

Instrument of Appointment and Authorisation

Attachment 7.1.1

In this instrument "officer" means:

Samuel Lloyd Hockly

by this instrument of appointment and authorisation Campaspe Shire Council (Council):

Part A

1. under section 224 of the *Local Government Act 1989* – appoints the officer to be an authorised officer for the administration and enforcement of:
 - the *Environment Protection Act 1970*
 - the *Residential Tenancies Act 1997*
 - the *Local Government Act 1989*
 - the *Summary Offences Act 1966*
 - the regulations made under each of those Acts
 - the local laws made under the *Local Government Act 1989*
 - and any other Act, regulation or local law which relates to the functions and powers of the Council;

Part B

1. under section 4(1) of the *Environment Protection Act 1970* – appoints the officer to be a litter enforcement officer for the purposes of the *Environment Protection Act 1970*.
2. under section 48A of the *Environment Protection Act 1970* – appoints the officer to be an authorised officer for the purposes of section 48A.
3. under section 525(2) of the *Residential Tenancies Act 1997* – appoints the officer to exercise the powers set out in section 526 of that Act.

Part C

1. under section 147(4) of the *Planning and Environment Act 1987* – appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act.

It is declared that this Instrument:

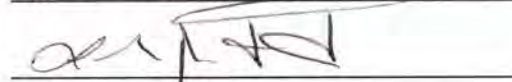
- (a) comes into force immediately upon its execution;
- (b) remains in force until varied; or
- (c) remains in force until this appointment and authorisation is revoked on cessation of the officer's employment with Council

The Common Seal of the Campaspe)
 Shire Council was hereunto affixed on)
 the Nineteenth day of November 2019)

Councillor



Councillor



Chief Executive Officer





Instrument of Appointment and Authorisation

Attachment 7.1.2

In this instrument "officer" means:

Vicky Wei Cheng Lu

by this instrument of appointment and authorisation Campaspe Shire Council (Council):

Part A

1. under section 224 of the *Local Government Act 1989* – appoints the officer to be an authorised officer for the administration and enforcement of:
 - the *Environment Protection Act 1970*
 - the *Residential Tenancies Act 1997*
 - the *Local Government Act 1989*
 - the *Summary Offences Act 1966*
 - the regulations made under each of those Acts
 - the local laws made under the *Local Government Act 1989*
 - and any other Act, regulation or local law which relates to the functions and powers of the Council;

Part B

1. under section 4(1) of the *Environment Protection Act 1970* – appoints the officer to be a litter enforcement officer for the purposes of the *Environment Protection Act 1970*.
2. under section 48A of the *Environment Protection Act 1970* – appoints the officer to be an authorised officer for the purposes of section 48A.
3. under section 525(2) of the *Residential Tenancies Act 1997* – appoints the officer to exercise the powers set out in section 526 of that Act.

Part C


1. under section 147(4) of the *Planning and Environment Act 1987* – appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act.

It is declared that this Instrument:

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied; or
- (c) remains in force until this appointment and authorisation is revoked on cessation of the officer's employment with Council

The Common Seal of the Campaspe)
 Shire Council was hereunto affixed on)
 the Nineteenth day of November 2019)

Councillor



Councillor



Chief Executive Officer





Instrument of Appointment and Authorisation

Attachment 7.2

In this instrument "officer" means:

John Boal

by this instrument of appointment and authorisation Campaspe Shire Council (Council);

under section 21 of the *Emergency Management Act 1986* appoints the officer to be

Municipal Fire Prevention Officer

PART A

1. Under section 224 of the *Local Government Act 1989* – appoints the officer to be an authorised officer for the administration and enforcement of:
 - The *Country Fire Authority Act 1958*
 - The regulations made under this Act
 - The local laws made under the *Local Government Act 1989*
 - And any other Act, regulation or local law which relates to the functions and powers of the Council

PART B

1. Under section 96A(1)(a) of the *Country Fire Authority 1958* appoints the officer to be the fire prevention officer.

It is declared that this Instrument:

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied; or
- (c) remains in force until this appointment and authorisation is revoked on cessation of the officer's employment with Council.

This instrument is authorised by a resolution of Council on 19 November 2019.

The Common Seal of the Campaspe)
Shire Council was hereunto affixed on)
the Nineteenth day of November 2019)

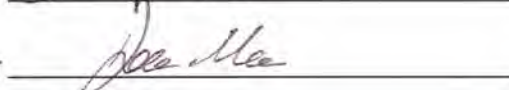
Councillor



Councillor



Chief Executive Officer





POSITION DESCRIPTION

REPRESENTATIVE

GOULBURN VALLEY LOCAL GOVERNMENT WASTE FORUM

POSITION DETAILS

Title:	Representative - Goulburn Valley Local Government Waste Forum (Forum)
Classification:	Advisory Body
Establishing Act:	<i>Environment Protection Act 1970</i>
Tenure:	Oct 2016- Oct 2020*
Remuneration:	Subject to nominating council reimbursement policy
Further information:	Executive Officer, Nick Nagle
Phone:	(03) 58221 300
Reports to:	Member Councils, Goulburn Valley Waste and Resource Recovery Board.

**Subject to change. Member Council can notify changes to their representation annually or at any time.*

Additional information about the Forum or Goulburn Valley Waste and Resource Recovery Group can be obtained from our website at www.gvwrrg.vic.gov.au or by contacting the Executive Officer Nick Nagle on 0358221300 or nick.nagle@gvwrrg.vic.gov.au

1. CONTEXT

Goulburn Valley Waste and Resource Recovery Group (GVWRRG)

The GVWRRG was established under the *Environment Protection Act 1970* (EP Act) in 2014 to deliver waste and resource recovery planning, procurement, education and project functions in the Goulburn Valley waste and resource recovery region.

The establishment of the Waste and Resource Recovery Groups (WRRGs) has targeted the following deliverables:

- development of Regional Waste and Resource Recovery Implementation Plans including landfill and resource recovery infrastructure schedules;
- facilitation of joint procurement of infrastructure and services in partnership with local governments;
- education in accordance with the state's education approach; and
- projects as funded by Sustainability Victoria, councils and other organisations.

In seeking to achieve its objectives, a WRRG must collaborate with councils, Sustainability Victoria, the Environment Protection Authority, industry, business and the community.

The Local Government Waste Forum (Forum)

The EP Act also establishes a Forum for each waste and resource recovery region.

The Local Government entities that comprise the Goulburn Valley Waste and Resource Recovery Region (members) are:

- Greater Shepparton City Council
- Moira Shire Council
- Mitchell Shire Council
- Murrindindi Shire Council
- Strathbogie Shire Council
- Campaspe Shire Council

Forums are advisory bodies established under the EP Act. They have specific functions under section 49B(3) and must develop their own procedures under section 49B(4) for nominating persons to be appointed as directors of WRRG Boards.

The EP Act does not specifically describe the forums as a local government or a state government construct. A Forum's membership is comprised of local council representatives (local government); it is supported in carrying out its functions by the WRRG (a state government entity). The EP Act states that the Forum is to consist of the representatives of the councils in the region. It states that each council may nominate a Representative to the Forum.

1.1 Purpose

The EP Act states that the functions of the Forum are to:

- select the 4 persons who are to be recommended as directors of the WRRG Board for the purposes of section 49K(2)(a) of the EP Act;
- if there is a vacancy in the office of a board director nominated under section 49K(2)(a), to nominate a person to fill that vacancy;
- advise the Board of directors of the WRRG on matters and issues affecting the role of councils in waste management and resource recovery;

- act as a conduit for consultation between the WRRG and the councils in the waste and resource recovery region of that group.

The EP Act requires the Forum to develop procedures for the above functions. To this end, Operating Guidelines (rules) have been developed for the Forum.

1.2 Aims

To complement its statutory functions, the forum aims:

- To develop local governments' capacity to deliver effective, efficient and sustainable waste and resource recovery planning and management across the Goulburn Valley Waste and Resource Recovery Region;
- To engage with industry, government and community stakeholders to improve waste and resource recovery management and planning; and
- To assist the GVWRRG Board to engage councils across their region in the planning and management of waste.

1.3 Commitment Required

Specific meeting times and locations are determined by the Forum in consideration of availability of Representatives and the workload of the Forum from time to time.

From the inception of Forum (Aug 2014) until the current time, throughout the development of the Goulburn Valley Waste and Resource Recovery Implementation Plan (GV implementation plan), the Forum has met quarterly and is required to meet at least twice a year.

In addition to scheduled meetings, the Forum may have additional activities for specific purposes which may add to the overall commitment required of a Representative:

- Site visits and technical tours; and
- Specific working groups as required from time to time.

As a general rule, meetings are conducted in Shepparton. Meetings will seldom occur at other locations within the region or other parts of the state (mostly Melbourne).

Overnight stays to facilitate attendance at meeting and conferences within and outside of the region may be required from time to time.

Further information on the specific duties and expectations of the Forum Chairperson are contained within Appendix A.

In the instance that the Forum Representative is to play the dual role as GVWRRG Board Director, consideration is to be given to the accumulated time commitment that this would create and the resultant pressures on availability, travel etc.

1.4 Expectations

- Forum Representatives are expected to communicate the activities and actions of the Forum back to their Council;
- Forum Representatives are expected to inform the Forum of issues and activities of their Council that contribute to the development of the Goulburn Valley Waste and Resource Recovery Region's waste management and resource recovery arrangements, via meetings of the Forum, any working groups of the Forum or the secretariat;

- Local government is expected to raise waste management and resource recovery issues through the Forum in the first instance. The GVWRRG Board will be expected to support this approach by referring approaches to the Forum when appropriate; and
- Minutes from each Forum meeting shall be provided to all member councils. The secretariat will ensure all agendas and minutes are circulated to a designated contact within each member council for councillor distribution.

1.5 Advocacy

In the next Council term, the Forum will be pivotal in advocating on issues that may become limiting factors in the delivery of the agreed vision for waste and resource recovery, outlined in the GV implementation plan.

In general terms the scope of issues pertinent to Forums falls into strategic policy and operational/technical.

A critical element of the achievement of Forum and Board objectives is the resourcing for Councils and WRRGs via the availability of recurrent funding and grants that are funded through the landfill levy.

With an as yet unfunded 10yr GV implementation plan soon to be formally submitted, advocacy for co-investment by Government in key regional projects in the Goulburn Valley will be a priority.

2. SELECTION AND APPOINTMENT PROCESS

2.1 Appointment process

Each member council shall nominate a Councillor or staff member or community member as their Representative to the Forum. If a representative is unable to attend a Forum meeting they may nominate their Advisory Member as proxy.

A Council's Representative and any Advisory Member to the Forum shall be confirmed at the member Council's Statutory meeting, then notified in writing to the GVWRRG as soon as possible, and at the latest within one month.

A Council may change its Representative and Advisory Member to the Forum at any stage by letter from the Councils Director or Manager to the Chair of the Forum.

2.2 Selection process

Representatives:

- Given the Forum's purpose, skills in advocacy and communication would be highly regarded as would knowledge of local government processes and the waste management sector. Whilst no specific criteria exist for requisite skills and experience, general competencies that would be considered favourable include:
 - Business judgement;
 - Understanding of general management 'best practices' and their application in complex, rapidly evolving organisational environment;
 - Leadership;
 - Strategy and vision;
 - Risk management and crisis response;
 - Industry knowledge and networks; and
 - Basic financial literacy.

In the instance that the Forum Representative is to play the dual role as GVWRRG Board nominee as well, it is important to bear in mind that specific skill areas are required to be demonstrated by the GVWRRG Board as detailed in the *Environment Protection and Sustainability Victoria Amendment Bill 2014* (specifically, Part 2, 49K2bii). For more information on this please consult the GVWRRG Board Director Position Description).

Nomination of Representatives to the Board of Directors:

The board appointment and election processes are set out in the:

- a. *Environmental Protection Act 1970*
 - b. Operating Guidelines of the Goulburn Valley Local Government Waste Forum
 - c. Procedures for Election of Representatives to the Board of Directors
- Councils have full discretion on their nomination to the Board.
 - After the election result is finalised, police and probity checks are required before the Minister can make appointments. These will be conducted by DELWP at no cost to nominees.
 - Nominees will be required to provide a completed national police check application and consent form (including certified copies of 100 points of identification), a diversity information and privacy consent form, and a current CV to DELWP immediately upon their election as a nominee by the Waste Forum.

3. OTHER RELEVANT INFORMATION

3.1 Remuneration and reimbursement of Representatives

Forum members attend the Forum as a representative of their council and therefore it is only appropriate that they seek reimbursement from their local council for performing this role.

3.2 What the Forum offers you

GVWRRG acts as the secretariat and will play a key role in delivering a subject matter induction and support the governance and policy induction after appointment. Professional development will be made available for Forum members according to specific needs that are assessed as being necessary on at least an annual basis.

The work of the Forum will involve briefings from experts in the waste and resource recovery field, occasional site visits and technical tours.

3.3 Relationship with Advisory Member

Representatives will be assisted in performing their role through the cooperation with their nominating Council's Advisory member.

It is expected that details of strategic policy, technical and operational issues of importance to that Council would be communicated to the representative out of session and that an effective partnership would be demonstrated at Forum meetings.

3.4 Performance Assessment

The Forum will undertake an assessment of its performance on at least an annual basis similar in nature to the GVWRRG Board according to the principles contained within the Board *Performance Assessment* policy.

3.5 Valuing Diversity

The Forum values diversity. We aim to foster an inclusive and an Equal Opportunity culture. We welcome representatives with cultural and linguistically diverse backgrounds, Indigenous Australians, women, people with a disability, elder workers and youth.

3.6 Reporting to Council

The secretariat will make available a meeting summary to assist the representative report back to the respective councils on the activity of the Forum.

Representatives are expected to be an effective agent of communication between the Council and the Forum and vice versa.

3.7 Conflicts of Interest/Duty

In the instance where the Forum Representative and Board member are the same person, there is a need to exercise care to minimize conflicts of interest and remove any confusion about which 'hat' a forum member is wearing when he or she attends a forum meeting (and vice versa). However, this does not mean that a conflict of interest cannot be effectively managed by WRRG board directors who are also members of the forum under current arrangements. Actual and perceived conflicts of interest and conflicts of duty can be managed through ensuring adherence to good public sector governance practice.

A critical aspect of management of conflicts of interest or duty is to remember that the organisation to which a person is serving at the time is the one to which a duty is owed.

3.8 Gender Equality

Department of Environment Land Water and Planning is working to influence workplace gender equality as part of an initiative of the Victorian Equal Opportunity and Human Rights Commission.

Whilst it is recognized that there may be limited ability for the Council and the group to influence gender equity in Forum composition, it is nonetheless a clear and persistent priority of Government and one that needs to be considered through the recruitment process of Councils. Failure to nominate suitably gender diverse Forums and resultant GVWRRG Boards may result in delays in Ministerial approval of boards.

APPENDIX A

1.1 The Role of Chairperson of the Forum

The Forum shall nominate one of its Representatives as Chairperson of the Forum on an annual basis. The Chairperson shall convene meetings of the Forum and set the agenda in consultation with Forum Representatives.

In the absence of the Chairperson (and the Deputy Chairperson should one be elected), Representatives present at the Meeting will choose a Representative to Chair that particular Meeting.

The role requires a balance of numerous personal traits including tact, diplomacy, the ability to reconcile opposing views and the power to influence.

The Chairperson of the Forum has a key role in:

- ensuring the effective functioning of the Forum as a collective decision-maker;
- preparing agendas for meeting in consultation with the secretariat
- lead an evaluation process that monitors the performance and effectiveness of the forum.
- providing leadership to the Forum; and
- acting as a key spokesperson and relationship-builder for between the Forum and other stakeholders.

1.2 The Role of the Chairperson at Forum meetings

The role of the Chairperson in relation to Forum meetings is to ensure that meetings are conducted and decisions are made in accordance with its legislative objectives.

This includes ensuring that:

- meeting agendas and the Forum annual meeting schedule will enable the annual work program and other issues that arise to be dealt with in a timely and effective manner;
- at the start of each Forum, Representatives declare any conflicts of interest in relation to any item on the agenda;
- Representatives and Advisory Members treat one another with respect and courtesy;
- all Forum members participate actively and constructively in each decision; and
- Forum meetings run in an effective and timely manner.

Overall, the Chairperson will balance the need to ensure that all members have a fair opportunity to express their views and ask questions with the need to progress the meeting in a timely manner, taking into account the nature, complexity, and importance of the issue being discussed and decided upon, and other relevant circumstances.

As a regional entity, the Chairperson will have required to be cognisant of the issues impacting the wider region and to be available for additional meetings with internal (council) and external stakeholders.

The Chairperson's ability to be a strong advocate and to lead advocacy efforts of member councils in regards to waste issues will be well regarded.

Representatives will assist the Chairperson in ensuring that Forum meetings and decisions occur in accordance with the standards expected of a Forum.

1.3 Leadership

The leadership role of the Chairperson includes:

- developing the Forum as an effective team;
- assisting Representatives to understand their role, accountabilities, and responsibilities and those of key stakeholders;
- welcoming new members and ensuring that there is a suitable induction program for new members;
- ensuring that all Representatives have opportunities to further develop knowledge/skills relevant to their role;
- informing Members about developments in government policy and priorities;
- arranging adequate support for members;
- ensuring that an assessment of the performance of the Forum occurs annually; and
- if a dispute arises between members, actively managing its resolution in a manner consistent with the GVWRRG Dispute Resolution Policy and Procedures.

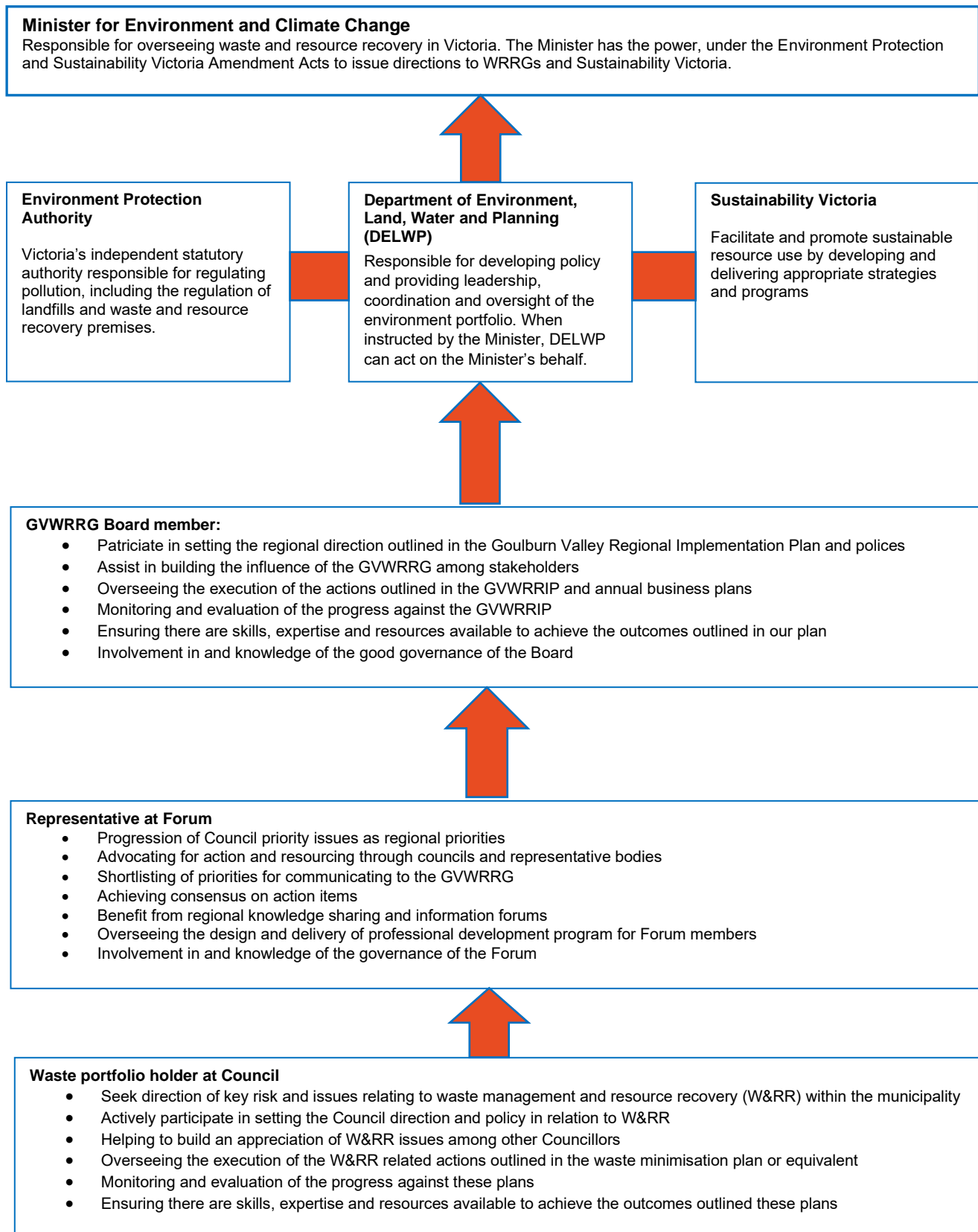
1.4 Key relationships

The Chairperson acts as a spokesperson and key relationship-builder for the Forum, including:

- establishing a constructive working relationship with the Board. The Chairperson is to be the main conduit and key liaison between the Forum and Board;
- informing GVWRRG about significant issues and events affecting member councils;
- ensuring regular reporting by the Forum to the Board;
- representing the Forum to external parties as an official spokesperson; and
- ensuring that a good working relationship exists between the Forum and other stakeholders such as Sustainability Victoria and the Environment Protection Authority.

APPENDIX B

Example Relationship and roles of individuals and entities within the Waste and Resource Recovery Framework



GOULBURN VALLEY LOCAL GOVERNMENT WASTE FORUM OPERATING GUIDELINES

Date of Adoption: December 2016

1 The Goulburn Valley Waste and Resource Recovery Region Local Government Waste Forum

1.1 The Goulburn Valley Waste and Resource Recovery Group is established under the Environment Protection Act (the Act) in 2014 to deliver waste and resource recovery planning, procurement, education and project functions in the Goulburn Valley waste and resource recovery region.

1.2 The Act also establishes a Local Government Waste Forum (the Forum) for each waste and resource recovery region.

1.3 The Act states that the Forum is to consist of the representatives of the councils in the region. It states that each council may nominate a representative to the Forum.

1.4 The Act states that the functions of the Forum are to:

1.4.1 nominate the 4 persons who are to be the representatives of the councils for the purposes of section 50BI(2)(a) of the Act;

1.4.2 if there is a vacancy in the office of a board director nominated under section 50BI(2)(a), to nominate a person to fill that vacancy;

1.4.3 advise the Board of directors of the waste and resource recovery group on matters and issues affecting the role of councils in waste management and resource recovery;

1.4.4 act as a conduit for consultation between the waste and resource recovery group and the councils in the waste and resource recovery region of that group.

1.5 The Act requires the Forum to develop procedures for functions listed in clauses 1.4.1 and 1.4.2 of these guidelines, with the regional councils. These Operating Guidelines deliver on the requirements to develop these procedures and are the operating rules for the Forum.

2 Forum Aims

To complement its statutory functions, the forum aims:

2.1 To develop local governments' capacity to deliver effective, efficient and sustainable waste and resource recovery planning and management across the Goulburn Valley Waste and Resource Recovery Region.

2.2 To engage with industry, government and community stakeholders to improve waste and resource recovery management and planning.

2.3 To assist the Goulburn Valley Waste and Resource Recovery Group Board to engage councils across their region in the planning and management of waste.

3 Forum Membership

3.1 The member councils of the Forum are those defined as the municipal districts constituting the Goulburn Valley Waste and Resource Recovery Region in section (4)1 of the Act.

4 Forum Representatives

4.1 Each member council shall nominate a Councillor, staff member or community member as their Representative to the Forum.

4.2 If a representative is unable to attend a Forum meeting they may nominate their Advisory Member as proxy, in writing to the Chair of the Forum. This nomination shall be enduring for the term of the specific meeting only.

4.3 Each member council may also nominate up to two Advisory Members to the Forum. The Advisory Members can be made up of staff members, Councillors or community members. The advisory member/s are able to participate fully in all Forum proceedings and activities but does not hold a vote in the Forum unless acting as a proxy of the Forum Representative.

4.4 A Council may change its Representative through a Council Resolution. This would take effect immediately after a letter is received by the Chair of the Forum from either the councils CEO or Mayor

4.4.1 A Council may change its Advisory Member to the Forum at any stage by letter from the Councils Director or Manager to the Chair of the Forum.

4.5 A Council's Representative and any Advisory Member to the Forum shall be confirmed at the member Council's Statutory meeting, then notified in writing to the Goulburn Valley Waste and Resource Recovery Group as soon as possible, and at the latest within one month.

4.6 The Municipal Association of Victoria, the Victorian Local Governance Association, Rural Councils Victoria and the Goulburn Valley Waste and Resource Recovery Group may send an observer to the meetings of the Forum. Other external parties may attend by invitation from the Forum.

4.7 The list of Representatives, any Proxies and any Advisory Members and their attendance at the Forum shall be maintained by the Goulburn Valley Waste and Resource Recovery Group in its role as secretariat to the Forum.

4.8 Representatives and any Advisory Members are expected to attend each meeting. In the event that a member council is not represented by their Representative or proxy for two consecutive meetings, written notification by the secretariat shall be given to the council.

4.9 Attendance from a member council shall normally consist of the Representative and any Advisory Member unless there is a particular reason for additional personnel to be invited.

5 Forum Operation

5.1 The operation of the Forum shall be governed by these Operating Guidelines. These Operating Guidelines were adopted by the Forum by majority vote on the [August 2016. The Operating Guidelines shall be reviewed at least annually by the Forum at which a minimum of two thirds of representatives must support any amendment to the Operating Guidelines.

5.2 The Forum shall meet a minimum of two (2) times a year. No normal meeting of the Forum is to be scheduled on the same day as an Ordinary meeting of any member Council.

5.3 For general business of the Forum the Quorum shall be four (4) Representatives, or their Proxies of the Forum.

5.4 The Forum shall nominate one of its Representatives as Chair of the Forum on an annual basis. The Chair shall convene meetings of the Forum and set the agenda in consultation with Forum Representatives.

5.5 The Forum shall establish an advisory reference group or other working groups as required to report back to the Forum. Terms of reference for each group are to be agreed by the Forum.

5.6 The Goulburn Valley Waste and Resource Recovery Group shall provide support to the Forum to enable it to perform its function as required by the Act.

6 The Goulburn Valley Waste and Resource Recovery Group Board

6.1 Following notification to the Forum that Representatives are to be nominated to the Goulburn Valley Waste and Resource Recovery Group Board, or that a vacancy must be filled on the Goulburn Valley Waste and Resource Recovery Group Board, the Forum will appoint an independent Returning Officer.

6.2 The Returning Officer shall run an election for the four Forum board positions.

6.3 The Returning Officer shall seek nominations for the four positions prior to the meeting of the Forum at which elections are to be held.

Representatives wishing to nominate for the Goulburn Valley Waste and Resource Recovery Board should also attend the meeting where the election is being held. If not, they are to provide a proxy who has been approved by their council (as per section 4.2) who will confirm their nomination at the meeting and vote on their behalf.

6.4 Following the receipt of nominations the Returning Officer shall conduct a "first past the post" ballot via the Anglican method (first choice numbered 1 and so on .

Lowest number first elected). If there are no more than four nominations then no ballot is required and the nominations are accepted.

6.5 Where a vacancy is to be filled, or where a forum nominee for a board director has been rejected, the above provisions apply, adapted as necessary to the number of vacancies to be filled.

7 The Forum and the Goulburn Valley Waste and Resource Recovery Group Board

7.1 The Act states that a function of a Forum is to advise the Board of directors of the waste and resource recovery group on matters and issues affecting the role of councils in waste management and resource recovery.

7.2 The Forum recognises that Goulburn Valley Waste and Resource Recovery Group Board members' responsibilities are defined in statute. Within these responsibilities, the Forum expects the Directors nominated through the Forum to attend Forum meetings, respond to issues raised by the Forum.

7.3 If the Forum places a written proposal to the Goulburn Valley Waste and Resource Recovery Group Board, a written response outlining the Board 's position is expected.

8 The Forum and local government

8.1 Forum Representatives are expected to communicate the activities and actions of the Forum back to their Council.

8.2 Forum Representatives are expected to inform the Forum of issues and activities of their Council that contribute to the development of the Goulburn Valley Waste and Resource Recovery Region's waste management and resource recovery arrangements, via meetings of the Forum, any working groups of the Forum or the secretariat.

8.3 Local government is expected to raise waste management and resource recovery issues through the Forum in the first instance. The Goulburn Valley Waste and Resource Recovery Group Board will be expected to support this approach by referring approaches to the Forum when appropriate.

8.4 Minutes from each Forum meeting shall be provided to all member councils. The secretariat will ensure all agendas and minutes are circulated to a designated contact within each member council for councillor distribution.

9 Meeting Procedures

9.1 Motions from Forum members can be put in writing prior to the meeting so that they can be circulated and considered OR from the floor.

9.1.1 Motion proposed, seconded and minuted

9.1.2 Motion discussed

9.1.3 Amendments (if any) agreed and minuted

9.1.4 Motion re-read with amendments and proposed

9.1.5 Votes for, against and abstentions minuted

Attachments

These will include:

- ToR – GVLGW Forum
- ToR - GVWRRG Board

- Relevant extracts from Environment Protection Act 1970.
- Terms of reference for Local Government Forum subcommittees
- Procedures and documentation for Election of Representatives to the Goulburn Valley Waste and Resource Recovery Group Board of Directors
- Procedures and nomination forms if required) for election of Local Government Waste Forum Chair and Deputy
- Procedures for appointing an independent returning officer
- Other documentation as required and agreed to by the forum

Industrial Land Sale

Council Policy Number	030
Date adopted	19 November 2019
Scheduled for review	November 2022



Purpose

To ensure that the sale of industrial zoned Council land is completed in a planned, consistent and equitable manner which encourages business expansion, employment growth and activation of the site.

To specify the requirements of the Campaspe Shire Council in relation to the sale of industrial zoned land.

Policy Statement

1. Introduction

This information has been prepared to provide an understanding of Council's requirements regarding industrial zoned land sales. Advice on specific sites can be obtained by contacting Council's Investment Attraction Manager.

2. General Conditions

Fencing	If an adjoining parcel of land is owned by Council, then Council will pay half the cost of fencing the common boundary to a standard consistent with the area and planning requirements. The purchaser is required to provide two written quotations to Council which specify the length of the common boundary/ies with Council, the type of material proposed for the fence and the cost.
Filling of Blocks	Filling of industrial or residential allotments is not the responsibility of Council.
Options to Purchase	Council will not grant an option to purchase. All transactions must be through a Contract of Sale process even if this may be conditional on certain matters.
Survey	Council is not responsible for establishing the property boundaries.
Advertising	Any sale is subject to Council advertising a proposed sale in accordance with Sections 189 and 223 of the <i>Local Government Act 1989</i> and all sales are subject to a satisfactory outcome of such advertising and any subsequent procedures.
Planning Permit	Council is not responsible for obtaining a planning permit for the proposed development. The applicant must conduct their own due diligence with regard to the intended use of the land and planning and building requirements.
Purchase Process	The applicant must complete the Application to Purchase form and return it to Council Officers for assessment. Application forms that align with this Policy will be considered formally by Councillors at the next available Council meeting. If Councillors agree to the sale, then the proposed sale will be advertised and any subsequent procedures as a result of the advertising and then the exchange of Contracts of Sale.

3. Industrial Allotments

- a. Applications for the purchase of an industrial allotment, requires written evidence (including but not limited to an "Application to Purchase") indicating the specific nature of the development including economic benefits to the community (employment opportunities, capital investment, import replacement, export potential) and timeframe for implementation ("the concept"). The purchaser will be required to enter into a formal agreement with Council which will include conditions to the following effect:
- b. Council is granted an enforceable option to purchase the allotment from the purchaser for the original sale price which Council may exercise if the purchaser has not commenced development

of the allotment in accordance with the concept within two (2) years of the date of settlement of the purchase and Council may protect this option to purchase by caveat registered on the allotment title. The method of exercise of the option to purchase will be set out in the formal agreement.

- c. Council is granted an enforceable option to purchase back the allotment from the purchaser which Council may exercise if the purchaser within a period of four (4) years of the date of settlement of the purchase significantly alters the use of the development from that envisaged by the concept without prior written consent from Council, and Council may impose such conditions as it sees fit if it so consents. The price for which Council can purchase pursuant to the option to purchase will be the market value of the property at the time of exercise of the option, as determined by a Valuer's valuation, save that the land value content of such valuation will be limited to the original sale price Council may protect this option to purchase by caveat registered on the allotment title. The method of exercise of the option to purchase will be set out in the formal agreement.
- d. The purchaser must not transfer, lease, or otherwise part with possession of the property within four (4) years of the date of settlement of the purchase without prior written consent from Council, and Council may impose such conditions as it sees fit if it so consents. Council may protect this right by caveat registered on the allotment title. If the Purchaser declares on the "Application to Purchase" that he/she will purchase the allotment under an individual/s name for taxation and/or lending purposes with a view to then leasing it back to their business then this would be satisfied through demonstration of the relationship between the two entities i.e.; an Australian Securities and Investment Corporation (ASIC) Company search extract naming both entities. The change in purchasing entity from the name on the "Application to Purchase" to another name would need to satisfy the requirements of the *Local Government Act 1989*.
- e. The purchaser must not further subdivide an allotment within four (4) years of the date of settlement of the purchase without prior written consent from Council. Council will be entitled to claim compensation from the purchaser in respect of any further subdivision within that four (4) year period, and the amount of such compensation will be based on the increase in value of the subject land as a result of the subdivision. Council may protect this right by caveat registered on the allotment title.
- f. Payment terms are cash settlement in 30 to 90 days.
- g. The sale price will be as per the Valuer's valuation. The price may be increased or decreased at Council's discretion, taking into account market forces and the economic significance of the development. The Valuation must be no more than 6 months old.
- h. Goods and Services Tax will be additional to the sale price of the land, which will be payable by the purchaser in addition to the price.

Exclusions

Nil

Human Rights

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

Definitions

Commenced development

means that as a minimum the following have occurred, namely:

1. if required, a planning permit under the Campaspe Planning Scheme consistent with the concept has been obtained; and
2. a building permit consistent with the concept has been obtained; and
3. works have commenced on site consistent with the concept, the planning permit (if required), and the building permit, and that as a minimum such works comprise a building slab laid and/or footings completed, framework commenced and fencing erected.

Purchaser

means the purchaser and the purchaser's successors in title.

Valuer's valuation

A valuation completed by a licensed Valuer appointed by Council, issued no more than six months old.

Application to Purchase

Is a schedule/document that must be submitted to Council for consideration and adoption.

Related Legislation

Local Government Act 1989

Related Policies, Procedures and Strategies

Nil

Attachments

Nil

Review Period

Three years

Responsible Officer

General Manager Economic & Community Development

Administrative Updates

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

Approval History

Adopted	24 April 1996	Minute Book Reference No 1041 (item 13.1)
Revised	10 September 1998	Minute Book Reference No 3038 (item 13.1)
Revised	8 July 1999	Minute Book Reference No 3737 (item 12.1)
Revised	12 September 2000	Minute Book Reference No 4658 (item 12.1)
Revised	11 September 2001	Minute Book Reference No 5565 (item 12.2)
Revised	13 August 2002	Minute Book Reference No 6305 (item 12.1)
Revised	14 October 2003	Minute Book Reference No 7100 (item 12.1)
Revised	12 October 2006	Minute Book Reference No 10307 (item 11.2)
Revised	18 October 2011	Minute Book Reference No 18261 (item 13.3)
Revised	19 July 2016	Minute Book Reference No 654 (item 6.2)
Revised	21 November 2017	Minute Book Reference No 3382 (item 6.3)
Revised	19 November 2019	Minute Book Reference No 5112 (item 7.6)

Chief Executive Officer:

Date: 26 November 2019

Councillor Support and Entitlements

Council Policy Number	058
Date adopted	19 November 2019
Scheduled for review	November 2023



Purpose

To provide guidance on the reimbursement of expenses, and provision of facilities available to the Mayor and Councillors as required by *the Local Government Act 1989*, Section 75.

Policy Statement

1. Councillor Allowance

A Councillor and Mayoral allowance will be paid in accordance with section 74 and 74A of the *Local Government Act 1989*. The allowance will be paid by EFT monthly in advance.

2. Payment of Expenses

2.1 General

Section 75 of the *Local Government Act 1989* specifies that a Council may reimburse Councillors for necessary out-of-pocket expenses incurred while performing duties as a Councillor.

Councillors will be reimbursed for necessary out-of-pocket expenses and/or travel claims on the presentation of a signed form/s supported by official receipts and other relevant documentation. Refer to Attachment 1 and 2. Councillors are expected to submit their forms on a monthly basis.

2.2 Eligible Meetings and Events

Councillors will be eligible for reimbursement of expenses for the following:

- Ordinary and Special Meetings of Council and Councillor Briefing Sessions;
- Committee or Advisory Committee meetings;
- Ordinary, committee or sub-committee meetings of State, Regional or local organisations or bodies where the Councillor has, by Council resolution been elected as a Council delegate;
- Meetings and civic or ceremonial functions convened by the Mayor or the Council;
- A meeting, function or other official role as a representative of the Mayor;
- Conferences, functions, professional development and training where the attendance has been approved by the Governance Manager in consultation with the Mayor.

2.3 Reimbursement of Travelling Expenses

- A Councillor will be reimbursed for the use of their own private vehicle in accordance with 2.3.d.
- Council will not reimburse the cost of any infringements incurred by Councillors.
- Council would prefer and encourage a Councillor to utilise a Council pool vehicle and/or share transport when attending a conference or meeting outside the municipality.
- Councillors are able to claim for travelling expenses for approved Council business:
 - travel time - \$40.00 per round trip exceeding 100kms on any day on approved Council business up to a maximum of \$5,000 per annum;

- ii. reimbursement for private vehicle usage at current Australian Taxation Office rate;
- iii. reimbursement for public transport and taxi expenses where travel to conferences, functions, professional development and training commences.
- iv. car parking fees – fees will be reimbursed in respect of hotel/motel parking, airport parking and conference parking.
- e. Councillors must submit claims for travelling expenses within 14 days of the end of the month, and, such claims must show details of the approved Council business and kilometres travelled. Refer to Attachment 1.
- f. Claims greater than two months old will not be reimbursed.

3. Registration fees

Where attendance at a conference/function on Council business is approved, Council will meet the appropriate cost of attendance.

The annual budget will be allocated as in 7.1 and cover the cost of conferences, functions, professional development, training and associated travel, accommodation and meals by Councillors.

4. Accommodation and meal expenses

As a general principle, the following guidelines will apply to accommodation and meals:

- the accommodation standard should not exceed the four star rating (Councillors may upgrade accommodation at their own cost);
- items purchased from the mini bar will be at the Councillor's own cost;
- reasonable meals at breakfast, lunch and dinner will be claimable.
- Alcohol purchases are at the cost of the Councillor,

If arrangements are made by the Councillor that exceed the agreed rates, then the Councillor will be responsible for the difference between the agreed rate and the actual rate. Itemised tax invoices must be produced to confirm amount claimed. Council will reimburse the actual costs paid upon presentation of appropriate documentation.

Partners may join the Councillor whilst away at their own expense.

All arrangements are to be handled through the Council Support Officer.

The Mayor and Governance Manager may vary these arrangements when considered appropriate.

5. Child and Family Care

Council will cover the cost of reimbursing legitimate family care and child care expenses for attendance at Council functions submitted by Councillors.

Councillors will on the production of a receipt or relevant documentation, be reimbursed the out of pocket cost of child care expenses for children up to and including the age of 14 years.

Child care costs are not reimbursable if paid for a child cared by a person who normally or regularly lives with the Councillor.

All claims for child care must be submitted on the reimbursement of expenses claim form with sufficient evidence from the provider or a statutory declaration from the Councillor. Refer Attachment 2.

6. Expense Reimbursement Claims

To assist Councillors with their expense reimbursement claims the following guidance is provided:

What's Claimable

- Travel to attend a site inspection or a meeting about an issue that's likely to come before Council for a decision
- Travel to and expenses related to a Council run event

- Travel to Ordinary and Special meetings of Council and Councillor Briefing Sessions
- Travel to Committee or Advisory Committee meetings
- Travel to ordinary, committee or sub-committee meetings of State, regional or local organisations or bodies where the Councillor has, by Council resolution been elected as a Council delegate
- Travel to meetings and civic or ceremonial functions convened by the Mayor or the Council
- Travel to a Councillor only session
- Travel to a meeting, function or other official role as representative of the Mayor
- Travel to invited functions within the Campaspe Shire in the role as a Councillor
- Training and professional development where there has been approval by the Governance Manager in consultation with the Mayor or by Council resolution

What's Not Claimable

- Cost of raffle tickets
- Entry/ticket fees for community run events
- Cost of attending service clubs, cultural, arts, historical, recreational and sporting club events
- Donations
- Cost of attending business events
- School presentations
- Health organisations' promotions
- Expenses relating to attendance at a political function
- Educational organisations' promotions
- Business networking
- Community forums
- Informal meetings
- Traffic infringements
- Attendance at private events, e.g., weddings, funerals, birthdays, celebrations
- Attendance at Christmas parties
- Travel to non-approved functions
- Fundraising events especially for organisations with no presence in the Shire of Campaspe

Expense reimbursement claims must be on the approved form. Refer attachment 2.

7. Training and Professional Development

The knowledge, skills and experiences that Councillors bring when they are elected and that are enhanced during an induction program generally need to be supplemented with further knowledge and skills development relevant to the specific role and responsibilities of Councillors. This supplementation of knowledge and skills is gained through training and professional development. Training and professional development of Councillors is encouraged and supported by the Council.

So that there is a clear understanding amongst Councillors and staff the following definitions assist to explain the difference between training and development.

Training is designed to help Councillors learn specific knowledge or skills to improve performance in their current roles. Training can occur through induction, on the job training and short courses. Examples of short courses are meeting procedures, conflicts of interest, media training, social media, planning legislation, financial management, etc.

Professional Development focuses on Councillor growth and future performance. It is a longer-term process where Councillors may attend industry events and conferences and/or undertake supported external study to build their professional skills. Examples are Mainstreet conference, MAV future of local

government, waste management and recycling conference, governance, legal, politics or financial studies.

Any training and development should link with Council's goals, objectives and values.

7.1. Training and Professional Development Budget Allocation

Within 12 months of a general election, Council will review and approve the Councillor Support and Entitlements policy.

Included in the policy will be a section on training and development. Council will decide a budget allocation for individual training, a shared allocation for group training and professional development and an allocation for compulsory training. The budget allocation for individual training cannot be carried over from year to year and can only be used by the individual Councillor.

7.2. Approval process

Councillor requests to attend professional development or training using the budget allocated for individual training will be considered by the Governance Manager in consultation with the Mayor. The Governance Manager and the Mayor will consider the following when assessing requests:

- The available budget;
- Any training already provided on the subject;
- Relevance to the Councillor's individual portfolio;
- How attendance will assist the Councillor in performing their role.

Councillor requests to attend professional development or training courses/conferences using the budget allocated for shared training will have their request considered by the full Council in an open Council meeting. A report will be prepared by the Governance Manager for Council to consider. Requests will be considered using the same criteria as for individual training with the added criteria of taking into account the amount of training and professional development already undertaken by the Councillor.

All expenses must be approved by the Governance Manager in consultation with the Mayor and should be approved in advance and booked through the Council Support Officer. Council has the right to determine where the Councillor is staying.

Councillors will be required to submit a written report in respect of any training and professional development courses/conferences attended. The report should be submitted no later than two months after the attendance. A template for the report is at Attachment 3.

The Mayor normally attends the following events as an as of right entitlement where he/she may vote on behalf of Council. These are MAV State Council Meetings, MAV State Conference, National General Assembly of Local Government and Rural Councils Victoria Annual Conference.

8. Charity events

Campaspe Shire Council will meet the cost of the Mayor or his/her representative to attend a charity fundraising event. If other Councillors wish to attend to support the charity, they will be required to make their own contribution to attend.

9. Hospitality and Entertainment expenses

The Mayor is entitled to incur reasonable hospitality and entertainment expenses on behalf of Council when conducting Council business.

The incurring of reasonable hospitality and entertainment expenses by other Councillors while conducting Council business will only be accepted if appropriate and prior approval has been granted by the Chief Executive Officer in consultation with the Mayor.

10. Political functions

Where Councillors attend a political party fundraising event for which payment is required, the cost is to be borne by the individual Councillor. Council does not wish to financially support any political party.

11. Council presentations at events and functions

In circumstances where the Mayor has been invited to an event or function in a particular Ward and is unable to attend and the Deputy Mayor is unavailable, a Ward Councillor will be given the first option to represent the Mayor.

In circumstances where the Mayor has been invited to an event or function outside of Campaspe on a particular subject and is unable to attend and the Deputy Mayor is unavailable, the most relevant portfolio Councillor will be given the first option to represent the Mayor.

The organising of Councillor attendance will be managed by the Council Support Officer.

12. Information Technology

12.1 Equipment

The following equipment will be provided for conducting Council business:

- Smartphone with email access
- iPad, tablet or laptop

Council will maintain a register of all equipment provided to Councillors for Council business. The register shall be available for public inspection.

All equipment is to be returned to the Governance Manager on the conclusion of the Councillor's term, or in the event the Councillor resigns the position earlier.

Reasonable personal use is permitted as long as it does not affect the primary use of the device. Councillors will not install any non-approved non council products on the device.

Council devices are not to be used in any other employment or business conducted by a Councillor.

Where a Councillor wishes to retain their mobile phone for Council use, Councillors must make their personal mobile number available for publication. The Council telephone number will be made available to the public.

Council will bear reasonable operating costs of Council supplied mobile telephone and iPad but will not be responsible for calls and data roaming made outside Australia, unless a prior arrangement has been made with the Governance Manager.

12.2 Email

Councillors will be provided with an email account managed through Campaspe Shire Council.

12.3 Document management

All correspondence received as a Councillor that is provided to a Council officer is defined as corporate information. Councillors are responsible to ensure all corporate information is forwarded to Campaspe Shire Council for registration in the electronic document management system. This refers to, but is not limited to, formal letters and emails. The Council Support Officer will have access to Councillor emails.

13. Office Space and Support

Councillors are provided with a meeting space equipped with a laptop, printer and telephone that may be used at any time.

In addition to the meeting room space, the Mayor is provided with a separate office.

The Mayor and Councillors will be provided with appropriate administrative support during normal business hours by the Council Support officer.

14. Additional Facilities for the Office of the Mayor

14.1 Mayoral Vehicle

Council will provide at its cost to the Mayor a fully registered, insured and maintained vehicle for official and personal use during the mayoral term if he/she so requires in accordance with Council's Internal Policy INT003 Motor Vehicle Usage.

14.2 Hospitality and Entertainment expenses

The Mayor will be able to claim reimbursement for, or Council payment of, reasonable hospitality expenses incurred in entertaining individuals and officials while conducting Council business.

15. General

15.1 Insurance

Councillors are covered by the following insurance policies while performing the duties of civic office including attendance at meetings of external bodies as Council's representative – Personal Accident, Public Liability, Professional Indemnity and Councillors and Officers Liability insurances.

Council will pay the insurance policy excess in respect of any claim made against a Councillor arising from Council business where any claim is accepted by Council's Insurers, whether defended or not.

15.2 Legal

Other than by specific Council resolution or in accordance with a Council policy, any legal expenses incurred by a Councillor shall be the responsibility of that Councillor.

Exclusions

Nil

Human Rights

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

Definitions

Councillor Elected representative of the Council.

Related Legislation

Local Government Act 1989

Related Policies, Procedures and Strategies

Council Policy 166 - Councillor Portfolios

Council Internal Policy INT072 ICT

Council Internal Policy INT003 Motor Vehicle Usage

Attachments

Attachment 1 – Travel Claim Form

Attachment 2 – Reimbursement of Expenses Form

Attachment 3 - Councillor Skills Development Report

Attachment 4 – Training Request Form

Review Period

Four years

Responsible Officer

Governance Manager

Administrative Updates

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

Approval History

Adopted	22 July 1999	Minute Book Reference No	3769 (Item 12.1)
Revised	12 September 2000	Minute Book Reference No	4658 (Item 12.1)
Revised	12 December 2000	Minute Book Reference No	4845 (Item 12.2)
Revised	11 September 2001	Minute Book Reference No	5565 (Item 12.2)
Revised	13 August 2002	Minute Book Reference No	6305 (Item 12.1)
Revised	14 October 2003	Minute Book Reference No	7100 (item 12.1)
Revised	12 October 2004	Minute Book Reference No	7999 (item 12.1)
Revised	13 September 2005	Minute Book Reference No	9008 (item 12.1)
Revised	14 February 2006	Minute Book Reference No	9529 (item 12.1)
Revised	9 November 2006	Minute Book Reference No	10418 (item 9.2)
Revised	14 June 2007	Minute Book Reference No	11114 (item 9.1)
Revised	18 August 2009	Minute Book Reference No	14208 (Item 9.1)
Revised	17 November 2009	Minute Book Reference No	14737 (Item 9.8)
Revised	21 September 2010	Minute Book Reference No	16407 (Item 12.6)
Revised	18 October 2011	Minute Book Reference No	18261 (item 13.3)
Revised	20 August 2013	Minute Book Reference No	1041 (item 6.3)
Revised	18 August 2015	Minute Book Reference No	905 (Item 6.2)
Revised	13 September 2016	Minute Book Reference No	823 (Item 6.5)
Revised	17 October 2017	Minute Book Reference No	2865 (item 6.3)
Revised	19 November 2019	Minute Book Reference No	4942 (item 7.6)

Chief Executive Officer: 

Date: 



Councillor Travel Claim

Councillor:

Month:

Vehicle make: Registration:

[illegible]

Claimant's signature: Date:

Authorising officer 1: Date:

Authorising officer 2: Date:

Office Use Only			
Total kms		@	\$
Trips greater than 100kms		@	\$
TOTAL			\$
Account codes:			CC:1000 NA: 63204
Date received			
Date paid			

Councillor Reimbursement of Expenses Claim Form

Councillor:

Month:

Date	Item	Reason for expense	Amount
	<input type="checkbox"/> Parking <input type="checkbox"/> Train/Tram/Taxi ticket <input type="checkbox"/> Meals <input type="checkbox"/> Child care <input type="checkbox"/> Other Taxi Invoice/Receipt attached <input type="checkbox"/>		
	<input type="checkbox"/> Parking <input type="checkbox"/> Train/Tram/Taxi ticket <input type="checkbox"/> Meals <input type="checkbox"/> Child care <input type="checkbox"/> Other Taxi Invoice/Receipt attached <input type="checkbox"/>		
	<input type="checkbox"/> Parking <input type="checkbox"/> Train/Tram/Taxi ticket <input type="checkbox"/> Meals <input type="checkbox"/> Child care <input type="checkbox"/> Other Taxi Invoice/Receipt attached <input type="checkbox"/>		
	<input type="checkbox"/> Parking <input type="checkbox"/> Train/Tram/Taxi ticket <input type="checkbox"/> Meals <input type="checkbox"/> Child care <input type="checkbox"/> Other Taxi Invoice/Receipt attached <input type="checkbox"/>		
	<input type="checkbox"/> Parking <input type="checkbox"/> Train/Tram/Taxi ticket <input type="checkbox"/> Meals <input type="checkbox"/> Child care <input type="checkbox"/> Other Taxi Invoice/Receipt attached <input type="checkbox"/>		
	<input type="checkbox"/> Parking <input type="checkbox"/> Train/Tram/Taxi ticket <input type="checkbox"/> Meals <input type="checkbox"/> Child care <input type="checkbox"/> Other Taxi Invoice/Receipt attached <input type="checkbox"/>		
	<input type="checkbox"/> Parking <input type="checkbox"/> Train/Tram/Taxi ticket <input type="checkbox"/> Meals <input type="checkbox"/> Child care <input type="checkbox"/> Other Taxi Invoice/Receipt attached <input type="checkbox"/>		
	<input type="checkbox"/> Parking <input type="checkbox"/> Train/Tram/Taxi ticket <input type="checkbox"/> Meals <input type="checkbox"/> Child care <input type="checkbox"/> Other Taxi Invoice/Receipt attached <input type="checkbox"/>		
	<input type="checkbox"/> Parking <input type="checkbox"/> Train/Tram/Taxi ticket <input type="checkbox"/> Meals <input type="checkbox"/> Child care <input type="checkbox"/> Other Taxi Invoice/Receipt attached <input type="checkbox"/>		
	<input type="checkbox"/> Parking <input type="checkbox"/> Train/Tram/Taxi ticket <input type="checkbox"/> Meals <input type="checkbox"/> Child care <input type="checkbox"/> Other Taxi Invoice/Receipt attached <input type="checkbox"/>		

Councillor signature: Date:

Authorising officer 1: Date:

Authorising officer 2: Date:

Account codes: CC: 1000 NA: 63204

Tax Invoice/Receipts must be supplied for all expenses



Campaspe Shire Council

Councillor Skills Development Training Report

presented as a verbal or written report to Councillors

Training: ☐ Short Course ☐ Workshop ☐ Forum ☐ Conference / Seminar

Course Description:	
Provider:	
Location:	
Date:	
Councillor:	

1. Program Overview

.....

.....

2. How do the learning outcomes align with Council's goals and values?

☐ Respect ☐ Customer Focused ☐ Continuous Improvement ☐ Teamwork ☐ Accountability

Explain

.....

.....

3. How has the learning benefitted the Councillor

.....

.....

4. How will the learning benefit Council

.....

.....

5. Lessons learnt

.....

.....

6. Industry Trends

.....

.....

7. Innovations / Improvements the learning will bring to the work area

.....

.....

8. Top three takeaways from the training

1.
2.
3.

Councillor Training Request



Training and Professional Development requests are considered in accordance with Council Policy 058 - Councillor Support, Entitlements, Training and Development.

To be completed for all training requests.

Forward completed form to the Governance Manager at least **28 days** prior to event date

Personal Details

Name

Request Type

☐ Training

☐ Professional Development

Registration forms and course information (learning outcomes and objectives) must be attached to the request.

Training / Event

Date

Cost (inc gst)

Provider

Location / Address

This request is - ☐ Current (occurring within next 8 weeks) ☐ Planned (occurring within next 12 months)

Training details attached (mandatory) ☐ Registration Form ☐ Program / Course outline

Reason for Training

How will this training align with Council's goals and values?

☐ Respect ☐ Customer Focus ☐ Teamwork ☐ Accountability ☐ Continuous Improvement

Explain

Endorsed

Name

Date

Signature

Mayor

Approved

Governance Manager

Council resolution

Governance Use only - Conditions/Notes

Applicant Notified of outcome of request:

☐ Yes ☐ No

Art Collection Management



Council Policy Number	127
Date adopted	19 November 2019
Scheduled for review	November 2023

Purpose

The Art Collection Management Policy provides guidance as to how Council's proprietary art collection is managed and curated, including storage, display, and deaccession and removal.

The Shire of Campaspe has a rich and diverse history. Limiting its proprietary art collection to objects consistent with four themes that reflect this history will result in a recognisable, themed collection with works linking and relating to each other that will engage the community and enhance their enjoyment of and pride in the collection. The ability to deaccession and remove items will enable Council efficiently manage the collection into the future.

Policy Statement

1. Purpose of the Collection

The Shire of Campaspe holds a proprietary collection of two dimensional and small three dimensional works that are displayed in Council offices, meeting rooms, and open spaces, as well as occasionally in public exhibitions.

These pieces have been collection over many years and include gifts and donations as well as works purchased under the previous Arts Acquisition policy. These artworks should reflect the diverse history and values of the Shire of Campaspe by satisfying one or more of the following themes:

- a) Indigenous art
- b) Rural life
- c) Australian nature
- d) Contemporary art practice

There is a reasonable expectation that Council should hold enough regional art works to display in public spaces and hold in trust for the community.

2. Management of the Existing Collection

Items that have entered into Council's Proprietary Collection must be able to be tracked, monitored, stored or displayed, and cared for properly.

The ongoing management of the collection will be ensured by a delegated Officer within the Community Engagement Team and will include the display or storage of artworks in secure and appropriate environmental conditions, regular condition report and auditing, and maintenance and restoration of any items deemed to require this.

The delegated Officer will ensure the safe, secure storage of collection items and ensure that the items are displayed and/or stored in appropriate environmental conditions.

The delegated Officer will carry out annual condition reporting to ensure that the items are being housed adequately in order to prevent theft, damage, or deterioration.

3. Deaccession and Removal from the Collection

Deaccession is the administrative process whereby an item is removed from the Shire of Campaspe's proprietary art collection.

a) Determining the need for Deaccession

Items to be deaccessioned will be identified from Council's proprietary art collection by a Collection Evaluation Panel.

Deaccession decisions should be based on objective criteria and not personal taste.

The deaccession of a collection item can be emotive and it is important that such a process is managed with sensitivity. Reasons for deaccession from the collection could include:

- a) Lack of relevance to the collection under the identified themes
- b) No clear evidence of legal title
- c) Theft or loss
- d) Damage or serious deterioration in condition
- e) Inferior quality to the rest of the collection
- f) Erroneous inclusion in the collection
- g) Repatriation of cultural property; or
- h) An item on loan to the collection is recalled by its owner.

b) Determining the method of Removal from the collection

The procedure for collection item deaccession and removal must meet the minimum requirements of the *Museums Australia Code of Ethics 1999 - Section 6: Disposal of Collections*.

Items marked for deaccession may first be offered to the artist, or a family representative if the artist is deceased.

Items that have a significant cultural value but aren't relevant to the acquisition guidelines should, wherever possible, be placed with the most relevant community organisation or public institution by means of gift or sale.

Items that don't have a significant cultural value but do have a market value may be disposed of by sale through a reputable established dealer, public auction or tender or sold or exchanged to a public gallery, museum or collection.

Items that were acquired by donation must first be offered back to the donor and then, if refused, be disposed of by gift, sale or exchange.

Items that are damaged or significantly deteriorated may be destroyed or recycled. Wherever possible the artist will be informed beforehand of the intention to destroy the work and offered the opportunity to have the work returned to them.

Funds obtained from the sale of deaccessioned works of art will be applied exclusively to the ongoing management of the remaining collection.

c) Managing the Deaccession and Removal Process

The following process should be used when deaccessioning and removing items from the collection:

- a) A deaccession form must be completed for each item deaccessioned from the collection and recorded on the deaccession register.
- b) A copy of all documentation relating to the collection item will be retained and catalogued. Should the item be donated or sold, a copy of relevant documentation will be provided with the item.
- c) Should an item be put to sale by public auction or tender and the item does not sell in the first instance, the item will be readvertised and tenders invited for a further 30 day period.
- d) An object may be returned to the original owner only if substantial proof exists that the object was on loan.
- e) Should it be deemed appropriate to sell an item any funds raised from the sale of objects will be set aside to maintain relevant objects for the collection.

4. Collection Evaluation Panel

The Collection Evaluation Panel will be comprised of the following members:

- a) Delegated officer from the Community Engagement Team
- b) Suitably qualified members of the community, accepted to the panel by application
- c) A Professional Art Valuer (as required)

Exclusions

Nil

Human Rights

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

Definitions

Proprietary Collection	A collection of two and small three dimensional works owned by the Shire of Campaspe that are displayed in Council office spaces, parks and at public exhibitions.
Indigenous Art	These works must be work produced by an artist who identifies themselves as being of Indigenous Australian origin, accepted by their peers as such, and where the work reflects a style or has elements that are in a style accepted as an "Aboriginal art" style.
Rural Life	These must be the work of an Australian born artist or of one who has lived and worked in Australia. Rural life means work where the subject matter depicts a human activity that occurs as a part of a lifestyle outside of city environs.
Australian Nature	These must be the work of an Australian born artist or of one who has lived and worked in Australia. Nature means work depicting the elements of nature, which may include plants and geological features, but which focuses on native fauna.
Contemporary Art Practice	Articles that are abstract and semi-abstract works, and can include various types of print making, drawing, photography, sculpture and ceramics.
Deaccessioning	The administrative process whereby an item is removed from the Shire of Campaspe's proprietary collection.
Removal	The physical act of removing a deaccessioned item from the collection.
Suitably Qualified	A member of the community shall be deemed 'suitably qualified' for admission to the Collection Evaluation Panel if they have recognised training in collection curatorship and management or are a recognised practicing artist with experience in curating and/or managing artworks.

Related Legislation

Nil

Related Policies, Procedures and Strategies

Nil

Attachments

Nil

Review Period

Four years

Responsible Officer

Community Engagement Manager

Administrative Updates

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

Approval History

Adopted	20 April 2010	Minute Book Reference No 15451 (Item 8.3)
Revised	19 August 2014	Minute Book Reference No 878 (Item 6.1)
Revised	15 September 2015	Minute Book Reference No 1008 (Item 6.2)
Revised	19 November 2019	Minute Book Reference No 5112 (Item 7.6)

Chief Executive Officer:

Date: 25 NOVEMBER 2019

Special Committees of Council

Council Policy Number	139
Date adopted	19 November 2019
Scheduled for review	November 2023



Purpose

This policy establishes a framework for the guidance of Council with regard to Special Committees of Council (Section 86 Committees) established under section 86 of the *Local Government Act 1989* (the Act) in relation to:

- a) The establishment and operation of Section 86 Committees.
- b) The compliance requirements of Section 86 Committees.
- c) The financial record keeping, bank account and meeting procedure requirements of Section 86 Committees.

Policy Statement

This policy recognises the important role that committees play in providing advice and/or services to Council and outlines:

- a) The guiding principles for the establishment and operation of Section 86 Committees.
- b) The relationship between Council and Section 86 Committees.

1. Guiding Principles

Council recognises the valuable service that volunteer committees make to the community and Council. The appointment of community based committees allows and encourages:

- a) Networking and resource sharing between people working towards a common goal.
- b) Strengthening the sense of community within the Campaspe Shire Council.
- c) Channels of communication.
- d) Delegation of function, duties and powers to the community, providing direct community involvement, accountability and ownership for projects and properties.

2. Establishment of a Committee

There are two key Council documents to create a Section 86 Committee. They are:

- a) A Council report recommending Council creates a Section 86 Committee. This is prepared by Council officers, presented to a formal meeting of Council for Council's consideration and voted upon by Council. The result of that vote is known as the resolution of Council.
- b) When Council creates a Section 86 Committee, it also resolves to delegate to the Committee certain functions, duties and powers of Council. This is done through an *Instrument of Delegation*. An *Instrument of Delegation* is a written document sealed by Council that states what functions, duties and powers Council has delegated to the Section 86 Committee and any limitations or conditions on administrative and financial matters.
- c) Council must keep a register of delegations made to Section 86 Committees.

Under section 86(6) of the Act, Council must review any delegations to a Section 86 Committee within 12 months after a general election.

The establishment of Section 86 Committees will be limited to the following circumstances:

- i. Council controlled Crown owned recreation, cultural and community facilities which are used for multi-purpose cultural, community or recreational purposes catering to active pursuits and organised cultural and sporting activities.
- ii. Council owned community facilities where Council resolves exceptional circumstances so require.
- iii. Such other purposes as resolved by Council.

The Section 86 Committee exists only as a Special Committee of Council. It is not a legal entity in its own right and therefore can only exercise the functions and powers and perform the duties that Council delegates to it. A Section 86 Committee cannot hold property in its name, nor can it be sued or initiate legal proceedings. A Section 86 Committee can enter into binding contracts provided the value of the contract is within the delegated authority nominated in the Instrument of Delegation.

3. Public Oversight of Special Committees

As the actions of a Section 86 Committee are legally the actions of Council, this means the activities of Council's Section 86 Committees are subject to all the public oversight mechanisms that Council is subject to. This includes Municipal Inspectorate investigations, administrative law review, Ombudsman review, freedom of information disclosure, protected disclosure and Auditor General reviews.

4. Compliance Requirements of Section 86 Committees

The Act is the legislative framework that provides for Councils to be accountable to their local communities in the performance of functions and the exercise of powers and the use of resources.

Section 86 Committees are managing public resources, spending public money and exercising functions, duties and powers granted to Council for the good governance of the municipality. The Act therefore extends many of the specific obligations imposed on Council to its Section 86 Committees. These include but are not limited to obligations about open and regular meetings, proper voting procedures, minutes of meetings, avoiding conflicts of interest and misuse of information.

If a Section 86 Committee does not follow the requirements of the Act and act within the authority granted to it by Council's instrument of delegation, then its decisions and actions may be exposed to any of the public oversight reviews or processes referred to above. In some circumstances a decision may be set aside and/or Council may also be exposed to a claim for compensation.

Some of the obligations in the Act impose personal obligations on Section 86 Committee members, a breach of which is a criminal offence. For example, section 76D prohibits a member of a Section 86 Committee from using their position to gain or attempt to gain an advantage for themselves or for any other person or to cause, or attempt to cause, detriment to the Council or another person. A breach of this provision is a serious criminal offence which carries potential penalties of up to five years jail and fines of 600 penalty units or both.

5. Meeting Procedures

Section 86 Committees must follow Part 14 of Council's Local Law No 1 Meeting Procedures.

Confidential Information

Under Section 77(1) of the Act:

"A person who is, or has been, a Councillor or a member of a Special Committee, must not release information that the person knows, or should reasonably know, is confidential information".

Conflicts of Interest

Section 86 Committee members are in a position of trust and have obligations to the community and to Council. It must be clear that Section 86 Committee members are not using their position to serve their own interests or the interests of someone close to them.

Accordingly, under the Act members of Section 86 Committees must disclose conflicts of interest in committee meetings and not participate in a decision when they have a conflict of interest.

When disclosing a conflict of interest, members must:

- a) Advise the committee of the conflict of interest immediately before the matter where the member has a conflict is considered;
- b) Advise the Chair of the meeting that they are leaving the meeting; and

- c) Leave the room and any area where they may be able to see or hear the meeting until the matter has been concluded.

Conflicts of interest disclosures are to be recorded in the minutes of the meeting.

Members of Section 86 Committees cannot be exempted from the conflict of interest requirements of the Act and failure to disclose a conflict of interest may result in a court prosecution. It is the responsibility of the Section 86 Committee members to identify and disclose conflicts of interest.

6. Register of Interest Primary and Ordinary Returns

In accordance with section 81(2A) of the *Local Government Act 1989*, Council exempts all members of a special committee who are not Councillors from being required to submit a primary return or an ordinary return.

7. Financial records

Section 86 Committees are required to comply with the same principles of sound financial management as Council. The financial transactions of all Section 86 committees may form part of the audited annual financial statements of the Council if the sum total of the transactions are material. Each year a materiality test will be applied in accordance with Australian Accounting Standard AASB 1031 Materiality.

All money that the Section 86 Committees deal with are public funds and therefore must be dealt with in an open and honest manner.

Council must meet the financial requirements of:

1. The *Local Government Act 1989*
2. The Australian Accounting Standards
3. Relevant Local Government Regulations and other legislation
4. Council's Section 86 Committees of Management Responsibilities and Good Practice Guidelines

Significant detail is provided in each of the above publications and the audit of Council's Financial Statements will monitor compliance with these regulations and legislation. Council's Financial staff will undertake the annual audit of the financial statements of the Section 86 Committees. The Section 86 Committees appointed by Council must satisfy those requirements and shall be responsible to maintain the accounts of the Section 86 Committees to ensure that all monies received and paid by the Section 86 Committees are appropriately recorded.

8. Financial Delegation

A financial delegation of \$5,000 is set for each committee. Any purchase must be in accordance with Council Policy 126 Procurement.

9. Bank Accounts

Funds controlled by Section 86 Committee are only to be held in Authorised Deposit-taking Institutions as identified by the Australian Prudential Regulation Authority (APRA).

A bank account should be opened at an APRA approved bank. There should be at least two cheque signatories required for the signing of cheques and transfer of funds by electronic transfer.

10. Goods and Services Tax (GST)

A Section 86 Committee is required to use Council's ABN which is 23 604881620.

Exclusions

Nil

Human Rights

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

Definitions

Section 86 Committee

Special Committee of Council

The Act

Local Government Act 1989

Related Legislation

Local Government Act 1989

Related Policies, Procedures and Strategies

Local Law No. 1 Meeting Procedures

Section 86 Committees of Management Responsibilities and Good Practice Guidelines

Attachments

Nil

Review Period

Four years

Responsible Officer

Governance Manager

Administrative Updates

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

Approval History

Adopted	19 February 2013
Revised	17 September 2013
Revised	19 August 2014
Revised	18 August 2015
Revised	16 August 2016
Revised	21 November 2017
Revised	19 November 2019

Minute Book Reference No 117 (item 6.3)
Minute Book Reference No 1253 (item 6.9)
Minute Book Reference No 878 (item 6.1)
Minute Book Reference No 905 (item 6.2)
Minute Book Reference No 731 (item 6.2)
Minute Book Reference No 3382 (item 6.3)
Minute Book Reference No 5112 (item 7.6)

Chief Executive Officer:

Date: 26 November 2019

Assistance for Business

Council Policy Number	153
Date adopted	19 November 2019
Scheduled for review	November 2023



Council Policy

Council Policy

Council Policy

Council Policy

Purpose

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

Policy Statement

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

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

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

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

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

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

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

Maximum amount available of \$5,000

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

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

Maximum amount available \$10,000

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

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

Maximum amount available \$25,000

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

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

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

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

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

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

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

Exclusions

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

Council will not fund projects which have already been delivered.

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

Human Rights

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

Definitions

Nil

Related Legislation

Nil

Related Policies, Procedures and Strategies

Economic Development Strategy 2014-2019 Attachments

Application form Review Period

Four years

Responsible Officer

Investment Attraction Manager

Administrative Updates

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

Approval History

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

Chief Executive Officer:

Joe Ma

Date:

26 November 2019

Council Policy

Council Policy

Council Policy

Council Policy

Assistance for Business Application

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

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

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

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

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

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

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

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

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

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

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

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

Council will not fund the following;

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

Assistance for Business Application

Schedule 1 – Assistance for Business Application

I

(Insert full name of company)

of

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

Assistance requested:

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

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

Signed Date

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

Assistance for Business Application

Schedule 2 – Details of Business

Company or business owner name:

.....

Trading or business name:

.....

Address for correspondence:

.....

.....

Contact name

Position / title:

Contact details:

Telephone (03) Mobile

email

Website address

Brief description of business structure and operation:

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

How long has the business been in operation:

Annual turnover:

Schedule 2 – Details of Business (continued)

Has your business achieved growth over the past three years? If so, please express as;

Percentage growth in turnover:%

Growth in the number of full-time positions:

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

.....

.....

.....

.....

Does the business have a documented business plan (please circle): Yes / No

If Yes, please provide a copy. Please note that this will be treated confidentially.

If No business plan is available, please outline your business model and plans for growth below.

[illegible]

Assistance for Business Application

Schedule 2 – Details of Business (continued)

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

.....

.....

.....

.....

.....

.....

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

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

.....

.....

.....

Professional services

.....

.....

.....

Construction works

.....

.....

Fit out including plant and equipment.....

.....

.....

.....

.....

Estimated total cost \$.....

Assistance for Business Application



Schedule 2 – Details of Business (continued)

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

.....

.....

.....

.....

How will your business impact positively on the local community?

.....

.....

.....

.....

.....

.....

.....

.....

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

.....

.....

.....

.....

.....

.....

.....

.....

.....



Access and Inclusion Strategy

2020 – 26

Contents

Contents	2
Introduction	3
Why do we have a strategy?	3
What do we mean by barriers?	4
How did we prepare this strategy?	4
Communities of Priority	5
People with Disability	7
Aboriginal and Torres Strait Islander Peoples	8
Culturally Diverse Communities	9
LGBTIQ+	10
Youth	11
People with Mental Illness	12
Older People	13
Women	14
People with Social Disadvantage	15
Our Framework For Change	16
Vision	17
Outcomes	17
Strategies	17
Actions	17
References	18

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.



Introduction

This strategy demonstrates council's commitment to equal participation for people in our community. The document is a roadmap to a more accessible and supportive Campaspe. This includes not only the built environments, but also the social, economic and natural environments.

This is council's fourth Access and Inclusion Strategy. In developing this document, we have broadened the scope to include additional groups to better respond to the changing nature of our community.

Our Access and Inclusion Strategy 2020-26 is an important step towards achieving council's vision:

To be strong, supportive, vibrant and sustainable.

Campaspe Shire Council
Plan 2017-21

► [Click to download](#)



Why do we have a strategy?

We have prepared this strategy because:

1. There are groups in our community who face barriers

"We will all likely feel marginalised at some point in our lifetime"

2. The whole community benefits if it's inclusive

"The economy is healthier and it's a nicer place to live"

3. Council as an organisation is in a good position to effect change

"We can improve the way we do things, as well as partner with others for change"

The *Victorian Disability Act 2006* also requires local government to prepare a Disability Action Plan. The Act states the purpose of these plans as:

- Reducing barriers for people with disability accessing information, goods, services and facilities;
- Reducing barriers to people with disability obtaining or maintaining employment;
- Promoting inclusion and participation in the community; and
- Achieving tangible changes in attitudes and practices that discriminate against people with disability.

Introduction

What do we mean by barriers?

Barriers are a range of obstacles that can make everyday life more difficult for some people. These might include:

Type of barriers	Examples
Physical	A lack of suitable access to buildings or spaces.
Social	Discriminatory attitudes and behaviours towards certain groups.
Economic	A lack of finances preventing participation in everyday life.
Circumstantial	Low English skills, or acquiring a mental health condition.

We can all do more to remove these barriers.

Some examples:

- Modify our buildings so anyone can freely enter and move about.
- Change our behaviour and attitude so others feel safe and accepted.
- Consider a more diverse range of candidates when we employ.
- Rethink how we provide information, so anyone can understand and benefit.

How did we prepare this strategy?

To prepare this strategy, we have:

1. **Reviewed our previous strategy**
 - for its strengths and weaknesses.
2. **Examined other councils' documents**
 - to identify 'best practice.'
3. **Updated our understanding**
 - of changes to legislation.
4. **Reconsidered our perceptions**
 - of who the strategy could benefit.
5. **Consulted**
 - with our community and stakeholders.

Our consultation has included:

- **Council staff** – Forums with council staff who work closely with customers or local communities.
- **Sector stakeholders** – Forums with 'subject matter experts,' such as agencies and health service providers.
- **General public** – Testing of ideas to gauge consistency with community perceptions. This included a public survey distributed to user groups and 'pop up' engagement sessions in three towns. 190 surveys were completed.



Communities of Priority

Disability Action Plans are required by law under the *Victorian Disability Act 2006*. In previous plans, we made improving access for people with disability our sole focus.

Our last plan in 2015 looked a little wider to include:

- Culturally and linguistically diverse communities (CALD); and
- People experiencing financial hardship

In this strategy, we have broadened our scope. A recurring theme during consultation was a desire to widen the project's focus to better respond to the changing nature of our community.

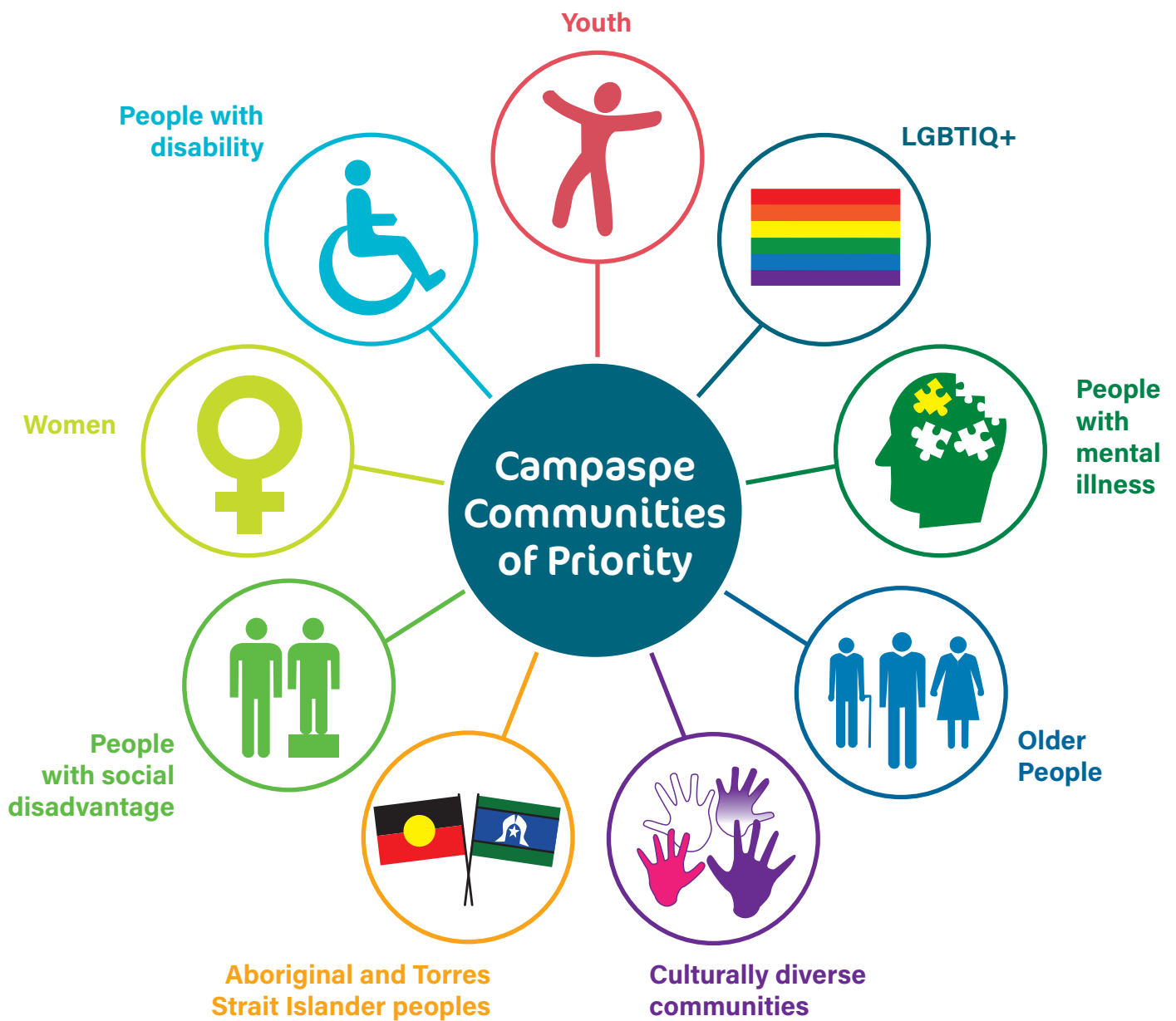
Improving access and inclusion for people with disability remains at the centre of this strategy. In developing this strategy, we have had the opportunity to consider a more holistic concept of inclusiveness. This strategy acknowledges there are a range of people and groups who experience barriers to equal participation.

There have also been a range of changes in the environment to influence this perception. These include:

- The changing nature of council services.
- The changing nature of funding available to council.
- Inconsistent funding of services for different groups across the shire.
- The rollout of the National Disability Insurance Scheme.
- Through immigration, Campaspe is welcoming people from different backgrounds.
- Growth in people from low socio-economic backgrounds experiencing financial hardship.
- A changing economic environment.
- An increase in community awareness of mental illness and the need for services.
- The needs of people who have experienced domestic violence.
- Young people (aged 12-25) identifying a lack of social connectedness and poor employment opportunities.
- Campaspe's older population.
- Growing opportunities for partnerships with the Aboriginal and Torres Strait Islander community.
- Growing community understanding of barriers and needs within the LGBTIQ+ community.

These groups are called our **Communities of Priority**.

Communities of Priority



Communities of Priority

People with Disability

The *Disability Discrimination Act 1992* describes a disability as 'an impairment of a physical, sensory, intellectual and cognitive and psychiatric nature.'

People can have a permanent or temporary disability. Disability can be present from birth, or something that is acquired at some point in our life. Our understanding of disability continues to evolve and improve. Most of us will be affected by some form of disability within our lifetime.

In Campaspe, **21.3%** of people have a permanent disability, another **6%** have a temporary disability. This means that **one in four** have a disability.



Why include People with Disability?

The likelihood of disability increases with age

54%

of people over 65 years of age have a disability.

81%

of people over 84 years old have a disability.

Australia ranks

27th Lowest

among developed countries for the relative income of people with disability.

Workforce participation for people with disability is low at around

54%

This compares to

83%

for people without a disability.

1.2 Million

people with disability report difficulties using public transport.

90% of women

with intellectual disability have been sexually abused.

Some of the barriers People with Disability face

- Physical access to public spaces, buildings, sporting event and transport
- Getting employment that's suitable
- Accessing the services needed

Where there's improvement

Since 2013, the National Disability Insurance Scheme (NDIS) has progressively been rolled out across Australia. The NDIS is Australia's first nation-wide system to coordinate disability services.

Communities of Priority

Aboriginal and Torres Strait Islander Peoples

Campaspe is in Yorta Yorta, Dja Dja Wurrung and Taungurung country. Aboriginal people's physical and spiritual connection with Australia extends back more than 40,000 years.

Around 870 people in Campaspe identify as Aboriginal and/or Torres Strait Islander. This is **2.4%** of the population, which is higher than the state average of **0.8%**.



Why include Aboriginal and Torres Strait Islander Peoples?

The average life expectancy of Aboriginal and Torres Strait Islander people is approximately

10 years

less than non-Indigenous Australians.

Nationally, just over half **52.2%**

of Aboriginal and Torres Strait Islander people aged between

15 & 64 years were not

employed in 2012-13

Around **half**

of all Aboriginal and Torres Strait Islander people aged

15 years & over

have some form of disability.

Around **1 in 12**

Aboriginal and Torres Strait Islander adults are part of the

Stolen Generations

Older Aboriginal and Torres Strait Islander Peoples are almost

3 times more likely

than non-Indigenous people to need assistance with daily tasks.

Some of the barriers Aboriginal and Torres Strait Islander Peoples face

- Discriminatory attitudes and stigmas
- Inter-generational trauma
- Language and shared understanding
- Accessing culturally appropriate information and services
- Engagement with education and employment opportunities

Where there's improvement

41.7% of 15 to 24 year olds who identified as Aboriginal and/or Torres Strait Islander were attending an educational institution. This is an increase from **38.3%** in 2011.

Communities of Priority

Culturally Diverse Communities

6.3% of our population was born overseas and **2.8%** were from a non-English speaking background. This is lower than the state average. The main non-English speaking country of birth is Italy.

Between 2006 and 2011, the number of people in Campaspe:

- born overseas increased by **11.2%**.
- from a non-English speaking background increased by **16%**.



Why include Culturally Diverse Communities?

16%
of Australians
reported
discrimination
because of their
skin colour
or
ethnic origin
or
religion

6%
reported
physical attacks
based on their
race and/or
traditional dress.

People born in
countries where
English is not the
main language are:

3 times
as likely to
experience workplace
discrimination.

2 times
as likely to
experience
discrimination in
education.

4 times
as likely to
experience
discrimination in
policing and housing.

Around 35%
of recent migrants
said they faced
hurdles finding their
first job, due to:

**A lack of Australian
work experience or
local connections.**

**Language
difficulties.**

**Difficulties having
their skills or
qualifications
recognised**

Some of the barriers Culturally Diverse Communities face

- Discriminatory attitudes and stigmas
- Accessing education and employment
- Accessing culturally-relevant information and services

Where there's improvement

The vast majority of Australians (**84%**) believe that multiculturalism has been good for Australia.

Communities of Priority

LGBTIQ+

LGBTIQ+ is the acronym used to describe people who identify as either Lesbian, Gay, Bi-sexual, Transgender, Intersex, Queer or other diverse sexual orientation or gender identity. This broad group includes approximately **11%** of Australians.

In 2013, the *Sex Discrimination Act 1984* was changed to prohibit discrimination because of a person's sexual orientation or gender identity.



Why include LGBTIQ+?

61%

of young LGBTIQ+ people report experiencing verbal homophobic abuse.

18%

report physical homophobic abuse.

80%

of homophobic bullying involving young LGBTIQ+ people occurs **at school**

LGBTIQ+ people are

3 times more likely

to experience depression compared to the broader population.

Fear of discrimination means that

39%

of LGBTIQ+ people hide their sexuality or gender identity

at work

In council's community survey

65%

of LGBTIQ+ identifying respondents said they felt

socially isolated

Some of the barriers LGBTIQ+ people face

- Discriminatory attitudes and stigmas
- Accessing support services and information

Where there's improvement

From 9 December 2017, sex or gender no longer affects the right to marry under Australian law and same-sex marriage became legal in Australia.

Campaspe Shire Council publicly supported marriage equality in 2017.

Communities of Priority

Youth

Council's youth services focus on the 12-25 age bracket. The issues affecting young people can vary enormously across this age group.

Negative circumstances facing youth will often impact on the remainder of their lives. It can affect their health, employment and wellbeing as adults.

Some young people from vulnerable groups need particular assistance to make sure their rights are protected, such as:

- Young people experiencing homelessness or living in out-of-home care.
- Young people with mental health issues or disability.
- Aboriginal and Torres Strait Islander youth.



Why include Youth?

Around 27% of students
are affected by bullying at school.

18-24
year olds have the **highest prevalence**
of mental illness of any age group

Around 1 in 5 young people
(15-19 years old) meet the criteria for a probable serious mental illness.

1 in 3
people accessing homelessness services were under the age of **18** in 2011-12

Some of the barriers Youth face

- Lack of independence to make decisions
- Access to services and information
- Financial barriers

Where there's improvement

Most children say they are able to get support from outside their household in times of crisis.

Communities of Priority

People with Mental Illness

In Australia, mental illness is very common and almost half the population will experience a mental illness in their lifetime.

The most common mental illnesses are depression, anxiety and substance use disorder. These three types of mental illnesses often occur in combination.

Accessing mental health support services can be a challenge in rural and regional Australia. Stigma and lack of understanding can often prevent people from seeking help.



Why include People with Mental Illness

In any year

1 in 5

Australians aged

16-85

experience a mental illness.

1 in 7

Australians will experience

depression

in their lifetime.

Every day

at least

6

Australians die from suicide. A further

30

will attempt suicide.

Around 1 in 20

Australians has an addiction or substance abuse problem.

In council's community survey, only

46%

of people with mental illness felt they could easily access services and support.

Some of the barriers People with Mental Illness face

- Access to support services
- Getting employment that's suitable
- Financial barriers
- Stigma and poor community understanding

Where there's improvement

Nearly **9 in 10** Australians say the country has become more accepting and understanding of mental health issues over the past five to ten years.

Communities of Priority

Older People

Campaspe, like many areas of Australia, has an aging population. By 2050, around one quarter of all Australians will be aged 65 years and over. As a retirement area, Campaspe will likely have an even higher proportion of older people.

In 2004, the *Age Discrimination Act* came into effect. The Act makes it unlawful to treat people unfairly on the basis of their age. It also highlights the need to tackle negative stereotypes that can lead to age discrimination.



Why include Older People?

Around 35%

of Australians aged between 55 and 64 years say they have experienced age discrimination including:

- Being turned down for a job.
- Being ignored or treated rudely.
- Having jokes made about their age.

1 in 5

Australians aged

50

years or over say that age is a major barrier to finding a job.

Approximately **80%**

of all Australians aged

65 and over rely on the **aged pension**

More than 1 in 4

older Australians live in

poverty

People aged 65 and over

65 and over

make up

7%

of the homeless population

Some of the barriers Older People face

- Discriminatory attitudes and stigmas
- Getting employment that's suitable
- Keeping up with technological and social changes
- Physical access to public spaces and buildings
- Financial barriers

Where there's improvement

Australians enjoy one of the highest life expectancies in the world. Men today live nearly 80 years and women live 84 years, both up 25 years from a century ago.

Communities of Priority

Women

Women continue to experience inequality in many parts of their lives, despite sexual discrimination being illegal. This can limit the choices and opportunities available to them.

Australia has made significant strides towards gender equality, however the workforce still remains highly segregated by gender. Women still earn less than men on average.

Changing gender stereotypes can often be challenging in rural and regional Australia.



Why include Women?

The national gender pay gap is

15.3%

It has remained between

15% & 19%

for the past two decades.

In 2015-16 the average Australian woman retired with **\$113,660**

less

superannuation than the average man.

More than **half**

of women aged

18 or older

have experienced

sexual harassment

At least **1 in 3**

Australian women has experienced

physical or sexual violence

in her lifetime.

In 2017 Australia was ranked

35th

out of

144

on a global index measuring

gender equality

Some of the barriers Women face

- Discriminatory attitudes
- Gender stereotypes
- Financial barriers
- Personal safety

Where there's improvement

The number of women on the Boards of ASX-listed companies grew from **8.3%** in 2009 to **26.2%** in 2017.

Communities of Priority

People with Social Disadvantage

In general, people from poorer social or economic circumstances:

- are at greater risk of poor health
- have higher rates of illness, disability and death; and
- live shorter lives than those who are more advantaged.

Campaspe has a relatively high proportion of people who are socially disadvantaged.



Why include People with Social Disadvantage?

The Shire of
Campaspe has
a SEIFA

(Socio-
Economic
Indexes for
Areas) score of

967

This is below
the Australian
average of

1000

Campaspe
ranks only

**57th
out of 79**

Victorian
municipalities
for relative
advantage.

3252

people in
Campaspe
were identified
as

**needing
assistance**

In council's
community
survey, only

48%

of people
experiencing
financial
hardship felt
they could
easily access
services and
support.

73% felt that
employment
opportunities
were not readily
available to them.

15% said they
had experienced
financial hardship.

Across
Campaspe
only

24.9%

of adults
completed

**Year 12
or equivalent.**

Compared with

31.5%

for regional
Victoria.

Some of the barriers People with Social Disadvantage face

- Financial barriers
- Accessing education and employment
- Accessing the services they need

Where there's improvement

Campaspe's SEIFA index moved up from **947** in 2011 to **967** in 2016. This means that relative advantage (compared to other areas) has improved.



Our Framework For Change

Based on the information gathered from stakeholders and our acquired knowledge, we have developed a framework to respond to the challenges faced by our **Communities of Priority**.

Council has a number of roles and duties, which are set out in legislation. Sometimes council delivers specific services, while sometimes it acts as an advocate or partner to encourage other levels of government or organisations to assist.

Our framework has four layers that will guide council's activities over the coming four year period:

- Our overall **vision** for access and inclusiveness
- The **outcomes** we want to see
- **Strategies** for effecting change
- Specific **actions** we will implement

Our Vision

Campaspe enables communities to be accessible, inclusive and equitable.

The Outcomes We Want

Our communities:

- Feel socially included
- Have equitable physical access
- Are engaged and respected
- Have increased satisfaction with council services

Council is:

- Adaptive and flexible to the need of the Communities of Priority
- Effective in delivering appropriate services and infrastructure
- Aware to the needs of our Communities of Priority

Our partners:

- Identify council as a supportive partner
- Consider council an effective advocate/ stakeholder

Strategy 1 - Plan and deliver council services that enable access and inclusion.

Actions

Strategy 2 - Ensure council's decision making processes include participation by, and consideration for, Campaspe's Communities of Priority.

Actions

Strategy 3 - Advocate for the needs of council's identified Communities of Priority.

Actions

Strategy 4 - Develop and maintain partnerships with groups that support the needs of council's identified Communities of Priority.

Actions

Our Framework For Change

Vision

This vision is long-term. Council understands that this current strategy is just one step towards achieving this vision. It is intended that this vision will carry through to subsequent versions of this document, to ensure that we continue to work towards a common goal.

Underlying council's vision is an understanding that the pathway to equal participation requires the progressive elimination of barriers.

Outcomes

The outcomes are intended to be measurable indicators. Council's 2019 community survey provides a starting point to measure success. Further consultation and evaluation will indicate whether this strategy is achieving its intended outcomes for access and inclusion.

Strategies

Strategies identify the types of things we can do to achieve our desired outcomes.

Four strategies have been developed acknowledging council's legislated roles and capacity to effect change.

Actions

The four strategies directly inform the specific day-to-day **actions** council will implement over the life of this document. The Action Plan is intended to be dynamic, and will be updated over the life of this strategy to ensure council's response remains current.



References

The following legislative documents underpin the development of this strategy:

- Victorian Disability Act 2006
- Charter of Human Rights and Responsibilities Act 2006
- Local Government Act 1989
- State Disability Plan 2017-20

Additional information and data has been sourced from:

- https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA21370
- https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/2?opendocument
- <https://www.abs.gov.au/AUSSTATS/abs@.nsf/mediareleasesbyReleaseDate/AC02F0705E320F58CA25817C00016A47?OpenDocument>
- www.humanrights.gov.au/face-facts
- <https://www.healthdirect.gov.au/substance-abuse>
- <https://www.aihw.gov.au/reports/alcohol/alcohol-tobacco-other-drugs-australia/contents/priority-populations/people-with-mental-health-conditions>
- <https://www.aihw.gov.au/reports-data/behaviours-risk-factors/social-determinants/about>
- <https://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/2071.0~2016~Main%20Features~Socio-Economic%20Advantage%20and%20Disadvantage~123>
- <http://geteducation.com.au/australians-accepting-mental-health/>
- http://stat.data.abs.gov.au/Index.aspx?DataSetCode=ABS_SEIFA_LGA
- https://www.blackdoginstitute.org.au/docs/default-source/factsheets/facts_figures.pdf?sfvrsn=8



THE MAYOR, COUNCILLORS AND CITIZENS OF CAMPASPE SHIRE ("COUNCIL")

AND ECHUCA MOAMA & DISTRICT TOURISM ASSOCIATION ("EMDTA")

INCORPORATION NUMBER A0016171N

SERVICE AGREEMENT

DESTINATION MARKETING

1 JULY 2019 - 30 JUNE 2022

Destination Marketing SLA – 2019 – 2022

IT IS AGREED AS FOLLOWS:

1. DESTINATION MARKETING is defined as the widespread promotion of Echuca Moama and surrounding towns in the Campaspe Shire to a wide and varied audience to increase brand awareness.
 - 1.1. Echuca Moama is the 'hero' of the brand in marketing execution, supplemented by all of the townships across Campaspe Shire.
 - 1.2. Marketing includes the following list of activities;
 - Advertising (printed and digital)
 - Production of material including photography, design and content creation*
 - Membership of organisations such as Melbourne – Sydney Touring Route
 - Participation in Expos/Events/Trade Fairs including reasonable costs for accommodation, transport etc
 - Facilitation of 'famil' tours for staff and ambassadors
 - Upskilling of operators
 - PR opportunities

** includes staff time to develop content*

2. POINTS TO NOTE

- 2.1. The parties note that Echuca Moama and District Tourism Association Incorporated hereafter known as EMDTA, is a separate entity from Council and that it will be responsible for its own organisation and conduct. It is not a Committee of Council.

3. PURPOSE OF AGREEMENT

- 3.1. To outline responsibilities and obligations in relation to the annual funding contribution made by Council to EMDTA for destination marketing as defined in Schedule 1.

4. INCLUSIONS AND EXCLUSIONS OF AGREEMENT

- 4.1. This agreement relates to the responsibilities and obligations of Council's contribution for destination marketing. Responsibilities and obligations relating to other EMDTA functions are excluded from this agreement.
- 4.2. Exclusions to the agreement include –
 - ▯ Events – EMDTA are not contracted by Campaspe Shire to run commercial events
 - ▯ Banking, accounting and/or auditing fees/costs
 - ▯ Administration costs
 - ▯ Computer costs
 - ▯ Utility bills of any kind
 - ▯ Rent or renovations to the building known as the Echuca Pump House.
 - ▯ Insurance costs including Public Liability, WorkCover, building and contents and/or car
 - ▯ General photocopier, postage, printing, stationary costs

Destination Marketing SLA – 2019 – 2022

- ▯ Sundries, unless specified for a particular destination marketing activity outlined and approved in the annual marketing plan
- ▯ Telephone and/or internet expenses
- ▯ Vehicle expenses including petrol

- 4.3. Details of Council's contributions to EMDTA for the provision of visitor services are outlined in a separate service agreement and are not covered in this agreement.
- 4.4. This agreement does not include details relating to the tenancy lease agreement between EMDTA and Council and the costs associated with the building, including insurance, subleasing, maintenance and rates.
- 4.5. Campaspe Shire require EMDTA to acknowledge the commercial value and benefit of any Leasing arrangement for the Echuca Pump House, otherwise known as the Visitors Information Centre in its public reporting as a non-financial asset with financial benefits.
- 4.6. EMDTA agrees to notify Council in writing within 14 business days if it proposes to vary its Rules of the Association and/or Articles of Incorporation.

5. EMDTA PURPOSE

- 5.1. As defined by EMDTA's Statement of Purpose, the purpose of EMDTA is to provide leadership to the tourism industry in the Echuca Moama region to encourage growth and development of the region.

6. RELATIONSHIP

- 6.1. EMDTA is a service provider to Council, providing destination marketing activities through this agreement.
- 6.2. EMDTA is the peak tourism organisation for Echuca Moama and regions. The role of EMDTA is to provide leadership which includes and develops the capacity of all partners and ensures the growth and development of the tourism industry in the region, including the townships within Campaspe Shire Council outside of Echuca.
- 6.3. Together with members, partner organisations and tourism bodies and stakeholders across Campaspe Shire, EMDTA is responsible for driving increases in visitation, length of stay, spend/yield and visitor experiences by providing exceptional visitor servicing and strong destination marketing.
- 6.4. Murray Regional Tourism Board (MRTB) act as a unifying force for the thirteen member councils which it represents. MRTB are the first point of contact for the Murray region for Visit Victoria and Destination NSW. MRTB provide leadership, a united and cohesive voice to Government with a focus on growing the tourism sector through marketing initiatives, skills development programs and special projects designed to bring investment and opportunity. MRTB works with tourism industry personnel to grow skills and to provide cohesive tourism

Destination Marketing SLA – 2019 – 2022

messaging and experiences for visitors across all of the Murray River local Councils. EMDTA agree that part of Councils funding for this agreement will be contributed to cooperative projects pertaining to destination marketing lead by MRTB – *refer to Schedule 1*.

6.5. Campaspe Shire Council provides support to EMDTA through a nominated representative on their Board. The Tourism Support Officer manages the deliverables of the two Service Level Agreements and ensures comprehensive reporting requirements are provided to Council in a timely manner.

6.6. Please note that all reporting is subject to the Local Government Act 1989 and auditing by Campaspe Shire and/or an external party.

7. TERM OF AGREEMENT

7.1. This Agreement shall commence on 1 July 2019 for a three year period and conclude on 30 June 2022. Council and EMDTA will consider the terms for a subsequent agreement, no later than 28 February 2022.

7.2. In the event of a proposal for a Special Rates Charge for marketing and promotion, this agreement is to be reviewed and renegotiated immediately in partnership with Campaspe Shire Council.

8. FINANCIAL COMMITMENT OF COUNCIL

8.1. The objective of Council's financial commitment is to assist EMDTA to:

8.1.1. Deliver destination marketing activities as defined in Schedule 1.

8.1.2. Fund collaborative marketing activities on offer through MRTB that align with EMDTA's strategic plan and/or annual business plan. Activities will bring benefit to Campaspe Shire and Murray River Council areas and/or stakeholder organisations in Echuca Moama and regions.

8.2. Council's financial commitment is intended to benefit the whole Campaspe region and EMDTA's marketing plan should make reference to how this will be achieved through a 'Hub and Spoke' marketing model as Council acknowledges that EMDTA will continue to use Echuca Moama as the "hero" brand in marketing executions to attract visitors to the region – see Schedule 1.

8.2.1. A minimum of 10% of Council's annual financial contribution within this agreement must be spent on marketing small towns and regions within Campaspe Shire outside of Echuca, including but not limited to events, tourism attractions and services.

8.3. Council expect that towns throughout Campaspe Shire are represented in key marketing tools such as the website www.echucamoama.com, social media pages and the Official Visitors Guide. Council expects that all digital tools are regularly updated - see *Schedule 1*. The Official Visitors Guide must promote towns outside of Echuca and/or touring around the region, at no

Destination Marketing SLA – 2019 – 2022

additional expense to Council, and are to be included digitally on EMDTA's website and/or social media pages.

8.4. Council's financial commitment is dependent on EMDTA satisfying requirements of this agreement and timely reporting, including Clause 11 and Schedule 1.

8.5. Under this agreement, Council will contribute \$89,263 (plus GST) over the 2019/2020 period with an annual 2% increase.

8.6. Council acknowledges its contribution only part funds the services listed in this agreement.

8.7. Payments will be made quarterly and are dependent on the provision of comprehensive and complete information provided to Council in a timely manner - refer to Section 11 and Schedule 1.

9. FINANCIAL COMMITMENT OF EMDTA

9.1. EMDTA will commit funds required to undertake its normal business operations, including those outlined in this agreement. The financial marketing contribution provided by Council is to assist EMDTA to fund specific deliverables, as detailed in Schedule 1, and is not expected to be the sole contributor of EMDTA funding.

10. RIGHTS AND OBLIGATIONS OF CAMPASPE SHIRE COUNCIL

10.1. Council agrees to provide EMDTA with its abovementioned financial contribution in a timely manner upon receipt of reports that meet Council specified requirements. Council will provide a Purchase Order annually outlining payments schedules as specified in Schedule 1 of this agreement. Note that Council's terms of payment are 30 days from the date of invoice but are dependent on the timely delivery of reporting requirements.

10.2. Council agrees to provide reasonable non-financial support to EMDTA to assist it satisfy its rights and responsibilities under this agreement and/or to enhance its operations.

10.3. Council agrees to ensure meetings are held regularly between Council's Tourism Support Officer (and other staff when required) and EMDTA's CEO and/or staff. Meetings will be used to share information and ensure communication between both parties remains open. Meetings will also discuss requirements covered under the separate agreement between EMDTA and Council for visitor servicing.

10.4. The EMDTA Chair and Chief Executive Officer will provide Campaspe Shire Councillors with bi-annual updates.

10.5. Council reserves the right to provide a nominated representative to be an active member of the EMDTA Board.

10.5.1. EMDTA agree to provide three complimentary AGM tickets to Campaspe Shire officers.

Destination Marketing SLA – 2019 – 2022

10.6. Council understands that it is a contributor to EMDTA and not the sole funding body. In so, Council acknowledges EMDTA's reliance on other funding sources and also acknowledges EMDTA's requirements to satisfy the requirements of these funding sources.

10.7. Council agrees to share relevant tourism development opportunities and strategies with EMDTA to enable a seamless delivery of services to Campaspe Shire.

11. RIGHTS AND OBLIGATIONS OF EMDTA MANAGEMENT

11.1. EMDTA, as an incorporated association, will be responsible for its day-to-day operations, will control its own management structure and manage all of its financial and statutory responsibilities separate to Council.

11.2. EMDTA acknowledges that Council is not liable or responsible for the activities of EMDTA or for its debts, liabilities, expenses, losses or deficiencies.

11.3. EMDTA will conduct itself in accordance with its Rules of the Association and Articles of Incorporation. If EMDTA intend to alter either of these documents, Campaspe Shire must be notified in writing detailing the proposed changes, rational for the changes and a timeframe for implementation within 5 business days of adoption by the Board at all times.

11.4. EMDTA will ensure it satisfies the objectives of Council's financial commitment, as outlined in Clause 8.1.

11.5. EMDTA recognises is a member based organisation and provides services to financial members – *refer to Appendix 1.*

11.5.1. However Council has a responsibility to ensure funding is used to benefit the whole community. Council's funding acts as a 'base service' payment for destination marketing and visitor services to townships in Campaspe Shire. This may include community events, not for profit organisations, fundraisers.

11.5.2. A base description of services available in each Campaspe Shire towns outside of Echuca Moama will also be provided to visitors by EMDTA. Information will be supplied by Campaspe Shire.

11.6. EMDTA will submit an annual marketing plan to Council outlining:

11.6.1. Anticipated marketing activities and measurement for success tools and/or benchmarking practice.

11.6.2. Annual marketing budget (including acknowledgement of Council's contribution).

11.6.3. The plan made available online within 30 days of publishing.

11.7. EMDTA will ensure that future marketing plans take into consideration and seek to implement outcomes for the regional strategic cooperative marketing strategies of which both EMDTA and Council are involved, which may involve Visit Victoria, Murray Regional Tourism Board, or other tourism partner stakeholders.

Destination Marketing SLA – 2019 – 2022

- 11.8. The outcomes of activities, reports of expenditure and variations against the previous marketing plans shall be outlined and presented annually in accordance with Schedule 1. Failure to submit these documents, or incorrect submissions that don't satisfy reporting requirements, will result in withholding payment.
- 11.9. EMDTA management will maintain positive relationships with Tourism Associations at a regional, state and national level.
- 11.10. EMDTA are ineligible to apply to Campaspe Shire for additional funds outside of this agreement. If EMDTA wish to request a change to their annual allocation or any other item to be considered in Councils budget, a written proposal must be submitted prior by October.
- 11.11. EMDTA agrees that in representing the best interests of its funding bodies it does so through the provision of timely and appropriate information to members, visitors and potential visitors.
- 11.12. EMDTA will seek written permission from Council before making public announcements, undertaking activities or conducting promotions which relate directly to Council or its services.

12. REPORTING REQUIREMENTS

- 12.1. Council's financial contribution payments will be made dependent on the satisfactory completion of the following reporting requirements (further outlined in Schedule 1):
 - 12.1.1. Provide Council with monthly Board reports with associated financial statements on variance against projected budgets, including separate marketing report. Reports must be provided 5 days prior to the scheduled Board meeting.
 - 12.1.2. Proposed marketing plan and budget for the upcoming year
 - 12.1.3. Annual list of memberships
 - 12.1.4. Annual marketing report detailing achievements and activities, including audited annual financial statements
- 12.2. Reporting requirements should be submitted electronically prior to or in conjunction with the required tax invoice.

13. CESSATION OF AGREEMENT

- 13.1. This agreement will be valid until 30 June 2022, unless:
 - 13.1.1. both parties agree to terminate the agreement
 - 13.1.2. a financial administrator is appointed to any property of EMDTA
 - 13.1.3. any application is made or resolution passed for the winding up of EMDTA
 - 13.1.4. EMDTA becomes insolvent within the meaning of Corporations Law
 - 13.1.5. either party to the agreement notifies the other party in writing that it seeks to terminate the relationship outlined in this agreement on grounds that the other party had failed to meet its obligations under this agreement and that the party alleged to have not met its obligations has been provided:

Destination Marketing SLA – 2019 – 2022

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

DRAFT

Destination Marketing SLA – 2019 – 2022

SIGNED ON BEHALF of ECHUCA-MOAMA AND DISTRICT TOURISM DEVELOPMENT ASSOCIATION

on the day of 2019

..... (Kathryn Mackenzie, Chief Executive Officer)

SIGNED ON BEHALF of CAMPASPE SHIRE

on the day of 2019

..... (Declan Moore, Chief Executive Officer)

Destination Marketing SLA – 2019 – 2022

SCHEDULE 1: PAYMENTS and DELIVERABLES

REFERENCE	KPI	MEASUREABLES	DUE DATE
DESTINATION MARKETING			
8.1 8.3 8.5.1 11.7	Marketing Echuca Moama and the towns in Campaspe Shire outside of Echuca	<input type="checkbox"/> Monthly report detailing marketing activities across Shire including cost <input type="checkbox"/> Evidence of traditional, digital media coverage and PR opportunities including cost & reach <input type="checkbox"/> Website statistics <input type="checkbox"/> Sharing of Campaspe Shire Council social media pages where relevant <input type="checkbox"/> Attendance at expos, conferences and trade shows <input type="checkbox"/> Minimum 10% of Council funding used to promote towns outside of Echuca Moama	<input type="checkbox"/> Monthly board report and minutes
12.1	EMDTA membership base	<input type="checkbox"/> List of current memberships	<input type="checkbox"/> Annual – 1 July
12.1	Event support & service for all Campaspe Shire towns	<input type="checkbox"/> Promote and maintain region-wide events calendar via digital and/or traditional media & networks <input type="checkbox"/> Working collaboratively with Campaspe Shire Event Support officer to value add opportunities for event organisers, assistance with accommodation, ticketing and destination marketing dispersal to smaller townships across Campaspe Shire Council region	<input type="checkbox"/> Website updated fortnightly <input type="checkbox"/> Ongoing
FINANCIALS AND REPORTING			
8.1 11.7 12.2	Proposed marketing plan and budget	<input type="checkbox"/> Proposed marketing activities and costs <input type="checkbox"/> Annual marketing budget including acknowledgment of Campaspe Shire contribution and notional allocation of 10% financial contribution to towns outside of Echuca <input type="checkbox"/> Available online within 30 days of publishing	Annual - 1 July
11.7 12.2	Final marketing report and budget	<input type="checkbox"/> Outcomes of marketing activities and costs <input type="checkbox"/> Actual budget <input type="checkbox"/> Audited financial statements <input type="checkbox"/> Variation against previous marketing plan <input type="checkbox"/> Plan available online within 30 days of publishing	Annual – 1 November

Destination Marketing SLA – 2019 – 2022

8.5 10.1 12.2	Invoicing	<input type="checkbox"/> Invoice for upcoming quarter	Quarterly - <input type="checkbox"/> 1 July <input type="checkbox"/> 1 October <input type="checkbox"/> 1 January <input type="checkbox"/> 1 April
12.2	Board reports	<input type="checkbox"/> Agenda <input type="checkbox"/> Financial reports/statements <input type="checkbox"/> Marketing report on activities and costs <input type="checkbox"/> Previous meeting minutes	Minimum 5 days prior to each monthly board meeting
10.3	Collaborative working relationship between EMDTA and Council	Regular meetings with EMDTA CEO and Campaspe Shire Tourism Development Officer and other officers as required, (including Event Support Officer)	As required, minimum bi monthly
7.1 13.1	Negotiations for subsequent agreement	Minimum four months prior to current SLA expiration	By 28 February 2022

DRAFT

Destination Marketing SLA – 2019 – 2022

APPENDIX 1 – Benchmarking for EMDTA members versus non-members

Source: *Echuca Moama Tourism – Membership Prospectus*

Echuca Moama Tourism is the peak tourism membership body for the region, working closely with Murray Regional Tourism, the Shire of Campaspe and Murray River Council, industry organisations such as Echuca Moama Accommodation Association (EMAA) and communities of common interest in the smaller surrounding townships.

The Board has established a number of sub committees to enable the industry to directly input into marketing strategies, marketing campaigns and packaging and promotional opportunities.

Echuca Moama Tourism membership offerings in the 2019 Prospectus include:

- Providing tourism businesses with the opportunity to come together to contribute to co-operative seasonal campaigns
- Meet industry partners at the major networking nights throughout the year
- Enjoy training and industry enrichment programs (incur an additional fee)
- A range of exclusive marketing and PR opportunities across local, regional, national and international markets as well as digital and social media (no framework provided – members are selected for opportunities based on the discretion of the CEO, Marketing Manager or Board)
- Event support through promotion, ticketing facilities, website mentions and weekly What's On email to industry partners
- Access to the visitor promoting the destination online or in person at the Visitor Centre 7 days a week, 364 days a year
- Discounted print ad opportunities – Official Visitors Guide, Shopping Guide, illustrated trail maps/postcards
- Social media coverage including Facebook and Instagram
- Access to familiarisation tours for members to showcase their business to staff and volunteers (at the cost of the business; no framework provided - members are selected for opportunities based on the discretion of the CEO, Marketing Manager or Board)
- Opportunity to represent their business at large-scale conferences and events such as Melbourne Good Food & Wine Festival (at an additional cost to the business, supplemented by EMT)



THE MAYOR, COUNCILLORS AND CITIZENS OF CAMPASPE SHIRE ("COUNCIL") AND

ECHUCA-MOAMA & DISTRICT TOURISM DEVELOPMENT ASSOCIATION ("EMDTA")

INCORPORATION NUMBER A0016171N

SERVICE AGREEMENT - VISITOR SERVICES

1 JULY 2019 - 30 JUNE 2022

Visitor Servicing SLA – 2019 - 2022

IT IS AGREED AS FOLLOWS:

1. VISITOR SERVICING is defined in this agreement as the operation and maintenance of an accredited Echuca Moama Information Centre, staffed by trained professionals and ambassadors who have strong local knowledge. The Centre will maintain both a physical and online presence of information, including brochures, maps and other information to promote dispersal throughout Campaspe Shire. Visitor servicing also includes ticket sales and booking services (online and in person).
2. POINTS TO NOTE
 - 2.1. The parties note that Echuca Moama and District Tourism Development Association Incorporated hereafter known as EMDTA, is a separate entity from Council and that it will be responsible for its own organisation and conduct. It is not a Committee of Council.
3. PURPOSE OF AGREEMENT
 - 3.1. To outline responsibilities and obligations in relation to the annual funding contribution made by Council to EMDTA for visitor servicing as defined in Clause 1.
4. INCLUSIONS AND EXCLUSIONS OF AGREEMENT
 - 4.1. This agreement relates to the responsibilities and obligations in relation to Council's annual contribution for visitor services. Responsibilities and obligations relating to other EMDTA functions including destination marketing may be referenced but are excluded from this agreement.
 - 4.2. The agreement does not include details relating to the tenancy community lease agreement between EMDTA and Council and the costs associated with the building, including insurance, subleasing, maintenance and rates. Campaspe Shire require EMDTA to acknowledge the commercial value and benefit of this arrangement in its reporting as a non-financial asset with financial benefits.
 - 4.3. EMDTA agrees to notify Council in writing within 14 business days if it proposes to vary its Rules of the Association and/or Articles of Incorporation.
5. EMDTA PURPOSE
 - 5.1. As defined by EMDTA's Statement of Purpose, the purpose of EMDTA is to provide leadership to the tourism industry in the Echuca Moama region to encourage growth and development of the region
6. RELATIONSHIP
 - 6.1. EMDTA is a service provider to Council, providing visitor servicing through this agreement.
 - 6.2. Echuca Moama and District Tourism Development Association Incorporated (EMDTA) is the peak tourism organisation for Echuca Moama and regions. The role of EMDTA is to provide leadership which includes and develops the capacity of all partners and ensures the growth and development of the tourism industry in the region, including the townships within Campaspe Shire Council outside of Echuca.

Visitor Servicing SLA – 2019 - 2022

- 6.3. Together with members, partner organisations and tourism bodies and stakeholders across Campaspe Shire, EMDTA is responsible for driving increases in visitation, length of stay, spend/yield and visitor experiences by providing exceptional visitor servicing and strong destination marketing.
- 6.4. Murray Regional Tourism Board (MRTB) act as a unifying force for the thirteen member councils which it represents. MRTB are the first point of contact for the Murray region for Visit Victoria and Destination NSW. MRTB provide leadership, a united and cohesive voice to Government with a focus on growing the tourism sector through marketing initiatives, skills development programs and special projects designed to bring investment and opportunity. MRTB works with tourism industry personnel to grow skills and to provide cohesive tourism messaging and experiences for visitors across all of the Murray River Councils. EMDTA agree that part of Councils funding for this agreement will be contributed to cooperative projects pertaining to visitor servicing projects lead by MRTB that align with EMDTA's strategic direction – *refer to Schedule 1*.
- 6.5. Campaspe Shire Council provides support to EMDTA through a nominated representative on their Board. The Tourism Support Officer manages the deliverables of the two Service Level Agreements and ensures comprehensive reporting requirements are provided to Council in a timely manner.
- 6.6. Please note that all reporting is subject to the Local Government Act 1989 and auditing by Campaspe Shire and/or an external party.

7. TERM OF AGREEMENT

- 7.1. This Agreement shall commence on 1 July 2019 for a three year period and conclude on 30 June 2022. Council and EMDTA will consider the terms for a subsequent agreement, no later than 28 February 2022.
- 7.1.1. This agreement acknowledges the changing landscape of visitor servicing which will be impacted by the Visit Victoria and MRTB visitor servicing review projects in the next 12-24 months.
- 7.2. This agreement is not responsible for the leasing of the building to EMDTA, located at 2 Heygarth St Echuca, however.
- 7.2.1. EMDTA agree to acknowledge the commercial value of the income received from subleasing the building as a benefit from Council to their operation and to follow the required process for approval of sub-leasing outlined by DELWP.
- 7.2.2. EMDTA agree to contribute the income from sub-leasing to visitor servicing activity, reflected in their annual business plan – refer to Schedule 1.

8. FINANCIAL COMMITMENT OF COUNCIL

Visitor Servicing SLA – 2019 - 2022

- 8.1. The objective of Council's financial commitment is to assist EMDTA to service visitors and potential visitors to the region as defined in Clause 1, including:
- 8.1.1. The operation of the Echuca Moama Visitor Information Centre, maintaining relevant top-level accredited status as per relevant guidelines.
- 8.1.2. Providing relevant advice to visitors and potential visitors to encourage them to visit, increase their stay, increase visitor spend and to consider dispersal from Echuca to other areas in Campaspe Shire.
- 8.2. Evaluation of visitor servicing will be conducted through;
- 8.2.1. Annual digital survey created by Campaspe Shire in conjunction and consultation with EMDTA, to evaluate tourism opportunities and challenges across Campaspe Shire.
- 8.2.2. The survey will be distributed by EMDTA to its members, and to businesses within Campaspe Shire by Council's Tourism Support Officer.
- 8.3. Council's ongoing financial commitment, as outlined below, is dependent on EMDTA satisfying the requirements of this agreement. The Visitor Centre, and consequently EMDTA's performance in delivering visitor servicing, will be measured by the construction and delivery of the Business Plan and in accordance with accreditation requirements - *refer to Section 11 and Schedule 1.*
- 8.4. Under this agreement, Council will contribute \$235,534 (plus GST) over the 2019/2020 period with an annual 2% increase.
- 8.5. Payments will be made quarterly and are dependent of the provision of comprehensive and complete information, provided to Council in a timely manner - *refer to Section 11 and Schedule 1.*

9. FINANCIAL COMMITMENT OF EMDTA

- 9.1. EMDTA will commit funds required to undertake its normal business operations, including those outlined in this agreement. The financial contribution provided by Council is to assist EMDTA to fund specific deliverables, as detailed in Schedule 1, with relation to visitor servicing and is not expected to be the sole contributor of EMDTA funding.

10. RIGHTS AND OBLIGATIONS OF CAMPASPE SHIRE

- 10.1. Council agrees to provide EMDTA with its abovementioned financial contribution in a timely manner upon receipt of reports that meet Council specified requirements. Council will provide a Purchase Order annually outlining payments schedules as specified in Schedule 1 of this agreement. Note that Council's terms of payment are 30 days from the date of invoice but are dependent on delivery of reporting requirements.

Visitor Servicing SLA – 2019 - 2022

- 10.2. Council agrees to provide reasonable non-financial support to EMDTA to assist it satisfy its rights and responsibilities under this agreement and/or to enhance its operations.
- 10.3. Council agrees to ensure meetings are held regularly between Council's Tourism Support Officer (and other staff when required) and EMDTA's CEO and/or staff where required. Meetings will be used to share information and ensure communication between both parties remains open. Meetings will also discuss requirements covered under the separate agreement between EMDTA and Council for visitor servicing.
- 10.4. The EMDTA Chair and Chief Executive Officer will provide Campaspe Shire Councillors with bi-annual updates.
- 10.5. Council reserves the right to provide a nominated representative to be an active member of the EMDTA Board.
 - 10.5.1. EMDTA agree to provide three complimentary AGM tickets to Campaspe Shire officers.
- 10.6. Council understands that it is a contributor to EMDTA and not the sole funding body. In so, Council acknowledges EMDTA's reliance on other funding sources and also acknowledges EMDTA's requirements to satisfy the requirements of these funding sources.

11. RIGHTS AND OBLIGATIONS OF EMDTA MANAGEMENT

- 11.1. EMDTA will maintain its top-level accredited status for the Echuca Moama Visitor Information Centre.
- 11.2. EMDTA, as an incorporated association, will be responsible for its day-to-day operations, will control its own management structure and manage all of its financial and statutory responsibilities separate to Council.
- 11.3. EMDTA acknowledges that Council is not liable or responsible for the activities of EMDTA or for its debts, liabilities, expenses, losses or deficiencies.
- 11.4. EMDTA will conduct itself in accordance with its Rules of the Association and Articles of Incorporation. If EMDTA intend to alter either of these documents, Campaspe Shire must be notified in writing detailing the proposed changes, rationale for the changes and a timeframe for implementation within 5 business days of adoption by the Board at all times.
- 11.5. EMDTA must ensure that it has minimum \$10 million public liability insurance cover which indemnifies Campaspe Shire. Proof of insurance certificate of currency must be provided to Council annually by 30 April – *see Schedule 1*.
- 11.6. EMDTA will ensure it satisfies the objectives of Council's financial commitment, as outlined in Clause 8.1.
- 11.7. EMDTA recognises is a member based organisation and provides services to financial members – *refer to Appendix 1*.

Visitor Servicing SLA – 2019 - 2022

- 11.7.1. However Council has a responsibility to ensure funding is used to benefit the whole community. Council's funding acts as a 'base service' payment for destination marketing and visitor services to townships in Campaspe Shire. This may include community events, not for profit organisations, fundraisers.
- 11.7.2. A base description of services available in each Campaspe Shire towns outside of Echuca Moama will also be provided to visitors by EMDTA. Information will be supplied by Campaspe Shires Tourism Support Officer.
- 11.8. The Visitor Information Centre will be run by trained personnel including staff and ambassadors, who provide high-quality customer service and present themselves in a professional manner. All personnel must be identifiable to visitors in accordance with relevant accreditation requirements. Council expect that staff and ambassadors are involved in regular training and a minimum two familiarisation programs per year, to develop and expand their knowledge – *see Schedule 1 and Appendix 1.*
- 11.9. EMDTA will submit an annual organisation business plan to the satisfaction of Council that includes an explanation detailing how visitor servicing will encompass towns outside Echuca and plan for dispersal of visitors to all townships within Campaspe Shire utilising a 'Hub and Spoke' model. The plan will also acknowledge strategic directions and cooperative projects set by Visit Victoria and the Murray Regional Tourism Board that align with EMDTA's strategic priorities.
- 11.10. The Business Plan will include the following:
 - 11.10.1. Operational budget, including acknowledgment of Council funding and sub leasing revenue.
 - 11.10.2. Visitor servicing activities including the Ambassador Program (famils and training)
 - 11.10.3. Visitor statistics
 - 11.10.4. To be made available online within 30 days of publishing.
- 11.11. EMDTA management will maintain relationships with Tourism Associations at a regional, state and national level.
- 11.12. EMDTA are ineligible to apply to Campaspe Shire for additional funds outside of this agreement. If EMDTA wish to request a change to their annual allocation or any other item to be considered in Councils budget, a written proposal must be submitted prior to October.
- 11.13. EMDTA agrees that in representing the best interests of its funding bodies it does so through the provision of timely and appropriate information to members, visitors and potential visitors.
- 11.14. EMDTA will seek written permission from Council before making public announcements, undertaking activities or conducting promotions which relate directly to Council or its services.

12. REPORTING REQUIREMENTS

Visitor Servicing SLA – 2019 - 2022

- 12.1. Council acknowledges that a number of the reporting requirements outlined in this agreement are also a requirement of Council's agreement with EMDTA for destination marketing. Duplications of such requirements are not required.
- 12.2. Council's financial contribution payments will be made dependent on the satisfactory completion of the following reporting requirements (further outlined in Schedule 1):
 - 12.2.1. Monthly Board agendas, consolidated reports, statements including variance against projected budgets in a format to Council's satisfaction and visitor/booking statistics as presented to Board members, and post-meeting minutes.
 - 12.2.2. Annual Visitor Information Centre Business Plan and forecasted budget.
 - 12.2.3. Annual report, including actual activities and audited financial statements.
- 12.3. Reporting requirements should be submitted electronically prior to or in conjunction with the required tax invoice.

13. CESSATION OF AGREEMENT

- 13.1. This agreement will be valid until 30 June 2022, unless:
 - 13.1.1. both parties agree to terminate the agreement
 - 13.1.2. a financial administrator is appointed to any property of EMDTA
 - 13.1.3. any application is made or resolution passed for the winding up of EMDTA
 - 13.1.4. EMDTA becomes insolvent within the meaning of Corporations Law
 - 13.1.5. the Visit Victoria and MRTB visitor servicing review projects alter the model and funding requirements for visitor servicing substantially, in consultation with EMDTA
 - 13.1.6. the development of Campaspe Shire's Port Precinct Strategy and/or Tourism Strategy alter the funding requirement or delivery of visitor servicing
 - 13.1.7. either party to the agreement notifies the other party in writing that it seeks to terminate the relationship outlined in this agreement on grounds that the other party had failed to meet its obligations under this agreement and that the party alleged to have not met its obligations has been provided:
 - 13.1.7.1 reasonable notice in writing of the alleged failure to meeting its obligations
 - 13.1.7.2 an opportunity to participate in an industry accepted mediation process, and
 - 13.1.7.3 a minimum of 60 days' notice of the intended termination.

Visitor Servicing SLA – 2019 - 2022

SIGNED ON BEHALF of ECHUCA MOAMA AND DISTRICT TOURISM DEVELOPMENT ASSOCIATION

on the day of 2019

..... (Kathryn Mackenzie, Chief Executive Officer)

SIGNED ON BEHALF of the SHIRE OF CAMPASPE

on the day of 2019

..... (Declan Moore, Chief Executive Officer)

Visitor Servicing SLA – 2019 - 2022

SCHEDULE 1: PAYMENTS and DELIVERABLES

REFERENCE	KPI	MEASUREABLES	DUE DATE
VISITOR SERVICING/OPERATIONAL			
8.1 8.3	Maintain accreditation	<input type="checkbox"/> Collect and provide accurate visitor statistics for Visitor Information Centre <input type="checkbox"/> Provide copy of accreditation	Monthly Board report Annually
8.1	Providing visitors and locals with up to date information and encourage dispersal throughout the Campaspe Shire region	<input type="checkbox"/> Visitor Information Centre displays brochures for towns, events and regions <input type="checkbox"/> Annual digital survey in conjunction with Campaspe Shire	Ongoing Annual – <i>to be determined</i>
11.8	Professionally trained VIC staff with in depth region knowledge	<input type="checkbox"/> Targeted training including formal famil programs	Monthly Board report
12.2	Provision of accommodation, ticketing & attraction bookings services	<input type="checkbox"/> Statistics on ticket/accommodation sales <input type="checkbox"/> Packages available on EMDTA website	Monthly Board report
11.5	Public Liability insurance	Certificate of currency – public liability cover of \$10million	Annual - 30 April
FINANCIALS AND REPORTING			
8.3 11.9	Annual Business Plan and proposed budget	<input type="checkbox"/> Visitor servicing activities/programs <input type="checkbox"/> Commercial value of Council lease and value of sub-lease <input type="checkbox"/> Comments and inclusions of related stakeholder plans <input type="checkbox"/> Forecasted operational budget including delegation of income received from subleasing Echuca Pump House	Annual - 1 July
8.3 12.2	Annual report	<input type="checkbox"/> Outcome of visitor servicing activities <input type="checkbox"/> Outcomes of this SLA's KPIs including measurement against success <input type="checkbox"/> Comments on projected versus actual visitation yield through visitor servicing activities <input type="checkbox"/> Commercial value of Council lease and value of sub-lease to be listed in EMDTA Annual Report.	Annual – 1 November
12.2	Adopted budget	<input type="checkbox"/> Audited financial statements for year	Annual – 1 November
8.5	Invoicing	<input type="checkbox"/> Invoice for upcoming quarter	Quarterly - <input type="checkbox"/> 1 July

Visitor Servicing SLA – 2019 - 2022

			<input type="checkbox"/> 1 October <input type="checkbox"/> 1 January <input type="checkbox"/> 1 April
12.2 12.3	Board reports	<input type="checkbox"/> Agenda <input type="checkbox"/> Financial statements <input type="checkbox"/> Visitor and booking statistics for the month <input type="checkbox"/> CEO's report <input type="checkbox"/> Board meeting minutes	Minimum 5 days prior to each monthly board meeting
10.3	Collaborative working relationship between EMDTA and Council	Regular meetings with EMDTA CEO and Campaspe Shire Tourism Development Officer, and other officers as required	As required, minimum bi monthly
7.1 13.1	Negotiations for subsequent agreement	Minimum four months prior to current SLA expiration	By 28 February 2020

DRAFT

Visitor Servicing SLA – 2019 - 2022

APPENDIX 1 – Benchmarking for EMDTA members versus non-members

Source: *Echuca Moama Tourism – Membership Prospectus*

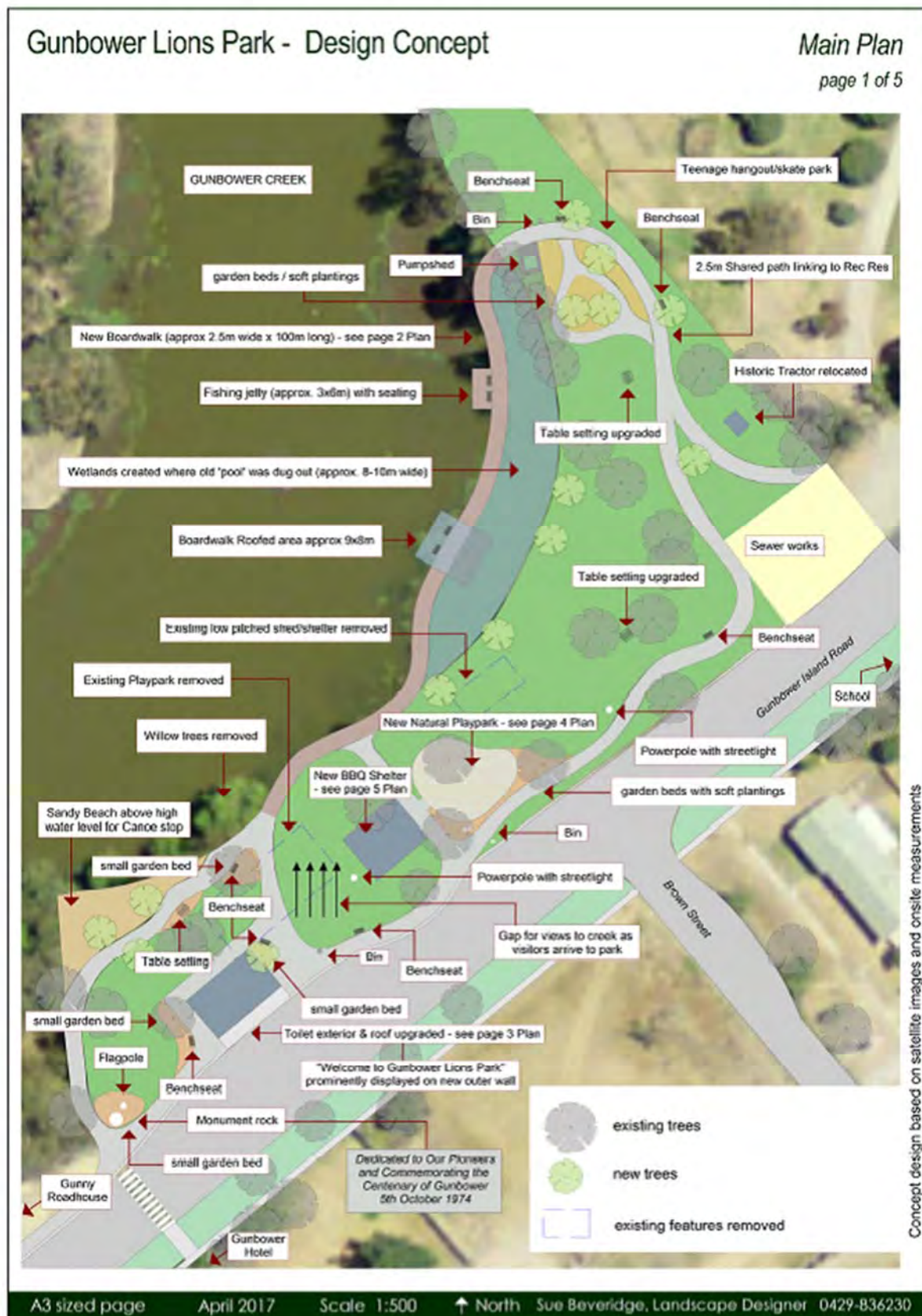
Echuca Moama Tourism is the peak tourism membership body for the region, working closely with Murray Regional Tourism, the Shire of Campaspe and Murray River Council, industry organisations such as Echuca Moama Accommodation Association (EMAA) and communities of common interest in the smaller surrounding townships.

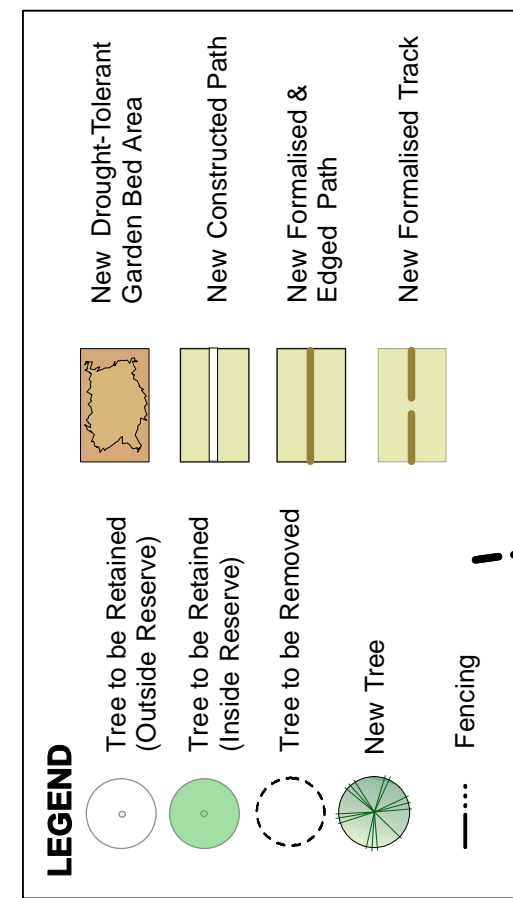
The Board has established a number of sub committees to enable the industry to directly input into marketing strategies, marketing campaigns and packaging and promotional opportunities.

Echuca Moama Tourism membership offerings in the 2019 Prospectus include:

- Providing tourism businesses with the opportunity to come together to contribute to co-operative seasonal campaigns
- Meet industry partners at the major networking nights throughout the year
- Enjoy training and industry enrichment programs (incur an additional fee)
- A range of exclusive marketing and PR opportunities across local, regional, national and international markets as well as digital and social media (no framework provided – members are selected for opportunities based on the discretion of the CEO, Marketing Manager or Board)
- Event support through promotion, ticketing facilities, website mentions and weekly What's On email to industry partners
- Access to the visitor promoting the destination online or in person at the Visitor Centre 7 days a week, 364 days a year
- Discounted print ad opportunities – Official Visitors Guide, Shopping Guide, illustrated trail maps/postcards
- Social media coverage including Facebook and Instagram
- Access to familiarisation tours for members to showcase their business to staff and volunteers (at the cost of the business; no framework provided - members are selected for opportunities based on the discretion of the CEO, Marketing Manager or Board)
- Opportunity to represent their business at large-scale conferences and events such as Melbourne Good Food & Wine Festival (at an additional cost to the business, supplemented by EMT)

Attachment 7.10.1





Township Street Decorations

Council Policy Number	076
Date adopted	19 November 2019
Scheduled for review	November 2023



Purpose

To provide an equitable method by which to allocate funds to towns throughout the Shire, to support communities in celebrating events and festivities through the purchase, installation and removal of temporary street decorations.

Policy Statement

1. Budget Allocation

Council will consider a total pool of Policy 76 funds in each financial year's budget. Where an allocation is made through the budget, it will be apportioned as follows:

1. Budget for the Installation and Removal of Decorations
 - 60% of the total budget shall be allocated to the installation and removal costs for decorations.
 - The installation and dismantling of the street decorations by an approved contractor will be arranged by Council up to the limit of the budget allocation.
 - The installation component of the budget will be limited to the installation of decorations only for, or coincidental to, the Christmas period.
 - Installation costs for decorations that do not coincide with the timing of Christmas will be met by the township's organising committee.
 - If unexpended funds are identified after the installation and removal contract cost is determined, then these residual funds can be added to the budget for purchase and repair of street decorations, as per Item 2 below.
2. Budget for purchase and repair of street decorations
 - A minimum of 40% of the total budget allocation shall be distributed across the townships as follows:

Echuca	12.7%
Kyabram	12.7%
Rochester	8.3%
Rushworth	8.3%
Tongala	8.3%
Lockington	6.2%
Gunbower	6.2%
Stanhope	6.2%
Girgarre	6.2%
Colbinabbin	6.2%
Toolleen	6.2%
Corop	6.2%
Nanneella	6.2%

- The allocation to townships will be restricted to:
 - i. purchase of street decorations;
 - ii. manufacture of street decorations; or
 - iii. refurbishment of street decorations.
- Where townships have elected to install decorations that incur utilities costs they are deducted from the township allocation before calculating the amount available for purchase or repair of decorations.

Any unexpended funds remaining at the end of financial year shall be directed to the Unallocated Cash Surplus.

The Responsible Officer for management of Policy 76 funds is the General Manager Economic & Community Development.

A Project Manager will be allocated annually to implement the installation and removal of Christmas decorations.

2. Festivities Street Decoration Plan

A Festivities Street Decoration Plan (FSDP) will be developed for each township in consultation with the local community and organising committees and will identify a theme for that town's annual street decorations.

The FSDP will clearly document the decorations that will be purchased or maintained under this policy regardless of the time of year for which they will be erected. This ensures that an inventory of decorations can be maintained for planning and storage purposes.

The FSDP will clearly document any decorations that will be installed by a contractor to be engaged by Council for, or coincidental to, the Christmas period.

Decorations that are not purchased, repaired, stored, installed or removed at Council's cost are solely the responsibility of the community members or groups and are not required to be shown on the FSDP, unless ownership and responsibility is clearly shown.

FSDP are reviewed annually to assess the success of the implementation and the need for change or renewal of the chosen theme.

The FSDP will be implemented by Council in accordance with the approved theme. Under the plan, all decorations will be required to meet common standards to ensure adequate durability, consistent high quality suited to outdoor use, enable pooling of spare parts and accessories and heighten the ease of installation by the contractor.

Where the approved FSDP provides for funds to be allocated to festivity organising committees for the supply and/or installation of non-Christmas decorations; funding approval may be provided for that by the General Manager Economic & Community Development.

3. Purchasing

Purchasing of Christmas decorations as specified in each FSDP will be completed by Council, taking advantage of wholesale and quantity discounts as well as ensuring that quality standards are met and delivery made prior to November each year.

In the case of FSDPs that deal with non-Christmas decorations, funds will be allocated to the relevant organising committee for the purchase, manufacture or refurbishment of decorations and will have to be acquitted through Council. Any non-Christmas decorations purchased by organising committees will need to meet the standards approved by Council officers.

4. Installation Process

Following completion of Council's standard procurement processes, a contractor will be engaged by the responsible council project manager for the installation and dismantling of Christmas street decorations in accordance with the FSDP for each township.

To mitigate risk, decorations will only be erected on Council owned infrastructure. If a privately owned, high profile location is identified the organising committees can work directly with building owners to have the item erected.

5. Allocation

Refer to the current year Program Budget.

Exclusions

Nil

Human Rights

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

Definitions

Temporary street decorations May include flags, banners, bunting, festivities and events material, festive lighting and any promotional decorations that do not exist as part of a townships normal streetscape.

Related Legislation

Nil

Related Policies, Procedures and Strategies

Nil

Attachments

Nil

Review Period

Four years

Responsible Officer

Investment Attraction Manager

Administrative Updates

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

Approval History

Adopted	14 May 2002	Minute Book Reference No 6103 (item 11.1)
Revised	13 August 2002	Minute Book Reference No 6305 (item 12.1)
Revised	14 October 2003	Minute Book Reference No 7100 (item 12.1)
Revised	9 November 2004	Minute Book Reference No 8094 (item 12.3)
Revised	8 February 2005	Minute Book Reference No 8378 (item 10.11)
Revised	9 November 2006	Minute Book Reference No 10418 (item 9.2)
Revised	16 October 2007	Minute Book Reference No 11542 (item 9.1)
Revised	21 October 2008	Minute Book Reference No 12868 (item 9.5)
Revised	18 August 2009	Minute Book Reference No 14208 (item 9.1)
Revised	15 March 2011	Minute Book Reference No 17137 (item 9.1)
Revised	19 August 2014	Minute Book Reference No 878 (item 6.1)
Revised	19 July 2016	Minute Book Reference No 654 (item 6.2)
Revised	20 March 2018	Minute Book Reference No 486 (item 7.1)
Revised	19 November 2019	Minute Book Reference No 5138 (item 7.11)

Chief Executive Officer:

Date: 26 November 2019

FLAGPOLE PROGRAM

COUNCIL POLICY NUMBER	122
Date Adopted	20 March 2018
Scheduled for review	November 2018



PURPOSE

To provide direction on the design, location, booking system, installation and dismantling of banners within the Shire's CBD flagpole area of Echuca.

POLICY STATEMENT

1. Introduction

Banners erected throughout the CBD will enhance the entrance, introduce colour to the streetscape of Echuca and promote local events.

As part of the Echuca CBD Program, nine flagpoles have been installed in the CBD traffic intersections and will display the event flag designs and/or Council Corporate Branding and will be interchangeable on demand as per the policy guidelines.

The Campaspe Shire Council through the Flagpole Program provides the opportunity for the community to display and promote events. This program is not intended as a medium for advertising commercial sponsors or general advertising but to promote activities and events within the Shire. The program operates on a non-profit, operational cost recovery basis. The costs associated with the display of the banners and/or traffic management, banner installation, banner removal and ongoing flagpole maintenance.

2. The Application Process

Applications for use must follow the procedure outlined in the Banner Display Application and Guideline Form.

3. Priority rationale

In order of priority the bookings will take precedence as follows:

- Echuca based events sponsored by Campaspe Shire Council
- Major Harkmark events; and
- Small Echuca/Trama based events
- Other applications will be considered at the discretion of Council eg. shop local promotions.

4. Banner design

The banners are to be designed in accordance with the following to ensure a collaborative and decorative medium is displayed:

- One bold striking image or graphic design to be used and overall graphics kept simple.
- Font size should be large enough to ensure readability against a bright sky and legibility from a distance.
- Colour selection is important to guarantee visibility against both the sky and landscape. Black, grey and other dark background colours may blend into the general streetscape and will be approved at the discretion of the Council.
- Montages, slogans, extended text and direct advertising should be avoided.
- The banners content is to be non-commercial and in the interest of the community.

All costs relating to the design and production of the banners is to be met by the hirer. To ensure the design meets Council's guidelines it is important to submit the banner design to Council prior to production. Banners must be clean and free of fading, rips or tears and need to be inspected by the contractor or Campaspe Shire Council prior to erection. Approval is required for all banner designs even if they have been used previously. Approval of designs will be provided by Campaspe Shire Council within five working days after receipt of submitted designs.

Campaspe Shire Council reserves the right to reject, at its discretion; any flag design that does not comply with the design guidelines or if the physical condition of the banner does not meet quality standards.

5. Production Guidelines

Banners will need to meet the compliance size of:

900mm x 3000mm

The banner needs to be made of high UV resistant material and be able to withstand wind stress.

Each cluster of flagpoles must be engaged by the single hirer and reflect the same design.

Banners not meeting this criterion will be ineligible for installation.

For further specifications, please refer to the Flagpole Program Fact Sheet.

4. Fees Payable

The fee to install and remove banners is subject to the Flagpole Program Fee Schedule. There is no charge for the actual flying of the banners, this cost is for installation and removal of the banners and any associated traffic management costs only.

The application for banner display must be submitted with the application fee. The fee will be set annually by council through the program budget. If the application is not approved the fee will be reimbursed.

5. Site location banner details

Campaspe Shire Council prefers hirers to hire all nine flagpoles to ensure uniformity throughout the Echuca CBD. If this is not possible then it is preferred that hirer's engage the three (3) flagpoles at the intersection of Annesley and Pakenham Streets.

Each cluster of flagpoles must only be utilised by one organisation and must include the same design for each banner within the cluster. Below is a list of all the pole sites that have been engaged in the CBD area of Echuca.

Location	Number of Cluster Poles
On roundabout intersection of Annesley Street & Pakenham Streets	3 poles
On roundabout intersection of Hare Street & Annesley Streets	3 poles
On roundabout intersection of Hare Street & Darling Streets	3 poles

EXCLUSIONS

Nil

HUMAN RIGHTS

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

DEFINITIONS

Flagpole Program

policy and associated guidelines for community events promotional banners on flagpoles within in specified intersections in the Echuca CBD.

Flagpole Program Fee Schedule

fee structure to install and remove banners are subject to review in accordance with the policy review and CPI annually.

RELATED LEGISLATION

Nil

ATTACHMENTS

Guidelines and Application for Banner Display

REVIEW PERIOD

One year

RESPONSIBLE OFFICER


General Manager Economic & Community Development

APPROVAL HISTORY

Adopted 21 April 2009
Revised 18 January 2011
Revised 18 September 2012
Revised 20 August 2013
Revised 19 August 2014
Revised 18 August 2015
Revised 19 July 2016
Revised 20 March 2018

Minute Book Reference No 13636 (item 11.4a)
Minute Book Reference No 16948 (item 12.1)
Minute Book Reference No 1257 (Item 4.23)
Minute Book Reference No 1041 (Item 6.3)
Minute Book Reference No 878 (Item 6.1)
Minute Book Reference No 905 (Item 6.2)
Minute Book Reference No 654 (Item 6.2)
Minute Book Reference No 486 (Item 7)

Acting Chief Executive Officer
 Dated


 4/4/18

REVOKED

COUNCIL POLICY COUNCIL POLICY COUNCIL POLICY COUNCIL POLICY

2019/20 End of Month (Quarter 1) Council Plan Initiatives Update

Strategic Priority Area:	Strong and Engaged Communities			
Desired Outcome:	Services, Programs and advocacy enable improved health, wellbeing and safety of our community			
Strategy	Major Initiative	Responsible Department	Quarter 1 Status	Comment for Council
Build strong, healthy and vibrant communities through innovation and implementing best practice in service delivery for our diverse community	We will complete the development of an Aquatic and Leisure Strategy to establish a service vision, objectives and desired outcomes	Recreation	In Progress	The consultant, Otium, has been engaged with the inception meeting held on 26 September. The project plan is to be finalised, including the engagement plan.
	We will partner with emergency service authorities to support the Rochester community capacity building around the need to prepare and what can be done to minimise the impact of an incident (fire or flood).	Corporate Strategy	In Progress	A working group involving VicSES and North Central Catchment Management Authority has been established. The project defined, and a project plan and communications plan developed. Implementation will commence in quarter 2.
	We will work towards the develop of plans for landscaping beautification works at the Warren Street and Murray Valley Highway roundabout.	Public Environments	In Progress	Meetings between Regional Roads Victoria and Council for the development of plans for the roundabout have commenced. Council will not take possession of the site until the bridge works are fully completed.
	We will implement Year 1 actions of the Social Media Plan.	Communications	In Progress	17 actions identified in plan. Some well underway, some not started. All Year One actions to be completed by 30 June 2020.
Enable residents to be active and engaged in their community and support participation in artistic, cultural, sporting, and leisure opportunities	We will finalise detailed design of the Echuca Arts Precinct incorporating the Foundry Arts Space workshop and gardens.	Community Engagement	Not Started	Council has resolved not to proceed with this project until an Arts and Culture Strategy has been completed. This work cannot be commenced within the timeframe originally identified.
	We will fund the construction of the Kyabram Breen Avenue walking track.	Finance	Completed	The Kyabram Breen Avenue project is funded in the 2019/20 capital works budget. This project is funded with Council cash.

Strategic Priority Area:	Resilient Economy			
Desired Outcome:	Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development			
Strategy	Major Initiative	Responsible Department	Quarter 1 Status	Comment for Council
Facilitate and enable local enterprise, support existing businesses and develop stronger business networks	We will renew the animal pen soft flooring within the Echuca and District Livestock Exchange.	Commercial Operations	In Progress	Project commenced. In discussion with Project Sponsor, Building Maintenance and Saleyards Manager. Project will need to run concurrently with secondary project of replacing columns in selling yard.
Support and develop Campaspe's tourism opportunities	We will engage with all commercial steam boat operators to support all passengers embarking and disembarking from the wharf structure.	River Services	Not Started	Utilising the opportunity of the temporary closure of Riverboat Dock to trial joint usage of the wharf.
	We will start the implementation of the Echuca Holiday Park Masterplan with design and construction of improved landscaping and front entrance.	Commercial Operations	In Progress	Project at detailed design stage. Request for quotation in draft to complete design works for Front Entrance and landscape plan. Design works scheduled for completion prior to Christmas.

Strategic Priority Area:	Healthy Environment			
Desired Outcome:	A healthier environment for current and future generations			
Strategy	Major Initiative	Responsible Department	Quarter 1 Status	Comment for Council
Strategically plan for future growth areas and existing communities while respecting our natural, built, social and economic environments	We will work collaboratively with the Victorian Planning Authority to finalise the Echuca West Precinct Structure Plan and subsequent supporting reports and functional designs.	Planning	In Progress	A draft Precinct Structure Plan is nearing completion, end of year. The Contribution Plan requires more work and will not be completed until the beginning of 2020. All works are now being managed by the VPA with a working agreement with Council.
	We will start the preparation of a planning scheme amendment to implement the recommendations of the Campaspe Planning Scheme Review.	Planning	In Progress	Council is working with DELWP to exhibit a scheme amendment. The amendment will implement the scheme review, make administrative corrections and introduce the scheme migration as part of SMART planning. The transformation of the scheme is being drafted and will be presented to Council in October.
Promote resource minimisation and recovery through innovative environmental practice	We will implement the 2019-20 community education program for Food Organics and Garden Organics (FOGO) in line with the Waste Strategy and FOGO implementation plan.	Public Environments	In Progress	Community Education Program has commenced and delivery is tracking in accordance with action plan.
	We will complete facility upgrades at the Echuca and Mount Scobie Environment Centres and Gunbower Waste Transfer Station.	Public Environments	In Progress	Projects at two sites have commenced. Survey and Geo-testing work is being undertaken at Gunbower whilst Geo-testing is occurring at Echuca. Both projects are tracking as planned. Mount Scobie project is currently awaiting a planning permit before commencing works on site.

Strategic Priority Area:		Balanced Services and Infrastructure		
Desired Outcome:		Services and assets meet current and future community need		
Strategy	Major Initiative	Responsible Department	Quarter 1 Status	Comment for Council
Manage and maintain assets to optimise their lifecycle considering social, economic and environmental sustainability	We will replace and upgrade barriers on three bridges.	Assets	In Progress	The project is on schedule. Detailed designer to be appointed in November and work complete by end of financial year.
	We will start the planned two year renewal of the Groves Weir Bridge at Rushworth to meet current standards and increase the load limit.	Assets	In Progress	The project is on schedule with the final design, including the road approaches, being completed. The project is expected to go to tender in the next quarter.
	We will renew and upgrade six kilometres of Wanalta Corop Road, Corop.	Assets	In Progress	Final designs are complete and the project will be tendered in the next quarter.
Plan and advocate for services and infrastructure to meet community need	We will continue to advocate for improved rail services on the Echuca-Rochester-Bendigo rail line and alignment to timetabling with regional bus services.	Corporate Strategy	In Progress	The Echuca Station Precinct working group continues to meet to seek progress on implementation of the master plan. Opportunities for advocacy for improved service delivery and alignment are being pursued as opportunities arise.
Maximise access and usage of assets through innovative design and partnership initiatives	We will work with three local communities to seek to transition council-owned local facilities into community ownership.	Community Engagement	In Progress	A range of community organisations are in consultation with Council regarding facilities. Koyuga Hall and Rec Reserve, in negotiation with local community however this may not be completed this financial year. Nanneella Recreation Reserve, which is located adjacent to the Hall, negotiations in progress between Council and community to transition that area. At Kyvalley there are a number of spaces being considered, these include the park space and the tennis courts. Council is currently progressing through an Expression of Interest process with regard to the Paramount Theatre.
	We will partner with State government to upgrade infrastructure at Echuca's Crossenvale Park and develop programs that support the activation of the park.	Recreation	In Progress	Community engagement activity undertaken in early September to confirm the infrastructure improvements. The quotation process has been undertaken for the footpaths, goal posts, hydration station. Contractor will commence footpath work during October. The activation program commenced in mid September and resumed the first week of October. This program is non structured activities that occur within the park from approx 3.30pm to 5.30pm every Monday. This has proven successful with Council facilitators delivering the program and the neighbourhood house providing a meal following the activities. We are in the process of finalising the registration for a Learn to Swim cadet and anticipate this will have been finalised in late October.
	We will, in conjunction with the funding by Court Services Victoria, make changes to the Echuca Civic Centre which will allow consolidation of all Echuca based council staff into one office facility.	Assets	In Progress	Council and Court Services Victoria have both lodged planning permit applications.

Strategic Priority Area:		Responsible Management		
Desired Outcome:		Strong leadership, advocacy and good governance		
Strategy	Major Initiative	Responsible Department	Quarter 1 Status	Comment for Council
Consult and engage with all sectors of the community to determine their priorities and support council decision making	We will support the Victorian Electoral Commission in undertaking an electoral representation review and make a submission regarding the review findings.	Governance	Completed	Council lodged a submission to the electoral representation review which is available on VEC's website. VEC have issued their final report.
Enable the delivery of services, facilities and programs to the community through sound corporate governance and fiscal responsibility	We will develop and implement a Data Security Plan in line with the Victorian Protective Data Security Framework.	Governance	In Progress	Council is continuing to review its obligations under the framework and how it applies.
	We will develop and commence implementation of a digitisation plan in line with Public Records Office Guidelines.	ICT	Completed	Council's Digitisation Plan was developed in line with Public Records Office of Victoria guidelines and reviewed with key internal stakeholders before being approved by EMG. Application of the Digitisation Plan commenced on 19 August 2019 and records are now managed in accordance with this plan.
	We will engage with and review current Section 86 committees to affirm future operational models under the new proposed Local Government Act.	Governance	Not Started	The Local Government Bill has not been introduced into the Victorian Parliament at this time. Consequently it remains unclear as to the proposed operational models going forward.
Foster an organisational culture that promotes staff development, recognises achievements and celebrates successes	We will implement stage two of council's rebranding program focusing on shire entry and town entry signs.	Communications	Completed	All shire entry and town entry signs have been re-skinned in new branding.
	We will implement phase two of the Staff Health and Wellbeing Plan.	Human Resources	Not Started	Phase one completed 10 October 2019. Survey seeking feedback to be distributed to all staff by 18 October. Feedback from this will inform phase two activities.

2019-20 Councillor Expenses - 1 July 2019 - 30 September 2019

Councillor	Travel	Mobile phone & iPads	Training & Professional Development	Conferences & Forums	Reimbursement of Expenses	Total
Cr Daniel Mackrell	\$ -	\$ 86	\$ 1,590	\$ -	\$ -	\$ 1,675
Cr Kristen Munro	\$ -	\$ 89	\$ -	\$ -	\$ -	\$ 89
Cr Vicki Neele	\$ 1,228	\$ 89	\$ -	\$ -	\$ -	\$ 1,317
Cr Neil Pankhurst	\$ 486	\$ 26	\$ 70	\$ -	\$ -	\$ 582
Cr Leanne Pentreath	\$ -	\$ 26	\$ -	\$ -	\$ -	\$ 26
Cr Annie Vickers	\$ 444	\$ 63	\$ 534	\$ -	\$ -	\$ 1,041
Cr Adrian Weston	\$ 6,225	\$ 89	\$ -	\$ 455	\$ -	\$ 6,769
Cr Leigh Wilson	\$ 1,610	\$ 26	\$ 547	\$ 253	\$ -	\$ 2,436
Cr John Zobec	\$ 1,089	\$ 64	\$ -	\$ -	\$ -	\$ 1,153
Total	\$ 11,081	\$ 559	\$ 2,740	\$ 707	\$ -	\$ 15,088
						grand total

Note: The Mayor and Councillors are entitled to an annual allowance as set out in Section 74 of the Local Government Act 1989. The annual allowances are reviewed and determined by Council following the general Council election and are then reviewed annually by the Minister for Local Government. Effective from 1 December 2018 the annual allowance for the Mayor of Campaspe Shire Council is \$79,612 and for all other Councillors is \$25,730. The amount equivalent to the superannuation guarantee under Commonwealth taxation legislation (currently 9.5 percent) is payable in addition to these amounts.



Audit and Risk Committee Minutes

CONTENTS

1. PRESENT AND APOLOGIES	1
2. DECLARATIONS.....	1
3. CHARTER OF HUMAN RIGHTS.....	2
4. ADOPTION OF PREVIOUS MINUTES	2
5. QUARTERLY FINANCIAL REPORT (AILSA BOX, FINANCE MANAGER).....	2
6. SUMMARY OF ACTIONS FROM AUDIT AND RISK COMMITTEE.....	4
7. CSC STRATEGIC RISK REGISTER	5
8. INTERNAL AUDIT PROGRAM STATUS UPDATE (BRAD EAD, AFS).....	5
9. MINOR PLANT & EQUIPMENT STOCK COUNTS (AILSA BOX, FINANCE MANAGER)	5
10. INVESTMENT PORTFOLIO UPDATE.....	5
11. EXTERNAL AUDIT WORK PLAN (FLEUR COUSINS, GENERAL MANAGER)	6
12. OUTSTANDING INTERNAL AUDIT ACTIONS	6
13. MEMBER RECRUITMENT.....	6
14. FOR INFORMATION	6
15. ADMINISTRATION	6
16. NEXT MEETING	7
17. CLOSURE.....	7

Minutes

For the Audit and Risk Committee meeting held on 23 October 2019, commencing at 12.00pm in the Function Room, Echuca Civic Centre.

1. PRESENT AND APOLOGIES

<u>Members:</u>	Mike Bennett, Wayne Jenkin, Linda MacRae, Cr John Zobec, Cr Leanne Pentreath
<u>Affiliate Member:</u>	Ray Warren
<u>Officers:</u>	Declan Moore (Chief Executive Officer), Fleur Cousins (General Manager Corporate Services), Ailsa Box (Finance Manager), Jason Deller (General Manager Infrastructure Services), Donna Standfast (Executive Assistant Corporate Services)
<u>Internal Auditor:</u>	Brad Ead (AFS & Associates)
<u>External Auditor:</u>	Nil
<u>Apologies:</u>	Nil
<u>Guests:</u>	Nil

2. DECLARATIONS

General Declarations

- Has the work of the internal/external audit been obstructed in any way?

Both the internal and external auditors advised that they had not been obstructed in any way.

- Are there any matters such as breaches of legislation or practices that need to be brought to the attention of the Committee?

A matter was reported by the CEO and General Manager Corporate Services to the Committee in confidence and in the presence of Committee Members only.

Disclosure of conflict of interest.

Section 79(1) of the *Local Government Act 1989* provides that:

If a Councillor or member of a special committee has a conflict of interest in any contract or proposed contract with the Council, or in any other matter in which the Council is concerned which is to be, or is likely to be, considered or discussed at a meeting of the Council or a special committee, the Councillor or member of the special committee must –

- If he or she intends to be present at the meeting, disclose the nature of the conflict of interest immediately before the consideration or discussion; or
- If he or she does not intend to be present at the meeting, disclose the nature of the conflict of interest to the Chief Executive Officer or the Chairperson of the special committee at any time before the meeting is held.

Wayne Jenkin advised that his company continues to hold term deposits on behalf of the Campaspe Shire Council.

The Chair accepted the information and advised that there were no identified conflicts of interest for this meeting.

Minutes

3. CHARTER OF HUMAN RIGHTS

All reports have been considered and comply with the Human Rights and Responsibilities contained in the Victorian Charter of Human Rights and Responsibilities Act 2006. Where any report requires an impact assessment, this will be included in the individual report.

4. ADOPTION OF PREVIOUS MINUTES

MOVED JENKIN/MACRAE

That the draft minutes of the meeting held on 4 September 2019 be endorsed as an accurate and true record (Attachment 4.1).

CARRIED

5. QUARTERLY FINANCIAL REPORT (Ailsa Box, Finance Manager)

1. Purpose

To present the financial position of Council for the quarter ended September 2019.

2. Recommendation

MOVED JENKIN/PENTREATH

That the Audit and Risk Committee note the position of Council for the quarter ended September 2019 and refer the financial reports to the next ordinary meeting of Council.

CARRIED

3. Background

The *Local Government Act 1989* s138(1) requires that a statement comparing budgeted revenue and expenditure for the financial year with actual revenue and expenditure year to date is presented to the Council at a Council meeting which is open to the public.

Officers have chosen to provide additional quarterly reports to those required by the Local Government Act in order to provide a better understanding of Council's financial position and performance.

4. Discussion

A pack of the financial statements is included and contains:

Income Statement	Comparison of 2019/20 budget, 2019/20 actuals and 2018/19 actuals for the three months ended 30 September 2019.
------------------	---

Minutes

Balance Sheet	Comparison of 2019/20 budget, 2019/20 actuals and 2018/19 actuals for the three months ended 30 September 2019.
Cash Flow Statement	Comparison of 2019/20 budget, 2019/20 actuals and 2018/19 actuals for the three months ended 30 September 2019.
Statement of Capital Works	Comparison of 2019/20 budget, 2019/20 actuals and 2018/19 actuals for the three months ended 30 September 2019.

Income Statement

The major variations to budget for the three months ended 30 September 2019 are:

- Increased rate income raised due to the supplementary rates being processed for new properties and works on existing properties which increases the property valuation used to calculate rates, these changes occur after the budget has been set.
- Increased user fees have been generated in the first quarter mainly as a result of quarry rock sales, the sale of rock is dependent on the weather and is not expected to continue at the current rate through the remainder of the year.
- Materials and services costs are favourable due to timing of work programs and their associated spend, however service delivery is on track.

Capital Works Statement

The following comparisons can be made with reference to Statement of Capital works:

- Aerodrome projects have been put on hold while a master plan is developed for the area.
- Annual programs of works for drainage and footpaths are ahead of schedule due to better planning being undertaken in the latter months of the prior year to enable works to commence earlier than has been the case in past years.
- Additional investigation work is being done prior to the renewal of irrigation systems across the Shire's parks and gardens around the use of mains or bore water for irrigation.

5. Attachments

5.1 Quarterly Report

Minutes

6. SUMMARY OF ACTIONS FROM AUDIT AND RISK COMMITTEE

	MEETING DATE	ACTIONS	WHOM	COMMENT	STATUS
7.	15 May 2019	Confirmation that the Minor Plant & Equipment stock counts have been completed to be forwarded to Committee members	Finance Manager	Stocktakes of large plant were undertaken in July, and small plant and equipment was commenced. Results of the stocktakes are currently being collated. Further work is required to establish a baseline for small plant and equipment and the scheduling of annual stocktakes	Closed
10.	15 May 2019	That clarification of Council's overall compliance with the ESM requirements be obtained, and Committee members advised on this via email. If this information is not readily available, a further Compliance Report is to be presented at the September or December Audit and Risk Committee meeting.	General Manager Corporate Services/Infrastructure Services General Manager	A further Compliance Report will be presented to the Committee at the October 2019 meeting.	Closed
11	23 October 2019	An update to be provided on how many policies are to go to the Committee. This will be reported at the December Audit and Risk Committee meeting	General Manager Corporate Services		Open

Minutes

7. CSC STRATEGIC RISK REGISTER

EMG completed its Quarter 3 Review of the Strategic Risk Register and provided updates to the outstanding actions for risks with a High or Extreme residual rating. EMG will continue to monitor the action plan from the Strategic Risk Register in accordance with their risk management responsibilities outlined in the Risk Management Strategy 2017-2021 and established procedures. Refer Attachment 7.1 CSC Strategic Risk Register and 7.2 Strategic Risk Action Plan.

New or Emerging Risks

As part of the Strategic Risk Process, there is an opportunity to identify new or emerging risks. At the Quarter 3 Review, the Regulatory and Community Services General Manager raised some challenges within the current waste management environment for Local Government that may present an increased risk exposure for council. EMG agreed the Regulatory and Community Services General Manager would review any relevant existing risks and provide a recommendation for any changes or propose any new risks to the Strategic Risk Register at the Quarter 4 Review.

Subsequently, the Corporate Services General Manager has also proposed EMG re-visit the existing risks in relation to Asset Management at the next review. This is to ensure that the different elements and exposures related to this part of Council's business are accurately captured in existing risks or whether any new risks need to be added to the Strategic Risk Register.

Recommendation

MOVED MACRAE/ZOBEC

That the Audit and Risk Committee note the CSC Strategic Risk Register.

CARRIED

8. INTERNAL AUDIT PROGRAM STATUS UPDATE (BRAD EAD, AFS)

To provide the Audit and Risk Committee with an update of the Internal Audit Program status (Attachment 8.1).

9. MINOR PLANT & EQUIPMENT STOCK COUNTS (AILSA BOX, FINANCE MANAGER)

The stocktake was undertaken in July, the results are currently being collated. Further work is required to establish baseline validation for future scheduled annual stocktakes. The expected completion date for this work is December 2019.

Discussion: Stocktake now completed. A master list is currently being compiled. Moving forward, adhoc stocktakes will take place annually.

10. INVESTMENT PORTFOLIO UPDATE

The below advice has been received from Curve Securities regarding the rating of Rabobank Australia. Council holds two long term investments with this bank, one maturing in 2022 and one in 2024, these investments were taken out in 2018 and February 2019 with interest rates of 3.17% and 3.18% prior to the below advice being received. Total investment value is \$4.00 million.

"Moody's lists Rabobank Australia as having a rating of P1 short term and Aa3 long term. This is the same credit rating as the major banks. Through further investigation however we have confirmed with Moody's that this only relates to deposits originally placed with Rabobank Australia prior to 1st May 2015. Deposits originally placed prior to this date, even if they are subsequently rolled, are guaranteed by the parent and so take the parents rating.

Minutes

The conclusion therefore is that deposits with an original deposit date of 1st of May 2015 or after are unrated. This however is not a reflection of the standing of Rabobank Australia. It is due to a commercial decision not to pay for a rating as it's not required for their funding. Ratings can no longer be communicated to retail investors and this is where they source the majority of their deposit funds. Any wholesale issuance that requires a rating is through the Sydney Branch of the parent and their rating is for S&P A1 short term and A+ long term and for Moody's P1 / Aa3.

For your reference Rabobank New Zealand has a credit rating from Moody's of A1 ST and A LT.

As you have Rabobank Australia deposits options are to use the parent's rating – as indicated through the Sydney Branch above or leave the deposit in your portfolio (grandfather it) on the basis of the high standing of the Rabobank group. If due to the lack of rating you are required to break the deposit Rabobank have indicated they will work with those clients and there is unlikely to be a break fee. Please bear in mind though that these funds have been invested for fixed terms at rates significantly higher than market rates now. These released funds would be reinvested at significantly lower rates.

If you are a Curve Portfolio Manager user this change in rating will be reflected in the portal and reports until further notice. (Curve Securities, Sept 2019)"

11. EXTERNAL AUDIT WORK PLAN (FLEUR COUSINS, GENERAL MANAGER)

Further to the Audit Committee recommendation to Council, Council resolved to authorise the CEO to develop a work plan and allocate the necessary resources to ensure the work plan is fully implemented.

In addition, Council resolved to have the work plan reported to the Audit and Risk Committee at each of its subsequent meetings. Attached is the work plan that has been developed and a current status of actions. (Attachment 11.1).

Discussion: An update to be provided on how many policies are to go to the Committee. This will be reported at the December Audit and Risk Committee meeting.

12. OUTSTANDING INTERNAL AUDIT ACTIONS

The Outstanding Internal Audit Actions will not be presented to the Committee at this meeting as there has been no change since the previous meeting. All closed items will be audited on 11-12 November and a Past Issues Review will be provided once to hand.

13. MEMBER RECRUITMENT

The process for member recruitment of one full member and one affiliate member has now commenced and the closing date for applications is 11 November 2019. The selection panel have been notified of potential interview times.

14. FOR INFORMATION

AFS Quarterly Update - Attachment 14.1

15. ADMINISTRATION

Audit and Risk Committee Chair will attend the Council Briefing Session Tuesday 19 November 2019 at 1.00pm.

Minutes

16. NEXT MEETING

The next meeting of the Audit and Risk Committee to be held on Wednesday 11 December 2019 at 12 noon in the Function Room, Echuca Headquarters.

1.17pm **Ailsa Box, Donna Standfast, Jason Deller left the meeting for a confidential matter to be raised with the members of the Audit and Risk Committee meeting, refer item 2.2.**

17. CLOSURE

Meeting closed at 1.33pm



Audit and Risk Committee Minutes

CONTENTS

1. PRESENT AND APOLOGIES	1
2. DECLARATIONS	1
3. CHARTER OF HUMAN RIGHTS	2
4. ADOPTION OF PREVIOUS MINUTES	2
5. ANNUAL FINANCIAL STATEMENTS AND PERFORMANCE REPORT (AILSA BOX, FINANCE MANAGER)	2
6. DEFINED BENEFIT SUPERANNUATION (VBI) UPDATE (AILSA BOX, FINANCE MANAGER)	4
7. REVISED ACCOUNTING STANDARDS (AILSA BOX, FINANCE MANAGER)	5
8. INTERNAL AUDIT REPORTS (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)	6
9. UPDATE OF OUTSTANDING AUDIT ACTIONS REGISTER (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)	8
10. AUDIT AND RISK COMMITTEE ANNUAL REPORT 2018-19 (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)	9
11. PROTECTED DISCLOSURES PROCEDURE (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)	10
12. AUDIT AND RISK COMMITTEE WORK PLAN (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)	11
13. SUMMARY OF ACTIONS FROM AUDIT AND RISK COMMITTEE	12
14. CSC STRATEGIC RISK REGISTER	13
15. INTERNAL AUDIT PROGRAM STATUS UPDATE (BRAD EAD, AFS)	13
16. AUDIT AND RISK COMMITTEE MEMBERSHIP	13
17. FOR INFORMATION	14
18. ADMINISTRATION	14
19. NEXT MEETING	14
20. MEETING WITHOUT MANAGEMENT - EXTERNAL AUDITOR	14
21. MEETING WITHOUT MANAGEMENT - INTERNAL AUDITOR	14
22. CLOSURE	14

Minutes

For the Audit and Risk Committee meeting held on 4 September 2019, commencing at 12.00pm in the Function Room, Echuca Civic Centre.

1. PRESENT AND APOLOGIES

<u>Members:</u>	Michael Bennett, Wayne Jenkin, Linda MacRae, Cr John Zobec, Cr Leanne Pentreath
<u>Affiliate Member:</u>	Ray Warren
<u>Officers:</u>	Fleur Cousins (General Manager Corporate Services), Ailsa Box (Finance Manager), Rebecca Burns (Governance Support Officer)
<u>Internal Auditor:</u>	Brad Ead (AFS & Associates)
<u>External Auditor:</u>	Ryan Schiscka (Johnsons MME)
<u>Apologies:</u>	Ray Burton (Acting Chief Executive Officer), Donna Standfast (Corporate Support Executive Assistant)
<u>Guests:</u>	Adrian Weston (Mayor) - Ex-officio member

2. DECLARATIONS

General Declarations

1. Has the work of the internal/external audit been obstructed in any way?

Both the internal and external auditors advised that they had not been obstructed in any way.

2. Are there any matters such as breaches of legislation or practices that need to be brought to the attention of the Committee?

There were no matters raised by Committee members or officers in attendance.

Disclosure of conflict of interest.

Section 79(1) of the *Local Government Act 1989* provides that:

If a Councillor or member of a special committee has a conflict of interest in any contract or proposed contract with the Council, or in any other matter in which the Council is concerned which is to be, or is likely to be, considered or discussed at a meeting of the Council or a special committee, the Councillor or member of the special committee must –

- (a) If he or she intends to be present at the meeting, disclose the nature of the conflict of interest immediately before the consideration or discussion; or
- (b) If he or she does not intend to be present at the meeting, disclose the nature of the conflict of interest to the Chief Executive Officer or the Chairperson of the special committee at any time before the meeting is held.

Wayne Jenkin advised that his company continues to hold term deposits on behalf of the Campaspe Shire Council.

The Chair accepted the information and advised that there were no identified conflicts of interest for this meeting.

Minutes

3. CHARTER OF HUMAN RIGHTS

All reports have been considered and comply with the Human Rights and Responsibilities contained in the Victorian Charter of Human Rights and Responsibilities Act 2006. Where any report requires an impact assessment, this will be included in the individual report.

4. ADOPTION OF PREVIOUS MINUTES

Moved: Cr Leanne Pentreath /Seconded: Wayne Jenkin

That the draft minutes of the meeting held on 15 May 2019 be endorsed as an accurate and true record (Attachment 4.1).

CARRIED

5. ANNUAL FINANCIAL STATEMENTS AND PERFORMANCE REPORT (AILSA BOX, FINANCE MANAGER)

1. Purpose

To provide the Audit Committee with the Financial Statements and Performance Statement for the year ended 30 June 2019 for consideration prior to the Council considering the Statements.

2. Recommendation

Moved: Michael Bennett / Seconded: Wayne Jenkin

That the Financial Statements and Performance Statement be referred to Council for adoption on 17 September 2019, subject to feedback from the Victorian Auditor-General's Office (VAGO).

CARRIED

Discussion: Following the overview provided by Ryan Schiscka (Johnsons MME) and consideration of the annual Financial Statements and Performance Statement, the Draft Final Management Letter and the Closing Report, the Audit and Risk Committee determined additional recommendations be provided to Council.

Moved: Linda MacRae / Second Wayne Jenkin

That the Audit and Risk Committee;

- 1. Recommend to Council that it considers engaging additional resources to be allocated for the implementation and achievement of a workplan to satisfy the findings outlined in the Draft Final Management Letter for the year ended 30 June 2019.**
- 2. Be provided with a status report at each meeting on progress of the workplan implementation.**

CARRIED

3. Background

Minutes

The Victorian Auditor-General appoints a contractor to provide auditing services to Councils.

Draft Financial Statement (Attachment 5.1), Performance Statement (Attachment 5.2), Final Management Letter (Attachment 5.3) and Draft Closing Report (Attachment 5.4)

JohnsonsMME is the Auditor General's contractor for Council.

Under Sections 131(7) and 131(8) of the Local Government Act 1989, Council cannot submit its financial or performance statements to the Auditor-General until Council has signed them off.

Council must pass two resolutions, the first gives 'in principle' approval for the financial statements and performance statements and the second authorises two councillors, on behalf of the Council, to certify the statements once amendments or changes requested by the Auditor-General have been made.

The Department of Environment Water Land & Planning structure suggests the following process:

- The Audit Committee reviews the draft financial report and performance statement and makes any required changes.
- Council formally meet to review the draft financial statements and performance statement. Council is required to pass a resolution giving its 'in principle approval' to the statements and to authorise two specific councillors to sign the 'statements' in their final form before they can be forwarded to the Auditor-General for final sign off.
- The statements and other documentation are provided to the audit contractor who forwards them to the Auditor-General.
- The Auditor-General reviews the statements and other documentation, and requests changes where appropriate.
- The Principal Accounting Officer considers the Auditor-General's changes and incorporates them into the statements as agreed.
- The authorised Councillors, CEO and Principal Accounting Officer sign off the financial statements and submit a final signed copy of the statements to the Auditor-General.

The Auditor-General then issues the audit report for both the Financial Statements and the Performance Statement.

4. Discussion

Council's external auditors have worked with Officers to ensure the statements accurately reflect Council's financial position.

The financial and performance statements have been forwarded to VAGO and are subject to their final review. The Financial Statements form an important part of the Council Financial Report which must be provided to the Minister for Local Government by 30 September 2019

5. Attachments

- 5.1 Draft Financial Statement
- 5.2 Performance Statement
- 5.3 Final Management Letter
- 5.4 Draft Closing Report

Minutes

6. DEFINED BENEFIT SUPERANNUATION (VBI) UPDATE (AILSA BOX, FINANCE MANAGER)

1. Purpose

To update the Audit and Risk Committee on the Defined Benefit Superannuation Vested Benefit Index (VBI).

2. Recommendation

Moved: Wayne Jenkin / Seconded: Linda MacRae

That the Audit and Risk Committee note the report.

CARRIED

3. Background

Local Authorities Superannuation fund (Defined Benefit Plan) has to ensure that the Defined Benefit Plan is fully funded.

Since the large calls made on the local government sector in 2012 the Australian Prudential Regulation Authority (APRA) have made changes to Superannuation Prudential Standard 160 (SPS 160). SPS 160 requires the fund to carry out an actuarial review on a regular basis. The review is to ascertain what the Vested Benefit Index (VBI) is at a given time. During a review the VBI must be 100% or above.

The Local Authorities Superannuation fund carries out a review at least quarterly, sometimes daily during high market volatility. The findings of these review are communicated to council.

4. Discussion

Local Authorities Superannuation fund (Defined Benefit Plan) – VBI update (Attachment 6.1).

The VBI at the 30 June 2019 was 107.1% which satisfies APRA's SPS 160.

Therefore there is no action required by the fund to restore the fund to a VBI of 100%.

5. Attachments

6.1 VBI update

Minutes

7. REVISED ACCOUNTING STANDARDS (AILSA BOX, FINANCE MANAGER)

1. Purpose

To advise the Audit and Risk Committee of the impact of new Accounting Standards effective 1 July 2019

2. Recommendation

Moved: Cr John Zobec / Seconded: Wayne Jenkin

That the audit and risk committee note impact of the new accounting standards.

CARRIED

3. Background

Four accounting standards have been revised and take effect for Victorian councils from the 1 July 2019. The revised standards are;

AASB 9 – Financial Instruments

AASB 15 – Revenue from Contracts with Customers

AASB 16 – Leases

AASB 1058 – Income of Non-for-Profit Entities

The key changes and estimated impact to council are detailed in Attachment 7.1

4. Attachments

7.1 Accounting Standards Effective 1 July 2019

Minutes

8. INTERNAL AUDIT REPORTS (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)

1. Purpose

The purpose of this report is to present two internal audit reports that have been completed by Council's Internal Auditor, AFS & Associates.

2. Recommendation

Moved: Cr Leanne Pentreath / Seconded: Wayne Jenkin

That the Audit and Risk Committee;

- 1. Note the completed Internal Audit Reports on Payroll and Contract Management and commence reporting on the agreed management actions; and**
- 2. Note that no actions were sought to be closed out at the most recent Past Issues Review as at 14 May 2019.**

CARRIED

3. Background

As part of the endorsed Internal Audit Program, Council's Internal Auditor conducted two internal audits in May and June 2019. The audits focussed on:

Payroll

The scope of the Payroll internal audit included:

- Confirming adequacy of policies and procedures
- Reviewing and testing the internal control environment in relation to payroll, from the point of employee data entry on commencement, confirming, authorising and entering employee time (where relevant) through to the payment of payroll.
- Assessing segregation of duties across the payroll processes.
- Confirming security over personnel files.
- Testing controls and procedures for staff additions and terminations, specifically examining the accuracy of data entry for payroll purposes and the retention of payroll documentation.
- Confirming controls over changes to employee details.
- Confirming controls over approving additional hours, overtime and higher duties.
- Confirming controls over leave taken and leave balances.
- Confirming pay is accurately calculated and recorded, performing sample testing to confirm pays occur in accordance with individual pay rates.
- Confirming the adequacy of payroll reporting including the generation and review of Masterfile changes.
- Ensure accuracy of pays and tax withheld.
- Conduct data mining to identify fraud or errors across the payroll employee data population.
- Identify if employees with same bank accounts exist and ensure legitimate.
- Cross match employee bank accounts to accounts payable bank accounts and ensure any payments are legitimate and approved.
- Confirming if payment made outside the normal pay run are appropriately processed and approved.

Contract Management

The scope of the Contract Management internal audit included:

Minutes

- An assessment of the contract management framework against a best practice guide (ie. ANAO, MAV)
- Ensuring quality assurance over contract management exists.
- Evaluating contract for the use of performance indicators and monitoring.
- Evaluating the contract register, including the monitoring for contract currency and processes for communication to responsible owners the need for procurement processes to commence.
- Review the application of contracting and contract management for major suppliers and contracts.
- Testing a sample of contracts to ensure compliance with policies and procedures.
- Review of the processes for managing risks associated with the following:
 - Contract variations
 - Contract dispute management
 - Contract monitoring and reporting
 - Payment claim processes and matching to original contract and subsequent variations
- Ensuring quality assurance over contract management exists from the point of initiation and development through to performance/delivery confirmation and payment.

Past Issues Review

No further actions were taken to address previous recommendations.

4. Discussion

The two internal audit reports provide detailed information on the outcomes of both internal audits, the following summary is provided:

Payroll

Of the 17 areas observed during the audit, 14 areas have been deemed 'managed', 2 areas assessed as 'minor' risks and 1 area assessed as a 'moderate' risk. As will be seen in the management responses, the moderate risk, after further investigation, has been addressed and is recommended for closure.

Contract Management

Of the 15 observation areas considered during the audit, 6 areas were deemed 'managed', 5 areas assessed as 'moderate' risks and 4 areas assessed as 'minor' risks. In addition to this one opportunity was identified.

Past Issues Review

Due to the timing of the last meeting coinciding with the timing of the Internal Auditors being onsite to conduct the past issues review, no items were available for presentation to close out. Therefore, it is recommended the Committee note that as at the 14 May 2019, no actions were sought to be closed.

5. Attachments

8.1 Payroll FINAL

8.2 Contract Management FINAL

8.3 Past Issues Review

Minutes

9. UPDATE OF OUTSTANDING AUDIT ACTIONS REGISTER (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)

1. Purpose

To provide a management update as to agreed management actions against risks from Internal Audit reports

2. Recommendation

Moved: Wayne Jenkin / Seconded: Linda MacRae

That the report be noted and any closed Management Actions and revised action dates be endorsed.

CARRIED

5. Attachments

9.1 Outstanding Audit Actions Register

Minutes

10. **AUDIT AND RISK COMMITTEE ANNUAL REPORT 2018-19** **(FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)**

1. **Purpose**

To present a copy of the Audit and Risk Committee Annual Report 2018-19.

2. **Recommendation**

Moved: Cr John Zobec / Seconded: Linda MacRae

That the report be endorsed for presentation to the next available Council meeting and that Council notes the significant number of outstanding actions that have been addressed.

CARRIED

3. **Background**

The Audit and Risk Committee Charter requires that an annual report be prepared by the Committee for presentation to Council highlighting the achievements and areas of focus of the Committee during the financial year.

This report seeks to highlight the internal audit program that has been completed during the year and the summary of findings of each of the audits along with any other specific areas of focus for the Committee. This is the second annual report for the Audit and Risk Committee and is provided as a draft for consideration and feedback from Committee members prior to the report being presented to a Council meeting.

5. **Attachments**

10.1 Audit and Risk Committee Annual Report

Minutes

11. PROTECTED DISCLOSURES PROCEDURE (FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)

1. Purpose

To provide the Audit and Risk Committee an opportunity to review the Protected Disclosures Procedure and make comment prior to it being referred to Council for adoption.

2. Recommendation

Moved: Wayne Jenkin / Seconded: Cr John Zobec

That the draft Protected Disclosures Procedure be referred to Council for approval.

CARRIED

3. Background

In accordance with the Protected Disclosures Act 2012, Council is required to establish and publish a procedure as to the assessment and management of any disclosures made under the legislation. The procedure must align with the Guidelines of the Independent Broad-based Anti-Corruption Commission (IBAC).

4. Discussion

The draft Protected Disclosure Procedure has been drafted with the assistance of an external agency called FOI Solutions, to ensure the procedure meets the requirements of the legislation and Guidelines issued by IBAC. The nature of protected disclosures is complicated and sensitive, therefore it is essential that the procedure provides sufficient guidance to meet all of the requirements.

To gain further understanding and awareness of the legislative environment along with the requirements of the draft policy, FOI Solutions also provided training to officers referred to in the procedure as having a specific role and this training was extended to members of the Executive Management Group.

This procedure when considered and approved by Council will replace the current procedure that is available on Council's website.

The draft procedure has been reviewed by the Executive Management Group in August 2019 and is scheduled for discussion as part of a broader policy and procedure review topic at the Councillor Briefing on 3 September 2019.

Feedback from both Councillors and the Audit and Risk Committee will be included in the final version for presentation to Council for adoption. The procedure is recommended it be reviewed again in two years.

At the time of preparing the draft procedure, Council officers have been informed that the Victorian Parliament has passed new legislation that will make some changes to the Victorian integrity system and come the 1 January 2020 changes will be introduced to the Protected Disclosure Act 2012, replacing existing 'protected disclosures' arrangements with 'public interest disclosures'. As more information becomes available it is anticipated that the draft procedure will need to be further updated.

5. Attachments

11.1 Protected Disclosure Procedure - DRAFT

Minutes

12. **AUDIT AND RISK COMMITTEE WORK PLAN** **(FLEUR COUSINS, GENERAL MANAGER CORPORATE SERVICES)**

1. **Purpose**

To provide an annual Audit and Risk Committee Work Plan that sets out the various reports for consideration and the proposed meeting that they will be considered.

2. **Recommendation**

Moved: Michael Bennett / Seconded: Wayne Jenkin

That the Audit and Risk Committee agree the Annual Work Plan

CARRIED

3. **Background**

The introduction of this work plan provides forward notice of upcoming discussion items and ensures the responsibilities of the Internal Audit Committee, as outlined in the Charter, are programmed over the course of the year's meetings.

4. **Discussion**

This Work Plan will allow for consistency and a natural flow of information and recommendations from the Audit and Risk Committee to Council in a timely manner.

5. **Attachments**

Attachment 12.1 Audit and Risk Committee Annual Work Plan

Minutes

13. SUMMARY OF ACTIONS FROM AUDIT AND RISK COMMITTEE

	MEETING DATE	ACTIONS	WHOM	COMMENT	STATUS
4.	15 May 2019	Long Term Financial Plan to be distributed to members	Finance Manager	Email sent 21/06/2019 providing copy of the LTFP.	Closed
6.	15 May 2019	The Mid Year Budget Review 2018/19, outlining the year end forecast that was presented to Council at the February 2019 Council meeting be distributed to all Committee Members.	Finance Manager	Email sent 21/06/2019 providing a link to the mid year budget review and forecast for year end.	Closed
7.	15 May 2019	Confirmation that the Minor Plant & Equipment stock counts have been completed to be forwarded to Committee members	Finance Manager	Stocktakes of large plant were undertaken in July, and small plant and equipment was commenced. Results of the stocktakes are currently being collated. Further work is required to establish a baseline for small plant and equipment and the scheduling of annual stocktakes	Open
10.	15 May 2019	That clarification of Council's overall compliance with the ESM requirements be obtained, and Committee members advised on this via email. If this information is not readily available, a further Compliance Report is to be presented at the September or December Audit and Risk Committee meeting.	General Manager Corporate Services/Infrastructure Services General Manager	A further Compliance Report will be presented to the Committee at the October 2019 meeting.	Open
11.	15 May 2019	Further clarity to be added to Item 7(d) and Item 9 of the Fraud Procedure	General Manager Corporate Services	Wording updated and included in version presented to	Closed

Minutes

				Council for adoption. Council approved the Fraud Policy and Fraud Minimisation and Reporting Procedure on 25 June 2019.	
--	--	--	--	--	--

14. CSC STRATEGIC RISK REGISTER

EMG completed its Quarter 1 and Quarter 2 Reviews of the Strategic Risk Register and confirmed all outstanding actions have a responsible officer and due date for completion. EMG will continue to monitor the action plan from the Strategic Risk Register in accordance with their risk management responsibilities outlined in the Risk Management Strategy 2017-2021 and established procedures. Refer Attachment 15.1 CSC Strategic Risk Register.

Recommendation

Moved: Mike Bennett / Seconded: Cr Leanne Pentreath

That the Audit and Risk Committee note the CSC Strategic Risk Action Plan.

CARRIED

15. INTERNAL AUDIT PROGRAM STATUS UPDATE (BRAD EAD, AFS)

To provide the Audit and Risk Committee with an update of the Internal Audit Program status (Attachment 15.1).

16. AUDIT AND RISK COMMITTEE MEMBERSHIP

External full committee member, Mr Wayne Jenkin, is due to conclude his current term of appointment in December 2019. Mr Jenkin has been a member of the Committee since December 2011, the conclusion of his current term will see him reach the maximum time of 8 consecutive years allowable under the Committee's Charter.

External affiliate member, Mr Ray Warren, was appointed by Council in April 2019 for a term ending in December 2019.

Due to the conclusion of these two committee member terms, the positions fall vacant and Council officers will need to commence a recruitment process to ensure Council can appoint new members to the positions in readiness for the first meeting of 2020.

Mr Warren is eligible to re-apply for either the external full member or external affiliate member position.

In order to commence the recruitment process, a selection panel comprising one external Audit and Risk Committee member and one Councillor from the Audit and Risk Committee along with the Chief Executive Officer is to be formed.

Minutes

Recommendation

Moved: Michael Bennett / Seconded: Cr John Zobec

That, subject to availability, Wayne Jenkin being an external member of the Audit and Risk Committee and Cr Leanne Pentreath being a councillor appointed to the Audit and Risk Committee be endorsed to form the recruitment selection panel along with the Chief Executive Officer and to commence the recruitment process for one external full member and one external affiliate member as outlined in the Audit and Risk Committee Charter.

CARRIED

17. FOR INFORMATION

- AFS Quarterly Update - Attachment 17.1

18. ADMINISTRATION

Audit and Risk Committee Chair will attend the Council Briefing Session Tuesday 17 September 2019 at 12.30pm.

19. NEXT MEETING

The next meeting of the Audit and Risk Committee to be held on Wednesday 23 October 2019 at 12 noon in the Function Room, Echuca Headquarters.

The meeting closed at 2:15pm at which time the Audit and Risk Committee members met with both the External and Internal Auditors without management.

20. MEETING WITHOUT MANAGEMENT - EXTERNAL AUDITOR

21. MEETING WITHOUT MANAGEMENT - INTERNAL AUDITOR

22. CLOSURE

The meeting concluded at 2:30pm.

Campaspe Shire Council

INCOME STATEMENT

For the period ended 30 September 2019

	Notes	<i>Actuals</i> 3 mths ended 30 Sept 2019 \$'000	<i>Budget</i> 3 mths ended 30 Sept 2019 \$'000	<i>Actuals</i> 3 mths ended 30 Sept 2018 \$'000	<i>Variances</i> <i>Actual v Bgt</i> \$'000 %		<i>Budget</i> <i>Full Year</i> 2019/20 \$'000
Revenue							
Rates income	Note 1	43,712	43,590	41,959	122	0.28	43,590
Grants commission		1,485	1,481	1,449	4	0.25	11,848
Other recurrent grants	Note 2	1,167	1,199	1,217	(32)	(2.66)	3,883
Non-recurrent grants	Note 3	1,806	1,646	260	160	9.73	3,598
User fees	Note 4	4,534	4,087	3,849	447	10.93	17,582
Interest	Note 5	422	268	391	154	57.45	1,328
Total revenue		53,125	52,271	49,125	855	1.63	81,829
Expenses							
Employee benefits	Note 6	7,103	7,182	6,816	79	1.10	32,438
Materials and services	Note 7	5,106	7,587	5,442	2,481	32.70	26,094
Depreciation and amortisation	Note 8	4,580	4,750	4,606	170	3.57	19,008
Finance costs	Note 9	48	63	67	15	23.37	252
Total expenses		16,838	19,581	16,931	2,744	14.01	77,792
Net gain (loss) on disposal of plant and equipment	Note 10	35	80	389	(45)	(56.25)	(756)
Surplus (deficit) for the year		36,323	32,770	32,583	3,553	11	3,281

Note 1 - Increase in rate income raised is due to supplementary rates being brought into the system between the budget being set and the rates being raised for 2019/20.

Note 2 - The variance is due to the timing of receipt of the Grant income compared to when it was budgeted to be received. The exact timing is difficult to predict when setting the budget, it will balance out over the year.

Note 3 - A favourable variance is the result of Council being required to auspice the Murray Darling grant funding that was received by the Rochester Caravan Park, these funds will then be transferred to the committee as the project is completed, \$270k has been received to date, this grant was not budgeted. The Roadside weeds grant, \$75, was not budgeted due to uncertainty around the continuity of this program, the grant will be offset by an equal expense as the funds are fully expended in the year received. A grant has been received for Innovative Regional Asset Management as part of the State Government F.A.S.T grant program, \$67.5, this was not part of the budget.

This is being offset by Council no longer auspicng the L2P grant, \$57K, is now paid direct to the organisation that provides the service, this change occurred after the budget had been finalised and timing of receipt of capital grants, \$222. Also the grant for Emergency Management has not yet been received, \$30k.

Campaspe Shire Council

INCOME STATEMENT

For the period ended 30 September 2019

Note 4 - Quarry sales are greater than budget by \$213, this level of sales is not expected to continue through the remainder of the year, sales are dependent on weather conditions.

Admissions and merchandise sales at the Discovery Centre are greater than budget by \$25k, Echuca Paddlesteamers is being impacted by the Pevensey being unavailable due to maintenance requirements and sales are under budget by \$42k, this will impact on the remainder of the year.

Planning fees are greater than budget by \$105k, this is a result of applications related to renewable energy.

Water sales are \$55k greater than budgeted and an insurance claim for a written off piece of plant was received, \$91k.

Note 5 - A number of investments are still earning reasonable interest rates as they were taken out prior to rates falling, as current investments mature the rates for reinvestment are not favourable and it is possible that the budgeted income will not be achieved.

Note 6 - A small number of vacancies have resulted in a saving in employee expenses.

Note 7 - Waste contractor invoices are yet to be received for kerbside bin collection year to date due to invoicing issues being experienced by the contractor, \$721k.

Invoices for tree maintenance works have not yet been received, \$160k.

Plant and fleet maintenance and fuel costs under budget by \$264k, there may be permanent savings on fuel cost dependent on what occurs in the world oil market but the maintenance side will balance out over the year.

A number of service level agreement payments have not been made as yet, this is either a timing issue or the required reports prior to payment being made have not been received.

A number of other maintenance items are underspent due to timing of commencing works, these will balance out as the year progresses.

Note 8 - Assets that have become fully depreciated at year end have reduced the depreciation expense, a number of these assets will be in the backlog of work in progress to be capitalised. Once capitalised these asset will commence depreciating and impact on the depreciation expense and the current favourable variance is likely to reverse.

Note 9 - Continuing interest rate reductions are impacting favourably on variable rate loans.

Note 10 - Finalisation of industrial land sales has not occurred as expected when the budget was set.

Campaspe Shire Council
BALANCE SHEET
As at 30 September 2019

		<i>Actuals</i>	<i>Budget</i>	<i>Actuals</i>	<i>Variances</i>		<i>Full Year Budget</i>
		<i>As at</i>	<i>As at</i>	<i>As at</i>	<i>Actual v Bgt</i>		<i>As at</i>
	Note	<i>30 Sept</i>	<i>30 Sept</i>	<i>30 Sept</i>	<i>Actual v Bgt</i>		<i>30 Jun 2020</i>
		<i>2019</i>	<i>2019</i>	<i>2018</i>	<i>\$'000</i>	<i>%</i>	<i>\$'000</i>
		<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>			
Current assets							
Cash and cash equivalents	Note 1	10,471	10,999	8,775	(528)	(4.8)	12,999
Trade and other receivables		39,851	39,818	39,327	32	0.1	2,918
Inventories		866	751	830	115	15.3	751
Financial assets	Note 2	38,000	34,000	35,092	4,000	11.8	33,000
Other assets	Note 3	150	586	212	(436)	(74.4)	1,586
Total current assets		89,338	86,154	84,236	3,183	3.7	51,253
Non-current assets							
Non-current assets classified as held for sale		1,033	1,022	1,022	11	1.1	1,022
Investment property	Note 4	8,619	11,798	11,798	(3,179)	(26.9)	11,798
Financial assets	Note 5	19,000	18,000	8,500	1,000	5.6	6,593
Property, infrastructure, plant and equipment	Note 6	590,980	600,600	589,883	(9,620)	(1.6)	612,008
Intangible assets	Note 7	2,952	2,362	2,362	590	25.0	2,362
Total non-current assets		622,584	633,782	613,565	(11,198)	(1.8)	633,783
Total assets		711,922	719,936	697,801	(8,014)	(1.1)	685,036
Current liabilities							
Trade and other payables	Note 8	1,472	4,712	1,264	3,241	68.8	4,712
Interest bearing loans and borrowings	Note 9	766	1,364	836	598	43.9	1,364
Provisions		8,771	8,702	9,218	(69)	(0.8)	7,302
Trust funds and deposits	Note 10	1,183	2,104	845	921	43.8	0
Total current liabilities		12,191	16,882	12,163	4,691	27.8	13,378
Non-current liabilities							
Interest bearing loans and borrowings	Note 9	4,395	6,831	5,409	2,436	35.7	6,831
Provisions	Note 11	540	1,223	758	683	55.9	2,623
Trust funds and deposits		21	20	20	(1)	(5.0)	2,124
Total non-current liabilities		4,955	8,074	6,187	3,118	38.6	11,578
Total liabilities		17,147	24,956	18,350	7,809	31.3	24,956
Net assets		694,774	694,980	679,451	(207)	(0.0)	660,080
Equity							
Accumulated surplus		367,169	366,916	369,387	252	0.1	350,016
Reserves		327,605	328,064	310,064	(459)	(0.1)	310,064
Total equity		694,774	694,980	679,451	(207)	(0.0)	660,080

Campaspe Shire Council
BALANCE SHEET
As at 30 September 2019

Note 1 - It is difficult to budget the exact cash position when setting the budget as the timing of invoice payment is not known, a large number of progress payments for projects were made in September.

Note 2 - A greater amount of funds have been available to invest due to capital works not being completed in the year budgeted.

Note 3 - Actuals only include prepayments, budget takes into account an allowance for accrued revenue, this has not been required as all income relevant to the quarter was entered into the ledger prior to the month being closed.

Note 4 - a number of properties that had been classified as investment properties have been removed from this class as they are now used for community purposes.

Note 5 - A greater amount of funds have been available to invest due to capital works not being completed in the year budgeted.

Note 6 - Carryover of 2018/19 capital works program projects impact this result, if the full program had been delivered then the value of property, infrastructure, plant and equipment would be greater.

Note 7 - Revaluation of the water rights for the 2018/19 financial year have resulted in an increase in the value of these assets.

Note 8 - Timely payment of invoices as they are received ensures that the balance in trade payables is less than budget. The budget is calculated on a percentage of the total materials and services budget.

Note 9 - Borrowings that were budgeted to occur in the 2018/19 budget (\$1.8 mill) and accounted for in the 2019/20 budget were not taken up as the funds were not required at the time due to project delays. These are planned to occur in the current year.

Note 10 - This receipt of bonds is difficult to predict and as a result the budget is set using what the balance is at the time.

Note 11 - A number of long term employees have resigned and newer employees have moved into the current provision category resulting in a reduction of the non-current provision. Employees with large annual leave balances are being actively managed to reduce the balance, this resulted in a reduction of provision required.

Campaspe Shire Council

CASH FLOW STATEMENT

For the period ended 30 September 2019

		<i>Actuals</i>	<i>Budget</i>	<i>Actual</i>	<i>Variances</i>		<i>Full Year Budget</i>
		<i>3 mths ended</i>	<i>3 mths ended</i>	<i>3 mths ended</i>			<i>As at</i>
		<i>30 Sept 2019</i>	<i>30 Sept 2019</i>	<i>30 Sept 2018</i>	<i>Actual v Bgt</i>		<i>30 Jun 2020</i>
	<i>Notes</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>%</i>	<i>\$'000</i>
Cash flows from operating activities							
Rates and charges	Note 1	9,261	9,066	8,513	195	2.1	43,515
User fees and fines (inclusive of GST)	Note 2	7,052	4,395	1,992	2,657	60.4	17,506
Grants	Note 3	4,458	4,833	2,926	(375)	(7.8)	19,329
Interest received	Note 4	422	294	390	128	43.4	1,176
Net GST (payment)/refund	Note 5	264	0	554	264		-
Proceeds/(repayment) of trusts and deposits	Note 6	(940)	(19)	(1,258)	(921)	4,848.6	-
Payments to suppliers (inclusive of GST)	Note 7	(9,483)	(7,500)	(7,647)	(1,983)	(26.4)	(26,002)
Payments to employees	Note 8	(6,984)	(7,110)	(5,174)	126	(1.8)	(32,438)
Net cash inflow (outflow) from operating activities		4,049	3,959	294	90	(2.3)	23,086
Cash flows from investing activities							
Payments for property, infrastructure, plant and equipment	Note 9	(2,827)	(8,841)	(4,510)	6,014	68.0	(33,275)
Purchase of financial assets	Note 10	(5,000)	(4,750)	(3,000)	(250)	0.0	5,000
Proceeds from sale of financial assets	Note 10	3,000	6,000	4,000	(3,000)	50.0	-
Proceeds from sale of property, infrastructure, plant and equipment		35	219	389	(184)	84.0	876
Net cash inflow (outflow) from investing activities		(4,792)	(7,372)	(3,121)	2,580	35	(27,399)
Cash flows from financing activities							
Repayment of borrowings		(312)	(254)	0	(58)	(23.0)	(1,014)
Proceeds from borrowings		0	950	(271)	(950)	100.0	3,800
Finance costs		(48)	(63)	(67)	15	23.4	(252)
Net cash inflow (outflow) from financing activities		(361)	633	(338)	(994)	157.0	2,534
Net increase (decrease) in cash and cash equivalents		(1,103)	(2,780)	(3,165)	1,677	60.3	(1,780)
Cash and cash equivalents at the beginning of the year		11,575	13,779	11,941	(2,204)	(16.0)	14,779
Cash and cash equivalents at the end of the period		10,471	10,999	8,775	(528)	(4.8)	12,999

Note 1 - The greater than budgeted rates and charges received to date is driven by supplementary rates being processed after the budget was set which increased the value of rates raised and subsequently paid to date.

Note 2 - Grant, which were raised as invoices in 2018/19 were paid in this quarter, these were the \$2.0 mill for the Riverfront project and \$600k for Fixing Country Roads. These payments effect the cash flow but were recognised as income in the prior year.

Note 3 - The timing of receipt of operational grants for aged care, childcare and other programs is unpredictable but all grants will be received by year end.

Note 4 - A number of investments are still earning reasonable interest rates as they were taken out prior to rates falling, as current investments mature the rates for reinvestment are not favourable and it is possible that the budgeted income will not be achieved.

Note 5 - GST is not considered when setting the budget.

Note 6 - The cash flow from the receipt of bonds is not considered, other than a token amount when setting the budget.

Note 7 - The payment at year end of expenses that relate to the 18/19 year impacts this cash quarter result, the actual expense is recognised in the prior year but impacts the current year cash flow.

Note 8 - A small number of vacancies have resulted in less cash being required for employee expenses.

Campaspe Shire Council

CASH FLOW STATEMENT

For the period ended 30 September 2019

Note 9 - Expected cash spend on capital works has not been realised for this quarter, this will likely change as the year progresses and many contracts start to reach milestone payment points.

Note 10 - The movement in the investment portfolio is difficult to predict when setting the budget as this is driven by cash flow requirements at any given time.

Campaspe Shire Council
STATEMENT OF CAPITAL WORKS
For the period ended 30 September 2019

		<i>Actuals</i>	<i>Budget</i>	<i>Variances</i>		<i>Full Year Budget</i>
		<i>3 mths ended</i>	<i>3 mths ended</i>			<i>As at</i>
		<i>30 Sept 2019</i>	<i>30 Sept 2019</i>	<i>Actual v Bgt</i>		<i>30 Jun 2020</i>
Capital Works Areas	Notes	\$'000	\$'000	\$'000	%	\$'000
Infrastructure						
Aerodromes	Note 1	8	35	(27)	(77.1)	241
Bridges	Note 2	723	630	93	14.8	2,967
Drainage	Note 3	136	124	12	9.7	3,403
Footpaths and Cycleways	Note 4	87	26	61	234.6	1,045
Off street car parks		-	-	-		487
Other Infrastructure	Note 5	437	400	37	9.3	1,195
Parks, Open Space and Streetscapes	Note 6	2	60	(58)	(96.7)	262
Recreational, Leisure and Community Facilities		249	237	12	5.1	813
Roads		1,531	1,463	68	4.6	13,097
Waste Management		170	160	10	6.3	282
Total Infrastructure		3,343	3,135	208		23,792
Equipment and other						
Heritage Plant and Equipment	Note 7	22	6	16	266.7	325
Library Books		52	45	7	15.6	145
Plant, Machinery and Equipment	Note 8	363	-	363		1,937
				-		
Total Equipment and other		437	51	386		2,407
Property						
Buildings		9	9	-	-	2,916
Building improvements		4	9	(5)	(55.6)	-
Fixtures Fittings and Furniture		-	1	(1)	(100.0)	-
Heritage buildings		-	-	-		-
Land		17	20	(3)	(15.0)	-
Land Improvements		16	24	(8)	(33.3)	250
Total Roads, Drains and Bridges		46	63	(17)		3,166
Total Capital Works		3,826	3,249	577		29,366

Note 1 - Budgeted projects have been put on hold pending the development of the masterplan for the area.

Note 2 - Fox Island bridge has been completed, this is slightly earlier than expected.

Note 3 - Annual drainage works are ahead of schedule due to better planning undertaken in the latter part of 2018/19.

Campaspe Shire Council
STATEMENT OF CAPITAL WORKS
For the period ended 30 September 2019

Note 4 - Annual footpath renewals works are ahead of schedule due to better planning undertaken in the latter part of 2018/19.

Note 5 - Works have commenced ahead of schedule due to better planning undertaken in the latter part of 2018/19.

Note 6 - Commencement of work on the renewal of irrigation systems across parks and gardens in the shire has been delayed due to further investigations taking place regarding the use of mains water or bore water. As this is a scope to budget project all funding will be spent in the financial year.

Note 7 - The additional works required to return the Pevensy to the required condition to be re licenced have resulted in the current increase spend to budget.

Note 8 - The purchase of a number of items budgeted in 2018/19 that were on the carry over list have been finalised.

Strategic Risk Register (by Risk Rating)

Version 1 21 November 2018
Last Review 4 September 2019

Risk Theme	Risk Description	Owner	Council Plan link	Consequence (inherent rating)	Likelihood (Inherent Rating)	Rating (Inherent Rating)	Risk Treatment	Consequence (residual rating)	Likelihood (residual rating)	Rating (residual rating)	Further actions
6. Data Management capability	c. Data collection and management techniques that result in data that cannot be processed or mined effectively impacting the ability of Council to effectively manage current and future business needs	CS GM	4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	ALMOST CERTAIN	EXTREME	To reduce consequence and likelihood 1. Request Management system implemented 2. ECM/repository in place, retention/archiving 3. Training 4. Internal Audit Program 5. Digitisation of paper based data and processes	MAJOR	LIKELY	HIGH	1. Establish what is critical data for Council business by: identifying data sets; owners of data sets; assess data sets prioritising according to risk. 2. Implement data management strategies to develop responsible data collection and monitoring to improve data accuracy and completeness. 3. Develop and implement a Data Management Plan to maintain the integrity of the data system. Establish a reporting regime to produce and maintain meaningful reports used to inform decision making. 4. Complete a 'stocktake of current data' and certify key points where data is correct and complete to a specified level. Implement data cleansing program to achieve this for all critical data sets. 5. Implement internal audit recommendations - list which audits 6. Continue identification of processes that provide a solution to digitise processes such as HR and Risk 7. Develop Digitisation Plan with Information Management Team
6. Data Management capability	d. Lack of knowledge and adequate data to inform existing and future asset and service needs	Infra GM	4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need	MAJOR	LIKELY	HIGH	1. Request Management system implemented, internal audits, ECM/repository in place, retention/archiving 2. Strategic Resource Plan, Council Budget supports services and initiatives for Council Plan 3. Capital plan tightly linked to budget, Depreciation and grants used to determine available monies for asset renewal, various reserves in place 4. Place-based Planning	MAJOR	LIKELY	HIGH	1. Service Planning, enforce Policy 133. Data management reviews, policies and procedures for quality and analytics put in place. 2. Reconcile all assets to ensure existence, status and future service requirements, annual review of capital LTFP renewal allocation, ensure maintenance processes optimise the preservation of assets 3. Integrate asset management into Property and Rates part of TechOne 4. Implement quality assurance processes, Planned Asset Discovery program. Broader evaluation of how council assets are used 5. Expand the LTFP to include both operational and capital trends. Adhere to condition assessments as sound basis for decision-making by Annual Planned Asset Discovery. Target particular asset classes 6. Regional planning/projects, e-services 7. Ongoing action to develop a Condition Assessment Manual - from pre-inspection, review and measure and document what has changed in a consistent and meaningful way 8. Automation of data into our systems at collection to consistently record an agreed set of 'facts' 9. Investigate methods/ technologies to collect live data such as CCTV
1. Financial Sustainability	b. Inability to maximise leverage on government and other funding/grants to deliver on Council initiatives	Infra GM	2. RESILIENT ECONOMY – Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development 3. HEALTHY ENVIRONMENT – A healthier environment for current and future generations 4. BALANCED SERVICES AND INFRASTRUCTURE – Services and assets meet current and future community need	MODERATE	ALMOST CERTAIN	HIGH	1. Design as a phase of Capital Works Program 2. Advocacy Program to find opportunities we don't know about 3. Acquitting grants received (including delivery stage) 4. Specialist Project Management Team manages the Council program. 4. Established track record which builds reputation with funding/grant providers 5. Sound internal communication processes to ensure opportunities (correspondence) are directed to responsible officers as soon as received, so we know what is available but may not have projects ready to submit 6. Council officers have direct communication link and relationship for funding opportunities such as mailing lists for newsletters and releases 7. Good representation at Local Government and Regional Network forums	MODERATE	LIKELY	HIGH	1. Clearly identified and documented opportunities for funding in 10 Year Plan for Capital and other Projects 2. Coordinated approach to identify and submit grants to fund projects to progress Council initiatives and strategies. Including non-capital projects such as Master Plans for recreations, aquatic services etc 3. Investigate broader range of funding opportunities such as philanthropic grants 4. Develop a library of 'Ready to Go' fully scoped and priced project opportunities (new or unfunded) 5. Design for funding opportunities that exist. 6. Capitalise on upgrade projects and complete additional scoping to future phases 7. Focus on first 3 years of 10 year plan with certainty eg Blackspot and Local Road to Market program and multi-charters to make up 4+year stage 8. Existing funding and spend is known year to year. Manage increased spend on preparation of design and scoping for projects ready in the short term (3 year cycle to match planning and funding timeframes) 9. Manage impact of external environment, political with counterparts at State level - Assets and Rural Roads Victoria, Economic Development and RDV 10. Be active to capitalise on network opportunities

1. Financial Sustainability	c. Inability to identify shared service opportunities and collaborations that are beneficial for the long term financial sustainability of council	CEO	2. RESILIENT ECONOMY – Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development 3. HEALTHY ENVIRONMENT – A healthier environment for current and future generations 4. BALANCED SERVICES AND INFRASTRUCTURE – Services and assets meet current and future community need	MODERATE	ALMOST CERTAIN	HIGH	1. Existing Senior Officer involvement and initiation of local and regional partnerships, networks and municipal groups. 2. Shared services model used on an opportunistic basis. Implement standardised project program systems across council 3. Sound internal communication processes to ensure opportunities (correspondence) are directed to responsible officers as soon as received, so we know what is available but may not have projects ready to submit 4. Council officers have direct communication link and relationship for funding opportunities such as mailing lists for newsletters and releases 5. Shared knowledge base and standard approaches for delivery of core services from networks such as Regional Waste Management, Murray Group of Councils	MODERATE	LIKELY	HIGH	1. Develop the Shared Services Model to include the structure and planning? Sound program management model and application to identify opportunities 2. Utilise regional or local partnerships to identify and realise opportunities of regional significance 3. Identify areas that will benefit from shared service delivery
14. Third Party (Contractor) Management	a. Lack of effective contract management process and documentation	Infra GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	POSSIBLE	HIGH	1. Procurement - documentation 2. Infrastructure Delivery - Program and Project documentation and contractor management 3. Human Resources - recruitment and OH&S process, induction 4. Training AS4000 contract management 5. Internal Audit scheduled as part of current 2019 Internal Audit Program	MAJOR	POSSIBLE	HIGH	1. Contractor performance assessment to build quality data (Contractor satisfaction rating) to assist with 'lead in' decisions - not to hire poor performers and 'lag out' to manage those hired to improve performance/ delivery 2. Establish and consistently apply Contractor Management Guidelines 3. Improve use of contract conditions, penalties to effectively manage contractor 4. Seek input from other departments on Program Management Guidelines for enterprise wide management
6. Data Management capability	a. Lack of suitable and effective systems to capture data	CS GM	4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need	MODERATE	ALMOST CERTAIN	HIGH	1. Request Management system implemented 2. ECM/repository in place, retention/archiving	MODERATE	POSSIBLE	MODERATE	1. Develop and implement a Data Management Plan to maintain the integrity of the data system. Establish a reporting regime to produce and maintain meaningful reports used to inform decision making. 2. Implement internal audit recommendations - list which audits 3. Continue identification of processes that provide a solution to digitise processes such as HR and Risk 4. Develop Digitisation Plan with Information Management Team
6. Data Management capability	b. Ineffective use of existing systems to manage data	CS GM	4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	ALMOST CERTAIN	HIGH	1. Training 2. Internal Audit Program 3. IT Department partners with departments to understand needs and suitability of technology solutions 4. Transition to cloud solutions to provide improved system maintenance, time to respond to improvements and use systems effectively 5. Service Reviews to identify technology needs	MODERATE	POSSIBLE	MODERATE	1. Service Planning program used across council 2. Gaps in data identified by service areas and articulated wants and needs to work with IT Department on solutions
10. Provision of Safe Workplace	a. Failure to provide and maintain a safe Workplace for all employees, volunteers and contractors R1063 existing risk	CS GM	2. RESILIENT ECONOMY - Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development	MAJOR	LIKELY	HIGH	1. Invest in existing human resources - Training 2. Apply Council Policy, Work Instructions, Process documents 3. Nominated OH&S Coordinator role 4. Incident reporting and investigation 5. Return to work processes and claims management 6. Contractor and Volunteer compliance measures in place - Contract conditions 7. Volunteer Strategy and Program 8. Contractor engagement processes in place 9. Select and use of plant & equipment, Physical guards on equipment, Personal Protective Equipment 10. Insurance Workcover 11. Perform OH&S audits on projects 13. Staff performance monitoring and management 14. Adhere to delegated roles, procurement responsibilities and legislation 15. Safety Management system IT solution	MODERATE	POSSIBLE	MODERATE	1. Complete suite of existing policies

13. Alignment of Council goals and strategies	a. Lack of council strategic framework for strategy, policy and procedure development to ensure clear and measurable outcomes that align to goals and avoid conflicting strategies	E&CD GM	1. STRONG AND ENGAGED COMMUNITIES - Services, programs and advocacy enable improved health, wellbeing and safety of our community 2. RESILIENT ECONOMY - Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development 3. HEALTHY ENVIRONMENT - A healthier environment for current and future generations 4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need	MAJOR	LIKELY	HIGH	1. Community Engagement Strategy 2. Standardised project control documentation 3. Established criteria for a deliverable project 4. Follow project management roles and responsibilities 5. Project Management performance management program 6. Implementation of adopted Strategies 7. Strategic Plan Framework 8. Strategic Toolkit provides guidance on how to prepare a strategy 9. Adopted Policy Framework 10. Adoption of annual strategies by Council 11. Quarterly reporting to Council on the Council Plan 12. System tracker for Strategic Plans and their delivery via TechOne performance reporting 13. Annual review of Council Plan 14. Key strategies reported through GM to EMG	MODERATE	POSSIBLE	MODERATE	1. Improve content of Implementation Plans for strategies to include a link reporting back to Council Plan 2. Reporting of achievements of strategy against Council Plan 3. Apply Strategic Planning Framework and Toolkit to identify and manage through life of project/strategy 4. Monitoring of strategy implementation in longer term by strategic Key Performance Indicators measuring whether Council is achieving what it expects from initiatives 5. Monitoring of strategy implementation in short term via day to day actions and achievement of implementation of initiatives by managers monitoring and reporting on progress quarterly
13. Alignment of Council goals and strategies	b. Failure to develop plans and take action to support delivery of strategies and measure level of achievement and acceptance	CEO	1. STRONG AND ENGAGED COMMUNITIES - Services, programs and advocacy enable improved health, wellbeing and safety of our community 2. RESILIENT ECONOMY - Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development 3. HEALTHY ENVIRONMENT - A healthier environment for current and future generations 4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	LIKELY	HIGH	1. Apply Project Risk Management Plan Inclusion of Extreme/High rated risks in Council Reports 2. Initiatives are reported in Council's Electronic Data Management System (Tech One) and back to EMG and Council to measure and maintain focus on achievement of Council objectives 3. Implementation and maintenance of required system to help monitor and measure achievement 4. Budget for new initiatives	MODERATE	POSSIBLE	MODERATE	1. Identify and monitor high risk projects
3. Reputation Risks	b. Failure to acknowledge and appropriately respond to issues in a timely manner	CEO	1. STRONG AND ENGAGED COMMUNITIES – Services, programs and advocacy enable improved health, wellbeing and safety of our community 2. RESILIENT ECONOMY – Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development 4. BALANCED SERVICES AND INFRASTRUCTURE – Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT – Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	LIKELY	HIGH	1. External audit program, Auditor General reports and advice 2. Non-compliance with external regulations that are highlighted in its Annual Report What we know or what we should have reasonably foreseen Prior knowledge about types of issues that may arise such as: Public/Customer - asset condition, incident history, customer notifications, stakeholder relationships, advocacy; Financial - misappropriation or deliberate act of fraud, high value spends; Legal - negligence. 3. Operational Risk Registers used to identify and manage issues	MODERATE	POSSIBLE	MODERATE	1. Implementation of Customer First Strategy 2. Implement Strategic Communications Plan 3. Linking of Operational risks through to Strategic Risks by adherence to Risk Management processes

4. Statutory & regulatory requirements	a. Cost shifting from other tiers of government impacts on managing Council operations efficiently	R&CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	LIKELY	HIGH	1. Participation in Network and government programs 2. Continue Advocacy Program 3. Centralised Compliance Register for LGA requirements and regular reporting to Council 4. Service Planning documents the cost shifting and Service Review to provide Council with options to address this.	MODERATE	POSSIBLE	MODERATE	1. Coordinated approach to grant opportunities 2. Review compliance register to include Local Government Act and all other legislation 3. Improve pre-engagement checks for third parties, that additional obligations not being placed on Council without consultation. Have correct delegations in place on commencement. 4. Ensure statutory and regulatory requirements are documented in Service Plans and strategies. Include legislative responsibilities and requirements as 'Relevant Legislation' in service plan and strategy templates 5. Monitor completion of statutory and regulatory requirements section of service plans and strategies and follow up non-compliance with Relevant Manager 6. Service Reviews to determine cost requirements and options. Options are to maintain the status quo, seek efficiencies or reduce service levels or exit the service. Strategy Manager to commence review when legislation changes and impacts a service.
4. Statutory & regulatory requirements	b. Failure to comply with regulatory obligations	R&CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	LIKELY	HIGH	1. Identification of delegated officer at pre-employment 2. Centralised Compliance Register outlining LGA legislative requirements and timelines and regular reporting to Council 3. Staff performance monitoring and management 4. Internal Audit Program 5. External audit/review where appropriate	MODERATE	POSSIBLE	MODERATE	1. Review compliance register to include Local Government Act and all other legislation and monitor against Service Plans 2. Document Statutory and Regulatory requirements in Service Plans and create a register for other legislation and monitor against Delegations Register and Position Descriptions 3. Document responsibilities and specify delegations and relevant legislation in Position Descriptions 4. Provide training to staff to use delegated powers appropriately to meet their regulatory obligations
5. Environmental Management	a. Failure to identify and respond to critical emerging environmental and cultural issues respecting our natural, built, social and economic environments	R&CS GM	1. STRONG AND ENGAGED COMMUNITIES – Services, programs and advocacy enable improved health, wellbeing and safety of our community 3. HEALTHY ENVIRONMENT - A healthier environment for current and future generations	MODERATE	LIKELY	HIGH	1. Environment Strategy 2. Environmental Project Officers employed - conservation, organics, education 3. Engage with Heritage Victoria, Aboriginal Corporations etc 4. Adherence to Heritage and Cultural development approval requirements	MODERATE	POSSIBLE	MODERATE	1. Obtain heritage assessments over a broader scope/area when submit the application to the authority/stakeholder to provide improved data to assist decision making 2. Documented processes in appropriate services such as project management for contractor management, planning enforcement
9. Ineffective governance	b. Failure to adhere to policies and legislation resulting in inconsistent decisions	CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	LIKELY	HIGH	1. Invest in existing human resources - Training 2. Respond to Policy breach 3. Apply Council Policy, Work Instructions, Process documents, Contract conditions, Governance procedures, Local Laws, Customer Service Charter	MODERATE	POSSIBLE	MODERATE	1. Customer First Strategy 2. Clarity of service levels 3. Effective internal and external relationships
9. Ineffective governance	c. Failure to recognise and support roles and responsibilities of volunteers creating inconsistent service delivery	CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	LIKELY	HIGH	1. Invest in existing human resources - Training 2. Apply Council Policy, Work Instructions, Process documents, Contract conditions 3. Volunteer Strategy 4. Volunteer Steering Committee 5. Volunteer support mechanisms, Volunteer Risk Register	MODERATE	POSSIBLE	MODERATE	1. Review Section 86 Instrument of Delegation 2. Review Volunteer Strategy
11. Effective Human Resource Management	b. Council ability to attract and retain staff to technical/specialist roles to achieve legislative obligations	CS GM	4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	LIKELY	HIGH	1. Invest in existing human resources - Training 2. Apply Council Policy, Work Instructions, Process documents, Contract conditions 3. Apprenticeship Support Program 4. Internal audit review	MODERATE	POSSIBLE	MODERATE	1. Maintain suite of existing policies 2. Replace hardcopy files by using electronic record keeping 3. Develop Succession Planning Model to develop skills internally
11. Effective Human Resource Management	c. Concerns about the loss of Local Government knowledge and staff, resulting in increased failures to undertake legislative requirements	CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	LIKELY	HIGH	1. Invest in existing human resources - Training 2. Apply Council Policy, Work Instructions, Process documents, Contract conditions	MODERATE	POSSIBLE	MODERATE	1. Develop knowledge management plans 2. Develop Succession Planning Model to develop skills internally

14. Third Party (Contractor) Management	b. Failure to implement and manage contractor performance R1022 existing risk	Infra GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	LIKELY	HIGH	1. Monitoring contract management deliverables 2. Training - induction 3. OHS Contractor induction including capture and monitoring of licences and insurances in specialist software 4. Performance Management 5. Follow project management roles and responsibilities 6. Apply Project Risk Management Plan 7. Staff performance monitoring and management 8. Internal Audit Program	MODERATE	POSSIBLE	MODERATE	1. Implement standardised project program systems across Council 2. Project Management performance management program 3. Program schedule flexibility in project guidelines 4. Internal Audit scheduled as part of current Internal Audit Program
2. Theft, fraud and crime	a. Dishonest activity resulting in a person obtaining benefit by deception Dishonest activity resulting in a person obtaining benefit by deception – Dishonest activity causing actual or potential loss (financial or non-financial) to Council, an employee, contractor or other third party. Types of fraud include: asset misappropriation (cash, vehicles, equipment or other assets); payments (purchasing, payroll, expenses, cheques/EFT); corruption (conflicts of interest, bribery); and untrue statements (financial, false documents, references, qualifications). R1064 existing risk	CS GM	5. RESPONSIBLE MANAGEMENT – Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	POSSIBLE	HIGH	1. Apply Council Fraud Policy 2. Apply Work Instructions, Process documents, Contract conditions, Code of Conduct 3. Adhere to delegated roles, procurement responsibilities 4. Invest in existing human resources - Training 5. Information Management Security 6. Crime Insurance 7. Internal audit program 8. Inclusion of Extreme/High rated risks in Council Reports	MODERATE	POSSIBLE	MODERATE	1. Expanding training to specific roles and functions to cover Protected Disclosure, Financial responsibilities and when being implemented 2. Identification of delegated officer at pre-employment by further development of onboarding process capture in systems providing a central, consistent approach across council 3. Ensure formal program of checks and balances are undertaken eg leave management 4. Review Section 86 Instrument of Delegation 5. Review funding management of Section 86 Committees 6. Undertake compliance reviews of key financial risks such as credit card use
9. Ineffective governance	a. Lack of effective governance practices and adherence to the roles of Councillors and Officers to effectively execute their role, make and support informed, consistent decisions and mitigate risks to council goals	CS GM	4. BALANCED SERVICES AND INFRASTRUCTURE – Services and assets meet current and future community need	MAJOR	POSSIBLE	HIGH	1. Adhere to delegated roles, procurement responsibilities 2. Respond to Policy breach 3. Volunteer Strategy and Program 4. Maintenance of Delegations Register 5. Section 86 Compliance Program 6. Training for officers, volunteers, committees. Appropriate training for Councillor induction after elections and ongoing	MODERATE	POSSIBLE	MODERATE	1. Ongoing specialised training plan (4 year training plan) for elected Councillors and specialist Council Support Officers 2. Review Induction Program for Councillors 3. Continue to proactively seek improvement opportunities
5. Environmental Management	b. Ineffective identification and management of environmental risks when undertaking projects R1000 existing risk	R&CS GM	4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need	MODERATE	POSSIBLE	MODERATE	1. Environment Strategy 2. Waste Management Strategy 3. Victoria Park & Environments Master Plan 4. Urban Design Guidelines 5. Environmental Project Officers employed - conservation, organics, education 6. Inclusion of Extreme/High rated risks in Council Reports	MODERATE	POSSIBLE	MODERATE	1. Develop an Environmental Management Plan for all projects as part of the Scoping Phase 2. Sound Program Office Management guidelines and consistent application 3. Audit program (internal or external) of application of guidelines 4. Monitor application of guidelines through Performance Assessment annual review and include any training needs in training plan
4. Statutory & regulatory requirements	c. Failure to appropriately discharge Council's regulatory responsibilities	R&CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	LIKELY	HIGH	1. Adhere to delegated roles, procurement responsibilities 2. Adhere to council policies and systems 3. Respond to Policy breach 4. Insurance Public Liability 5. Staff performance monitoring and management 6. Internal Audit Program 7. External audit/review where appropriate	MODERATE	UNLIKELY	MODERATE	1. Develop and implement a Community education program to facilitate Council's role in delivery and enforcement? 2. Proactive planning and action? 3. Provide training to staff to use delegated powers appropriately to meet their regulatory obligations 4. Monitor effectiveness of discharging responsibilities in Performance Management annual review and include any training needs in training plan 5. Consistent active approach to deliver service in a systematic way eg Compliance 11 framework and guidance for application and enforcement
3. Reputation Risks	d. Serious or gross misconduct by Councillors or employees impacting Council's reputation and/or financial position. R1019 existing risk	CS GM	4. BALANCED SERVICES AND INFRASTRUCTURE – Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT – Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	POSSIBLE	HIGH	1. Ongoing training for elected Councillors. including Learning Management Systems (LMS) Modules 2. Adhere to delegated roles, procurement responsibilities 3. Insurance - Councillors & Officers comply with Codes of Conduct, employment practices and investigations by regulators (Ombudsman, IBAC) 4. Specialist External Audit - Probity and Inspectorate audits used for some high risk initiatives/projects 5. Audit and Risk Committee role	MODERATE	UNLIKELY	MODERATE	1. Continue to proactively seek improvement opportunities 2. Improve effectiveness of Councillor Code of Conduct in many areas 3. Engage State Government and make it aware of ineffectiveness of Councillor Code of Conduct to seek improvement 4. Review and share Protected Disclosure and Fraud Policy and process improvements and in-line with IBAC's approach
12. Errors/omissions or civil liability	a. Failure to identify and manage liability risk related to council activities and services. Sources include public liability, environmental (native vegetation, contaminated land, waterway pollution) Worksafe, OH&S R1056 existing risk	CS GM	3. HEALTHY ENVIRONMENT - A healthier environment for current and future generations	MAJOR	POSSIBLE	HIGH	1. Insurance Public Liability 2. Practice effective Risk Management 3. Apply Project Risk Management Plan 4. Inclusion of Extreme/High rated risks in Council Reports	MODERATE	UNLIKELY	MODERATE	

3. Reputation Risks	c. Failure to deliver projects on time and on budget impacting Council's reputation due to lack of clear scope, multiple agency approvals, existing funding requirements and capacity of partners to deliver on requirements. R1025 existing risk	Infra GM	1. STRONG AND ENGAGED COMMUNITIES – Services, programs and advocacy enable improved health, wellbeing and safety of our community 4. BALANCED SERVICES AND INFRASTRUCTURE – Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT – Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	POSSIBLE	MODERATE	1. Introduction of CAMMS software which is consistent with Project Guidelines 2. Phasing of projects 3. Prioritising projects according to the scoring matrix Monthly reporting of project progress to EMG and Council	MODERATE	UNLIKELY	MODERATE	1. Clearly identifying projects subject to further funding
3. Reputation Risks	a. Failure to engage and partner with stakeholders and the community to understand Council's role to deliver the Council Plan	E&CD GM	1. STRONG AND ENGAGED COMMUNITIES – Services, programs and advocacy enable improved health, wellbeing and safety of our community 3. HEALTHY ENVIRONMENT – A healthier environment for current and future generations 4. BALANCED SERVICES AND INFRASTRUCTURE – Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT – Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	LIKELY	HIGH	1. Adopted Council Plan, Community Engagement Framework 2. Existing Senior Officer involvement and initiation of local and regional partnerships, networks and municipal groups 3. Regular and ongoing communication 4. Preparation by relevant officers of quarterly data for reporting of Council Plan to EMG and Council 5. Community Engagement Framework	MINOR	POSSIBLE	LOW	1. Implementation of Customer First Strategy 2. Implement Strategic Communications Plan linking advocacy to Council Plan 3. Implementation of Place Based Planning 4. Local Government Act reforms
11. Effective Human Resource Management	a. Lack of skilled and flexible capacity (people, assets) to keep pace with the changing environment of council needs	CS GM	2. RESILIENT ECONOMY - Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development 3. HEALTHY ENVIRONMENT - A healthier environment for current and future generations 4. BALANCED SERVICES AND	MODERATE	LIKELY	HIGH	1. Invest in existing human resources - Training 2. Apply Council Policy, Work Instructions, Process documents, Contract conditions 3. Service Plans in place	MINOR	POSSIBLE	LOW	1. Develop a workforce plan 2. Maintain suite of existing policies
11. Effective Human Resource Management	d. Inability to maintain a focus on effective leadership and key priorities	CEO	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	LIKELY	HIGH	1. Staff performance monitoring and management 2. Provision of Leadership Development Programs 3. Effective internal communication within council, between departments and from 'top to bottom'	MINOR	POSSIBLE	LOW	1. Develop an Organisational Development Strategy 2. Targetted training aligned to roles and business need
12. Errors/omissions or civil liability	b. Failure to consider the impact of third party actions on council activities	Infra GM	4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need	MODERATE	LIKELY	HIGH	1. Insurance Public Liability 2. Practice effective Risk Management 3. Apply Project Risk Management Plan	MINOR	POSSIBLE	LOW	
12. Errors/omissions or civil liability	c. Failure to provide accurate advice	CEO	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	LIKELY	HIGH	1. Invest in existing human resources - Training 2. Apply Council Policy, Work Instructions, Process documents, Contract conditions 3. Insurance, professional indemnity and contractor	MINOR	POSSIBLE	LOW	1. Knowledge transfer, succession process 2. Achieve adequate resourcing and expertise to build capacity 3. Improve capability to provide advice in your area of expertise/delegation
1. Financial Sustainability	a. Failure to generate adequate revenue (rates, grants, fees etc) and resources to finance asset base and deliver services averaging over a three year period	CS GM	2. RESILIENT ECONOMY – Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development 4. BALANCED SERVICES AND INFRASTRUCTURE – Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT – Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	CATASTROPHIC	POSSIBLE	EXTREME	1. Financial principles adopted 2. Current budget delivers operational surplus 3. Budget process designed to deliver surplus and manage cash flow 4. Alternative options to manage revenue and cost risks in existing Long Term Financial Plan 5. Service Plans identify impact on Organisational Structure, Council Plan, Business Plans and Strategies 6. Provide adequate asset management program resourcing 7. Regular financial reporting and oversight 8. Audit - internal and external	MAJOR	RARE	LOW	1. Undertake service plan reviews 2. Continue to refine LTTP assumptions 3. Commence scenario planning in LTTP 4. Continue ongoing budget process and review 5. Implementation of Placed Based Planning
7. Business Continuity and Disaster Management	a. Failure to recover from impact of business interruption event within limits of Council's Business Continuity Plan, 'Business As Usual'	CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	LIKELY	HIGH	1. Council Business Continuity Plan implemented 2. Business Continuity Department Sub-plans in place for all departments	MODERATE	RARE	LOW	1. Complete IT Disaster Recovery Plan for inclusion in BCP

7. Business Continuity and Disaster Management	d. Emergence of cyber-attacks, increase in frequency and impact of interruption events and threats to data security as a result of the emergence of cyber-attacks	CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MAJOR	LIKELY	HIGH	1. IT Penetration Testing program 2. Council Business Continuity Plan by Organisation 3. Information Management Security 4. Implementation of wave 3 of Inspire program has improved integrity of software, single sign on, review of secure access completed for Inspire program 5. Monitor Technology systems hardware 6. Periodic Environmental Health Checks completed internally and audited by independent external party quarterly. Involves whole system review -hardware and software. Introduction and monitoring of SysAid for identification and resolution of IT user issues with category for hardware. Periodic firewall reviews conducted. 7. Cyber insurance	MODERATE	RARE	LOW	1. Respond to Penetration testing recommendations 2. Complete IT Disaster Recovery Plan for inclusion in BCP 3. Compliance with third party data security requirements in contracts 4. Maximise opportunities from subject matter experts eg training 5. Multi Factor Authentication and its use
7. Business Continuity and Disaster Management	b. Damage to council assets and disruption to services	Infra GM	3. HEALTHY ENVIRONMENT - A healthier environment for current and future generations 4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need	MAJOR	UNLIKELY	MODERATE	1. Facilities inspection and maintenance program 2. Technology and construction method research and development being investigated so impact on road and drainage infrastructure to maintain assets in future climate 3. Council Business Continuity Plan by Organisation 4. Asset and Business Interruption Insurance	MODERATE	RARE	LOW	1. Effectively identify Best Practice for asset development incorporating use of latest technology
7. Business Continuity and Disaster Management	c. Failure to effectively provide relief and recovery support to the community during a municipal emergency event	E&CD GM	3. HEALTHY ENVIRONMENT - A healthier environment for current and future generations 4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need	MAJOR	UNLIKELY	MODERATE	1. Council Business Continuity Plan by Organisation 2. Communication Strategy 3. Municipal Emergency Management Plan provides clarity of Council's role and Cluster Partners	MODERATE	RARE	LOW	1. Develop Communication Strategy
5. Environmental Management	d. Failure to have a climate change position and co-ordinated and strategic response plan for the future	R&CS GM	1. STRONG AND ENGAGED COMMUNITIES – Services, programs and advocacy enable improved health, wellbeing and safety of our community 3. HEALTHY ENVIRONMENT - A healthier environment for current and future generations 4. BALANCED SERVICES AND INFRASTRUCTURE - Services and assets meet current and future community need 5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	RARE	LOW	Physical 1. Environment Strategy 2. Environmental Project Officers employed - conservation, organics, education 3. Technology and construction method research and development being investigated so impact on road and drainage infrastructure to maintain assets in future climate 4. Apply existing strategies of other levels of government or industry leaders 5. Service plans include specific strategies being applied in particular areas of asset maintenance and service delivery Reputation 6. Communication to the wider community of existing initiatives implemented to demonstrate action by council in this area. For example, Urban Design Guidelines, information pack for building a new home in a changing climate environment 7. Environmental Project Officers employed - conservation, organics, education 8. Financial - cost of implementing initiatives, increased demands on services	MINOR	RARE	INSIGNIFICANT	1. Future Local Government Act responsibilities 2. Develop and document a strategic response within future strategic plans for asset management, planning, community services, employee management and the environment. Include climate risk in the Adaptation Plan. 3. EMG discussion - are we addressing all aspects of climate change - Physical, financial, reputation
5. Environmental Management	c. Loss of natural resources - Reduced availability of natural resources including water and significant vegetation in the natural environment R1061 existing risk	R&CS GM	5. RESPONSIBLE MANAGEMENT - Strong leadership, advocacy and good governance. An organisation that is responsive, flexible, honest, accountable and consistent	MODERATE	RARE	LOW	1. Environment Strategy 2. Environmental Project Officers employed - conservation, organics, education 3. Planning requirements such as vegetation offsets 4. Advocacy Program in place	NEGLIGIBLE	RARE	INSIGNIFICANT	1. Development of relevant Land Use policy 2. Enforcement of Planning Scheme 3. Development of policies for specific issues not adequately covered in the State Planning Scheme

Risk Action Plan (by Risk Rating)

Version 1 21 November 2018
Last Review 4 September 2019

Actions to improve control effectiveness (Issue List/Operational Report)

Risk Theme	Risk Description	Owner	Further actions	Action Detail Short Term - implemented within 6 months Medium Term - implemented within 12 months Long Term - implemented within 2 years or longer	Action Owner	Due Date	COMMENTS 2019 Review 3 - 6 actions closed, 1 new action added, 1 due date extended
6. Data Management capability	c. Data collection and management techniques that result in data that cannot be processed or mined effectively impacting the ability of Council to effectively manage current and future business needs	CS GM	1. Establish what is critical data for Council business by: identifying data sets; owners of data sets; assess data sets prioritising according to risk. 2. Implement data management strategies to develop responsible data collection and monitoring to improve data accuracy and completeness. 3. Develop and implement a Data Management Plan to maintain the integrity of the data system. Establish a reporting regime to produce and maintain meaningful reports used to inform decision making. 4. Complete a 'stocktake of current data' and certify key points where data is correct and complete to a specified level. Implement data cleansing program to achieve this for all critical data sets. 5. Implement internal audit recommendations - list which audits 6. Continue identification of processes that provide a solution to digitise processes such as HR and Risk 7. Develop Digitisation Plan with Information Management Team	1. 6 months 2. 2 years 3. 2 years 4. 2 years 5. 2 years 6. 2 years 7. 2 years	1. CS GM and IT Manager 2. Relevant Managers 3. CS GM and IT Manager 4. Relevant Manager 5. Relevant Manager. Governance and HR Managers 6. Relevant Manager. Governance and HR Managers 7. IT Manager	1. 31 October 2019 2. 31 March 2021 3. 31 March 2021 4. 31 March 2021 5. CLOSED 6. 31 March 2021 7. CLOSED	4 September 2019 5. No specific data management actions are outstanding from any internal audit. General IT and TechOne actions implemented. Continue to monitor through routine audit controls and internal audit program. CLOSED 4 September 2019 7. Developed and implemented Digitisation Plan in August 2019. CLOSED 4 September 2019
6. Data Management capability	d. Lack of knowledge and adequate data to inform existing and future asset and service needs	Infra GM	1. Service Planning, enforce Policy 133. Data management reviews, policies and procedures for quality and analytics put in place. 2. Reconcile all assets to ensure existence, status and future service requirements, annual review of capital LTFP renewal allocation, ensure maintenance processes optimise the preservation of assets 3. Integrate asset management into Property and Rates part of TechOne 4. Implement quality assurance processes, Planned Asset Discovery program. Broader evaluation of how council assets are used 5. Expand the LTFP to include both operational and capital trends. Adhere to condition assessments as sound basis for decision-making by Annual Planned Asset Discovery. Target particular asset classes 6. Regional planning/projects, e-services 7. Ongoing action to develop a Condition Assessment Manual - from pre-inspection, review and measure and document what has changed in a consistent and meaningful way 8. Automation of data into our systems at collection to consistently record an agreed set of 'facts' 9. Investigate methods/ technologies to collect live data such as CCTV 10. Implementation of data management analytics program	1. 6 months 2. 2 years 3. 2 years 4. 2 years 5. 2 years 6. 1 year 7. 2 years 8. 1 year 9. 1 year 10. 2 years	1. IT and Relevant Manager 2. Strategic Asset Coordinator 3. Strategic Asset Coordinator and IT Manager 4. Strategic Asset Coordinator 5. CS GM and Infra GM 6. Building & Planning Manager 7. Strategic Asset Coordinator 8. Strategic Asset Coordinator 9. Strategic Asset Coordinator 10. Strategic Asset Coordinator	1. 1 July 2020 2. 31 March 2021 3. 31 March 2021 4. 31 March 2021 5. 31 March 2021 6. 31 March 2020 7. 31 March 2021 8. 31 March 2020 9. 31 March 2020 10. 1 July 2021	4 September 2019 1. Service profiles scheduled for presentation to EMG during September 2019. Identification of KPIs, recording and actioning on schedule by end of September. Policies and procedures reviewed by end of financial year 2019/2020. EMG agreed to due date change from 31 October 2019 to 1 July 2020. 6. Council received funding for a regional asset management approach 7. Condition assessments for the 6 highest value asset risk classes (including buildings, roads, bridges, drainage, kerb& channel, footpaths) will be completed by 31 December 2019. The Asset Assessment Schedule is developed based on the documented most recent condition assessment of each asset class to inform the Annual Program for assessments and estimated cost into the future. 8. Software provider Aesthetic has provided a business offer to transition condition into our existing system providing live and accurate data for officers to use 10. New action for the Analytics element of Data Management Action 1. EMG agreed a longer term implementation was required and a due date of 1 July 2021
1. Financial Sustainability	b. Inability to maximise leverage on government and other funding/grants to deliver on Council initiatives	Infra GM	1. Clearly identified and documented opportunities for funding in 10 Year Plan for Capital and other Projects 2. Coordinated approach to identify and submit grants to fund projects to progress Council initiatives and strategies. Including non-capital projects such as Master Plans for recreations, aquatic services etc 3. Investigate broader range of funding opportunities such as philanthropic grants 4. Develop a library of 'Ready to Go' fully scoped and priced project opportunities (new or unfunded) 5. Design for funding opportunities that exist. 6. Capitalise on upgrade projects and complete additional scoping to future phases 7. Focus on first 3 years of 10 year plan with certainty eg Blackspot and Local Road to Market program and multi-charters to make up 4+year stage 8. Existing funding and spend is known year to year. Manage increased spend on preparation of design and scoping for projects ready in the short term (3 year cycle to match planning and funding timeframes) 9. Manage impact of external environment, political with counterparts at State level - State Government Agencies and stakeholders 10. Be active to capitalise on network opportunities	1. 2 years 2. 2 years 3. Ongoing 4. 2 years 5. 2 years 6. 1 year 7. 1 year 8. 1 year 9. Ongoing 10. Ongoing	1. Infra GM 2. E&CS GM 3. E&CS GM 4. Program Office/Capital Works Manager 5. Program Office/Capital Works Manager 6. Program Officer/Capital Works Manager 7. Infra GM 8. Infra GM 9. Relevant Manager 10. Relevant Manager	1. 31 March 2021 2. 31 March 2021 3. Ongoing 4. 31 March 2021 5. 31 March 2021 6. 31 March 2020 7. 31 March 2020 8. 31 March 2020 9. Ongoing 10. Ongoing	4 September 2019 1. Funding secured for Bridge renewal, Fixing Country Roads, Roads to Recovery funding secured to end of 2021. Asset Condition Assessment Manuals exist and are used for the majority of our assets. 8. Internal works have 10 months design plans ready to implement which has allowed the Works Team to have its 12 month plan in place for planned works. CAMMs projects are being prepared to design only, unless all permits are in order (excepting VicRoads), projects won't be considered 9. EMG agreed not to specifically reference individual agencies in the risk register. Updated wording from Assets and Rural Roads Victoria, Economic Development and RDV to reference State government agencies and stakeholders

Risk Theme	Risk Description	Owner	Further actions	Action Detail Short Term - implemented within 6 months Medium Term - implemented within 12 months Long Term - implemented within 2 years or longer	Action Owner	Due Date	COMMENTS 2019 Review 3 - 6 actions closed, 1 new action added, 1 due date extended
1. Financial Sustainability	c. Inability to identify shared service opportunities and collaborations that are beneficial for the long term financial sustainability of council	CEO	1. Develop a guidance document to evaluate and identify alternative Shared Services Models. Include an assessment process to evaluate opportunities 2. Utilise regional or local partnerships to identify and realise opportunities of regional significance 3. Identify areas that will benefit from shared service delivery	1. 2 years 2. Ongoing 3. Ongoing	1. Corporate Strategy Manager 2. Relevant Manager 3. Relevant Manager	1. 31 March 2021 2. Ongoing 3. Ongoing	
14. Third Party (Contractor) Management	a. Lack of effective contract management process and documentation	CS GM	1. Contractor performance assessment to build quality data (Contractor satisfaction rating) to assist with 'lead in' decisions - not to hire poor performers and 'lag out' to manage those hired to improve performance/ delivery 2. Establish and consistently apply Contractor Management Guidelines 3. Improve use of contract conditions, penalties to effectively manage contractor 4. Seek input from other departments on Program Management Guidelines for enterprise wide management	1. 2 years 2. 2 years 3. 1 year 4. 1 year	1. Program Office Manager/Capital Works Manager and Procurement Coordinator 2. Program Office Manager/Capital Works Manager and Procurement Coordinator 3. Procurement Coordinator and Relevant Manager 4. Program Office Manager/Capital Works Manager and Procurement Coordinator	1. CLOSED 2. CLOSED 3. CLOSED 4. 31 March 2020	4 September 2019 EMG agreed to change risk owner to from Infra GM to CS GM 1.-3. Internal audit completed on contract management with findings being presented to the Audit & Risk Committee 4 September 2019. Audit Action Plan to be agreed, implemented and monitored through established audit. EMG agreed these actions are also adequately covered in identified Contractor risks so can be closed out against risk 14a. 4. Project Management Guidelines scheduled to be presented to EMG in September 2019
6. Data Management capability	a. Lack of suitable and effective systems to capture data	CS GM	1. Develop and implement a Data Management Plan to maintain the integrity of the data system. Establish a reporting regime to produce and maintain meaningful reports used to inform decision making. 2. Treat identified gaps to the data system identified and managed as a treatment. For example, implement internal audit recommendations from Risk and OH&S audits 3. Continue identification of processes that provide a solution to digitise processes such as HR and Risk 4. Develop Digitisation Plan with Information Management Team	1. 2 years 2. 1 year 3. Ongoing 4. 2 years - Developed and implemented in August 2019	1. CS GM and IT Manager 2. Relevant Manager 3. Governance and HR Manager 4. IT Manager	1. 31 March 2021 2. 31 March 2020 3. 31 December 2019 4. CLOSED	4 September 2019 3. OH&S and Risk systems have been identified and implementation has commenced. Due date agreed as 31 December 2019 4. Developed and implemented Digitisation Plan in August 2019. CLOSED 4 September 2019
6. Data Management capability	b. Ineffective use of existing systems to manage data	CS GM	1. Service Planning program used across council 2. Gaps in data identified by service areas and articulated wants and needs to work with IT Department on solutions	1. Ongoing 2. 1 year	1. Relevant Manager 2. Relevant Manager	1. Ongoing 2. 31 March 2020	
10. Provision of Safe Workplace	a. Failure to provide and maintain a safe Workplace for all employees, volunteers and contractors R1063 existing risk	CS GM	1. Complete suite of existing policies	1. 1 year	1. Human Resources Manager	1. 31 March 2020	
13. Alignment of Council goals and strategies	a. Lack of council strategic framework for strategy, policy and procedure development to ensure clear and measurable outcomes that align to goals and avoid conflicting strategies	E&CD GM	1. Improve content of Implementation Plans for strategies to include a link reporting back to Council Plan 2. Reporting of achievements of strategy against Council Plan 3. Apply Strategic Planning Framework and Toolkit to identify and manage through life of project/strategy 4. Monitoring of strategy implementation in longer term by strategic Key Performance Indicators measuring whether Council is achieving what it expects from initiatives 5. Monitoring of strategy implementation in short term via day to day actions and achievement of implementation of initiatives by managers monitoring and reporting on progress quarterly	1. 1 year 2. 1 year 3. 1 year 4. 2 years 5. 1 year	1. Relevant Manager 2. Relevant Manager 3. Relevant Manager 4. Corporate Strategy Manager 5. Relevant Manager	1. 31 March 2020 2. 31 March 2020 3. 31 March 2020 4. 31 March 2021 5. 31 March 2020	
13. Alignment of Council goals and strategies	b. Failure to develop plans and take action to support delivery of strategies and measure level of achievement and acceptance	CEO	1. Identify and monitor high risk projects	1. Ongoing	1. EMG and Corporate Strategy Manager	1. Ongoing	
3. Reputation Risks	b. Failure to acknowledge and appropriately respond to issues in a timely manner	CEO	1. Implementation of Customer First Strategy 2. Implement Strategic Communications Plan 3. Linking of Operational risks through to Strategic Risks by adherence to Risk Management processes	1. 2 years 2. 2 years 3. 1 year	1. Communications Manager (and responsible officer) 2. Communications Manager 3. Relevant Manager	1. 31 March 2021 2. 31 March 2021 3. 31 March 2020	



Chartered Accountants

61 Bull Street, Bendigo 3550
PO Box 454, Bendigo 3552
03 5443 0344
afsbendigo.com.au

8 October 2019

Ref No.: 1404776_1
Private and Confidential
Mr Mike Bennett
Audit Committee Chairperson
Campaspe Shire Council
PO Box 35
ECHUCA VIC 3564

Dear Mike

Internal Audit Program Status Update

I attach the internal audit program status update for Campaspe Shire Council.
I have included the current status of topics and scopes for approaching topics.

I look forward to discussing the proposed topics and scopes in greater detail with you.

Yours sincerely

A handwritten signature in black ink that reads 'Brad Ead'.

Brad Ead
AFS & Associates Pty Ltd

Status of current program

Topic	Timing	Status
Year 1 – 2019		
Past Issues Review	23 January 2019	Complete
Payroll	2-4 April 2019	Complete
Past Issues Review	2-4 April 2019	Complete
Contract Management	13-15 May 2019	Complete
Past Issues Review	13-15 May 2019	Complete
Accounts Receivable and Debtor Management	11-13 November 2019	Scheduled
Past Issues Review	11-13 November 2019	Scheduled
Year 2 – 2020		
Staff Performance Management	16-17 January 2020	Scheduled
Past Issues Review	16-17 January 2020	Scheduled
Long Term Planning and Budgeting	21-22 April 2020	Scheduled
Past Issues Review	21-22 April 2020	Scheduled
Governance, Reporting and Data Quality	15-16 July 2020	Scheduled
Past Issues Review	15-16 July 2020	Scheduled
Year 3 – 2021		
Asset Management Framework	January 2021	Not scheduled
Past Issues Review	January 2021	Not scheduled
Information and Knowledge Management	April 2021	Not scheduled
Past Issues Review	April 2021	Not scheduled
Compliance Management	November 2021	Not scheduled
Past Issues Review	November 2021	Not scheduled
Year 4 – 2022		
Risk Management (Application and Culture)	January 2022	Not scheduled
Past Issues Review	January 2022	Not scheduled
Industry, Community and Stakeholder Engagement and Economic Development	May 2022	Not scheduled
Advocacy and Funding agreement management (funding, grants and acquittals)	July 2022	Not scheduled
Past Issues Review	July 2022	Not scheduled
Human Resources - Organisational Culture, Workforce Planning and On-boarding	November 2022	Not scheduled
Past Issues	November 2022	Not scheduled

Scopes for approaching topics

Topic	Scope
Accounts Receivable and Debtor Management	<p>The scope of the internal audit includes</p> <ul style="list-style-type: none"> ▪ assessing the reliability and effectiveness of internal controls, policies and procedures surrounding the billing and collection of receivables, including: <ul style="list-style-type: none"> - internal controls over the setting, invoicing and collection of income (including rates) - compliance with the Local Government Act 1989 and CSCS's policies regarding fees, charges and rates - a review and analysis of the current debtors and debtor management performance - identification and review of the debtor management policies and procedures – including debtor management, arrears management, debt collection and debt waivers and write offs - a review of the application of the debtor management policies and procedures - rates of recovery by external debt recovery agency - examination of the accuracy of the reporting of debtors by management, executive management and Council - review of the application of interest to outstanding amounts - confirmation of compliance with the Local Government Act. <p>Scope exclusions:</p> <p>This project will not include coverage of the following, unless specifically included within the scope section above:</p> <ul style="list-style-type: none"> ▪ Examination of IT application or general controls of the systems associated with any of the process or control areas within scope <ul style="list-style-type: none"> - Perform detailed testing to validate the information and data supporting the areas listed in the scope.
Past Issues Review	<p>The scope of the internal audit includes reporting on internal audit recommendations made by us in previous internal audit reports.</p>

2019-20 Audit Work Plan

Reference	Findings	Details	Rating	Management Response	Actions	Comment	Target Date	Responsible Officer	Status
2019.1	No Entertainment Policy	We note that Council does not currently have a policy in place providing guidance to Council representatives as to what type and value of expenditure is deemed to be appropriate when using Council resources for entertainment purposes on Council business. Whilst we acknowledge that Council expenditure for entertainment purposes is traditionally minimal, given the public sector environment Council operates in, an entertainment policy is considered to be prudent to ensure Council expenditure on entertainment is appropriate for a public sector entity. Management have commenced the process of preparing an entertainment policy however was yet to complete this policy at the time of our year end visit.	Low	This has been managed in two parts: 1. Councillor support and entitlements policy defines acceptable levels for hospitality, this is being presented to Council in September. 2. A new policy for staff has been drafted and is going through consultation and approval phase.	Councillor Support & Entitlements Policy a. Present policy to Council Briefing and go through changes including requirements for additional evidence required for claims and timeframes for all claims. B. Policy presented to the November Council meeting for adoption.	The Councillor Support & Entitlements Policy has been reviewed and updated. It will be presented to Council in November at a briefing and then listed on the November Council agenda for approval.	30 November 2019	Manager Governance	In Progress
					Entertainment & Hospitality Policy 1. Policy to be distributed to Staff Consultative Committee for review and feedback. 2. Feedback and draft policy with amendments to be presented to EMG for approval. 3. Policy to be communicated to staff via a Leadership meeting and Council Intranet.	EMG have reviewed the draft policy and agreed to its circulation to the Staff Consultative Committee (SCC) for review and feedback.	30 November 2019	Manager Human Resources	In Progress
2018.6	Valuation of Infrastructure Assets	Valuation of Infrastructure Assets (September 2018) A number of infrastructure asset classes were scheduled for a formal revaluation in the 2018 year, including footpaths & cycle ways, bridges, drainage assets. Roads were also revaluated, these assets were scheduled for revaluation by 30 June 2017 at the latest. We note that the revaluation of these asset classes was by way of ABS indices in respect to unit rates applied and that condition assessments have not been undertaken as part of the revaluation. We note that ABS indices provide a general indication of movements in construction costs in Victoria, these are not specific to the costs in the Shire of Campaspe and specific to the materials and assets held by management. Accordingly these indices are not deemed appropriate for full revaluation purposes. By not using appropriate means to revalue asset unit rates and by not performing condition assessments there is an increased risk that the value of these assets may be misstated. We further note that the roads revaluation incorrectly excluded road formations resulting in an unadjusted audit difference. We recommend that Council performs a full revaluation of these infrastructure assets in the 2018–19 year. Planning for this revaluation should be completed early in the financial year to ensure valuations are completed and reviewed by management well in advance of 30 June 2019. Asset classes which should be considered for revaluation in the 2019 financial year are: ☐ Roads ☐ Bridges ☐ Drainage ☐ Footpaths and cycleways ☐ Parks, open space and streetscape ☐ Land improvements.	High	Prior year management comment: Council will form a working group to oversee all asset related audit findings to ensure actions are implemented and improvement occurs in process and timeliness. This group will meet initially monthly to embed changed process in the organisation. 2019 Audit update: This issue remains unresolved. Valuations of these asset classes are yet to be completed in the current year. We acknowledge that management have completed an assessment of the cost base of these assets in the current year which concludes that the cost base is not materially different from the assessed fair value. No assessment was able to be completed of the condition of these assets by management, nor has management documented a detailed impairment assessment to evidence its conclusion that there are no significant indicators of impairment in respect to these assets. Whilst we have concluded that the fair value of these assets is unlikely to be materially misstated, by not completing regular valuations, condition assessments and annual impairment assessments, in accordance with the relevant accounting standards requirements, there is a heightened risk of material misstatement. 2019 Management comment and revised implementation date: Management acknowledges this action is unresolved. Condition assessments have been completed, however further data validation is required prior to being used for valuation purposes. A full unit rate and condition assessment based revaluation will be completed on the required asset classes for the 2019/20 financial year.	Condition Assessments Results of completed condition assessments reviewed for accuracy and determination of remaining useful life based on condition scores.	Acting Strategic Asset Coordinator has commenced the review and is currently working with the Service Managers.	31 December 2019	Manager Assets	In Progress
					Update Assetic Software All assets and current valuation information from TechOne to be uploaded into Assetic.	Assetic have given a proposal to council to complete the transfer. To be discussed at the next AMSC meeting. Cost is \$17,000.	31 January 2020	Manager Assets	In Progress
					Revaluation Conduct the revaluation process within the Assetic Software.		30 April 2020	Manager Finance	Not Started

Reference	Findings	Details	Rating	Management Response	Actions	Comment	Target Date	Responsible Officer	Status
2018.7	Investment Property Revaluation Methodology	<p>Investment Property Revaluation Methodology (September 2018)</p> <p>We note that investment properties were revalued during the year as part of the revaluation of land and buildings. We note that the valuation of investment properties may take into consideration difference factors than the valuation of land and buildings in accordance with AASB 140.40, which notes that the fair value of investment properties reflects, among other things, 'rental income from current leases and other assumptions that market participants would use when pricing the investment property under the current market conditions'. From review of the valuation report and discussion with management it was not clear whether these considerations had been factored into the valuation of investment properties. This may result in the valuation of investment properties being misstated.</p> <p>We recommend that management consult with the independent valuer who performed the revaluation of investment properties to ascertain whether this valuation took into consideration the requirements of AASB 140.40. If these consideration have not been taken into consideration, it may be prudent to request the valuer to update the revaluation of these properties taking into consideration these factors.</p>	Moderate	<p>Prior year management comment:</p> <p>We will follow up with the contract valuer and if needed update the values for the 2018–19 reporting year.</p> <p>2019 Audit update:</p> <p>Correspondence with the valuer has not yet been completed and accordingly this issue remains unresolved.</p> <p>2019 Management comment and revised implementation date:</p> <p>Valuer has verified that the valuation was carried out giving consideration to the requirements of AASB 140.40 but has not provided evidence to support this. These assets are due to be revalued and this will be done in 2019/20, it will be a requirement of the preferred provider to comply with all accounting standards and provided evidence to validate this.</p>	<p>Appoint Valuer</p> <p>Develop specification including requirements of AASB 140.40 and evidence to be supplied. Seek quotations and appoint appropriate valuer to conduct the revaluation.</p>		30 November 2019	Manager Finance	Not Started
					<p>Review</p> <p>Review data provided by valuer for accuracy and verify information where significant variations occur.</p>		28 February 2020	Manager Finance	Not Started
					<p>Revaluation</p> <p>Upload the data and conduct the revaluation process within the Assetic Software.</p>		30 April 2020	Manager Finance	Not Started
2018.8	Land and Buildings Valuation Exceptions	<p>Land and buildings were revalued as at 30 June 2017 however the valuation was not booked until 30 June 2018. From review of this revaluation we noted the follows exceptions:</p> <ul style="list-style-type: none"> □ A number of assets were identified on the fixed asset register which were not Council owned and therefore disposed of. □ A number of new found assets were identified which were not included on the asset register. These are being further reviewed to ensure these are Council owned before they brought to account. This has resulted in an unadjusted audit difference. □ Pools assets which are classified as buildings were not revaluated as part of the building's revaluation. AASB 116 requires that when a class of assets are revalued all assets in that class should be revaluated. We further note that these pool assets may be better classified as infrastructure rather than buildings. □ Landfill air space assets were identified, classified as land improvements, with a value of \$4.9m. As the related landfills have been capped these assets were deemed to have a nil value. A resulting audit adjustment was required to dispose of these assets. □ The revaluation included land improvements. However, the land improvements assets included on the revaluation did not appear to match the land improvements assets in the asset register, and no revaluation adjustment was accounted for in respect to these assets. The above exceptions highlight weaknesses in Council's controls in respect to asset management which may result in misstatements of asset balances. <p>We recommend that management review its asset management processes and controls to ensure these exceptions do not reoccur. This may include considering the process by which assets are brought to account to ensure only Council owned assets are accounted for. We further recommend the following:</p> <ul style="list-style-type: none"> □ management completes the investigation of found assets in a timely manner and brings these assets to account where Council owned □ management reviews the classification of pool assets and ensures these are revaluated in line with the requirements of the related asset class □ management review process in place to identify assets which require impairment/disposal. 	Moderate	<p>Prior year management comment:</p> <p>Council will form a working group to oversee all asset related audit findings to ensure actions are implemented and improvement occurs in process and timeliness. This group will meet initially monthly to embed changed process in the organisation.</p> <p>2019 Audit update:</p> <p>Issue is partially resolved. An Asset valuation policy and Asset Capitalisation Policy was adopted by Council on 19 February 2019. The investigations of the assets found and classification issues are yet to be completed.</p> <p>2019 Management comment and revised implementation date:</p> <p>As part of the revaluation of land and buildings to be performed in 2019/20 all outstanding classification issues will be resolved prior to handing the preferred provider the list of assets to be valued.</p>	<p>Confirm Assets</p> <p>Finalise investigation of assets found and classification issues.</p>	Work has already commenced to confirm where Council is not the asset owner and reflect this in the asset list. This work will be completed prior to finalising the list to provide to the appointed Valuer.	30 November 2019	Manager Finance	In Progress
					<p>Appoint Valuer</p> <p>Develop specification including comprehensive list of assets to be valued. Seek quotations and appoint appropriate valuer to conduct the revaluation.</p>		30 November 2019	Manager Finance	Not Started
					<p>Review</p> <p>Review data provided by valuer for accuracy and verify information where significant variations occur.</p>		28 February 2020	Manager Finance	Not Started
					<p>Revaluation</p> <p>Upload the data and conduct the revaluation process within the Assetic Software.</p>		30 April 2020	Manager Finance	Not Started

Reference	Findings	Details	Rating	Management Response	Actions	Comment	Target Date	Responsible Officer	Status
2018.9	Timely Capitalisation of Capital Projects	<p>Timely Capitalisation of Capital Projects (September 2018)</p> <p>During our review of capital works in progress (WIP) we noted that there is a significant balance (\$43m) at year end of which a large portion is likely to have been carried over from the prior year. From discussion with management it was noted that there is likely to be a number of projects in capital WIP which have been completed but have not been capitalised as the completion certificate is yet to be provided. By not capitalising capital WIP in a timely manner there is an increased risk of:</p> <ul style="list-style-type: none"> impaired capital WIP balances not being cleared out of capital WIP in a timely manner an understatement in the related asset and depreciation balances as depreciation does not commence until an asset is capitalised. <p>We recommend that management implement processes in ensure capital WIP is capitalised in a timely manner on project completion and all projects are regularly reviewed to ensure any impaired balances are cleared out of capital WIP. This may include:</p> <ul style="list-style-type: none"> a reminder to the project's managers of the need for completion certificates to be provided in a timely manner on project completion regular meetings between the finance team and project managers to ensure all capital WIP balances are not impaired and projects are capitalised. This should occur at year end at a minimum, however management may consider adopting more regular reviews. 	Moderate	<p>Prior year management comment:</p> <p>Council will form a working group to oversee all asset related audit findings to ensure actions are implemented and improvement occurs in process and timeliness. This group will meet initially monthly to embed changed process in the organisation. The working group will include representatives from the project management team.</p> <p>2019 Audit update:</p> <p>Issue remains partially resolved. A capitalisation policy was adopted by Council on 19 February 2019 to provide guidance on the capitalisation of capital works. From review to the year end capital WIP balance of \$44m we note that management have identified a balance of \$37m of projects which were either deemed to be completed or practically complete. A judgemental unadjusted difference has been raised in our closing report reflecting an estimate of the depreciation impact of not capitalising these projects in a timely manner.</p> <p>2019 Management comment and revised implementation date:</p> <p>Capitalising all completed projects in WIP will be a priority in 2019/20 to ensure that the WIP balance on 30 June 2020 is only incomplete projects or projects that have been finalised after the 31 May 2020.</p>	<p>Recruit</p> <p>Recruit an Asset Accountant within the Finance team.</p>	A position description has been finalised and approved. Advertising for the role is expected to commence the week ending 18 October 2019.	20 November 2019	Manager Finance	In Progress
					<p>Update Assetic Software</p> <p>All assets and current valuation information from TechOne to be uploaded into Assetic.</p>	Assetic have given a proposal to Council to complete the transfer. To be discussed at the next AMSC meeting. Cost is \$17k.	31 December 2019	Manager Assets	In Progress
					<p>Back Log WIP</p> <p>Review all ATFs for asset data and accuracy.</p> <p>Source relevant data required to undertake capitalisation.</p> <p>Capitalise assets in the Assetic Software in accordance with Asset Capitalisation Policy.</p>	Finance staff continue to progress this work when time permits. This work will be the primary role of the Asset Accountant when they are appointed.	30 April 2020	Manager Finance	In Progress
					<p>Current WIP</p> <p>Work with Assets team to improve ATF documentation to minimise rework.</p> <p>Continue to capitalise projects on systematic basis through to end of May 2020 for inclusion in 2020 Audit.</p>		31 May 2020	Manager Finance	Not Started
2018.1	Plant and Equipmetn Stock Counts	During our review of the fixed asset procedures we noted that whilst land, buildings and infrastructure assets and verified as part of the condition assessment and revaluation process, no stock counts are performed to verify the existence of plant and equipment assets.	Low	<p>Prior year management comment:</p> <p>A stocktake has been scheduled to be completed in March 2019. This point was identified during an internal plant and fleet audit.</p> <p>2019 year end audit update:</p> <p>At the time of our year end visit this point was yet to be resolved.</p> <p>2019 Management comment:</p> <p>The stocktake of all large plant has been completed, it is expected that all the stocktake of all small plant will be completed by December 2019.</p>	Complete stocktake of all minor plant and equipment.	A stocktake of all plant and equipment has been completed.	31 October 2019	Manager Infrastructure	Completed
					Develop baseline stocktake documentation for annual stocktakes and set next date for completion prior to next Audit.	Identification and confirmation of minor plant has commenced. Asset database information is currently being validated.	31 May 2020	Manager Infrastructure	In Progress

Reference	Findings	Details	Rating	Management Response	Actions	Comment	Target Date	Responsible Officer	Status
2018.1	IT Controls	<p>During our review of Council’s IT control environment we identified that there are currently no documented and formally approved policy and procedure documents in place addressing the follow key processes:</p> <ul style="list-style-type: none">IT change managementSystems access controlsBack up policiesPassword policies. <p>We acknowledge that controls are in place in respect to the above listed processes these are however not current documented. We further acknowledge that management have advised that an IT operations manual is currently under development which will address a number of the above points. We have accordingly rated this finding as low risk given a process in currently in place to address these point.</p> <p>Other IT controls findings identified are as follows:</p> <ul style="list-style-type: none">There is currently no formal back up testing process.There is currently no formal process in respect to the review of access/user logs.Lack of formally document IT procedures in respect to the above detailed points and weakness in controls as detailed above may result in key processes and controls not operating as intended increasing the risk of corruption or loss of data.	Low	<p>Prior year management comment: Completion of the ICT Operations manual is targeted for 31 August 2018. Per the recommended action this will now include the process for backup testing and for monitoring and review of user access logs.</p> <p>2019 year end audit update: At the time of our year end visit this point was yet to be resolved.</p> <p>2019 Management comment: The following above items documentation has been completed and is included in the operation manual.</p> <ul style="list-style-type: none">Systems access controlsBack up policiesPassword policiesThere is currently no formal back up testing process. <p>The remaining outstanding items will be completed and included within the operations manual by March 2020.</p>	Updatae the operations manual to include all of the points raised during the Audit.	The operations manual continues to be updated by the IT Operations team.	31 March 2020	Manager ICT	In Progress
2018.2	Out of Date Policies	<p>During our review it was noted that a number of Council’s existing policies appear to have lapsed, based on the scheduled review dates noted on the policies. The policies include, but are not limited to:</p> <ul style="list-style-type: none">Investment Policy (Review date November 2017).Asset capitalisation policy (Review date November 2017).Creditor Management (Review date November 2017).Corporate Purchase Cards (Review date August 2016).Fraud policy (Review date November 2017). <p>We note that a policy register is currently being maintained by Council which summarises scheduled policy review dates.</p>	Low	<p>Prior year management comment: Current council resolution requires all council policies to be reviewed yearly. A review of this requirement is being undertaken to ensure that policy review periods are in line with the risk profile of the policy. The current policies that are past their review date are currently under review and will be finalised within this timeframe as well.</p> <p>2019 year end audit update: The policies above have been reviewed and updated. We however identified a number of further out of date policies during our year end audit visit.</p> <p>2019 Management comment: Council adopted a policy framework in November 2018 and officers are working through the review of all policies and setting new review periods greater than one year when appropriate.</p>	<p>Set Timelines Review the policy register and set review timelines for policy updates and approval.</p>	EMG conducted a reivew of all policies with policy owners to set realistic dates for the completion of the review and presentation of updated policies back to EMG. The Policy Register was updated to reflect these timelines and also flagged policies to be revoked at the time certain policies were reviewed.	31 October 2019	General Manager Corporate Services	Completed
				<p>Policy Approvals Reviewed policies to be presented for approval to the appropriate approval body.</p>	This is being completed with policies being presented to EMG for consideration on a fortnightly basis. A quarterly review of the policy register is also scheduled to ensure that timelines continue to be monitored.	30 June 2020	General Manager Corporate Services	In Progress	
2018.5	Payroll process docuemtnation weakness.	<p>During our review of documentation in respect to payroll processes we noted that payroll procedure in place has not been formally adopted and there is no evidence that this procedure has been subject to regular review. We further note that a number of key processes and controls over the payroll function are not addressed within this procedure. We acknowledge that from our high level review of payroll processes and controls implemented in practice we found these to be satisfactory.</p>	Low	<p>Prior year management comment: Accept the recommendation, a procedure document will be written and reviewed regularly.</p> <p>2019 year end audit update: At the time of our year end visit this point was yet to be resolved.</p> <p>2019 Management comment: Documentation is considered a work instructions not a procedure and therefore sits outside the approval process. An internal audit of payroll found that “Campaspe Shire Council currently have effective processes and controls in place to support the accuracy of payroll”. Based on the findings of the internal audit management considers that this point is resolved.</p>	Liaise with JohnsonsMME to determine best course to close this finding out.		30 November 2019	Manager Finance	Not Started
2019.2	Payroll Information Access	<p>During our year end visit we observed that a number of payroll folders, which include onfidential employee pay information, were filed in the finance officers section of Councils administation building. Based on where these records are stored they are in open view and accessbile to a number of various Council staff for which it is not appropriate that these staff have access to this confidential information.</p>	Low	<p>These files have been removed and archived in a secure location.</p>	NIL	This action was resolved at year end.		Manager Human Resources	Completed

Recent Reports and Publications of Interest to Councils

July 2019-October 2019

Source and Date	Name	Coverage	Implication for Clients
RBA.gov.au Reserve Bank of Australia (RBA) 1 October 2019	Monetary Policy Decision	<p>The RBA decided to further lower the cash rate by 25 basis points to 0.75 per cent.</p> <p>In its statement, the RBA took the decision to lower interest rates further today to support employment and income growth. The RBA also took account of the forces leading to the trend to lower interest rates globally and the effects this trend is having on the Australian economy and inflation outcomes.</p>	Lower interest earnings to budget, with a 50 basis point reduction since 2019/2020 budgets were set.
Premier.vic.gov.au Victorian Government Media Releases 1 October 2019	Another Massive Regional Road Maintenance Blitz to begin	<p>Thousands of maintenance jobs will be delivered over the coming weeks in regional Victoria, with 1,500 kilometres of roads to be repaired.</p> <p>The maintenance will include rebuilding more sections of major corridors such as the Princes Highway through Gippsland and the Hume Freeway in the north east, the Stawell-Warracknabeal Road near Minyip, Echuca-Kyabram Road near Echuca and the Glenelg Highway near Skipton and Coleraine.</p>	The full program of planned maintenance is available on Regional Road Victoria's online interactive map. For more information, visit regionalroads.vic.gov.au
Independent Broad-Based Anti-Corruption Commission Media Release 30 September 2019	IBAC investigations uncover significant corruption risks in council procurement	<p>IBAC has tabled a special report to Parliament warning of corruption risks and vulnerabilities in local government procurement practices.</p> <p>While the report found procurement related corruption risks in two councils, IBAC believes these risks are likely to be faced by most if not all Victorian councils.</p> <p>IBAC has also recommended Local Government Victoria consider developing a code of conduct for local government suppliers, which would outline the standards expected of suppliers including reporting suspected misconduct or corrupt conduct.</p>	There is an opportunity for Victorian councils to consider these findings and assess how robust their own process and controls around procurement are.
Premier.vic.gov.au Victorian Government Media Release 4 September 2019	Supporting Community Infrastructure Projects	<p>The Minister for Local Government announced \$100 million Community Infrastructure Loans Scheme, which will provide councils with access to low interest rate loans between \$500,000 and \$10 million.</p> <p>Eligible projects include community centres and hubs, cultural facilities, public libraries, kindergartens and early learning facilities, heritage building restorations for community use and public spaces like parks, reserves and trails.</p>	Victoria's triple-A credit rating means the State can borrow money at cheaper rates than those available commercially. As well as access to loans, the government will subsidise interest payments to further reduce the cost of lending to councils.

Source and Date	Name	Coverage	Implication for Clients
Premier.vic.gov.au Victorian Government Media Releases 15 August 2019	More Financial Support for Rural and Regional Councils	<p>The Minister for Local Government has endorsed a recommendation by the Victoria Grants Commissions (VGC) to adjust the funding model for the Commonwealth Financial Assistance Grants Program.</p> <p>The funding model will now give greater consideration to needs of councils which have a temporary or part-time population, such as smaller coastal councils with high holiday populations. It also includes an increase in base funding for Victoria's sic smallest local councils to recognise the fixed costs that all councils face to provide core governance, environmental, business and economic services.</p>	The VGC has been able to provide these increases whilst maintaining overall grant increases to the majority of Victoria's 79 councils, including an average increase in financial assistance grants across all small rural councils of 5.5%
Municipal Association of Victoria August 2019	Funding welcomed as first step to fix the recycling crisis	<p>The Victorian Government will deliver a \$6.6 million support package for councils affected by SKM's closure over four months, as well as additional funding for the recycling industry to improve their sorting and process of recycled materials.</p> <p>Local government is committed to exploring collaborative procurement opportunities. This should occur alongside reforms to strengthen industry oversight so operators can no longer conduct their business under a veil of secrecy.</p>	MAV will be meeting with the State Government to work through details about how their funding package can best support affected councils, who are committed to achieving the best outcomes for their communities.
Municipal Association of Victoria August 2019	Councils seek deferral of new Local Government Bill reforms	<p>MAV have called on the Victorian Government to defer proposed reforms to the new Local Government Bill.</p> <p>MAV has expressed concern about the State's process and lack of detail on the proposed reforms, which has prevented meaningful consultation on significant reforms that could have negative consequences for communities.</p>	For information and reference.

Updates from previous quarter

February 2019-July 2019

Source and Date	Name	Coverage	Implication for Clients
Reserve Bank of Australia Media Release 2 July 2019	Statement by Philip Lowe, Governor: Monetary Policy Decision	<p>The RBA Board decided to lower the cash rate by 25 basis points to 1.00%. This follows a similar reduction at the board's June meeting.</p> <p>This easing of monetary policy will support employment growth and provide greater confidence that inflation will be consistent with the medium-term target.</p>	An interest rate cut generally results in an increase in the All Ordinaries. This, in turn, may result in an increase in the Defined Benefits index with a call on LGAs less likely.
Premier.vic.gov.au Victorian Government Media Releases 2 July 2019	Funding Boost For Wimmera Southern Mallee Councils	The Minister for Local Government announced the successful recipients for the \$20 million Rural Councils Transformation Program (RCTP). Buloke, Hindmarsh, Horsham, Loddon, West Wimmera and Yarriambiack will share in \$5 million, to be used to deliver a full suite of regionally-shared finance and payroll services.	This joint Council project may set a precedent moving forward for further opportunities to raise funding where a lone Council may not be awarded the grant. Implementation of upgraded systems and processes will enhance collaboration between Councils and enable further cost savings in other joint procurement.
Premier.vic.gov.au Victorian Government Media Releases 2 July 2019	Funding Boost For Gippsland Councils	The Minister for Local Government announced the successful recipients for the \$20 million Rural Councils Transformation Program (RCTP). Bass Coast, East Gippsland, South Gippsland and Wellington will share in \$4.5 million, to be used to fully integrate information systems with a focus on electronic records and document management.	This joint Council project may set a precedent moving forward for further opportunities to raise funding where a lone Council may not be awarded the grant. Implementation of upgraded systems and processes will enhance collaboration between Councils and enable further cost savings in other joint procurement.
Premier.vic.gov.au Victorian Government Media Releases 2 July 2019	Funding Boost For Councils In The South West	The Minister for Local Government announced the successful recipients for the \$20 million Rural Councils Transformation Program (RCTP). Corangamite, Moyne and Warrnambool will share in \$4.5 million, to be used to strengthen customer service by centralizing and standardizing information systems delivering finance, human resources, business, IT, planning and waste services.	This joint Council project may set a precedent moving forward for further opportunities to raise funding where a lone Council may not be awarded the grant. Implementation of upgraded systems and processes will enhance collaboration between Councils and enable further cost savings in other joint procurement.
Premier.vic.gov.au Victorian Government Media Releases 2 July 2019	Funding Boost For Councils In The Central Highlands	The Minister for Local Government announced the successful recipients for the \$20 million Rural Councils Transformation Program (RCTP). Ballarat, Ararat, Central Goldfields, Golden Plains, Hepburn and Pyreness will share in \$4.5 million, to be used to deliver a regionally-shared IT platform to support finance, payroll, records, safety, fleet management, building, environmental health, planning, waste and community services.	This joint Council project may set a precedent moving forward for further opportunities to raise funding where a lone Council may not be awarded the grant. Implementation of upgraded systems and processes will enhance collaboration between Councils and enable further cost savings in other joint procurement.

Source and Date	Name	Coverage	Implication for Clients
Herald Sun June 2019	Roads, rubbish, other essential services languish as some councils spend up on admin, governance	<p>A Herald Sun investigation found metropolitan councils are spending \$15 out of every \$100 on fixing up local roads and collecting rubbish. The worst performers being:</p> <ul style="list-style-type: none"> ▪ Melbourne and Dandenong councils failing to properly maintain 20 per cent of their local roads ▪ Darebin and Frankston councils only deciding a third of planning applications within the required timeframes ▪ Banyule council not collecting 18 out of every 10,000 bins – triple the metropolitan average. <p>The above is based on data from the Essential Services Commission.</p>	Be aware of potential reputational impacts of this report and further scrutiny over Council expenses by ratepayers.
Victorian Auditor General's Office (VAGO) June 2019	Annual Plan 2019-20	<p>The Annual Plan 2019-20 sets out VAGO's work plan for the coming three years and the resources needed to deliver the program. VAGO intend to complete 20 performance audits and two follow-up audits. VAGO intend to review selected Councils while completing the following audits:</p> <ul style="list-style-type: none"> ▪ Fraud control over grants in local government 2020-21 ▪ Early years management in Victorian sessional kindergartens 2019-20 (specified Councils) ▪ Managing native vegetation clearing 2019-20 (specified Councils) ▪ Reducing bushfire risks 2019-20 (specified Councils) ▪ Supporting communities through development and infrastructure contributions 2019-20 (specified Councils) ▪ Electronic waste ban 2021-22 ▪ Effectiveness of the Enhanced Maternal and Child Health Program 2021-22 ▪ Council libraries 2019-20 (specified Councils) ▪ Council waste management services 2020-21 (specified Councils) ▪ Maintaining local roads 2020-21 (specified Councils) ▪ Parks and open space management 2021-22. 	<p>Be aware of performance audits Council may be required to participate in, as well as topics of interest that address industry risks.</p> <p>Review of recommendations once reports are released throughout the three year program will be beneficial for all Councils to determine where improvements can be made.</p>
Victorian Auditor General's Office (VAGO) June 2019	Fraud and Corruption Control – Local Government	<p>The objective of the audit was to determine whether local councils' fraud and corruption controls are well designed and operating as intended. VAGO examined fraud and corruption controls at Four Victorian Councils. VAGO primarily focused on expenditure and processes involving senior council staff and councillors. VAGO reviewed fraud and corruption controls and measures to assess council practices relating to:</p> <ul style="list-style-type: none"> ▪ councillor and senior staff credit card and fuel card use and reimbursements ▪ identifying and managing conflicts of interest ▪ responding to suspected incidents of fraud and corruption. 	<p>The audit identified gaps in the fraud and corruption controls and in some cases important controls are not working. This can foster a culture in which fraud and corruption can occur and go undetected and result in financial loss or reputational damage to the councils. Findings and recommendations provide opportunity and direction for other local governments to assess their own fraud and corruption controls across these areas.</p> <p>Purchases of alcohol were highlighted as were transactions occurring on weekends. Card use by non-cardholders was also raised as a concern. Policies around such activity should be reviewed.</p>

Source and Date	Name	Coverage	Implication for Clients
Local Government Inspectorate	Protecting integrity: Leading the way Managing the employment cycle of a Council CEO	The report identifies the unique employer/employee relationship between a CEO and Councillors. It reflects on a number of recent investigations and associated adverse outcomes for the CEO, Councillors and/or organisation and highlights in all cases the cost of outcomes. Proposed Local Government Reforms will require all councils to have a CEO remuneration policy that broadly aligns with the Remuneration Principles of the VPSC's Policy on Executive Remuneration and have it published on the Website. Audit and Risk Committees would be able to monitor Council's performance against the policy.	Consider the Inspectorate's report and become aware of the risks and requirements associated with CEO engagement, remuneration structures, performance review and management and termination.
Victorian Auditor General's Office (VAGO) 12 June 2019	Asset Management and Compliance	VAGO undertook an assessment to determine whether local councils accurately document infrastructure assets in their information systems and use this data in their management and planning, using the AMAF framework as a guide for best practice. The audit found that audited councils do not have enough comprehensive and accurate information to support asset planning, and they do not make enough use of the information they have.	Councils should use DEDJTR and DET as a base for how to plan and implement the AMAF and assure compliance. AMAF implementation is still at an early stage and all departments need to sustain their initial focus and address their asset management improvement needs. This will help departments to make better investment decisions and get more from the assets they need to deliver services over the asset lifecycle.
Victorian Auditor General's Office (VAGO) 6 June 2019	Recovering and Reprocessing Resources from Waste	The objective of the audit was to determine if responsible agencies are maximising the recovery and reprocessing of resources from Victoria's waste streams. The audit identified that agencies responsible for managing the waste sector are not responding strategically to waste and resource recovery issues. Significant amounts of the waste that Victorians send to landfill could be recycled or processed. There is lack of an overarching statewide policy which deprives responsible government agencies and stakeholders a clear direction for waste management which means decision making and responses have been reactive.	DELWP are responsible for developing an overarching policy which is due in 2020. The policy will include an effective plan for sufficient infrastructure and markets to manage the state's waste and recycling, and how responsible agencies will contribute to the minimisation of excessive waste. Other key recommendations to come out of the audit include: <ul style="list-style-type: none"> ▪ Reviewing and updating waste strategies ▪ Clarifying the role of government agencies ▪ Increased enforcement of stockpiling regulations ▪ Developing key infrastructure ▪ Improving the quality and reliability of waste data ▪ Developing strategies to reduce reliance of international markets.

Source and Date	Name	Coverage	Implication for Clients
Minister for Local Government 17 June 2019	Delivering A New Local Government Act For Victoria	<p>Minister for Local Government announced the State Government's intention to introduce the Local Government Bill 2019 into Parliament later this year with six new proposed reforms. The 2019 Bill builds on from the Local Government Bill 2018, which was the result of a three-year consultation with councils, communities and sector bodies.</p> <p>The new reforms in the Bill include:</p> <ul style="list-style-type: none"> ▪ Simplifying and clarify enrolments for voters in council elections ▪ Introducing mandatory training for council election candidates and councilors ▪ Capping electoral campaign donations and gifts ▪ Allowing for the dismissal of a councillor after a community-initiated Commission of Inquiry ▪ Defining standards of conduct to guide councillor behaviour and make dealing with councillor conduct issues faster and easier ▪ Introducing a preference for single member wards to make councils more accountable. <p>The new Bill retains the reforms under the 2018 Bill that were designed to empower councils to improve service delivery, by focusing on deliberative engagement and long-term financial management. These reforms will:</p> <ul style="list-style-type: none"> ▪ Require councils to involve their community in developing policy and long-term planning ▪ Align CEO employment and remuneration to public sector entities ▪ Enable joint meetings of councils and greater council collaboration and innovation ▪ Empower community members to set the agenda for their municipality through a Community Vision. 	Councils and Audit and Risk Committees to be aware of proposed reforms and establish timelines for implementation of proposed new requirements.
Essential Services Commission 23 May 2019	The outcomes of rate capping 2016-17 to 2017-18	The report provides an overall summary and a number of observations of the ESC's assessment of the outcomes of rate capping, in general, and by individual council (separate fact sheets).	The benefits and effects published within the report would indicate the rate capping environment will continue.
Victorian Auditor General's Office (VAGO) 23 May 2019	Reporting on Local Government Performance	<p>VAGO undertook an audit on council performance reporting to determine what insights are being offered into the impact of services on the community. VAGO also assessed whether councils are using the LGPRF to drive performance improvements.</p> <p>The audit covered 5 local councils and selected the following key service areas as a basis for testing:</p> <ul style="list-style-type: none"> ▪ Maternal and child health (MCH) ▪ Statutory planning ▪ Waste collection 	<p>Results from the audit showed that the audited councils do not sufficiently use the LGPRF or other internally generated data to understand performance and use this data to communicate to the community or make informed decisions.</p> <p>Councils can do more to lift the quality and use of data to improve their outcomes. LGV can also do more to support improvements by showing councils how they can use the LGPRF as an improvement tool, for example by providing more benchmarked data reports.</p> <p>The LGPRF also has not achieved the aim of reducing the reporting burden on councils. Various state government agencies continue to use their own, separate process to collect council data. This duplicates effort, for both councils and the state government, and leads to inefficiencies and inconsistencies.</p>

Source and Date	Name	Coverage	Implication for Clients
Regional Development Victoria – Tabled for May 2019	Audit	The audit of the \$1 billion worth of funding distributed by RDV aims to conclude whether there are adequate governance controls and the effectiveness of regional outcomes achieved by various regional development funds over the last 10 years.	Depending on the outcome of the audit, may see an improvement in accessibility for grant funding and more positive resolutions for grant approved schemes.
Business Victoria April 2019	Long Service Benefits Portability Act 2018	<p>The Long Service Benefits Portability Act 2018 has been passed by Parliament and will come into operation by 1 July 2019. Under this new law, workers in the contract cleaning, security and community services sectors will be able to access long service entitlements after seven years in the industry. As this is a portable scheme, workers will be able to move from employer-to-employer without losing their accrued entitlement, provided they stay within the industry.</p> <p>Businesses who employ workers who perform work covered by the scheme will be required to register and provide a quarterly report to a new Portable Long Service Benefits Authority. The scheme will be funded by a levy to be paid by employers. The rate of the levy will be set by the Authority's Governing Board once it is appointed</p>	Those employers who are engaging contract cleaners, security and community services staff, must register and comply with the reporting requirements and levy payable once defined.
WorkSafe Late 2018/2019	WorkSafe Strategy 2030 Everyone Every workplace. WorkWell Toolkit	<p>For the past two years, WorkSafe has consulted extensively with the community and key stakeholders such as employers, workers, unions, health and medical experts, and injured workers to understand their expectations and priorities. This document explains:</p> <ul style="list-style-type: none"> the case for change the two key goals of WorkSafe 2030 a timeline for key projects the benefits for employers, employees and the Victorian community <p>Mental health and wellbeing, and occupational violence and aggression are key focus areas. Local Government, as an industry, has vulnerable employee populations to these areas. WorkWell Toolkit is a voluntary online navigation tool, which links workplaces with information to support and build a mentally healthy workplace.</p>	WorkWell Toolkit is a useful tool worth investigating for additional tools and systems for organisations to work toward a 'mentally healthy workplace'.
Australian Local Government Association	2019/20 Federal Budget	<p>The Budget includes an increase in funding for the Roads to Recovery program from \$400m per annum to \$500m per annum from 2019-20, and also sees increases in the annual funding for the Roads Safety Federal Blackspots and the Bridges Renewal programs of \$50m and \$25m respectively.</p> <p>Additionally a \$3.9 billion Emergency Response Fund has been announced to allocate \$150 million per annum for natural disaster recovery.</p>	Increase in funding opportunities
Municipal Association of Victoria March 2019	Rescue Our Recycling Action Plan launched	The plan includes reducing recycling through placing greater responsibility on business to reduce waste and greater regulation of the recycling industry. This has been introduced to limit landfill as the option of last resort.	Increased investments by local government including education to reduce landfill and increased partnerships with State.
Local Government Inspectorate, David Wolf February 2019	Protecting integrity: Leading the way Managing the employment cycle of a council CEO.	An independent publication containing an analysis of current issues and identification of where improvements to legislation, policies and or processes could reduce the instances of adverse outcomes in the CEO employment and management process.	An informative publication for all Councils outlining the issues and the sector's position.

Source and Date	Name	Coverage	Implication for Clients
Victoria State Government February 2019	Strengthening councils	A suite of reporting guides and templates to assist councils with planning, budget and reporting. Includes model budgets and financial reports, operations reports, performance reporting frameworks and related party disclosure information.	A thorough resource for all local governments to assist in various aspects of planning and reporting.
Victoria State Government February 2019	Sector guidance: planning and reporting	The State government has released a governance guidance documents for local government. It includes a planning and accountability framework, strategic plan checklists, outlines budget statutory requirements and an annual report checklist.	This will make it easier for local governments to adopt best practice in the governance space.
Department of Environment, Land, Water and Planning February 2019	Guidance on transition to new Accounting standards	This guidance document details the new accounting standards up for mandatory adoption from 1 July 2019, including AASB 9 <i>Financial Instruments</i> , AASB 15 <i>Revenue from contracts with customers</i> and AASB 16 <i>Leases</i> as well as others. It includes summaries of the new accounting standards and their likely effect for local government agencies.	A great resource to plan for the mandatory adoption of the new accounting standards.

Attachment 8.8

Campaspe Shire Council

INCOME STATEMENT

For the period ended 30 September 2019

	Notes	<i>Actuals</i>	<i>Budget</i>	<i>Actuals</i>	<i>Variances</i>		<i>Budget</i>
		<i>3 mths ended</i>	<i>3 mths ended</i>	<i>3 mths ended</i>			<i>Full Year</i>
		<i>30 Sept 2019</i>	<i>30 Sept 2019</i>	<i>30 Sept 2018</i>	<i>Actual v Bgt</i>		<i>2019/20</i>
		<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	<i>%</i>	<i>\$'000</i>
Revenue							
Rates income	Note 1	43,712	43,590	41,959	122	0.28	43,590
Grants commission		1,485	1,481	1,449	4	0.25	11,848
Other recurrent grants	Note 2	1,167	1,199	1,217	(32)	(2.66)	3,883
Non-recurrent grants	Note 3	1,806	1,646	260	160	9.73	3,598
User fees	Note 4	4,534	4,087	3,849	447	10.93	17,582
Interest	Note 5	422	268	391	154	57.45	1,328
Total revenue		53,125	52,271	49,125	855	1.63	81,829
Expenses							
Employee benefits	Note 6	7,103	7,182	6,816	79	1.10	32,438
Materials and services	Note 7	5,106	7,587	5,442	2,481	32.70	26,094
Depreciation and amortisation	Note 8	4,580	4,750	4,606	170	3.57	19,008
Finance costs	Note 9	48	63	67	15	23.37	252
Total expenses		16,838	19,581	16,931	2,744	14.01	77,792
Net gain (loss) on disposal of plant and equipment	Note 10	35	80	389	(45)	(56.25)	(756)
Surplus (deficit) for the year		36,323	32,770	32,583	3,553	11	3,281

Note 1 - Increase in rate income raised is due to supplementary rates being brought into the system between the budget being set and the rates being raised for 2019/20.

Note 2 - The variance is due to the timing of receipt of the Grant income compared to when it was budgeted to be received. The exact timing is difficult to predict when setting the budget, it will balance out over the year.

Note 3 - A favourable variance is the result of Council being required to auspice the Murray Darling grant funding that was received by the Rochester Caravan Park, these funds will then be transferred to the committee as the project is completed, \$270k has been received to date, this grant was not budgeted. The Roadside weeds grant, \$75, was not budgeted due to uncertainty around the continuity of this program, the grant will be offset by an equal expense as the funds are fully expended in the year received. A grant has been received for Innovative Regional Asset Management as part of the State Government F.A.S.T grant program, \$67.5, this was not part of the budget.

This is being offset by Council no longer auspicings the L2P grant, \$57K, is now paid direct to the organisation that provides the service, this change occurred after the budget had been finalised and timing of receipt of capital grants, \$222. Also the grant for Emergency Management has not yet been received, \$30k.

Campaspe Shire Council

INCOME STATEMENT

For the period ended 30 September 2019

Note 4 - Quarry sales are greater than budget by \$213, this level of sales is not expected to continue through the remainder of the year, sales are dependent on weather conditions.

Admissions and merchandise sales at the Discovery Centre are greater than budget by \$25k, Echuca Paddlesteamers is being impacted by the Pevensey being unavailable due to maintenance requirements and sales are under budget by \$42k, this will impact on the remainder of the year.

Planning fees are greater than budget by \$105k, this is a result of applications related to renewable energy.

Water sales are \$55k greater than budgeted and an insurance claim for a written off piece of plant was received, \$91k.

Note 5 - A number of investments are still earning reasonable interest rates as they were taken out prior to rates falling, as current investments mature the rates for reinvestment are not favourable and it is possible that the budgeted income will not be achieved.

Note 6 - A small number of vacancies have resulted in a saving in employee expenses.

Note 7 - Waste contractor invoices are yet to be received for kerbside bin collection year to date due to invoicing issues being experienced by the contractor, \$721k.

Invoices for tree maintenance works have not yet been received, \$160k.

Plant and fleet maintenance and fuel costs under budget by \$264k, there may be permanent savings on fuel cost dependent on what occurs in the world oil market but the maintenance side will balance out over the year.

A number of service level agreement payments have not been made as yet, this is either a timing issue or the required reports prior to payment being made have not been received.

A number of other maintenance items are underspent due to timing of commencing works, these will balance out as the year progresses.

Note 8 - Assets that have become fully depreciated at year end have reduced the depreciation expense, a number of these assets will be in the backlog of work in progress to be capitalised. Once capitalised these assets will commence depreciating and impact on the depreciation expense and the current favourable variance is likely to reverse.

Note 9 - Continuing interest rate reductions are impacting favourably on variable rate loans.

Note 10 - Finalisation of industrial land sales has not occurred as expected when the budget was set.

Campaspe Shire Council
BALANCE SHEET
As at 30 September 2019

	Note	Actuals	Budget	Actuals	Variances		Full Year Budget
		As at	As at	As at	Actual v Bgt		As at
		30 Sept 2019	30 Sept 2019	30 Sept 2018			30 Jun 2020
		\$'000	\$'000	\$'000	\$'000	%	\$'000
Current assets							
Cash and cash equivalents	Note 1	10,471	10,999	8,775	(528)	(4.8)	12,999
Trade and other receivables		39,851	39,818	39,327	32	0.1	2,918
Inventories		866	751	830	115	15.3	751
Financial assets	Note 2	38,000	34,000	35,092	4,000	11.8	33,000
Other assets	Note 3	150	586	212	(436)	(74.4)	1,586
Total current assets		89,338	86,154	84,236	3,183	3.7	51,253
Non-current assets							
Non-current assets classified as held for sale		1,033	1,022	1,022	11	1.1	1,022
Investment property	Note 4	8,619	11,798	11,798	(3,179)	(26.9)	11,798
Financial assets	Note 5	19,000	18,000	8,500	1,000	5.6	6,593
Property, infrastructure, plant and equipment	Note 6	590,980	600,600	589,883	(9,620)	(1.6)	612,008
Intangible assets	Note 7	2,952	2,362	2,362	590	25.0	2,362
Total non-current assets		622,584	633,782	613,565	(11,198)	(1.8)	633,783
Total assets		711,922	719,936	697,801	(8,014)	(1.1)	685,036
Current liabilities							
Trade and other payables	Note 8	1,472	4,712	1,264	3,241	68.8	4,712
Interest bearing loans and borrowings	Note 9	766	1,364	836	598	43.9	1,364
Provisions		8,771	8,702	9,218	(69)	(0.8)	7,302
Trust funds and deposits	Note 10	1,183	2,104	845	921	43.8	0
Total current liabilities		12,191	16,882	12,163	4,691	27.8	13,378
Non-current liabilities							
Interest bearing loans and borrowings	Note 9	4,395	6,831	5,409	2,436	35.7	6,831
Provisions	Note 11	540	1,223	758	683	55.9	2,623
Trust funds and deposits		21	20	20	(1)	(5.0)	2,124
Total non-current liabilities		4,955	8,074	6,187	3,118	38.6	11,578
Total liabilities		17,147	24,956	18,350	7,809	31.3	24,956
Net assets		694,774	694,980	679,451	(207)	(0.0)	660,080
Equity							
Accumulated surplus		367,169	366,916	369,387	252	0.1	350,016
Reserves		327,605	328,064	310,064	(459)	(0.1)	310,064
Total equity		694,774	694,980	679,451	(207)	(0.0)	660,080

Campaspe Shire Council
BALANCE SHEET
As at 30 September 2019

Note 1 - It is difficult to budget the exact cash position when setting the budget as the timing of invoice payment is not known, a large number of progress payments for projects were made in September.

Note 2 - A greater amount of funds have been available to invest due to capital works not being completed in the year budgeted.

Note 3 - Actuals only include prepayments, budget takes into account an allowance for accrued revenue, this has not been required as all income relevant to the quarter was entered into the ledger prior to the month being closed.

Note 4 - a number of properties that had been classified as investment properties have been removed from this class as they are now used for community purposes.

Note 5 - A greater amount of funds have been available to invest due to capital works not being completed in the year budgeted.

Note 6 - Carryover of 2018/19 capital works program projects impact this result, if the full program had been delivered then the value of property, infrastructure, plant and equipment would be greater.

Note 7 - Revaluation of the water rights for the 2018/19 financial year have resulted in an increase in the value of these assets.

Note 8 - Timely payment of invoices as they are received ensures that the balance in trade payables is less than budget. The budget is calculated on a percentage of the total materials and services budget.

Note 9 - Borrowings that were budgeted to occur in the 2018/19 budget (\$1.8 mill) and accounted for in the 2019/20 budget were not taken up as the funds were not required at the time due to project delays. These are planned to occur in the current year.

Note 10 - This receipt of bonds is difficult to predict and as a result the budget is set using what the balance is at the time.

Note 11 - A number of long term employees have resigned and newer employees have moved into the current provision category resulting in a reduction of the non-current provision. Employees with large annual leave balances are being actively managed to reduce the balance, this resulted in a reduction of provision required.

Campaspe Shire Council

CASH FLOW STATEMENT

For the period ended 30 September 2019

		Actuals	Budget	Actual	Variances		Full Year Budget
		3 mths ended	3 mths ended	3 mths ended			As at
		30 Sept 2019	30 Sept 2019	30 Sept 2018			30 Jun 2020
	Notes	\$'000	\$'000	\$'000	Actual v Bgt	%	\$'000
Cash flows from operating activities							
Rates and charges	Note 1	9,261	9,066	8,513	195	2.1	43,515
User fees and fines (inclusive of GST)	Note 2	7,052	4,395	1,992	2,657	60.4	17,506
Grants	Note 3	4,458	4,833	2,926	(375)	(7.8)	19,329
Interest received	Note 4	422	294	390	128	43.4	1,176
Net GST (payment)/refund	Note 5	264	0	554	264		-
Proceeds/(repayment) of trusts and deposits	Note 6	(940)	(19)	(1,258)	(921)	4,848.6	-
Payments to suppliers (inclusive of GST)	Note 7	(9,483)	(7,500)	(7,647)	(1,983)	(26.4)	(26,002)
Payments to employees	Note 8	(6,984)	(7,110)	(5,174)	126	(1.8)	(32,438)
Net cash inflow (outflow) from operating activities		4,049	3,959	294	90	(2.3)	23,086
Cash flows from investing activities							
Payments for property, infrastructure, plant and equipment	Note 9	(2,827)	(8,841)	(4,510)	6,014	68.0	(33,275)
Purchase of financial assets	Note 10	(5,000)	(4,750)	(3,000)	(250)	0.0	5,000
Proceeds from sale of financial assets	Note 10	3,000	6,000	4,000	(3,000)	50.0	-
Proceeds from sale of property, infrastructure, plant and equipment		35	219	389	(184)	84.0	876
Net cash inflow (outflow) from investing activities		(4,792)	(7,372)	(3,121)	2,580	35	(27,399)
Cash flows from financing activities							
Repayment of borrowings		(312)	(254)	0	(58)	(23.0)	(1,014)
Proceeds from borrowings		0	950	(271)	(950)	100.0	3,800
Finance costs		(48)	(63)	(67)	15	23.4	(252)
Net cash inflow (outflow) from financing activities		(361)	633	(338)	(994)	157.0	2,534
Net increase (decrease) in cash and cash equivalents		(1,103)	(2,780)	(3,165)	1,677	60.3	(1,780)
Cash and cash equivalents at the beginning of the year		11,575	13,779	11,941	(2,204)	(16.0)	14,779
Cash and cash equivalents at the end of the period		10,471	10,999	8,775	(528)	(4.8)	12,999

Note 1 - The greater than budgeted rates and charges received to date is driven by supplementary rates being processed after the budget was set which increased the value of rates raised and subsequently paid to date.

Note 2 - Grant, which were raised as invoices in 2018/19 were paid in this quarter, these were the \$2.0 mill for the Riverfront project and \$600k for Fixing Country Roads. These payments effect the cash flow but were recognised as income in the prior year.

Note 3 - The timing of receipt of operational grants for aged care, childcare and other programs is unpredictable but all grants will be received by year end.

Note 4 - A number of investments are still earning reasonable interest rates as they were taken out prior to rates falling, as current investments mature the rates for reinvestment are not favourable and it is possible that the budgeted income will not be achieved.

Note 5 - GST is not considered when setting the budget.

Note 6 - The cash flow from the receipt of bonds is not considered, other than a token amount when setting the budget.

Note 7 - The payment at year end of expenses that relate to the 18/19 year impacts this cash quarter result, the actual expense is recognised in the prior year but impacts the current year cash flow.

Note 8 - A small number of vacancies have resulted in less cash being required for employee expenses.

Campaspe Shire Council

CASH FLOW STATEMENT

For the period ended 30 September 2019

Note 9 - Expected cash spend on capital works has not been realised for this quarter, this will likely change as the year progresses and many contracts start to reach milestone payment points.

Note 10 - The movement in the investment portfolio is difficult to predict when setting the budget as this is driven by cash flow requirements at any given time.

Campaspe Shire Council
STATEMENT OF CAPITAL WORKS
For the period ended 30 September 2019

		<i>Actuals</i>	<i>Budget</i>	<i>Variances</i>		<i>Full Year Budget</i>
		<i>3 mths ended</i>	<i>3 mths ended</i>			<i>As at</i>
		<i>30 Sept 2019</i>	<i>30 Sept 2019</i>			<i>30 Jun 2020</i>
Capital Works Areas	<i>Notes</i>	<i>\$'000</i>	<i>\$'000</i>	<i>Actual v Bgt</i>		<i>\$'000</i>
				<i>\$'000</i>	<i>%</i>	
Infrastructure						
Aerodromes	Note 1	8	35	(27)	(77.1)	241
Bridges	Note 2	723	630	93	14.8	2,967
Drainage	Note 3	136	124	12	9.7	3,403
Footpaths and Cycleways	Note 4	87	26	61	234.6	1,045
Off street car parks		-	-	-		487
Other Infrastructure	Note 5	437	400	37	9.3	1,195
Parks, Open Space and Streetscapes	Note 6	2	60	(58)	(96.7)	262
Recreational, Leisure and Community Facilities		249	237	12	5.1	813
Roads		1,531	1,463	68	4.6	13,097
Waste Management		170	160	10	6.3	282
Total Infrastructure		3,343	3,135	208		23,792
Equipment and other						
Heritage Plant and Equipment	Note 7	22	6	16	266.7	325
Library Books		52	45	7	15.6	145
Plant, Machinery and Equipment	Note 8	363	-	363		1,937
				-		
Total Equipment and other		437	51	386		2,407
Property						
Buildings		9	9	-	-	2,916
Building improvements		4	9	(5)	(55.6)	-
Fixtures Fittings and Furniture		-	1	(1)	(100.0)	-
Heritage buildings		-	-	-		-
Land		17	20	(3)	(15.0)	-
Land Improvements		16	24	(8)	(33.3)	250
Total Roads, Drains and Bridges		46	63	(17)		3,166
Total Capital Works		3,826	3,249	577		29,366

Note 1 - Budgeted projects have been put on hold pending the development of the masterplan for the area.

Note 2 - Fox Island bridge has been completed, this is slightly earlier than expected.

Note 3 - Annual drainage works are ahead of schedule due to better planning undertaken in the latter part of 2018/19.

Campaspe Shire Council
STATEMENT OF CAPITAL WORKS
For the period ended 30 September 2019

Note 4 - Annual footpath renewals works are ahead of schedule due to better planning undertaken in the latter part of 2018/19.

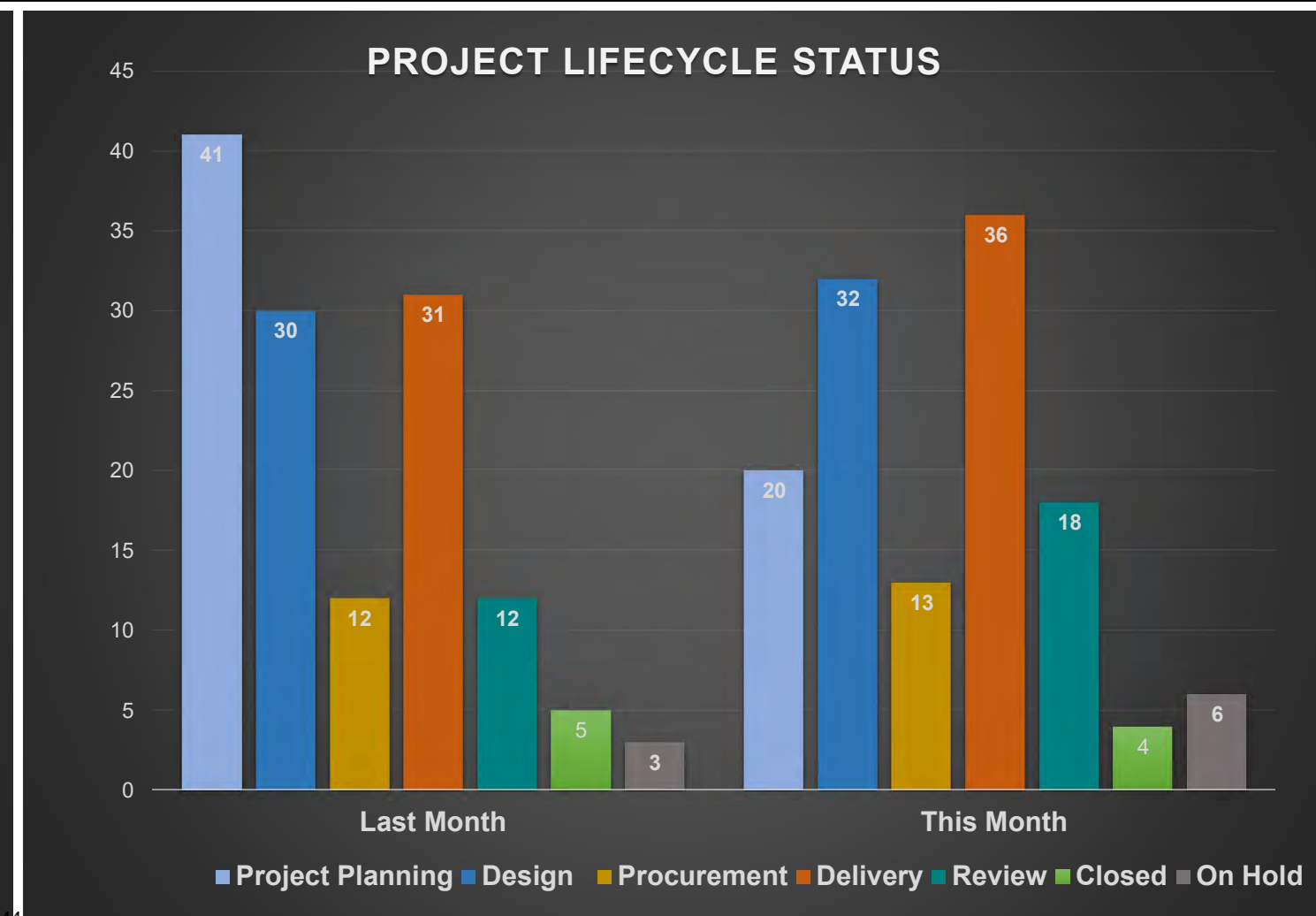
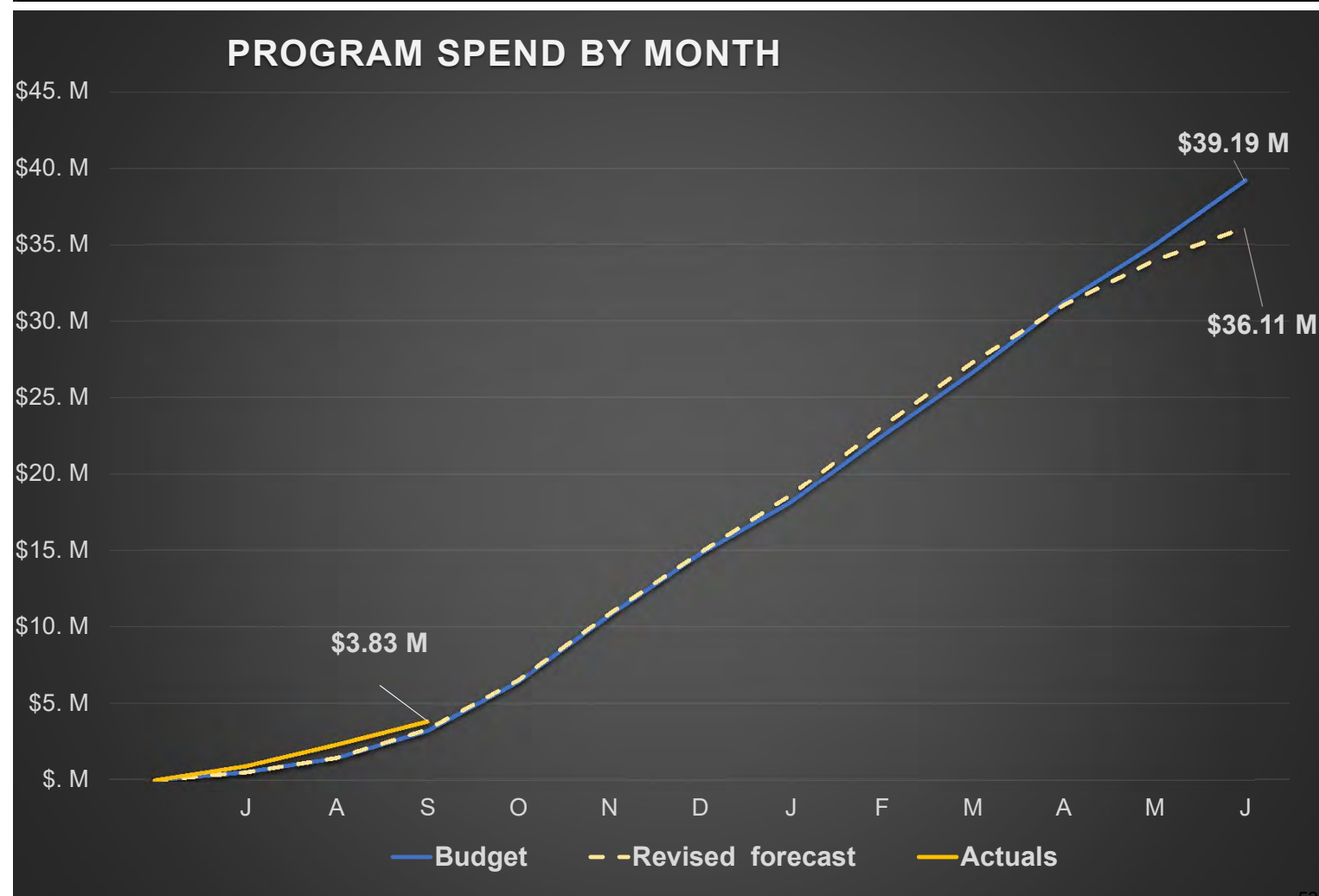
Note 5 - Works have commenced ahead of schedule due to better planning undertaken in the latter part of 2018/19.

Note 6 - Commencement of work on the renewal of irrigation systems across parks and gardens in the shire has been delayed due to further investigations taking place regarding the use of mains water or bore water. As this is a scope to budget project all funding will be spent in the financial year.

Note 7 - The additional works required to return the Pevensy to the required condition to be re licenced have resulted in the current increase spend to budget.

Note 8 - The purchase of a number of items budgeted in 2018/19 that were on the carry over list have been finalised.

Asset Class	Annual budget	Spend as at 30/09/19	% spend to budget	Comments (Variance against budget)
Aerodromes	\$300,165	\$7,962	3%	Currently tracking to forecast and budget
Bridges	\$4,548,876	\$722,624	16%	
Building improvements	\$755,300	\$4,267	1%	
Buildings	\$444,000	\$9,172	2%	
Computers & Telecommunications	\$77,000	\$0	0%	
Drainage	\$4,762,686	\$135,755	3%	
Footpaths & Cycleways	\$525,944	\$87,356	17%	
Fixtures Fittings & Furniture	\$1,716	\$230	13%	
Heritage Buildings	\$0	\$0	0%	
Heritage Plant & Equipment	\$184,000	\$22,299	12%	
Library Books	\$145,000	\$51,920	36%	
Land	\$30,000	\$17,267	58%	
Land Improvements	\$485,911	\$15,888	3%	
Other Infrastructure	\$6,525,888	\$437,252	7%	
Parks, Open Space & Streetscapes	\$150,000	\$1,610	1%	
Plant, Machinery & Equipment	\$2,585,938	\$363,227	14%	
Recreational, Leisure & Community	\$2,073,474	\$249,302	12%	
Roads	\$14,763,136	\$1,531,133	10%	
Waste Management	\$829,341	\$169,554	20%	
Total	\$39,188,375	\$3,826,817	10%	
<i>*Does not include contingency</i>				



Project Number and Name	Status	Sponsor	PM	Comment	Forecast Spend 1920	Forecast Carry over/ Unspent
PR-100085 Kyabram Breen Avenue Walking Cycle Trail - Construction		Kerrie Hawkes	Greg Dryburgh	Compulsory acquisitions and permit requirements means project is unlikely to be delivered in one financial year.	\$ 150,000	\$ 394,500
PR-100122 Echuca Francis St/Service St Roundabout Urban Rehabilitation Renewal		Sean Hay	Brian Hubbard	Pending Coliban Water issue. Until resolved project cannot proceed. RC to present to EMG/Council for consideration.	\$ -	\$ 161,975
PR-100165 Rushworth Streetscape Renewal 2017 - 2020		Sean Hay	Gary Biddle	Greatest risk now is GV Water as a number of the water mains are not sufficiently clear of the construction zone. This could add extra cost. Also the revised pavement design will likely add cost. If additional funding is made available the project could be delivered this financial year.	\$ 1,397,500	\$ -
PR-100190 Toolleen, Toolleen Axedale Road Widening		Sean Hay	Greg Dryburgh	Council agreed project will be delayed until 20/21. Design and approvals to be completed this financial year. \$900k of budget is grant funded, potential council cash unspent would be c\$360k.	\$ -	\$ 1,260,000
PR-100345 Echuca Marine Vessels		Keith Oberin	Mick Mahady	If no slip, won't proceed. Awaiting audit of slip.	\$ 184,000	\$ -
PR-100385 Pevensey Emergency Slipping and Planking		Keith Oberin	Mick Mahady	If no slip, won't proceed. Awaiting audit of slip.	\$ 219,000	\$ -
100498 Echuca, McKenzie Road Outfall Upgrade		Richard Conway	Gary Biddle	Council has approved placing a nominated section of the aerodrome onto the Native Vegetation Credit Register. Landowners have agreed to easements, but are yet to formalise the documentation. Damage to the existing Native Veg has slowed down the registration process. This project has integration requirements with Echuca Aerodrome Renewal Project and Aerodrome Masterplan which is in consideration.	\$ 760,000	\$ -
PR-100321 Rushworth Murchison Road Open Drain Renewal		Sean Hay	Seb Campbell	Remain amber as design not completed, however PM and Sponsor are confident that this can be delivered in current year	\$ 597,500	\$ -
PR-100006 Riverfront Development		Keith Oberin	Cameron Stewart	Potential cultural issues once construction commences. Will request additional contingency from EMG following the award of the final contract for landscaping. Report for EMG currently being prepared.	\$ 3,081,836	\$ -
PR-100062 Rochester Ramsay Street Open Concrete Drain Renewal 2019 - 2022		Sean Hay	Greg Dryburgh	Designs are complete. One approval is outstanding (Victrack) which requires contractor methodology before approval. Funding is split over three years, when construction can be completed in 3 months. Suggestion is to go out to tender now to ascertain total construction cost and obtain Victrack approval.	\$ 950,000	\$ -
PR-100069 Bridge Renewal Program 1819 Anstruther St footbridge		Sean Hay	Brian Hubbard	Awaiting rural works report re substructure.	\$ 433,561	\$ -
PR-100113 Echuca EWMAC Internal Building Renewals		Kerrie Hawkes	Dave Hourigan	Reviewing designs currently.	\$ 355,000	\$ -
PR-100120 Echuca Ash Street / High Street Drainage Upgrade 2019 - 2021		Sean Hay	Mick Mahady	No designs, multiple stakeholders and consultation required. Split project - identify what can be spent this year in design, permits and possibly some construction for Ash St. Unable to quantify value to Ash St component, therefore have based spend on design and approvals only in 19/20.	\$ 200,000	\$ 790,000
PR-100177 Echuca Council Offices Extension		Fleur Cousins	Gary Biddle	Planning permit application submitted. Tender documentation well underway. Additional funding will be required. RFQ out for an external document review- due to past issues with current Architect and Consultant combination. Tender most likely- end of November. This means there will be carryover to complete construction by December 2020. PRG have requested a financial breakdown to complete the necessary works only to present to council. Still do not have a clear financial commitment from CSV.	\$ 1,583,000	\$ -
PR-100265 Echuca Annesley Street Urban Rehabilitation (McKinlay Rd to Eyre St)		Sean Hay	Seb Campbell	Funding issues, design estimate c\$600k	\$ 650,000	-\$ 103,500
PR-100271 Gunbower Murray Valley Highway North Service Road Rehabilitation		Sean Hay	Seb Campbell	External design/ external construction. Confirming design, may require some additional funding, however additional scope is not likely to be as extensive as first thought.	\$ 236,000	\$ -
PR-100272 Corop Wanalta- Corop Road Rehabilitation 2019 - 2022		Sean Hay	Brian Hubbard	Design is near completion. Tendering may need to be split to allow project to be completed in two parts as estimates indicate budget shortfall. Pending tender submissions will determine what percentage of the 6km can be completed.	\$ 2,500,000	\$ -
PR-100285 Gunbower Landfill Cap Remediation and Retaining Wall Repairs		Kate Lemon	Greg Dryburgh	May need to reduce scope to just retaining wall, landfill cap reliant on EPA approval which could cause delays. Waste reserve funded. Design works are underway. Won't be in a known position until we have EPA and DELWP (as landowner) consent.	\$ 201,000	\$ -
PR-100309 Rushworth Groves Bridge Replacement 2019 - 2021		Sean Hay	Greg Dryburgh	Scope has been agreed - will proceed to Australian standard, despite objections from 3 customers. Costs will not be confirmed until full designs completed. Construction planned over two years. Design is progressing well and authority approvals are progressing. Still expect some construction to carry over - mainly dependent on Authority Approvals and contractor lead times.	\$ 515,000	\$ 441,000
PR-100330 Echuca Holiday Park Front Entrance and Landscape Upgrade		Janine Caiolfa	Cameron Stewart	Concept design available, but need detailed design. Construction could not happen until after March due to peak tourism season. Concern regarding amount of construction achievable in first year. First stage of overall masterplan. Echuca Holiday Park Reserve Funded. RFQ for design being prepared.	\$ 454,500	\$ -
TOTAL FORECAST CARRY OVER/UNSPENT						\$ 2,943,975
PROJECTED PROJECT SAVINGS						\$ 188,620