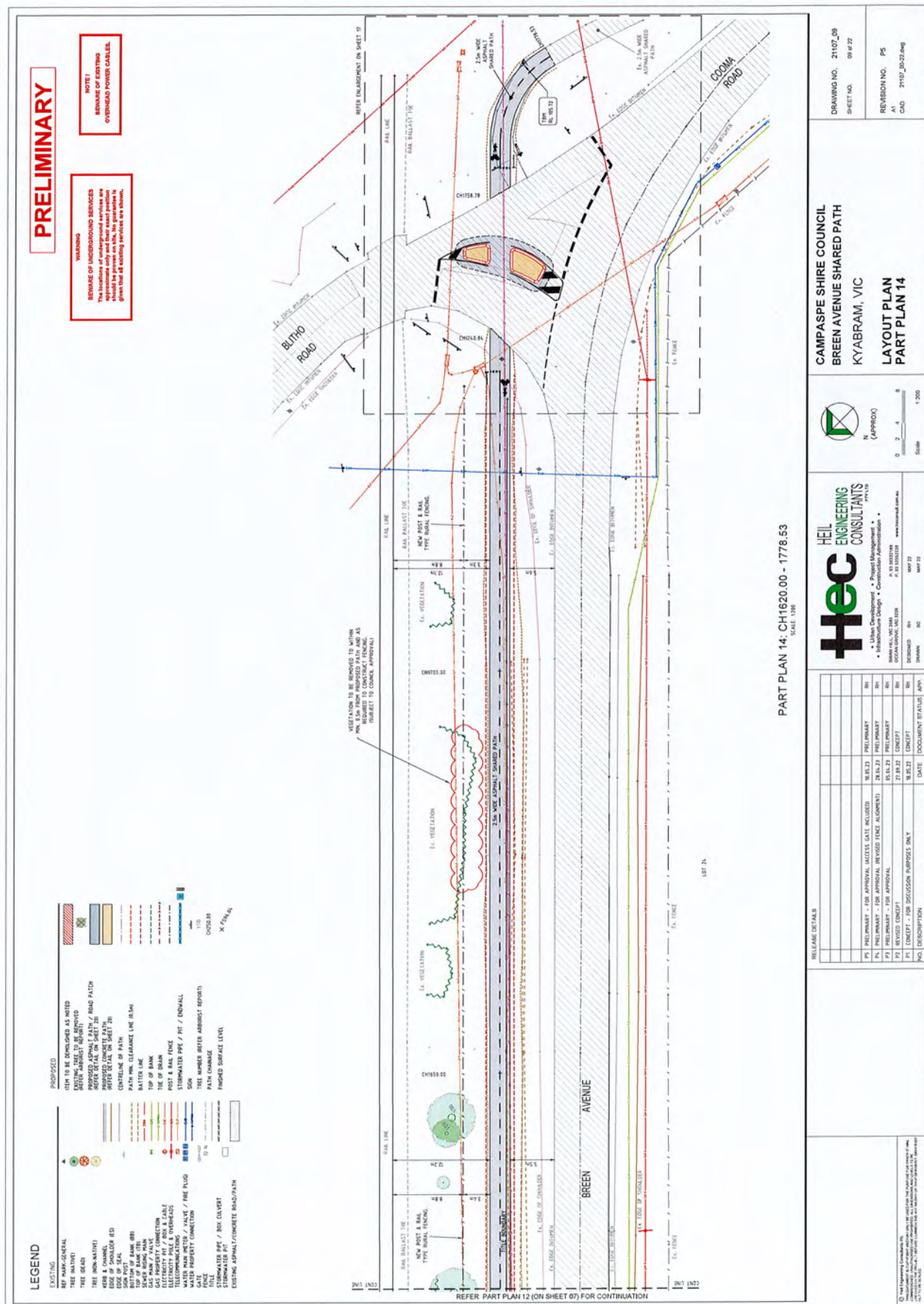











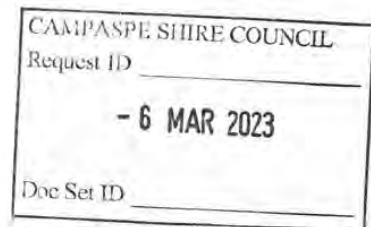






March 6, 2023

Campaspe Shire Council,  
2 Heygarth St,  
ECHUCA VIC 3564



**ATTENTION: Ms PAULINE GORDON, CEO.**

Dear Ms Gordon,

As chief petitioner of the attached petition, I strongly urge Campaspe Shire Council to complete the unfinished Breen Avenue section of Kyabram's dual walkway/cycleway.

There are two reasons for this request ...

1. The unacceptably long delay in completion of the shared pathway project,
2. The dangers posed to pathway users along the missing section in Breen Avenue.

#### LONG DELAYS

A 3km section of shared pathway was opened 10 years ago, in December 2013. An additional 1.7km section along Breen Avenue (from Cooma Road to Allan Street) was to be completed soon afterwards, pending approval from VicTrack which owns the land.

But the project stalled for several years and now, almost a decade later, still has not been completed.

While I appreciate that it takes time to negotiate a lease agreement and concept designs with VicTrack, I believe that 10 years has been an unacceptably long time.

cont ... /2

2.

Meanwhile, local bike-riders, joggers and walkers are becoming increasingly frustrated by the long delays and lack of action, and are now calling on Campaspe Shire Council to fast-track completion of the pathway.

#### DANGEROUS SITUATION

The dangerous situation along the missing section in Breen Avenue is also a major concern for pathway users.

Parts of Breen Avenue have 100kph and 80kph speed zones, and the bitumen is only wide enough for two cars to pass each other. Walkers, joggers and cyclists are forced to either share the road with high-speed vehicles, use the narrow road-shoulders along the edge of the bitumen, or walk through long grass and rough terrain between the road and railway line.

The dangers of having bike-riders, joggers and walkers -- and sometimes family groups with young children, pushers and dogs -- sharing a road with fast cars are obvious. While I was collecting signatures for this petition, many parents told me they won't take their children walking or riding around the shared pathway circuit because the unfinished section in Breen Avenue is too dangerous.

It's a potentially lethal situation that has dragged on for far too long.

On behalf of the 900+ people who have signed this petition, I urge Campaspe Shire Council prioritise the completion of Kyabram's shared pathway as soon as possible.



### 8.6.3 Update on Rural Road Rehabilitation projects

<b>Directorate:</b>	Infrastructure
<b>Responsible Officer:</b>	Manager Assets
<b>Manager:</b>	Director Infrastructure
<b>Attachments:</b>	Nil

---

#### 1. PURPOSE

To seek Council's endorsement to remove Mason Road rehabilitation and McColl Road rehabilitation projects from the 2022/23 Capital Works Program and recommend these for inclusion in a future maintenance program as determined by further engineering investigations by the Assets Department.

#### 2. RECOMMENDATION

##### That Council

- 1. endorse removing Mason Road rehabilitation and McColl Road rehabilitation projects from the Capital Works Program 2022/23 and return budget to Council Reserves**
- 2. authorise officers to undertake further engineering investigations into these projects prior to resubmitting to a future budget.**

#### 3. DISCUSSION

Following detailed inspection, rural rehabilitation projects Mason Road and McColl Road were reassessed as being in average condition and not breaching intervention levels to justify full depth rehabilitation. Due to a lack of resources within the Assets Department, several projects have escalated onto the Capital Works Program (CWP) prematurely without an appropriate level of scoping and justification. To address the issue and ensure the program is accurately informed interim measures have now been put in place with the use of a consultant team to vet asset data and undertake the critical ground truthing required to properly inform the CWP.

The following roads on the 2022/23 CWP have been reassessed, and it has been determined that a program of appropriate maintenance treatments should be applied rather than extensive rehabilitation works.

- Mason Road (Budget in current Capital Program \$952k)
- McColl Road (Budget in current Capital Program \$625k)

Consequently ~\$1.577m will be returned to Council Reserves from the 2022/23 Capital Works Program. Mason Road and McColl Road will continue to be inspected and maintained in accordance with the RMP. Any future works will be identified and scoped when intervention level has been reached.

#### 4. CONSULTATION

Internal consultation:

- Manager Projects and Facilities
- Director Infrastructure
- Road Services Engineer

External consultation:

- None

Councillors:

- 6 June 2023 Council Briefing Session.

## **5. STRATEGIC ALIGNMENT**

### **Council Plan 2021-2025**

**Well planned places** Ability to travel safely and easily by road and rail

## **6. POLICIES AND RELATED COUNCIL DOCUMENTS**

Council Policy 091 Sustainable Asset Management

## **7. LEGAL AND STATUTORY OBLIGATIONS**

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

## **8. FINANCIAL IMPLICATIONS**

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

Proceeding with a full rehabilitation of these roads would not be appropriate use of council funds. An outcome in line with current road service levels will be achievable through a more cost-effective treatment.

## **9. ECONOMIC, SOCIAL, AND ENVIRONMENTAL IMPLICATIONS**

The requirements of Section 9(2)(c) of Local Government Act 2020 have been considered and no social, economic and environmental implications for the municipality have been identified with this report.

## **10. ISSUES AND RISK MANAGEMENT**

### **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.

## **11. CONFLICT OF INTEREST**

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.

In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.

## **12. 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.

## **13. 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.

## 8.7 Executive

### 8.7.1 Sale of Land - 7 Greiner Court Tongala

**Directorate:** Communities/ Emergency Management

**Responsible Officer:** Economic Development Manager

**Manager:** Director Emergency Management

**Attachments:**

1. CONFIDENTIAL REDACTED - Sale of 7 Greiner Court Tongala [8.7.1.1 - 1 page]
2. 7 Greiner Court Tongala - Title & Plan - Vol 10671 Folio 112 [8.7.1.2 - 3 pages]

#### 1. PURPOSE

To seek approval for the sale of one parcel of vacant land known as Lot 1 of Plan of Subdivision 430972L, Certificate of Title Volume 10671 Folio 112, 7 Greiner Court, Tongala; to a private purchaser.

#### 2. RECOMMENDATION

**That Council:**

1. Commence the statutory procedures, pursuant to Section 114 of the Local Government Act 2020 for the proposed sale of land being Lot 1 of Plan of Subdivision 430972L, Certificate of Title Volume 10671 Folio 112 known as 7 Greiner Court, Tongala, to a private purchaser (refer to Confidential Attachment 8.7.1.2).
2. If no submissions are received pursuant to Section 114 of the Local Government Act 2020 in respect of the proposal, sell the land being Lot 1 on Plan of Subdivision 430972L, Certificate of Title Volume 10671 Folio 112 known as 7 Greiner Court, Tongala; to a private purchaser (refer to Confidential Attachment 8.7.1.2)
3. Authorise the Chief Executive Officer to sign the Contract of Sale and associated documents subject to the satisfactory outcome of the statutory requirements of section 114 of the Local Government Act 2020.
4. Authorise the Chief Executive Officer to communicate the effect of this Resolution to the extent necessary to give effect to it.

#### 3. DISCUSSION

Council developed the Tongala Industrial Estate in 2002 to stimulate the local economy and encourage employment growth.

The land has been on the open market for many years. Land sales have been slow and this is the last available lot for sale. A local business contacted Council expressing interest in purchasing the land. A formal application was submitted and assessed. The sale price was informed by the current market valuation. This sale will allow a local business to expand, contributing to the growth of the economy and employment.



#### 4. CONSULTATION

##### Internal consultation:

- Property Department
- Planning Department

##### External consultation:

- n/a

##### Councillors:

- n/a

#### 5. STRATEGIC ALIGNMENT

##### **Council Plan 2021-2025**

##### **Flourishing local economy**

A resilient long term economy attractive to local and external investors  
Stimulated economic activity that provides local jobs

Business investment stimulates the local economy, creates market confidence and employment growth.

A sufficient supply of appropriately zoned land encourages new and existing business investment. Council has agreed to undertake a review of the supply and demand for industrial land across Campaspe.

#### 6. POLICIES AND RELATED COUNCIL DOCUMENTS

Industrial Land Sale Policy (30) which stipulates development guidelines and timeframes.

#### 7. LEGAL AND STATUTORY OBLIGATIONS

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

An independent property valuation issued within 6 months has been received and reflected in the sale price.

#### 8. FINANCIAL IMPLICATIONS

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

If adopted, this land sale will generate extra revenue for Council and mean one less asset to manage.

#### 9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

Adopting this land sale will allow a local business to expand their offering (products and services). Currently there is no sand and soil business in Tongala.

#### 10. ISSUES AND RISK MANAGEMENT

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.

#### **11. CONFLICT OF INTEREST**

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.

The Manager preparing this report declares no conflict of interest regarding this matter.

#### **12. 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*.

#### **13. INSTRUMENT OF DELEGATION**

This report is not contrary to existing policies or strategies previously adopted by Council.

08/05/2023, 11:41

Land Registry Document



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The Victorian Government acknowledges the Traditional Owners of Victoria and pays respects to their ongoing connection to their Country, History and Culture. The Victorian Government extends this respect to their Elders, past, present and emerging.

#### REGISTER SEARCH STATEMENT (Title Search) Transfer of Land Act 1958

VOLUME 10671 FOLIO 112

Security no : 124105910929D

Produced 08/05/2023 11:41 AM

#### LAND DESCRIPTION

Lot 1 on Plan of Subdivision 430972L.

PARENT TITLE Volume 10040 Folio 170

Created by instrument PS430972L 22/08/2002

#### REGISTERED PROPRIETOR

Estate Fee Simple

Sole Proprietor

CAMPASPE SHIRE COUNCIL of HARE STREET &amp; HEYGARTH STREET ECHUCA VIC 3564

[AF759281Q](#) 05/04/2008

#### ENCUMBRANCES, CAVEATS AND NOTICES

Any encumbrances created by Section 98 Transfer of Land Act 1958 or Section 24 Subdivision Act 1988 and any other encumbrances shown or entered on the plan set out under DIAGRAM LOCATION below.

#### DIAGRAM LOCATION

SEE [PS430972L](#) FOR FURTHER DETAILS AND BOUNDARIES

#### ACTIVITY IN THE LAST 125 DAYS

NIL

-----END OF REGISTER SEARCH STATEMENT-----

Additional information: (not part of the Register Search Statement)

Street Address: 7 GREINER COURT TONGALA VIC 3621

#### ADMINISTRATIVE NOTICES

NIL

eCT Control 09860V CAMPASPE SHIRE COUNCIL

Effective from 17/03/2014

DOCUMENT END

<a href="#">Home</a>	Account: <b>285100</b>		Authority Fee(GST exclusive): <b>\$0.00</b>	08/05/2023 11:41AM
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[https://www.landata.vic.gov.au/landata.net/img\\_document\\_resp.aspx?searchstring=10671/112&documenttype=title&titleStatus=L&CTC=Y](https://www.landata.vic.gov.au/landata.net/img_document_resp.aspx?searchstring=10671/112&documenttype=title&titleStatus=L&CTC=Y)

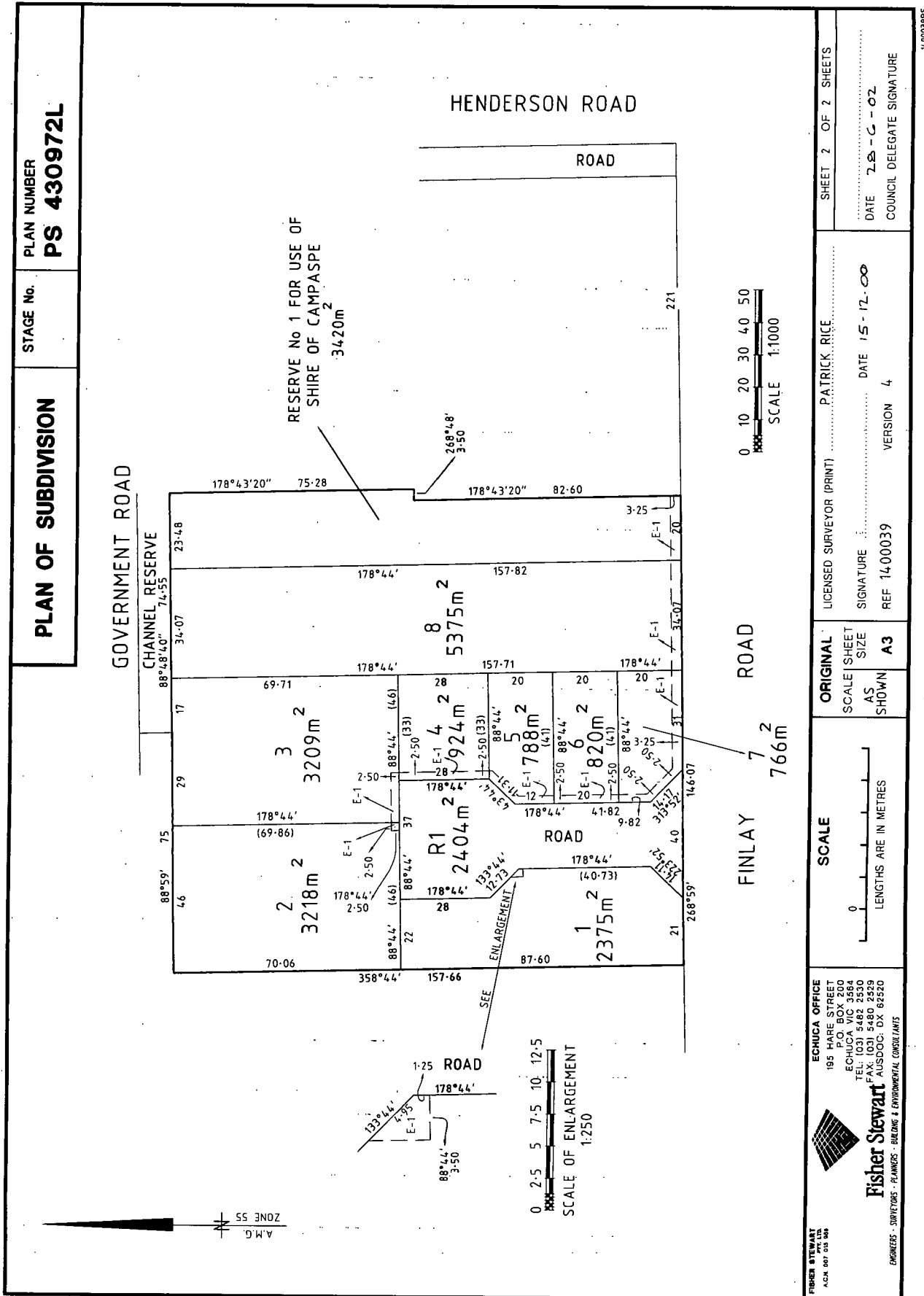
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08/05/2023, 11:41

Land Registry Document

			Service Fee(GST exclusive):	\$0.00
			GST Payable:	\$0.00
			Total:	\$0.00

Your reference: EOforAOF  
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## 8.8 Council Information

### 8.8.1 Notes of Appreciation

**Directorate:** Communities / Emergency Management

**Responsible Officer:** Executive Assistant

**Manager:** Director Emergency Management

#### PURPOSE

To inform Council of the Notices of Appreciation that have been received.

#### RECOMMENDATION

**That Council acknowledge the notes of appreciation as listed.**

The following have been received:

1. Maree Harris, Echuca Moama Community Radio EMFM 104.7 - *"thanks to the Shire and Councillors for designing and implementing the Echuca East Community Precinct Upgrade."*

*"The area has been developed into a beautiful place."*

*"Everybody is enjoying the green spaces, dog park and community buildings, and it's great to see so many little families utilising the children's play park and bar-b-que area."*

*"Thank you once again for all the time and effort that has gone into designing and building this area. It is really something to be proud of."*

2. Tamara Brereton – expressing appreciation for the recent maintenance work carried out at the park around the dam on McLachlan Road, Echuca. *"The latest mowing and whipper snipping have left the park looking outstanding and I wanted to thank you and your team for the fantastic job they did."*

*"As a resident of the area, the latest work performed has made such a difference to the appearance of the park. It is now an aesthetically pleasing and user-friendly area to visit and enjoy."*

*"Once again, thank you for the work carried out in the park. Your team's commitment to keeping it looking good is deeply appreciated."*

3. Wayne & Julie McInnes - *"A big thank you once again to the wonderful team for mowing and topping up the mulch around our reserve in Wisteria St."*
4. Kyabram Urban Landcare Group – thank you for the excellent job of mowing Ern Miles Reserve (off South Boundary Road) prior to the 2022 flood.
5. Lockington & District Living Heritage Complex Inc. - thank you to Belinda Owen and Council for the regular support of Rallies, and this year, its 25<sup>th</sup> was no exception.

*"Your in-kind support of supplying fencing, banners & teardrop flags, plus organising rubbish bins, road signs and items for our shows bags has been appreciated. Also your help and advice helped make timings flow with ease."*

6. Ellie Mandritis, Manager – North Region, Department of Health - *"I would like to thank your Council and Environmental Health team for the support you provide your community,*



*including during the recent flood event. We acknowledge that the event had a significant impact on services and recognise the integral work provided by your staff under challenging circumstances.”*

7. Life Saving Victoria - *“thank you for your contribution towards increasing the swimming and water safety skills of Victorian primary school students by teaching and assessing the competencies of the Victorian Water Safety Certificate (VWSC).”*
8. Brian Walker, Echuca - *“thank you to the street sweeper who came along Pine Street, Echuca today (23/5/2023). He only rang yesterday to request and was appreciative of the quick response.”*
9. Terry Blenkinsop – thank you to Katrina Watson, Customer Service Officer for excellent customer service regarding pet registration.

*“Katrina went over and above sending through photos of our pet’s registration so we could book them into a boarding kennel.”*

*“Many thanks Katrina your efforts were much appreciated.”*

10. Girgarre Primary School – thank you for the prompt response to the request for line marking in the Primary School / Kindergarten car park.
11. Colbinabbin Silo Art Committee – *“thankyou to Campaspe Shire Council, Mayor Mr. Rob Amos and Councillors for their tremendous support given to the recent Colbinabbin silo art Picnic & Wine festival.*

*The success of the event was tremendously supported by Campaspe Shire Council staff, in assisting with event applications, sponsorship and equipment loan, in particular Belinda Owen who directed us so well through the process.*

*The Colbinabbin Silo Art committee look forward to ongoing and working relationships with Campaspe Shire Council.*

12. Anonymous caller – expressing appreciation and gratitude to the prompt clean-up of rubbish dumped on the corner of Service & Mitchell Streets, Echuca. She was very happy with the service.

## 9 Notices of Motion

## 10 Urgent Business

## 11 Confidential Business

### Closure of Public Meeting

#### RECOMMENDATION

That pursuant to the provisions of the *Local Government Act 2020* (the Act), the meeting will now be closed to members of the public in accordance with section 66(2)(a) of the Act to enable consideration to be given to items that contain confidential information as defined in section 3(1) of the Act as follows:

#### 14.1 Court Services Lease

- g) private commercial information, being information provided by a business, commercial or financial undertaking that:
- (i) relates to trade secrets; or
  - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

### Resumption of Public Meeting

## 12 Close Meeting

Pauline Gordon

Chief Executive Officer