



Council Agenda



Date: 15 October 2024

Time: 6:00 pm

Venue: Echuca Civic Centre

Photo Left to Right: Cr Tony Marwood (Deputy Mayor), Cr Colleen Gates, 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 an unscheduled meeting of the Campaspe Shire Council meeting held on Tuesday 15 October 2024, commencing at 6:00 pm online.

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 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.

3 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.

4 Council Decisions

4.1 Office of the CEO

4.1.1 Annual Report

Directorate:	Office of the CEO
Responsible Officer:	Manager Communications
Manager:	Chief Executive Officer
Attachments:	1. Annual Report 2023 - 2024 [4.1.1.1 - 172 pages]
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.
Council Plan Reference:	Enablers The Annual Report reports against the Council Plan for the 2023/24 financial year and provides a report card to the community on Council's achievements.
Other Strategic Context:	Council Plan 2021-2025 The Annual Report reports against the Council Plan for the 2023/24 financial year and provides a report card to the community.

1. PURPOSE

The purpose of this report is for Council to receive the Campaspe Shire Council 2023/2024 Annual Report.

2. RECOMMENDATION

That Council receive the Campaspe Shire Council 2023/2024 Annual Report.

3. BACKGROUND

Campaspe Shire Council has completed its Annual Report for the year ended 30 June 2024, which follows this report.

All Victorian Councils are required to report under the Victorian Government's mandatory system of performance reporting. Section 98 of the Local Government Act 2020 prescribes the information to be included in the Annual Report:

- a report of operations of the Council
- an audited performance statement
- audited financial statements
- a copy of the auditor's report on the performance statement

- a copy of the auditor's report on the financial statements under Part 3 of the Audit Act 1994.

The Report of Operations must contain the following:

- a statement of progress on implementation of the Council Plan, which includes the results of the strategic indicators
- a statement of progress in relation to the major initiatives identified in the budget
- the prescribed indicators of service performance for the services provided by Council and funded in the budget during the financial year, the prescribed measures relating to those indicators and the results achieved in relation to those performance indicators and measures.

The Audited Performance Statement includes the following:

- A description of the municipal district
- Results against Local Government Performance Reporting Framework (LGPRF) prescribed service performance outcome indicators and measures
- Results against LGPRF prescribed financial performance indicators and measures
- Results against LGPRF prescribed sustainable capacity indicators and measures
- An explanation of any material variations between results.

Audited Financial Statements

- This statement is determined by Local Government Victoria format requirements
- The Financial Statements and Performance statement have been audited by Council's external auditors, have been reviewed and endorsed by Council's Audit and Risk Committee, have been approved by Council 'in principle' and have been audited by the Victorian Auditor General's Office (VAGO).
- The audited and signed Financial Statements, Performance Statement and Auditors Opinion Letter have now been received and incorporated into the annual report.

To meet legislative requirements, the annual report must be presented to a council meeting open to the public within 4 months of the end of the financial year. The draft report, missing the Auditors Opinion Letter, was presented at Council's September Ordinary meeting and is now provided in its completed form for Council to receive.

The only content changes to the draft Annual Report presented as part of the September Council report are the inclusion of the VAGO opinion letters to both the Financial Statements and the Performance Statement.

4. STAKEHOLDER ENGAGEMENT

Internal

The document has been completed following input across the organisation and using the quarterly reports as presented to Council, reporting implementation of actions from the Council Plan.

Regular data collection, as part of Council Plan quarterly reporting and the LGPRF reporting requirements have provided the core content.

The Audit & Risk Committee, at its 6 September 2024 meeting reviewed the draft Financial Statements and the draft Performance Statement for the 2023/2024 financial year prior to final audit clearance by the Victorian Auditor General's Office (VAGO).

Council have had the chance to review the draft report content and to speak to it at the September 2024 ordinary meeting prior to the commencement of the election period.

External

Following consideration by Council, residents will be informed by public notice of the Annual Report's preparation and availability for inspection. Copies of the Annual Report will be available via the Shire's website and in hard copy upon request.

5. LEGISLATIVE CONTEXT

Section 98 of the Local Government Act 2020 requires councils to prepare an Annual Report.

6. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

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

The financial statements have been endorsed by Council at its 26 September 2023 meeting and approved by the Victorian Auditor General's Office.

7. ENVIRONMENTAL IMPLICATIONS

Section 9(2)(c) of Local Government Act 2020 and no specific negative economic, social or environmental implications have been identified within this report.

8. OPPORTUNITIES AND 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.



Annual Report

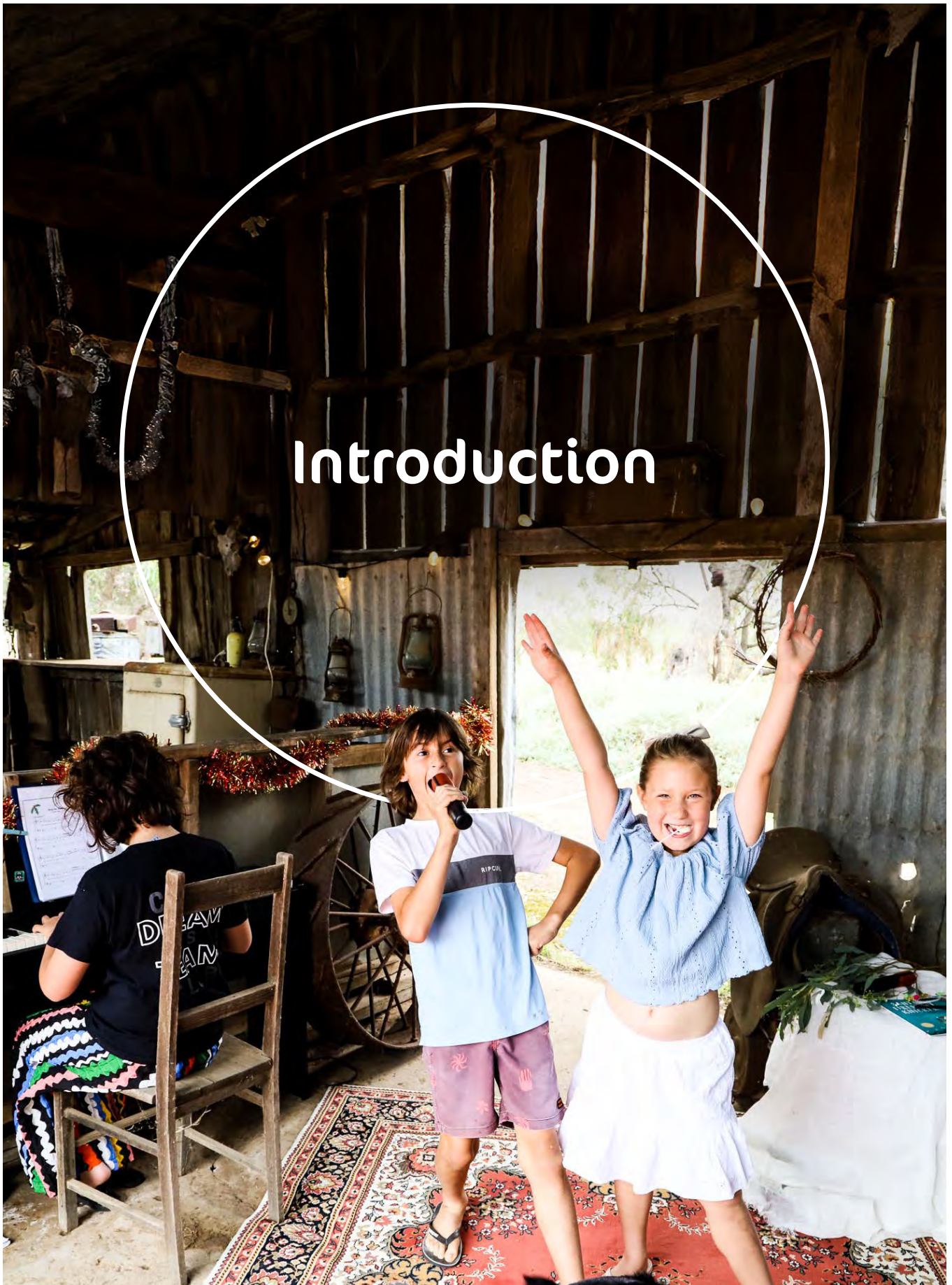
2023 - 2024



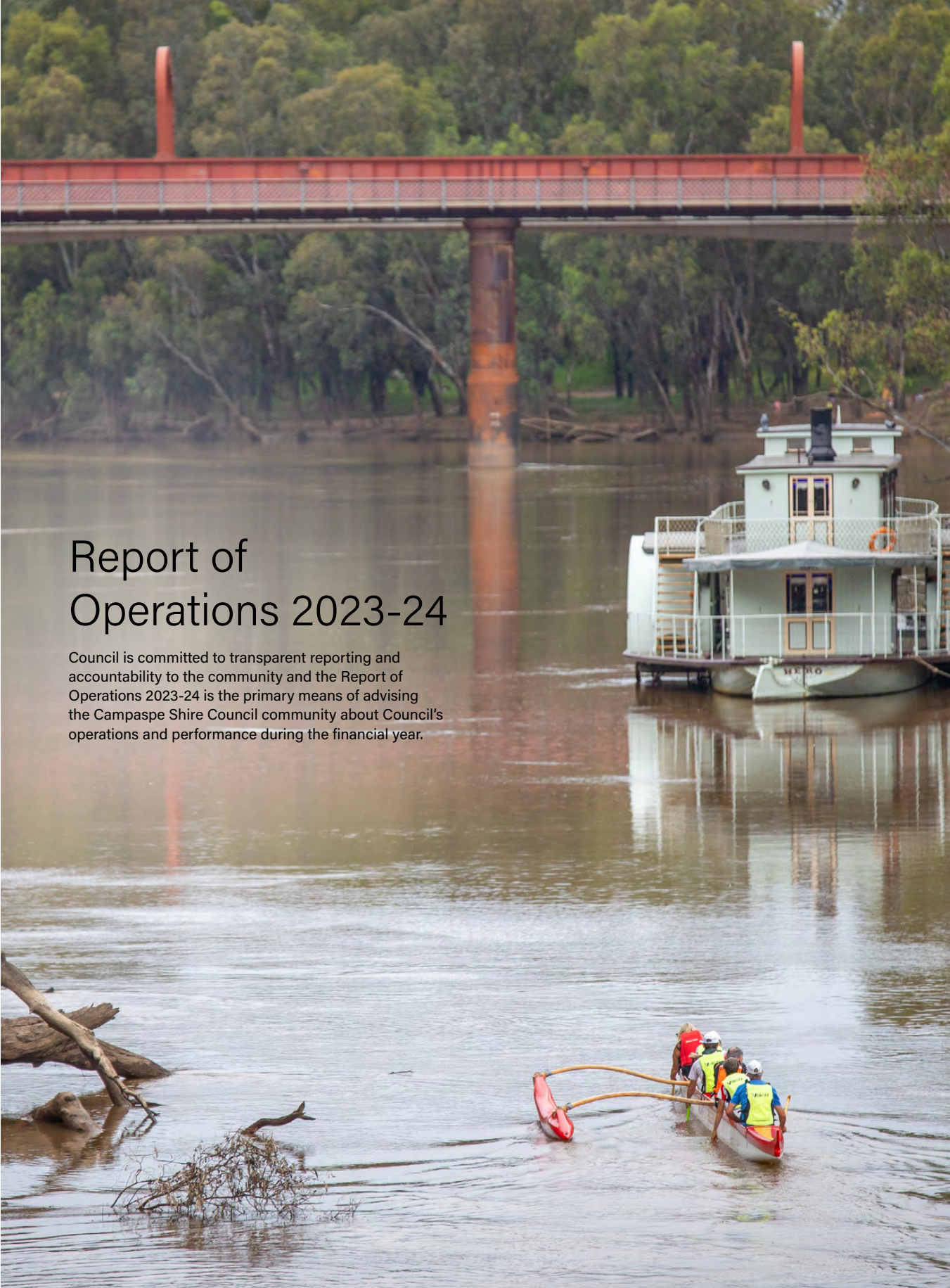
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Introduction



Report of Operations 2023-24

Council is committed to transparent reporting and accountability to the community and the Report of Operations 2023-24 is the primary means of advising the Campaspe Shire Council community about Council's operations and performance during the financial year.



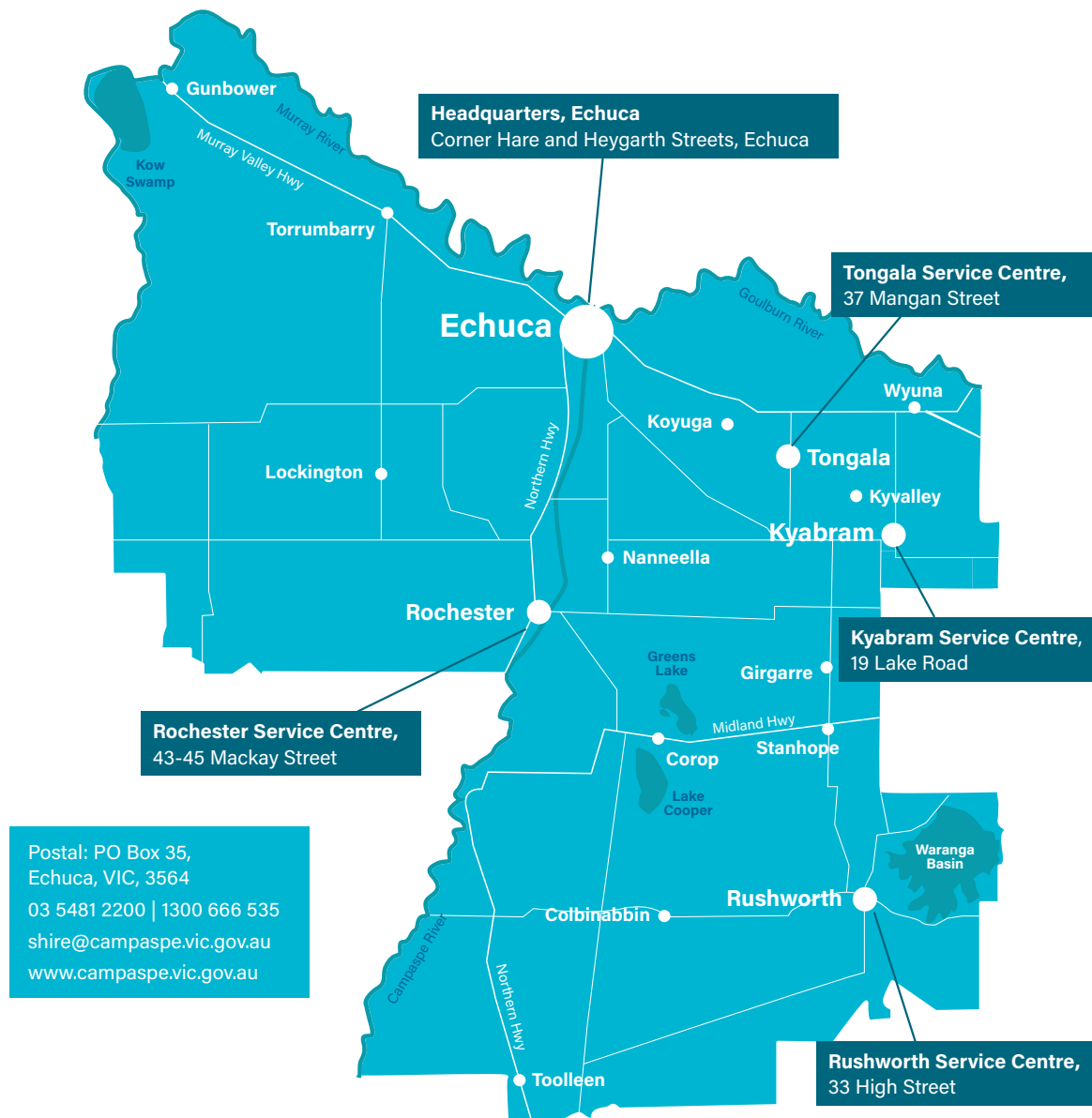
Acknowledgement of Country

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Description of Municipality

Campaspe Shire Council is located in north central Victoria, approximately 180 kilometres north of Melbourne. It includes the communities of **Echuca, Kyabram, Rochester, Lockington, Gunbower, Rushworth, Stanhope** as well as many smaller areas outside of these main townships.

The shire is located in the heart of one of the richest and most diverse agriculture and food processing areas in Victoria. Its climate, history, cultural heritage, natural assets and location in relation to major urban centres provide the shire with extensive opportunities. The shire encompasses a total land area of over 4,500 square kilometres.



Snapshot of Campaspe



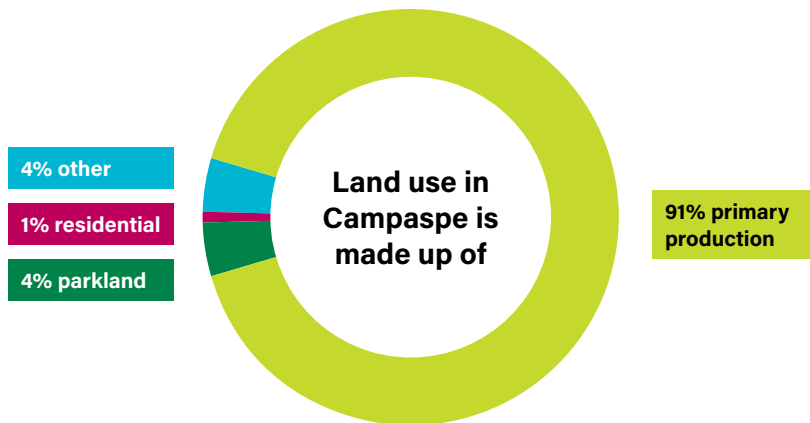
Residents of Campaspe live in 17,837 dwellings with an average household size of 2.34



In Campaspe the average weekly household income is \$1,284



3% of people living in Campaspe are Aboriginal and Torres Strait Islander



Campaspe has an estimated resident population of 38,299 and 32.4% are aged 60 years and over. (ABS estimated resident population 2023)

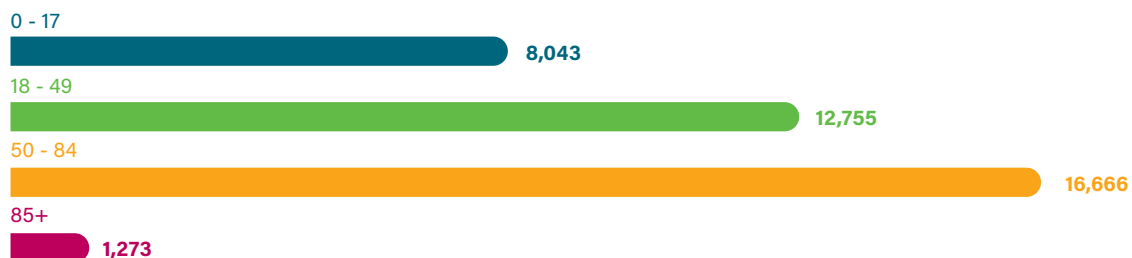


Around 85% of residents were born in Australia, with the remainder coming from 35 countries who speak 18 languages



78.2% of residents who work in Campaspe live within the municipality, with a further 10.3% living in Murray River Council area, an adjoining NSW local government area

Age



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021

Councillors

The Council was elected to provide leadership for the good governance of the municipal district and the local community. In 2020 the Campaspe Shire Council community elected this Council for a four-year term. The municipality is divided into five wards, two multi-councillor wards, and three single-councillor wards. The nine Councillors are the elected representatives of all residents and ratepayers across the shire. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation. The Councillors are:

Cr Rob Amos

Echuca Ward

Date elected: 24 October 2020

Mayor: 2022 & 2023

Mobile: 0413 040 199

Email: r.amos@campaspe.vic.gov.au

Council appointments: CEO Performance and Remuneration Advisory Committee, Murray River Group of Councils, Loddon Campaspe Councils, Rural Councils Victoria



Cr Colleen Gates

Kyabram Deakin Ward

Date elected: 24 October 2020

Deputy Mayor: 2021, 2022

Mobile: 0457 916 615

Email: c.gates@campaspe.vic.gov.au

Council appointments: CEO Performance and Remuneration Advisory Committee, Municipal Association of Victoria



Cr Paul Jarman

Rochester Ward

First elected: 2012 – 2016

Date re-elected: 24 October 2020

Mobile: 0407 825 133

Email: p.jarman@campaspe.vic.gov.au

Council appointments: Audit and Risk Committee



Cr Daniel Mackrell

Kyabram Deakin Ward

Date elected: 22 October 2016

(Echuca Ward)

Re-elected: 24 October 2020

Mobile: 0429 517 535

Email: d.mackrell@campaspe.vic.gov.au

Council appointments: CEO Performance and Remuneration Advisory Committee



Cr Tony Marwood

Echuca Ward

Date elected: 24 October 2020

Deputy Mayor: 2023

Mobile: 0437 517 535

Email: t.marwood@campaspe.vic.gov.au

Council appointments: Audit and Risk Committee



Cr Leanne Pentreath

Western Ward

Date elected: 20 February 2016
(by-election)

Re-elected: 22 October 2016,
24 October 2020

Deputy Mayor: 2016 & 2020

Mobile: 0437 248 212

Email: l.pentreath@campaspe.vic.gov.au



Cr Adrian Weston

Waranga Ward

Date elected: 27 October 2012

Re-elected: 22 October 2016,
24 October 2020

Mayor: 2016, 2017, 2018, 2019

Mobile: 0428 320 464

Email: a.weston@campaspe.vic.gov.au



Cr Chrissy Weller

Echuca Ward

First elected: 24 October 2020

Mayor: 2020, 2021

Mobile: 0437 567 401

Email: c.weller@campaspe.vic.gov.au

Council appointments: CEO Performance and Remuneration Advisory Committee



Cr John Zobec

Kyabram Deakin Ward

First elected: 28 January 2015

(2012 election count-back)

Date re-elected: 22 October 2016,
24 October 2020

Mobile: 0418 213 413

Email: j.zobec@campaspe.vic.gov.au





From the Mayor and CEO

It has been a year of proud achievements, resilience and considerable growth despite another flood event in January 2024 that tested the resolve of our community, particularly those in Rochester.

Our learnings from October 2022 were fresh in our minds, and with community working together, we braced ourselves armed with knowledge, insight and prepared resources. Thankfully, the property loss was minimal, but the psychological impact of another flood event was ever present.

Much of the past year has centered around the recovery phase, including the opportunity to put on record our community's experiences at the Inquiry into the 2022 Flood Event in Victoria. Together with Director Community Safety and Recovery Shannon Maynard, we presented to the Echuca public hearing of the Inquiry in August 2023, highlighting issues including lack of clarity of roles, challenges with resourcing, and in particular the red tape hampering councils' efforts to access funding to repair the extensive list of damaged infrastructure. We also hosted the first large scale community information session, the first of many, at the newly opened Recovery Hub in Rochester that continues to support residents in the process of reconstructing and repairing their properties and lives.

In our ongoing advocacy for funding, we've taken every opportunity to welcome both state and federal ministers and politicians, including Victorian Premier The Honourable Jacinta Allen and Governor of Victoria Her Excellency Professor the Honourable Margaret Gardner AC, Commissioner Emergency Management Rick Nugent, and Victorian Leader of the Opposition John Pesutto as they toured the Rochester region and met many of the people impacted, and those working to help in the recovery process.

Water issues of a different kind have also been front and centre this past year with Campaspe Shire Council, through Mayor Rob Amos, chairing the Murray River Group of Councils as they advocated strongly against the reintroduction of water buybacks. Cr Amos presented in Canberra, accompanied by Cr Adrian Weston at the public hearing conducted by the Senate Environment and Communications Legislation Committee for the Inquiry into the Water Amendment (Restoring Our Rivers) Bill 2023 in October 2023, citing the significant negative socio-economic impacts on industries, economies and communities that the proposed changes would have. This was following a visit from Senator David Van who met with local farmers and agriculture representatives to hear their view points. Cr Amos was chair of MRGC from December 2022 through to December 2023 leading the advocacy campaign.

Cr Amos is also currently Deputy Chair of the Rural Councils Victoria, widening Campaspe Shire Council's representation at key industry forums and across the Local Government sector.



Image: Mayor Amos with Senator David Van and Andrew Tyler



Additionally, Campaspe Shire Council has hosted significant events including the LG Pro CEO and Director Forum, and Rural Councils Victoria State Forum. In April this year we hosted the regional sitting of the Victorian Legislative Council which was held in the Campaspe Library. The library was fully transformed over the course of a week into the Upper House chamber for the one day sitting – an incredible effort from Campaspe staff.

Embedding a new executive and management structure has taken time but the organisation is well placed to continue delivering on the Council Plan for 2021-2025, and in doing so, Council and staff have continued to develop the cross border relationship with Murray River Council and visiting neighbouring councils, sharing ideas and approaches to everything from workforce planning to advocacy.

Site visits to businesses, organisations, communities and neighbouring councils over the past year has strengthened relationships and garnered collegial support for issues many councils across Victoria are facing.

The Executive team in particular has visited major companies such as Greenham's, Kagome, SLTEC and Fonterra, further increasing knowledge and understanding of the importance of these and other industries to our economic future.

One of the highlights of the past year was the consultation and engagement around the draft Economic Development and Tourism Strategy. This culminated in an Economic and Development Tourism Summit in July last year where more than 150 business, industry and community leaders came together to help develop a five year strategy for the shire. The Economic Development and Tourism strategy was recently adopted by Council and provides an exciting roadmap for the way forward.

Campaspe Shire Council has continued to advocate for funding opportunities on behalf of the community over the past year.

As well as the important advocacy work on opposing the reintroductions of water buybacks, Council has also advocated for funding for a new pool at Rochester to replace the Rochester War Memorial Pool that was damaged in the 2022 floods, has lobbied the State Government to find a more appropriate site for the Cooba Solar Farm than the rich farming soil it has been proposed for in our wine growing belt, and prior to its cancellation, had worked hard to ensure Campaspe would benefit from regional events as part of the Commonwealth Games.

A significant achievement in the past year was the successful funding application for the redevelopment of Victoria Park under the Australian Government's Growing Regions program. Council received \$11.3 million to redevelop the Victoria Park complex into a multipurpose community facility – an incredible result of hard work from many stakeholders and one of the biggest grant allocations to date. Council will contribute \$2 million towards this project.



Image: Victoria Park Echuca



In May we were also successful in securing \$23 million over five years under the Roads to Recovery Program that will enhance the significant investment Council made in the previous 12 months in heavy machinery for the construction and maintenance of local roads.

Financially, Council is well placed for the years ahead, having recently adopted the 2024-25 budget, targeting a \$1.92 million operating surplus. This is quite a turnaround on the back of the past few years where we have faced significant challenges, balancing our fiscal responsibilities with the community's immediate needs and our long term financial sustainability. The financial statements in the rear of this report show that the financial result for the 2023-24 year is reported as a deficit of \$9.596 million. This is due solely to an unexpected delay in payment to Council of the Financial Assistance Grants which were budgeted to be received in June 2024 but were paid to Council by the State Government in early July. If the Financial Assistance Grants had been received when expected, Council would have reported a surplus result for the year.

There have been many milestones and achievements over the past year, and together we have gathered to celebrate and acknowledge many important dates in our calendar. From NAIDOC Week to IDAHOBIT celebrations, from International Women's Day to Australia Day and welcoming our new citizens – we have been honoured to be part of these events.

We wish to thank our staff at Campaspe Shire Council who have worked tirelessly at an operational level to support the Shire through the last 12 months. We are incredibly grateful.

Local Government elections are due in October this year, with Campaspe electing councillors across our newly unsubdivided municipality. Once elected, the new council will start work on an exciting approach to a new council plan for beyond 2025 and we look forward to working with our community on this.

We are pleased and proud to present the 2023-24 annual report and urge you to reflect on the many achievements detailed over the pages of this report - they vary in size, in length of time to complete, in cost and in location, but each and every one is equally as important to the community and backed by an enthusiastic and committed Council and staff.



Cr Rob Amos
Mayor



Pauline Gordon
Chief Executive Officer

Vision

Our places are **vibrant** and **sustainable**, our people are **strong** and **supportive**.

Values

We deliver quality, innovative and community focused services today that make a difference for tomorrow.

Respect

- We embrace each individual's unique talents and value diverse life and work styles.
- We operate in a spirit of cooperation and value human dignity.

Customer focused

- We listen to our customers and deliver services which meet their demonstrated needs.
- We focus on customer relationships that build trust, confidence and loyalty.
- We are responsible for both external and internal customer satisfaction.

Continuous improvement

- We work with enthusiasm and intellect and are driven to build upon what has already been achieved.
- We improve productivity, processes and ourselves through measurement, analysis and review.

Teamwork

- We listen to and respect each other whilst working together to achieve mutually beneficial results.
- We help one another, value one another's views and make our work environment fun and enjoyable.
- We are not afraid to stand alone, especially when it is the right thing to do.

Accountability

- We conduct our business in accordance with the highest standards of professional behaviour and ethics.
- We are open, honest and ethical in all our interactions with employees, clients, customers, vendors and the public.
- We are responsible for and take ownership of our actions.





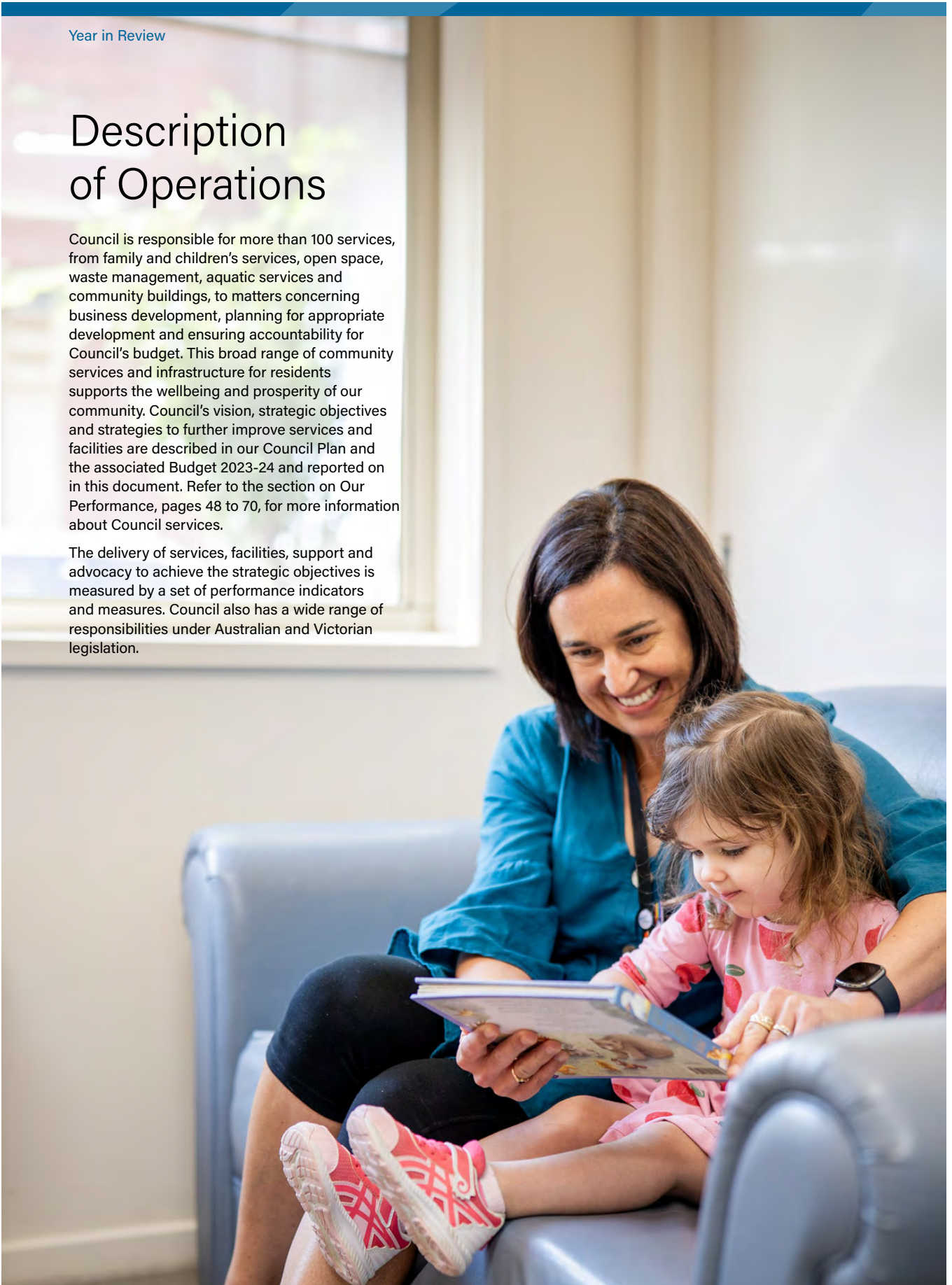
Year In Review

Year in Review

Description of Operations

Council is responsible for more than 100 services, from family and children's services, open space, waste management, aquatic services and community buildings, to matters concerning business development, planning for appropriate development and ensuring accountability for Council's budget. This broad range of community services and infrastructure for residents supports the wellbeing and prosperity of our community. Council's vision, strategic objectives and strategies to further improve services and facilities are described in our Council Plan and the associated Budget 2023-24 and reported on in this document. Refer to the section on Our Performance, pages 48 to 70, for more information about Council services.

The delivery of services, facilities, support and advocacy to achieve the strategic objectives is measured by a set of performance indicators and measures. Council also has a wide range of responsibilities under Australian and Victorian legislation.



Year in Review

Major Changes

In July 2023, Council transitioned to a new organisational structure comprised of four permanent directorates including Corporate, Infrastructure, Sustainability, Communities and a temporary Community Safety & Recovery directorate.

All Directors commenced by 3 July 2024.

At the September Council meeting, the International Engagement Policy was rescinded which ended Campaspe Shire's 25-year Sister City relationship with Shiroy, Japan, which aimed to enhance cultural diversity, economic development, skilled migration, and trade. This decision was a result of COVID-19 pandemic leading to the discovery of more practical and economical communication methods with international cities, prompting a re-evaluation of such relationships.

Financial Summary

Council finished the year with an operating deficit and maintained a relatively low debt level of \$3.99 million. Detailed information about our financial performance is included within the Financial Statements sections of this Annual Report on pages 82 to 147. A summary of our performance is outlined below.

Economic factors

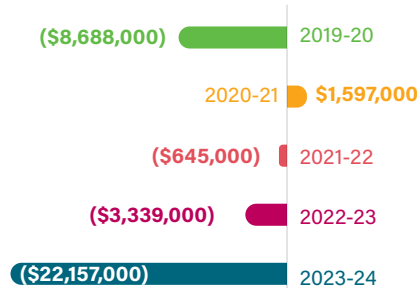
- Increasing construction costs, rising significantly faster than the broader CPI which was 3.60% in the March 2024.
- Continuing to work within a rate cap environment, with the 2023-24 cap set at 3.50%, and increasing utility costs, particularly electricity.

Operating position

The year-end resulted in an operating deficit of \$9.60 million. The 2023-24 deficit is, in part, due to the 2024/25 Financial Assistance Grant not being paid to Council in advance before 30 June, as has been the case in previous financial years. In addition, Council received \$5.77 million in non-monetary developer contributions and a further \$0.98 million has been received from the Federal and State governments to fund works to assist the community with flood recovery.

Adjusted underlying result

The adjusted underlying result (after removing non-recurrent capital grants and non-monetary capital contributions,) is a deficit of \$22.16 million or (26.51)% when compared to adjusted underlying revenue.

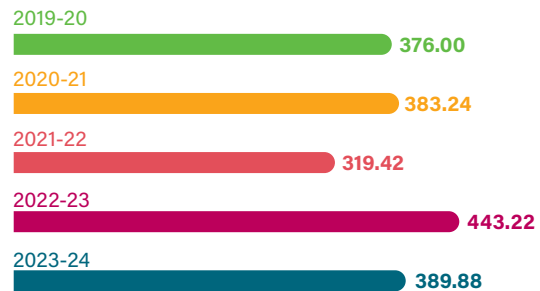


Liquidity

Cash and other financial assets are \$85.69 million, which is \$22.91 million lower when compared to the 30 June 2023 figure of \$108.6 million. This is mainly attributed to Council not receiving the 2024-25 financial assistance grant in advance (as has been the case in previous years) of \$12.88 million, net cost of \$4.64 million of funding related to flood response and recovery (whereby funding was received in previous years in advance), and Council expending net capital works above budget of \$4.03 million (net cost to Council after grants and other funding considered).

Working capital ratio %

The working capital ratio, which assesses Council's ability to meet current commitments, is calculated by measuring Council's current assets as a percentage of current liabilities. Council's liquidity ratio level of 389.88% is an indicator of our satisfactory financial position.

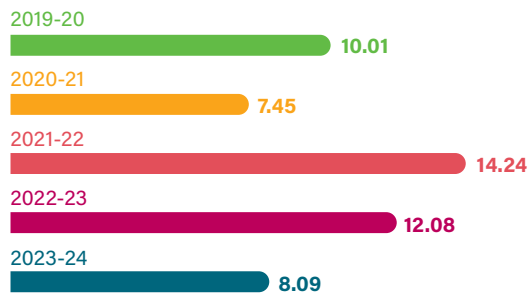


Obligations

Council aims to ensure that it can maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. To bridge the infrastructure gap, Council invested \$24.04 million in renewal works and \$9.96 million in asset upgrades during the 2023-24 year.

Loan and borrowings compared to rates ratio %

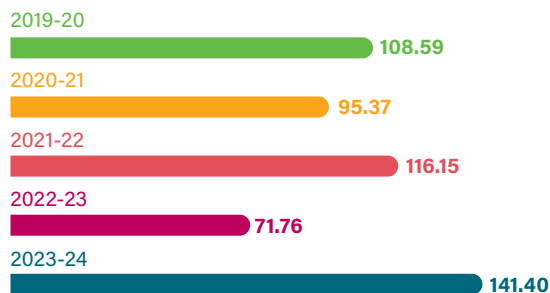
At the end of the year Council's debt ratio, which is measured by comparing interest-bearing loans and borrowings to rate revenue, was 8.09%. The result is a decrease of 3.99% when compared to the 2022-23 year, due to the repayment of loans being greater the draw down of the loan for the Gunbower Lions Park redevelopment.



Asset renewal ratio %

Council's asset renewal and upgrade ratio, which is measured by comparing asset renewal and upgrade expenditure to depreciation, was 141.40%. The result is an improvement on the 71.76% for the 2022-23 year.

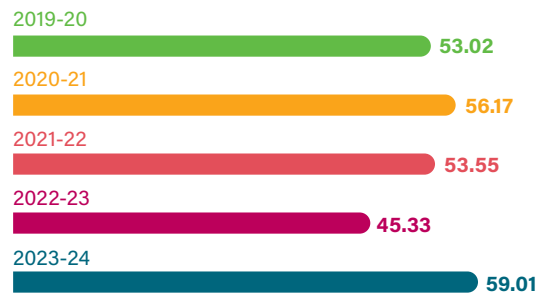
The capital works program returned to a normalised delivery program, as the previous 2022-23 year was impacted by the October 2022 flood event. There were carryover works from the 2022-23 year completed in 2023-24 year as Council sought to catch-up on the backlog, resulting in a higher capital works spend for the 2023-24 year.



Stability & efficiency

Rate concentration ratio %

Council raises a wide range of revenues including rates, user fees, grants and contributions. Despite this, Council's rate concentration, which compares rate revenue to adjusted underlying revenue, was 59.01% for the 2023-24 year. This improvement, when compared to the 45.33% for the 2022-23 year, is a return to a normal range of 50-60% for this ratio. It should be noted that the 2022-23 year included rate relief to landowners impacted by the October 2022 flood event.



Revenue level ratio \$

This resulted in an average rate per assessment of \$1,983.35.



Grant Programs and Funding

Grants provided by Campaspe Shire Council

Many of the wonderful community projects, activities and events that take place in Campaspe rely, at least in part, on funding from Council. As well as providing funding directly, Council also assist community organisations to source other funding opportunities and help them apply for funding.

There were 88 grant applications approved in 2023-24, totaling \$191,026 distributed to not-for-profit and community groups across the Shire to support the purchase and/or coordination of projects, events and equipment. The distribution of these funds is broken down as follows:

Grants distributed	
Community grants program	Applications funded: 21
Financial support to not-for-profit community organisations, groups and associations for projects, exhibitions and/or performances that contribute to the municipality.	Funding allocated: \$70,245
	Estimated project value: \$267,633
Responsive grants program	Applications funded: 5
Opportunity for community groups to apply for small grants to achieve their goals and ambitions.	Funding allocated: \$3,804
Community equipment grants	Applications funded: 28
Provide assistance to community groups and sporting clubs to purchase equipment to support programs and activities.	Funding allocated: \$47,405
	Estimated project value: \$55,160
Community event sponsorship	Applications funded: 28
Financial support to not-for-profit community organisations, groups and associations to operate events that contribute to the municipality.	Funding allocated: \$66,661
	Voluntary council contribution: \$29,732
	Estimated project value: \$701,097
Seniors program grants	Applications funded: 15
Financial support to deliver events, programs or activities that are innovative and inclusive and support our older residents.	Funding allocated: \$12,000
	Estimated Project value: \$24,042
Junior development grants	Applications funded: 6
Supports local young people who have been chosen to represent their institution, club or organisation at a State or National level in a variety of areas including sport and recreation, culture, the arts, science and technology.	Funding allocated: \$2,911
Youth GO! grants	Applications funded: 6
To support schools, community groups or organisations to host youth focused events or activities. Supported by the State Government's Engage! program.	Funding allocated: \$5,500
Job skills grants	Applications funded: 6
Residents aged 16 to 25 years old to assist them in completing short courses and qualifications.	Funding allocated: \$1,195
Business Assistance Grants	This grant program was put on hold in 2023-24 pending the development and adoption of the Campaspe Economic Development and Tourism Strategy.

Grants received by Campaspe Shire Council

Council regularly applies for grants to supplement out income to deliver priority projects that benefit the community. Additionally, we gratefully receive automatic funding from various federal and state government grant programs. The grants we received in 2023-24 included:

Successful grant applications			
Date	Grant Program	Project	Amount
August 2023	Risk & Resilience Grant Program	Campaspe Shire Council Emergency Relief Centre Capacity Building Project	\$125,000
September 2023	2023 Children's Week Grants	2023 Children's Week Event	\$700
September 2023	Respect Victoria's 16 Days of Activism	Respect Victoria's 16 Days of Activism	\$1,500
December 2023	Public Record Office VIC - Local History Grants program Round 22	Port of Echuca Mixed Media Digitisation Project	\$11,575
January 2024	Growing Regions Program - Round 1	Victoria Park Multipurpose Facility	\$11,356,067
March 2024	VCFA for Strategic Planning Assistance	Echuca West Precinct Structure Plan (PSP) and Development Contributions Plan (DCP) Review	\$80,000
March 2024	Community Child Care Fund – Sustainability Support	Care and Education for Local Community of Rochester	\$200,000
March 2024	Regional-Community-Sports-Infrastructure-Fund - Community Facilities Stream	Accessibility upgrade for Kyabram Wilf Cox Facility	\$1,000,000

Government grants received			
Date	Grant Program	Project	Amount
23 July	Roadside Weeds and Pests Program 23-24	Provides funding to plan and implement control activities for weeds and pests on municipal rural roadsides.	\$85,000
23 December	2023-24 Public Libraries Funding Program	This funding assists in providing library services to Campaspe Shire Community.	\$312,795
23 December	Premiers Reading Challenge Book Fund 23-24	An annual allocation to buy materials to support the annual Premiers' Reading Challenge including books, audio and eBooks.	\$9,005
24 May	Roads to Recovery Program	Funding priority local projects, projects funded under RTR can be delivered at any time throughout the five-year funding period. Total funding is \$23,080,672 over a five-year period, however 2024-25 allocation is \$3.41 million	\$23,080,672
24 June	Municipal Emergency Resourcing Program 2024-2028	Annual program to support councils to effectively deliver on emergency management responsibilities established in legislation, state plans and policies including the State Emergency Management Plan (SEMP) and the Vulnerable People in Emergencies Program.	\$60,000



Communications and Engagement

Talking with our community, gathering insights, experiences and knowledge helps us make better and more informed decisions.

Over the past year, we've engaged with our community on many plans and decisions, gathering feedback and sharing information through face-to-face meetings, online surveys, newsletters, our website, media and advertising, social media posts and over the phone.

Additionally, our community contacts us to seek help, find out information, process payments and to let us know when we're not measuring up!

We try hard to keep our community informed through a variety of communications tools; our website is the "go to" place for reports, information, and latest news.

Here are just some of our engagement and communications statistics over the past 12 months.



660,880
website page
views



2,668
ReadSpeaker
users on the
website



32,634
telephone
calls through
to Council's
call centre



23,611 face-
to-face
interactions
with
customers by
the Customer
Service Team



50+ face-
to-face
consultation
sessions for
strategies and
plans



192 media
releases
issued



22 Monthly
appearances
on community
radio EMFM



5,284
incoming mail



18,007 people
attended
library
programs and
events



148,000
Community
Newsletters
delivered to
Campaspe
households



372 responses
to WickEd
waste
education
survey



20+ online
surveys and
consultation
opportunities
to provide
feedback and
ideas



28 editions of
newsletters
(community,
recovery,
business &
library)



1000+ social
media posts
with a reach
over 1.2
million

Engagement Highlights



Poolpod Goes Viral

In August 2023, the Echuca War Memorial Aquatic Centre introduced the Poolpod, enhancing pool access for wheelchair users and those with reduced mobility. The Poolpod, which can be used with a submersible wheelchair or while standing, received widespread acclaim, with a promotional video amassing a reach of 9.2 million with over 211k likes, 2.7k comments, and 20k shares on social media.



Campaspe on Spotify

Campaspe Library Service launched a two-part podcast as part of a research project undertaken by Nerida Dye, the Campaspe Library's Community Outreach Coordinator. The podcast explores the concept of social prescribing and how library services can improve the health and wellbeing of residents. The social prescribing project and other Campaspe library health and wellbeing initiatives are also featured in the April/May edition of RM Williams Outback Magazine in an article titled Bush Libraries: a new chapter.



Campaspe Economic Development and Tourism Strategy

Extensive community and industry consultation took place in 2 phases over the 2023-24 year to prepare the draft strategy and action plan.

In Phase 1, 403 individuals participated across phase engagement activities which included, a summit event attended by over 150 people, an online survey, and six community pop-ups.

Council also conducted 19 industry forums in person and online, across a broad range of industries including Tourism & Hospitality, Professional Services, Agriculture, Industry & Manufacturing, Retail, Health & Community Services and Education. In addition to this, 1:1 interviews were conducted, and was feedback received via email. The engagement process culminated with the draft strategy being exhibited for public comment during June 2024.

Budget Community Ideas

Council allocated \$500,000 for community budget input and asked the community to submit project ideas. 222 submissions comprising 279 individual suggestions were received which was a 3600% increase in engagement for the previous year's community budget input. This resulted in 17 projects being included in the 2024-25 Council Budget.



Library Strategy Consultation

Campaspe Library Service invited residents to participate in shaping the future of their community's libraries by taking part in a survey aimed at informing the development of the 2024-2029 Campaspe Library Strategy. They received a huge 505 survey responses and 50 people attended the in-person 'Listen at the Library' sessions.

Council Plan and major achievements

The Council Plan 2021-2025 guides the work of council in providing services and projects for the community.

The plan is summarised in four strategic objectives, each with indicators for monitoring achievements. Council works towards delivering on the plan and the following is a summary of those achievements under each Council directorate.

Well planned places

- Attractive and useable sites of importance
- Land and underlying infrastructure suitable for growing populations
- Quality, attractive recreational spaces
- Improved walkability and cyclability within townships
- Ability to travel safely and easily by road and rail
- Digital connectedness maximising mobility, economic productivity, health care access and education participation



Flourishing local economy

- A resilient long-term economy attractive to local and external investors
- Stimulated economic activity that provides local jobs



Growing quality of life

- Communities have a say on local infrastructure and attractions that stimulate engagement and activity
- Effective and efficient services available locally
- Children, young people and families healthy and well
- Inclusive, connected, culturally diverse and safe



Resilient protected and healthy natural environment

- Well managed resources for a sustainable future
- Sustainable water and energy use
- Protected natural environment



IDAHOBIT Day Flag raising ceremony

Communities

Overview

The Communities Directorate covers many of Council's community facing services, including community and recreational facilities, customer service, youth and volunteers through to community health, childcare and libraries to name a few, with the addition of a manager specifically for tourism, arts and culture over the past 12 months. Communities has approved many grant submissions, worked on plans for new and upgraded facilities, as well as worked with a broad range of community partners to develop agreements, plans, programs, engagement sessions, processes and policies to meet increasing demands while managing a great deal of change. This has been especially so in the tourism domain, with the transition of tourism roles due to Echuca Moama Tourism winding up towards the end of the financial year.

Attracting and retaining staff has proven a challenge, like it has across most service areas, but, despite that, Communities has delivered a variety of community-based programs and events that have focused on Campaspe's Communities of Priority including Mental Health Month, RU Okay Day, IDAHOBIT, Seniors Week, NAIDOC Week and youth engagement activities that have reached over 1,000 young people. During the restructure of the organisation, the Customer Service Team moved into Communities as part of the Community Partnerships Team and achieved excellent results with 98% of 32,634 calls answered over the year, exceeding their KPI of 90%.

Here are just a few highlights from a year of many from the Communities Directorate.



Achievements



In March 2023, Council approved the Victoria Park Masterplan, finalising the design of a new multipurpose facility. Securing \$11.3 million from the Australian Government's 'Growing Regions Program', the project, totalling \$13.3 million, will see the Council contribute \$2.0 million. This facility will enhance sports, events, community activities, and serve as an emergency relief centre.



The Place Based Plans for Rochester and Rushworth & District were completed through community collaboration, involving pop-up sessions, workshops, student consultations, community group interviews, and 451 survey responses, engaging over 1500 residents. The Kyabram Place Based Plan was also endorsed in December 2023.



Well
planned
places



Growing
quality
of life



Resilient protected
and healthy natural
environment



Flourishing
local
economy



Achievements - Communities



The community transport service saw a significant increase, providing 203 trips, up by over 30 on the previous year. The recruitment and onboarding of three new volunteer drivers expanded service capacity. Additionally, a bequest donation facilitated the acquisition of council-branded shirts for the volunteers.



In April 2024, the Echuca Library hosted a special regional sitting of the Victorian Legislative Council, hosting MPs and staff from across the state. Along with other Council teams, the library team worked closely with the parliamentary team in the months leading up to the event which comprised a welcome reception on the Port of Echuca Wharf, a local producers lunch time market and morning/afternoon teas with catering from Echuca College students.



During the 2023-24 summer season, Council granted free access to all outdoor pools, gathering valuable usage data. This contributed to Council's landmark decision at its March 2024 meeting, which committed to an Aquatic Strategy which will aim to deliver improved aquatic facilities and wet play areas across the shire for the next 15-20 years.



In collaboration with various organisations, Council initiated activation programs at stadiums. Events included a 'We Are Vivid' session with activities like badminton and basketball, an 'Abilities Unleashed Sports Day' featuring wheelchair rugby and cricket, and 'Pickleball Power' to encourage active lifestyles. Additionally, a new program for parents and infants focused on movement and socialising was launched in Echuca and Tongala.



Well
planned
places



Growing
quality
of life



Resilient protected
and healthy natural
environment



Flourishing
local
economy

Community Safety and Recovery

Overview

This directorate, although small in numbers, deals with huge impacts for our community.

A large focus has been on emergency management; specifically recovery, resilience and business continuity on the back of the October 2022 floods, but with an additional flood event in January 2024, plans were disrupted with a timeline of continuous trauma and experiences impacting community and staff. Advocacy for funding to assist with recovery, building capacity and resource through the Recovery Hub in Rochester, and a degree of uncertainty has challenged us at almost every turn. In amongst this, responding to January 2024 with an Emergency Relief Centre in Echuca and continuing to support services on the ground in Rochester while focusing on short- and long-term sustainability for the community has been key.

This directorate also manages local laws, environmental health, school crossings and the animal shelter – all have required ongoing planning, review and compliance. Staff shortages and rising costs along with an increased risk of physical harm to school crossing supervisors have been significant challenges. Additionally, much of this directorate's work is behind the scenes in monitoring compliance, changing environmental conditions and responding to those with practical solutions such as setting over 100 mosquito traps across the municipality to assist with monitoring disease.

Key achievements and focus within the Community Safety & Compliance directorate follow.



Achievements



Campaspe Shire Council's Mayor Cr Rob Amos, Chief Executive Officer Pauline Gordon and Director Emergency Management Shannon Maynard presented at the Echuca public hearing for the Inquiry into the 2022 Flood Event in Victoria. They emphasised the flood's severe impact and urged all government levels to learn from the event and collaborate on solutions for future flood preparedness and mitigation. Council highlighted challenges such as unclear roles, staff resource shortages, data sharing issues, and bureaucratic obstacles in accessing repair funds for damaged infrastructure.



In January 2024, the Environmental Health team, despite being understaffed, coordinated the flood Secondary Impact Assessments. They visited over 150 properties in the Rochester area, assessing impacts and advising residents, while continuing to provide ongoing community environmental health services.



Well planned places



Growing quality of life



Resilient protected and healthy natural environment



Flourishing local economy



Achievements - Community Safety and Recovery



Council produced an After-Action Report following the October 2022 Major Flood and the January 2024 Flood event which looks transparently at its internal capability and capacity to respond in the face of increasing emergencies. Council also established a Municipal Recovery Committee, comprised of community, recovery agencies, community groups and council officers. The Municipal Recovery Committee has adopted a Municipal Recovery Plan which will guide recovery throughout Campaspe.



In April 2024, the Campaspe Shire Council's Emergency Relief Centre Capacity Building Project received a \$125,000 grant from the Emergency Management Victoria Risk and Resilience Grant Program. The project aims to enhance Council facilities, focusing on diversity and inclusion, and involves collaboration with regional stakeholders and communities. Additionally, the Council secured funding for Flood Recovery Officers through Emergency Recovery Victoria's Community Recovery Officer funding to support communities until June 2025.



Council maintained a fit-for-purpose recovery hub in Rochester that has supported access to information, support services, wellbeing practitioners and recovery events program for all impacted community. Minister for Local Government Melissa Horne toured the Hub in July and the official opening which took place in October 2023 which was attended by the Victorian Premier, the Hon. Jactina Allen and the Victorian Minister for Emergency Services the Hon. Jaclyn Symes.



In November 2023, Planning Compliance moved to the Community Safety and Compliance directorate, emphasising the service's importance. Since then, over 150 historical and 100 new planning compliance matters have been investigated, with ongoing monitoring to ensure resolution.



Well
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places



Growing
quality
of life



Resilient protected
and healthy natural
environment



Flourishing
local
economy

Sustainability

Overview

The Sustainability directorate covers all things building, planning, waste and environment, economy and business. Issuing planning permits for future development and growth, such as those within the Echuca West Precinct Structure Plan have immense ramifications for our future, and they are not taken lightly. Similarly, site inspections for subdivisions, meeting compliance and regulatory requirements while helping our community grow and prosper is also high on the list of achievements. A new Integrated Planning department to cover strategic land use and support cultural and wellbeing planning, recreational and council planning has also been introduced. Making a planning officer available for walk in face-to-face enquiries at Council headquarters in Echuca once a week is another welcomed initiative.

Supporting the flood recovery program with the establishment of a flood waste facility at the rear of Mt Scobie Resource Recovery Centre was a huge achievement that assisted the community and Council. The site has been future proofed to become a large-scale emergency transfer station with recycling capabilities for future emergency events.

The need for system upgrades and specialist staff recruitment have been challenging, as has rising costs for weed management with limited suppliers available, but have not hindered a huge year for the Sustainability teams with some highlights provided below.



Achievements



In September and October, Planning and Building Officers supported three information drop-in sessions in Rochester. The sessions were designed to provide support to residents who had been impacted by the October 2022 flood event and were looking to understand the steps they may need to take from a planning and building perspective moving forward.



Council's acquisition of a mobile hook lift compactor and trailer-mounted generator, funded by DEECA's Regional Recycling Fund (\$120K), enhanced our waste management capabilities. This equipment allows for the economical collection of light, voluminous materials like soft plastics. A trial was conducted at the Echuca Resource Recovery Centre, with plans to extend its use across smaller centres in the region.



Well planned places



Growing quality of life



Resilient protected and healthy natural environment



Flourishing local economy



Achievements - Sustainability



Council partnered with the Monash Industry Team Initiative (MITI) and Gardiner Foundation to employ a small multi-disciplinary team of students to conduct a design and feasibility study of the Echuca Murray River frontage between the two bridges that connect Echuca and Moama, NSW.



The Review of the Echuca West Precinct Structure Plan and Development Contributions plan commenced which will assist in Council in determining appropriate community infrastructure for Echuca's growing population.



Council commissioned a survey to evaluate the impact of the October 2022 floods on weeds and native vegetation, updating data from the last 2014 survey. Covering 7,507 km of roadside, the survey found crucial data for our Roadside Pest and Weed Control plan (2023-2026) and directs the current spray contractor for infestation control. It also supports the Local Laws team in enforcing against the destruction of valuable native vegetation.



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Growing
quality
of life



Resilient protected
and healthy natural
environment



Flourishing
local
economy

Infrastructure

Overview

This directorate does the heavy lifting – literally! Covering the management of properties and facilities, engineering, operations, major projects and strategic assets the Infrastructure team has had yet another huge year. A large focus over the past 12 months has been on the new plant and equipment to continue maintenance and road upgrades.

Infrastructure has received over 1,200 building maintenance requests – nailing 95% completion across all shire buildings and assets. The teams continued with completing some long-awaited major projects such as the Echuca aerodrome, upgrades to amenities, the Axedale-Toolleen Road widening and the Rushworth and Rochester Service Centres.

The team completed subdivisions of vacant land as well as completing solar installations on six community buildings in line with reducing emission and providing a more sustainable footprint.

After significant preparation work, we started the 12-month transition to take over management of moorings from NSW Crown Land and Transport within the bridge-to-bridge precinct.

Adoption of the Urban Forest plan will ensure a continual canopy of green across the shire over the next 10 years.

Rain impacted delivery of projects in this directorate more than almost anywhere else, and again, attracting staff and contractors was a challenge.



Solar installation at Kyvalley Hall

Major Capital Works

Delivering capital projects is essential to achieving Council's aim to provide safe, accessible and appropriate infrastructure that meets the needs of the community. Across the 2023-24 year 52 capital projects were completed, to the value of \$33.7 million with a further \$8.6 million funds committed via contracts or purchase orders. This was Council's largest annual Capital Works expenditure to date,

The program continued to be impacted by staff resourcing, lead time issues and ongoing flood recovery works from the 2022 floods. This was further compounded by the January 2024 flood event.

The Local Roads and Community Infrastructure (LRCI) fund has seen \$14.7 million provided to Council over the past 4 years to deliver much needed works. At the end of the 2023-24 financial year, 76 per cent of the program was complete. To date \$11.3 million has been expended with the remaining projects on the program for completion in 2024-25 financial year.

Highlights of the capital works program included:

- Majority of the Echuca Aerodrome Renewal and Upgrade works completed in 2023-24 financial year.



- The substantial renewal of High St Rushworth was completed, encompassing upgrades to road pavement, kerb and channel, footpaths, and minor drainage works, representing a significant improvement to the infrastructure and accessibility of the area.



- Toolleen Axedale Road Widening and Safety Upgrade (LRCI).
- The Rushworth Service Centre and Library (part funded by State Government's Living Libraries Fund) was completely refurbished and reopened in March 2024.
- Shire Wide Amenities Project (LRCI) commenced with new accessible amenities being installed at Lions Park in Rushworth, Rotary Park in Rochester and Alton Reserve in Echuca.



- Echuca Aquatic Reserve Stormwater and Lagoon Upgrade (part funded by the state government's Integrated Water Management program).



Achievements - Infrastructure

Several other highlights across the Infrastructure Directorate included:



River Boat Dock Kiosk in Echuca was fitted out, and a long-term lease was granted, revitalising the Riverboat Dock Precinct. An extension was provided to the lessee, leading to a short-term occupancy for a local business under the Community Leasing Policy, which was updated in November 2023 to include creative practitioners, entrepreneurs, and start-ups, offering peppercorn rental rates to enhance community access and occupancy of Council properties.



Council purchased a number of new plant and equipment items for parks, gardens, and road maintenance. New plant items will enhance the upkeep of sports facilities, parks, gardens, and open spaces, including improved tree management. Additionally, new graders, water trucks, and tip trucks will enable more efficient maintenance of the road network, particularly gravel roads and shoulders.



Rochester Service Centre and Library was renovated as a result of damage during the October 2022 floods. The renovation included two new private reading pods and the new layout accommodates a larger library space and a meeting room with kitchenette that community members can utilise.



Works continued at the Echuca Holiday Park including the completion of a splash park, as well as installation of accessible cabins and new quad amenity blocks.



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Growing
quality
of life



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and healthy natural
environment



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local
economy

Corporate

Overview

Our Corporate directorate handles an extensive array of internal and external services, covering people and culture, information and communications technology, finance and governance and risk.

Much of what this team does is behind the scenes, servicing the organisation in a way that enables all directorates and staff to deliver on their goals. Many achievements are shared wins working with the entire organisation.

Amongst the key achievements were the implementation of cyber security initiatives to protect our customer data, auditing our internal systems, reviewing and updating our Election Period Policy for transparent democratic processes in the lead up to the approaching Local Government elections, and working on the flood insurance program to provide best value to the community in the reinstatement of community assets.



A new people and culture structure has played a critical role in setting the organisation up for successful and sustainable recruitment, leadership development and future listening, learning and leading pathways.

In May this year National Volunteer Week highlighted the important role volunteers play in our community with around 80 volunteers assisting with community transport, library and animal shelter services. Our CEO and management team joined 40 volunteers for afternoon tea to thank them for their incredible contribution to Campaspe Shire.

Achievements



Council adopted its 2024-25 budget on time and with a surplus result. The surplus was the result of improved budget forecasting, as well as new opportunities for revenue being identified. There is also the reduction in flood recovery expenditure (from the October 2022 flood), as Council comes to the end of the recovery works (expected to be completed by June 2025).



Council launched a leadership development program, designed to foster a robust leadership team. This program provides leaders with practical tools and techniques to address Council's current priorities and challenges, and offers opportunities for action learning, coaching, and reflection, in conjunction with strategically significant projects.



Well planned places



Growing quality of life



Resilient protected and healthy natural environment



Flourishing local economy



Achievements - Corporate



Council has enhanced visitor and staff experiences at aquatic centres with an updated software application, offering greater flexibility and capability. Additionally, the core software for accounts payable and purchasing has been upgraded, reflecting our commitment to service improvement and staying current with technological advancements.



Council reported quarterly on our achievements against the Council Plan, and coordinated the annual Community Satisfaction Survey which reflected an overall improvement of seven per cent in perceptions of Council services by the community, in many areas well above the annual Victorian regional average.



Council celebrated the outstanding contributions, achievements and service of our people in a staff Gala event in October 2023. The event highlighted the amazing work our staff provide to Council and our community through their demonstration and commitment to Council's values, Respect, Customer Focus, Continuous Improvement, Teamwork and Accountability.



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Growing
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of life



Resilient protected
and healthy natural
environment



Flourishing
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economy

Fast Facts



120,102

visits to library branches



2,317

cats registered



1,746,353

kerbside bin collections



3,376

tonnes of recycling material
collected in kerbside bins



5,211

vaccines given



370

birth notifications



505

kindergarten enrolments
processed



7,566

dogs registered



1,600km

of gravel roads maintained



470

street trees planted



45

new citizens conferred
from 19 different countries



263,000

tonnes rock quarried

Our Year in Pictures

During 2023-24, Campaspe Shire was a hub of community engagement and enrichment, with Councillors and staff attending and hosting a variety of events that fostered connection and well-being among its residents.

July 2023



Our Year in Pictures

August 2023



Flood Recovery Town Hall Meeting in Rochester



Science week at Campaspe Libraries

September 2023



Basketball Jamboree at Echuca Stadium



Launch of the Girgarre Solar Farm Construction



Winter Swim Challenge at Campaspe Aquatics



Campaspe Youth Expo at Echuca Stadium



Flood Recovery Hub Holiday Program

Our Year in Pictures

October 2023



Campaspe Mental Health Expo



Dr Michael Carr Gregg in Rochester



Seniors Concert in Lockington



Campaspe Shire presented Shane Jacobson at Echuca Paramount



Recovery Hub Lunch & Link program

Our Year in Pictures

November 2023



December 2023



Our Year in Pictures

January 2024



February 2024



Our Year in Pictures

March 2024



April 2024



Our Year in Pictures

May 2024



National Reconciliation Week Community Walk



LG Pro Awards evening with High Commendations in Young Achiever and Service Delivery Categories



Volunteer Week afternoon tea celebration



Rushworth Service Centre Official Opening



IDAHOBIT

June 2024



Lockington Place Based Plan committee appointed



Kyabram Councillor Listening Post



Organisation Structure

Council is the governing body that appoints the Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of Council operations in accordance with the strategic directions of the Council Plan. Five Directors and the CEO form the Executive Leadership Team (ELT). ELT leads the organisation and meets weekly to oversee and manage Council operations. ELT also provides Council with information and advice that supports strategic and effective decision making. ELT is supported by a team of departmental managers. Details of the CEO and Directors reporting directly to the CEO are set out below.

Pauline Gordon, Chief Executive Officer

Commenced: 24 October 2022

Areas of responsibility: Councillor Support, Community Engagement, Council Agenda / Minutes, Communications, Public Relations, Marketing, Graphic Design / Digital / Social Media



Shannon Maynard, Director Emergency Management

Commenced: 20 March 2023

Areas of responsibility: Emergency Management, Planning, Response, Recovery, Local Laws / Animal Shelter, Planning Investigation



Kate Lemon, Director Infrastructure

Commenced: 29 May 2023

Areas of responsibility: Construction, Parks & Gardens, Quarry Operations, Road Maintenance, Engineering Design, Plant & Fleet, Road Services, Strategic Asset Management, Building Maintenance, Capital Works, Project Management, Property Management



Jo Bradshaw, Director Community

Commenced: 3 July 2023

Areas of responsibility: Community Facilities, Community Development, Youth Services, Children & Family Services, Customer Service, Library Services, Maternal & Child Health, Aquatic Services, Facilities & Open Space, Recreation Planning, Stadiums, Festivals & Events, Tourism, Arts & Culture, Community Grants and Indigenous Engagement



Matthew McPherson, Director Corporate

Commenced: 29 May 2023

Areas of responsibility: Human Resources, OHS, Payroll, Training, Volunteers, Application Support, Business Integration, ICT Operations, Information Services, Corporate Planning, Governance, Financial Accounting, Management Accounting, Revenue & Rates, Accounts Payable, Procurement



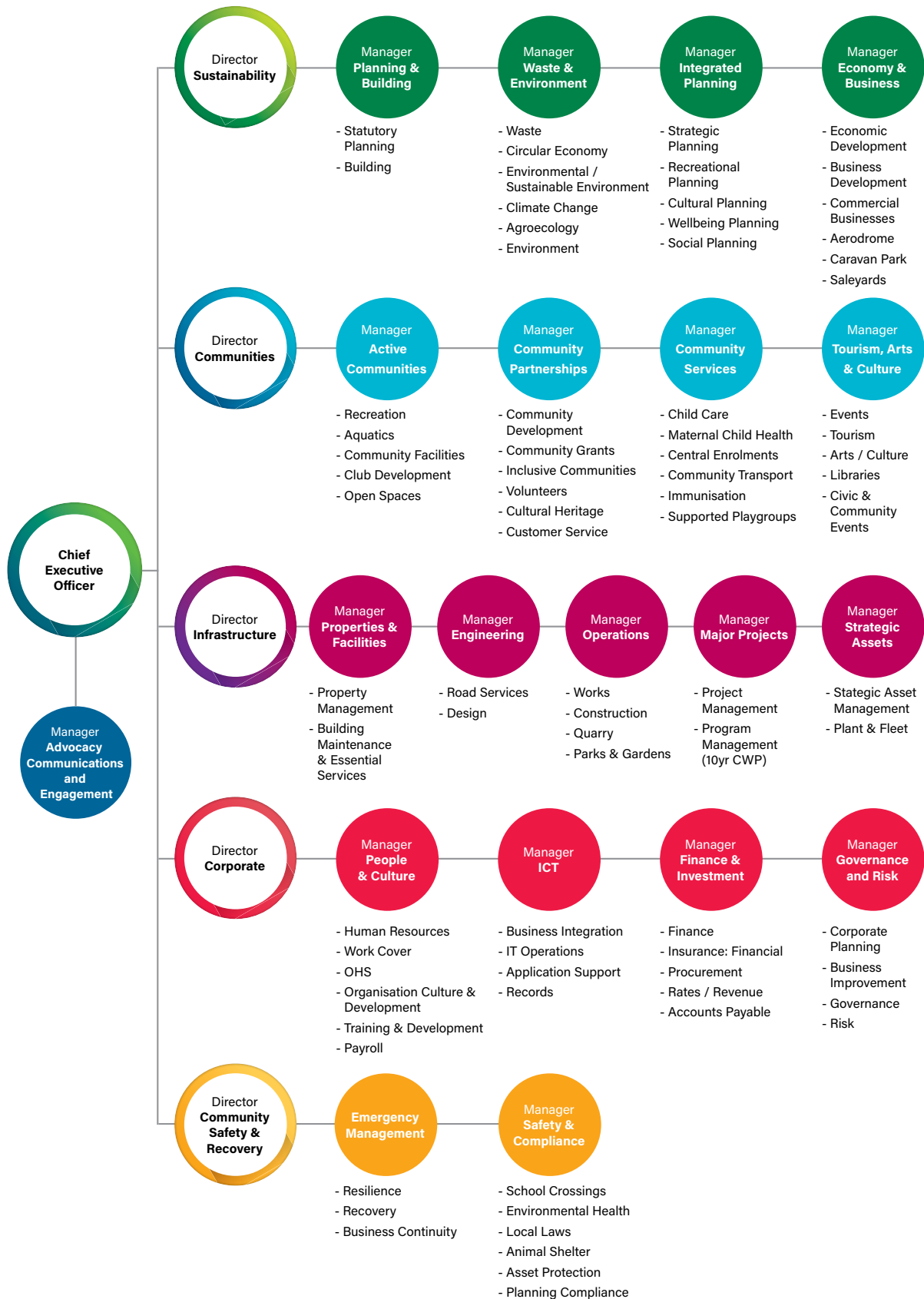
Michael Sharp, Director Sustainability

Commenced: 3 July 2023

Areas of responsibility: Commercial Businesses, Conservation, Aerodrome, Waste & Environment, Statutory Planning, Strategic Planning, Economic Development, Environmental Health, Building Services



Our People



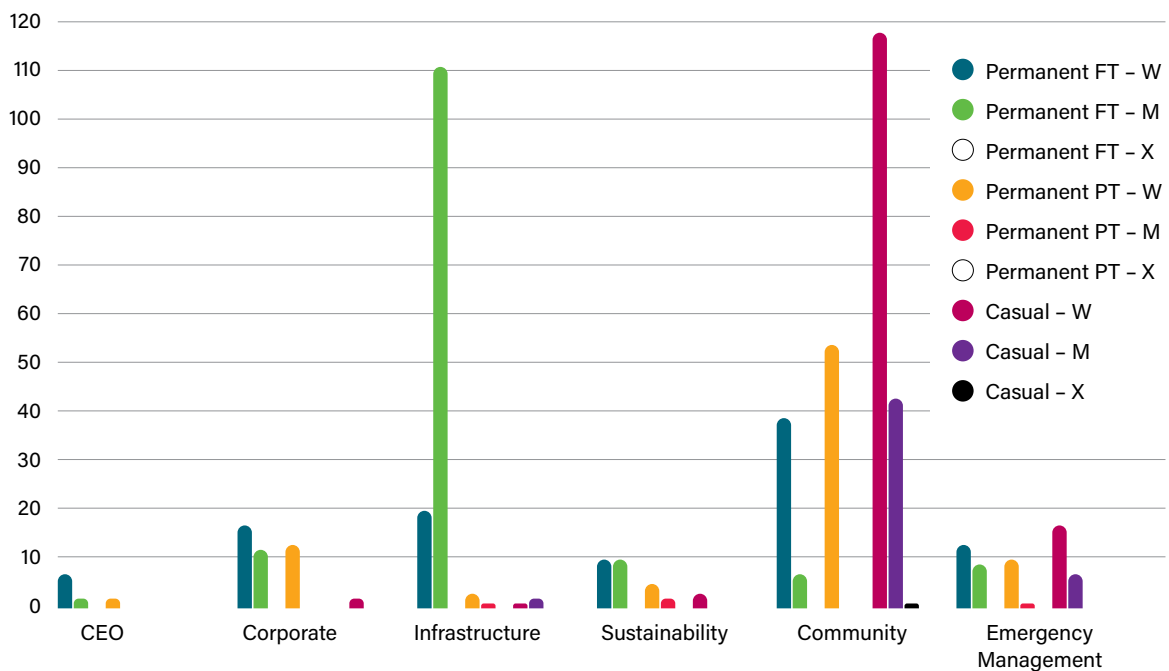
Council Staff

As at 30 June 2024, Council employed 543 staff, which consisted of full-time, part-time, temporary and casual positions.

Overall, 148 permanent, temporary or casual staff joined Council during the year to fill vacant positions and meet increased legislative, project and operational requirements.

Employee type / gender	CEO	Corporate	Infrastructure	Sustainability	Community	Community Safety and Recovery	Total
Permanent FT - W	7	17	20	10	39	13	106
Permanent FT - M	2	12	111	10	7	9	151
Permanent FT - X	0	0	0	0	0	0	0
Permanent PT - W	2	13	3	5	54	10	87
Permanent PT - M	0	0	1	2	0	1	4
Permanent PT - X	0	0	0	0	0	0	0
Casual - W	0	0	1	3	118	17	139
Casual - M	0	2	2	0	43	7	54
Casual - X	0	0	0	0	1	0	1
Total	11	44	138	30	262	57	543

Legend: FT (full time), PT (part time), W (women), M (men), X (person of self-described gender)



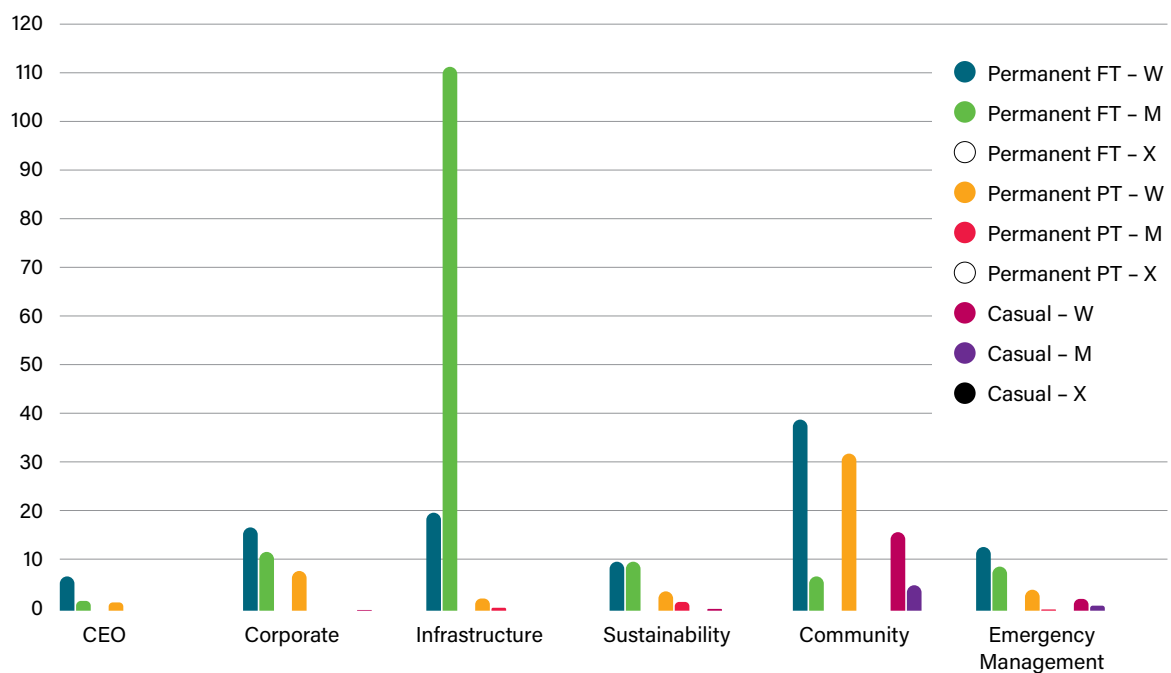
Council Staff

A summary of the number of FTE Council staff by organisational structure, employment type and gender is detailed in the following table:

Employee type / gender	CEO	Corporate	Infrastructure	Sustainability	Community	Community Safety and Recovery	Total
Permanent FT - W	7	17	20	10	39	13	106
Permanent FT - M	2	12	111	10	7	9	151
Permanent FT - X	0	0	0	0	0	0	0
Permanent PT - W	1.69	8.11	2.49	3.95	32.06	4.28	52.59
Permanent PT - M	0	0	0.60	1.79	0	0.26	2.65
Permanent PT - X	0	0	0	0	0	0	0
Casual - W	0	0	0	0.37	16.03	2.41	18.81
Casual - M	0	0.15	0	0	5.20	1.03	6.39
Casual - X	0	0	0	0	0	0	0
Total	10.69	37.26	134.09	26.11	99.29	29.98	337.45

Legend: FT (full time), PT (part time), W (women), M (men), X (person of self-described gender)

The above figure represents staff numbers as at 30 June 2024 and does not include vacant and/or casual roles not actively working in this period.



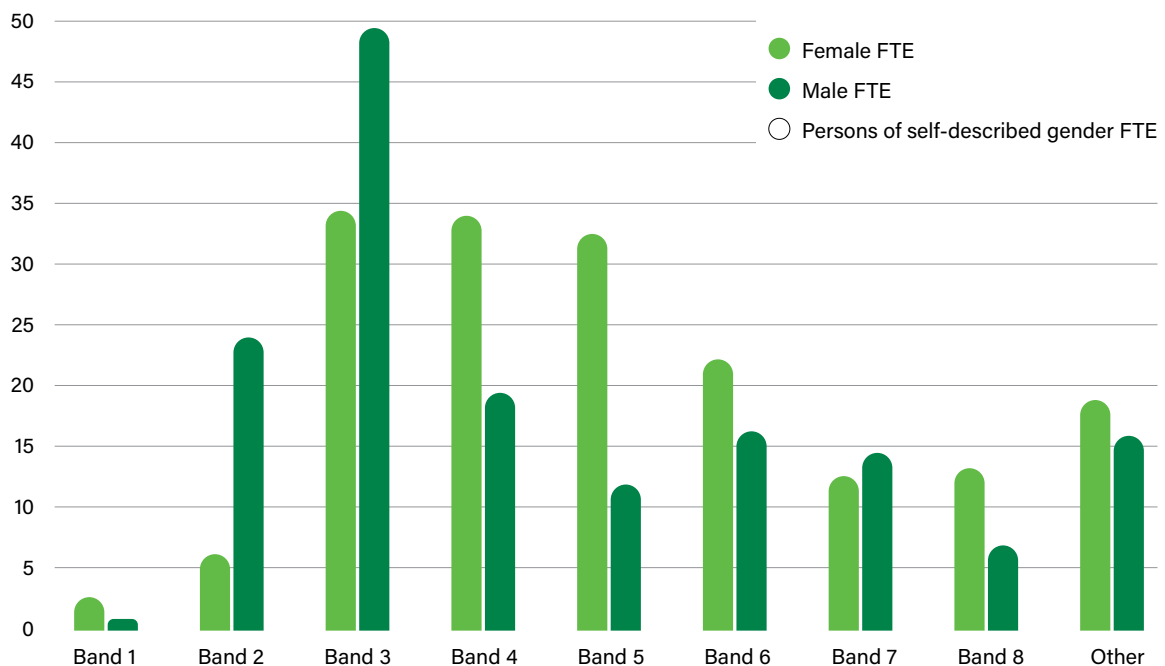
Council Staff

A summary of the number of FTE staff categorised by employment classification and gender is detailed in the following table:

Employment Classification	Women FTE	Men FTE	Persons of self-described gender FTE	Total FTE
Band 1	2.75	0.96	0	3.72
Band 2	6.28	24.08	0	30.36
Band 3	34.48	49.49	0	83.97
Band 4	34.07	19.53	0	53.60
Band 5	32.58	12	0	44.58
Band 6	22.28	16.37	0	38.65
Band 7	12.69	14.6	0	27.29
Band 8	13.34	7	0	20.34
Other	18.94	16	0	34.94
Total	177.40	160.04	0	337.45

Other' includes non-banded workforce members, including nurses and senior executive officers.

The above figure represents staff numbers as at 30 June 2024 and does not include vacant and/or casual roles not actively working in this period.



Other Staff Matters

Enterprise Agreement

The current Campaspe Shire Council Enterprise Agreement was submitted to the Fair Work Commission and approved on 19 January 2023 and remains in force until 16 February 2025.

Equal Opportunity

Council takes its equal opportunity responsibilities seriously and is committed to ensuring all employees, volunteers and contractors are treated equally, fairly and respectfully regardless of their background or identity.

Furthermore, Council actively manage diversity, equity and inclusion in the workplace by seeking ways to foster an environment where all employees, volunteers and contractors feel welcome, respected, and valued.

The objectives of the equal opportunity program are to:

- Achieve and maintain an environment that is free from discrimination, vilification, bullying and sexual harassment.
- Offer equity of access to training opportunities and career paths.
- Consistently apply the relevant policies and procedures throughout the organisation.
- Provide Equal opportunity, inclusion awareness, and the prevention of workplace bullying and sexual harassment training programs for all staff.

Gender Equity

Council must act in accordance with legislation that outlines the role of local government in creating equal and inclusive communities, including the Gender Equality Act 2020 (Vic).

To support gender equality in the workplace, Council undertakes various activities, such as:

- Implementing our Gender Equality Action Plan that outlines the goals, strategies and actions to promote gender equality across the organisation and the community.
- Developing a Gender Impact Assessment and conducting gender audits and reviews to identify gaps and opportunities for improvement on capital work projects and beyond.
- Providing flexible work arrangements, parental leave, and other support for employees with caring responsibilities, regardless of their gender identity or expression.

- Promoting women's leadership and representation in decision-making roles and committees, as well as supporting the career development and progression of women and gender diverse employees.
- Engaging with staff and stakeholders to raise awareness and understanding of gender equality issues and challenges, and to foster a culture of respect and inclusion.
- Hosting events for International Women's Day and training opportunities to increase awareness.
- Developing resources and guidelines to ensure equity in communication and letters from Council is applied.
- Meeting our reporting obligations for submission to the Commission of Gender Equality.

Health & Safety

Council has a strong commitment to Occupational Health and Safety.

Our OHS Committee is represented by employees from across the organisation with attention given to both preventative and mitigation measures such as:

- Monitoring and mitigation of staff mental health as parts of our work force adapt to working from home.
- Providing OH&S education to all staff.
- Conducting risk and safety audits proactively for council work sites and workplaces and for identified hazards and near misses.
- Conducting safety investigations when incidents occur including identifying any process changes to mitigate any future occurrences.
- Leveraging safety culture survey results to look for proactive initiatives and programs that will enhance overall health safety and wellbeing in the workplace.

Employee Assistance Program

Council established a new partnership with a recognised employee assistance program provider, giving employees and their immediate families, volunteers and Councillors access to an extensive range of support services.

Employees can discretely and confidentially access assistance in dealing with a range of issues that may impact on their work performance including stress, relationship issues, financial problems, drug and alcohol dependency, career and work issues, and more. The service offers face-to-face counselling as well as access to 24-hour phone counselling.

Staff Service Milestones

The following milestones were acknowledged at the October 2023 staff recognition event.

10 Years

Mark Miller
Elly Hayes
Rebecca Lenthall
Tegan Williams
Matthew Webb
Tracy Woods
Suzanne Thomas
Geoff Nash
Emma Mallick
Narelle Betts
Daniel Moylan
Zac Fitzpatrick
Sonia Hawking
Anne Bennett
Lisa Dickson

15 Years

Hayley Sutton
Glen Read
Deidre Walker
Stacey Palling
Desmond Partington
Daryl Archibald
Nikita Frawley
Wendy Moyle
Madeline Frawley
Sharon Carey

20 Years

Joshua Sperling
Hamish Thornton
Alissa Herd
Donna Wilson
*Kevin Russell
Julie Thornton
Denise Gilby
Leaha Wheeler

25 Years

Samantha Leorke
Thelma O'Keefe
Jenny Brown
Jenny Mustey

30 Years

Lynne Napier
Helen Crilly

35 Years

Wendy O'Hara
Anthony McDonnell

40 Years

Gaye Pellegrino

*awarded posthumously



Our Performance

Integrated Strategic Planning and Reporting Framework

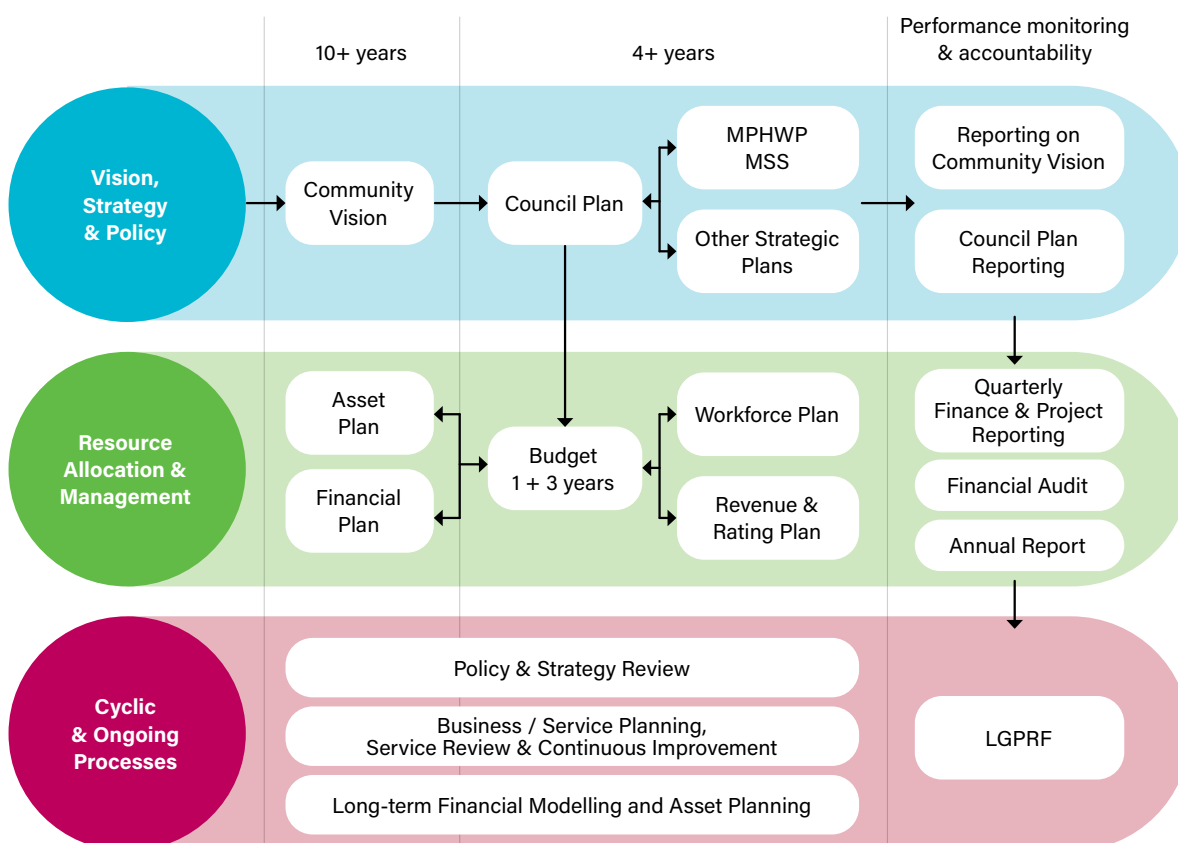
Part 4 of the Local Government Act 2020 requires councils to prepare the following:

- A Community Vision (for at least the next 10 financial years).
- A Council Plan (for at least the next 4 financial years).
- A Financial Plan (for at least the next 10 financial years).
- An Asset Plan (for at least the next 10 financial years).
- A Revenue and Rating Plan (for at least the next 4 financial years).
- An Annual Budget (for the current year plus the next three years).
- A Quarterly Budget Report.
- An Annual Report (for each financial year) and Financial Policies.

The Act also requires councils to prepare:

- A Workforce Plan (including projected staffing requirements for at least 4 years).

The following diagram shows the relationships between the key planning and reporting documents that make up the integrated strategic planning and reporting framework for local government. There are opportunities for community and stakeholder input and feedback as part of the process.



Performance

Council's performance for the 2023-24 year has been reported in a number of ways:

- Results achieved in relation to the strategic indicators in the Council Plan.
- Progress in relation to the major initiatives identified in the budget.
- Services funded in the budget and the people or sections of the community who are provided those services.
- Results against the prescribed service performance indicators and measures.

Well Planned Places

Strategic indicators

The following reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the plan.

Indicator	Source	2022-23 results	2023-24 results
Greater value of building approvals	RemPlan	Total cost of works \$105.240 million	Total cost of works \$174.660 million
Average time taken to decide planning applications	Local Government Performance Reporting	56 days	43 days
More landholdings transferred to community management or ownership	Internal	0	2
Length of foot and cycle pathways constructed	Internal	2.16 kms	1.14km
Percentage of sealed roads maintained	Local Government Performance Reporting	97.07%	92.59%

Our Performance

Annual Plan Major Initiatives

The following statement reviews the year's progress on major and other initiatives identified in the 2023-24 budget.

Initiative	Result	Action
Major		
Complete the Toolleen Axedale Road widening project.	Completed	Works completed and Practical Completion issued 18 March 2024.
Continue stage 2 of the Rushworth Streetscape renewal project.	Completed	Rushworth Streetscape Renewal Stage 2 reached Practical Completion and was able to be fully utilised by the community on 28 March 2024.
Other		
Complete storm water pump renewals at sites in Kyabram and Rochester.	Completed	The renewal of storm water pumps at sites in Kyabram and Rochester has been completed.
Complete irrigation renewal projects in parks and gardens within Kyabram, Rochester and Echuca.	In progress	Kyabram Service Centre - works complete. Mangan St, Tongala - works complete. Victoria Park, NRMA Holiday Park & Hopewood Gardens, Echuca Funding was committed before end of financial year and works have commenced. Project to be completed by August 2024.
Complete the Rushworth (Waranga) Rail Trail	In progress	Stage 1 (vegetation removal) completed and Stage 2 under way. Stages 3 & 4 anticipated for contract award August 2024 and construction through to late 2024 / early 2025.
Finalise the Echuca Aquatic reserve designs and pursue funding opportunities	Completed	There is a Council resolution in place to explore submitting this project to the second round of the Growing Regions Fund.
Finalise the Victoria Park Multi-purpose building design and pursue funding opportunities	Completed	Funding has been secured to progress to construction of this project.
Work with recreation reserve committees of management to identify sustainable infrastructure plans	Completed	Officers have developed a schedule and commenced communication with the recreation reserve committees.
Complete the construction of Breen Ave Shared User Path (Kyabram)	In progress	Breen Ave Shared User Path Construction contract was awarded in August 2023 with site works well underway.
Undertake a review of the shared path network across the shire	In progress	To be included in the integrated planning process for township facility planning as approved by Council at its June 2024 meeting.
Deliver our road resheeting and resealing programs	Completed	Council's 2023-24 sealed and gravel road resealing and resheeting programs have been completed.
Undertake a residential land review for the Shire	Completed	Residential land review for Campaspe has been completed and adopted by Council.
Continue to provide free access to outdoor pools in 2023-24	Completed	The outdoor pools opened on the 25 November 2023 and are free to the public.

Our Performance

Services

The following services contribute to achieving the strategies and goal for this environment:

Service area	Description of services provided		Budget \$'000	Actual \$'000
Recreation	To provide spaces and facilities to support formalised active recreation and community events that support community, social and health benefits.	Rev	257	297
		Exp	3,457	3,504
		Net	(3,200)	(3,207)
Aquatics	To provide facilities that support swimming and aquatic water play.	Rev	1,215	1,370
		Exp	4,613	3,992
		Net	(3,399)	(2,622)
Emergency management	To strengthen local capacity and capability and build community resilience in compliance with legislative responsibilities.	Rev	60	3,164
		Exp	506	4,433
		Net	(446)	(1,269)
Engineering	To ensure that Council's infrastructure is designed, constructed and maintained to provide a fit for purpose network for people across the shire.	Rev	122	264
		Exp	506	761
		Net	(385)	(497)
Parks and gardens maintenance	To provide safe and attractive public open spaces that support a range of recreation opportunities for community, social and environmental benefit.	Rev	0	8
		Exp	5,643	6,185
		Net	(5,643)	(6,177)
Project management	To ensure the efficient, timely and cost effective delivery of Council's Capital Works Program.	Rev	0	2
		Exp	705	870
		Net	(705)	(868)
Road services	To ensure the operational and statutory functions of road and drainage infrastructure are in compliance with legislative responsibilities.	Rev	30	194
		Exp	25,021	33,454
		Net	(24,991)	(33,260)
Building and planning	To provide for the fair, orderly, economic and sustainable use and development of land across the Shire of Campaspe in compliance with legislative responsibilities.	Rev	629	561
		Exp	1,291	1,439
		Net	(662)	(878)
Strategic asset management	To provide strategic direction on the management of Council's assets to support the ongoing delivery of Council's services.	Rev	0	0
		Exp	1,042	499
		Net	(1,042)	(499)

Our Performance

Service Performance Indicators

Results of the prescribed indicators and measures including explanation of material variations.

Service / Indicator / Measure	Result 2021	Result 2022	Result 2023	Result 2024	Material variations and comments	
	Actual	Actual	Actual	Target as per budget	Actual	
Aquatic facilities						
Service standard Health inspections of aquatic facilities [Number of authorised officer inspections of council aquatic facilities / Number of council aquatic facilities]	2.88	1.00	1.75	NA	2.86	Council's Environmental Health Officers increased the number of inspections conducted to improve on the previous year. Due to some non-compliance issues multiple inspections were conducted to ensure appropriate actions were taken.
Utilisation Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	1.87	3.31	3.85	NA	3.71	The closure of the indoor facility for six weeks to carry out maintenance works contributed to the reduction in attendance numbers. While outdoor pool fees were waived for this period, there was a change to capturing data that required all users to seek a free membership for improved understanding of who is using the facility. This requirement may also have contributed to the decrease in usage.
Service cost Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	\$27.85	\$14.01	\$10.74	NA	\$11.93	In June 2023, Council made the decision to waive general public fees for all outdoor pools. While there has been a slight decrease in visitation to the 2022-23 figures, the closure of the indoor facility and fee free outdoor pools has resulted in increased expenditure.
Statutory Planning						
Timeliness Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	35	51	50	NA	43	The indicator remains below the State requirement of 60 days.

Our Performance

Service / Indicator / Measure	Result 2021	Result 2022	Result 2023	Result 2024		Material variations and comments
	Actual	Actual	Actual	Target as per budget	Actual	
Service standard Planning applications decided within required timeframes [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	97.23%	97.76%	100%	90%	82.91%	Planning applications have continued to be made within appropriate timeframes. Applications decided in timeframes has seen a change due to the assessment of a number of larger applications which have required additional stakeholder engagement to achieve good planning outcomes.
Service cost Cost of statutory planning service [Direct cost of statutory planning service / Number of planning applications received]	\$1,054.69	\$1,342.25	\$1,654.05	NA	\$1,983.05	Council has seen an increase in costs of the service due to staff changes which has required the use of external consultants at a higher rate.
Decision making Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	80.00%	62.50%	50.00%	NA	57.14%	Council has had only seven decisions appealed at VCAT which is very low compared to the number of decisions made. Officers seek to minimise VCAT applications through working with applicants and undertaking consultation meetings when objection are received. Two of the matters were resolved through negotiated outcomes prior to a hearing.
Roads						
Satisfaction of use Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x 100	15.69%	28.65%	39.59%	NA	23.80%	The number of sealed local roads requests was higher in 2022-23 as a result of the October 2022 floods. Requests in 2023-24 have returned to similar levels to the years prior to the flood.

Our Performance

Service / Indicator / Measure	Result 2021	Result 2022	Result 2023	Result 2024	Material variations and comments
	Actual	Actual	Actual	Target as per budget	Actual
Condition Sealed local roads maintained to condition standard [Number of kilometres of sealed local roads below the renewal intervention level set by council / Kilometres of sealed local roads] x 100	98.96%	97.41%	97.07%	98%	92.59%
					<p>A new condition assessment of the sealed road network was carried out to update the data that informs this indicator. The new data is showing that a greater number of roads have reached intervention levels than the previous data set was indicating.</p> <p>The roads that have reached intervention level have been included in the 2024-25 capital works renewal program. The increase in the number of roads that have reached intervention may be the result of the extremely wet weather that has been experienced over the last few years.</p>
Service cost Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$54.72	\$77.61	\$68.24	NA	\$198.35
					<p>There was one road reconstruction carried out in 2023-24. The cost of the works was greater than previous years due to complicating factors. These were native vegetation removal which required an external specialist to be onsite when the work was carried out. Also, the nature of the road required roadside barriers (guard rails) to be installed on most of the length of the road. These are complications that have not been encountered on road reconstructions carried out in previous years and resulted in a large increase in the cost per square metre of reconstruction.</p>
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$6.20	\$6.03	\$5.06	NA	\$7.01
					<p>The cost of inputs related to road resealing have increased. This has resulted in a higher per meter cost than previous years.</p>
Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	47	41	39	NA	45
					<p>The Community Satisfaction Survey 2024 revealed a 6 point increase in satisfaction with sealed local roads above the regional Victorian average, but the overall result means Council continues its focus on road maintenance in line with community expectations.</p>

Growing Quality of Life

Strategic Indicators

The following reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the plan.

Indicator	Source	2022-23 results	2023-24 results
Community satisfaction with customer service	Metropolis Research Community Satisfaction Survey	60	60
Community satisfaction with consultation and engagement	Metropolis Research Community Satisfaction Survey	49	56
Community satisfaction with overall direction of council	Metropolis Research Community Satisfaction Survey	48	56
Community satisfaction with decisions made in the interest of the community	Metropolis Research Community Satisfaction Survey	47	53
Percentage of children fully vaccinated at 12-15 months, 24-27 months and 60-63 months	Department Health and Human Services	12-15 months = 94.12%	12-15 months = 92.77%
		24-27 months = 93.39%	24-27 months = 91.84%
		60-63 months = 98.98%	60-63 months = 96.19%

Our Performance

Major Initiatives

The following statement reviews the year's progress on major and other initiatives identified in the 2023-24 budget.

Initiative	Result	Action
Major		
Deliver a Library Services Strategy that will define the priorities and strategic objectives of the service.	In progress	Officers are working through the first draft of the strategy.
Deliver stage 2 of the Rochester Early Learning centre redevelopment to meet childcare demand in the Rochester district.	In progress	Stage 2 construction works are well under way.
Other		
Develop a multi-year action plan for the Municipal Early Years Plan 2023-25.	In progress	2023-24 implementation plan is on track with 5 of 11 actions were completed within the reporting period, with 5 of 11 in progress and 1 of 11 not yet commenced. Being a multi-year action plan, the incomplete actions will carry through to the next reporting period. Development of 2024-25 Action plan has begun.
Work in partnership with the Department of Education to review the Kindergarten Infrastructure and Services Plan, which will define kindergarten infrastructure demand across the municipality.	Completed	Council's contribution to the data dashboard is complete, including proposed and approved new developments in Campaspe that will increase kindergarten supply.
Implement actions arising from audits on the cultural safety of Council's Maternal and Child Health and Centre Based Care services.	In progress	Council's Facilitator Indigenous Engagement is supporting the early years teams to strengthen linkages with Traditional Owners to foster improved cultural safety among Council's early years sites. The live project for stage 2 of Rochester Early Learning provides an immediate opportunity to collaborate with Dja Dja Wurrung on the yard redevelopment as well as implementation of "Bush Kinder", delivery of cultural training for staff, and to build a foundation for regular community involvement.
Establish an outdoor pool calendar of events in collaboration with local community groups.	Completed	Officers worked in collaboration with community groups to deliver a range of activities for the season. This included rotation of the inflatables where possible, social events and aqua classes at Kyabram.
Work with community groups to increase activities at stadiums, including provision of Council run programs for community participation.	Completed	Officers worked in collaboration with Healthy Loddon Campaspe and a range of organisations to deliver activities at the three stadiums across the shire. This included Pickleball, Strength and Balance for Seniors, new parents and bubs activity sessions and the Abilities Unleashed Sports day.
Complete the renewal and upgrade of the Rushworth Service Centre and Library	Completed	Rushworth Service Centre and Library renewal was completed early 2024 with the official opening taking place 31 May 2024.
Implement the Arbovirus program throughout the active season (typically November to March)	Completed	The summer 2023-24 Arbovirus Monitoring Program was successfully completed in accordance with Council's service agreement with the Department of Health and Human Services and within the expected date range.
Develop a Cultural Diversity Plan		Council has endorsed the development of an access and inclusion committee as a precursor to preparing a Cultural Diversity Plan.

Our Performance

Services

The following services contribute to achieving the strategies and goal for this environment:

Service area	Description of services provided		Budget \$'000	Actual \$'000
Children's services	To provide families with access to a range of services that support the foundations for optimal growth and development of children in partnership with families.	Rev	4,190	4,037
		Exp	5,205	6,506
		Net	(1,014)	(2,469)
Community development	To strengthen the understanding of community views and aspirations to inform decision making.	Rev	97	112
		Exp	2,411	1,978
		Net	(2,314)	(1,867)
Library	To provide space, activities and items that support access to information and knowledge.	Rev	457	485
		Exp	2,034	3,018
		Net	(1,577)	(2,533)
Regulatory compliance	To protect the safety and amenity of the built and natural environment and public infrastructure for the use and enjoyment of community members and visitors in compliance with legislative responsibilities.	Rev	2,570	2,667
		Exp	3,375	4,217
		Net	(806)	(1,550)

Our Performance

Service Performance Indicators

Results of the prescribed indicators and measures including explanation of material variations.

Service / Indicator / Measure	Result 2021	Result 2022	Result 2023	Result 2024	Material variations and comments	
	Actual	Actual	Actual	Target as per budget	Actual	
Animal management						
Timeliness	1.00	1.00	1.00	NA	1.00	No comment as no material variation.
Time taken to action animal management requests						
[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]						
Service standard	32.48%	30.45%	27.20%	NA	16.09%	58% of animals impounded were felines, with an average of 3.86% having identification and consequently reclaimed. This percentage for canines was generally higher, with 30% reclaimed. Surrendered canines have increased with 31.51% of canines impounded being surrenders, while feline surrenders have decreased with 17.95% of felines impounded surrendered.
Animals reclaimed						
[Number of animals reclaimed / Number of animals collected] x 100						
Animals rehomed	52.92%	46.53%	50.19%	NA	62.42%	Canine adoption numbers increased by 31.2% whilst feline adoptions decreased by 12.8%.
[Number of animals rehomed / Number of animals collected] x 100						
Service cost	\$29.19	\$30.40	\$30.42	NA	\$31.08	No comment as no material variation.
Cost of animal management service per population						
[Direct cost of the animal management service / Population]						
Health and safety	0.00%	0.00%	0.00%	NA	0.00%	No animal prosecutions were undertaken in 2023-24.
Animal management prosecutions						
[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100						

Our Performance

Service / Indicator / Measure	Result 2021	Result 2022	Result 2023	Result 2024	Material variations and comments
	Actual	Actual	Actual	Target as per budget Actual	
Libraries					
Utilisation Loans per head of population [Number of library collection item loans / population]	NA	NA	NA	NA	4.19 This is a new measure under the Local Government Performance Reporting Framework.
Resource standard Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x 100	29.78%	30.10%	28.64%	NA	28.36% No comment as no material variation.
Participation Library membership [Number of registered library members / population]x100	NA	NA	NA	NA	24.79% This is a new measure under the Local Government Performance Reporting Framework.
Library visits per head of population [Number of visits / population]	NA	NA	NA	NA	3.14 This is a new measure under the Local Government Performance Reporting Framework.
Service cost Cost of library service per population [Direct cost of the library service / Population]	\$25.61	\$26.56	\$29.21	NA	\$33.14 Increased allocation of funds to address the age of the physical collection and to increase digital resources to meet user demand. Increase staffing costs across the service due to casualisation, staff leave and changes in operating hours.

Our Performance

Service / Indicator / Measure	Result 2021	Result 2022	Result 2023	Result 2024	Material variations and comments	
	Actual	Actual	Actual	Target as per budget	Actual	
Maternal and Child Health (MCH)						
Service standard Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x 100	101.52%	102.27%	101.61%	NA	101.09%	The trend in infant enrolments in the MCH service has generally remained steady across the last four years of reporting, demonstrating the trust and value placed in the service provided by Council.
Service cost Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$108.96	\$90.17	\$90.75	NA	\$94.51	No comment as no material variation.
Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	72.20%	69.11%	69.36%	NA	70.08%	This result is slightly higher than the previous two reporting periods and just within the expected range. Council will continue to review engagement practices with the MCH service to increase participation rates, particularly from 8 months - 3.5 years.
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	82.74%	78.23%	80.90%	NA	81.12%	Consistent high-level participation in the MCH service by Aboriginal children has resulted from embedding practice change with service coordination and documentation processes.
Satisfaction Participation in 4 week key age and stage visit [Number of 4 week key age and stage visits / Number of birth notifications received] x 100	96.97%	92.95%	95.43%	NA	90.16%	Participation in the four-week key age and stage visit has remained on trend with prior reporting periods, demonstrating the trust and value placed in the service provided by Council.

Our Performance

Resilient Protected and Healthy Natural Environment

Strategic Indicators

The following reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the plan.

Indicator	Source	2022-23 results	2023-24 results
More kerbside collection diverted from landfill	Internal	8.33% decrease	2.84% decrease
Efficient water consumption	Internal	317 ML	305 ML
Efficient electricity consumption	Internal	2,936,352 kWh	3,235,004 kWh
Reduce CO2 emissions by Council	Internal	3,812 tCO2-e	3,698 tCO2-e

Correction: The 2022-23 Annual Report incorrectly stated CO2 emissions as 6,174 tCO2-e due to unadjusted green power emissions under the VECO agreement with Red Energy. The revised figure is 3,812 tCO2-e.

Major Initiatives

The following statement reviews the year's progress on major and other initiatives identified in the 2023-24 budget.

Initiative	Result	Action
Major		
Complete upgrades to skip bin loading bays at the Colbinabbin, Lockington and Toolleen Resource Recovery Centres.	In progress	Colbinabbin reached practical completion in July 2024, Toolleen on track to be completed by end of July 2024. Lockington is scheduled to be completed by August 2024.
Incorporate sustainable water and energy use initiatives into the Victoria Park Multi-purpose building design.	Completed	The design includes a number of water and energy initiatives including but not limited to, solar panels, batteries, rain gardens and water harvesting
Other		
Complete the Integrated Water Management project at the Echuca Aquatic Reserve drainage basin.	Completed	The Integrated Water Management component of the project was completed in late December 2023.
Develop an action plan for the implementation of the Urban Forest Strategy.	Completed	Action plan has been developed as part of the Urban Forest Plan (UFP), which was endorsed at the April 2024 Council meeting for public exhibition.
Carry out sampling and testing on closed landfills to understand the environmental risks and identify remediation actions if required.	Completed	Sampling and testing has been completed for all closed landfills. Draft report has been received. The draft report has identified that there are no urgent risks to the environment and human health but additional capping will likely be required at all sites.
Develop an Environmental Sustainability Design framework for Council projects.	Not started	It has been decided to defer this item until the completion of the Emissions Reduction Action Plan so that the key findings can be incorporated into a framework that is linked directly with Council's key actions.
Implement actions in accordance with the Domestic Wastewater Management Plan to minimise the impacts of domestic wastewater on human health, the natural environment and local amenity.	Not started	The Domestic Wastewater Management Plan is currently under review pending the release from the Environment Protection Authority of the new Guidelines for Onsite Wastewater Management and Guideline for Onsite Wastewater effluent dispersal and recycling systems. These will be replacing the EPA Code of Practice for Onsite Wastewater Management.
Develop and emissions reduction plan to assist in the delivery of Councils Environmental strategy.	In progress	Environmental consultants were appointed at the end of June 2024. Expected completion is currently February 2025.

Our Performance

Services

The following services contribute to achieving the strategies and goal for this environment:

Service area	Description of services provided		Budget \$'000	Actual \$'000
Environment and conservation	To protect, enhance and conserve native flora and fauna through community education and programs.	Rev	90	150
		Exp	604	451
		Net	(514)	(301)
Environmental health	To protect and enhance the health and wellbeing of residents and visitors through the delivery of public health programs and services in compliance with legislative responsibilities.	Rev	361	337
		Exp	1,027	1,062
		Net	(667)	(725)
Waste collection and management	To provide services for the removal of waste and the collection of recycling.	Rev	7,497	7,211
		Exp	7,898	7,536
		Net	(401)	(325)

Service Performance Indicators

Results of the prescribed indicators and measures including explanation of material variations.

Service / Indicator / Measure	Result 2021	Result 2022	Result 2023	Result 2024		Material variations and comments
	Actual	Actual	Actual	Target as per budget	Actual	
Food safety						
Timeliness	1.64	2.36	3.83	NA	1.00	Officers have made all food complaints a priority, although some complaints may take days to close out. Officers have prioritised addressing the issues raised during the first contact.
Time taken to action food complaints						
[Number of days between receipt and first response action for all food complaints / Number of food complaints]						
Service standard	72.38%	64.95%	43.88%	NA	71.70%	The improvement from the previous year was due to assistance of an officer secondment that was funded due to the impact the floods had on officer's ability to complete assessments.
Food safety assessments						
[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x 100						

Our Performance

Service / Indicator / Measure	Result 2021	Result 2022	Result 2023	Result 2024	Material variations and comments
	Actual	Actual	Actual	Target as per budget	Actual
Service cost	\$393.33	\$449.44	\$473.27	NA	\$596.22
Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]					
Health and safety	100.00%	85.00%	100.00%	NA	90.91%
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance] x 100					
Service indicator	New	New	New	NA	112.64%
Food safety samples [Number of food samples obtained / Required number of food samples] x 100					
Waste collection					
Service standard	2.10	4.40	0.54	NA	0.53
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000					

Our Performance

Service / Indicator / Measure	Result 2021	Result 2022	Result 2023	Result 2024	Material variations and comments	
	Actual	Actual	Actual	Target as per budget	Actual	
Service cost	\$102.25	\$118.63	\$133.55	NA	\$146.88	Increases in diesel and CPI continue to affect service costs.
Cost of kerbside garbage collection service						
[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]						
Cost of kerbside recyclables collection service	\$48.00	\$64.88	\$68.38	NA	\$89.94	The increase in cost for the provision of the recycling service has primarily been driven by an increase in cost of the Material Recovery Facility (MRF) gate rate and a reduction in the value of commodities. Additional financial penalties were also incurred from the MRF due to high contamination rates of the commingled recycling bin
[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]						
Waste diversion	48.46%	48.76%	49.85%	50%	48.44%	No comment as no material variation.
Kerbside collection waste diverted from landfill						
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100						

Flourishing Local Economy

Strategic Indicators

The following reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the plan.

Indicator	Source	2022-23 results	2023-24 results
Growing Gross Shire Product (GSP)	Remplan	2022 = \$2.526 billion	2023 = \$2.910 billion
Local jobs	Australian Government Small Area Labour Markets – March quarter 2024	2021 = 16,731	2023 = 17,164

Major Initiatives

The following statement reviews the year's progress on major and other initiatives identified in the 2023-24 budget.

Initiative	Result	Action
Major		
Commence the renewal and upgrade project at the Echuca Aerodrome	Completed	The Echuca Aerodrome Renewal and Upgrade project was awarded by Council in November 2023. Site works commenced in January 2024 per program.
We will undertake construction works at the Victoria Park Boat Ramp, including new retaining wall and accessible ramp	In progress	Wet ramp and retaining wall works will commence week beginning 15 July 2024 with anticipated completion of end November
Other		
Continue to implement upgrades to the Echuca Holiday Park identified through the master plan	Completed	Completed items include two 'Quad Ensuities', a new roadway, new water services and a new sewer to eight synthetic sites, four concrete driveways to synthetic sites, 13 synthetic sites completed, replacement of non-compliant electrical installations in new synthetic areas, installation of new appropriate trees and garden beds and two accessible cabins installed. Construction of an amenities block was completed off site and was delivered to site in July 2024.
Deliver an Echuca and District Livestock Exchange Strategy that will define the priorities and strategic objectives of the service for the future.	In progress	Consultants have been appointed to develop a report on options for the future of Echuca and District Livestock Exchange. An interim report has been prepared which is currently being reviewed. The report will be subject to a future briefing of Council prior to the report being made available for public feedback.
Implement the Echuca West Precinct Structure Plan to encourage development of additional residential housing in Echuca.	Completed	The first permit of 400 lots has been issued in the Echuca West Precinct Structure Plan (PSP) with a further two subdivision applications currently under assessment. A review of the PSP and related Development Contribution Plan has also commenced.
Develop and implement the actions from the Economic Development and Tourism Strategy.	Completed	After extensive engagement in 2023 and 2024 the Campaspe Economic Development and Tourism Strategy and associated Action Plan was adopted by Council on 23 July 2024.

Our Performance

Services

The following services contribute to achieving the strategies and goal for this environment:

Service area	Description of services provided		Budget \$'000	Actual \$'000
Economic development	To contribute to a strong, diverse and innovative local economy.	Rev	6,630	10,503
		Exp	8,829	9,845
		Net	(2,199)	658

Service Performance Indicators

There are no prescribed service performance indicators for this strategic objective.

Organisational Support

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

Services

The following services contribute to achieving the strategies and goal for this environment:

Service area	Description of services provided		Budget \$'000	Actual \$'000
Customer communications	To connect the community with Council.	Rev	0	60
		Exp	1,563	1,780
		Net	(1,563)	(1,719)
Financial services	To ensure Council's revenue and expenditure is managed and controlled in a responsible manner to support the delivery of Council services and enable Council to plan for its long term financial sustainability.	Rev	68	101
		Exp	1,933	1,820
		Net	(1,865)	(1,719)
Governance	To provide support and advice to councillors and the organisation to ensure compliance with legislative responsibilities.	Rev	1	21
		Exp	2,129	1,126
		Net	(2,127)	(1,105)
Human resources	To partner with all parts of the organisation to provide support, tools and advice to create and facilitate a healthy and sustainable workforce.	Rev	0	0
		Exp	729	1,697
		Net	(729)	(1,697)
Information management (records)	To ensure creation, capture and maintenance, retrieval and protection of records and information in compliance with legislative responsibilities.	Rev	0	0
		Exp	201	142
		Net	(201)	(142)
Information communication technology	To facilitate the effective delivery of Council services and enhance community interaction with Council.	Rev	0	0
		Exp	1,935	2,904
		Net	(1,935)	(2,904)
Organisational strategy and performance	To ensure Council's energy is focused and that Council and staff are working towards the same goals through overseeing development of key organisation-wide strategic directions, plans and monitoring performance.	Rev	24	185
		Exp	2,677	3,710
		Net	(2,653)	(3,525)
Plant and fleet management	To plan for and effectively manage Council's plant and fleet to support the ongoing delivery of Council's services.	Rev	0	2
		Exp	284	280
		Net	(284)	(278)
Property management	To plan for and effectively manage and maximise the use of land managed by Council to support the ongoing delivery of council's services.	Rev	416	1,030
		Exp	3,227	4,169
		Net	(2,811)	(3,139)

Our Performance

Service Performance Indicators

Results of the prescribed indicators and measures including explanation of material variations.

Service / Indicator / Measure	Result 2021	Result 2022	Result 2023	Result 2024		Material variations and comments
	Actual	Actual	Actual	Target as per budget	Actual	
Governance						
Transparency Council decisions made at meetings closed to the public [Number of council resolutions made at ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors, closed to the public / Number of council resolutions made at ordinary or special meetings of council or at meetings of a special committee consisting only of councillors] x 100	22.12%	27.42%	7.29%	NA	4.76%	Council continues to provide reports in a format which allows more decisions to be made in meetings open to the public without the inappropriate release of confidential information.
Consultation and engagement Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	51	42	49	50	56	Council's consultation and engagement rating through its 2024 Community Satisfaction Survey showed a significant increase in satisfaction and achieved the highest level of satisfaction for Council since 2015. Consultation and engagement has been undertaken across many council service areas and includes major engagement around flood recovery, key infrastructure projects, Place Based Plans and the preparation of Council's 2024-25 Annual Budget. Community engagement remains an area of focus for Council. Campaspe Shire Council's score exceeds the average overall satisfaction level across Victoria (51) and that of Large Rural Councils (48) as per Local Government Victoria's Statewide report for 2024.

Our Performance

Service / Indicator / Measure	Result 2021	Result 2022	Result 2023	Result 2024		Material variations and comments
	Actual	Actual	Actual	Target as per budget	Actual	
Attendance Councillor attendance at council meetings [The sum of the number of councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) x (Number of councillors elected at the last council general election)] x 100	94.87%	93.46%	86.51%	NA	86.51%	Councillor attendance remained high. This has been aided by the continued provision of online participation in Council meetings.
Service cost Cost of elected representation [Direct cost of the governance service / Number of councillors elected at the last council general election]	\$47,294.33	\$56,006.22	\$61,364.00	NA	\$66,306.78	The Mayoral allowance and Councillor allowances increased in line with Victorian Independent Remuneration Tribunal.
Satisfaction Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	52	43	47.00	NA	53	The 2024 Community Satisfaction Survey showed a significant increase in satisfaction with Council's decision making in the interests of our community with Council achieving the highest level of satisfaction for this measure since 2014. Campaspe Shire Council's score exceeds the average overall satisfaction level across Victoria (50) and that of Large Rural Councils (46) as per Local Government Victoria's Statewide report for 2024.



Governance, Management & Other Information

Governance

Campaspe Shire Council is constituted under the Local Government Act 2020 (The Act) to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

- Taking into account the diverse needs of the local community in decision making.
- Providing leadership by establishing strategic objectives and monitoring achievements.
- Ensuring that resources are managed in a responsible and accountable manner.
- Advocating the interests of the local community to other communities and governments.
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community consultation, public forums such as community forums, and online, as well as the ability to make submissions on various issues.

Council's formal decision-making processes are conducted through Council meetings and Delegated Committees of Council. Council delegates the majority of its decision-making to Council staff through the Chief Executive Officer. These delegations are exercised in accordance with adopted Council policies.

Meetings of Council

Council conducts open public meetings monthly on the third Tuesday of each month or as otherwise determined by the Council or CEO, in accordance with the Governance Rules. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to submit a question to the Council or speak to an item on the agenda. In addition, meetings are streamed live via Council's website and a recording of each meeting is available to view via the website 48 hours after each meeting.

For the 2023-24 year, Council held 14 Council meetings, of which three meetings were unscheduled Council meetings. The following table provides a summary of councillor attendance for the 2023-24 year.

	Total	Scheduled	Unscheduled
Cr Rob Amos	13	10	3
Cr Colleen Gates	12	9	3
Cr Paul Jarman	13	10	3
Cr Daniel Mackrell	12	10	2
Cr Tony Marwood	11	9	2
Cr Leanne Pentreath	10	8	2
Cr Chrissy Weller	12	9	3
Cr Adrian Weston	14	11	3
Cr John Zobec	12	10	2

The statutory meeting, including election of the Mayor, was held on 14 November 2023.

Delegated committees

The Act allows councils to establish one or more delegated committees consisting of:

- Councillors.
- Council staff.
- Other persons.
- Any combination of the above.

No delegated committees were established in 2023-24.

Code of Conduct

The Act requires councils to develop and approve a Councillor Code of Conduct within 12 months after each general election. On 17 February 2021, Council adopted a revised Code of Conduct which is designed to:

- Assist Councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter.
- Attract the highest level of confidence from Council's stakeholders.
- Assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately.

In addition to setting out the Councillor Conduct Principles, the Code also outlines:

- Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest.
- Roles and relationships.
- Dispute resolution procedures.
- In June 2024, the Victorian Government introduced legislation to mandate a Standard Councillor Code of Conduct, to be implemented following the general election in October 2024.

Conflict of interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires councillors to act in the public interest. When a council delegates its powers to a council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest conflicts, or a reasonable person in possession of the facts might perceive it to conflict, with a public duty. A conflict of interest may exist even if no improper act results from it.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and committee meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflicts of interest. In the 2023-24 financial year, 15 conflicts of interest were declared by Councillors at Council Meetings, and 5 declared by officers.

Councillor allowances

In accordance with Section 39 of the Act, councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is also entitled to receive a higher allowance.

The Victorian Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each council. In this instance, Campaspe Shire Council is recognised as a category two council.

The following table contains details of current allowances fixed for the Mayor and Councillors during the year

	Allowance
Cr Rob Amos*	\$104,141.39
Cr Colleen Gates**	\$40,684.35
Cr Paul Jarman	\$32,462.26
Cr Daniel Mackrell	\$32,462.26
Cr Tony Marwood**	\$44,028.55
Cr Leanne Pentreath	\$24,243.01
Cr Chrissy Weller*	\$32,462.26
Cr Adrian Weston	\$32,462.26
Cr John Zobec	\$32,462.26
Total	\$375,408.60

* Includes Mayor allowance

** Includes Deputy Mayor allowance

Councillor expenses

In accordance with Section 40 of the Act, Council is required to reimburse a councillor for expenses incurred whilst performing their duties as a councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and councillors to enable them to discharge their duties.

The details of the expenses including reimbursement of expenses for each councillor and member of a Council Committee paid by Council for the 2023-24 year are set out in the following table.

Councillor	Travel	Car Mileage (kms)	Expense Reimbursement	Information & Communication	Conferences & Training	Total
Cr Rob Amos	\$1,285.30		\$306.27	\$401.22	\$4,323.23	\$6,316.02
Cr Colleen Gates				\$401.22	\$2,606.86	\$3,008.08
Cr Paul Jarman				\$448.92	\$469.51	\$918.43
Cr Daniel Mackrell		\$66.34		\$401.22	\$341.17	\$808.73
Cr Tony Marwood				\$401.22	\$1,131.11	\$1,532.33
Cr Leanne Pentreath				\$401.22	\$469.51	\$870.73
Cr Chrissy Weller				\$436.22	\$341.17	\$777.39
Cr Adrian Weston		\$4,387.28		\$401.22	\$550.26	\$5,338.76
Cr John Zobec		\$667.05		\$401.22	\$341.17	\$1,409.44
Total	\$1,591.57	\$5,120.67		\$3,693.68	\$10,573.99	\$20,979.91

Note: No expenses were paid by Council, including reimbursements, to members of Council Special Committees during the year.

Management

Council has implemented a number of statutory and best practice models to strengthen its management framework. Having strong governance and management frameworks leads to better decision-making by Council. The Act requires Council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations. Council's Governance and Management Checklist results are set out in the section below. The following items have been highlighted as important components of the management framework.

Audit and Risk Committee

The Audit and Risk Committee's objectives include:

- monitoring and reviewing Council's financial reporting and performance, and making recommendations for improvements
- helping Council make informed decisions about accounting policies, practices and disclosures
- considering the effectiveness of Council's internal control systems and making recommendations regarding identified deficiencies
- reviewing Council's risk management framework effectiveness, risk profile and treatment plans are in place to manage significant risks
- reviewing the scope, performance and reports of the internal and external auditors
- reviewing systems and processes in place to monitor compliance with legislation.

The Audit and Risk Committee's responsibilities are fully detailed in the Audit and Risk Committee Charter adopted by Council on 21 November 2023 and available on Council's website.

The Audit and Risk Committee consists of three independent members and two councillors. Independent members are appointed for a four-year term, with a maximum of two terms. The chair is elected from amongst the independent members. The chair was paid \$7,489.55 and one independent member was paid \$6,091.08 and the other independent member was paid \$5,632.08 for attendance.

The Audit Committee meets five times a year. The Chief Executive Officer, Director Corporate, Manager Governance & Risk, Manager Finance & Investment, Executive Assistant Corporate and Internal Auditors attend all Audit and Risk Committee meetings. Other management representatives attend as required to present reports. The external auditors attend in May and September each year to present the audit plan and independent audit report.

A report on the activities undertaken by the Audit and Risk Committee is presented to Council in September and February each year.

Internal audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. A risk based three-year Internal Audit Plan (IAP) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers Council's risk framework, the impact of any change on operations, systems or the business environment, prior audit coverage and outcomes and management input. The IAP is reviewed and approved by the Audit and Risk Committee annually.

The Internal Auditor attends each Audit and Risk Committee meeting to report on the status of the IAP to present findings of completed reviews. All audit issues identified are risk rated. Recommendations are assigned to the responsible Manager and tracked. Management provides an update on the implementation of all internal audit recommendations at each meeting and completed actions are reviewed by the Internal Auditor and reported to the Audit and Risk Committee.

The IAP for 2023-24 was completed with the following reviews conducted:

- Procurement and Contract Management.
- Human Resources – Recruitment, Workforce Planning, Organisational Culture and On-boarding.
- Payment of Reimbursements to Staff and Councillors.
- Risk Management & Audit Plan Development.

External audit

Council is externally audited by the Victorian Auditor General's Office. For 2023-24, the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor General's Office representative.

The external auditors attended the September 2023 and February 2024 Audit and Risk Committee meetings to present the audit review financial and performance statements, and audit strategy. The external audit management letter and management responses were also provided to the Audit and Risk Committee.

Risk management

In February 2021, Council updated its Risk Management Policy, Framework and Strategy in line with current best practice in the management of business enterprise risks and current AS ISO 31000 standard and guidelines.

The Risk Management Policy, Framework and Strategy address items such as:

- Risk appetite.
- Best practice.
- Responsibilities of and to internal and external stakeholders.
- Risk management knowledge and training, and
- Business continuity.

Council approved its Strategic Risk Register in October 2023.

In March 2024, Council commenced a thorough review of its Risk Management Framework.

Governance & Management Checklist

The following are the results, in the prescribed form, of Council's assessment against the prescribed governance and management checklist.

Governance and Management Items		Assessment	
1	Community Engagement Policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 17 February 2021	✓
2	Community Engagement Guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines in place Date of operation: December 2019	✓
3	Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act Date of adoption: 20 October 2021	✓
4	Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act Date of adoption: 21 May 2024	✓
5	Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 16 June 2021	✓
6	Annual Budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 4 June 2024	✓
7	Risk Policy (policy outlining Council's commitment and approach to minimising risks to Council's operations)	Policy Date of operation of current policy: 22 February 2021	✓
8	Fraud Policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 15 September 2021	✓
9	Municipal Emergency Management Plan (plan under section 60ADB of the Emergency Management Act 2013 for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 60ADB of the Emergency Management Act 2013 Date of adoption: 20 November 2018	✓
10	Procurement Policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act Date of adoption: 15 August 2023	✓
11	Business Continuity Plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 5 July 2022	✓
12	Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 18 January 2021	✓
13	Risk Management Framework (framework outlining Council's approach to managing risks to Council's operations)	Framework Date of operation of current framework: 2 February 2021	✓
14	Audit and Risk Committee (see sections 53 and 54 of the Act)	Committee established in accordance with section 53 of the Act Date of establishment: 21 July 2020 Committee Charter adopted in accordance with section 54 of the Act Date of adoption: 21 March 2023	✓

Governance, Management & Other Information

15	Internal Audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 26 September 2023	✓
16	Performance Reporting Framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Local Government Act 2020)	Framework Date of operation of current framework: 1 July 2014	✓
17	Council Plan Report (report reviewing the performance of Council against the Council plan, including results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of reporting: 21 May 2024	✓
18	Financial Reporting (quarterly statements to the Council under section 97(1) of the Local Government Act 2020, comparing actual and budgeted results and an explanation of any material variations)	Reports presented to Council in accordance with section 97(1) of the Local Government Act 2020 Dates statements presented September 2023, 21 November 2023, 19 March 2024, 21 May 2024	✓
19	Risk Reporting (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 17 October 2023, 16 Feb 2024	✓
20	Performance Reporting (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Local Government Act 2020)	Reports Decision made not to do six monthly reporting due to the onerous nature of gathering data and some data only available annually.	X
21	Annual Report (annual report under sections 98, 99 and 100 of the Local Government Act 2020 containing a report of operations and audited financial and performance statements)	Presented at a meeting of Council in accordance with section 100 of the Act Date of consideration: 17 October 2023	✓
22	Councillor Code of Conduct (code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act Date reviewed: 17 February 2021	✓
23	Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with section 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Dates of review: 23 April 2024 - S5 Instrument of Delegation, 23 April 2024 - S6 Instrument of Delegation, 26 September 2023 - S7 Instrument of Sub Delegation, 3 July 2023 - S13 Instrument of Delegation, 1 December 2021 - S14 Instrument of Sub Delegation, 21 September 2022 - S18 Instrument of Delegation, 1 December 2021 - S18A Instrument of Sub Delegation, 20 June 2024 - S12 Instrument of Delegation and Authorisation, 1 June 2023 - Instrument of Delegation by the Municipal Fire Prevention Officer under the Country Fire Authority Act 1958	✓
24	Meeting Procedures (Governance Rules under section 60 of the Act governing the conduct of meetings or Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 18 April 2023	✓

I certify that this information presents fairly the status of Council's governance and management arrangements.

Michael Sharp Acting Chief Executive Officer
Date: 16 September 2024

Cr Rob Amos Mayor
Date: 16 September 2024

Statutory Information

The following is provided in accordance with legislative and other requirements applying to Council.

Documents available for public inspection

In accordance with section 12 of the Local Government (General) Regulations 2015, the following are prescribed documents that are available for public inspection or copies of the documents can be obtained for the purposes of section 222 of the Act at 2 Heygarth Street, Echuca.

- a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by councillor or any member of Council staff in the previous 12 months
- minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act, noting that for the 2023-24 financial year, Council has no constituted Special Committees
- a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act
- a document containing details of all leases involving land which were entered into by the council as lessor, including the lessee and the terms and the value of the lease
- a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- a list of donations and grants made by the council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

Protected Disclosure Procedures

In accordance with section 69 of the Protected Disclosure Act 2012 a council must include in their annual report information about how to access the procedures established by the council under Part 9 of that Act. It is also required to provide certain information about the number and types of protected disclosures and complaints:

- notified to IBAC
- referred to council by IBAC
- investigated by council
- dismissed by council

during the financial year.

The Protected Disclosure Act 2012 aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available on Council's website.

During 2023-24 there were no disclosures notified to Council officers appointed to receive disclosures, or to IBAC.

Infrastructure and Development Contributions

In accordance with section 46GM and 46QD of the Planning and Environment Act 1987, a council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in a council's annual report.

In 2023-24 Council had no infrastructure and development contributions.

Road Management Act Ministerial Directions

In accordance with section 22 of the Road Management Act 2004, a council must publish a copy or summary of any Ministerial direction in its annual report.

No such Ministerial Directions were received by Council during the financial year.

Disability Action Plan

In accordance with section 38 of the Disability Act 2006, Council has prepared a Disability Action Plan. Council must report on the implementation of the Disability Action Plan in its annual report.

Through Council's plan, entitled Access and Inclusion Strategy, the following actions were implemented:

- FReeZA Youth Event funding program continued to increase the level of activities and funding provided to youth.
- Collaborated with Twin Rivers Specialist School and Intereach on the Access at a Glance project, where VCAL students assessed local business accessibility, providing reports and display stickers for services available to people with disabilities.
- Funded free, accredited Youth Mental Health First Aid Training to 47 participants
- Partnered with the Campaspe Murray Mental Health Network to celebrate IDAHOBIT Day (International Day Against Homophobia, Biphobia, Intersexism and Transphobia)
- Distributed funding to 15 organisations for the Seniors Program Grants to support health, wellbeing and social connection.

Domestic Animal Management Plan

In accordance with the Domestic Animals Act 1994 Section 68a, Council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the annual report.

Council adopted the 2021/25 Domestic Animal Management Plan on 16 February 2022. The primary objective of the plan is to guide Council and the community towards the goal of responsible animal ownership and management. Actions completed during the year included:

- Two Local Laws Trainees completed their Certificate 4 Statutory Compliance (Government) and Certificate 4 Animal Control and Regulation.
- Community Rangers contacted animal owners with outstanding animal registration fees to follow up the current status of their pet.
- Regular random patrols of townships were conducted to check on animals at large, particularly in areas where complaints were received.
- Ongoing social media posts focused on responsible pet ownership through the Campaspe Shire and Campaspe Animal Shelter Facebook pages.
- The Barking Dogs booklet continued to be actively used for managing barking dog complaints. Once information received from complainant, data was used to investigate and resolve complaints.

Food Act Ministerial Directions

In accordance with section 7E of the Food Act 1984, Council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report.

No Ministerial Directions were received by Council during the financial year.

Freedom of Information (FOI)

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the Freedom of Information Act 1982, Council is required to publish certain statements in their annual report or separately such as on its website, concerning its functions and information available. Council has chosen to publish the statements separately however provides the following summary of the application and operation of the Freedom of Information Act 1982.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the Freedom of Information Act 1982 and in summary as follows:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of Council should be addressed to the Freedom of Information Officer. Requests can also be lodged online or by email.

Access charges may also apply once documents have been processed and a decision on access is made (eg. photocopying and search and retrieval charges).

Council endeavours to release information where it is proper and lawful to do so, in accordance with section 16 of the Freedom of Information Act. Proactive release of information facilitates transparency of Council operations and reduces the workload of formal FOI applications.

Freedom of information applications received:

2019-20	2020-21	2021-22	2022-23	2023-24
24	19	25	25	23

Further information regarding FOI can be found at www.foi.vic.gov.au and on Council's website.

Governance, Management & Other Information

Contracts

In accordance with section 108 of the 2020 Local Government Act, Council adopted a Procurement Policy on 17 November 2021. The August 2023 revision of the Procurement Policy saw the public tender threshold changed from \$200,000 to \$300,000 (including GST). Council conducts an open tender process for all procurement activities where the estimated value is above the public tender threshold for goods, services or works and the following is reported;

1. A list of contracts entered into by Council, valued above the tender threshold, which Council invited a tender or expression of interest in line with procurement policy.

Contract No	Description	Contract Value (Incl GST)
23024	Supply & Delivery of 17 Fleet Vehicles	\$753,435.00
23025	Campaspe Shire Footpath Renewal Program	\$492,140.00
23026	EOI - Rushworth Streetscape Renewal - Stage 2	\$1,740,982.62
23027	EOI - Echuca Aerodrome Upgrade	\$4,371,928.74
23028	Echuca Vic Park, Netball Changeroom Facility	\$526,460.00
23030	Kyabram, Breen Avenue Shared User Path Construction	\$741,956.89
23032	Echuca Aquatic Reserve, Stormwater and Lagoon Upgrade	\$421,678.00
23035	Annual Clearance of Vegetation from Poerlines - Echuca, Kyabram & Rochester	Schedule Rates
23043	Supply & Delivery of 7 Space Cab Utes	\$432,558.72
23044	Supply & Delivery of 10 Dual Cab Utes	\$528,043.40
23049	Axedale - Toolleen Road Widening	\$1,743,300.94
23050	Echuca Holiday Park Amenities Block and Quad ensuite Design and Construction	\$913,889.70
23052	Rochester Service Centre and Library Internal Refurbishment	\$211,511.30
23053	Provision of Haulage Services	Schedule Rates
23054	Provision of Wet and Dry Hire	Schedule Rates
23055	Supply and Delivery or Supply Only of Quarry Products	Schedule Rates
23056	Vic Park Boat Ramp Dry Ramp Pavement Construction	\$253,162.80
23057	Echuca East Stage 4 - Pump Track and Bike Skills Area Design and Construction	\$725,780.00
23061	Vic Park Boat Ramp Dry Ramp Floating Dock Design and Construction	\$392,700.00
23064	Supply & Delivery of One (1) 6x4 Cab Over Engine Semi Prime Mover	\$274,179.50
23065	Rushworth Rail Trail Asphalt Path Civil Works	\$540,338.76
23068	Campaspe Shire, Resource Recovery Centre Ramp Upgrades	\$781,994.05
23069	Supply & Delivery 22,000L Semi-Trailer Water Cart (Re-tendered)	\$247,500.00
23072	Echuca, Watson Street Road Pavement Rehabilitation	\$558,903.40
23074	Supply & Delivery of One (1) 4 X 2 Cab Over Engine Tipper Truck (MAV)	\$160,452.79
23077	Echuca Holiday Park - Civil construction, synthetic sites, crushed granite drives and path	\$595,001.18
23078	Electronic Security System Installation and Maintenance Services - Stage 2	\$187,233.28
24006	Flood Emergency & Immediate Works (Civil) - Panel of Suppliers	Schedule Rates
24012	Rochester Flood Management Plan Review and Update	\$479,036.80
24015	Campaspe Shire, Public Amenity Replacement	\$421,586.00
24017	Tongala Depot Diesel Storage Tank Replacement and Removal of Rochester Depot Fuel Tanks	\$298,087.02
24018	Lockington Rec Res - Oval Lighting Upgrade Project	\$343,640.00
24021	Vic Park Boat Ramp - Wet Ramp Pavement & Retaining Wall Construction	\$470,181.42
24022	Shire Footpath Renewal Program 2023-24	\$309,925.00

2. A list of contracts entered into by Council, valued above the tender threshold, which Council did not invite a tender or expression of interest in line with the procurement policy. Nil

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Campaspe Shire Council

2023/2024 Financial Report

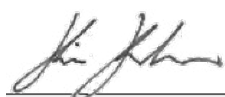
Consolidated Financial Report

for the year ended 30 June 2024

Certification of the Financial Statements

Certification of the Financial Statements

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


Kristopher Kershaw

Principal Accounting Officer

Dated: 16 September 2024

2 Heygarth Street, Echuca

In our opinion, the accompanying consolidated financial statements present fairly the financial transactions of Campaspe Shire Council and its controlled entity for the year ended 30 June 2024 and the financial position of the Council and its controlled entity as at that date.

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

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


Cr Rob Amos

Mayor

Dated: 16 September 2024

2 Heygarth Street, Echuca


Cr Tony Marwood

Councillor

Dated: 16 September 2024

2 Heygarth Street, Echuca


Michael Sharp

Acting Chief Executive Officer

Dated: 16 September 2024

2 Heygarth Street, Echuca

Independent Auditor's Report

To the Councillors of Campaspe Shire Council

Opinion	<p>I have audited the consolidated financial report of Campaspe Shire Council (the council) and its controlled entities (together the consolidated entity), which comprises the:</p> <ul style="list-style-type: none"> consolidated balance sheet as at 30 June 2024 consolidated comprehensive income statement for the year then ended consolidated statement of changes in equity for the year then ended consolidated statement of cash flows for the year then ended consolidated statement of capital works for the year then ended notes to the financial statements, including material accounting policies certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the consolidated entity as at 30 June 2024 and the consolidated entity's financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council and the consolidated entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's and the consolidation entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's and consolidated entity's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's and consolidated entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council and consolidated entity to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the council and consolidated entity to express an opinion on the financial report. I remain responsible for the direction, supervision and performance of the audit of the council and the consolidated entity. I remain solely responsible for my audit opinion.

Auditor’s responsibilities for the audit of the financial report (continued)	I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
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MELBOURNE
24 September 2024



Travis Derricott
as delegate for the Auditor-General of Victoria

Campaspe Shire Council

2023/2024 Financial Report

Consolidated Comprehensive Income Statement

for the year ended 30 June 2024

	Note	2024 \$ '000	2023 \$ '000
Income / Revenue			
Rates and charges	3.1	49,325	46,303
Statutory fees and fines	3.2	1,764	1,786
User fees	3.3	17,097	15,660
Grants - operating	3.4	5,596	31,706
Grants - capital	3.4	9,371	6,366
Contributions - monetary	3.5	926	210
Contributions - non monetary	3.5	5,768	1,908
Other income	3.7	6,295	4,226
Total income / revenue		96,142	108,165
Expenses			
Employee costs	4.1	35,459	30,215
Materials and services	4.2	32,757	37,512
Depreciation	4.3	24,039	22,182
Depreciation - Right of use assets	4.4	165	216
Allowance for impairment losses	4.5	71	125
Borrowing costs	4.6	134	167
Finance Costs - Leases	4.7	8	9
Net loss on disposal of property, infrastructure, plant and equipment	3.6	7,347	8,562
Other expenses	4.8	5,758	5,116
Impairment		—	1,057
Total expenses		105,738	105,161
Surplus/(deficit) for the year		(9,596)	3,004
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	9.1	38,638	29,410
Total items which will not be reclassified subsequently to the operating result		38,638	29,410
Total other comprehensive income		38,638	29,410
Total comprehensive result		29,042	32,414

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

Campaspe Shire Council

2023/2024 Financial Report

Consolidated Balance Sheet

as at 30 June 2024

	Note	2024 \$ '000	2023 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	17,191	6,628
Trade and other receivables	5.1	6,934	4,821
Other financial assets	5.1	63,500	88,000
Inventories	5.2	2,167	727
Other assets	5.2	5,673	3,068
Total current assets		95,465	103,244
Non-current assets			
Trade and other receivables	5.1	16	16
Other financial assets	5.1	5,000	14,000
Property, infrastructure, plant and equipment	6.1	836,790	790,397
Intangible assets	5.2	4,261	4,261
Right-of-use assets	5.8	204	225
Total non-current assets		846,271	808,899
Total assets		941,736	912,143
Liabilities			
Current liabilities			
Trade and other payables	5.3	10,342	6,230
Trust funds and deposits	5.3	1,929	1,543
Contract and other liabilities	5.3	4,442	6,897
Provisions	5.5	6,005	6,206
Interest-bearing liabilities	5.4	1,660	1,602
Lease liabilities	5.8	108	112
Total current liabilities		24,486	22,590
Non-current liabilities			
Trust funds and deposits	5.3	18	18
Provisions	5.5	1,427	1,095
Interest-bearing liabilities	5.4	2,331	3,991
Lease liabilities	5.8	104	121
Total non-current liabilities		3,880	5,225
Total liabilities		28,366	27,815
Net assets		913,370	884,328
Equity			
Accumulated surplus		279,822	297,655
Reserves	9.1	633,548	586,673
Total Equity		913,370	884,328

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

Campaspe Shire Council

2023/2024 Financial Report

Consolidated Statement of Changes in Equity

for the year ended 30 June 2024

	Note	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
2024					
Balance at beginning of the financial year		884,328	297,655	527,357	59,316
Surplus/(deficit) for the year		(9,596)	(9,596)	—	—
Other comprehensive income					
Net asset revaluation gain/(loss)	9.1	38,638	—	38,638	—
Other comprehensive income		38,638	—	38,638	—
Total comprehensive income		29,042	(9,596)	38,638	—
Transfers to other reserves	9.1	—	(12,811)	—	12,811
Transfers from other reserves	9.1	—	4,574	—	(4,574)
Balance at end of the financial year		913,370	279,822	565,995	67,553
2023					
Balance at beginning of the financial year		851,914	324,561	497,947	29,406
Surplus/(deficit) for the year		3,004	3,004	—	—
Other comprehensive income					
Net asset revaluation gain/(loss)	9.1	29,410	—	29,410	—
Other comprehensive income		29,410	—	29,410	—
Total comprehensive income		32,414	3,004	29,410	—
Transfers to other reserves	9.1	—	(37,656)	—	37,656
Transfers from other reserves	9.1	—	7,746	—	(7,746)
Balance at end of the financial year		884,328	297,655	527,357	59,316

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

Campaspe Shire Council

2023/2024 Financial Report

Consolidated Statement of Cash Flows

for the year ended 30 June 2024

	Note	2024 Inflows/ (Outflows) \$ '000	2023 Inflows/ (Outflows) \$ '000
Cash flows from operating activities			
Rates and charges		49,292	45,788
Statutory fees and fines		1,778	1,765
User fees		18,009	17,771
Grants - operating		5,601	31,706
Grants - capital		7,300	6,552
Contributions - monetary		926	210
Interest received		4,787	2,243
Trust funds and deposits taken		13,088	12,234
Other receipts		(457)	(719)
Net GST refund/payment		5,885	—
Employee costs		(35,246)	(30,202)
Materials and services		(38,811)	(42,116)
Trust funds and deposits repaid		(12,702)	(12,918)
Other payments		(7,105)	(3,654)
Net cash provided by/(used in) operating activities	9.2	12,345	28,660
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(34,923)	(16,453)
Proceeds from sale of property, infrastructure, plant and equipment		1,550	234
Payments for investments		(57,500)	(75,500)
Proceeds from sale of investments		91,000	60,520
Net cash provided by/(used in) investing activities		127	(31,199)
Cash flows from financing activities			
Finance costs		(134)	(167)
Proceeds from borrowings		—	600
Repayment of borrowings		(1,602)	(1,527)
Interest paid - lease liability		(8)	(9)
Repayment of lease liabilities		(165)	(220)
Net cash flow provided by/(used in) financing activities		(1,909)	(1,323)
Net Increase (decrease) in cash and cash equivalents		10,563	(3,862)
Cash and cash equivalents at the beginning of the financial year		6,628	10,490
Cash and cash equivalents at the end of the financial year	5.1	17,191	6,628

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

Campaspe Shire Council

2023/2024 Financial Report

Statement of Capital Works

for the year ended 30 June 2024

	2024 \$ '000	2023 \$ '000
Property		
Land	150	—
Total land	150	—
Buildings	5,807	3,493
Total buildings	5,807	3,493
Total property	5,957	3,493
Plant and equipment		
Plant, machinery and equipment	7,882	1,784
Computers and telecommunications	—	71
Total plant and equipment	7,882	1,855
Infrastructure		
Roads	9,697	5,598
Bridges	432	823
Footpaths and cycleways	1,262	325
Drainage	1,922	—
Recreational, leisure and community facilities	2,259	2,647
Waste management	562	72
Parks, open space and streetscapes	210	100
Aerodromes	3,841	—
Off street car parks	—	259
Other infrastructure	695	2,273
Total infrastructure	20,880	12,097
Total capital works expenditure	34,719	17,445
Represented by:		
New asset expenditure	727	701
Asset renewal expenditure	24,035	14,072
Asset upgrade expenditure	9,957	2,672
Total capital works expenditure	34,719	17,445

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

Campaspe Shire Council

Notes to the Financial Statements

for the year ended 30 June 2024

Note 1. Overview

Introduction

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

The Council's main office is located at 2 Heygarth Street, Echuca.

Statement of compliance

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

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

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

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

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

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1.)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5.)
- the determination of landfill provisions (refer to Note 5.5.)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8).

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

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 1. Overview

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

1.2 Impact of Covid-19

It is now determined that the initial Covid-19 outbreak over the 2020/21 and 2021/22 financial years is no longer impacting Council operations - there are no observable financial impacts on Council operations.

1.3 Impact of Flood

During October 2022, Council suffered major floods that impacted a large area of the community as well as Council operations. For the 2023/24 financial year, continued impacts are being experienced by Council and the following is noted to have significant impacts to its financial operations.

- Additional revenue - Council continued to receive funds from the Victorian State and Federal Government to assist with the recovery effort and to repair impacted infrastructure.
- Cost increases - costs have increased due to responding to the flood event. These costs relate to the initial response, recovery process and repairs to infrastructure. A large portion of this will be reimbursed from funding provided by other levels of Government. There will be components that will not be eligible for funding that will remain an additional cost to council, such as insurance excesses.
- Infrastructure impacts - There was widespread impact on infrastructure assets and Council continued to undertake ongoing repairs to return the assets to a usable standard during the 2023/24 financial year.
- Rates and debt collection - Council provided rate relief to residents that were affected by the October 2022 flood event during the 2022/23 financial year, including waiving of interest on unpaid rate balances at the time. For the 2023/24 financial year, the interest waiver has been removed and interest charged on balances outstanding from 1 July 2023 as per the Local Government Act.
- Income from Flood Recovery Funding approved by the Victorian and Federal Governments during the 2023/24 financial year is \$1.49 million, of which Council received \$0.98 million during the 2023/24 financial year, with a total of \$14.20 million allocated since the flood under the Disaster Recovery Funding Arrangements, Council Support Fund, Flood Recovery Officers Fund, Flood Recovery Hub, and the Landfill Levy.
- 2023/24 expenditure incurred on flood related activities was \$4.64 million, comprising of \$3.94 million for materials & services, \$0.56 million for employee cost, and \$0.14 million for other expenses. To date, since the flood occurred in October 2022, total expenditure on the flood is \$12.34 million. Not all costs incurred in relation to the flood will be able to be claimed against Government funds.

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 2. Analysis of our results

Note 2.1 Performance against budget

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

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

	Budget 2024 \$ '000	Actual 2024 \$ '000	Variance \$ '000	Variance %	Ref
2.1.1 Income / Revenue and expenditure					
Income / Revenue					
Rates and charges	49,122	49,325	203	0.41%	1
Statutory fees and fines	1,270	1,764	494	38.90%	2
User fees	15,596	17,097	1,501	9.62%	3
Grants - operating	16,115	5,596	(10,519)	(65.27)%	4
Grants - capital	2,623	9,371	6,748	257.26%	5
Contributions - monetary	—	926	926	—	6
Contributions - non monetary	—	5,768	5,768	—	7
Net gain on disposal of property, infrastructure, plant and equipment	110	—	(110)	(100.00)%	8
Other income	2,423	6,295	3,872	159.80%	9
Total income / revenue	87,259	96,142	8,883	10.18%	
Expenses					
Employee costs	34,600	35,459	(859)	(2.48)%	10
Materials and services	27,403	32,757	(5,354)	(19.54)%	11
Depreciation	23,214	24,039	(825)	(3.55)%	12
Depreciation - right of use assets	78	165	(87)	(111.54)%	13
Allowance for impairment losses	—	71	(71)	—	14
Borrowing costs	133	134	(1)	(0.75)%	15
Finance costs - leases	16	8	8	50.00%	16
Net loss on disposal of property, infrastructure, plant and equipment	—	7,347	(7,347)	—	17
Other expenses	6,743	5,758	985	14.61%	18
Impairment	—	—	—	—	
Total expenses	92,187	105,738	(13,551)	(14.70)%	
Surplus/(deficit) for the year	(4,928)	(9,596)	(4,668)	94.72%	

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 2.1 Performance against budget

(i) Explanation of material variations

Variance Explanation

Ref

1. Rates and charges - Only minor variance to budget. The result of supplementary rates and waste charges pro-rata during the year.
2. Statutory fees and fines - The variance is due to animal registrations being incorrectly classified in the budget as user fees. Budgeted statutory fees and fines should have been \$1.73 million, resulting in an overall variance of only \$32,000.
3. User fees - The variance is due to animal registrations being incorrectly classified in the budget as user fees. Budgeted user fees should have been \$14.90 million, resulting in an overall favourable variance of \$2.20 million. This variance is mainly the result of additional quarry rock sales of \$0.68 million as well as the Campaspe Port Enterprise ticket sales of \$1.16 million being offset by a reduction in child care fees of \$0.34 million and other minor variances in other revenue items.
4. Grants operating - Council had budgeted to receive the financial assistance grant as an advancement payment in June 2024. This did not occur and resulted in a variation of \$13.86 million. This variance has been offset by additional grant funding received or brought in from contract liabilities (and not budgeted for) of \$1.90 million flood disaster funding, \$0.48 million for flood recovery hub, \$0.28 million for protection of biodiversity, additional \$0.15 million for maternal child health and \$0.13 million for emergency management.
5. Grants capital - Council, at the time of setting the budget, can only estimate based on known capital funding streams at the time. Council received and expended further capital grants for a total of \$6.75 million, including \$4.72 million for local roads and community infrastructure works programs, \$0.94 million for Echuca aerodrome upgrade, \$0.54 million for the Campaspe Shire flood review and mitigation project, \$0.45 million for Victoria boat ramp works, and \$0.30 million for Waranga rail trail.
6. Contributions monetary - Monetary contributions from developers for public open space and carparking, as per planning conditions, are not budgeted due to the uncertainty around these items.
7. Contributions non monetary - On completion of subdivisions by developers, the infrastructure assets are transferred to Council control and recognised in our asset register. These assets comprise roads, footpaths, kerb and channel, drainage and parks and open spaces. It is difficult to predict when these transfers will occur and therefore are not considered when setting the budget.
8. Gain on sale of assets - The budget only considers the sale of industrial land. All sales, disposals and write offs are combined and the net effect is accounted for in expenses against the net loss on disposal of property, infrastructure, plant and equipment line.
9. Other income - Interest rates and the funds available for investment is budgeted conservatively. The amount of funds available to invest and the interest rates being paid by financial institutions has been greater than budgeted, resulting in greater than budget interest income of \$2.76 million. Other favourable variances to the budget include \$0.70 million for additional property rents/ lease revenue and 0.14 million for other incidental income.
10. Employee costs - Employee costs have been greater than budgeted due to the Campaspe Port Enterprise (CPE) employee costs, as well as additional \$0.56 million in flood recovery employee costs that was not included in the original budget. CPE was created as a separate entity during the 2022/23 financial year, but is required to be reported as part of Council's consolidated financial statements. Employee costs for CPE were \$1.79 million for the 2023/24 financial year, meaning that when excluding CPE, Council has savings to its employee costs budget of \$0.9 million (budget of \$34.6 million and actual expense of \$33.7 million).
11. Materials and services - An overall unfavourable variance of \$5.25 million includes \$3.94 million for flood/ natural disaster (unbudgeted), utilising consultants/ contractors to fill vacant roles for a total of \$1.57 million in areas including human resources, engineering, building and planning services (utilising the \$0.90 million in Council employee costs mentioned above in 10). Other unfavourable variations include additional repair expense for Council infrastructure of \$0.64 million, additional IT systems and cyber security of \$0.41 million, and waste services for kerbside collection and recycling of \$0.35 million.
12. Depreciation - The variance is due to new assets coming online and starting to be depreciated, the timing

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 2.1 Performance against budget

of this was uncertain when the budget was set and the full effect was not budgeted for. Also, the impact of revaluation of infrastructure assets at the end of the 2022/23 year leads to increasing the value of assets which in turn increases the depreciation expense booked during the 2023/24 financial year.

- 13 Depreciation right of use assets - The variance is due to new equipment being leased. It is more beneficial to lease than buy these items. These costs were not known when the budget was set.
- 14 Allowance for impairment losses - Relates to bad and doubtful debts. Each financial year, Council assesses accounts receivable balances to ascertain if any debts should be considered as potentially unrecoverable.
- 15 Borrowing costs - On budget.
- 16 Finance costs leases - The budget variance is due to fewer new equipment being leased than originally forecasted. Council continues to lease computer equipment, but is changing to buying vehicles outright rather than leasing them.
- 17 Net loss on disposal of property, infrastructure, plant and equipment - The result of Council renewing assets and disposing of the remaining asset carrying value. The \$7.35 million unfavourable variation includes decommissioning of roads \$3.50 million, buildings \$2.46 million, disposal of land \$1.07 million, and information technology assets \$1.06 million. Council made a gain on sale of plant and equipment of \$0.74 million.
- 18 Other expenses - The unfavourable variance is partly the result of equipment hire for the quarry exceeding budget by \$0.62 million.

Campaspe Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2024

Note 2.1 Performance against budget

	Budget 2024 \$ '000	Actual 2024 \$ '000	Variance \$ '000	Variance %	Ref
2.1.2 Capital works					
Property					
Land	–	150	150	–	1
Total land	–	150	150	–	
Buildings	4,307	5,807	1,500	34.83%	2
Total buildings	4,307	5,807	1,500	34.83%	
Total property	4,307	5,957	1,650	38.31%	
Plant and equipment					
Plant, machinery and equipment	6,566	7,882	1,316	20.04%	3
Computers and telecommunications	50	–	(50)	(100.00)%	4
Total plant and equipment	6,616	7,882	1,266	19.14%	
Infrastructure					
Roads	6,691	9,697	3,006	44.93%	5
Bridges	859	432	(427)	(49.71)%	6
Footpaths and cycleways	1,659	1,262	(397)	(23.93)%	7
Drainage	1,928	1,922	(6)	(0.31)%	8
Recreational, leisure and community facilities	1,044	2,259	1,215	116.38%	9
Waste management	901	562	(339)	(37.62)%	10
Parks, open space and streetscapes	200	210	10	5.00%	11
Aerodromes	3,177	3,841	664	20.90%	12
Other infrastructure	–	695	695	–	13
Total infrastructure	16,459	20,880	4,421	26.86%	
Total capital works expenditure	27,382	34,719	7,337	26.79%	
Represented by:					
New asset expenditure	5,316	727	(4,589)	(86.32)%	
Asset renewal expenditure	16,148	24,035	7,887	48.84%	
Asset upgrade expenditure	5,918	9,957	4,039	68.25%	
Total capital works expenditure	27,382	34,719	7,337	26.79%	

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 2.1 Performance against budget

(i) Explanation of material variations

Variance Ref	Explanation
-----------------	-------------

- | | |
|-----|---|
| 1. | Land - Council purchased land in Albion Street Kyabram. |
| 2. | Buildings - Capital expenditure deferred in the 2022/23 financial year due to the impact of the flood was expended in the 2023/24 financial year (not reflected in original budget). |
| 3. | Plant, machinery and equipment - Plant equipment that was budgeted in 2022/23 financial year was expended in the 2023/24 financial year (not reflected in original budget). |
| 4. | Computers and telecommunications - Capital purchases were via leasing arrangements rather than direct outright purchase. |
| 5. | Roads - Capital expenditure deferred in the 2022/23 financial year due to the impact of the flood was expended in the 2023/24 financial year (not reflected in original budget). |
| 6. | Bridges - Thompson Bridge (budgeted in 2023/24 financial year) delayed due to community consultation and negotiation with Gannawarra Shire Council (boundary bridge). Works rescheduled in 10 Year Plan. Some delays to Boat Ramp due to approvals/high river. |
| 7. | Footpaths and cycleways - Carryover of 2022/23 budgeted works resulted in delays in delivery of the 2023/24 program. Missing link and Waranga Rail Trail project delays (both carried over to 2024/25 year). |
| 8. | Drainage - On budget. |
| 9. | Recreational, leisure and community facilities - Carry over of Lockington Netball courts and Kyabram Northern Oval amenities from 2023/24. |
| 10. | Waste management - Delays to Resource Recovery Ramp Upgrades (carried over to 24/25). |
| 11. | Parks, open space and streetscapes - Expenditure was nearly on budget. Was for irrigation and playground works. |
| 12. | Aerodromes - Continuation of the works at Echuca aerodrome. Variation is the result of 2022/23 carryover works being completed in the 2023/24 financial year. The aerodrome was a two year project, which saw more work completed in 2023/24 financial year than anticipated. |
| 13. | Other infrastructure - All other expenditure that did not fit an asset grouping above. Includes wharf, fencing, and car parking facilities. |

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 2.2 Analysis of Council results by program

2.2.1 Analysis of Council results by program

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

Flourishing local economy

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

Well planned places

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

Resilient protected and healthy natural environment

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

Growing quality of life

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

Organisational support

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

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 2.2 Analysis of Council results by program

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

Functions/activities	Income / Revenue \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income / revenue \$ '000	Total assets \$ '000
2024					
Flourishing local economy	15,759	9,845	5,914	1,149	46,670
Well planned places	44,501	55,137	(10,636)	11,196	718,450
Resilient protected and healthy natural environment	11,810	9,050	2,760	263	13,261
Growing quality of life	14,402	15,720	(1,318)	1,646	70,580
Organisational support	9,670	15,986	(6,316)	713	92,775
Total functions and activities	96,142	105,738	(9,596)	14,967	941,736
2023					
Flourishing local economy	15,144	11,154	3,990	–	57,199
Well planned places	54,810	58,509	(3,699)	17,316	692,695
Resilient protected and healthy natural environment	12,351	8,343	4,008	262	14,548
Growing quality of life	14,529	12,758	1,771	2,239	65,315
Organisational support	11,331	14,397	(3,066)	18,255	82,386
Total functions and activities	108,165	105,161	3,004	38,072	912,143

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 3. Funding for the delivery of our services

	2024	2023
	\$ '000	\$ '000

3.1 Rates and charges

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

The valuation base used to calculate general rates for 2023/24 was \$13,237,099 million (2022/23 was \$11,128,495 million).

Interest on rates and charges	142	–
Residential	22,704	21,183
Commercial	3,869	3,515
Industrial	1,863	1,752
Farm	9,933	9,475
Municipal charge	4,152	3,679
Waste management charge	4,756	4,656
Recycling and garden organics charges	1,785	1,727
Supplementary rates and rate adjustments	121	316
Total rates and charges	49,325	46,303

The date of the general revaluation of land for rating purposes, relevant to the reporting period, within the municipal district was 1 January 2023 by the Victorian Valuer General, and the valuation was first applied in the rating year commencing 1 July 2023.

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

3.2 Statutory fees and fines

Infringements and costs	461	394
Town planning fees	659	756
Land information certificates	113	91
Animal registrations	531	545
Total statutory fees and fines	1,764	1,786

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

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 3. Funding for the delivery of our services

	2024 \$ '000	2023 \$ '000
3.3 User fees		
Caravan park fees	3,654	2,987
Child care/children's programs	2,794	2,542
Leisure centre and recreation	1,300	1,150
Livestock selling centre	651	561
Tourism	1,312	854
Other fees and charges	1,813	1,728
Parking	1,091	996
Quarry sales	3,721	3,924
Sale of materials	761	918
Total user fees	17,097	15,660
User fees by timing of revenue recognition		
User fees recognised at a point in time	17,097	15,660
Total user fees	17,097	15,660

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

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 3. Funding for the delivery of our services

	2024 \$ '000	2023 \$ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	9,259	23,254
State funded grants	5,708	14,818
Total grants received	14,967	38,072
(a) Operating Grants		
Recurrent - Commonwealth Government		
Environmental Health	5	4
Family and Children	—	2
Financial Assistance Grants - General purpose	426	11,958
Financial Assistance Grants - Local roads	227	6,206
Recurrent - State Government		
Community Programs	2	2
Environmental Health	47	140
Family and Children	1,011	929
Libraries	313	313
School crossing supervisors	129	126
Total recurrent operating grants	2,160	19,680
Non-recurrent - Commonwealth Government		
Community Programs	—	16
Family and Children	110	78
Non-recurrent - State Government		
Community Programs	156	203
Disaster Relief	2,853	11,483
Economic Development	75	37
Emergency services	60	—
Environmental Health	60	158
Family and children	1	42
Libraries	9	33
Planning	10	—
Waste Management	102	(24)
Total non-recurrent operating grants	3,436	12,026
Total operating grants	5,596	31,706

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 3. Funding for the delivery of our services

	2024 \$ '000	2023 \$ '000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	2,578	2,653
Total recurrent capital grants	2,578	2,653
Non-recurrent - Commonwealth Government		
Aerodrome	940	—
Local Road and Community Infrastructure	4,721	2,337
Recreation	252	—
Non-recurrent - State Government		
Buildings	308	571
Economic Development	175	485
Recreation	373	43
Roads	—	76
Waste Management	24	201
Total non-recurrent capital grants	6,793	3,713
Total capital grants	9,371	6,366

(c) Recognition of grant income

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

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

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

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

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

General purpose	5,596	31,706
Specific purpose grants to acquire non-financial assets	9,371	6,366
	14,967	38,072

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 3. Funding for the delivery of our services

	2024 \$ '000	2023 \$ '000
(d) Unspent grants received on condition that they be spent in a specific manner:		
Operating		
Balance at start of year	2,201	43
Received during the financial year and remained unspent at balance date	227	2,196
Received in prior years and spent during the financial year	(1,873)	(38)
Balance at year end	555	2,201
Capital		
Balance at start of year	3,534	5,548
Received during the financial year and remained unspent at balance date	797	1,000
Received in prior years and spent during the financial year	(1,305)	(3,014)
Balance at year end	3,026	3,534

Unspent grants are determined and disclosed on a cash basis.

3.5 Contributions

Monetary contributions

Monetary	926	210
Total monetary contributions	926	210

Non-monetary contributions

Non-monetary	5,768	1,908
Total non-monetary contributions	5,768	1,908

Total contributions

6,694	2,118
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Contributions of non monetary assets were received in relation to the following asset classes.

Land	105	169
Infrastructure	5,647	1,739
Other	16	—
Total non-monetary contributions	5,768	1,908

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 3. Funding for the delivery of our services

	2024 \$ '000	2023 \$ '000
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Property, infrastructure, plant and equipment		
Proceeds of sale	1,550	234
Written down value of assets disposed	(8,897)	(8,796)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(7,347)	(8,562)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(7,347)	(8,562)

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

3.7 Other income

Interest	4,787	2,243
Investment property rental	1,095	868
Other	128	26
Reimbursements	285	1,089
Total other income	6,295	4,226

Interest is recognised as it is earned.

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

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 4. The cost of delivering services

	2024	2023
	\$ '000	\$ '000

4.1 Employee costs

(a) Employee costs

Wages and salaries	24,280	19,853
Annual leave and long service leave	2,950	2,880
Casual staff	2,330	2,488
Superannuation	3,191	2,880
WorkCover	480	347
Fringe benefits tax	186	155
Sick leave	909	945
Redundancy	1,121	667
Other	12	—
Total employee costs	35,459	30,215

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	138	150
	138	150

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,712	1,677
Employer contributions - other funds	1,341	1,053
	3,053	2,730

Employer contributions payable at reporting date	67	156
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Refer to Note 9.3. for further information relating to Council's superannuation obligations.

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 4. The cost of delivering services

	2024 \$ '000	2023 \$ '000
4.2 Materials and services		
Consultants	3,567	1,730
Contract payments	12,240	19,247
Contract payments - waste management	2,308	2,546
Information technology	2,567	1,886
Insurance	1,187	1,038
Legal services	390	301
Materials	2,275	3,110
Repair and maintenance	3,975	3,200
Other	56	319
Service level contributions	804	768
Utility costs	2,173	2,064
Vehicle costs - other	121	168
Vehicle fuel costs	1,094	1,135
Total materials and services	32,757	37,512

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

4.3 Depreciation

Property

Land improvements	46	17
Buildings - specialised	2,694	2,664
Total depreciation - property	2,740	2,681

Plant and equipment

Heritage plant and equipment	37	37
Plant machinery and equipment	2,336	1,790
Fixtures fittings and furniture	8	8
Computers and telecomms	906	909
Total depreciation - plant and equipment	3,287	2,744

Infrastructure

Roads	14,082	12,907
Bridges	342	339
Footways and cycleways	730	651
Drainage	1,308	1,275
Recreational, leisure and community	670	755
Parks open spaces and streetscapes	366	334
Other infrastructure	514	496
Total depreciation - infrastructure	18,012	16,757

Total depreciation

24,039	22,182
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Refer to note 6.2 for a more detailed breakdown of depreciation charges and accounting policy.

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 4. The cost of delivering services

	2024 \$ '000	2023 \$ '000
4.4 Depreciation - Right of use assets		
Fleet and plant & equipment	160	194
Office equipment	5	22
Total Depreciation - Right of use assets	165	216

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

4.5 Allowance for impairment losses

Parking fine debtors	37	66
Animal debtors	30	59
Other debtors	4	—
Total allowance for impairment losses	71	125
Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	(1,023)	(898)
New allowances recognised during the year	(71)	(125)
Balance at end of year	(1,094)	(1,023)

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.6 Borrowing costs

Interest - Borrowings	134	167
Total borrowing costs	134	167

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

4.7 Finance Costs - Leases

Interest - Lease Liabilities	8	9
Total finance costs	8	9

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 4. The cost of delivering services

	2024 \$ '000	2023 \$ '000
4.8 Other expenses		
Advertising	232	423
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	143	79
Auditors' remuneration - Internal Audit	55	86
Bank fees	151	179
Commission	1,468	1,294
Contributions and Community Grants	468	478
Councillor - other expenses	8	18
Councillors' allowances	375	363
Councillor election costs	6	—
Equipment hire	701	672
Fire service levy	104	97
Food purchases	148	107
Licence fees	16	24
Marketing	318	106
Membership to associations	351	281
Operating lease rentals	325	269
Postage and stationery	341	255
Property rent	217	63
Protective clothing	106	97
Quarry Royalties	39	32
Veterinary costs	186	193
Total other expenses	5,758	5,116

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations

	2024 \$ '000	2023 \$ '000
5.1 Financial assets		
(a) Cash and cash equivalents		
Current		
Cash on hand	7	7
Cash at bank	17,184	6,621
Total current cash and cash equivalents	17,191	6,628
Total cash and cash equivalents	17,191	6,628
(b) Other financial assets		
Current		
Term deposits	63,500	88,000
Total current other financial assets	63,500	88,000
Non-current		
Term deposits	5,000	14,000
Total non-current other financial assets	5,000	14,000
Total other financial assets	68,500	102,000
Total current financial assets	80,691	94,628
Total non-current financial assets	5,000	14,000
Total cash and cash equivalents and other financial assets	85,691	108,628

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

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

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

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations

	2024 \$ '000	2023 \$ '000
(c) Trade & Other Receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	2,790	2,680
Parking infringement debtors	1,435	1,415
Net GST receivable	(31)	(124)
<i>Non-statutory receivables</i>		
Other debtors	3,834	1,873
Provision for doubtful debts - parking infringements	(1,094)	(1,023)
Total current trade and other receivables	6,934	4,821
Non-Current		
<i>Statutory receivables</i>		
Special rate scheme	16	16
Total non-current trade and other receivables	16	16
Total trade and other receivables	6,950	4,837

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of receivables

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

Current (not yet due)	1,572	1,163
Past due by up to 30 days	212	158
Past due between 31 and 180 days	766	509
Past due between 181 and 365 days	16	16
Past due by more than 1 year	27	27
Total trade and other receivables	2,593	1,873

(e) Ageing of individually impaired receivables

At balance date, debtors representing financial assets with a nominal value of \$1,308,007 (2023: \$1,301,497) were impaired. The amount of the provision raised against these debtors was \$1,094,161 (2023: \$1,023,199). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged for debt collectors or are on payment arrangements. The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	13	11
Past due by up to 30 days	16	37
Past due between 31 and 180 days	48	37
Past due between 181 and 365 days	42	64
Past due by more than 1 year	975	874
Total trade and other receivables	1,094	1,023

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations

	2024	2023
	\$ '000	\$ '000

5.2 Non-financial assets

(a) Inventories

Current

Other	2,167	727
Total current inventories	2,167	727

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Current

Prepayments	2,251	207
Other	3,422	2,861
Total current other assets	5,673	3,068

(c) Intangible assets

Water Rights	4,261	4,261
Total intangible assets	4,261	4,261

	Water rights \$ '000	Total \$ '000
Gross Carrying Amount		
Balance at 1 July 2023	4,261	4,261
Balance at 30 June 2024	4,261	4,261

Valuation of water rights is based upon market value by reference to the water rate charged by the relevant authority and trading prices as at 30 June 2024. A valuation assessment was undertaken as of 30 June 2024 and the current carrying value was not required to be re-assessed.

Water rights are considered to have an indefinite life and are not subject to amortisation but are tested annually for impairment.

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations

	2024 \$ '000	2023 \$ '000
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5.3 Payables, trust funds and deposits and contract and other liabilities

(a) Trade and other payables

Current

Non-statutory payables

Trade payables	7,223	4,939
Accrued expenses	3,112	1,291
Other	7	–
Total current trade and other payables	10,342	6,230

(b) Trust funds and deposits

Current

Refundable deposits	952	651
Refundable contract retention deposits	478	428
Fire services levy	3	2
Caravan Park deposits	496	462
Total current trust funds and deposits	1,929	1,543

Non-current

Other refundable deposits	18	18
Total non-current trust funds and deposits	18	18

(c) Contract and other liabilities

Contract liabilities

Current

Grants received in advance:

Grants received in advance	3,663	5,734
Total grants received in advance	3,663	5,734

User fees received in advance:

Prepaid Rates	779	1,163
Total user fees received in advance	779	1,163

Total current contract liabilities

Total current contract and other liabilities

4,442	6,897
4,442	6,897

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

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

Purpose and nature of items

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

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations

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

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

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

	2024 \$ '000	2023 \$ '000
5.4 Interest-bearing liabilities		
Current		
Treasury Corporation of Victoria borrowings - secured	962	933
Borrowings - secured	698	669
Total current interest-bearing liabilities	1,660	1,602
Non-current		
Treasury Corporation of Victoria borrowings - secured	2,018	2,980
Borrowings - secured	313	1,011
Total non-current interest-bearing liabilities	2,331	3,991
Total	3,991	5,593

Borrowings are secured by rates.

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

Not later than one year	1,660	1,602
Later than one year and not later than five years	2,331	3,991
	3,991	5,593

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

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations

	Employee provisions \$ '000	Landfill restoration \$ '000	Total \$ '000
5.5 Provisions			
2024			
Balance at the beginning of the financial year	6,437	864	7,301
Additional provisions	2,682	–	2,682
Amounts used	(2,045)	(208)	(2,253)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(376)	78	(298)
Balance at the end of the financial year	6,698	734	7,432
Provisions			
Provisions - current	5,922	83	6,005
Provisions - non-current	776	651	1,427
Total Provisions	6,698	734	7,432
2023			
Balance at the beginning of the financial year	6,424	1,317	7,741
Additional provisions	2,175	–	2,175
Amounts used	(1,830)	(525)	(2,355)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(332)	72	(260)
Balance at the end of the financial year	6,437	864	7,301
Provisions			
Provisions - current	6,123	83	6,206
Provisions - non-current	314	781	1,095
Total Provisions	6,437	864	7,301
	2024	2023	
	\$ '000	\$ '000	

(a) Employee provisions**Current provisions expected to be wholly settled within 12 months**

Annual leave	1,808	1,488
Long service leave	382	438
	2,190	1,926

Current provisions expected to be wholly settled after 12 months

Annual leave	378	330
Long service leave	3,354	3,867
	3,732	4,197

Total current employee provisions

	5,922	6,123
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Non-Current

Long service leave	776	314
Total Non-Current Employee Provisions	776	314

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations

	2024 \$ '000	2023 \$ '000
Aggregate Carrying Amount of Employee Provisions:		
Current	5,922	6,123
Non-current	776	314
Total Aggregate Carrying Amount of Employee Provisions	6,698	6,437

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

Annual leave

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

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

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

Long service leave

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

The discount rate and the wage inflation rates used are published by the Victorian State Government Department of Treasury and Finance monthly. The rates used are the June 2024, issued 1 July 2024 for the 2008 Long Service Leave Model.

Key assumptions:

- discount rate	4.35%	3.63%
- inflation rate	4.45%	4.35%

(b) Landfill restoration**Current**

Current	83	83
Total current	83	83

Non-current

Non-current	651	781
Total non-current	651	781

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

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

The discount rate is the Commonwealth Government 5 year bond rate published on 5 July 2024 for June 2024 and the inflation rate is March quarter all groups published by the Australian Bureau of Statistics and the Reserve Bank of Australia on 19 June 2024.

Key assumptions:

- discount rate	3.98%	3.24%
- inflation rate	3.60%	7.00%

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations

	2024	2023
	\$ '000	\$ '000

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2024.

Bank overdraft	1,200	1,200
Credit card facilities	200	200
Loans	3,991	5,593
Total Facilities	5,391	6,993
Used facilities	4,050	5,634
Used facilities	4,050	5,634
Unused facilities	1,341	1,359

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations

5.7 Commitments

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

(a) Commitments for expenditure

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
2024					
Operating					
Garbage collection	2,981	3,089	9,949	7,244	23,263
Landfill	1,453	1,505	4,847	—	7,805
Recycling and transfer stations	1,861	1,926	6,204	3,659	13,650
Consultancies	850	—	—	—	850
Cleaning/maintenance contracts	656	679	—	—	1,335
Roads	96	—	—	—	96
Corporate software	152	157	—	—	309
Caravan parks	1,518	1,573	3,318	—	6,409
Recreation	49	49	—	—	98
Total	9,616	8,978	24,318	10,903	53,815
Capital					
Tourism	126	—	—	—	126
Road	801	—	—	—	801
Plant and Fleet	1,448	—	—	—	1,448
Infrastructure	2,538	—	—	—	2,538
Recreation	768	—	—	—	768
Total	5,681	—	—	—	5,681

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
2023					
Operating					
Garbage collection	3,029	3,120	9,932	10,853	26,934
Landfill	1,488	1,533	4,881	1,726	9,628
Recycling and transfer stations	2,526	2,284	7,270	7,897	19,977
Consultancies	266	5	—	—	271
Cleaning/maintenance contracts	725	717	—	—	1,442
Corporate software	111	31	—	—	142
Caravan parks	367	—	—	—	367
Recreation	51	51	34	—	136
Total	8,563	7,741	22,117	20,476	58,897
Capital					
Tourism	574	—	—	—	574
Road	1,571	—	—	—	1,571
Plant and Fleet	1,531	—	—	—	1,531
Infrastructure	1,625	—	—	—	1,625
Recreation	319	—	—	—	319
Drainage	20	—	—	—	20
Total	5,640	—	—	—	5,640

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations

	2024	2023
	\$ '000	\$ '000

(b) Operating lease receivables**Operating lease receivables**

Council has entered into commercial property leases on its investment property. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

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

Not later than one year	407	197
Later than one year and not later than five years	587	313
	<u>994</u>	<u>510</u>

5.8 Leases

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

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

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

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

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

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

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

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

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero. Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 5. Investing in and financing our operations

(a) Right-of-Use Assets

	Office Equipment \$ '000	Fleet, Plant & Equipment \$ '000	Other \$ '000	Total \$ '000
2024				
Balance at 1 July 2023	8	70	147	225
Additions	—	127	—	127
Depreciation charge	(5)	(96)	(45)	(146)
Other	3	(1)	(1)	1
Balance at 30 June 2024	3	100	101	204
2023				
Balance at 1 July 2022	30	244	35	309
Additions	—	3	131	134
Depreciation charge	(22)	(178)	(19)	(219)
Other	—	1	—	1
Balance at 30 June 2023	8	70	147	225
			2024	2023
			\$ '000	\$ '000

(b) Lease Liabilities

Maturity analysis - contractual undiscounted cash flows

Less than one year	114	118
One to five years	88	105
More than five years	26	30
Total undiscounted lease liabilities as at 30 June:	228	253

Lease liabilities included in the Balance Sheet at 30 June:

Current	108	112
Non-current	104	121
Total lease liabilities	212	233

Short-term and low value leases

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

Expenses relating to:

Leases of low value assets	202	179
Total	202	179

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

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

Payable:

Within one year	185	144
Later than one year but not later than five years	139	153
Total lease commitments	324	297

Campaspe Shire Council

Notes to the Financial Statements
for the year ended 30 June 2024

Note 6. Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	Carrying amount 30 June 2023 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Disposal \$ '000	Depreciation \$ '000	Write-off \$ '000	Transfers \$ '000	Carrying amount 30 June 2024 \$ '000
Property	248,352	19	105	6,510	(4,271)	(2,741)	—	4,921	252,895
Plant and equipment	13,298	—	—	—	(1,123)	(3,288)	—	7,516	16,403
Infrastructure	515,971	—	5,663	32,128	(3,500)	(18,012)	—	18,200	550,450
Work in progress	12,776	34,905	—	—	—	—	—	(30,637)	17,044
Total	790,397	34,924	5,768	38,638	(8,894)	(24,041)	—	—	836,792

Summary of Work in Progress	Opening WIP \$ '000	Additions \$ '000	Write-off \$ '000	Transfers \$ '000	Closing WIP \$ '000
Property	4,213	7,293	—	(4,921)	6,585
Plant and equipment	117	7,823	—	(7,516)	424
Infrastructure	8,446	19,789	—	(18,200)	10,035
Total	12,776	34,905	—	(30,637)	17,044

Campaspe Shire Council

Notes to the Financial Statements
for the year ended 30 June 2024

Note 6. Assets we manage

	Land specialised \$ '000	Land non specialised \$ '000	Land improve- ments \$ '000	Land under roads \$ '000	Total land and land improve- ments \$ '000	Buildings specialised \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total property \$ '000
Property									
At fair value 1 July 2023	107,225	31,427	1,515	8,317	148,484	180,663	180,663	4,213	333,360
Accumulated depreciation at 1 July 2023	(1)	—	(78)	—	(79)	(80,716)	(80,716)	—	(80,795)
	107,224	31,427	1,437	8,317	148,405	99,947	99,947	4,213	252,565
Movements in fair value									
Additions	—	—	—	—	—	19	19	7,293	7,312
Contributions	83	—	—	22	105	—	—	—	105
Revaluation	—	—	—	—	—	11,825	11,825	—	11,825
Disposal	(1,488)	(328)	—	—	(1,816)	(4,580)	(4,580)	—	(6,396)
Transfers	—	150	—	—	150	4,771	4,771	(4,921)	—
Prior period error	—	1	—	—	1	1	1	—	2
	(1,405)	(177)	—	22	(1,560)	12,036	12,036	2,372	12,848
Movements in accumulated depreciation									
Depreciation and amortisation	—	—	(47)	—	(47)	(2,694)	(2,694)	—	(2,741)
Accumulated depreciation of disposals	—	—	—	—	—	2,125	2,125	—	2,125
Accumulated depreciation on revaluation	—	—	—	—	—	(5,315)	(5,315)	—	(5,315)
Impairment losses recognised in operating result	—	—	—	—	—	—	—	—	—
	—	—	(47)	—	(47)	(5,884)	(5,884)	—	(5,931)
At fair value 30 June 2024	105,820	31,250	1,515	8,339	146,924	192,699	192,699	6,585	346,208
Accumulated depreciation at 30 June 2024	(1)	—	(125)	—	(126)	(86,600)	(86,600)	—	(86,726)
Carrying amount	105,819	31,250	1,390	8,339	146,798	106,099	106,099	6,585	259,482

Campaspe Shire Council
Notes to the Financial Statements
for the year ended 30 June 2024
Note 6. Assets we manage

	Heritage plant and equipment \$ '000	Plant machinery and equipment \$ '000	Fixtures fittings and furniture \$ '000	Computers and telecomms \$ '000	Artworks \$ '000	Total \$ '000	Work in progress \$ '000	Total plant and equipment \$ '000
Plant and Equipment								
At fair value 1 July 2023	3,029	17,134	326	9,288	1,138	30,915	117	31,032
Accumulated depreciation at 1 July 2023	(359)	(9,838)	(222)	(7,198)	—	(17,617)	—	(17,617)
	2,670	7,296	104	2,090	1,138	13,298	117	13,415
Movements in fair value								
Additions	—	—	—	—	—	—	7,823	7,823
Disposal	—	(1,822)	—	(7,896)	—	(9,718)	—	(9,718)
Transfers	—	7,516	—	—	—	7,516	(7,515)	1
	—	5,694	—	(7,896)	—	(2,202)	308	(1,894)
Movements in accumulated depreciation								
Depreciation and amortisation	(37)	(2,336)	(8)	(907)	—	(3,288)	—	(3,288)
Accumulated depreciation of disposals	—	1,758	—	6,837	—	8,595	—	8,595
	(37)	(578)	(8)	5,930	—	5,307	—	5,307
At fair value 30 June 2024	3,029	22,828	326	1,392	1,138	28,713	425	29,138
Accumulated depreciation at 30 June 2024	(396)	(10,416)	(230)	(1,268)	—	(12,310)	—	(12,310)
Carrying amount	2,633	12,412	96	124	1,138	16,403	425	16,828

Campaspe Shire Council
Notes to the Financial Statements
for the year ended 30 June 2024
Note 6. Assets we manage

	Roads \$ '000	Bridges \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Recrea- tional, leisure and community \$ '000	Parks open spaces and streets- capes \$ '000	Other infra- structure \$ '000	Total \$ '000	Work in progress \$ '000	Total infra- structure \$ '000
Infrastructure										
At fair value 1 July 2023	571,120	33,984	33,752	96,175	20,293	7,401	19,677	782,402	8,446	790,848
Accumulated depreciation at 1 July 2023	(179,805)	(16,417)	(13,942)	(34,724)	(11,403)	(3,477)	(6,663)	(266,431)	—	(266,431)
	<u>391,315</u>	<u>17,567</u>	<u>19,810</u>	<u>61,451</u>	<u>8,890</u>	<u>3,924</u>	<u>13,014</u>	<u>515,971</u>	<u>8,446</u>	<u>524,417</u>
Movements in fair value										
Additions	—	—	—	—	—	—	—	—	19,789	19,789
Contributions	1,510	—	2,749	1,389	—	—	15	5,663	—	5,663
Revaluation	16,216	6,430	7,078	21,328	146	—	—	51,198	—	51,198
Disposal	(7,416)	—	(605)	(206)	(186)	(302)	(37)	(8,752)	—	(8,752)
Transfers	11,886	—	1,515	1,337	1,392	1,197	873	18,200	(18,200)	—
Prior period error	(7)	(1)	—	—	2	—	1	(5)	—	(5)
	<u>22,189</u>	<u>6,429</u>	<u>10,737</u>	<u>23,848</u>	<u>1,354</u>	<u>895</u>	<u>852</u>	<u>66,304</u>	<u>1,589</u>	<u>67,893</u>
Movements in accumulated depreciation										
Depreciation and amortisation	(14,082)	(342)	(730)	(1,308)	(670)	(366)	(514)	(18,012)	—	(18,012)
Accumulated depreciation of disposals	4,683	—	196	83	92	182	16	5,252	—	5,252
Accumulated depreciation on revaluation	(5,317)	(3,171)	(2,739)	(7,769)	(74)	—	—	(19,070)	—	(19,070)
	<u>(14,716)</u>	<u>(3,513)</u>	<u>(3,273)</u>	<u>(8,994)</u>	<u>(652)</u>	<u>(184)</u>	<u>(498)</u>	<u>(31,830)</u>	<u>—</u>	<u>(31,830)</u>
At fair value 30 June 2024	593,308	40,413	44,490	120,023	21,648	8,295	20,528	848,705	10,035	858,740
Accumulated depreciation at 30 June 2024	(194,520)	(19,930)	(17,216)	(43,718)	(12,056)	(3,660)	(7,160)	(298,260)	—	(298,260)
Carrying amount	<u>398,788</u>	<u>20,483</u>	<u>27,274</u>	<u>76,305</u>	<u>9,592</u>	<u>4,635</u>	<u>13,368</u>	<u>550,445</u>	<u>10,035</u>	<u>560,480</u>

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 6. Assets we manage

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

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

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

Asset recognition thresholds and depreciation periods

	Depreciation Period years	Threshold Limit \$ '000
Buildings		
heritage buildings	75 years	10
buildings	75 years	10
building improvements	20-50 years	10
Plant and Equipment		
heritage plant and equipment (paddlesteamers)	100 years	5
plant, machinery and equipment	3-20 years	10
fixtures, fittings and furniture	3-15 years	5
computers and telecommunications	4 years	5
Infrastructure		
road seals	15-20 years	10
road pavement	80 years	10
road formation and earthworks	Indefinite	10
road kerb, channel and minor culverts	50-80 years	10
gravel roads and gravel shoulders	15 years	10
bridges deck	100 years	10
bridges substructure	100 years	10
footpaths and cycleways	40-50 years	10
drainage	20-80 years	10

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

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

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

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

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

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

Campaspe Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2024

Note 6. Assets we manage

Repairs and maintenance

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

Valuation of land and buildings

Valuation of land was undertaken by a qualified independent valuer, Simon Eishold, from Eishold Property in April 2023. The valuation of land is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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

Valuation of specialised buildings was undertaken by Tony Blefari, a qualified independent valuer from Knowledge Asset Management Services in June 2022. The valuation of buildings is at fair value, being depreciated replacement cost, based on building net costs, estimated useful lives and asset condition assessments. These are unobservable inputs into the valuation.

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

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

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2024 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Specialised land	–	–	105,819	Apr-23	Full
Non specialised land	–	31,250	–	Apr-23	Full
Land improvements	–	–	1,390	Jun-20	Index
Specialised buildings	–	–	106,099	Jun-24	Index
Land under roads	–	–	8,339	Jan-23	Full
Total	–	31,250	221,647		

Valuation of Infrastructure

A fair value assessment of infrastructure assets has been carried out by Council staff using indices derived from ABS indexes. An index-based revaluation was conducted in the current year on Council's road assets using ABS civil construction/road and bridge construction indices. A full revaluation of these assets will be conducted in 2024/25.

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2024 are as follows:

Campaspe Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2024

Note 6. Assets we manage

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Roads	—	—	398,788	Jun-24	Index
Bridges	—	—	20,483	Jun-24	Index
Footpaths and cycleways	—	—	27,274	Jun-24	Index
Drainage	—	—	76,305	Jun-24	Index
Recreational, leisure & community facilities	—	—	9,592	Jun-20	Index
Parks, open space & streetscapes	—	—	4,635	Jun-20	Index
Other Infrastructure	—	—	13,368	Jun-20	Full
Total	—	—	550,445		

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads are valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.15 and \$1,982 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$83 to \$7,847 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 25 years to 75 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

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

Reconciliation of specialised land

	2024 \$ '000	2023 \$ '000
Specialised land	105,819	107,224
Land under roads	8,339	8,317
Land improvements	1,390	1,436
Total specialised land	115,548	116,977

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 6. Assets we manage

6.2 Investments in associates, joint arrangements and subsidiaries

(a) Subsidiaries

Campaspe Port Enterprise Pty Ltd
Background

Campaspe Port Enterprise Pty Ltd (CPE) was created on 1 October 2021 to assume responsibility for the management of tourism and paddlesteamer assets associated with the Port of Echuca Precinct. CPE is a separate entity, wholly owned by the Campaspe Shire Council. CPE has responsibility for managing the operations of the paddlesteamer and tourism business within the precinct. The board of directors were appointed in December 2021 but all of the company's operational transactions were still managed by Council. CPE began operating as a separate entity on 1 July 2022.

Note that Council contribution for the 2023/24 financial year of \$2.69 million is included in the Total income (\$2.11 million) and current liabilities (\$576,000 - deferred income) lines below, but netted off when reported as part of the consolidated financial statements.

Summarised financial information**Summarised Statement of Comprehensive Income**

Total income	4,317	1,805
Total expenses	(3,342)	(1,192)
Surplus/(Deficit) for the Year	975	613

Summarised Balance Sheet

Current assets	2,764	1,073
Non-current assets	45	—
Total assets	2,809	1,073
Current liabilities	1,002	259
Non-current liabilities	—	—
Total Liabilities	1,002	259
Net Assets	1,807	814

Significant Restrictions

Campaspe Port Enterprise operates the Port of Echuca precinct under a service level agreement, Council makes cash contributions to facilitate the management of the precinct and relevant assets.

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2024, and their income and expenses for that part of the reporting period in which control existed.

Subsidiaries are all entities over which Council has control. Council controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Council. They are deconsolidated from the date that control ceases.

Where dissimilar accounting policies are adopted by entities and their effect is considered material, adjustments are made to ensure consistent policies are adopted in these financial statements.

Entities consolidated into Council include
- Campaspe Port Enterprise Pty Ltd

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2024

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Campaspe Shire Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries are detailed in note 6.2.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Campaspe Shire Council, The Councillors, Chief Executive Officer and Directors are deemed KMP.

Details of KMP at any time during the year are:

Councillors

Councillor Christine Weller
Councillor Adrian Weston
Councillor Leanne Pentreath
Councillor John Zobec
Councillor Daniel Mackrell
Councillor Robert Amos (Mayor, 17 November 2022 - Present)
Councillor Colleen Gates
Councillor Paul Jarman
Councillor Tony Marwood

KMP

Chief Executive Officer
Director - Corporate
Director - Sustainability
Director - Community
Director - Infrastructure
Director - Community Safety and Recovery

	2024 No.	2023 No.
Total Number of Councillors	9	9
Total of Chief Executive Officer and other Key Management Personnel	6	9
Total Number of Key Management Personnel	15	18

Campaspe Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2024

Note 7. People and relationships

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2024 \$ '000	2023 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,941	1,744
Other long-term employee benefits	150	118
Post-employment benefits	38	32
Termination benefits	—	192
Total	2,129	2,086

	2024 No.	2023 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$20,000 - \$29,999	1	1
\$30,000 - \$39,999	5	6
\$40,000 - \$49,999	2	1
\$50,000 - \$59,999	—	1
\$70,000 - \$79,999	—	2
\$160,000 - \$169,999	1	1
\$190,000 - \$199,999	—	1
\$230,000 - \$239,999	—	3
\$240,000 - \$249,999	—	1
\$260,000 - \$269,999	1	—
\$270,000 - \$279,999	1	—
\$280,000 - \$289,999	3	—
\$310,000 - \$319,999	—	1
\$380,000 - \$389,999	1	—
	15	18

Campaspe Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2024

Note 7. People and relationships

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 and who report directly to a member of the KMP. *

Total remuneration of other senior staff was as follows:

	2024 \$ '000	2023 \$ '000
Short-term employee benefits	832	1,625
Other long-term employee benefits	84	145
Post-employment benefits	19	32
Termination benefits	—	—
Total	935	1,802

The number of other senior staff are shown below in their relevant income bands:

	2024 No.	2023 No.
Income Range:		
\$170,000 - \$179,999	1	2
\$180,000 - \$189,999	3	1
\$190,000 - \$199,999	2	1
\$200,000 - \$209,999	—	3
\$210,000 - \$219,999	—	1
\$220,000 - \$229,000	—	1
	6	9

	2024 \$ '000	2023 \$ '000
Total remuneration for the reporting year for other senior staff included above, amounted to:	935	1,802

* Due to a definitional change the comparative figures in this note may not align with the previous year's annual report, which included disclosure of senior officers as defined in the Local Government Act 1989.

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 7. People and relationships

	2024 \$ '000	2023 \$ '000
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7.2 Related party disclosure

(a) Transactions with related parties

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

Council has two employees who are close family members of key management personnel, the total remuneration paid to these employees is	245	218
Total rental income received from related parties.	176	159
Total transactions paid to related parties	1	–
Council's financial payments to Campaspe Port Enterprise	2,694	1,480

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

(b) Outstanding balances with related parties

There are no balances outstanding at the end of the reporting period in relation to transactions with related parties 2023/2024 Nil (2022/2023 Nil).

(c) Loans to/from related parties

No loans have been made, guaranteed or secured by council to a responsible person 2023/2024 Nil (2022/2023 Nil).

(d) Commitments to/from related parties

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

Council has long term commercial rental agreements with related parties for properties owned by council.	305	475
Councils Financial Support for Campaspe Port Enterprise	2,270	2,000

Campaspe Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2024

Note 8. Managing uncertainties

8.1 Contingent assets and liabilities

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

(a) Contingent assets

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

(b) Contingent liabilities

Contingent liabilities are:

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

Superannuation

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

Insurance claims

Council is currently reviewing a possible option to submit an insurance claim for flood expenditure that is not covered by grant funding. The potential claim would be estimated, as of 30 June 2024, to be under \$2.0 million. This claim does not have a material impact on future operations as it relates to expenditure predominately incurred in the 2023/24 financial year or earlier.

Legal matters

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

Building cladding

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

Liability Mutual Insurance

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

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 8. Managing uncertainties

	2024 \$ '000	2023 \$ '000
(c) Guarantees for loans to other entities		
The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.		
Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.		
<i>Bank Guarantees held in favour of other Entities:</i>		
(a) Council currently has three Bank Guarantees in favour of the Department or Environment, Land, Water and Planning for the rehabilitation bond at the Nanneella Quarry.	365	365
(b) Council currently has three Bank Guarantees in favour of the Department or Environment, Land, Water and Planning for the rehabilitation bond at the Mt Scobie Quarry.	151	151
(c) Council currently has two Bank Guarantees in favour of the Department or Environment, Land, Water and Planning for the rehabilitation bond at Weeks and Browns Pits.	14	14
Total	530	530

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2024 reporting period. Council assesses the impact of these new standards.

In December 2022 the Australian Accounting Standards Board (AASB) issued AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities to modify AASB 13 Fair Value Measurement. AASB 2022-10 amends AASB 13 Fair Value Measurement for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. The AASB 13 modifications:

- are applicable only to not-for-profit public sector entities;
- are limited to fair value measurements of non-financial assets not held primarily for their ability to generate net cash inflows;
- are to be applied prospectively for annual periods beginning on or after 1 January 2024;
- would not necessarily change practice for some not-for-profit public sector entities; and
- do not indicate that entities changing practice in how they measure relevant assets made an error in applying the existing requirements of AASB 13.

Council will assess any impact of the modifications to AASB 13 ahead of the 2024-25 reporting period.

In December 2022 the Australian Accounting Standards Board (AASB) issued AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants. AASB 2022-6 amends AASB 101 Presentation of Financial Statements to improve the information an entity provides in its financial statements about long-term liabilities with covenants where the entity's right to defer settlement of those liabilities for at least twelve months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement. The amendments in AASB 2022-6 are effective for annual periods beginning on or after 1 January 2024. Council will assess any impact of the modifications to AASB 101 ahead of the 2024-25 reporting period.

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 8. Managing uncertainties

8.3 Financial instruments

(a) Objectives and policies

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

(b) Market risk

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

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2021*. Council manages interest rate risk by adopting an investment policy that ensures:

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

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

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

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

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

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

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

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

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 8. Managing uncertainties

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

(d) Liquidity risk

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

To help reduce these risks Council:

- has a target of \$10 million as a minimum level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

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

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

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

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

(e) Sensitivity disclosure analysis

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

- A parallel shift of +0.5% and -1.5% in market interest rates (AUD) from year-end rates of 4.35%.

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

8.4 Fair value measurement*Fair Value Hierarchy*

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

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

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

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 8. Managing uncertainties

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

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

Revaluation

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 5 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset Class	Revaluation frequency
Land	3 years
Buildings	3 years
Roads	4 years
Bridges	3 years
Footpaths and cycleways	5 years
Drainage	5 years
Recreational, leisure and community facilities	5 years
Parks, open space and streetscapes	3 years
Other infrastructure	Not applicable

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

Impairment of assets

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

8.5 Events occurring after balance date

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

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increase (decrease) \$ '000	Balance at end of reporting period \$ '000
9.1 Reserves			
(a) Asset revaluation reserves			
2024			
Property			
Land - specialised	6,802	—	6,802
Land - non specialised	94	—	94
Land and land improvements	71,941	—	71,941
Land under roads	3,106	—	3,106
Buildings	83,560	6,510	90,070
	165,503	6,510	172,013
Plant and equipment			
Plant machinery and equipment	1,659	—	1,659
Artworks	124	—	124
Water rights	3,990	—	3,990
	5,773	—	5,773
Infrastructure			
Roads	308,165	10,899	319,064
Bridges	11,305	3,259	14,564
Footpaths and cycleways	4,623	4,339	8,962
Drainage	26,453	13,559	40,012
Recreational, leisure and community facilities	—	72	72
Other infrastructure	5,535	—	5,535
	356,081	32,128	388,209
Total asset revaluation reserves	527,357	38,638	565,995

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increase (decrease) \$ '000	Balance at end of reporting period \$ '000
2023			
Property			
Land - specialised	—	6,802	6,802
Land - non specialised	—	94	94
Land and land improvements	71,941	—	71,941
Land under roads	—	3,106	3,106
Buildings	83,523	37	83,560
	155,464	10,039	165,503
Plant and equipment			
Plant machinery and equipment	1,659	—	1,659
Artworks	124	—	124
Water rights	3,648	342	3,990
	5,431	342	5,773
Infrastructure			
Roads	286,940	21,225	308,165
Bridges	11,305	—	11,305
Footpaths and cycleways	4,623	—	4,623
Drainage	26,453	—	26,453
Other infrastructure	7,731	(2,196)	5,535
	337,052	19,029	356,081
Total asset revaluation reserves	497,947	29,410	527,357

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

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Transfer from Accumulated Surplus \$ '000	Transfer to Accumulated Surplus \$ '000	Balance at end of reporting period \$ '000
(b) Other reserves				
2024				
Restricted reserves				
Recreational land	1,536	—	—	1,536
Car parking	198	—	—	198
Unspent grant funding	—	564	—	564
Total	1,734	564	—	2,298
Unrestricted reserves				
Strategic asset development reserve	30,000	—	—	30,000
Asset renewal	18,124	—	(2,718)	15,406
Asset renewal - plant replacement	188	2,718	—	2,906
Commercial investment - Holiday Park	305	—	—	305
Community plan implementation	36	—	—	36
Capital Works Contingency	1,000	758	(758)	1,000
Disability Discrimination Act reserve	531	—	(11)	520
Industrial land	2,949	—	—	2,949
Rochester water rights reserve	138	—	(138)	—
Waste reserve	4,310	—	(949)	3,361
Carryover works	—	8,771	—	8,771
Total	57,581	12,247	(4,574)	65,254
Total Other reserves	59,315	12,811	(4,574)	67,552
2023				
Restricted reserves				
Recreational land	1,471	65	—	1,536
Car parking	198	—	—	198
Total	1,669	65	—	1,734
Unrestricted reserves				
Strategic asset development reserve	2,517	29,083	(1,600)	30,000
Asset renewal	15,467	2,657	—	18,124
Asset renewal - plant replacement	998	2,661	(3,471)	188
Commercial investment - Holiday Park	55	1,850	(1,600)	305
Community plan implementation	80	—	(44)	36
Capital Works Contingency	1,000	439	(439)	1,000
Disability Discrimination Act reserve	531	100	(100)	531
Industrial land	2,949	—	—	2,949
Rochester water rights reserve	173	—	(35)	138
Waste reserve	3,966	801	(457)	4,310
Carryover works	—	—	—	—
Total	27,736	37,591	(7,746)	57,581
Total Other reserves	29,405	37,656	(7,746)	59,315

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 9. Other matters

Restricted Reserves

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

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

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

Unspent grant funding - The purpose of this reserve is to restrict grant funding received by Council in advance/ upfront and is still to be expended as at 30 June.

Unrestricted Reserves

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

Strategic asset development reserve - The purpose of this reserve is to isolate funds to develop strategic assets, of a capital nature, that will deliver long term benefits to the community.

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

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

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

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

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

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

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

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

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

Carryover works - The purpose of this reserve is to manage the carryover capital works from the prior years. This is capital works budgeted for, but not yet completed as of 30 June.

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 9. Other matters

	2024 \$ '000	2023 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	(9,596)	3,004
Non-cash adjustments:		
Depreciation/amortisation	24,204	22,398
Profit/(loss) on disposal of property, infrastructure, plant and equipment	7,347	8,562
Contributions - Non-monetary assets	(5,768)	(1,908)
Amounts disclosed in financing activities	142	176
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(2,113)	(753)
(Increase)/decrease in inventories	(1,440)	1
(Increase)/decrease in prepayments	(2,044)	173
Increase/(decrease) in contract assets	—	(825)
Increase/(decrease) in other assets	(561)	—
Increase/(decrease) in trade and other payables	4,112	(1,806)
Increase/(decrease) in provisions	131	(440)
Increase/(decrease) in trust funds and deposits	386	(684)
(Decrease)/increase in contract and other liabilities	(2,455)	762
Net cash provided by/(used in) operating activities	12,345	28,660

9.3 Superannuation

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

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2024, this was 11.0% as required under Superannuation Guarantee (SG) legislation (2023: 10.5%)).

Defined Benefit

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

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

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 9. Other matters

Funding Arrangements

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

A triennial actuarial investigation for the Defined Benefit category as at 30 June 2023 was conducted and completed by 31 December 2023. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2023 was 104.1%. Council was notified of the 30 June 2023 VBI during August 2023.

The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.8% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2023 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions*(a) Regular contributions*

On the basis of the results of the 2023 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2024, this rate was 11.0% of members' salaries (10.5% in 2022/23). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

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

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

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

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

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

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

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

Campaspe Shire Council

2023/2024 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2024

Note 9. Other matters

The 2023 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2023.

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

	2023 (Interim) \$m	2022 (Interim) \$m
- A VBI Surplus	84.7	44.6
- A total service liability surplus	123.6	105.8
- A discounted accrued benefits surplus	141.9	111.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2023.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2023.

The discounted accrued benefits surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2023.

The 2024 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2024 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2024.

The VBI of the Defined Benefit category was 105.4% as at 30 June 2024. The financial assumptions used to calculate the 30 June 2024 VBI were:

Net investment returns 5.6% pa
Salary information 3.5% pa
Price inflation (CPI) 2.7% pa

Council was notified of the 30 June 2024 VBI during August 2024.

Because the VBI was above 100%, the Defined Benefit category was in a satisfactory financial position at 30 June 2024 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category's funding arrangements from prior years.

The 2020 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2020 Triennial investigation \$m	2023 Triennial investigation \$m
Net investment return	5.6% pa	5.7% pa
Salary inflation	2.5% pa for two years and 2.75% pa thereafter	3.50% pa
Price inflation	2.0% pa	2.8% pa

Notes to the Financial Statements

for the year ended 30 June 2024

Note 9. Other matters

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2024 are detailed below:

Scheme	Type of scheme	Rate	2024 \$ '000	2023 \$ '000
Vision Super	Defined Benefits	11.0% (2023:10.5%)	138	150
Vision Super	Accumulation	11.0% (2023:10.5%)	1,712	1,677
Other funds	Accumulation	11.0% (2023:10.5%)	1,341	985

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$NIL for 2023/24 year (2022/23 \$NIL).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2024.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2025 is \$142,000.

Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2023-24 year.

A photograph of a man and a woman walking through a vineyard. The man is on the left, wearing a dark t-shirt, khaki shorts, and a hat. The woman is on the right, wearing a light-colored button-down shirt, jeans, and a hat. They are walking on a path between rows of grapevines. The sky is blue with some clouds. A large white circle is overlaid on the image, framing the text.

Performance Statement

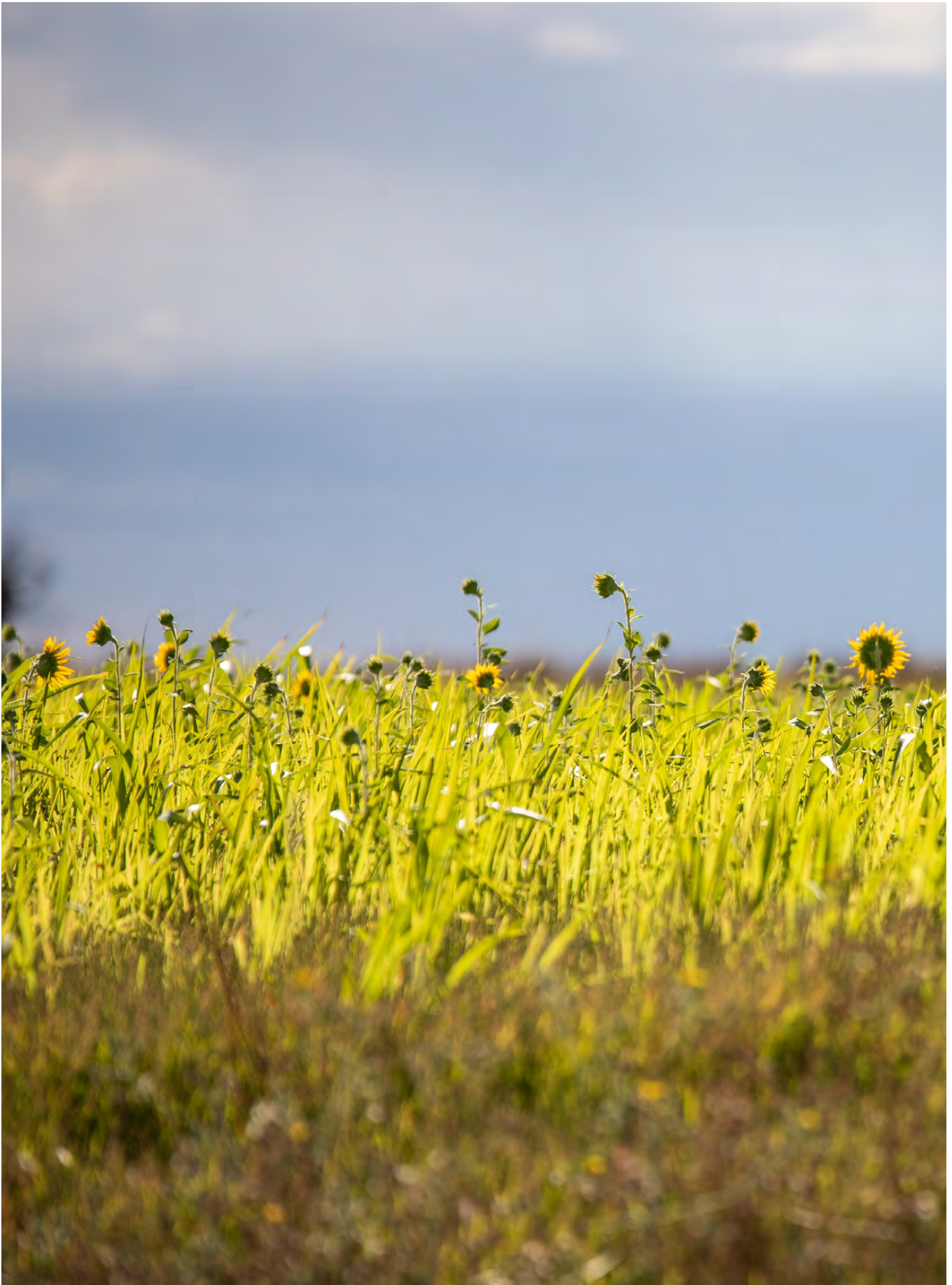


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Certification of the performance statement

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



Kristopher Kershaw
Principal Accounting Officer
Dated: 16 September 2024

In our opinion, the accompanying performance statement of the *Campaspe Shire Council* for the year ended 30 June 2024 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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

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

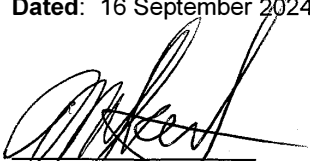
We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Cr Rob Amos
Councillor
Dated: 16 September 2024



Cr Tony Marwood
Councillor
Dated: 16 September 2024



Michael Sharp
Acting Chief Executive Officer
Dated: 16 September 2024



Independent Auditor's Report

To the Councillors of Campaspe Shire Council

Opinion	<p>I have audited the accompanying performance statement of Campaspe Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2024 • service performance indicators for the year ended 30 June 2024 • financial performance indicators for the year ended 30 June 2024 • sustainable capacity indicators for the year ended 30 June 2024 • notes to the accounts • certification of the performance statement. <p>In my opinion, the performance statement of Campaspe Shire Council in respect of the year ended 30 June 2024 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

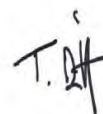
Performance Statement

Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
24 September 2024

Travis Derricott
as delegate for the Auditor-General of Victoria

Section 1: Description of Municipality

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

The Shire of Campaspe scores 965 on the SEIFA (Socio-Economic Indexes for Areas) index, indicating that it is more disadvantaged than the Victorian average of 1010 and the national average of 1001.9. The level of disadvantage varies across the Shire of Campaspe from well below the national average to above the Victorian average.

Performance Statement

Section 2. Service performance indicators

For the year ended 30 June 2024.

Service / indicator / measure	Results 2021	Results 2022	Results 2023	Target as per budget	Results 2024	Material variations and comments
Aquatic Facilities						
Utilisation * Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	1.87	3.31	3.85	N/A	3.71	The closure of the indoor facility for six weeks to carry out maintenance works contributed to the reduction in attendance numbers. While outdoor pool fees were waived for this period, there was a change to capturing data that required all users to seek a free membership for improved understanding of who is using the facility. This requirement may also have contributed to the decrease in usage.
Animal Management						
Health and safety Animal management prosecutions [Number of successful animal management prosecutions/Total number of animal management prosecutions]x100	0.00	0.00	0.00	N/A	0.00	No animal prosecutions were issued in 2023-24
Food Safety						
Health and safety Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	85.00%	100.00%	N/A	90.91%	One premises' non-compliance was not followed up in 2023. A range of issues impacted the team in 2023 including ongoing work following the October 2022 floods and staff shortages.

Performance Statement

Service / indicator / measure	Results 2021	Results 2022	Results 2023	Target as per budget	Results 2024	Material variations and comments
Governance						
Consultation and engagement Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	51.00	42.00	49.00	50.00	56.00	Council's consultation and engagement rating through its 2024 Community Satisfaction Survey showed a significant increase in satisfaction and achieved the highest level of satisfaction for Council since 2015. Consultation and engagement has been undertaken across many council service areas and includes major engagement around flood recovery, key infrastructure projects, Place Based Plans and the preparation of Council's 2024-25 Annual Budget. Community engagement remains an area of focus for Council. Campaspe Shire Council's score exceeds the average overall satisfaction level across Victoria (51) and that of Large Rural Councils (48) as per Local Government Victoria's Statewide report for 2024.
Libraries						
Participation * Library membership [Number of registered library members / Population] x100	35.83%	32.62%	27.66%	N/A	24.79%	
Maternal and Child Health (MCH)						
Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	72.20%	69.11%	69.36%	N/A	70.08%	This result is slightly higher than the previous two reporting periods and just within the expected range. Council will continue to review engagement practices with the MCH service to increase participation rates, particularly from 8 months - 3.5 years.
Participation Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	82.74%	78.23%	80.90%	N/A	81.12%	Consistent high-level participation in the MCH service by Aboriginal children has resulted from embedding practice change with service coordination and documentation processes.

Performance Statement

Service / indicator / measure	Results 2021	Results 2022	Results 2023	Target as per budget	Results 2024	Material variations and comments
Roads						
Condition Sealed local roads maintained to condition standards [Number of kilometres of sealed roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x 100	98.96%	98.96%	97.07%	98.00%	92.59%	A new condition assessment of the sealed road network was carried out to update the data that informs this indicator. The new data is showing that a greater number of roads have reached intervention levels than the previous data set was indicating. The roads that have reached intervention level have been included in the 2024-25 capital works renewal program. The increase in the number of roads that have reached intervention may be the result of the extremely wet weather that has been experienced over the last few years.
Statutory Planning						
Service standard Planning applications decided within required time frames [Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	97.23%	97.96%	100.00%	90.00%	82.91%	Planning applications have continued to be made within appropriate time frames. Applications decided in timeframes has seen a change due to the assessment of a number of larger applications which have required additional stakeholder engagement to achieve good planning outcomes.
Waste Collection						
Waste diversion Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	48.46%	48.76%	49.85%	50.00%	48.44%	

* Population estimates and components by LGA, 2022 to 2023. Released by ABS 26 March 2024.

Performance Statement

Section 3. Financial Performance Indicators

For the year ended 30 June 2024.

Dimension / Indicator / Measure	2021 Actual	2022 Actual	2023 Actual	2024 Target as per budget	2024 Actual
Efficiency					
Expenditure level	\$ 4,202.70	\$ 4,034.29	\$ 4,916.02	\$ 4,320.00	\$ 4,918.05
Expenses per property assessment [Total expenses / Number of property assessments]					
Revenue level	\$ 1,830.88	\$ 1,865.47	\$ 1,860.38	\$ 2,002.00	\$ 1,983.35
Average rate per property assessment [Total rate revenue / Number of property assessments]					
Liquidity					
Working capital	383.24%	319.42%	454.75%	324.68%	389.88%
Current assets compared to current liabilities [Current assets / Current liabilities] x100					
Unrestricted cash	232.48%	213.31%	314.48%	213.81%	262.36%
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100					
Obligations					
Loans and borrowings	7.45%	14.24%	12.08%	8.12%	8.09%
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100					
Loans and borrowings repayments compared to rates. [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	2.63%	2.54%	3.66%	3.53%	3.52%
Indebtedness	7.03%	11.12%	7.72%	6.78%	5.21%
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100					

Performance Statement

Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Material variations and comments
\$ 4,611.00	\$ 4,585.00	\$ 4,664.00	\$ 4,761.00	
\$ 2,038.00	\$ 2,089.00	\$ 2,141.00	\$ 2,195.00	
326.94%	315.22%	374.72%	374.56%	The result of Council not receiving the 2024-25 financial assistance grant funding of \$13.46 million in advance before 30 June 2024 (as had been the practice in previous financial years). Had Council received the funding in advance, the percentage would have been 404.60%. This is still below the 454.75% for 2022-23 actual, however, Council did receive grant funding for the October 2022 flood as well as not expend the planned capital works program (due to the flood), which contributed to the 454.75% for the 2022-23 financial year.
313.79%	294.61%	303.40%	289.25%	When compared to the previous years, overall reduction in cash held by Council due to expending 2022-23 capital works carryover of over \$12 million, as well as Council not receiving the 2024-25 financial assistance grant funding of \$13.46 million in advance before 30 June 2024 (as had been the practice in previous financial years).
4.56%	2.13%	0.00%	0.00%	Council continues to pay down loans each financial year, resulting in this percentage decreasing towards 0% (forecast to occur in the 2026-27 financial year).
3.48%	2.41%	2.06%	0.00%	
5.73%	3.89%	3.64%	3.52%	Reduction is the result of Council paying down loans by \$2.66 million for the 2023-24 financial year, when compared to the 2022-23 financial year.

Performance Statement

Dimension / Indicator / Measure	2021 Actual	2022 Actual	2023 Actual	2024 Target as per budget	2024 Actual
Asset Renewal and Upgrade					
Asset renewal and upgrade compared to depreciation	95.37%	116.15%	71.76%	109.24%	141.40%
[Asset renewal and asset upgrade expense / Asset Depreciation] x 100					
Operating Position					
Adjusted underlying result	(11.38%)	(0.75%)	(3.27%)	(8.93%)	(26.51%)
Adjusted underlying surplus (or deficit)					
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100					
Stability					
Rates concentration	56.17%	53.54%	45.33%	58.11%	59.01%
Rates compared to adjusted underlying revenue					
[Rate revenue / Adjusted underlying revenue] x100					
Rates effort	0.54%	0.50%	0.42%	0.44%	0.37%
Rates compared to property values					
[Rate revenue / Capital improved value of rateable properties in the municipality] x100					

Performance Statement

Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Material variations and comments
107.04%	105.87%	88.97%	96.94%	Council's 2022-23 percentage was impacted by the October 2022 flood, which resulted in planned renewal and upgrade capital works not being started or started late (and not completed) in the 2022-23 financial year. These projects, for a total over \$12 million, were rolled into 2023-24 financial year and completed. Essentially, a timing variance.
(9.44%)	(6.43%)	(5.49%)	(5.65%)	The result of Council not receiving the 2024-25 financial assistance grant funding of \$13.46 million in advance before 30 June 2024 (as had been the practice in previous financial years), as well as not budgeting for the net loss of disposal of property, infrastructure, plant and equipment of \$7.35 million. Adjusting for these two variances, the adjusted underlying deficit would have been a surplus of 1.08%.
56.07%	56.43%	57.28%	58.04%	Percentage ratio is higher than expected as a result of Council not receiving the 2024-25 financial assistance grant funding of \$13.46 million in advance before 30 June 2024 (as had been the practice in previous financial years). This means, as a percentage, rates revenue makes up a larger proportion of the overall revenue total as operating grants is lower than originally budgeted for as a result of not receiving the financial assistance grant in advance.
0.32%	0.32%	0.32%	0.32%	A calculation error resulted in Council's reported budgeted percentage to be 0.44%, when on review it should have been 0.37% (\$48,969 million rates revenue divided by \$13,237,099 million land valuation).

Performance Statement

Section 4. Sustainable Capacity Indicators

For the year ended 30 June 2024.

Indicator / Measure	Results 2021	Results 2022	Results 2023	Results 2024	Material variations and comments
Population	\$2,361.99	\$2,280.81	\$2,736.75	\$2,760.86	
Expenses per head of municipal population *					
[Total expenses / Municipal population]					
Infrastructure per head of municipal population	\$15,806.42	\$16,752.45	\$16,655.70	\$18,015.93	
[Value of infrastructure / Municipal population]					
Population density per length of road	9.40	9.42	9.61	9.54	
[Municipal population / Kilometres of local roads]					
Own-source revenue	\$1,611.76	\$1,677.69	\$1,755.32	\$1,944.72	Higher when compared to previous year due to additional (actual greater than budget) interest on revenue of \$2.76 million and inclusion of Campaspe Port Enterprise revenue in Council's consolidated accounts of \$2.20 million.
Own-source revenue per head of municipal population					
[Own-source revenue / Municipal population]					
Recurrent grants	\$442.07	\$552.43	\$579.40	\$123.68	Lower when compared to the prior years because of Council not receiving the 2024-25 financial assistance grant funding of \$13.46 million in advance before 30 June 2024 (as had been the practice in previous financial years).
Recurrent grants per head of municipal population					
[Recurrent grants / Municipal population]					
Disadvantage	3.00	3.00	3.00	3.00	
Relative Socio-Economic Disadvantage					
[Index of Relative Socio-Economic Disadvantage by decile]					
Workforce turnover	15.2%	17.3%	13.6%	14.9%	
Percentage of staff turnover					
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100					

* Population estimates and components by LGA, 2022 to 2023. Released by ABS 26 March 2024.

Section 5. Notes to the accounts

For the year ended 30 June 2024.

5.1 Basis of preparation

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

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

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the *Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2024-25 to 2027-28 by the council's financial plan.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its budget on 4 June 2024, which forms part of the Council Plan. The budget includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The budget can be obtained from Council's website.

5.2 Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the <i>Aboriginal Heritage Act 2006</i>
adjusted underlying revenue	means total income other than: <ul style="list-style-type: none"> ▪ non-recurrent grants used to fund capital expenditure; and ▪ non-monetary asset contributions; and ▪ contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the <i>Food Act 1984</i>
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i>
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges

Performance Statement

relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

Glossary

Act	means the <i>Local Government Act 2020</i>
Annual report	means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
Appropriateness	means indicators or measures that provide users with sufficient information to assess the extent to which an entity has achieved a pre-determined target, goal or outcome
Budget	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan
Council plan	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years
Financial performance indicators	means a prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency
Financial plan	means a plan of the financial and non-financial resources for at least the next ten years required to achieve the strategic objectives in the council plan. It is also referred to as a long term financial plan
Financial statements	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report
Financial year	means the period of 12 months ending on 30 June each year
Governance and management checklist	means a prescribed checklist of policies, plans and documents that councils must report the status of in the report of operations, covering engagement, planning, monitoring, reporting and decision making
Indicator	means what will be measured to assess performance
Initiatives	means actions that are one-off in nature and/or lead to improvements in service
Major initiative	means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget
Measure	means how an indicator will be measured and takes the form of a computation, typically including a numerator and denominator

Glossary

Minister	means the Minister for Local Government
Performance statement	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
Integrated strategic planning and reporting framework	means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Regulations	means the Local Government (Planning and Reporting) Regulations 2020
Relevance	means indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved
Report of operations	means a report containing a description of the operations of the council during the financial year and included in the annual report
Services	means assistance, support, advice and other actions undertaken by a council for the benefit of the local community
Service outcome indicators	means the prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved
Service performance indicators	means a prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes
Strategic objectives	means the outcomes a council is seeking to achieve over the next four years and included in the council plan
Strategies	means high level actions directed at achieving the strategic objectives in the council plan
Sustainable capacity indicators	means a prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management

Where to get a copy

This report is available online on Council's website.

Email: shire@campaspe.vic.gov.au

Website: www.campaspe.vic.gov.au

Telephone: 03 5481 2200

Feedback

The content of this Annual Report is reviewed each year and is guided by best practice in reporting and local government requirements.

Your feedback is invited via email: shire@campaspe.vic.gov.au



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Social:  @CampaspeShireCouncil
 #campaspeshire
 campaspe-shire-council

Customer Service Centres

Kyabram, 19 Lake Road

Rochester, 43-45 Mackay Street

Rushworth, 33 High Street

Tongala, 37 Mangan Street

5 Close Meeting

Pauline Gordon

Chief Executive Officer