



AUDIT AND RISK COMMITTEE

Half Yearly Report.

1 July 2020 – 31 December 2020

1. INTRODUCTION

Council has had an active Audit and Risk Committee since 1997 and this Committee is comprised of independent members appointed by Council as members' terms expire as well as Councillor representatives appointed annually.

With the enactment of the new Local Government Act 2020, Council adopted a new Audit and Risk Committee Charter and appointed the members to the Committee at its meeting held on 21 July 2020. At the same meeting Council set the allowance for independent members.

The Audit and Risk Committee Charter, in alignment with the Local Government Act 2020, requires the chairperson to prepare a report to Council, through the Chief Executive Officer on the Committee's activities twice per annum. The Committee has agreed that a report on activities will be prepared for the 1 July - 31 December period and a full year report will be prepared to outline how the Committee has discharged its responsibilities outlined in the Committee charter.

This is the first half yearly report to be presented to Council. The Committee reviewed the half yearly report at its meeting held on 4 February 2021 and confirmed that it is an accurate reflection of the Committee's activities.

2. AUDIT AND RISK COMMITTEE ACTIVITIES

Within the reporting period, the Audit and Risk Committee met on two occasions, 14 October 2020 and 9 December 2020.

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

Financial & Performance Reporting
<p>14 October 2020</p> <ul style="list-style-type: none"> Review of the Annual Financial Statements and Performance Statement for the 2019/20 year were considered by the Committee and was later than in prior years due to an extension of time granted by the Minister of Local Government in response to the current COVID-19 pandemic. The review included presentation and discussion of the Victorian Auditor General's Office (VAGO) drafts of the 2019-20 Management Letter, Closing Report and Management Representation Letter. After review and consideration of all documentation, the Committee recommended to Council that the Annual Financial Statements and Performance Statement be signed. <p>9 December 2020</p> <ul style="list-style-type: none"> Review of Quarterly Budget Report for the period ended 30 September 2020
Internal Control Environment
<p>9 December 2020</p> <ul style="list-style-type: none"> A status of current policies that are reviewed by the Committee was noted. One policy remains as overdue for review and is scheduled for the first meeting of 2021. An overview of a management review conducted on the Echuca Riverfront Development Project was presented and noted. This review was to identify learnings from the project and improvement opportunities for Council's policies, systems and internal controls for future major projects.

Risk Management
<p>9 December 2020</p> <ul style="list-style-type: none"> Reviewed the current strategic risk register of Council and the profile of these risks against the risk matrix. In addition to this the Committee reviewed the treatment (action) plan in place for the risks classified above Council's current risk appetite of 'moderate'.
Fraud Prevention Systems & Controls
<ul style="list-style-type: none"> There was no activity during the reporting period in this section.
Internal Audit
<p>14 October 2020</p> <ul style="list-style-type: none"> Reviewed past actions identified in internal audits that have been verified by the Internal Auditor that the action has been responded to and closed. <p>9 December 2020</p> <ul style="list-style-type: none"> Reviewed the outcomes of two Internal Audits completed by the Internal Auditor on the topics of Long Term Financial Planning and Budgeting and Staff Performance Management, noting that Management agreed, or partially agreed, with all actions recommended by the Auditor. <p>At both meetings the Committee:</p> <ul style="list-style-type: none"> Reviewed the status of the Annual Internal Audit Plan and the scopes for two Internal Audits that are scheduled for the first half of 2021. Reviewed the status of all actions recommended by the Internal Auditor from past Internal Audits that remain in progress.
External Audit
<p>9 December 2020</p> <ul style="list-style-type: none"> Reviewed the Final Closing Report and Management Letter issued by the Victorian Auditor General's Office (VAGO) and management's plan to address the points raised within these documents in readiness for the next audit.
Compliance Management
<p>14 October 2020</p> <ul style="list-style-type: none"> Reviewed the legislated Governance Checklist for inclusion in Council's 2019-20 Annual Report. <p>9 December 2020</p> <ul style="list-style-type: none"> Received a report from management on Council's Waste Management approach as well as an overview of changes occurring within the sector. <p>At both meetings the Committee:</p> <ul style="list-style-type: none"> Reviewed the status of Council's compliance with implementing the requirements of the Local Government Act 2020.

Reporting to Council
<p>14 October 2020</p> <ul style="list-style-type: none">• A draft 2019-2020 Audit and Risk Committee Annual Report was reviewed and recommended to be presented to Council at the next available meeting. The report was included in the agenda and minutes of Council's meeting held on the 20 October 2020.• The Chair of the Committee (Linda MacRae) attended a Council Briefing session (virtually) on 20 October 2020 to present the results of Council's 2019-20 Financial and Performance Statements and to advise Council of VAGO's draft findings in relation to these statements. This session occurred prior to Council's consideration and signing of the statements.
Performance Evaluation
<p>14 October 2020</p> <ul style="list-style-type: none">• Reviewed the results of the Committee's self assessment of its performance for the 2019-20 financial year. The results were reported in the Committee's Annual Report that was presented to Council at its meeting held on 20 October 2020.• Reviewed the results of a survey conducted on the performance of the Internal Auditor.
Review of Charter
<ul style="list-style-type: none">• As the Committee charter was adopted by Council at its meeting held on the 21 July 2020, the charter is next due for review in mid 2022.
Other Matters
<p>9 December 2020</p> <ul style="list-style-type: none">• Appointed a Chair of the Committee for 2021. Independent Member, Linda MacRae, was nominated and accepted the position of Chair for the next 12 months. <p>At both meetings the Committee:</p> <ul style="list-style-type: none">• Reviewed the Annual Work Plan of the Committee.• Received a report summarising Councillor expenses & reimbursements received in accordance with Council's adopted Councillor Expenses Policy.

Campaspe Shire Council
INCOME STATEMENT
For the period ended 31 December 2020

		<i>Actuals</i> <i>6 mths</i> <i>ended</i> <i>31 Dec 2020</i> \$'000	<i>Budget</i> <i>6 mths</i> <i>ended</i> <i>31 Dec 2020</i> \$'000	<i>Actuals</i> <i>6 mths</i> <i>ended</i> <i>31 Dec 2019</i> \$'000	<i>Variances</i> <i>Actual v Bgt</i> \$'000 %		<i>Full Year</i> <i>Budget</i> <i>As at</i> <i>30 Jun</i> <i>2021</i> \$'000
	Notes						
<i>Revenue</i>							
Rates income	Note 1	38,734	38,555	37,477	179	0.5%	38,636
Garbage charges	Note 2	5,915	5,875	6,248	41	0.7%	5,875
Statutory fees and fines	Note 3	638	738	724	(101)	(13.6%)	2,179
Grants commission	Note 4	2,925	3,070	2,970	(145)	(4.7%)	12,276
Other recurrent grants	Note 5	982	1,809	2,431	(827)	(45.7%)	3,595
Non-recurrent grants	Note 6	3,618	666	3,456	2,952	443.5%	2,623
User fees	Note 7	5,886	7,843	8,063	(1,956)	(24.9%)	15,587
Interest	Note 8	537	364	848	173	47.5%	1,188
Total revenue		59,235	58,919	62,217	316	0.5%	81,958
<i>Expenses</i>							
Employee benefits	Note 9	13,895	16,722	15,600	2,827	16.9%	32,858
Materials and services	Note 10	9,332	10,301	11,756	968	9.4%	21,936
Depreciation and amortisation	Note 11	10,177	9,538	9,042	(639)	(6.7%)	19,075
Finance costs	Note 12	60	83	92	22	26.8%	165
Other expenses	Note 13	1,911	2,809	748	898	32.0%	5,434
Total expenses		35,376	39,452	36,490	4,076	10.3%	79,468
Net gain (loss) on disposal of plant and equipment	Note 14	276	-	335	276	0.0%	240
Surplus (deficit) for the year		24,135	19,467	26,063	4,668	24.0%	2,730

Campaspe Shire Council**INCOME STATEMENT****For the period ended 31 December 2020**

Note 1 (Rates income) - Increase in rate income is due to supplementary rates being brought into the system between the budget being set and the rates being raised for 2020-21. Interest has not been calculated on overdue rates in accordance with the resolution of Council's Financial Support Measures made on the 21 April 2020, 18 August 2020 and 8 December 2020 due to COVID 19. This measure will remain in place for the remainder of the 2020/21 financial year. The impact of this measure to Council's revenue will be approximately \$100k.

Note 2 (Garbage charges) - Additional services requested between when the budget was set and the charges were raised.

Note 3 (Statutory fees and charges) - Land information certificate requests and Planning and building permits revenue is greater than budgeted by \$76k, this is being offset by parking infringements under budget by \$145k. Parking infringements have only been issued for parking in excess of the allowable time' since parking meters were turned off in accordance with the resolution of Council's Financial Support Measures made on the 18 August 2020 due to COVID 19 . There has been greater than expected activity in land sales and development, this anecdotally has been attributed to COVID 19 and movement out to regional areas.

Note 4 (Grants commission) - Greater than 50% of the Grants Commission funds were paid in advance (in May 2020), the budget was set on the assumption that only 50% would be paid in advance with the balance evenly split across the 2020/21 financial year. The total variance between what was budgeted and what will be received in 2020/21 is \$72k.

Note 5 (Other recurrent grants) - The budget was set assuming Aged Care services would continue as Council was unsure if approval for exiting the service would be received in time to enable the full exit of the service in 2019/20. Approval was received and the exit of the service completed in 2019/20 but it was too late to amend the budget, this will be addressed in the revised budget. Public Library funding of \$289k is yet to be received due to the State Budget being delayed.

Note 6 (Non-recurrent grants) - There have been unbudgeted grants received as a result of COVID 19 and State Government funding decisions. Grants were received for ICT Infrastructure Support Program \$100k, Local Councils Outdoor Eating and Entertainment package \$250k, Working for Victoria Program grant \$410k to be received in total and Community Activation and Social Isolation Initiative \$77k. 50% of the unbudgeted Local Roads and Community Infrastructure grant of \$2.6 million has been received and R2R funds \$1.1 million were received ahead of budget and will be in line with budget at the year end. \$300k of the variance is due to the requirements to recognise income as works are completed instead of when the invoice is raised, these funds were invoiced and budgeted in the 2019/20 however were received and will be expended in the current year.

Note 7 (User fees) - Impact of service closures due to COVID 19 is \$1.1 million and user fees for Aged Care were included in the budget as there was uncertainty around the timing of Council exiting the service when the budget was set, \$980k. The budget was set assuming Aged Care services would continue as Council was unsure if approval to exit the service would be received in time to exit the service in the 2019/20 year. Of the variance \$700k to Recreation, \$377k to Parking, and \$356k to tourism related services. These have been partially offset by variances greater than budgeted in Waste Transfer Stations Services of \$197k, Childcare Centres of \$171k, Planning and Building Services of \$58k and Quarry sales of \$111k.

Note 8 (Interest) - The budget was set based on the assumption that interest rates would continue to fall, fortunately Council was able to secure reasonable rates for some investments prior to the fall in interest rates. This is not anticipated to continue and the budget will be adjusted to reflect what is actually occurring in the revised budget.

Campaspe Shire Council**INCOME STATEMENT****For the period ended 31 December 2020**

Note 9 (Employee expenses) - Of the \$2.8 million variance, \$1.4million relates to Aged Care being included in the budget as there was uncertainty around the timing of Council exiting the service when the budget was set. \$581k relates to the reduced use of casual staff due as the result of service closures relating to COVID 19. The balance relates to staff vacancies across the organisation.

Note 10 (Materials and services) - The exiting of Aged Care services, \$224k and service closures due to COVID 19 \$510k along with the timing of delivery of training and maintenance projects accounts for the remaining variance. With the lifting of some COVID restrictions essential training has recommenced.

Note 11 (Depreciation) - The variance to budget is the result of the revaluation of assets for the 2019/20 Annual Financial Statements, the full effect of this was unknown when the budget was set, this will be addressed in the revised budget.

Note 12 (Finance costs) - The variable interest rate on a number of Council loans has continued to fall from the rate used for budget purposes.

Note 13 (Other expenses) - Closure of services due to COVID 19 accounts for \$400k, exiting Aged Care services \$205k, unpaid Council election expense \$235k.

Note 14 (Net gain on fixed assets) - The proceeds from sale of industrial land in Kyabram and Tongala, \$77k and the trade in of plant items due for replacement \$199k.

Campaspe Shire Council
BALANCE SHEET
As at 31 December 2020

	Note	Actuals	Budget	Actuals	Variances		Full Year Budget
		As at 31 Dec 2020 \$'000	As at 31 Dec 2020 \$'000	As at 31 Dec 2019 \$'000	Actual v Bgt		As at 30 Jun 2021 \$'000
					\$'000	%	
Current assets							
Cash and cash equivalents	Note 1	10,216	14,394	4,821	(4,178)	(29.0%)	10,209
Trade and other receivables	Note 2	31,051	29,278	31,367	1,773	6.1%	3,278
Inventories		813	830	887	(17)	(2.1%)	830
Financial assets		43,000	43,382	43,000	(382)	(0.9%)	43,382
Other assets	Note 3	1	1,463	1	(1,462)	(99.9%)	1,463
Total current assets		85,082	89,347	80,075	(4,265)	(4.8%)	59,162
Non-current assets							
Non-current assets classified as held for sale	Note 4	-	1,033	1,033	(1,033)	(100.0%)	1,033
Trade and other receivables		-	13	0	(13)	(100.0%)	13
Investment property	Note 5	7,312	8,619	8,619	(1,307)	(15.2%)	8,619
Financial assets		10,000	10,000	15,000	(0)	(0.0%)	11,618
Property, infrastructure, plant and equipment	Note 6	702,772	697,629	593,078	5,144	0.7%	612,629
Intangible assets	Note 7	3,811	2,952	2,952	859	29.1%	2,952
Total non-current assets		723,895	720,246	620,683	3,649	0.5%	636,864
Total assets		808,978	809,593	700,758	(616)	(0.1%)	696,026
Current liabilities							
Trade and other payables	Note 8	425	2,757	811	2,332	84.6%	5,257
Interest-bearing loans and borrowings	Note 9	518	1,904	513	1,386	72.8%	1,904
Provisions		8,281	8,263	8,764	(17)	(0.2%)	6,663
Trust funds and deposits	Note 10	1,440	2,000	1,199	560	28.0%	0
Total current liabilities		10,665	14,925	11,287	4,260	28.5%	13,825
Non-current liabilities							
Interest bearing loans and borrowings non current	Note 9	3,331	10,248	4,395	6,916	67.5%	10,248
Provisions non current		721	929	540	207	22.3%	2,529
Trust funds and deposits non current	Note 10	20	144	21	124	86.1%	2,144
Total non-current liabilities		4,073	11,320	4,955	7,247	64.0%	14,920
Total liabilities		14,738	26,245	16,243	11,507	43.8%	28,745
Net assets		794,239	783,348	684,514	10,890	1.4%	667,281
Equity							
Accumulated surplus		349,995	455,685	356,909	(105,690)	(23.2%)	339,618
Reserves		444,244	327,663	327,605	116,580	35.6%	327,663
Total equity		794,239	783,348	684,514	10,890	1.4%	667,281

Campaspe Shire Council
BALANCE SHEET
As at 31 December 2020

Note 1 (Cash and cash equivalents) - It is difficult to budget the exact cash position when setting the budget, as this is dependent on when invoices are received, especially for capital works.

Note 2 (Trade and other receivables) - Due to COVID 19 the balance outstanding on rates debtors is greater than expected at the time the budget was set, the outstanding amounts relate to both the current and prior years.

Note 3 (Other assets) - 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 (Non-current assets classified as held for sale) - There was no certainty that any assets would be sold in the 2020/21 year therefore there were no assets reclassified as held for sale at the end of the 2019/20 year.

Note 5 (Investment property) - Investment property values decreased as a result of the revaluation of buildings for the 2019/20 Annual Financial Statements. This has been driven by the condition of buildings, which were independently assessed in 2019/20.

Note 6 (Property, infrastructure, plant and equipment) - Carryover of 2019/20 capital works program impact this result, if the full 2019/20 program had been delivered then the value of property, infrastructure, plant and equipment would be greater.

Note 7 (Intangible assets) - Revaluation of the water rights for the 2019/20 financial year have resulted in an increase in the value of these assets.

Note 8 (Trade and other payables) - The budget is calculated on a percentage of the total of the budget for other expenses and materials and services, if the phasing of budgets do not match actuals the balance in trade payables will be impacted. This is also impacted by the underspend in these two areas.

Note 9 (Interest-bearing loans and borrowings) - Loans for the Community Infrastructure loans scheme were budgeted to have been taken up at the commencement of the projects, this will not be the case as per the terms of the loans, claims will be made at specific stages of completion through out the year.

Note 10 (Trust funds and Deposits current & non-current) - The receipt of bonds is difficult to predict and as a result the budget is set using the balance in the ledger at the time.

Campaspe Shire Council

CASH FLOW STATEMENT

For the period ended 31 December 2020

	Notes	Actuals	Budget	Actual	Variances		Full Year Budget
		6 mths ended 31 Dec 2020 \$'000	6 mths ended 31 Dec 2020 \$'000	6 mths ended 31 Dec 2019 \$'000	Actual v Bgt \$'000	%	As at 30 Jun 2021 \$'000
Cash flows from operating activities							
Rates and charges	Note 1	18,359	18,535	17,274	(176)	(1.0%)	44,483
User fees and fines (inclusive of GST)	Note 2	7,196	9,000	12,238	(1,804)	(20.0%)	19,089
Grants	Note 3	7,525	8,591	8,857	(1,066)	(12.4%)	18,494
Interest received	Note 4	537	364	848	173	47.4%	727
Net GST (payment)/refund	Note 5	1,211	0	534	1,211	0.0%	-
Proceeds/(repayment) of trusts and deposits	Note 6	(730)	0	(924)	(730)	0.0%	-
Payments to suppliers (inclusive of GST)	Note 7	(20,413)	(12,399)	(17,383)	(8,014)	(64.6%)	(27,515)
Payments to employees	Note 8	(13,788)	(16,430)	(15,488)	2,642	(16.1%)	(32,858)
Net cash inflow (outflow) from operating activities		(104)	7,661	5,955	(7,765)	101.4%	22,420
Cash flows from investing activities							
Payments for property, infrastructure, plant and equipment	Note 9	(10,221)	(6,096)	(9,387)	(4,125)	(67.7%)	(24,384)
Purchase of financial assets	Note 10	(3,000)	0	(10,000)	(3,000)	0.0%	-
Proceeds from sale of financial assets	Note 10	9,000	0	7,000	9,000	0.0%	-
Proceeds from sale of property, infrastructure, plant and equipment		276	0	335	276	0.0%	0
Net cash inflow (outflow) from investing activities		(3,943)	(6,096)	(12,052)	2,153	35.3%	(24,384)
Cash flows from financing activities							
Repayment of borrowings		(546)	(532)	(565)	(14)	(2.6%)	(1,064)
Proceeds from borrowings	Note 11	0	8,758	0	(8,758)	0.0%	8,758
Finance costs		(60)	(41)	(92)	(19)	(47.4%)	(165)
Net cash inflow (outflow) from financing activities		(606)	8,185	(657)	(8,791)	107.4%	7,529
Net increase (decrease) in cash and cash equivalents		(4,653)	9,750	(6,754)	(14,403)	147.7%	5,565
Cash and cash equivalents at the beginning of the year		14,869	4,644	11,575	10,225	220.2%	4,644
Cash and cash equivalents at the end of the period		10,216	14,394	4,820	(4,178)	(29.0%)	10,209

Campaspe Shire Council**CASH FLOW STATEMENT****For the period ended 31 December 2020**

Note 1 (Rates and charges) - The collection of rates and charges are in line with what was budgeted, this is being driven in part by additional supplementary rates being raised than was initially budgeted.

Note 2 (User fees and fines (inclusive of GST)) - User fees and fines cash received is down as a result of service closures due to COVID 19.

Note 3 (Grants) - Grant receipts are less than budgeted due to exiting Aged Care services at the end of the 2019/20 year, this was uncertain when the budget was set, therefore the budget includes these grants. This will be rectified in the revised budget.

Note 4 (Interest received) - The budget was set based on the assumption that interest rates would continue to fall, fortunately Council was able to secure reasonable rates for some investments. This is not anticipated to continue and the budget will be adjusted to reflect what is actually occurring in the revised budget.

Note 5 (Net GST (payment)/refund)) - GST is not considered when setting the budget.

Note 6 (Proceeds/(repayment) of trusts and deposits) - The cash flow from the receipt of bonds is not considered when setting the budget.

Note 7 (Payments to suppliers (inclusive of GST)) - The payment of expenses that relate to the 2019/20 year post 1 July 2020 impacts the quarterly cash result, the actual expense is recognised in the prior year but impacts the current year cash flow.

Note 8 (Payments to employees) - Exiting Aged Care services and services closed due to COVID 19 has decreased the use of casuals across the organisation and there have been a number of vacancies across the organisation during this quarter.

Note 9 (Payments for property, infrastructure, plant and equipment) - The replacement of plants and equipment budgeted for in 2019-20 and 2020-21 were paid and commissioned during the quarter. The majority of the road re-seal program has been completed and invoiced prior to Christmas, which is earlier than planned. The spend also included carryover projects from 2019-20, these are not considered when budgeting the cash flow.

Note 10 (Purchase of/Proceed from financial assets) - 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 and therefore is not budgeted.

Note 11 (Proceeds from borrowings) - Loans will not be drawn down until later in the year and as the Community Infrastructure Loan Scheme projects progress.

Campaspe Shire Council
STATEMENT OF CAPITAL WORKS
 For the period ended 31 December 2020

Capital Works Areas	Notes	Actuals	Budget	Variances		Full Year Budget
		6 mths ended 31 Dec 2020 \$'000	6 mths ended 31 Dec 2020 \$'000	Actual v Bgt \$'000 %		As at 30 Jun 2021 \$'000
Infrastructure						
Bridges	Note 1	148	126	22	17.5	1,112
Drainage	Note 2	3,333	4,126	(793)	(19.2)	3,698
Footpaths and Cycleways		211	225	(14)	(6.4)	1,172
Parks, Open Space and Streetscapes		266	278	(12)	(4.3)	266
Recreational, Leisure and Community Facilities	Note 3	129	169	(40)	(23.6)	123
Roads	Note 4	4,664	4,745	(81)	(1.7)	11,005
Total Infrastructure		8,750	9,669	(919)		17,376
Equipment and other						
Heritage Plant and Equipment	Note 5	2	340	(338)	(99.3)	147
Computers and Telecommunications		-	-	-	-	229
Plant, Machinery and Equipment	Note 6	2,430	980	1,450	147.9	1,899
Total Equipment and other		2,432	1,320	1,112		2,274
Property						
Buildings	Note 7	700	476	224	47.0	4,734
Total Roads, Drains and Bridges		700	476	224		4,734
Total Capital Works		11,882	11,465	417		24,384

Note 1 (Bridges) - Current year spend includes works carried forward from 2019/20, this is not included in the budget figures.

Note 2 (Drainage) - Murchison Open Drain and Echuca McKenzie Rd outfall construction is near completion and are ahead of forecast, both these projects are carried forward projects from 2018/19 and 2019/20. The annual kerb and channel renewal program is behind schedule.

Note 3 (Recreational, Leisure and Community Facilities) - Gunbower Lions Park upgrade is behind where it was expected to be at this time.

Note 4(Roads) - Road works are progressing in line with budget.

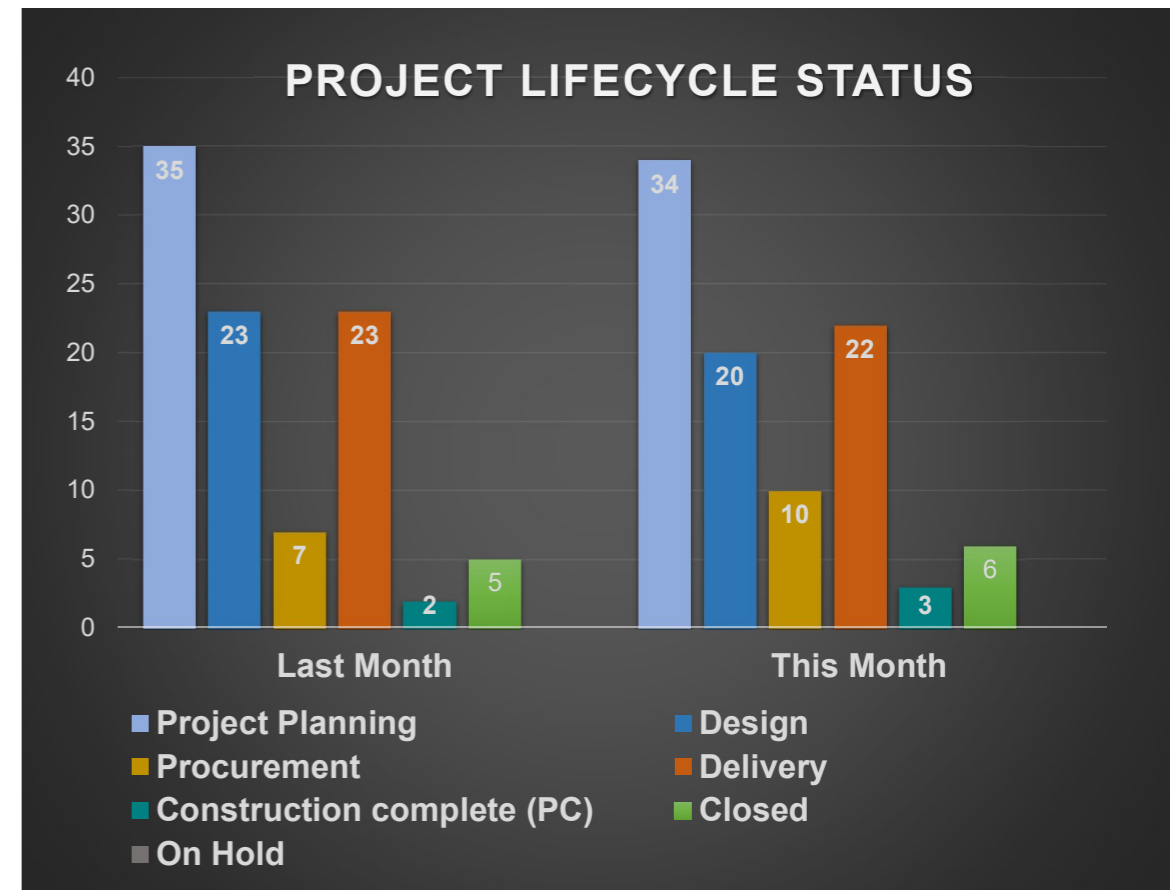
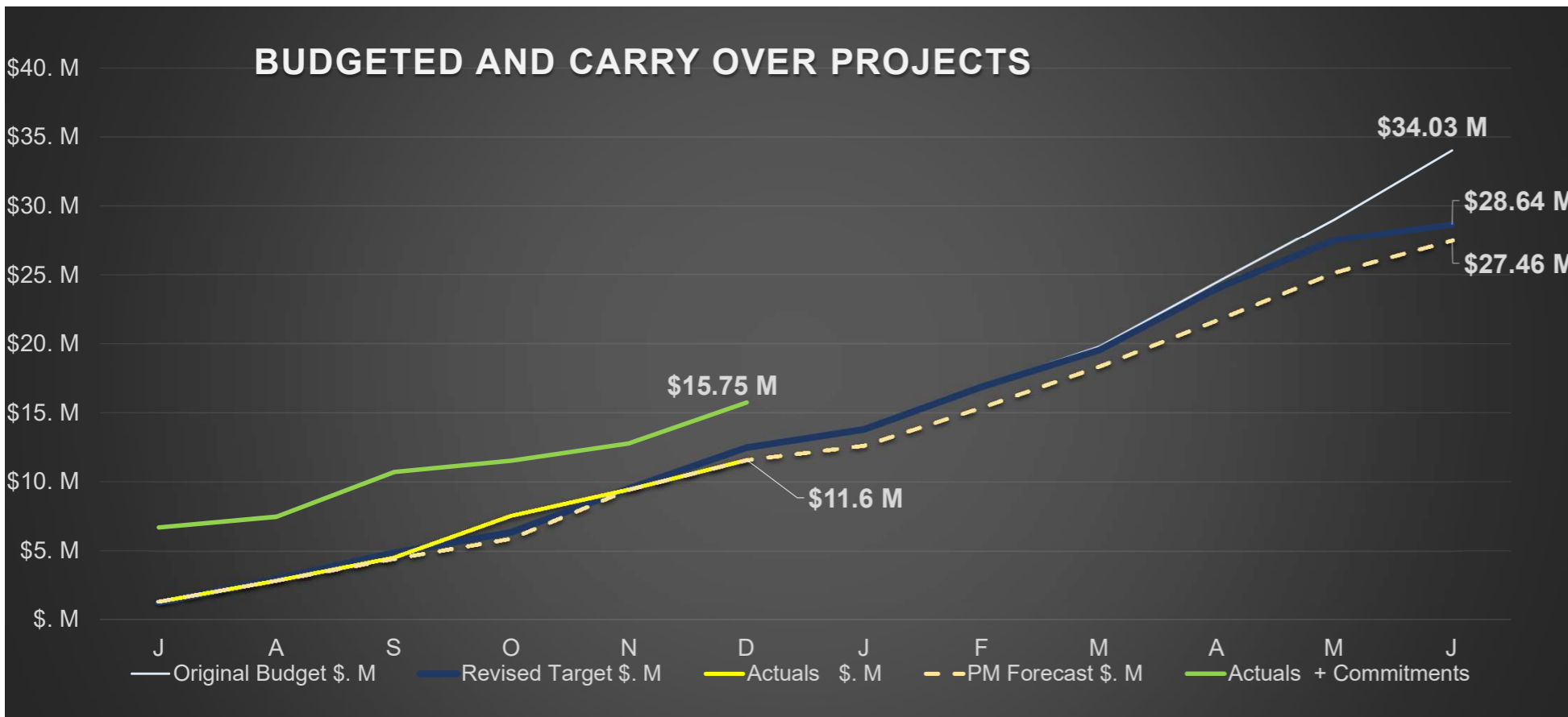
Note 5 (Heritage Plant and Equipment) - The Slipway is not yet compliant for use with Council's marine vessels, this is being rectified but will cause delays in the required works being undertaken on the vessels.

Note 6 (Plant, Machinery and Equipment) - Additional costs were incurred on the purchase of the Quarry Crusher to ensure that the machine was fit for purpose, the Crusher was delivered and commissioned in December 2020.

Note 7 (Buildings) - The works being undertaken in the Holiday Park have been completed earlier than forecast. The work being undertaken is renewal of landscaping throughout the park.

Budgeted and Carry Over Projects *

Asset Class	Budgeted New Works 20/21	Carry Overs from 19/20	Total Target Spend 20/21	Spend as at 31/1220	% spend to annual target	Comments (Variance against budget)
Bridges	\$794,500	\$1,786,133	\$2,580,633	\$146,421	6%	Rushworth Groves Weir Bridge will be design only this year.
Building & Structures	\$4,155,922	\$1,363,213	\$5,519,135	\$633,054	11%	Echuca East multi year project - most construction spend forecast in 21/22.
Footpaths & Cycleways	\$1,172,225	\$100,000	\$1,272,225	\$206,214	16%	Footpath renewal and new and upgrade programs due to commence.
Irrigation	\$100,000	\$0	\$100,000	\$53,070	53%	50% of works complete.
Kerb & Channel	\$1,888,000	\$45,000	\$1,933,000	\$794,452	41%	
Marine Vessels	\$146,500	\$353,125	\$499,625	\$2,405	0%	Slip compliance continues to delay works.
Open Spaces & Recreation Assets	\$163,500	\$592,486	\$755,986	\$218,703	29%	
Plant & Equipment	\$2,127,950	\$979,724	\$3,107,674	\$2,429,597	78%	
Playgrounds	\$165,875	\$44,651	\$210,526	\$54,738	26%	
Roads	\$9,117,000	\$3,011,075	\$12,128,075	\$4,642,189	38%	
Stormwater & Flood Control	\$4,140,535	\$1,702,963	\$5,843,498	\$2,358,191	40%	McKenzie Road Outfall drain project 90% complete. Ash St Drainage out for tender.
Swimming Pools	\$80,000	\$0	\$80,000	\$66,226	83%	Works complete - pending invoice payments.
Total	\$24,052,007	\$9,978,369	\$34,030,376	\$11,605,258	34%	



* Excluding additional projects added to the program post budget

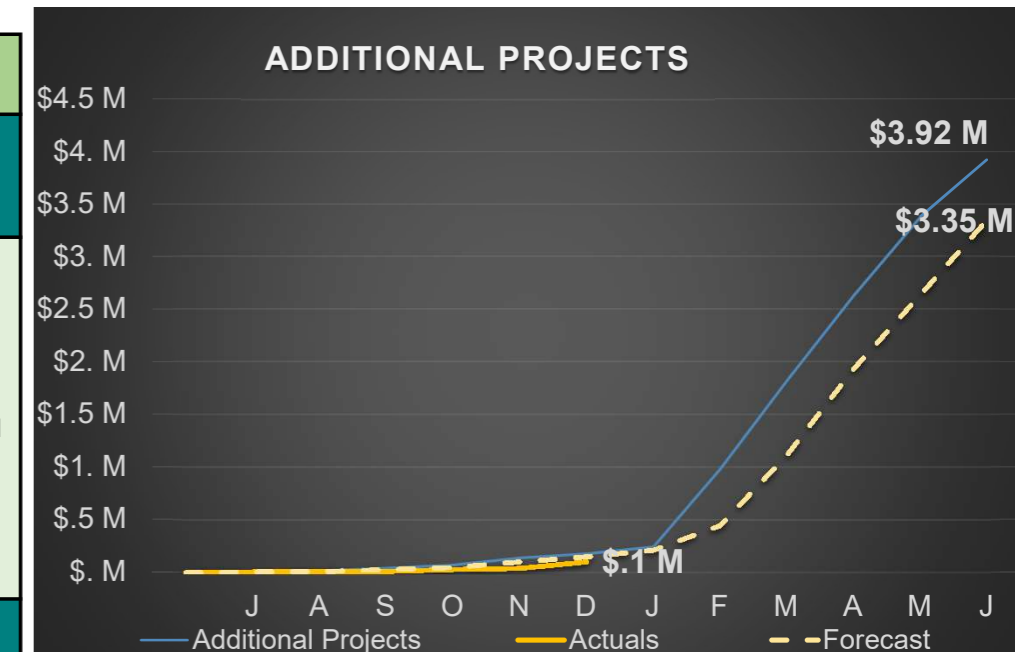
2020/21 Capital Works Program - December 2020

Revised Target: Projects with Reduced Scope / Cancelled Projects

Project Name	Sponsor	Comment	Reason	Forecast Surplus 2021
Rushworth Groves Bridge	Manager Assets (Daniel Basham)	Minor works plus design this year. Surplus funds to be transferred to Asset Renewal Reserve to fund future construction works.	Rescope	\$900,000
Echuca Holiday Park	Manager Community Business (Kate)	Designs are currently being completed for the holiday park upgrade in its entirety. Expected spend for the year is less than budgeted. Surplus to be returned to the Commercial Investment Reserve to fund future works.	Rescope	\$460,329
Echuca East Community Precinct	Manager Recreation (Kerrie Hawkes)	This is a multi year project. Design and approvals only this year with construction commencing in 21/22.	Multi year	\$3,200,000
Echuca Aquatic Reserve Design	GM Community (Keith Oberin)	Project cancelled by Council in July. Will be closed after funding body advise their position on the grant.	Cancelled project	\$327,226
Shire Seals Program	Manager Works (Adam Kimball)	Construction 95% complete and surplus funds available. Additional roads c\$600k will be sealed in quarter 4. \$500k will be returned in savings.	Rescope	\$500,000
TOTAL				\$5,387,555
REVISED TARGET SPEND				\$28,642,821
EXPECTED PROJECT SAVINGS				\$1,178,748

Original Budget - Carry Overs and Budgeted Works	\$34,030,376
Revised Target	\$28,642,821
Forecast Surplus / Savings	\$1,178,748
PM Forecast as at 11/01/2021	\$27,464,073

Additional Projects *				
Asset Class	Budget	Spend at 30/11	% spend to budget	Comments (Variance against budget)
Bridges	\$194,000	\$1,560	1%	Wharf DDA works
Building & Structures	\$650,000	\$66,533	10%	Kyabram Fauna park will carry over to 21/22 (grant funding until August 2021)
Footpaths & Cycleways	\$400,000	\$4,310	1%	
Playgrounds	\$368,000	\$8,195	2%	Rochester Playspace will carry over to 21/22 (grant funding until August 2021)
Roads	\$2,097,191	\$21,822	1%	
Stormwater & Flood Control	\$210,000	\$0	0%	
Total	\$3,919,191	\$102,420	3%	



* Included in program post budget

Income and Expense Statement for the Original Budget adjusted for Aged and Disability and the Revised Budget adjusted for Grants received as a result of the COVID 19 pandemic.

2020-2021 budgets							
Column A	Column B	Column C	Column D	Column E	Column F	Column G	
		2020/21 Original Budget adjusted for Aged care	2020/21 Revised Budget	less capital grants received as a result of COVID 19	2020/21 Adjusted Revised Budget	Variance is between the adjusted revised budget and the original budget adjusted for Aged care	Note number
Management Reporting	2020/21 Original budget	Aged care budget					
Revenue							
Rates & Charges	38,635,868		38,635,868	38,722,950		38,722,950	(87,082) Note 1
Waste Charges	5,874,665		5,874,665	5,904,894		5,904,894	(30,230) Note 2
Grants Commission	12,276,000		12,276,000	12,209,400		12,209,400	66,600 Note 3
Recur Grants State	1,607,613	169,844	1,437,769	1,489,402		1,489,402	(51,633) Note 4
Recur Grants Federal	1,664,649	1,622,565	42,084	98,972		98,972	(56,888) Note 5
Non-recur Grant Stat	186,667		186,667	1,012,487		1,012,487	(825,820) Note 6
Non-recur Grant Fed	2,758,739		2,758,739	5,829,725	3,046,295	2,783,430	(24,691) Note 7
User Fees & Charges	18,222,768	1,984,052	16,238,716	14,743,133		14,743,133	1,495,583 Note 8
Interest Income	725,400		725,400	648,332		648,332	77,068 Note 9
Total revenue	81,952,370	3,776,461	78,175,908	80,659,296	3,046,295	77,613,001	562,908
Expenses							
Employee Expenses	(35,309,349)	(3,001,479)	(32,307,870)	(31,629,377)		(31,629,377)	(678,493) Note 10
Materials & Services	(27,683,650)	(451,031)	(27,232,619)	(27,088,486)		(27,088,486)	(144,132) Note 11
Overheads	(0)		(0)	5,646		5,646	(5,646) Note 12
Recoveries employee costs	2,451,216		2,451,216	2,325,002		2,325,002	126,214 Note 13
Recoveries plant	319,047		319,047	490,164		490,164	(171,116) Note 14
Depreciation	(19,075,042)		(19,075,042)	(20,418,040)		(20,418,040)	1,342,998 Note 15
Finance Costs	(165,000)		(165,000)	(125,442)		(125,442)	(39,558) Note 16
Asset Adjustments	240,000		240,000	(57,388)		(57,388)	297,388 Note 17
Total expenses	(79,222,778)	(3,452,510)	(75,770,268)	(76,497,922)	-	(76,497,922)	727,654
Surplus/(Deficit)	2,729,592	323,952	2,405,640	4,161,374	3,046,295	1,115,079	1,290,562

Explanation of variances

Note 1 (Rates and charges) - Increase in rate income is due to supplementary rates being brought into the system between the budget being set and the rates being raised for 2020-21. Interest has not been calculated on overdue rates in accordance with the resolution of Council's Financial Support Measures made on the 21 April 2020, 18 August 2020 and 8 December 2020 due to COVID 19. This measure will remain in place for the remainder of the 2020/21 financial year. The impact of this measure to Council's revenue will be approximately \$100k for the full year.

Note 2 (Garbage charges) - Additional services requested between when the budget was set and the charges were raised has resulted in an increase in the expected revenue that will be raised.

Note 3 (Grants commission) - The variance between what was budgeted and what will be received in 2020/21 is \$67k, this is due to an overpayment made in 2019/20 being recovered in the current financial year. This is reflected in the reforecast budget.

Note 4 (Recurrent grants - State) - The budget was set assuming Aged Care services would continue as Council was unsure if approval for exiting the service would be received in time to enable the full exit of the service in 2019/20. Approval was received and the exit of the service completed in 2019/20 but it was too late to amend the budget, the impact on the budget forecast is \$170k. Grants budgeted in a prior year of \$25K have been received for the completion of the introduction of FOGO, this is the final milestone payment. Additional funds have been received for Maternal and Child Health of \$15k and the funding for the Library was \$9k greater than budgeted.

Note 5 (Recurrent grants - Federal) - Un-budgeted grant received for Senior Citizens \$57k. The budget was set assuming Aged Care services would continue as Council was unsure if approval for exiting the service would be received in time to enable the full exit of the service in 2019/20. Approval was received and the exit of the service completed in 2019/20 but it was too late to amend the budget, the impact on the budget forecast is \$1.62 million.

Note 6 (Non-recurrent grants State) - There have been unbudgeted grants received as a result of COVID 19 and State Government funding decisions. Grants were received for ICT Infrastructure Support Program \$100k, Local Councils Outdoor Eating and Entertainment package \$250k, Working for Victoria Program grant \$410k to be received in total and Community Activation and Social Isolation Initiative \$77k. These grant funds have an equal expense included in the forecast budget, resulting in a zero impact on the bottom line.

Note 7 (Non-recurrent grants Federal) - Unbudgeted grants for Local Roads and Community Infrastructure of \$2.6 million and Bridge Renewal and Heavy Vehicle Safety of \$423k have been received as the result of COVID 19 spending stimulus from the Federal Government.

Note 8 (User fees and charges) - Impact of service closures due to COVID 19 is \$2.12 million and user fees for Aged Care were included in the budget as there was uncertainty around the timing of Council exiting the service when the budget was set \$1.98 million. The budget was set assuming Aged Care services would continue as Council was unsure if approval to exit the service would be received in time to exit the service in the 2019/20 year. Of the variance relating to service closure \$1.05 million is related to Recreation, \$377k to Parking revenue and infringements, and \$693k to tourism related services. These have been partially offset by variances greater than budgeted in Waste Transfer Stations Services of \$197k, Childcare Centres of \$171k, and Quarry sales of \$382k. Land information certificate requests and Planning and building permits revenue is forecast to be greater than budgeted by \$87k. Parking infringements have only been issued for parking in excess of the allowable time' since parking meters were turned off in accordance with the resolution of Council's Financial Support Measures made on the 18 August 2020 due to COVID 19. Paying for parking recommenced on 1 January 2021 in accordance with Council's Financial Support Measures made on 8 December 2020.

There has been greater than expected activity in land sales and development, this anecdotally has been attributed to COVID 19 and movement out to regional areas.

Explanation of variances

Note 9 (Interest) - The budget was set based on the assumption that interest rates would continue to fall, fortunately Council was able to secure reasonable rates for some investments prior to the fall in interest rates. This is not anticipated to continue and the budget will be adjusted to reflect what is actually occurring in the revised budget.

Note 10 (Employee expenses) - Of the \$3.7 million variance, \$3.0 million relates to Aged Care being included in the budget as there was uncertainty around the timing of Council exiting the service when the budget was set. \$532k relates to the reduced use of casual staff due as the result of service closures relating to COVID 19 and staff vacancies across the organisation account for the balance \$146k.

Note 11 (Materials and services) - The exiting of Aged Care services \$451k and savings due to service closures as the result of COVID 19 accounts for the remaining variance \$144k.

Note 12 (Overheads) - The adjustments made to overhead as a result of removing these from all Aged Care related areas has resulted in overheads being slightly out of balance, this will be adjusted to zero when doing the actual overhead journals.

Note 13 (Recoveries Employee costs) - Council uses the recovery of employee costs as a proxy to monitor the delivery of works. This is used by the maintenance teams to monitor that they are meeting the delivery of maintenance works as per the budgeted hours. There has been a slight adjustment between the budget and the reforecast budget to account for staff vacancies and additional leave being taken over what is included in the calculations used to arrive at the recoverable hours.

Note 14 (Recoveries Plant) - Like recovery of employee costs, the recovery of plant allows the utilisation of plant to be monitored and allocated to projects. This allows the costs of maintenance and capital projects to be correctly captured. The increase between budget and forecast is due to additional works being undertaken.

Note 15 (Deprecation) - The variance to budget is the result of the revaluation of assets for the 2019/20 Annual Financial Statements, the full effect of this is \$1.34 million increase in the deprecation expense.

Note 16 (Finance costs) - The variable interest rate on a number of Council loans has continued to fall from the rate used for budget purposes. Expectation is that there will be a saving of \$39k but this will depend on the interest rate month by month.

Note 17 (Net gain on fixed assets) - The forecast sale of industrial land of \$120k and the actual sale of land of \$77k is being offset by a forecast write off of Wyuna Hall and land which has a written down value of \$254k.

New Works	ORIGINAL Project Exp 20/21	REVISED Project Exp 20/21	VARIANCE	PROJECT SAVINGS	Full Project Cost (Whole of Life)	REVISED Project Exp 20/21	Asset Expenditure Types				Funding Sources				
							New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
Renewal															
Bridges															
PR-100290	Gunbower Watsons Bridge Renewal 2019 - 2021	\$216,000	\$316,000	\$100,000		\$531,000	\$316,000		\$316,000		100000		\$216,000		
PR-100312	Mitiamo Swamp Bridge Renewal 2019 - 2021	\$102,000	\$72,000	-\$30,000	\$30,000	\$72,000	\$72,000		\$72,000				\$72,000		
PR-100317	Cornella McEvoy Crossing Bridge Renewal 2019 - 2022	\$25,000	\$25,000	\$0		\$95,000	\$25,000		\$25,000				\$25,000		
PR-100318	Gobarup Raglus Bridge Renewal 2019 - 2021	\$147,500	\$50,000	-\$97,500		\$50,000	\$50,000		\$50,000				\$50,000		
PR-100319	Runnymede Grogans Bridge Replacement 2019 - 2021	\$142,500	\$65,000	-\$77,500	\$77,500	\$85,000	\$65,000		\$65,000				\$65,000		
PR-100414	Bridge Barrier Renewal Program 2020/21	\$292,500	\$362,500	\$70,000	\$70,000	\$193,500	\$362,500	\$181,250	\$181,250		70000	0	\$292,500		
PR-100427	Gunbower Taylors Creek Bridge Renewal	\$36,500	\$36,500	\$0		\$36,500	\$36,500		\$36,500				\$36,500		
PR-100497	Kanyapella Little Stewarts Bridge Renewal	\$150,000	\$50,000	-\$100,000		\$150,000	\$50,000		\$50,000				\$50,000		
		\$1,112,000	\$977,000	-\$135,000	\$177,500		\$977,000	\$181,250	\$795,750	\$0	\$170,000	\$0	\$807,000	\$0	\$0
Buildings & Structures															
PR-100333	Echuca Council Offices - Upstairs Air Conditioning	\$157,500	\$0	-\$157,500		\$0	\$0		\$0	0			\$0		
PR-100410	Echuca 495 McKenzie Rd House Renewal	\$76,000	\$76,000	\$0		\$76,000	\$76,000		\$76,000				\$76,000		
PR-100414	Echuca Council Offices Upstairs Toilets	\$36,000	\$0	-\$36,000		\$0	\$0		\$0				\$0		
PR-100445	Echuca Holiday Park - Cabin Bench Tops Renewal	\$22,000	\$22,000	\$0		\$22,000	\$22,000		\$22,000				\$22,000		
PR-100465	Echuca & District Livestock Exchange (Saleyards) Column Rectification	\$150,000	\$150,000	\$0		\$150,000	\$150,000		\$150,000				\$150,000		
		\$441,500	\$248,000	-\$193,500	\$0		\$248,000	\$0	\$248,000	\$0	\$0	\$0	\$248,000	\$0	\$0
Footpaths & Cycleways															
PR-100402	Shire Footpath Renewal Program 2020/21	\$824,700	\$739,700	-\$85,000		\$824,700	\$739,700		\$739,700				\$739,700		
PR-100411	Kyabram South Boundary Road Shared Path Renewal	\$218,000	\$303,000	\$85,000		\$235,300	\$303,000		\$303,000				\$303,000		
		\$1,042,700	\$1,042,700	\$0	\$0		\$1,042,700	\$0	\$1,042,700	\$0	\$0	\$0	\$1,042,700	\$0	\$0
Irrigation															
PR-100453	Shire Parks and Playgrounds Irrigation Renewal 20/21	\$100,000	\$100,000	\$0		\$100,000	\$100,000		\$100,000				\$100,000		
		\$100,000	\$100,000	\$0	\$0		\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$100,000	\$0	\$0
Kerb & Channel															
PR-100401	Shire Kerb and Channel Renewal Program 2020/21	\$1,755,000	\$1,755,000	\$0		\$1,813,000	\$1,755,000		\$1,755,000				\$1,755,000		
PR-100487	Shire Kerb and Channel Design for 21/22 Budget	\$150,000	\$133,000	-\$17,000		\$133,000	\$133,000		\$133,000				\$133,000		
		\$1,905,000	\$1,888,000	-\$17,000	\$0		\$1,888,000	\$0	\$1,888,000	\$0	\$0	\$0	\$1,888,000	\$0	\$0
Marine Vessels															
PR-100448	Echuca Marine Vessels Renewal - Alexander Arbuthnot	\$146,500	\$146,500	\$0		\$146,500	\$146,500		\$146,500				\$146,500		
		\$146,500	\$146,500	\$0	\$0		\$146,500	\$0	\$146,500	\$0	\$0	\$0	\$146,500	\$0	\$0
Open Spaces & Recreation Assets															
PR-100364	Kyabram Recreation Reserve - Netball Court	\$42,500	\$42,500	\$0		\$0	\$42,500		\$42,500				\$42,500		
		\$42,500	\$42,500	\$0	\$0		\$42,500	\$0	\$42,500	\$0	\$0	\$0	\$42,500	\$0	\$0
Plant & Equipment															
PR-100456	Plant Replacement Program 20/21	\$1,899,150	\$2,349,150	\$450,000		\$1,899,150	\$2,349,150		2349150						\$2,349,150
		\$1,899,150	\$2,349,150	\$450,000	\$0		\$2,349,150	\$0	\$2,349,150	\$0	\$0	\$0	\$0	\$0	\$2,349,150
Plant & Equipment - Computers & Telecommunications															
PR-100444	Shire Telephone System and Customer Contact Centre Replacement	\$228,800	\$228,800	\$0		\$228,800	\$228,800		\$228,800				\$228,800		
		\$228,800	\$228,800	\$0	\$0		\$228,800	\$0	\$228,800	\$0	\$0	\$0	\$228,800	\$0	\$0
Playgrounds															
PR-100472	Shire Playground Renewal	\$40,000	\$40,000	\$0		\$40,000	\$40,000		\$40,000				\$40,000		
		\$40,000	\$40,000	\$0	\$0		\$40,000	\$0	\$40,000	\$0	\$0	\$0	\$40,000	\$0	\$0
Roads															
PR-100275	Echuca Darling Street Pavement Rehabilitation (Nish St to Annesley St)	\$211,500	\$0	-\$211,500		\$0	\$0		\$0				\$0		
PR-100276	Echuca Darling Street Pavement Rehabilitation (High St to Hare St)	\$309,000	\$520,500	\$211,500		\$546,500	\$520,500		\$520,500				\$520,500		
PR-100394	Corop Lake Cooper Road Pavement Rehabilitation	\$15,000	\$23,000	\$8,000		\$23,000	\$23,000		\$20,700	\$2,300			\$23,000		
PR-100396	Echuca Minor Street Pavement Rehabilitation	\$180,000	\$180,000	\$0		\$201,300	\$180,000		\$180,000				\$180,000		
PR-100397	Tongala Finlay Road Pavement Rehabilitation	\$595,500	\$595,500	\$0		\$616,800	\$595,500		\$595,500		337250		\$258,250		
PR-100398	Corop, Wanalta - Corop Road Pavement Rehabilitation	\$15,000	\$647,590	\$632,590		\$647,591	\$647,590		\$647,590		516250		\$131,340		
PR-100399	Muskerry Bamadown-Myola Road Pavement Rehabilitation	\$13,000	\$13,000	\$0		\$13,000	\$13,000		\$13,000				\$13,000		
PR-100400	Kyabram Graham Road Pavement Rehabilitation	\$15,000	\$24,000	\$9,000		\$24,000	\$24,000		\$24,000				\$24,000		
PR-100403	Shire Major Patching Program 2020/21	\$69,500	\$69,500	\$0		\$69,500	\$69,500		\$69,500				\$69,500		
PR-100404	Shire Road Re-sheeting Program 2020/21	\$2,850,000	\$2,850,000	\$0		\$3,430,000	\$2,850,000		\$2,850,000				\$2,850,000		
PR-100405	Shire Sealed Road Unsealed Shoulder Re-sheeting Program 2020/21	\$1,100,000	\$1,100,000	\$0		\$1,100,000	\$1,100,000		\$1,100,000				\$1,100,000		
PR-100417	Shire Sealed Road Resurfacing Program 2020/21	\$3,485,500	\$2,985,500	-\$500,000		\$3,485,500	\$2,985,500		2985500				1485500		\$1,500,000
PR-100476	Shire Advance Designs - 21/22 Road Rehabilitations	\$65,000	\$65,000	\$0		\$65,000	\$65,000		\$65,000				\$65,000		
		\$8,924,000	\$9,073,590	\$149,590	\$0		\$9,073,590	\$0	\$9,071,290	\$2,300	\$853,500	\$0	\$6,720,090	\$0	\$1,500,000

New Works	ORIGINAL Project Exp 20/21	REVISED Project Exp 20/21	VARIANCE	PROJECT SAVINGS	Full Project Cost (Whole of Life)	REVISED Project Exp 20/21	Asset Expenditure Types					Funding Sources			
							New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
Stormwater & Flood Control															
PR-100062	Rochester Ramsay Street Open Concrete Drain Renewal 2018 -2021 STAGE 2	\$800,000	\$300,000	-\$500,000	\$500,000	\$1,956,000	\$300,000		300000					300000	
PR-100412	Kyabram South Boundary Road (Golf Course) Outfall Drain Renewal	\$36,000	\$36,000	\$0		\$36,000	\$36,000		\$36,000					\$36,000	
PR-100422	Shire Open Drain Renewal Program 2020/21	\$35,000	\$35,000	\$0		\$35,000	\$35,000		\$35,000					\$35,000	
PR-100424	Shire Rural Culvert Renewal Program 2020/21	\$305,500	\$305,500	\$0		\$305,500	\$305,500		\$305,500					\$305,500	
PR-100425	Shire Storm Water Pipe Renewal Program 2020/21	\$127,500	\$127,500	\$0		\$127,500	\$127,500		\$127,500					\$127,500	
PR-100426	Shire Storm Water Pit Renewal Program 2020/21	\$128,500	\$128,500	\$0		\$128,500	\$128,500		\$128,500					\$128,500	
		\$1,432,500	\$932,500	-\$500,000	\$500,000	\$932,500	\$0	\$932,500	\$0	\$0	\$0	\$0	\$0	\$932,500	
Swimming Pools															
PR-100437	Swimming Pool Renewal - Kyabram and Stanhope	\$80,000	\$80,000	\$0		\$80,000	\$80,000		\$80,000					\$80,000	
		\$80,000	\$80,000	\$0	\$0	\$80,000	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0	\$80,000	
Total - Renewal		\$17,394,650	\$17,148,740	-\$245,910	\$677,500	\$17,148,740	\$181,250	\$16,965,190	\$2,300	\$1,023,500	\$0	\$0	\$12,276,090	\$0	\$3,849,150
Upgrade															
Buildings & Structures															
PR-100354	Echuca Holiday Park - Recreation Upgrade Stage 2 (Cabins and Recreation Area)	\$457,500	\$200,000	-\$257,500		\$0	\$200,000			\$200,000				\$200,000	
PR-100480	Shire DDA Works 20/21	\$250,000	\$250,000	\$0		\$250,000	\$250,000			\$250,000				\$250,000	
PR-100485	Echuca East Community Precinct	\$3,464,422	\$200,000	-\$3,264,422		\$7,212,567	\$200,000		140000	\$60,000			\$200,000	\$200,000	
		\$4,171,922	\$650,000	-\$3,521,922	\$0	\$650,000	\$0	\$140,000	\$510,000	\$0	\$0	\$0	\$200,000	\$450,000	
Playgrounds															
PR-100282	Gunbower Lions Park Upgrade	\$125,875	\$125,875	\$0		\$865,250	\$125,875		37762.5	\$88,113	0		\$125,875	\$0	
		\$125,875	\$125,875	\$0	\$0	\$125,875	\$0	\$37,763	\$88,113	\$0	\$0	\$0	\$125,875	\$0	
Roads															
PR-100408	Kyabram Allan Street Road Safety Works	\$154,000	\$154,000	\$0		\$171,500	\$154,000			\$154,000				\$154,000	
PR-100195	Rushworth Senior Citizens / Kindergarten Carpark Upgrade	\$22,000	\$22,000	\$0		\$22,000	\$22,000			\$22,000				\$22,000	
		\$176,000	\$176,000	\$0	\$0	\$176,000	\$0	\$0	\$176,000	\$0	\$0	\$154,000	\$0	\$22,000	
Stormwater & Flood Control															
PR-100421	Shire Culvert New and Upgrade Program 2020/21 (Design)	\$22,500	\$22,500	\$0		\$22,500	\$22,500	\$20,250		\$2,250				\$22,500	
PR-100263	Echuca Sturt Street Drainage Upgrade and Road Rehabilitation Design	\$23,000	\$23,000	\$0		\$57,800	\$23,000			\$23,000				\$23,000	
PR-100063	Kyabram McEwen Road East and West Basins Upgrades (Stage 3)	\$685,000	\$685,000	\$0		\$2,012,256	\$685,000		\$68,500	\$616,500				\$685,000	
PR-100120	Echuca, Ash Street Drainage Upgrade (Stage 2)	\$1,494,000	\$1,494,000	\$0		\$2,094,244	\$1,494,000			\$1,494,000				\$1,494,000	
		\$2,224,500	\$2,224,500	\$0	\$0	\$2,224,500	\$20,250	\$68,500	\$2,135,750	\$0	\$0	\$2,224,500	\$0	\$0	
Total - Upgrade		\$6,698,297	\$3,176,375	-\$3,521,922	\$0	\$3,176,375	\$20,250	\$246,263	\$2,909,863	\$0	\$0	\$2,378,500	\$325,875	\$472,000	
New															
Open Spaces & Recreation Assets															
PR-100084	Colbinabbin Recreation Reserve Storage Facility	\$121,000	\$121,000	\$0		\$121,000	\$121,000	\$96,800		\$24,200		\$23,000		\$98,000	
		\$121,000	\$121,000	\$0	\$0	\$121,000	\$121,000	\$96,800	\$0	\$24,200	\$0	\$23,000	\$98,000	\$0	
Footpaths & Cycleways															
PR-100470	Echuca Eyre Street Footpath (Healthy Hearts)	\$129,525	\$129,525	\$0		\$129,525	\$129,525	\$129,525			\$129,525			\$0	
		\$129,525	\$129,525	\$0	\$0	\$129,525	\$129,525	\$129,525	\$0	\$0	\$129,525	\$0	\$0	\$0	
Stormwater & Flood Control															
PR-100462	Rushworth 50 Moora Road Drainage New	\$41,000	\$41,000	\$0		\$41,000	\$41,000	\$36,900		\$4,100				\$41,000	
		\$41,000	\$41,000	\$0	\$0	\$41,000	\$41,000	\$36,900	\$0	\$4,100	\$0	\$0	\$41,000	\$0	
Total - New		\$291,525	\$291,525	\$0	\$0	\$291,525	\$263,225	\$0	\$28,300	\$129,525	\$23,000	\$139,000	\$0	\$0	
Total - Works Direct Funded		\$24,384,472	\$20,616,640	-\$3,767,832	\$677,500	\$20,616,640	\$464,725	\$17,211,453	\$2,940,463	\$1,153,025	\$23,000	\$14,793,590	\$325,875	\$4,321,150	

SUMMARY	Original	Revised
Works Direct Funded	\$24,384,472	\$20,616,640
Works Carried Forward	\$7,702,345	\$8,279,978
Total - Direct Funded and Carried Forward	\$32,086,817	\$28,896,618
Additional funding received post budget		\$3,724,191
TOTAL REVISED TARGET SPEND 20/21	\$32,086,817	\$32,620,809

Additional Projects	ORIGINAL Project Exp 20/21	REVISED Project Exp 20/21	VARIANCE	PROJECT SAVINGS	Full Project Cost (Whole of Life)	REVISED Project Exp 20/21	Asset Expenditure Types				Funding Sources			
							New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves
Bridges														
PR-100528 Echuca Wharf DDA Access	\$0	\$194,000	\$194,000	\$0	\$194,000	\$194,000						\$0		194000
	\$0	\$194,000	\$194,000	\$0	\$0	\$194,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$194,000
Buildings & Structures														
PR-100515 Kyabram Fauna Park Reptile House	\$0	\$460,000	\$460,000	\$0	\$650,000	\$460,000				\$260,000		\$200,000		
	\$0	\$460,000	\$460,000	\$0	\$0	\$460,000	\$0	\$0	\$260,000	\$0	\$200,000	\$0	\$0	\$0
Footpaths & Cycleways														
PR-100079 Rushworth Murchison Rail Trail Design	\$0	\$95,000	\$95,000	\$0	\$95,000			\$95,000	\$95,000					
PR-100496 Footpath New and Upgrade Program	\$0	\$300,000	\$300,000	\$0	\$300,000	\$150,000		\$150,000	\$300,000					
PR-100517 Echuca Shared Path Lighting	\$0	\$100,000	\$100,000	\$0	\$100,000	\$100,000			\$100,000					
	\$0	\$495,000	\$495,000	\$0	\$0	\$250,000	\$0	\$245,000	\$495,000	\$0	\$0	\$0	\$0	\$0
Playgrounds														
PR-100389 Rochester Play Space (Rochester Revival)	\$0	\$268,000	\$268,000	\$0	\$368,000			\$268,000	\$268,000					
	\$0	\$268,000	\$268,000	\$0	\$0	\$0	\$0	\$268,000	\$268,000	\$0	\$0	\$0	\$0	\$0
Roads														
PR-100406 Shire, Blackspot Program 20/21	\$0	\$84,399	\$84,399	\$0	\$84,399			\$84,399	\$84,399					
PR-100516 Colbinabbin Collins Street Upgrade	\$0	\$250,000	\$250,000	\$0	\$250,000			\$250,000	\$250,000					
PR-100527 Street trees (Urban Forest Plan)	\$0	\$80,000	\$80,000	\$0	\$80,000	\$80,000			\$80,000					
PR-100529 Shire Gravel and Shoulders Stabilising	\$0	\$1,532,792	\$1,532,792	\$0	\$1,532,792			\$1,532,792	\$1,532,792					
PR-100530 Shire Line Marking Wide Streets	\$0	\$150,000	\$150,000	\$0	\$150,000			\$150,000	\$150,000					
	\$0	\$2,097,191	\$2,097,191	\$0	\$0	\$80,000	\$0	\$2,017,191	\$2,097,191	\$0	\$0	\$0	\$0	\$0
Stormwater & Flood Control														
PR-100531 Shire, Culvert Program	\$0	\$210,000	\$210,000	\$0	\$210,000		\$210,000		\$210,000					
	\$0	\$210,000	\$210,000	\$0	\$0	\$0	\$210,000	\$0	\$210,000	\$0	\$0	\$0	\$0	\$0
Total Additional Projects	\$0	\$3,724,191	\$3,724,191	\$0	\$0	\$984,000	\$210,000	\$2,530,191	\$3,330,191	\$0	\$200,000	\$0	\$0	\$194,000

Works carried forward from the 2019/20 year		Budgeted Carry Over (estimate)	Actual carry over at 30/06/20	REVISED Project Exp 20/21 (Carry Over)	VARIANCE	SAVINGS	Asset Expenditure Types					Funding Sources		
							New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves
Bridges														
PR-100481	Echuca Anstruther St Footbridge	\$100,000	\$100,000	\$20,000	-\$80,000			\$20,000				\$20,000		
PR-100317	Cornella McEvoy Crossing Bridge Renewal 2019 - 2022	\$44,503	\$44,503	\$44,503	\$0			\$44,503				\$44,503		
PR-100312	Mitiamo Swamp Bridge Renewal 2019 - 2021	\$224,413	\$333,840	\$0	-\$333,840	\$333,480		\$0				\$0		
PR-100309	Rushworth Groves Bridge Replacement	\$920,000	\$983,432	\$50,000	-\$933,432			\$50,000				\$50,000		
PR-100289	Shire Bridge Barrier Renewal	\$300,000	\$452,823	\$452,823	\$0			\$452,823				\$452,823		
PR-100290	Gunbower Watson Bridge Renewal 2019 - 2021	\$141,657	\$196,270	\$196,270	\$0			\$196,270				\$196,270		
		\$1,730,574	\$2,110,868	\$763,596		\$333,480	\$0	\$763,596	\$0	\$0	\$0	\$763,596	\$0	\$0
Buildings & Structures														
PR-100330	Echuca Holiday Park Front Entrance and Landscape	\$432,113	\$389,669	\$389,669	\$0					\$389,669				389669
PR-100113	Echuca EWMAC Internal Building Renewal	\$49,915	\$323,285	\$20,000	-\$303,285	\$302,285		\$20,000				\$20,000		
PR-100121	Transfer Stations, E-waste Compliance	\$0	\$152,356	\$152,356	\$0					\$152,356	\$152,356			
PR-100311	Campaspe Animal Shelter Facility Improve	\$0	\$39,981	\$39,981	\$0					\$39,981		\$39,981		
PR-100224	Rushworth Hall Roof Renewal	\$0	\$1,686	\$1,686	\$0					\$1,686		\$1,686		
		\$482,028	\$906,977	\$603,692			\$0	\$20,000	\$583,692	\$152,356	\$0	\$61,667	\$0	\$389,669
Footpaths & Cycleways														
PR-100085	Kyabram Breen Avenue Walking Cycle Trail	\$100,000	\$100,000	\$100,000	\$0			\$100,000				\$100,000		
		\$100,000	\$100,000	\$100,000			\$100,000	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0
Marine Vessels														
PR-100345	Echuca Marine Vessels	\$173,343	\$173,343	\$173,343	\$0			\$173,343				\$173,343		
PR-100388	Echuca PS Pevensy Emergency Slipping and Planking	\$181,793	\$181,793	\$181,793	\$0			\$181,793				\$181,793		
		\$355,135	\$355,135	\$355,135			\$0	\$355,135	\$0	\$0	\$0	\$355,135	\$0	\$0
Open Space and Recreation Assets														
PR-100087	Lockington Recreation Reserve Storage	\$0	\$111,766	\$111,766	\$0			\$111,766			\$20,000	\$91,766		
PR-100306	Echuca EWMAC Plantroom and Chemical Delivery	\$0	\$44,471	\$44,471	\$0			\$44,471				\$44,471		
PR-100168	Echuca, Aquatic Res/Onion Patch DESIGN	\$0	\$5,000	\$5,000	\$0			\$5,000				\$5,000		
100254	Echuca Riverfront Development	\$0	\$89,224	\$89,224	\$0					\$89,224				
		\$0	\$250,461	\$250,461			\$111,766	\$49,471	\$89,224	\$89,224	\$20,000	\$141,237	\$0	\$0
Plant & Equipment														
PR-100324	Shire Major Plant Replacement Program	\$927,900	\$731,078	\$1,389,978	\$658,900			\$1,389,978						\$1,389,978
PR-100325	Minor Plant Replacement	\$0	\$248,645	\$248,645	\$0			\$248,645						\$248,645
		\$927,900	\$979,723	\$1,638,623			\$0	\$1,638,623	\$0	\$0	\$0	\$0	\$0	\$1,638,623
Playgrounds														
PR-100352	Gunbower Kow Swamp Lions Park Demo	\$0	\$44,651	\$44,651	\$0			\$44,651				\$44,651		
		\$0	\$44,651	\$44,651			\$0	\$44,651	\$0	\$0	\$0	\$44,651	\$0	\$0
Roads														
PR-100272	Corop, Wanalta-Corop Road Rehabilitation	\$661,935	\$1,316,202	\$411,692	-\$904,510	\$488,170		\$411,692				\$411,692		
PR-100165	Rushworth Streetscape Renewal 2017 - 2020	\$1,293,642	\$1,365,266	\$1,365,266	\$0			\$1,365,266				\$1,365,266		
PR-100292	Echuca Aerodrome Concept Plan	\$0	\$142,031	\$142,031	\$0					\$142,031		\$142,031		
PR-100284	Shire Major Patches Road Rehabilitation	\$0	\$138,988	\$138,988	\$0			\$138,988				\$138,988		
PR-100274	Barnadown Dalton Road Floodway Renewal	\$0	\$49,864	\$49,864	\$0			\$49,864				\$49,864		
PR-100368	Echuca Murray Street Kerb and Channel	\$0	\$45,000	\$45,000	\$0			\$45,000				\$45,000		
		\$1,955,577	\$3,057,351	\$2,152,840			\$0	\$2,010,809	\$142,031	\$0	\$0	\$2,152,840	\$0	\$0
Stormwater & Flood Control														
PR-100172	Echuca Murray Esplanade Retaining Wall	\$734,862	\$583,675	\$408,867	-\$174,808	-\$174,808		\$122,660.10	\$286,206.90					\$408,867.00
PR-100062	Rochester Ramsay Street Open Drain	\$341,871	\$0	\$341,871	\$341,871			\$341,871				\$341,871		
PR-100321	Rushworth Murchison Road Open Drain Renewal	\$322,015	\$539,510	\$539,510	\$0			\$539,510				\$539,510		
PR-100120	Echuca Ash Street Drainage Upgrade	\$411,485	\$411,485	\$411,485	\$0					\$411,485		\$411,485		
PR-100095	Echuca McKenzie Road Outfall Construction	\$340,900	\$528,537	\$669,247	\$140,710			\$669,247						\$669,247
		\$2,151,132	\$2,063,207	\$2,370,980			\$669,247	\$1,004,041	\$697,692	\$0	\$0	\$1,292,866	\$408,867	\$669,247
Total - Carry Overs		\$7,702,345	\$9,868,373	\$8,279,978			\$881,013	\$5,886,326	\$1,512,639	\$241,580	\$20,000	\$4,911,992	\$408,867	\$2,697,539

2020/21 End of Month (Quarter 2) 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 2 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 engage with our community to obtain feedback as part of a one year nation-wide initiative to evaluate the impact of library services through the "Culture Counts" project of the Public Libraries Australia Evaluation Network.	Manager Community Health	Completed	The survey and data dashboard are complete. In addition to demographic data, respondents provided information on their views about the role/benefits of libraries and how they engage/interact with libraries. This information will support service and program review and development. The Library continues to participate in the Culture Counts project with the phase two focused on events and how participants respond.
	We will provide a minimum of 70 immunisation sessions across the municipality	Manager Community Health	In Progress	20 immunisation sessions were delivered across the municipality for the period 1 October – 31 December.
	We will undertake a minimum of 200 (high risk) food safety assessments.	Manager Community Health	In Progress	87 assessments of class 1 and 2 high risk premises were completed during period 1 October - 31 December.
Enable residents to be active and engaged in their community and support participation in artistic, cultural, sporting, and leisure opportunities	We will work with two local communities to support the development of community place based plans	Manager Community Development	In Progress	Kyabram Place Based Plan will be presented to Council for endorsement in March 2021. Tongala Place Based Plan has been identified for commencement the first half of 2021.
	We will adopt an Arts and Culture Strategy to define Council's role and level of service provided.	Manager Community Development	In Progress	Arts and Culture Strategy for the Campaspe Shire is on schedule for Council review and potential endorsement March 2021.

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 2 Status	Comment for Council
Support and develop Campaspe's tourism opportunities	We will commence construction of the recreation area of the Echuca Holiday Park and begin procurement for cabin replacement.	Manager Community Business	Needs Attention	Detailed design for recreation spaces completed. Cabin replacement not yet progressed as project is on hold until design and upgrade of the park power supply is finalised.
	We will update the children's play space within the existing Cargo Shed on the Echuca Wharf.	Manager Community Business	In Progress	Works had commenced however, delays experienced with contractor access and volunteer artists due to Covid restrictions. Works have recommenced and are on track to be completed within timeframe.
Work in partnership with industry, education providers and community to address skills for the future, lifelong learning opportunities and skills shortage gaps	We will continue to advocate to the Victorian Skills Commissioner to undertake a skills demand profile for the Shire in partnership with the Loddon Mallee Councils, as well as City of Greater Shepparton and Moira Shire Councils.	Manager Community Development	In Progress	Campaspe Shire has drafted a business case for the feasibility of a Designated Area Migration Agreement in partnership with City of Greater Shepparton and Moira Councils. The study will consider future workforce needs. It is estimated that the document will be finalised for submission to the Federal Government in Feb/March 2021

Strategic Priority Area: Healthy Environment				
Desired Outcome: A healthier environment for current and future generations				
Strategy	Major Initiative	Responsible Department	Quarter 2 Status	Comment for Council
Strategically plan for future growth areas and existing communities while respecting our natural, built, social and economic environments	We will exhibit a Planning Scheme Amendment that implements the Echuca West Precinct Structure Plan.	Manager Planning & Building	In Progress	The Amendment has been submitted to Department Land Water Planning and we are waiting for authorisation from the Minister for Planning.
	We will exhibit a Planning Scheme Amendment that implements the recommendations of the Planning Scheme Review.	Manager Planning & Building	In Progress	The Amendment has been submitted to the Department Land Water Planning. Authorisation to prepare the amendment has been provided subject to conditions which officers are seeking to meet.
Promote resource minimisation and recovery through innovative environmental practice	We will audit a minimum of 200 kerbside waste, recycling and organics bins to establish contamination.	Manager Community Business	In Progress	Audits have not commenced due to Covid restrictions. Auditor has been engaged and audits will commence when restrictions allow and are planned to commence April 2021.
Support the community, business and industry to respond to the impacts of a changing climate	We will inspect a minimum of 480 properties to ensure fire prevention works have been completed.	Manager Community Business	Completed	Fire prevention information, requesting property clean up sent to all property owners who were issued Fire Prevention Notices in 2019. Inspections across all towns commenced mid-October and have been completed for the current fire season.
Develop partnerships for a healthy environment	We will plant a minimum of 250 trees in streets and open spaces.	General Manager Infrastructure	Not Started	There have been 173 requests for new/replacements trees for planting. Submissions close at the end of February 2021 with plantings commencing in May 2021. 44 new trees have been identified for the Northern Oval, Kyabram.

Strategic Priority Area: Balanced Services and Infrastructure				
Desired Outcome: Services and assets meet current and future community need				
Strategy	Major Initiative	Responsible Department	Quarter 2 Status	Comment for Council
Manage and maintain assets to optimise their lifecycle considering social, economic and environmental sustainability	We will continue to deliver the footpath 'missing links' across the Shire while ensuring the Shire footpath renewal program is delivered.	General Manager Infrastructure	Not Started	Project (PR-100496) has been awarded and is on track with practical completion expected by end of April 2021.
	We will review the capital and operational works prioritisation in line with the Asset Management Strategy and Plans.	Manager Projects & Facilities	In Progress	The 10-year Capital Works Plan has been developed and adopted as an overarching summary of capital works prioritisation based on asset condition data and known service need. Work has commenced on the 10 year Operational and Maintenance Plan. These plans will require continuous and ongoing maintenance and development.
	We will undertake a select number of unsealed pavement stabilisation trials across the Shire to improve pavement strength over time under load, improve dust management, provide a better operating surface for all vehicles and significantly reduce pot-holes.	General Manager Infrastructure	In Progress	Technical specifications will be developed for the project. Standard stabilising products such as lime and concrete and will be compared with other high-performing road stabilisation products like PolyCom Stabilising Aid. The project has a forecast completion by 12 June, 2021.
Plan and advocate for services and infrastructure to meet community need	We will engage with the Gunbower community to inform the development of detailed design plans for the redevelopment of Gunbower Lions Park.	Manager Recreation	In Progress	Officers meet with representatives of the community in December 2020 to review the preliminary plan. Feedback from the community recommends some minor changes before progressing to detailed design.
	We will commence construction of the redevelopment of the Echuca East Community Precinct.	Manager Recreation	In Progress	The detailed design is nearly complete with the selective tender process currently underway. Stage one of the process was completed with five contractors progressing to be invited to submit a tender. Construction will commence upon awarding of a contract to the successful contractor.
Maximise access and usage of assets through innovative design and partnership initiatives	We will develop an Early Years Strategy to define Council's role and level of service provided in response to sector reforms.	Manager Community Health	In Progress	Officers continue to provide Council with information updates on sector reforms, and discussions underway with key stakeholders (Department of Education, Early Years and Health Service Providers), which will inform a future report to enable Council to determine its position in the Early Years.
	We will increase the delivery of Disability and Discrimination Action implementation of physical and natural environment projects from previous years.	Manager Projects & Facilities	In Progress	Shire Disability and Discrimination Action Works for 2019/20 was \$100k. This amount has been increased to \$250k for 2020/21. Works have been tendered and contract awarded with works to commence third quarter 20/21.
Relinquish services and assets that no longer meet community need	We will develop a community policy on the sale of surplus Council Land.	Manager Projects & Facilities	In Progress	Policy has been drafted ready for consideration in March 2021 as part of a Council Briefing.

Strategic Priority Area:		Responsible Management		
Desired Outcome:		Strong leadership, advocacy and good governance		
Strategy	Major Initiative	Responsible Department	Quarter 2 Status	Comment for Council
Consult and engage with all sectors of the community to determine their priorities and support council decision making	We will engage with the community to develop a 10 year community plan which sets the long term vision for Campaspe.	Manager Community Development	Completed	Council has engaged a Consultant to develop engagement strategy for the development of the Community Vision.
Strengthen relationships and partnerships to maximise service and infrastructure opportunities, deliver joint initiatives, and leverage external funding	We will partner with Campaspe Cohuna Local learning and Employment Network, schools and training providers to identify opportunities with Council for work experience for young people to support ongoing employment in their local community.	Manager Human Resources	Not Started	This action has not commenced and is unlikely to progress during this financial year. Due to the various restrictions in place as a result of COVID-19 the availability of work experience options has been restricted. Instead, Council applied for and was successful in supporting the Working for Victoria Program which will see a number of people work with Council for the next 6 months. The Working for Victoria Program was established by the Victorian Government to support individuals who found themselves out of work due to the COVID-19 pandemic.
Enable the delivery of services, facilities and programs to the community through sound corporate governance and fiscal responsibility	We will develop Fire Management Plans around the storage and handling of combustible recyclables for each of the eight transfer stations.	Manager Community Business	In Progress	Fire Management plans for all Resource Recovery Centres have been completed. Implementation of Combustibles separation requirements is underway, with Gunbower the first site to be addressed. Emergency Response Plan completed for Gunbower and provided to Fire Ready Victoria for comment and/or signoff. Gunbower being managed as per the Fire Management Plan - planned EPA visit 4/2/20 to ensure compliance with plan and guide. If compliance is received from EPA and FRV full rollout across remaining site to occur immediately.
Foster an organisational culture that promotes staff development, recognises achievements and celebrates successes	We will develop an Annual Compliance Training Plan to ensure Council's legislative accreditations are maintained.	Manager Human Resources	In Progress	The Annual Compliance Training Plan has been developed and is currently being rolled out through a combination of eLearning and when necessary face to face training (i.e. CPR training).
Foster a customer centered approach	We will replace our outdated customer call centre system with a modern, cloud-based, fit for purpose, customer-centric call centre software system	Manager Information Technology	In Progress	Tender process has been completed and contract has been awarded to Telstra for Genesys Cloud and Teams Calling for Office 365. Implementation will commence in January 2021.
	We will adopt a Complaints Handling Policy and develop a framework to support staff in dealing with complaints consistently and efficiently.	Manager Customer Service	In Progress	Complaint Handling Policy adopted. Framework development has commenced.

improperly influence the person's performance of their duty to the Council, now or in the future.

Family member

The *Local Government Act 2020* defines "family member" as —

(a) a spouse or domestic partner of the relevant person; or

(b) a parent, grandparent, sibling, child, grandchild, step-parent, step-sibling or step-child of the relevant person or of their spouse or domestic partner; or

(c) any other relative that regularly resides with the relevant person;

Gift

The *Local Government Act 2020* defines "Gift" - Means any disposition of property otherwise than by will made by a person to another person without consideration in money or money's worth or with inadequate consideration, including—

- (a) the provision of a service (other than volunteer labour); and
- (b) the payment of an amount in respect of a guarantee; and
- (c) the making of a payment or contribution at a fundraising

A gift is anything of monetary or other value that is offered by an external organisation or individual to a Councillor as a result of their role with Council. It includes free or discounted items or services, benefits or hospitality that exceeds common courtesy.

The following constitutes a gift:

- goods and services given of a commercial value
- property (real or otherwise)
- transfers of money
- loans of money or property
- free services (tickets to events/conferences, accommodation, entertainment, sporting events etc)
- goods and services made available at heavily discounted prices

Examples of gifts include:

- A bottle of wine or spirits
- Tickets to sporting events
- Gift Voucher
- Corporate hospitality at a corporate facility
- Discounted products for personal use
- Use of a holiday home
- Free or discounted travel
- Free training excursions
- Door prize or voucher if a Councillor has not personally paid to attend

Gift disclosure threshold

A disclosable gift means any gift valued at or above \$500 or a higher prescribed amount that a relevant person received in the preceding five years if:

- the relevant person was a Councillor, member of Council staff or member of a delegated committee at the time the gift was received, or
- the gift was an election campaign donation.

If multiple gifts are received from a person, they must be treated as a single gift with an aggregate value.

A gift includes any good or service (other than volunteer labour) that is provided for free or at an inadequate price. It includes a payment or contribution at a fundraising function.

A failure to comply is an offence that can be prosecuted in court. If found guilty a fine of up to 60 penalty units may be imposed, the value of the gift must be paid to the Council and the Councillor may be required to pay the costs of the prosecution.

Gestures

- A souvenir received from a person or company as a result of attending a seminar or conference, conducted or sponsored by them, for which an appropriate fee was paid to attend. For example ties, pens or mugs.
- Small gestures of appreciation from the community or customers such as cut flowers from their garden or homemade baked goods.
- Door prizes and raffle prizes at functions or conferences are not considered a gift if the individual has personally paid for their attendance, or when the individual has paid for the raffle ticket

Hospitality

Hospitality is considered a gift, unless the hospitality was reasonable and received as part of attending a function or event in an official capacity as a Councillor.

- Reasonableness test: the hospitality must be of a standard and type that an independent observer would consider appropriate and not excessive.
- Official capacity test: it must clearly be your duty as a Councillor to attend the relevant function or event.

Hospitality that exceeds common courtesy includes:

- A 'fine dining and wines' working lunch at another organisation's premises
- An offer to pay for a working lunch at a café
- An offer of a free spot on an industry golf day

Hospitality that does not exceed common courtesy and is therefore not a gift includes:

- Sandwiches and pastries over a lunchtime meeting
- A cup of coffee at another organisation's premises
- A cup of coffee at a café (unless there is a conflict of interest)

Token Gift, Benefit or Hospitality	Means a gift, benefit or hospitality of inconsequential or trivial value to both the person making the offer and the recipient.
Non-token Gift, Benefit or Hospitality	Means an offer of a gift, benefit or hospitality that is, or may be perceived to be by the recipient, the person making the offer or by the wider community, of more than inconsequential value.
Value	Value means the face value or estimated retail value

4. Policy Statement

The acceptance of gifts, benefits or hospitality can involve a conflict of interest or the perception of a conflict of interest. Before accepting any gift, benefit or hospitality the Councillor must ask themselves; would it result in a sense of obligation or could it be interpreted as an attempt to influence?

4.1. Prohibited gifts

Any gift that is inconsistent with community values and could bring a Councillor's integrity, or that of the Council, into disrepute (e.g. if accepting a gift could be perceived as an endorsement of a product or service) must be declined. Councillors must refuse the following gift offers:

a. Gift Disclosure threshold

Councillors are prohibited from accepting gifts that equal or exceed the gift disclosure threshold unless they know the name and address of the person making the gift.

b. Anonymous Gifts

Section 137 of the Local Government Act 2020 - Anonymous gift not to be accepted

- (1) *Subject to subsection (2), a Councillor must not accept, directly or indirectly, a gift for the benefit of the Councillor the amount or value of which is equal to or exceeds the gift disclosure threshold unless—*
- (a) *the name and address of the person making the gift are known to the Councillor;*
or
 - (b) *at the time when the gift is made—*
 - (i) *the Councillor is given the name and address of the person making the gift;*
and
 - (ii) *the Councillor reasonably believes that the name and address so given are the true name and address of the person making the gift.*

Penalty: 60 penalty units.

- (2) *If the name and address of the person making the gift are not known to the Councillor for whose benefit the gift is intended, the Councillor is not in breach of subsection (1) if the Councillor disposes of the gift to the Council within 30 days of the gift being received.*

- (3) *In addition to the penalty specified in subsection (1), a Councillor who is found guilty of a breach of that subsection must pay to the Council the amount or value of the gift accepted in contravention of that subsection.*

If for any reason a Councillor finds themselves in possession of a gift (that exceeds the disclosure threshold) when they don't know the name and address of the person who gave the gift, the Councillor must give the gift to the Council within 30 days to avoid committing an offence.

c. Conflict of Interest

Councillors are prohibited from accepting a gift that creates a conflict of interest (real, potential or perceived).

d. Money or equivalent

Councillors are prohibited from accepting gift cards (e.g. gift vouchers) or those gifts that are easily converted into money (e.g. shares).

e. Regulatory processes

Councillors are prohibited from accepting gifts from individuals or groups that may be involved with the permit application or regulatory activity (e.g. a planning permit application; infringement appeal).

f. Bequests/Wills

Any bequests to Councillors resulting from their position with Council, must not be accepted. Arrangements may be made to donate the bequest to a charitable institution in the name of the donor or returned to the donor's immediate family within 30 days of the bequest.

g. Fly buy/Frequent Flyer

Councillors are prohibited from collecting rewards for personal use via rewards programs for any Council related transactions (i.e. fly buys or frequent flyers). This relates to any claims for reimbursement of expenses incurred in accordance with the Councillor Expenses Policy.

h. Procurement & Tender Process

Councillors must not accept any gifts, benefits and hospitality from a current or prospective supplier, or any offer that is made during a procurement or tender process by a person or organisation involved in the process.

i. Consequence of accepting prohibited gifts

Accepting a prohibited gift may constitute misuse of a Councillor's position, a breach of this policy may result in a serious misconduct allegation. In addition, if the gift was offered with the expectation of something in return, such as preferential treatment, accepting it may constitute a bribe or other form of corruption and lead to criminal prosecution.

4.2. Attempts to bribe

A Councillor who receives a gift offer that they believe is an attempted bribe must refuse the offer. They must:

- Report the matter to the CEO or Public Interest Disclosure Co-ordinator (Manager Governance & Strategy) who should report any criminal or corrupt conduct to Victoria Police or the Independent Broad-based Anti-Corruption Commission.

- A Councillor who believes another person within the Council may have solicited or been offered a bribe which they have not reported, must notify the CEO or report the matter as a public interest disclosure in accordance with Council’s Public Interest Disclosure Procedures.

4.3. No soliciting of gifts

Councillors must not solicit gifts for themselves or anyone else, in any form. To do so may constitute misuse of their position and may result in a serious misconduct allegation. It may also constitute corruption and lead to criminal prosecution.

4.4. Gestures that are not gifts

Individuals may accept gestures without approval or declaring the offer on the Campaspe Shire Council’s Gifts, Benefits and Hospitality Register.

An example of a gesture is an object with no monetary value such as flowers cut from the person’s garden or homemade baked goods.

A gesture may also be a souvenir or memento received from a person or company as a result of attending a seminar or conference held, conducted or sponsored by them, for which an appropriate fee was paid to attend. An example of this is a tie, pen, cap, mug or promotional items.

Door prizes and raffle prizes at functions or conferences are not considered a gift if the Councillor has personally paid for their attendance, or when the Councillor has personally paid for the raffle ticket.

4.5. Gift offers

<p>Accept</p>	<p>Councillors may <u>accept</u> token gift offers, benefits and hospitality, but all gifts accepted, must be declared and submitted to the Governance Department and included in the Gifts, Benefits and Hospitality Register. This is to ensure that the combined total value of gifts received from a single source does not exceed the prescribed disclosure threshold.</p>
<p>Decline</p>	<p>Councillors should refuse gift offers that:</p> <ul style="list-style-type: none"> • Are likely to influence them, or would be perceived to influence them, in the course of their duties, • Are likely to raise a conflict of interest, whether real, potential or perceived, • Are made by a person or organisation about which they are likely to make a decision, • Are likely to be a bribe, • Have no legitimate business benefit, • Consist of money, gift vouchers or something easily converted into money, • Could be perceived to be an endorsement of a product or service and will bring the individual or Council into disrepute, • Are made in secret.

4.6. Hospitality & Conferences

Hospitality is considered a gift.

Hospitality that exceeds common courtesy must be avoided. It is inconsistent with community expectations and has a high risk of creating a conflict of interest. Examples of gift offers of hospitality that exceed common courtesy include:

- Attending as a guest in a corporate box at sporting or other events
- Attending a concert or theatre event
- Attending an industry golf day at a reduced fee
- Being 'shouted' a meal at a restaurant
- Accepting discounted or complimentary tickets for a family member to attend an event

Reasonable hospitality that does not exceed common courtesy does not need to be declared. Refer to the definitions of Hospitality and the reasonableness test.

Conferences

Gift offers in relation to conferences (sponsored attendance, participation, travel or accommodation) must be declined unless the invitation is issued by a government department or a Local Government affiliated peak body, such as Municipal Association of Victoria, and Rural Council's Victoria

4.7. The G.I.F.T. Test – Conflict of Interest and reputational risks

Before accepting an offer of a gift, Councillors should first consider if the offer could be perceived as influencing them in performing their duties or lead to reputational damage. The more valuable the offer, the more likely that a conflict of interest or reputational risk exists.

The GIFT test should be used when deciding whether to accept or decline a gift, benefit or hospitality.

G	Giver	<p>Who is providing the gift, benefit or hospitality and what is their relationship to me? Does my role require me to select contractors, award grants, regulate industries or determine government policies? Could the person or organisation benefit from a decision I make?</p>
I	Influence	<p>Are they seeking to gain an advantage or influence my decisions or actions? Has the gift, benefit or hospitality been offered to me publicly or privately? Is it a courtesy or a token of appreciation or valuable non-token offer? Does its timing coincide with a decision I am about to make?</p>
F	Favour	<p>Are they seeking a favour in return for the gift, benefit or hospitality? Has the gift, benefit or hospitality been offered honestly? Has the person or organisation made several offers over the last 6-12 months? Would accepting it create an obligation to return a favour?</p>
T	Trust	<p>Would accepting the gift, benefit or hospitality diminish public trust? How would the public view acceptance of this gift, benefit or hospitality? What would my colleagues, family, friends or associates think?</p>

4.8. Corporate gifts

Councillors may be involved in social, cultural or community events where official gifts are presented or exchanged.

It is reasonable for Councillors in performing official duties as representatives of Council to accept official gifts on behalf of the Council, when it would appear impolite or inappropriate to decline the offer of a gift.

A letter of thanks will be prepared and sent by the Administration acknowledging the gift to Council and not the individual Councillor.

All corporate gifts received must be disclosed and recorded in the Gifts, Benefits and Hospitality Register.

The gift will be considered the property of Council, and if suitable, the gift will be displayed in an appropriate and secure location for public viewing.

4.9. Disclosure of gifts

- A Councillor must disclose any gift valued at or above the gift disclosure threshold in their Personal Interest Return (initial and bi-annual) unless the gift is from a family member.
- A Councillor who has a conflict of interest as a result of receiving a gift, or gifts, from a person must disclose the conflict of interest in accordance with the procedures outlined in the Campaspe Shire Council's Governance Rules.
- Gifts above the gift disclosure threshold that are election campaign donations must be disclosed in an election campaign donation return.
- All gifts received must also be declared and disclosed in the Gifts, Benefits and Hospitality Register.

4.10. Declaration of gifts

- Councillors must complete the "Declaration of Official Gift" form within 14 days of receiving the gift (or 14 days of the date of returning to Australia if the gift was received overseas). The declaration must include:
 - A description of the gift;
 - The monetary value of the gift;
 - The name of the person who gave the gift; and
 - If the gift was given on behalf of another person or body, the name of that person or body;
- Gifts remain the property of Council until otherwise determined for disposal.

4.11. Gifts, Benefits and Hospitality Register

The Governance Department maintains the Gifts, Benefits and Hospitality Register for all gift declarations.

All gifts received will be included in the Gifts, Benefits and Hospitality Register. The Gifts, Benefits and Hospitality Register contains:

- A description of the gift and its face or estimated retail value;
- The name of the gift giver;
- What was done with the gift (was it retained by the Councillor, handed to the Council, etc.);
- Gift offers from suppliers (irregular approaches from suppliers); and
- The name of the person or body, if the gift was given on behalf of another person or body.

In accordance with the Campaspe Shire Council's Public Transparency Policy, the Gifts, Benefits and Hospitality Register is available on Council's website.

Consideration will be given to maintaining reasonable confidentiality in situations where public disclosure will prejudice a proposed development or business venture, legal advice or legal proceedings.

4.12. Retention and Disposal of Gifts

All gifts are the property of Council until otherwise determined for disposal.

The Chief Executive Officer may determine to retain a gift for use at a Civic Reception or other community event.

The Chief Executive Officer may dispose of gifts by any of the following methods:

- Returned to the donor;

- Transfer to other public agencies or authorities;
- Transfer as a gift to a recognised charitable aid or non-profit organisation;
- Archival action by the Victorian Museum or State Library;
- By offer to the recipient;
- Destruction; or
- By resolution of Council.

5. Exclusions

Nil

6. 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*.

7. Related Legislation

Local Government Act 2020

8. Related Policies, Procedures and Strategies

Campaspe Shire Council’s Governance Rules

Councillor Code of Conduct 2021

9. Attachments

Declaration of Official Gifts

10. Review Period

X years

Responsible officer

Manager Governance and Strategy

11. 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.

12. Approval History

Adopted date

Minute Book Reference No (Item xx)

Chief Executive Officer:

Date:



Declaration of Official Gifts

by Councillors of Campaspe Shire Council

Declarations made using this form will be held on the Gifts, Benefits and Hospitality Register maintained by the Chief Executive Officer as required by the Local Government Act 2020.

This form must be completed with 14 days of receiving the Gift, Benefit or Hospitality or, if was received overseas, within 14 days of returning to Australia.

Name:

Name of person who gave the gift:.....

Was the gift given on behalf of another Person or Body: Yes

No

If YES Name of that Person or Body:

Date Gift Received:

Gift Description:

.....

.....

Face or Estimated Retail Value:.....

To my knowledge the donor is not currently subject to any tender, permit application processes or matters under consideration, for which this gift may be perceived as exercising a beneficial interest over any Councillor, including myself.

Recipient Signature: Date:

CEO Signature: Date:

Office Use Only - Gift Disposed of as Follows:	
<input type="checkbox"/> Returned to the donor <input type="checkbox"/> Transfer to other public agencies or authorities <input type="checkbox"/> Transfer as a gift to a recognised charitable aid or non-m profit organisation	<input type="checkbox"/> Archival action by the Victorian Museum or State Library <input type="checkbox"/> Returned to the recipient <input type="checkbox"/> Destruction <input type="checkbox"/> Resolution of Council
Summary of CEO Decision	
CEO Signature	
	Declan Moore Date

Community Engagement



Council Policy Number 059
Date adopted 25 June 2019
Scheduled for review June 2023

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1. Preamble

To give effect to sections 55 (Community Engagement Policy) and 56 (Community Engagement Principles) of the Local Government Act 2020, introductory statement to outline the reasons for and intent of the policy

1.2. Purpose

To set the framework for community engagement activities conducted by Campaspe Shire Council.

1.3. Definitions

Community Includes all the people who live, work, study, own property, conduct private or government business, visit or use the services, facilities and public spaces and places of the Campaspe Shire. The community can be referred to as stakeholders or comprise of stakeholders

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Engagement A broader term which includes all levels of participation for including the community in decision making. Consultation is one level of engagement.

Deliberative engagement Deliberative engagement is a methodology that enables Council to obtain key information and insight from stakeholders for issues and projects requiring a deeper level of consultation. Deliberative engagement process is defined in three parts:

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Deliberative Research: Market research and data analysis to ensure Council has relevant information to inform stakeholders and make an informed decision.

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Deliberative Dialogue: Dialogue and consensus building techniques to support staff/officers develop an agreed view between key stakeholders or recommendations to support Council decision making processes.

Deliberative Decision Making: Builds on collaborative methodologies to enable participants and decision-makers to decide jointly on priorities and programs.

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Consultation Is a process of community engagement that seeks to inform the community or draw out the views and preferences of the community. These views are used to inform decision makers and should provide a guide to decision making.

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Communication Generally refers to the exchange of information from Council to the community and can also include the exchange of information or views from the community to Council.

IAP2 International Association of

Public Participation



[Web site - www.iap2.org.au](http://www.iap2.org.au)

Submission

A submission is a formal response to a public document made during the public exhibition or notice period.

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Community	Includes all the people who live, work, study, own property, conduct private or government business, visit or use the services, facilities and public spaces and places of the Campaspe Shire. The community can be referred to as stakeholders or comprise of stakeholders
Engagement	A broader term which includes all levels of participation for including the community in decision making. Consultation is one level of engagement
<u>Deliberative engagement</u>	<p><u>Deliberative engagement is a methodology that enables Council to obtain key information an insight from relevant stakeholders for issues considered controversial or requiring a deeper level of consultation. Deliberative engagement process is defined in three parts:</u></p> <ul style="list-style-type: none"> — <u>Deliberative Research: Market research and data analysis to ensure Council has relevant information to inform stakeholders and make an informed decisions</u> — <u>Deliberative Dialogue: Dialogue and consensus building techniques to support Officers develop an agreed view between key stakeholders or recommendations to support Council decision making processes.</u> — <u>Deliberative decision making: builds on partnership methodologies to enable participants and decision makers to decide jointly on priorities and programmes. Examples include partnership bodies and participatory budgeting exercises where power is genuinely devolved to participants.</u> <p>— <u>Or</u></p> <ul style="list-style-type: none"> — <u>Deliberative decision making is a process enabling stakeholders to communicate priorities to Councillors to inform their decision making process</u>
Consultation	Is a process of community engagement that seeks to inform the community or draw out the views and preferences of the community. These views are used to inform decision makers and should provide a guide to decision making
Communication	Generally refers to the exchange of information from Council to the community, and can also include the exchange of information or views from the community to Council
IAP2 International Association of Public Participation	Web site - www.iap2.org.au
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3.4. Policy Principles

The following principles, as outlined in the Local Government Act 2020, will underpin Council's approach to community engagement.

- a. Aa community engagement process must have a clearly defined objective and scope .:
- b. (b) - Pparticipants in community engagement must -have access to objective, relevant and- timely information to inform their participation .:
- c. (c) — Pparticipants in community engagement must -be representative of the persons and groups affected by the matter that is the subject of the community engagement .:
- d. (d) — Pparticipants in community engagement are entitled to reasonable support to enable meaningful and informed engagement .:
- e. (e) — Pparticipants in community engagement are -informed of the ways in which the community engagement process will influence Council decision making.

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Policy Objectives

- a. To ensure the Campaspe community is well informed about issues, strategies or plans that may directly or indirectly affect them.
- b. To ensure the Campaspe community havehas the opportunity for genuine involvement in Council's decision -making and policy development.
- c. To seek the views of a wide cross-section of the community, selecting engagement methods that are flexible, inclusive and appropriate to those being engaged.
- d. To provide members of the community with the opportunity to hear each other's opinions and to recommend appropriate solutions to community issues.
- e. To ensure Council is meeting its legislative requirements regarding community consultation in all areas of its service delivery.
- f. Recognise that there is diversity in the activities and projects across Council and the type of engagement undertaken should vary accordingly.

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6. Be open and inclusive

- a. ~~Recognises community participation as a right of all citizens and an integral component of informed decision-making;~~
- b. ~~Creates, supports and promotes opportunities for the community to actively participate in decision making;~~
- c. ~~Encourages involvement from a wide cross-section of the community using engagement processes that are accessible and inclusive;~~
- d. ~~Operates under the key value of openness and is committed to ensuring that the community is well informed about Council's service delivery, planning and decision-making processes.~~

Create mutual trust and respect and be accountable

- a. ~~Treats all participants in the engagement process with respect and dignity;~~
- b. ~~Approaches engagement from an impartial perspective, free from bias toward any stakeholder involved in the process;~~
- c. ~~Is accountable, accessible and ethical in all dealings with the community.~~

Engage early and be clear

- a. ~~Seeks early engagement and regularly involves the community in decision making~~
- b. ~~Communicates clearly the objectives of the engagement process and provide community members with all available and relevant information as part of the consultation engagement process to ensure informed discussion;~~
- c. ~~Communicates the parameters of the engagement process to participants from the outset, including legislative requirements, Council's sphere of influence, conflicting community views, policy frameworks and context, budget constraints etc.;~~
- d. ~~Acknowledges that planning is a critical process to deliver successful outcomes and is committed to developing and implementing community engagement plans.~~

Consideration and feedback

- a. ~~Is committed to demonstrating that we have considered all community contributions and relevant data, prior to making any decisions that affect the local community;~~
- b. ~~Is committed to providing participants with feedback at key stages throughout the project and upon completion and how community input influenced the decision.~~

Skills and Resources

- a. ~~Endeavours to ensure that sufficient timeframes and adequate resources are allocated to engagement processes;~~
- b. ~~Coordinates its community engagement processes where possible to optimise resources, ensure efficiency and avoid duplication;~~
- c. ~~Recognises the skills required to undertake community engagement and will provide staff with opportunities for further skill development and training.~~

Policy Statement

Policy Statement

Campaspe Shire Council recognises that community engagement and participation processes are a vital part of local democracy. Effective engagement is good practice and critical to transparent government. For this reason, Council is committed to engaging with the Campaspe community.






Refer to Attachment 1, outlining the Community engagement process.

What Council will do

Community engagement is about involving the community in decisions which affect them. It is critical in the successful development and implementation of acceptable policies and decisions and for improving services by being responsive to the needs of the community.

Community engagement does not necessarily mean achieving consensus. However, it does involve seeking broad informed agreement and the best possible solution for Council and the community. Refer to Table 1:

The following table provides examples Table 1: How Council will involve the community

	 Inform	 Consult	 Involve	 Collaborate	 Empower
What Council will do	Communicate a "change", focusing on why, when and how it will happen	Communicate and seek feedback on a "change" from those affected and the broader public. Focus on why, when and how it will happen, and how community can provide feedback	To seek input to identify issues, concerns and aspirations to inform decision making and show how that input has informed the decision	We work with our community to develop a detailed understanding of all the issues and opportunities and identify agreed solutions at every step of the process	To build the capacity of our community to identify solutions and/or lead change
Level of Community Influence	Nil	Feedback may or may not impact final decision	Significant level of participation in developing concepts. Council will provide final endorsement	Equal partner in developing concepts. Council will provide final endorsement	Direct impact in finalising arrangements. Council will provide final endorsement

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4. Policy Statement

Campaspe Shire Council recognises that community engagement and participation processes are a vital part of local democracy. Effective engagement is good business practice and critical to good government. For this reason Council is committed to engaging with the Campaspe community.

Community engagement is about involving the community in decisions which affect them. It is critical in the successful development and implementation of acceptable policies and decisions and for improving services by being responsive to the needs of the community.

Community engagement does not necessarily mean achieving consensus. However, it does involve seeking broad informed agreement and the best possible solution for Council and the community.

4.1. Scope

When do we engage?

Engagement processes are planned and implemented when it is identified that there are changes to or the introduction of new, services, facilities, policies or local laws that impact our community.

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Council recognises the mandated requirement to deliver suitable engagement activity that is in line with the principles of the Local Government Act 2020, these situations include: development of governance rules, preparation or revision of Council's budget, the sale, exchange, acquisition, compensation and or lease of land.

Council also commits to ensuring deliberative engagement practises are implemented for the development of the Community Vision, Council Plan, Financial Plan and an Asset Plan.

The following table provides examples **Table 2: When Council will engage**

	 Inform	 Consult	 Involve	 Collaborate	 Empower
When/ where we will engage	Changes to legislation impacting Council services	<ul style="list-style-type: none"> - New local laws - Changes to rating systems 	<ul style="list-style-type: none"> - Flood plans - Community Based Strategies - Active transport - Access and Inclusion 	<ul style="list-style-type: none"> - Community Vision - Place Based Plan for townships - Recreation Reserve Masterplans 	Projects or activities requiring community and or expert advice to ensure Council is supported to make good decisions
Level of Community Influence	Nil	Feedback may or may not impact final decision	Significant level of participation in developing concepts. Council will provide final endorsement	Equal partner in developing concepts. Council will provide final endorsement	Direct impact in finalising arrangements. Council will provide final endorsement

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How do we engage?

Council's approach to community engagement is based on the spectrum of engagement activities as advocated by the International Association for Public Participation (IAP2). It matches the role of the community with the level of influence they should expect. Many projects will involve more than one level of engagement. This is because the community can have different levels of influence at different stages of a project: different groups within the community may be more directly impacted than others. The table below describes the five levels of engagement and the roles of Council and community.

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Who we engage with?

Council's engagement process identifies the stakeholders likely to be affected or can provide key information to support Council make informed decisions. -Council proactively contacts these identified groups to seek participation within the engagement.

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Council recognises that some groups face barriers to engagement, Council commits to using methods that enable and encourage equitable participation.

Table 3: Examples of engagement

	 Inform	 Consult	 Involve	 Collaborate	 Empower
Examples of how we will engage	- Letters - Statutory advertising - Social media posts	- Submissions - Surveys - Drop in sessions - Interview	- Focus groups - Field trips - Workshops	- Project specific reference groups - Stakeholder briefings	- Direct negotiations - Polling - Expert panels - Stakeholder briefing
Level of Community Influence	Nil	Feedback may or may not impact final decision	Significant level of participation in developing concepts. Council will provide final endorsement	Equal partner in developing concepts. Council will provide final endorsement	Direct impact in finalising arrangements. Council will provide final endorsement

Tools and Methods for engagement

The tools and methods Council selects will differ at various stages of the engagement process. This is to ensure stakeholder participation and meaningful feedback is obtained. This is pre-planned and linked to the capacity and needs of the stakeholders identified.

For example, Council may consult to gather ideas at early stages and then involve, collaborate to finalise priorities, design or decision details. Examples of the types of methods and tools Council employ are shown in the table below Table 4 according to the type of engagement, and in attachment 1.

The following table provides examples Table 4: Examples of tools used

This policy applies to all facets of Council's operations including Council's corporate, land use social, community, Local Laws and financial planning and Council's day to day business activities and service delivery.

It defines the principles underpinning Council's engagement activities, the role of Councillors and staff in engaging with the community and the methods which Council will use to engage with the community.

Council's approach to community engagement is based on the spectrum of engagement activities as advocated by the International Association for Public Participation (IAP2).

	 Inform	 Consult	 Involve	 Collaborate	 Empower
Examples of how we will engage	- Letters - Statutory advertising - Social media posts	- Submissions - Surveys - Drop in sessions - Interview	- Focus groups - Field trips - Workshops	- Project specific reference groups - Stakeholder briefings	- Direct negotiations - Polling - Expert panels - Stakeholder briefing
Level of Community Influence	Nil	Feedback may or may not impact final decision	Significant level of participation in developing concepts. Council will provide final endorsement	Equal partner in developing concepts. Council will provide final endorsement	Direct impact in finalising arrangements. Council will provide final endorsement

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International Association for Public Participation AUSTRALASIA

INCREASING LEVEL OF PUBLIC IMPACT

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.

The five levels of engagement are:

- Inform
- Consult
- Involve
- Collaborate
- Empower

Inform	Consult	Involve	Collaborate	Empower
Fact Sheets Newsletters Media Advertising Brochures Issues paper Letters Media releases Social media posts	Briefings Surveys Workshops Open houses Pop up sessions in the community On line data collection tools	Focus groups Interviews Field trips Advisory groups	Council advisory committees Community reps on Council committees Co design workshops Online forums	Citizen juries Community committees Deliberative polling

Engagement

Council will comply with legislative requirements for implementing deliberative engagement activities for key process as described within the Victorian Local Government Act 2020. This will include a full analysis of stakeholder needs, development of a comprehensive engagement plan and implementation of a process that is line with the principles of the Act.

The benefits of effective community engagement include:

- a. Increased community awareness about Council's services, planning and program delivery.;

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- b. Increased awareness across Council of community views and the issues that should be considered as part of the decision-making process.;
- c. Increased awareness of the needs, priorities and diversity of the local community, which in turn ensures that Council's service provision and planning functions are aligned appropriately.;
- d. Increased level of community ownership and acceptance of decisions affecting the Campaspe Shire.
- e. Council and the community working together to address local issues.;
- f. Potential for time, resource and cost savings for Council.

7. deliberative Engagement

~~The level of engagement should is be determined prior to the commencement of any community engagement actions. It is important that the community and stakeholders have a clear understanding about the purpose of the community engagement, e.g. if the purpose of engagement is to 'involve' but not 'empower' this should be stated at the commencement of the engagement or activity. The assessment and determination of the appropriate level of engagement will be determined through the use of a decision-making tool, the Community Engagement Matrix that considers the complexity, opportunities, issues and/or constraints of the activity. It is also a requirement of Council to articulate to all relevant stakeholders on how it will communicate the outcomes of the engagement process~~

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~~4.2. Council will also comply with legislative requirements for implementing deliberative engagement activities as described within the Local Government Act 2020 Policy Objectives~~

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- a. ~~To ensure the Campaspe community is well informed about issues, strategies or plans that may directly or indirectly affect them.~~
- b. ~~To ensure the Campaspe community have the opportunity for genuine involvement in Council's decision-making and policy development.~~
- c. ~~To seek the views of a wide cross-section of the community, selecting engagement methods that are flexible, inclusive and appropriate to those being engaged.~~
- d. ~~To provide members of the community with the opportunity to hear each other's opinions and to recommend appropriate solutions to community issues.~~
- e. ~~To ensure Council is meeting its legislative requirements regarding community consultation in all areas of its service delivery.~~
- f. ~~Recognise that there is diversity in the activities and projects across Council and the type of engagement undertaken should vary accordingly.~~

~~4.3. Community Engagement – The benefits~~

~~The benefits of effective community engagement include:~~

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- a. ~~Increased community awareness about Council's services, planning and program delivery;~~
- b. ~~Increased awareness across Council of community views and the issues that should be considered as part of the decision-making process;~~
- c. ~~Increased awareness of the needs, priorities and diversity of the local community, which in turn ensures that Council's service provision and planning functions are aligned appropriately;~~
- d. ~~Increased level of community ownership and acceptance of decisions affecting the local government area (LGA);~~

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~~e. Council and the community working together to address local issues;~~

~~f. Potential for time, resource and cost savings for Council.~~

5. ~~7.~~ Exclusions

Nil

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6. ~~8.~~ 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*.

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7. ~~9.~~ Related Legislation

Nil

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8. ~~10.~~ Attachments

~~Nil~~ Council Engagement Process

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9. ~~11.~~ _____ Review Period Responsible ~~OO~~ Officer

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10. _____ Four years _____ ~~Community~~ ~~Engagement~~
~~Manager~~ Manager Community Development

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14. 12. Administrative Updates

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12. 13. 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	11 September 2001	Minute Book Reference No	5565 (Item 12.2)
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Revised	15 May 2018	Minute Book Reference No	1062 (Item 7.4)
Revised	25 June 2019	Minute Book Reference No	1988 (Item 7.1)
Revised	February 2021		

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Chief Executive Officer:






Date:

Chief Executive Officer:

Date:

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Attachment 1: Council Engagement Process

	 Inform	 Consult	 Involve	 Collaborate	 Empower
What Council will do	Communicate a "change", focusing on why, when and how it will happen	Communicate and seek feedback on a "change" from those affected and the broader public. Focus on why, when and how it will happen, and how community can provide feedback	Seek input from community to help Council make an informed decision	Working with community to identify and develop agreed solutions	Council to seek direction from community on preferred option(s)
When/ where we will engage	Changes to legislation impacting Council services	- New local laws - Changes to rating systems	- Flood plans - Community Based Strategies - Active transport - Access and Inclusion	- Community Vision - Place Based Plan for townships - Recreation Reserve Masterplans	Projects or activities requiring community and or expert advice to ensure Council is supported to make good decisions
Who we will engage with	General Community and those directly impacted by change	General Community and those directly impacted of have interest in the proposed change	Stakeholders directly impacted or have interest in the activity Those identified as having skills and expertise to help Council make an informed decision	Stakeholders directly impacted or have interest in the activity Those identified as having skills and expertise to help Council make an informed decision	Stakeholders directly impacted or have interest in the activity Those identified as having skills and expertise to help Council make an informed decision
Examples of how we will engage	- Letters - Statutory advertising - Social media posts	- Submissions - Surveys - Drop in sessions - Interview	- Focus groups - Field trips - Workshops	- Project specific reference groups - Stakeholder briefings	- Direct negotiations - Polling - Expert panels - Stakeholder briefing
Level of Community Influence	Nil	Feedback may or may not impact final decision	Significant level of participation in developing concepts. Council will provide final endorsement	Equal partner in developing concepts. Council will provide final endorsement	Direct impact in finalising arrangements. Council will provide final endorsement

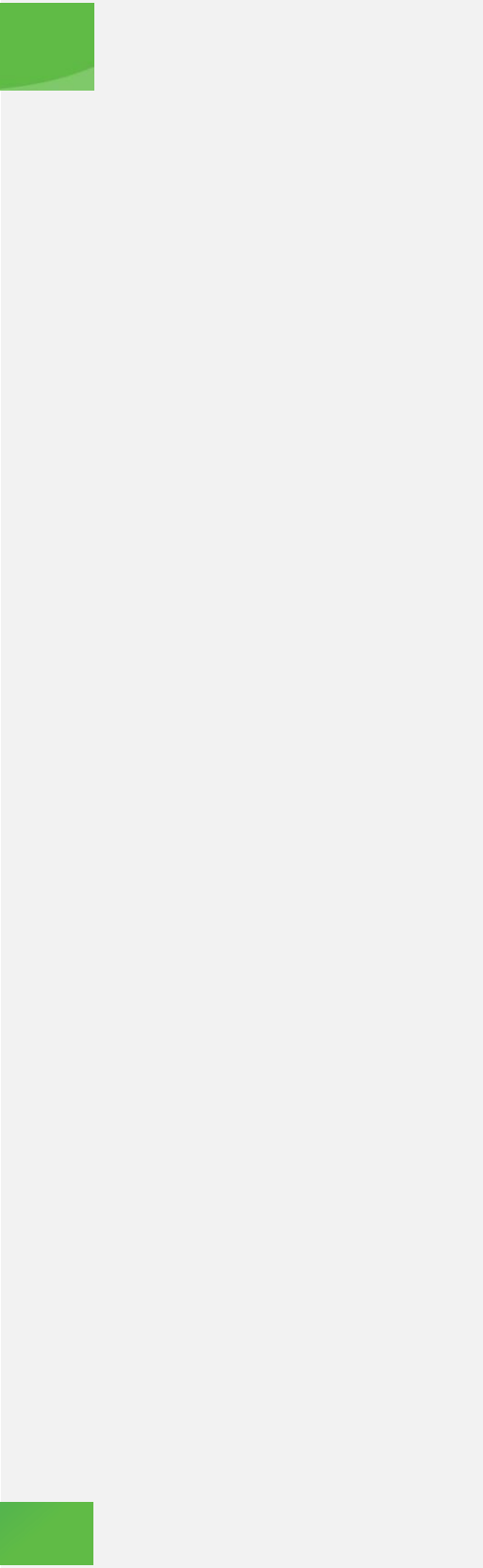
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Available from Council service centres

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Land (b)

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Community Engagement



Council Policy Number	059
Date adopted	25 June 2019
Scheduled for review	June 2023

Purpose

To set the framework for community engagement activities conducted by Campaspe Shire Council.

Policy Principles

The following principles will underpin Council's approach to community engagement.

1. Be open and inclusive

- a. Recognises community participation as a right of all citizens and an integral component of informed decision-making;
- b. Creates, supports and promotes opportunities for the community to actively participate in decision making;
- c. Encourages involvement from a wide cross-section of the community using engagement processes that are accessible and inclusive;
- d. Operates under the key value of openness and is committed to ensuring that the community is well informed about Council's service delivery, planning and decision making processes.

2. Create mutual trust and respect and be accountable

- a. Treats all participants in the engagement process with respect and dignity;
- b. Approaches engagement from an impartial perspective, free from bias toward any stakeholder involved in the process;
- c. Is accountable, accessible and ethical in all dealings with the community.

3. Engage early and be clear

- a. Seeks early engagement and regularly involves the community in decision making
- b. Communicates clearly the objectives of the engagement process and provide community members with all available and relevant information as part of the consultation engagement process to ensure informed discussion;
- c. Communicates the parameters of the engagement process to participants from the outset, including legislative requirements, Council's sphere of influence, conflicting community views, policy frameworks and context, budget constraints etc.;
- d. Acknowledges that planning is a critical process to deliver successful outcomes and is committed to developing and implementing community engagement plans.

4. Consideration and feedback

- a. Is committed to demonstrating that we have considered all community contributions and relevant data, prior to making any decisions that affect the local community;
- b. Is committed to providing participants with feedback at key stages throughout the project and upon completion and how community input influenced the decision.

5. Skills and Resources

- a. Endeavours to ensure that sufficient timeframes and adequate resources are allocated to engagement processes;
- b. Coordinates its community engagement processes where possible to optimise resources, ensure efficiency and avoid duplication;
- c. Recognises the skills required to undertake community engagement and will provide staff with opportunities for further skill development and training.

Policy Statement

1. Policy Statement

Campaspe Shire recognises that community engagement and participation processes are a vital part of local democracy. Effective engagement is good business practice and critical to good government. For this reason Council is committed to engaging with the Campaspe community.

Community engagement is about involving the community in decisions which affect them. It is critical in the successful development and implementation of acceptable policies and decisions and for improving services by being responsive to the needs of the community.

Community engagement does not necessarily mean achieving consensus. However, it does involve seeking broad informed agreement and the best possible solution for Council and the community.

2. Scope

This policy applies to all facets of Council's operations including Council's corporate, land use social, community and financial planning and Council's day to day business activities and service delivery.

It defines the principles underpinning Council's engagement activities, the role of Councillors and staff in engaging with the community and the methods which Council will use to engage with the community.

Council's approach to community engagement is based on the spectrum of engagement activities as advocated by the International Association for Public Participation (IAP2). The five levels of engagement are:

- Inform
- Consult
- Involve
- Collaborate
- Empower

INCREASING LEVEL OF PUBLIC IMPACT

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal:					
	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.

The level of engagement should be determined prior to the commencement of any community engagement actions. It is important that the community and stakeholders have a clear understanding about the purpose of the community engagement, e.g. if the purpose of engagement is to 'involve' but not 'empower' this should be stated at the commencement of the engagement or activity. The assessment and determination of the appropriate level of engagement will be determined through the use of a decision-making tool, the Community Engagement Matrix that considers the complexity, opportunities, issues and/or constraints of the activity.

3. Policy Objectives

- a. To ensure the Campaspe community is well informed about issues, strategies or plans that may directly or indirectly affect them.
- b. To ensure the Campaspe community have the opportunity for genuine involvement in Council's decision-making and policy development.
- c. To seek the views of a wide cross-section of the community, selecting engagement methods that are flexible, inclusive and appropriate to those being engaged.
- d. To provide members of the community with the opportunity to hear each other's opinions and to recommend appropriate solutions to community issues.
- e. To ensure Council is meeting its legislative requirements regarding community consultation in all areas of its service delivery.
- f. Recognise that there is diversity in the activities and projects across Council and the type of engagement undertaken should vary accordingly.

4. Community Engagement - The benefits

The benefits of effective community engagement include:

- a. Increased community awareness about Council's services, planning and program delivery;
- b. Increased awareness across Council of community views and the issues that should be considered as part of the decision-making process;
- c. Increased awareness of the needs, priorities and diversity of the local community, which in turn ensures that Council's service provision and planning functions are aligned appropriately;
- d. Increased level of community ownership and acceptance of decisions affecting the local government area (LGA);
- e. Council and the community working together to address local issues;
- f. Potential for time, resource and cost savings for Council.

Exclusions

Nil

Human Rights

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

Definitions

Community	Includes all the people who live, work, study, own property, conduct private or government business, visit or use the services, facilities and public spaces and places of the Campaspe Shire. The community can be referred to as stakeholders or comprise of stakeholders
Engagement	A broader term which includes all levels of participation for including the community in decision making. Consultation is one level of engagement
Consultation	Is a process of community engagement that seeks to inform the community or draw out the views and preferences of the community. These views are used to inform decision makers and should provide a guide to decision making
Communication	Generally refers to the exchange of information from Council to the community, and can also include the exchange of information or views from the community to Council
IAP2 International Association of Public Participation -	Web site - www.iap2.org.au
Submission	A submission is a formal response to a public document made during the public exhibition or notice period

Related Legislation

Nil

Attachments

Nil

Review Period Responsible Officer

Four years

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.

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Revised	15 May 2018	Minute Book Reference No	1062 (Item 7.4)
Revised	25 June 2019	Minute Book Reference No	1988 (Item 7.1)

Chief Executive Officer: 

Date: 

Privacy and Data Protection

Council Policy Number	081
Date adopted	17 October 2017
Scheduled for review	November 2018



1. Preamble

In accordance with the *Privacy and Data Protection Act 2014* (PDPA) and the *Health Records Act 2001* (HRA), Campaspe Shire Council (CSC) is required to adopt policies on the management and handling of personal and health information of individuals. CSC views the protection of an individual's privacy as an essential part of its commitment towards accountability and integrity across all its activities and programs.

2. Purpose

Council is committed to protecting an individual's right to privacy and considers the responsible management of personal and health information a key aspect of good corporate governance. The purpose of this policy is to provide guidance and advice on the way in which CSC collects, holds, uses and discloses the personal and health information of individuals. The policy details how individuals can request access to their information, and also outlines the privacy complaint process.

3. Scope

This policy concerns all personal and health information about an individual that is collected, stored, used or disclosed by CSC.

All employees, Councillors, contractors and volunteers engaged by CSC are required to adhere to this policy.

4. Definitions

Personal information	Defined in the PDPA as <i>'information or an opinion (including information or an opinion forming part of a database), that is recorded in any form and whether true or not, about an individual whose identity is apparent, or can reasonably be ascertained, from the information or opinion, but does not include information of a kind to which the Health Records Act 2001 applies'</i> .
Health information	Information or opinion about an individual's physical, mental or psychological health, health services, disabilities, organ donation, and genetic information, as well as any personal information supplied for the purpose of obtaining a health service.
Health Privacy Principles	A set of 11 principles set out in Schedule 1 of the HRA that regulate the handling of health information.
Information Privacy Principles	A set of 10 principles set out in Schedule 1 of the PDPA that regulate how personal information is handled.
Sensitive information	Personal information or an opinion about an individual's: <ul style="list-style-type: none"> ▪ Racial or ethnic origin. ▪ Political opinions. ▪ Membership of a political association. ▪ Religious beliefs or affiliations. ▪ Philosophical beliefs. ▪ Membership of a professional trade association. ▪ Membership of a trade union. ▪ Sexual orientation or practices. ▪ Criminal record.

Public registers

Documents that Councils are required to make publicly available pursuant to Victorian Government legislation. These registers:

- Are open to inspection by members of the public;
- Contain information required or permitted by legislation; and
- May contain personal information.

5. Policy Statement

To ensure the privacy of individuals is protected, Council will adhere to the Information Privacy and Health Privacy Principles, contained in Schedule 1 of the PDPA and HRA respectively.

Unless required under specific legislation, it is the policy of Council that:

- Personal information is managed in accordance with the 10 Information Privacy Principles (IPPs) as stipulated in Schedule 1 of the PDPA; and
- Health information is managed in accordance with the 11 Health Privacy Principles (HPPs) as stipulated in Schedule 1 of the HRA.

Whilst the IPPs and the HPPs are strongly aligned, HPP 10 and HPP 11 have some key differences and are therefore listed independently.

5.1. Collection of personal information (IPP 1)

CSC will only collect personal information that is necessary to carry out its functions or activities. The information may be used for purposes including, but not limited to, the following:

- To make contact with individuals, where it is necessary, in order to provide services.
- As part of CSC's commitment to customer service we may periodically invite individuals to provide feedback, via a survey, about their experience. Participation in any survey is voluntary.
- For Council, or their contracted service providers to make contact, where it is necessary, to resolve issues relating to services or functions which have been brought to CSC's attention. For example, making contact in response to a report of a fallen tree branch.
- To make contact prior to a Council meeting to confirm attendance, and/or advise of any changes to the meeting details where a submission for consideration has been made.
- To supply material concerning Council initiatives and programs where personal information has been provided to Council for this purpose - such as where an individual has opted to be included on a mailing list for a Council publication.
- To facilitate the collection of Council fees and charges - Council uses name and address details to forward rate notices.
- To allow payment for Council provided goods and services.
- To enable Council to undertake its law enforcement functions. For example Council collects information about individuals from various Road Traffic Authorities to process parking infringement notices.
- To aid community safety. Council collects images via closed circuit television cameras which are located on some Council owned buildings. Footage and photographs of incidents are, in certain circumstances, made available to members of Victoria Police for law enforcement purposes.

CSC will take reasonable steps to retain confidentiality of any health information given in confidence about an individual, by another person, or a health service provider, in relation to the provision of care or health services to the individual.

CSC will generally only collect personal information about a child under the age of 18 years with the consent of the child's parent or guardian. However, in certain circumstances, Council may exercise discretion in obtaining parental/guardian consent for the collection of information where parental/guardian involvement may hinder the delivery of services to a young person.

When collecting information, Council will take reasonable steps to advise the individual concerned of what information is being collected, for what purpose, whether the law requires the collection of the information, and the main consequences, if any, of not providing the information. If Council is collecting the information in hard copy or online, a collection notice will be provided. See *Appendix A – Collection notices*.

Photographs and CCTV footage are at times taken on CSC's premises and in public places. The photographs or video footage may be used by Council for publicity, or for enforcement purposes. Where practicable, consent will be obtained through a photograph release and permission form. When photographs are taken in a public space (for example during a community event), and obtaining individual consent is not practicable, CSC will use other methods to inform members of the public that photographs or CCTV are being taken and how that information will be used – including signage, a public announcement, and the distribution of collection cards. These methods will inform the individual that the images may be taken and will provide an opportunity for the individual to approach and advise Council officers that they do not want the photographs or footage to be used.

5.2. Use and disclosure of information (IPP 2)

Council will take all necessary measures to prevent unauthorised access to, or disclosure of, personal information.

CSC will not use or disclose personal information other than for the primary purpose for which it was collected unless one of the following apply:

- Consent has been provided.
- The use or disclosure is for a related secondary purpose that would reasonably be expected.
- As required, or permitted, by the PDPA, the HRA or any other legislation.

Council may disclose personal information to other parties under certain circumstances. Listed below are some examples of specific circumstances.

Contracted service providers

CSC outsources some of its functions to third parties (contractors) who perform various services for and on behalf of Council. CSC may disclose personal information it has collected about an individual to the contractor, where it is necessary for the contractor to carry out a specific job or task. For example, personal information is passed on to a contractor for the purposes of waste kerbside collection. The information provided to the contractor is limited to what is required to be able to provide the service.

All CSC contractors have agreed to be bound by the provisions of the PDPA and the HRA in the same way, and to the same extent as Council.

Where authorised or required by law

Council may disclose personal information to Victoria Police to assist in the prevention, detection, investigation, prosecution or punishment of criminal offences or breaches of law.

Written submissions to Council

Personal information, provided as part of a public submission to a Council meeting, may be included with the published agenda papers and minutes of the meeting. These documents are displayed online and are available in hardcopy format for an indefinite period.

Public registers

Personal information may also be contained in registers Council is required to make available for public inspection under the *Local Government Act 2020 (Vic)*.

5.3. Data Quality (IPP3)

Council will take reasonable steps to ensure that the personal information it holds is accurate, complete and up to date. Individuals may request that Council amend any personal information they have supplied. Details on how to amend personal information are outlined in 5.6 Access and Correction.

5.4. Data Security (IPP 4)

Council will take all necessary steps to ensure personal information is stored safely and securely, and regardless of the format in which the information is held, it will be protected from misuse, loss, and unauthorised modification and disclosure. CSC has developed a Protective Data Security Plan 2020 which details the relevant security controls Council applies throughout the information lifecycle.

Any personal information provided, which is no longer necessary for Council's purposes, will be disposed of in accordance with the document disposal requirements of the *Public Records Act 1973 (Vic)*.

5.5. Openness (IPP 5)

On request, CSC must inform an individual, in general terms, of what information it holds regarding the individual, for what purpose the information is held, and how the information is collected, used and disclosed. Council is not required to inform individuals about what information is specifically held about them.

This policy and CSC's privacy statement detail Council's management of personal and health information. The documents are available upon request by contacting Council on 1300 666 535 or via email shire@campaspe.vic.gov.au. They are also available to download from Council's website www.campaspe.vic.gov.au.

5.6. Access and Correction (IPP 6)

In some circumstances Council can process requests for access to and/or correction of documents containing personal information informally, without the need for a formal request. There is no application fee applicable to an informal request.

However, in some instances, CSC may manage requests for access to and/or correction of personal information in accordance with the provisions of the *Freedom of Information Act 1982 (Vic)* (FOI Act).

Under the FOI Act, a person is entitled to seek correction or amendment of a document containing their personal affairs information, where they believe the information is inaccurate, incomplete, out of date, or would give a misleading impression. Requests under the FOI Act must:

- Be made in writing and addressed to:
Manager Governance and Strategy
Campaspe Shire Council
PO Box 35
ECHUCA VIC 3564 or
Email: shire@campaspe.vic.gov.au
- Specify an address to which a decision notice can be sent to the person making the request;
- State the matters in respect of which the person making the request believes the personal affairs information is inaccurate, incomplete, out of date or misleading; and
- Detail the amendments the person making the request wishes to be made.

Where a person makes a request to correct their personal information, CSC will take reasonable steps to notify the person of the decision regarding the request as soon as practicable, but within 30 days of the request being received.

Further information about the FOI Act can be found on Council's website www.campaspe.vic.gov.au.

5.7. Unique identifiers (IPP 7)

A unique identifier is a number or code that is assigned to someone's information to assist with identification (similar to a drivers licence number). CSC will only assign identifiers to records if it is necessary to enable Council to carry out a function efficiently. For example, maternal child health clients who are assigned a unique identifier by the state-wide integrated system – Child Development Information System.

5.8. Anonymity (IPP 8)

CSC will, where it is lawful and practicable, give individuals the option of not identifying themselves when entering into transactions with Council.

However, as anonymity may limit Council's ability to process a complaint or other matter, CSC reserves the right to take no action if the individual chooses not to supply the relevant personal information necessary for Council to perform its functions.

For some services provided by Council, such as maternal and child health or immunisation, it is a legal requirement that individuals provide the relevant personal information.

5.9. Trans-border data flows (IPP 9)

Council may transfer personal information to an individual or organisation outside Victoria only in limited circumstances, some of which include:

- When consent has been provided;
- If disclosure is authorised by law; and
- Where the recipient of the information is subject to a law binding scheme or contract with similar principles as the PDPA.

5.10. Sensitive information (IPP 10)

Council will not collect sensitive information, except in circumstances prescribed in the PDPA, or where the information is directly pertinent and necessary to one of its functions.

5.11. Transfer or closure of the practice of a health service provider (HPP 10)

This principle applies if the practice, or business, of a health service provider is to be sold or otherwise transferred, or if the practice or business is closed down.

Health information relating to a discontinued Council health service will be managed by CSC in accordance with the HRA.

5.12. Making information available to another health service provider (HPP 11)

CSC's health services will provide health information to other health providers in accordance with the HRA.

5.13. Complaints or enquiries concerning privacy

The PDPA provides the right for an individual to complain about a breach of privacy made by Council. In the first instance, privacy complaints can be directed to CSC's Manager Governance and Strategy. The complaint must relate to a breach of one or more of the ten IPPs, or 11 HPP's, and can only be about personal information that is recorded in some form. For information regarding general complaints please see CSC's Complaints Policy available at www.campaspe.vic.gov.au.

Complaints will be acknowledged within seven business days and will be investigated as soon as practicable.

Alternatively, a privacy complaint can be directed to the:

Office of the Victorian Information Commissioner (OVIC)
PO Box 24274
MELBOURNE VIC 3001
Email: enquiries@ovic.com.au
1300 006 842

OVIC's role is to try and resolve privacy complaints through a conciliation process.

Complaints regarding the handling of health information can be directed to the:

Health Complaints Commissioner
Level 26
570 Burke Street
MELBOURNE VIC 3000
Email: hcc@hcc.vic.gov.au
1300 582 113

The Health Complaints Commissioner resolves complaints about healthcare and the handling of health information in Victoria.

5.14. Public registers

The following public registers are among those currently maintained by CSC which may include personal information:

- Council meeting agendas and minutes.
- Details of overseas or interstate travel undertaken in an official capacity by Councillors or Council staff in the previous 12 months.
- Names of Councillors and Council officers who were required to submit a return of interest during the financial year, and the dates the returns were submitted.
- Details of all leases involving land, which were entered into by Council as lessor, including the lessee and the terms and value of the lease.
- A register of donations and grants made by Council during the financial year.
- A list of the names of the organisations of which Council was a member during the financial year, and details of all membership fees and other amounts and services provided during that year to each organisation.
- A register of registered dogs and cats (including ownership details) in the municipality maintained by Council pursuant to the *Domestic Animals Act 1994*.
- Campaign donation returns received from candidates in the last CSC election.
- Council's planning and building department keep the following registers:
 - Building permits kept pursuant to s31 of the *Building Act 1993*.
 - Occupancy permits and temporary approvals received by Council and kept pursuant to s74 of the *Building Act 1993*.
 - Emergency orders, building notices and building orders given to Council under part 8 of the *Building Act 1993*, as required under s126 of the *Building Act 1993*.
 - Applications for planning permits and all decisions and determinations relating to permits. Details of planning applications received by Council are also available at www.campaspe.vic.gov.au.

6. Further Information

Copies of this policy are available from CSC's head office located at the corner of Hare and Heygarth Streets, Echuca. Further information can be obtained from CSC's Manager Governance and Strategy who can be contacted as follows:

Telephone: 1300 666 535

Email: shire@campaspe.vic.gov.au

Postal address: PO Box 35, ECHUCA VIC 3564

7. Human Rights

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

8. Relevant Legislation

Responsibilities under the *Child Youth and Families Act 2005*

Education and Care Services National Law Act 2010

Freedom of Information Act 1982

Health Records Act 2001

Local Government Act 2020

Privacy and Data Protection Act 2014

Public Health and Wellbeing Act 2008

Public Records Act 1973

Victorian Charter of Human Rights and Responsibilities Act 2006

Working with Children Act 2005

Note: If a provision made by or under the PDPA (other than Division 5, 6 or 7 of Part 3) is inconsistent with a provision made by or under any other Act that other provision prevails to the extent of the inconsistency.

9. Attachments

Appendix A – Collection notices

10. Review Period

One year

Responsible officer

Manager Governance and Strategy

11. 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 approved by EMG.

12. Approval History

Revised	17 October 2017	Minute Book Reference No	2865 (item 6.3)
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Chief Executive Officer:

Date:

Appendix A Collection Notices

General purpose

Personal and health information collected by Campaspe Shire Council is used for municipal purposes as specified in the *Local Government Act 2020*. The information provided will be used solely for these purposes, or any other directly related purposes. The information will not be disclosed to any external party without your consent, unless required or authorised by law.

If you wish to access or alter any of the personal information you have provided, please contact Council on 1300 666 535 or shire@campaspe.vic.gov.au. For further information on how we manage your information please refer to Council's Privacy and Data Protection Policy at www.campaspe@vic.gov.au.

For immunisation purposes

In accordance with the *Public Health and Wellbeing Act 2008* Campaspe Shire Council is responsible for coordinating and providing immunisation services to children being educated within the municipal district. Council reports all vaccines administered to the Australian Immunisation Register. The data will be kept confidential and any identifying information will not be disclosed for any other purpose.

You can access or amend your information by contacting Campaspe Shire Council or the Australian Immunisation Register. For further information on how CSC manages your information please refer to Council's Privacy and Data Protection Policy at www.campaspe.vic.gov.au.

For immunisation purposes – where the transfer or exchange of health information occurs (such as the Secondary School Vaccine Program)

Campaspe Shire Council is responsible for coordinating and providing immunisation services to children being educated within the municipal district. In accordance with the *Public Health and Wellbeing Act 2008* Council reports all vaccines administered to the Australian Immunisation Register.

Information related to you or your child will be used or disclosed for purposes directly related to your child's immunisation, and in ways that you would reasonably expect. This may include the transfer or exchange of relevant information to your GP, to your child's GP, to another treating health service or hospital, or another local Council.

You can access or amend your information by contacting Campaspe Shire Council or the Australian Immunisation Register. For further information on how Campaspe Shire Council manages your information please refer to Council's Privacy and Data Protection Policy www.campaspe.vic.gov.au.

Maternal and Child Health

The maternal and child health nurse has discussed with me how and why certain information about my child and family will be collected, stored and disclosed. I understand that this information will be collected, stored and disclosed in line with the *Privacy and Data Protection Act 2014 (Vic)* and the *Health Records Act 2001 (Vic)* and only shared with my consent or where required by law. The personal and health information will be used by Council for the purpose of providing early years services, including kindergarten central registration when my child becomes age eligible.

You can access or amend your information by contacting Campaspe Shire Council. For further information on how Campaspe Shire Council manages your information please refer to Council's Privacy and Data Protection Policy www.campaspe.vic.gov.au.

Closed Circuit Television (CCTV)

Campaspe Shire Council uses closed circuit television (CCTV) systems to monitor and record activity in some public places for the purpose of discouraging unlawful behaviour, and assisting to apprehend offenders. Should an incident occur, the footage will be provided as evidence to Victoria Police to assist with their investigations.

The images recorded are securely stored and may only be viewed by authorised officers. Copies of recordings will not be made available to third parties, except where required by law. Appropriate signage is installed on the building where the camera operates.

For further information on how CSC manages your information please refer to Council's Privacy and Data Protection Policy at www.campaspe.vic.gov.au.

PRIVACY AND DATA PROTECTION

CURRENT POLICY**COUNCIL POLICY NUMBER 081**

Date Adopted 17 October 2017

Scheduled for review November 2018

PURPOSE

To meet the information privacy principles (IPP's) and health privacy principles (HPP's) set out in the Privacy and Data Protection Act 2014 and the Health Records Act 2001 in relation to the management and handling of personal and health information within the public sector.

In line with the Privacy and Data Protection Act 2014, Health Records Act 2001, and Charter of Human Rights and Responsibilities Act 2006, the Campaspe Shire Council considers the privacy of all personal and health information to be an integral part of its commitment towards information accountability.

POLICY STATEMENT

1. Policy applies to

This policy applies to all employees, Councillors and contractors of the Campaspe Shire.

This policy covers all personal and health information held by the Shire, that is, information, or an opinion about an individual, whose identity is apparent, or can be reasonably ascertained, from that information or opinion. This includes information we have collected in any format including correspondence, in person, over phone, and over the Internet.

The policy also covers personal information that has been sourced from third parties.

2. Privacy Statements

- a. A general statement outlining Council's position on the handling of personal information will be used at all points of collection and all outgoing correspondence that may request personal or health information. This will include Council's web site, advertising material, standard forms and correspondence requesting personal or health information.
- b. Forms collecting information that is to be used for a specific purpose will include a privacy statement on the form including the purpose of collection.
- c. All Council's privacy statements will be published confirming Council's commitment to information and health privacy principles either as a broad advertising exercise or on each individual form.

3. Council's Information Privacy Principles

Campaspe Shire will manage personal information as outlined in the following principles:

a. Collection

- i. Campaspe Shire will only collect personal information that is necessary for specific and legitimate functions of Council. Information will be collected by fair and lawful means.
- ii. Council will advise individuals, where possible, of the purposes for which their personal information is being collected, and of those third parties to whom the information is usually disclosed.
- iii. Sensitive information will only be collected where the individual has consented or collection is required or permitted by law.
- iv. Sensitive information (as defined in this policy) will be treated with security and confidentiality and only used for the purpose for which it was collected.

b. Use and Disclosure of Information

Campaspe Shire will not use or disclose information about an individual other than for the primary purpose for which it was collected unless one of the following applies:

- i. It is for a related purpose that the individual would reasonably expect;
- ii. Where Council have the consent of the individual to do so;
- iii. If, as defined in the Health Act 2001, the individual is incapable of giving consent;

- iv. As required or permitted by the Information Privacy Act or any other legislation.

c. Data Quality

Council will take reasonable steps to ensure that all personal information collected, used or disclosed is accurate, complete and up to date.

d. Data Security and Retention

- i. Council will take all reasonable measures to prevent misuse or loss or unauthorised access, modification or disclosure of personal and health information.
- ii. Personal and Health information will be managed confidentially and securely and destroyed or archived in accordance with the Victorian Local Government General Disposal Schedule.
- iii. Council will monitor and implement reasonable and appropriate technical advances or management processes, to provide an up to date ongoing safeguard for personal information.

e. Openness

The Campaspe Shire Information Privacy Policy will be available on request.

f. Access and Correction to Information

Individuals have a right to request access to any personal or health information held about them, and may request any incorrect information be corrected.

Council may decide not to allow access to personal information in accordance with the exemptions contained within Privacy and Data Protection Act 2014 and Health Records Acts 2001.

g. Unique Identifiers

Council will not assign, adopt, use, disclose or require unique health or other identifiers from individuals except for the course of conducting normal business or if allowed or required by law.

h. Anonymity

Council will, where it is lawful and practicable, give individuals the option of not identifying themselves when entering into transactions with council.

Council will ensure that individuals are aware of all, if any, limitations to services if the information required is not provided.

i. Transborder Data Flows

Campaspe Shire will only transfer personal or health information outside of Victoria in accordance with the Privacy and Data Protection Act 2014 and Health Records Act 2001.

j. Sensitive Information

Campaspe Shire will not collect sensitive information unless when the individual has consented or collection is required or permitted by law or when necessary for research or statistical purposes as permitted under the Privacy and Data Protection Act 2014.

k. Transfer or Closure of Health Service

Health Information relating to a discontinued Council Health Service will be managed in accordance with the Health Records Act 2001.

l. Making Health Information available to another service providers

Council's Health Services will provide health information to other health providers in accordance with the Health Records Act 2001.

EXCLUSIONS

Nil

HUMAN RIGHTS

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

DEFINITIONS

Personal Information	means information or an opinion (including information or an opinion forming part of a database), whether true or not about an individual whose identify is apparent, or can reasonably be ascertained, from the information or opinion, but does not include information about an individual who had been dead for more than 30 years.
Health Information	means information or an opinion about the physical, mental, psychological health of an individual, disability of an individual or a health service provided or to be provided to an individual.
IPPs	Information Privacy Principles. A set of principles contained in Schedule 1 of the Privacy and Data Protection Act 2014.
HPPs	Health Privacy Principles. A set of principles contained in the Schedule 1 of the Health Records Act 2001.
Sensitive Information	personal information or an opinion about an individual's: <ul style="list-style-type: none"> ▪ race or ethnic origin; or ▪ political opinions; or ▪ membership of a political association; or ▪ religious beliefs or affiliations; or ▪ philosophical beliefs; or ▪ membership of a professional trade association; or ▪ membership of a trade union; or ▪ sexual preferences or practice; or ▪ criminal record.

RELATED LEGISLATION

Privacy and Data Protection Act 2014

Health Records Act 2001

Charter of Human Rights and Responsibilities Act 2006

ATTACHMENTS

Nil

REVIEW PERIOD

One year

RESPONSIBLE OFFICER

Governance Manager

APPROVAL HISTORY

Adopted	13 August 2002	Minute Book Reference No	6308 (item 12.4)
Revised	14 October 2003	Minute Book Reference No	7100 (item 12.1)
Revised	14 September 2004	Minute Book Reference No	7941 (item 12.2)
Revised	13 September 2005	Minute Book Reference No	9008 (item 12.1)
Revised	12 October 2006	Minute Book Reference No	10251 (item 9.1)
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	21 September 2010	Minute Book Reference No	16407 (Item 12.6)
Revised	18 October 2011	Minute Book Reference No	18261 (item 13.3)
Revised	21 August 2012	Minute Book Reference No	1057 (Item 4.16)
Revised	20 August 2013	Minute Book Reference No	1041 (Item 6.3)
Revised	19 August 2014	Minute Book Reference No	878 (Item 6.1)
Revised	18 August 2015	Minute Book Reference No	905 (Item 6.2)
Revised	19 July 2016	Minute Book Reference No	654 (Item 6.2)
Revised	17 October 2017	Minute Book Reference No	2865 (item 6.3)

Chief Executive Officer

Phill
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Dated

25/10/2017
.....

COUNCIL POLICY COUNCIL POLICY COUNCIL POLICY COUNCIL POLICY

Health, Safety and Wellbeing

Council Policy Number	124
Date adopted	xx February 2021
Scheduled for review	February 2024



1. Preamble

Council is committed to ensuring the health, safety and wellbeing of all employees, volunteers, contractors and councillors while at work and this policy is supported by a detailed safety management system.

2. Purpose

To demonstrate and communicate Council's overall commitment to the provision of a safe and healthy work environment for all employees, volunteers, contractors and councillors.

3. Definitions

Nil

4. Policy Statement

Council is committed to providing a safe healthy working environment for all employees, volunteers, contractors and councillors and to comply with all aspects of the *Occupational Health and Safety Act 2004*.

Council will make every reasonable effort to prevent potential incidents, promote health, safety and wellbeing and protect employees, volunteers, contractors, councillors and visitors from injury, on council sites, by consulting and communicating safety information.

Council is committed to the continual improvement of its safety performance. Council will allocate resources, organisational structures and responsibilities to implement objectives, plans and training that support council's safety management systems. It is each individual's responsibility to comply with these requirements.

Working safely is a condition of appointment with Council and employees, volunteers, contractors and councillors must take reasonable care for his or her own health, safety and wellbeing and the health, safety and wellbeing of persons who may be affected by the their acts or omissions.

Alleged breaches of workplace Health, Safety and Wellbeing requirements will be dealt with by:

- Council's Disciplinary Action Procedure for employees and volunteers
- Councillor Code of Conduct for councillors; or
- Contract Conditions for contractors.

5. Exclusions

Nil

6. 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*.

7. Related Legislation

Occupational Health and Safety Act 2004

Occupational Health and Safety Regulations 2017

8. Related Policies, Procedures and Strategies

Disciplinary Action Procedure

Councillor Code of Conduct

9. Attachments

Nil

10. Review Period

Three years

Responsible officer

Manager Human Resources

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 29 June 2018

Minute Book Reference No 1541 (item 7.3)

Chief Executive Officer:

Date:

Occupational Health, and Safety and Wellbeing



Council Policy Number	124
Date adopted	29 June 2018 17 February 2021
Scheduled for review	November 2019 February 2024

1. Preamble

~~introductory statement to outline the reasons for and intent of the policy~~

~~Council is committed to ensuring the health, safety and wellbeing of all employees, volunteers and councillors while at work.~~

2. Purpose

To demonstrate and communicate Council's commitment to ~~Occupational Health and Safety~~ and the provision of a safe and healthy work environment for all employees, ~~volunteers and councillors.~~

3. Definitions

~~Occupational Health and Safety Act 2004~~ ~~The Act is the legislative framework that guides and governs occupational health and safety in Victoria.~~ Nil

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4. Policy Statement

Council is committed to providing a safe healthy working environment for all ~~of its~~ employees, ~~C~~councillors, contractors, customers, volunteers, visitors and ~~to comply~~ies with all aspects of the *Occupational Health and Safety Act 2004*.

Council will make every reasonable effort to prevent potential incidents, promote health, safety and wellbeing and protect employees, ~~councillors~~, visitors, volunteers and contractors from injury, on ~~c~~Council sites, by consulting and communicating safety information.

Council is committed to the continual improvement of its safety performance. Council will allocate resources, organisational structures and responsibilities to implement objectives and plans that support ~~our~~ council's safety management systems.

Council ~~is recognises the need to~~will provide appropriate training and development for managers, supervisors and staff to facilitate the implementation and maintenance of a safe system of work ~~and~~ ~~– This is achieved by mandatory training~~ to promote, ~~and~~ enhance ongoing compliance with ~~the~~ legislative requirements.

Working safely is a condition of ~~our~~ employment and employees must take reasonable care for his or her own health, ~~and~~ safety ~~and wellbeing~~ and the health, ~~and~~ safety ~~and wellbeing~~ of persons who may be affected by the employee's acts or omissions.

It is an employee's responsibility to comply with the safety systems and processes which support this.

~~Alleged breaches~~ Appropriate disciplinary action may be taken if there is found to be a breach of workplace ~~Occupational Health, and Safety and Wellbeing~~ policies and procedures ~~will be dealt with using council's Disciplinary Action Procedure.~~

5. Exclusions

Nil

6. 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*.

7. Related Legislation

Occupational Health and Safety Act 2004

Occupational Health and Safety Regulations 2017

8. Related Policies, Procedures and Strategies

List any related policies, procedures and strategies

[Disciplinary Action Procedure](#)

[Employee Code of Conduct](#)

[Councillor Code of Conduct](#)

9. Attachments

Nil

10. Review Period

~~Three~~ years
Resources

Responsible officer

_____ Manager Human

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 29 June 2018

Minute Book Reference No 1541 (item 7.3)

Chief Executive Officer:

Date:

Competitive Neutrality

Council Policy Number	045
Date adopted	Xx February 2021
Scheduled for review	February 2025



1. Preamble

The Victorian State Government developed a Competitive Neutrality (CN) Policy subsequent to agreeing to the Competition Principles Agreement with all other State, Territory and Commonwealth Governments. The aim of the policy is to ensure that when governments undertake significant business activities in markets, they do so on a fair and equitable basis.

To maintain compliance with the Commonwealth and State CN policy, Council applies competitively neutral pricing principles to significant business activities undertaken by Council.

Council is a government organisation focussed on delivering services to the local communities within its boundaries and in part subsidises the cost of these services through user fees and grants. Council operates on a not for profit basis and any identified significant businesses are secondary in nature to the operation of Council.

2. Purpose

To ensure Council:

- a. meets the requirements of the Victorian Government's Competitive Neutrality Policy;
- b. meets its Competitive Neutrality (CN) obligations; and
- c. identifies any future operations that become subject to competitive neutrality obligations in the future.

3. Definitions

CN	Competitive Neutrality
CNP	Competitive Neutrality Policy
Government Ownership	A term used to describe any stand-alone business owned by Government at Commonwealth, State, Territory or Local level.
Pricing Principles	Pricing principles for local government commercial activities which do not satisfy cost benefit criteria for separate incorporation and the application of full tax equivalents.
Significant Business	An activity that results in the sale of either a good or service and has been assessed as having significance in the relevant market in which it operates.

4. Policy Statement

4.1. Introduction

For those businesses identified as a 'significant business', an assessment of its compliance against CN policy will be conducted annually.

Before Council provides a new activity or changes an activity that has the potential to operate in competition with the private sector, an assessment will be conducted to determine if it is a significant business and needs to adhere to the CN policy and principles. If it is determined that the activity is a significant business, it will be reported to Council.

4.2. Competitive Neutrality Pricing Principles

The following principles will apply to all activities (including private works estimates) that are required to comply with CN Policy.

a. Pricing will be determined using either the fully distributed cost (FDC) methodology or avoidable cost (AC) methodology.

Each identified significant business will be assessed to determine which cost methodology will be applied. The determination of this will take into consideration the primary purpose for undertaking the activity compared to the activity identified as a significant business.

When the FDC methodology is applied, all expenses used in the provision of a unit of the goods or service, including cash and non-cash items, will be accounted for. Costs will include direct labour costs, labour on-costs, materials and other operating expenses, accommodation, corporate overheads and depreciation of physical assets.

When the AC methodology is applied only the extra direct and indirect costs that are incurred as a result of undertaking the commercial activity will be accounted for.

b. Pricing should include the net effect of any competitive advantages / disadvantages due solely to Government ownership.

To the base of the costs calculated in point 4.2.a, costs that would be incurred by a private sector provider of similar goods or services but from which government providers are exempt, or face lower costs due to government ownership, will be added, and the cost of any significant competitive disadvantages resulting from government ownership will be subtracted.

Examples of competitive advantages include land tax, capital financing, rates and charges, payroll tax, bank and audit fees and opportunity cost of capital.

Examples of competitive disadvantages include accountability costs, additional compliance requirements, corporate overheads and employment remuneration.

The opportunity cost of capital will be calculated using a rate of 8% as stated in the Department of Treasury and Finance's Competitive Neutrality Guide to Implementation.

c. The calculation process should be transparent and defensible.

The way in which competitively neutral pricing principles have been applied will be fully documented using the attached CN Financial Analysis Tool, and include reasons given for the inclusion of any relevant cost. When a judgement is made that a particular cost is not relevant, or that a competitive advantage is fully offset by a competitive disadvantage, the reasoning behind such judgement will be documented in the CN Financial Analysis Tool.

d. Pricing of Fees and Charges for commercial activities.

When setting its fees and charges for commercial activities, Council will set a price to ensure it fully recovers the competitively neutral cost over the medium to long term. Council will also have regard to the level of demand for the goods or service being provided by the commercial activity as well as the level of competition between service providers within the relevant market.

If Council provides multiple commercial outputs, the pricing of individual outputs will have regard to meeting CN principles for the operation as a whole.

4.3. Ensuring CN Compliance

To ensure Council is compliant with CN obligations, the following will be implemented:

a. Competition and Consumer Legislation Training

Council staff will undertake training on competition and consumer legislation including competitive neutrality every two (2) years. Training will be compulsory for staff who:

- i. are a member of the management team; or
- ii. deal with businesses subject to CN principles, procurement or contract management; or

- iii. operate Council's recreation facilities, arts centres, childcare centres or similar Council operations when there may be competing businesses in the private sector.

b. Local Laws Compliance

When setting local laws, Council must consider their impact on competition. Restrictions to competition must be removed or justified.

To maintain compliance, when reviewing or establishing local laws prior to 1 July 2021, Council will apply a competition test as per Schedule 8(j) of the Local Government Act 1989 which states that a local law cannot:

“restrict competition unless it can be demonstrated that-

- i. the benefits of the restriction to the community as a whole outweigh the costs; and*
- ii. the objectives of the local law can only be achieved by restricting competition.”*

From 1 July 2021, Council will meet the obligations defined in section 74 of the Local Government Act 2020 and any regulations made in relation to the making or amending of local laws.

c. Competitive Neutrality Assessment

Council will assess all businesses it operates to determine whether it is a “significant business” as defined by CN policy.

Council will do this by asking the following questions:

- Is the activity a business rather than a regulatory or governance activity?
- What is the size of the market share for the business?
- What level of influence does the business have on the market?

If a business is determined to be a ‘significant business’ and needs to meet CN guidelines, Council will undertake a financial analysis, using the CN Financial Analysis Tool, to determine if the business is being subsidised. If so, Council will either undertake to bring the business into compliance (i.e. no subsidy is applied) or if it determines that the costs of implementing compliance outweigh the benefits, it will undertake a public interest test and publish to the community the outcomes from such a process.

Council will assess its entire business portfolio at least once every four years to identify and nominate any operations that have since become subject to CN obligations and were not identified at the time of commencing the activity. Once a business is identified as a ‘significant business’, an annual assessment will be undertaken by the Finance Department. Any assessments that are considered at risk of not meeting the requirements of the CN obligations will be reported to Council, by the General Manager Corporate Services, together with the actions being taken to achieve compliance.

All documentation evidencing the assessments, determinations and analyses completed in accordance with this policy will be maintained by Council in accordance with its Record Management Policy.

4.4. Complaints

Complaints about Council's competitive neutrality compliance should be lodged with the relevant State Government department (currently the Office of Better Regulation).

Complaints lodged with the relevant State Government department that result in an investigation by that office, will be reported to Council once the result of the investigation is known.

5. Exclusions

Nil

6. 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*.

7. Related Legislation

Competition and Consumer Act 2010 (Cwlth)

Local Government Act 1989 (Vic)

Local Government Act 2020 (Vic)

8. Related Policies, Procedures and Strategies

National Competition Policy

Competitive Neutrality Policy Victoria

Competitive Neutrality Guide to Implementation (Victorian Department of Treasury and Finance, 2000)

9. Attachments

CN Financial Analysis Tool

10. Review Period

Four years

Responsible officer

General Manager Corporate

11. 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.

12. Approval History

Revised 21 November 2017

Minute Book Reference No 3382 (Item 6.3)

Chief Executive Officer:

Date:

COMPETITIVE NEUTRALITY

COUNCIL POLICY NUMBER	045
Date Adopted	21 November 2017
Scheduled for review	November 2018



PURPOSE

To ensure Council meets the requirements of the Victorian Government's Competitive Neutrality Policy

To enable Council to ensure:

- a. it meets its Competitive Neutrality (CN) obligations.
- b. it identifies any future operations that become subject to competitive neutrality obligations in the future.

POLICY STATEMENT

1. Introduction

The Victorian State Government has developed a CN policy. The aim of the policy is to ensure that where governments undertake significant business activities in markets, they do so on a fair and equitable basis.

In order to maintain compliance with policy, Council applies competitively neutral pricing principles to significant business activities undertaken by Council.

Council will review its compliance against the CN policy annually. In order to complete this review, all businesses subject to CN principles will be identified, assessed and their status against these principles will be reported to Council.

2. Competitive Neutrality Pricing Principles

The following principles are to apply to all activities (including private works estimates) subject to CN policies:

a. Pricing should reflect full attribution of all costs incurred in the production of the goods and services.

All expenses used in the provision of a unit of the goods or service, including cash and non-cash items, should be accounted for. Costs may include direct labour costs, labour on-costs, materials and other operating expenses, accommodation and corporate overheads.

b. Pricing should include the net effect of any competitive advantages / disadvantages due solely to Government ownership.

To the base of all costs actually incurred should be added costs which would be faced by a private sector provider of similar goods or services but from which government providers are exempt or face lower costs due to government ownership, less the cost of any significant competitive disadvantages resulting from public sector ownership.

c. The decision process should be transparent and defensible.

The manner in which competitively neutral pricing principles have been applied should be fully documented and reasons given for the inclusion of any relevant cost, when a judgement is made that a particular cost is not relevant, or that a competitive advantage is fully offset by a competitive disadvantage, the reasoning behind such judgement should be documented.

3. Ensuring CN Compliance

In order to determine if Council is compliant the following assessment must be made:

a. Compliance with competition and trade practice

In order to maintain compliance, Council will undertake training on competitive neutrality every two (2) years. Training will be compulsory for staff who:

1. deal with businesses subject to CN principles, procurement or contract management;

2. operate Council's recreation facilities, performing arts centres, child care centres or similar Council operations where there may be competing businesses in the private sector

b. Local Laws compliance

Council must consider when setting local laws, their impact on competition. Restrictions to competition must be removed or justified.

In order to maintain compliance, Council will when reviewing or establishing local laws, apply a competition test as per Schedule 8(j) of the Local Government Act 1989 which states local law cannot:

“restrict competition unless it can be demonstrated that-

- i. the benefits of the restriction to the community as a whole outweigh the costs; and*
- ii. the objectives of the local law can only be achieved by restricting competition.”*

c. Competitive Neutrality

Council will assess all businesses it operates to determine whether it is a “significant business” as defined by CN policy.

Council will do this through a number of assessments being:

1. Is the activity a business rather than a regulatory or governance activity?
2. The size of the market share for the business.
3. The businesses influence on the market.

Should a business be determined to need to meet CN guidelines, Council will undertake a financial analysis to determine if the business is being subsidised. If so, Council will either undertake to bring the business into compliance (ie. no subsidy is applied) or if it determines that the costs of implementing compliance outweigh the benefits, it will undertake a public interest test and publish to the community the outcomes from such a process.

Council will assess its entire business portfolio on a three yearly cycle in order to identify and nominate any operations that have become newly subject to CN guidelines. Once a business is identified as meeting CN criteria, an annual assessment will be undertaken by the Finance Department, and reported to Council by the General Manager Corporate Services as to their compliance status.

d. Complaints

Any complaints about council's competitive neutrality compliance that are lodged with the relevant State Government department (currently the Office of Better Regulation) and result in an investigation by that office will be reported to council once the result of the investigation is known.

EXCLUSIONS

Nil

HUMAN RIGHTS

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

DEFINITIONS

Pricing Principles	Pricing principles for local government commercial activities which do not satisfy cost benefit criteria for separate incorporation and the application of full tax equivalents.
Government Ownership	Term used to describe any stand-alone business owned by Government at Commonwealth, State, Territory or Local Level.
CNP	Competitive Neutrality Policy
CN	Competitive Neutrality

RELATED LEGISLATION

Victorian Government Competitive neutrality Policy

Local Government Act 1989

ATTACHMENTS

Nil

REVIEW PERIOD

One year

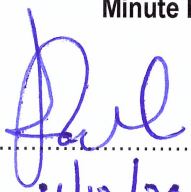
RESPONSIBLE OFFICER

General Manager Corporate Services

APPROVAL HISTORY

Adopted	28 August 1997	Minute Book Reference No	2017 (Item 12.5)
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	14 September 2004	Minute Book Reference No	7941 (item 12.2)
Revised	13 September 2005	Minute Book Reference No	9008 (item 12.1)
Revised	12 October 2006	Minute Book Reference No	10251 (item 9.1)
Revised	16 October 2007	Minute Book Reference No	11542 (item 9.1)
Revised	18 August 2009	Minute Book Reference No	14208 (Item 9.1)
Revised	21 August 2012	Minute Book Reference No	1057 (Item 4.16)
Revised	20 August 2013	Minute Book Reference No	1041 (Item 6.3)
Revised	19 July 2016	Minute Book Reference No	654 (Item 6.2)
Revised	21 November 2017	Minute Book Reference No	3382 (item 6.3)

Chief Executive Officer


.....
Dated 11/12/2017

Dated

COUNCIL POLICY COUNCIL POLICY COUNCIL POLICY COUNCIL POLICY

Sustainable Asset Management

Council Policy Number	091
Date adopted	July 2019
Scheduled for review	August 2023



1. Preamble

The Campaspe Shire Council is the custodian of an extensive range of community assets. In order to deliver a variety of services to the community, Council must ensure that the assets supporting these services are managed in a sustainable manner over the long term. To set out the basis on which Campaspe Shire Council manages the assets in its care.

2. Purpose

To set out the basis on which Campaspe Shire Council manages the assets in its care.

3. Definitions

Asset	A resource controlled by the Campaspe Shire Council from which future economic, <u>social and environmental</u> benefits or service potential are expected to flow to the Shire or its community.
Asset Condition Assessment	The process of inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset to determine the need for some remedial action.
Asset Management	The combination of management, financial, economic, engineering and other practices applied to assets with the objective of providing the required level of service in the most cost effective manner.
Asset Management Plan	A plan developed for the management of one or more assets that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle in the most cost-effective manner to provide a level of service.
Asset Management Strategy	A strategy for asset management to ensure that the desired levels of service and other operational objectives are achieved at optimum cost.
Asset <u>Register</u> System	A record of asset information considered worthy of separate identification including inventory, historical, condition, construction, technical and financial information about each.
Community	People who live, work or spend significant time in the Campaspe Shire Council.
Control of an Asset	The capacity of an entity to benefit from the asset in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit.
Financially Sustainable	That sufficient funds are available in each year of Council's long-term financial planning period to meet all resource and financial obligations, such that Council's endorsed service and infrastructure levels/standards can be maintained.
Fixed Asset	Also referred to as Infrastructure. An asset that is fixed in place and cannot be easily moved from its constructed location. Infrastructure includes buildings, sports fields and courts, playgrounds or other facilities. These assets support the provision of services. Infrastructure also refers to a network of reticulated services such as roads, footpaths or drainage, etc.

Intangible Asset	Referred to in this policy as a non-physical asset. An identifiable non-monetary asset without physical substance. This could include trademarks, copyrights, and water rights.
Level of Service	The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, satisfaction and cost.
Mobile Asset	An asset that is not fixed in place or can be easily moved. This would include plant and equipment, office furniture, computers and fleet.
<u>New Asset</u>	<u>Refers to an asset that has been created, produced or introduced for the first time; not existing before.</u>
Plant and Equipment	Tangible items that are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes; and are expected to be used during more than one accounting period.
<u>Renewal</u>	<u>Refers to works required or undertaken to return the asset to its "as-new" condition.</u>
Service Manager	The manager in Council that leads the provision of services for an activity or service. (e.g.: Asset Manager leads the provision of road services to the community.)
<u>Upgrade</u>	<u>With respect to any physical Asset, any physical enhancement or series of physical enhancements, including any such physical enhancements that would increase the product or service it provides.</u>

4. Policy Statement

The purpose of this policy is to set out Council's approach to management of its assets in a sustainable manner that provides ongoing support in meeting community needs through balanced consideration of technical standards, levels of service and whole of life costs.

In pursuit of Infrastructure Asset Management best practice, the following key principles will apply in relation to Asset Management at Campaspe shire:

- a. Service delivery needs form the basis of asset management;
- b. Integrating asset management with corporate, financial, business and budgetary planning;
- c. Informed decision-making, incorporating a life-cycle approach to asset management;
- d. Pursuing sustainability, providing for present needs while sustaining resources for future generations.

4.1 Asset Management Principles

Asset Management involves all areas of Council including those that plan services, provide services, manage assets and manage financial functions. Asset Management is a key element of Council's integrated planning. Council will ensure that when considering the social, environmental, financial and organisational impacts of any decision they will also properly consider the impact on Council's services and the assets that support them.

Council, ~~over the next ten years has an identified~~ is likely to ~~will have a~~ renewal gap which means the cost to replace or renew current assets potentially outstrips Council's ability to fund them. As such any decisions in relation to assets haves a practical impact on Council's sustainability. It is not in the ~~districts~~ community's interests for asset based decisions to be made that are ultimately undermining, limiting or eliminating Council's ability to maintain its operations.

To achieve the purposes of this policy Council will:

- a. Link asset management planning to long-term financial planning, recognising that this is an essential part of infrastructure management and good governance.
 - i. Long term plans will include capital renewal or replacement, disposal, acquisition, costs for condition assessments, annual operation and maintenance
- a. Review and adopt annually a 10 year capital program based on all available condition and age data

- ~~b. Long term plans will include capital renewal or replacement, and costs for condition assessments, annual operation and maintenance.~~
- ~~c. Develop Level of Service statements that will be taken for consultation to the community.~~
- ~~d. These will set out the service level the community can expect to receive across Council and will form the basis of service and asset decision making.~~
- ~~e.b. C.~~
- c. Create and maintain Asset Management Plans for each class of assets group that fall come from the service plans/Levels of Service developed by service managers with oversight by the General Manager Infrastructure.
- f. —
- g.d. Deliver financially sustainable services by prioritising capital expenditure for infrastructure renewal over expenditure for upgrading, expansion or acquisition of assets.
- i. Where necessary projects for upgraded or new assets may be ceased or not entered in to in order to free up resources to renew assets.
- ~~h.e. Asset expansion upgrade or addition is an act of last resort and must only take place after reviewing other alternatives for service or asset provision.~~
- i. Such review must include whole of life costs; ~~and -~~
 - ii. Assets that can be disposed, retired, sold or downgraded in order to contribute savings or capital to the costs of new or expanded-upgraded assets.
- ~~i.f. Any asset renewal will first consider the requirements of Policy 118 (Asset Rationalisation) to ensure the relevance of the asset, or service it is related to, in to the future.~~
- ~~j.g. Continue to invest in the advancement of Asset Management maturity including requirements for adequate resources (people, systems, processes,) staff training, succession planning and data and intelligence gathering.~~
- h. The Asset Management System developed and operated by Council will be in line with ~~common practice~~ the International Infrastructure Management Manual (IIMM) and ISO 55000.

Over the term of this Policy Council will also look at:

- ~~Developing Level of Service statements for consultation with the community.~~
- ~~These will set out the service level the community can expect to receive across Council and will form the basis of service and asset decision making.~~
- Development of electronic Asset Management Plans
- ~~Develop a 10 year capital program based on all available condition and age data.~~

Key Council documents relating to asset management and service include:

- Council Plan 2017-2021
- Asset Management Strategy
- Policy 144 Asset Capitalisation
- Policy 136 Asset Valuation
- Policy 118 Asset Rationalisation
- Policy 157 Places of Assembly/Community Facilities
- Policy 66 Best Value
- Service and Asset Management Plans
- Asset Management Plans
- ~~▪ Asset Renewal Funding Strategy~~
- Long Term Financial Plan

4.2 Assets Managed by Council

Council deals with assets that exist under a range of ownership and management arrangements. The matrix in Attachment A identifies the situations under which an asset ~~would~~ be considered ~~to be~~ relevant to Council's asset management processes and shows which of these should be recorded in Council's asset management systems. Importantly, this matrix makes no distinction based on the value of the asset being considered.

Over the term of this Policy Council will also look at:

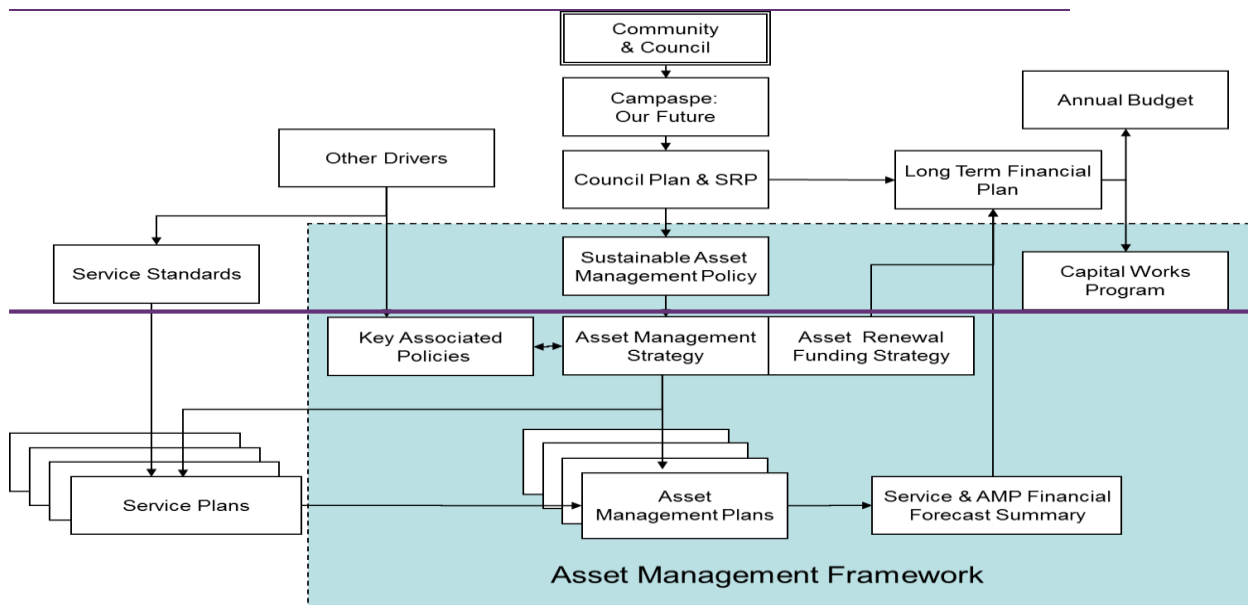
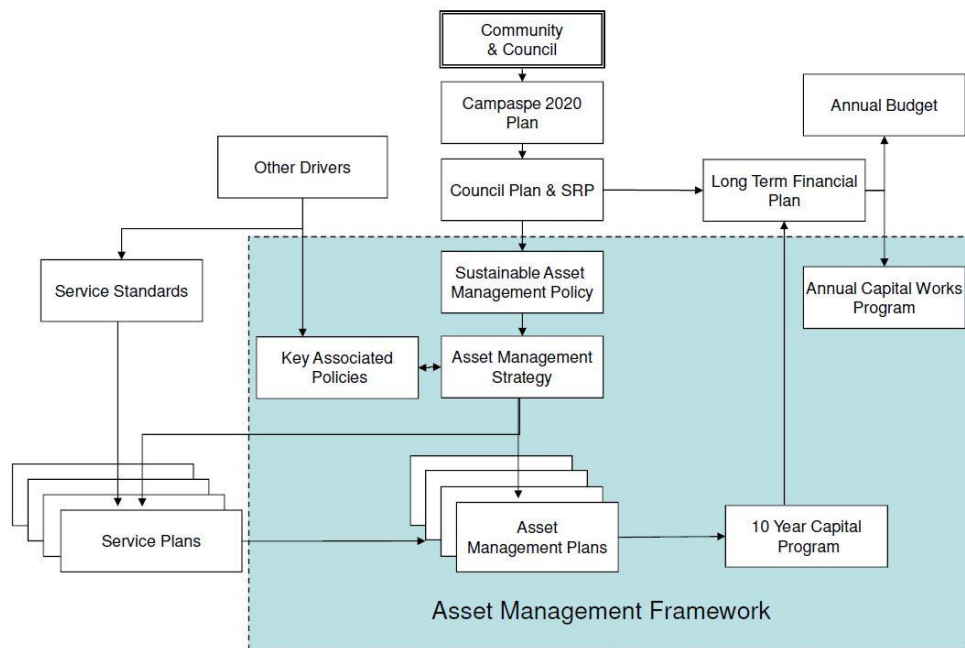
1. [Developing a portal to display the matrix content so that it provides strategic linkages](#)

4.3 Asset Management Framework

Asset Management underpins Council's other strategic frameworks by ensuring that appropriate infrastructure is developed and maintained enabling for the delivery of programs, services and activities to the community.

The structure of Asset Management within the Campaspe Shire Council works through association with various plans and documents as represented in the following diagram. Where a plan or document does not currently exist it shall be developed to comply with this policy.

Each document has a specific purpose and represents a different level of detail relevant to asset management practice and processes within the Shire.



4.4 Policy Commitment

Asset management and related financial planning will be a 'whole of organisation' function. To achieve this Council will:

- a. Establish and operate an Asset Management Steering Committee to oversee and promote the best practice Asset Management function throughout Council.
- b. Demonstrate commitment to developing and improving Asset Management in the business through adequate investment and demonstrable advancement of system maturity.
- c. Review internal asset management skills.
- d. Identify gaps between asset management capability and needs and move take action to close the gaps
- e. Develop and implement a program to raise Council's awareness and understanding of asset management principles, its importance, and Campaspe's progress in implementing its adopted strategies
- f. Participate in and contribute to regional and industry asset management forums ~~(e.g. MAV programs)~~
- g. Ensure services identify their current and future asset needs to support the delivery of agreed service levels ~~Use Asset Management to ensure that assets support Council's delivery of service~~

4.5 Responsibilities

Roles and responsibilities for delivering Council's Asset Management functions will be clearly defined and documented in Council's Asset Management Strategy and the matrix (Appendix A).

5. Exclusions

Nil

6. Human Rights

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

7. Related Legislation

Local Government Act 2020 ~~1989~~ Nil

8. Attachments

Nil

9. Review Period

~~4~~ Four years

Responsible officer

Strategic Asset Co-ordinator

10. Administrative Updates

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

11. Approval History

Adopted	date	Minutes Book Reference No (Item xx)
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Chief Executive Officer:

Date:

SUSTAINABLE ASSET MANAGEMENT

COUNCIL POLICY NUMBER 091

Date Adopted 21 November 2017

Scheduled for review November 2018



PURPOSE

The purpose of this policy is to set out Council's approach to management of its assets in a sustainable manner that provides ongoing support in meeting community needs through balanced consideration of technical standards, levels of service and whole of life costs.

The philosophy underlying this policy is that Council should be able to acquire, maintain and renew its assets, both in the short term and long term, to a condition which satisfies the users, minimises the risk to both the public and the environment, and which is financially responsible and delivers an agreed and sustainable level of service.

In pursuit of Infrastructure Asset Management best practice, the following key principles will apply in relation to Asset Management at Campaspe shire:

- a. Service delivery needs form the basis of asset management;
- b. Integrating asset management with corporate, financial, business and budgetary planning;
- c. Informed decision-making, incorporating a life-cycle approach to asset management;
- d. Pursuing sustainability, providing for present needs while sustaining resources for future generations.

POLICY STATEMENT

1. Background

Asset Management involves all areas of Council including those that plan services, provide services, manage assets and manage financial functions. Asset Management is a key element of Council's integrated planning. Council will ensure that when considering the social, environmental, financial and organisational impacts of any decision they will also properly consider the impact on Council's services and the assets that support them.

Council has an identified renewal gap which means the cost to replace or renew current assets outstrips Council's ability to fund. As such any decisions in relation to assets have a definable and practical impact on Council's sustainability. It is not in the district's interests for asset based decisions to be made that are ultimately undermining, limiting or eliminating Council's ability to maintain its operations. It is entering in to a period of challenges and must aim to operate in a way that minimises risk.

To achieve the purposes of the policy Council will:

- a. Link asset management planning to long-term financial planning, recognising that this is an essential part of infrastructure management and good governance.
 - i. Long term plans will include capital renewal or replacement and costs for condition assessments.
- b. Create and maintain Asset Management Plans for each class of assets which will set out the optimal schedule of proposed asset maintenance and renewal to achieve specified service levels while minimising asset life cycle costs.
- c. Develop Level of Service statements that will be taken for consultation to the community.
 - i. These will set out the service level the community can expect to receive across Council and will form the basis of service and asset decision making. (As per ISO, PAS and IIMM standards.)
- d. Deliver financially sustainable services by prioritising capital expenditure for infrastructure renewal over expenditure for upgrading, expansion or acquisition of assets.
 - i. Where necessary projects for upgraded or new assets may be ceased or not entered in to in order to free up resources to renew critical assets.
- e. Asset expansion or addition is an act of last resort and must only take place after reviewing other alternatives for service or asset provision.

- i. Such review must include cost to build, maintain, operate and retire or renew again.
 - ii. Assets that can be retired, sold, stopped or downgraded in order to contribute savings or capital to the costs of new or expanded assets.
- f. Any asset renewal will first consider the requirements of Policy 118 (Asset Rationalisation) to ensure the validity of the asset, or service it is related to, in to the future).
 - g. Maintain, at a minimum, a “Core” rating for Asset Management maturity under MAV’s NAMAFA scheme.
 - h. Continue to invest in the advancement of Asset Management maturity including requirements for adequate resources (people, systems, processes,) staff training, succession planning and data and intelligence gathering.

All Council policies relating to asset management and service delivery should be read in conjunction with this policy. Key Council documents relating to asset management and service delivery which should be read in conjunction with this policy include:

- Council Plan 2017-2021
- Asset Management Strategy
- Asset Capitalisation Policy
- Asset Valuation Policy
- Service and Asset Management Plans
- Asset Renewal Funding Strategy
- Long Term Financial Plan
- Road Management Plan

2. Asset Management Principles

The Campaspe Shire Council owns or manages assets for the express purpose of providing community services.

The Campaspe Shire Council will provide and maintain assets so that they:

- a. Are financially sustainable for the community and Council
- b. Meet the service levels agreed with the community, once such service levels have been consulted.
- c. Support the organisation to deliver effective outcomes
- d. Are fit and safe for the purpose for which they have been provided
- e. Minimise detrimental impact on the natural environment
- f. Are replaced as required subject to agreed prioritisation
- g. Are in line with common industry practices (NAMAFA, ISO, PAS, IIMM.)

3. Assets Managed by Council

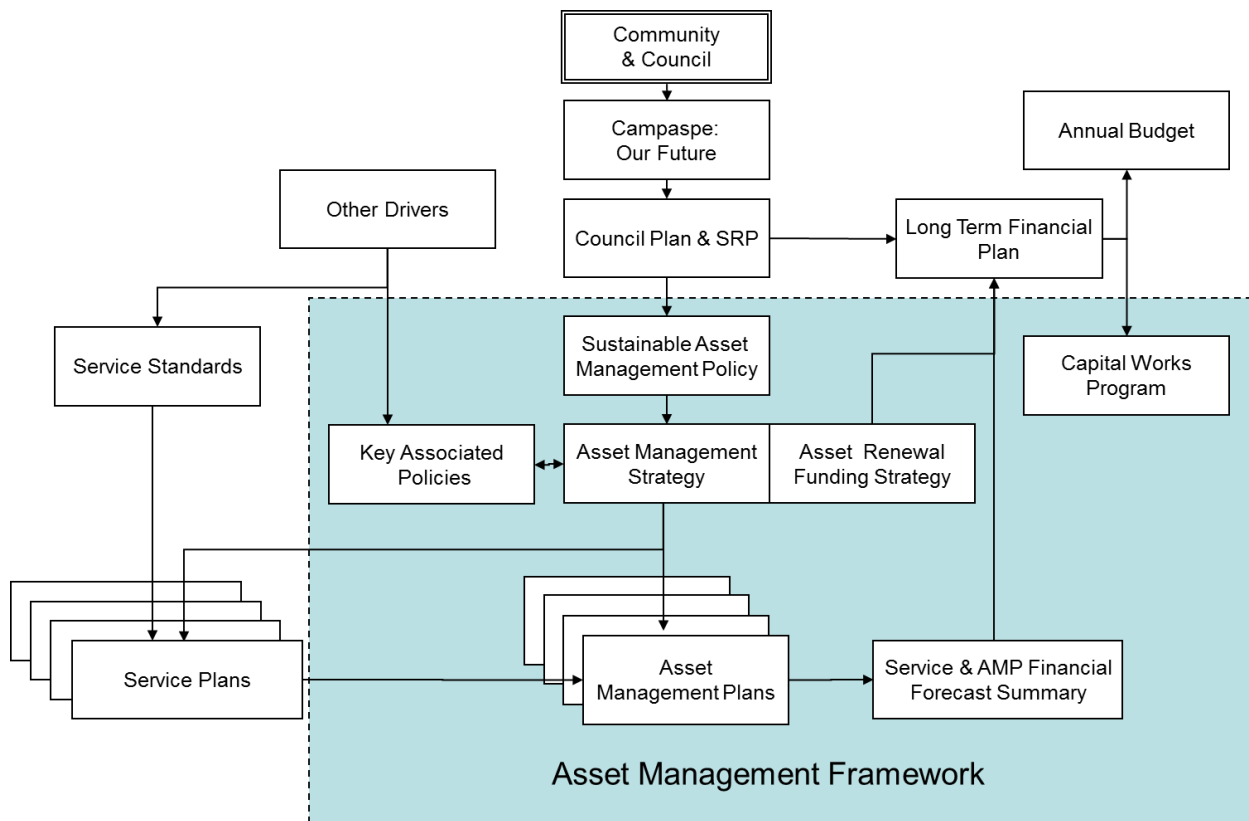
Council deals with assets that exist under a range of ownership and management arrangements. The matrix in Attachment A identifies the situations under which an asset would be considered to be relevant to Council’s asset management processes and shows which of these should be recorded in Council’s asset management systems. Importantly, this matrix makes no distinction based on the value of the asset being considered.

4. Asset Management Framework

Asset Management underpins Council’s other strategic frameworks by ensuring that appropriate infrastructure is developed and maintained enabling the delivery of programs, services and activities to the community.

The structure of Asset Management within the Shire of Campaspe works through association with various plans and documents as represented in the following diagram. Where a plan or document does not currently exist it shall be developed to comply with this policy.

Each document has a specific purpose and represents a different level of detail relevant to asset management practice and processes within the Shire.



5. Policy Commitment

Asset management and related financial planning will be a ‘whole of organisation’ function. To achieve this Council will:

- a. Establish and operate an Asset Management Steering Committee to oversee and promote the best practice Asset Management function throughout Council.
- b. Demonstrate commitment to developing and improving Asset Management in the business through adequate investment and demonstrable advancement of system maturity.
- c. Identify core asset and financial management functions
- d. Review internal asset management skills
- e. Identify gaps between asset management capability and needs and move to close the gaps
- f. Develop and implement a training program that enables officers to meet their asset management responsibilities
- g. Develop and implement a program to raise Council’s awareness and understanding of asset management principles, its importance, and Campaspe’s progress in implementing its adopted strategies
- h. Participate in and contribute to regional and industry asset management forums (e.g. MAV programs)
- i. Use Asset Management to ensure that assets support Council’s delivery of service

6. Responsibilities

Roles and responsibilities for delivering Council’s Asset Management functions will be clearly defined and documented in Council’s Asset Management Strategy.

7. Related Policies

All Council policies relating to asset management and service delivery should be read in conjunction with this policy. Specifically, the following existing policies have been identified as being directly related to the management of assets and/or services:

- | | |
|--|--------------|
| ▪ Industrial and Residential Land Development | Policy No 30 |
| ▪ Removal of Street and Nature Strip Trees | Policy No 46 |
| ▪ Street Public Lighting | Policy No 52 |
| ▪ Improvements to the level of service of the Road Network | Policy No 54 |
| ▪ Sale of Discontinued Roads | Policy No 69 |

▪ Council contribution to Recreation Reserves Maintenance Policy	Policy No 93
▪ Methodology for Determining the Gravel Road Resheeting Program	Policy No 97
▪ Special Charge or Rate Schemes	Policy No 100
▪ New or Replacement Street and Nature Strip Trees	Policy No 106
▪ Public Open Space Provision	Policy No 107
▪ Asset Rationalisation	Policy No 118
▪ Flagpole Program Policy	Policy No 122
▪ Arts Collection Management	Policy No 127
▪ Rural Sealed Road Pavements Renewal and Valuation Methodology	Policy No 128
▪ Developer Contributions to Works	Policy No 130
▪ Drainage Policy	Policy No 135
▪ Asset Valuation Policy	Policy No 136
▪ Port of Echuca Collections Management	Policy No 137
▪ Play Spaces Development	Policy No 138
▪ Asset Capitalisation Policy	Policy No 144

RELATED LEGISLATION & REFERENCES

- Local Government Act 1989
- Road Management Act 2004
- International Infrastructure Management Manual. 2015 Edition
- Australian Infrastructure Financial Management Manual 2015 Edition

EXCLUSIONS

Nil

HUMAN RIGHTS

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

DEFINITIONS

Asset	A resource controlled by the Campaspe Shire Council from which future economic benefits or service potential are expected to flow to the Shire or its community. Assets may be physical or non-physical and may be fixed or mobile.
Asset Condition Assessment	The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.
Asset Management	The combination of management, financial, economic, engineering and other practices applied to assets with the objective of providing the required level of service in the most cost effective manner.
Asset Management Plan	A plan developed for the management of one or more assets that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset in the most cost-effective manner to provide specified levels of service. A significant component of the plan is a long-term cash flow projection for activities.
Asset Management Strategy	A strategy for asset management covering the development and implementation of plans and programmes for asset creation, operation, maintenance, rehabilitation/replacement, disposal and performance monitoring to ensure that the desired levels of service and other operations objectives are achieved at optimum cost.
Asset Register	A record of asset information considered worthy of separate identification including inventory, historical, condition, construction, technical and financial information about each.
Community	People who live, work or spend significant time in the Shire of Campaspe.

Control of an Asset	The capacity of an entity to benefit from the asset in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit.
Financially Sustainable	That sufficient funds are available in each year of Council's long-term financial planning period to meet all resource and financial obligations, such that Council's endorsed service and infrastructure levels and standards can be maintained.
Fixed Asset	Also referred to as Infrastructure. An asset that is fixed in place and cannot be easily moved from its constructed location. Infrastructure includes buildings, sports fields and courts, playgrounds or other facilities, which support the provision of services. Infrastructure also refers to a network of reticulated services such as roads, footpaths or drainage, etc.
Intangible Asset	Referred to in this policy as a non-physical asset. An identifiable non-monetary asset without physical substance. This could include trademarks, copyrights, and water rights.
Level of Service	the defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.
Mobile Asset	An asset that is not fixed in place or can be easily moved. This would include plant and equipment, office furniture, computers and fleet.
Plant and Equipment	Tangible items that are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes; and are expected to be used during more than one accounting period.

ATTACHMENTS

Attachment A – Asset Management

REVIEW PERIOD

One Year

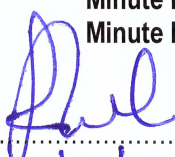
RESPONSIBLE OFFICER

General Manager Infrastructure Services

APPROVAL HISTORY

Adopted	12 August 2003	Minute Book Reference No	6955 (item 10.11)
Revised	14 September 2004	Minute Book Reference No	7941 (item 12.2)
Revised	21 October 2008	Minute Book Reference No	12868 (item 9.5)
Revised	18 October 2011	Minute Book Reference No	18261 (item 13.3)
Revised	15 November 2011	Minute Book Reference No	18426 (item 13.4)
Revised	21 August 2012	Minute Book Reference No	1057 (Item 4.16)
Revised	20 August 2013	Minute Book Reference No	1041 (Item 6.3)
Revised	19 August 2014	Minute Book Reference No	878 (Item 6.1)
Revised	18 August 2015	Minute Book Reference No	905 (Item 6.2)
Revised	19 July 2016	Minute Book Reference No	654 (Item 6.2)
Revised	21 November 2017	Minute Book Reference No	3382 (item 6.3)

Chief Executive Officer



 11/12/2017

Dated

Land Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other (non-commercial) Lease (Council Lessor)	DELWP or DELWP Local Committee	Other
Council Land	Green	Green	Green	Grey	Yellow	Yellow	Grey	Yellow
Crown Land - Shire of Campaspe Committee of Management	Green	Green	Green	Grey	Yellow	Yellow	Grey	Yellow
Crown Land – Vested	Green	Green	Green	Grey	Yellow	Yellow	Grey	Yellow
Crown Land – Lease	Green	Green	Green	Grey	Yellow	Yellow	Grey	Yellow
Crown Land–Non-Council Managed	Grey	Grey	Grey	Yellow	Grey	Grey	Red	Grey
Private Land	Grey	Grey	Grey	Yellow	Grey	Grey	Grey	Proposed Subdivisions
Government Road*	Green	Grey	Grey	Yellow	Grey	Grey	Red	Grey

Mobile/Non-Fixed Physical Asset Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other Lease (Council Lessor)	DELWP or DELWP Local Committee	Other
Council	Green	Grey	Grey	Grey	Yellow	Yellow	Grey	Yellow
Private	Grey	Grey	Grey	Yellow	Grey	Grey	Grey	Grey

Non-Physical Asset Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other Lease (Council Lessor)	DELWP or DELWP Local Committee	Other
Council	Green	Grey	Grey	Grey	Yellow	Yellow	Grey	Yellow
Private	Grey	Grey	Grey	Yellow	Grey	Grey	Grey	Grey

- Assets in these categories will be included in the Asset System
- Assets in these categories will be included in the Asset System (with management as per lease or formal agreement)
- Assets in these categories will not be included in the Asset System
- Assets in these categories will be included in the Asset System as 'Proposed Assets' to be confirmed as Council Assets once subdivision gains Statement of Compliance
- Scenario is not possible

* Note that further to Government Roads 'Freehold Roads' exist under the local Government Act 1958. These are extremely complex and where these are identified Council's Asset Management obligations will need to be determined in each individual case.

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1. Code of Conduct

The *Local Government Act 2020* (the Act) requires Council to develop and maintain a Councillor Code of Conduct, which is required to be periodically reviewed.

As Campaspe Shire Councillors we are committed to high standards of governance.

The behaviour we demonstrate in our dealings with each other, our internal stakeholders including the Council Administration and our external stakeholders including the community is critical to our success.

This Code of Conduct reflects the behaviours we will apply to meet our obligations to the community, Council's administration, and to each other.

Our commitment to working together constructively will enable us to achieve Council's vision and mission, as documented in the Council Plan.

2. Purpose

This Code of Conduct (Code) applies to all Campaspe Shire Councillors. It relates to the performing of Council functions, purposes and all the various forms of decision-making processes.

The purpose of this Code is to:

- Set out the standards of conduct expected of elected representatives;
- Endeavour to foster good working relations to enable councillors to work constructively, collaboratively and in the best interests of the local community; and
- Mandate councillor conduct that is intended to promote public confidence in the integrity of local government.

Failure by a councillor to comply with the standards of conduct constitutes misconduct under the Act.

3. Commitment

Working Together - Statement of Intent

We commit to upholding the spirit of this Code, which should be read and interpreted to ensure the highest standards of behaviour are applied to our roles.

Our express intention in adopting and being bound by this Code is to:

- Always act with the highest levels of integrity, care and diligence to promote the best interests of the Campaspe community as a whole - never for the benefit of one or more businesses, individuals, wards, political parties or groups of people;
- Abide by the agreed communication processes and channels (as approved by Council) in a clear, respectful, patient manner, and to be mindful to minimise the impact upon Council's resources and employees' time;
- Welcome and listen to differing views and advice of other Councillors, the administration and members of the public attending Council meetings, and to be open to constructive feedback;
- Consider the evidence available and make impartial decisions; and
- Accept accountability for our actions.

Councillor Commitment to the Code of Conduct

As an elected representative of the community charged with decision making for Campaspe Shire Council, I am committed to undertaking the duties and responsibilities of my office by working together with my fellow councillors, in a respectful and constructive manner, to achieve the goals and vision for our Shire.

I recognise the importance of acting in accordance with the highest standards of governance, and recognise this is essential to honest, accountable and effective government. My behaviour towards my colleagues, Council employees and the community, is critical to the teamwork required to be a successful and highly functioning public authority.

I acknowledge that I have been elected by the community to a position of significant responsibility with the expectation that I will act in accordance with the accepted values of our society.

As a Campaspe Shire Councillor, I agree to:

- Act in accordance with the principles of good governance, respectful conduct and the associated obligations set out in the Code, and in legislation;
- Provide civic leadership and contribute effectively to the interests and advancement of Council and its community;
- Contribute to the strategic vision for Council and the community;
- Uphold the public trust, in the office of Councillor, by refraining from any action or behaviour that would bring Council into disrepute; and
- Act in accordance with all obligations to the best of my skill and judgement.

This Code sets out my commitment to my fellow Councillors and the community to govern Campaspe Shire in a manner that accords with the expressed behaviours, standards and values.

This Code will be reviewed in accordance with relevant legislative obligations.

Additionally, Councillors may review this Code annually to ensure it continues to meet community expectation.

By signing below, I declare to my fellow Councillors, and to the community, that I have read, understood and will abide by this Code of Conduct.

I, Councillor Robert Amos, will abide by this Councillor Code of Conduct.	Witnessed by:
Signed	Signed
Cr Robert Amos	Declan Moore, Chief Executive Officer
Date	Date
I, Councillor Tony Marwood, will abide by this Councillor Code of Conduct.	Witnessed by:
Signed	Signed
Cr Tony Marwood	Declan Moore, Chief Executive Officer
Date	Date
I, Councillor Christine Weller, will abide by this Councillor Code of Conduct.	Witnessed by:
Signed	Signed
Cr Christine Weller	Declan Moore, Chief Executive Officer
Date	Date
I, Councillor Colleen Gates, will abide by this Councillor Code of Conduct.	Witnessed by:
Signed	Signed
Cr Colleen Gates	Declan Moore, Chief Executive Officer
Date	Date
I, Councillor Daniel Mackrell, will abide by this Councillor Code of Conduct.	Witnessed by:
Signed	Signed
Cr Daniel Mackrell	Declan Moore, Chief Executive Officer
Date	Date

I, Councillor John Zobec this Councillor Code of Conduct.	Witnessed by:
Signed	Signed
Cr John Zobec	Declan Moore, Chief Executive Officer
Date	Date
I, Councillor Paul Jarman, will abide by this Councillor Code of Conduct.	Witnessed by:
Signed	Signed
Cr Paul Jarman	Declan Moore, Chief Executive Officer
Date	Date
I, Councillor Adrian Weston, will abide by this Councillor Code of Conduct.	Witnessed by:
Signed	Signed
Cr Adrian Weston	Declan Moore, Chief Executive Officer
Date	Date
I, Councillor Leanne Pentreath, will abide by this Councillor Code of Conduct.	Witnessed by:
Signed	Signed
Cr Leanne Pentreath	Declan Moore, Chief Executive Officer
Date	Date

4. Standards of Conduct

Prescribed Standard of Conduct 1 - Treatment of others

A Councillor must, in performing the role of a Councillor, treat other Councillors, members of Council staff, the municipal community and members of the public with dignity, fairness, objectivity, courtesy and respect, including by ensuring that the Councillor:

- (a) takes positive action to eliminate discrimination, sexual harassment and victimisation in accordance with the Equal Opportunity Act 2010; and
- (b) supports the Council in fulfilling its obligation to achieve and promote gender equality; and
- (c) does not engage in abusive, obscene or threatening behaviour in their dealings with members of the public, Council staff and Councillors; and
- (d) in considering the diversity of interests and needs of the municipal community, treats all persons with respect and has due regard for their opinions, beliefs, rights and responsibilities.

In observing Standard of Conduct 1, I commit to the following:

- Respecting and promoting the human rights set out in the Charter of Human Rights and Responsibilities and undertake to understand how they apply.
- Contributing to ensuring that the workplace is an environment where people are treated fairly and with respect and are free from all forms of unlawful discrimination and inappropriate workplace behaviours, such as sexual harassment, victimisation, bullying, harassment and occupational violence.
- Act fairly, objectively and respectfully in dealings with other Councillors, staff and the community.

Prescribed Standard of Conduct 2 - Performing the role of Councillor

A Councillor must, in performing the role of a Councillor, do everything reasonably necessary to ensure that the Councillor performs the role of a Councillor effectively and responsibly, including by ensuring that the Councillor:

- (a) undertakes any training or professional development activities the Council decides it is necessary for all Councillors to undertake in order to effectively perform the role of a Councillor; and
- (b) diligently uses Council processes to become informed about matters which are subject to Council decisions; and
- (c) is fit to conscientiously perform the role of a Councillor when acting in that capacity or purporting to act in that capacity; and
- (d) represents the interests of the municipal community in performing the role of a Councillor by considering and being responsive to the diversity of interests and needs of the municipal community.

In observing Standard of Conduct 2, I commit to the following:

- Performing my duties diligently, impartially and responsibly, acting in good faith and in the interest of Council and the community.
- Refraining from any form of conduct which may cause a reasonable person unwarranted offence or embarrassment.
- Showing respect at all times when dealing with others, community, customers, other Councillors and staff at all levels. Any grievances or differences of opinion will be raised in an appropriate forum and in accordance with Council policies.

Prescribed Standard of Conduct 3 - Compliance with good governance measures

A Councillor, in performing the role of a Councillor, to ensure the good governance of the Council, must diligently and properly comply with the following:

- (a) any policy, practice or protocol developed and implemented by the Chief Executive Officer in accordance with section 46 of the Act for managing interactions between members of Council staff and Councillors;
- (b) the Council expenses policy adopted and maintained by the Council under section 41 of the Act;
- (c) the Governance Rules developed, adopted and kept in force by the Council under section 60 of the Act;
- (d) any directions of the Minister issued under section 175 of the Act.

In observing Standard of Conduct 3, I commit to the following:

- Acting in accordance with the principles of good governance.
- Impartially exercise responsibilities in the interests of the local community.
- Not improperly seek to confer an advantage or disadvantage on any person.

Prescribed Standard of Conduct 4 - Councillor must not discredit or mislead Council or public

1. In performing the role of a Councillor, a Councillor must ensure that their behaviour does not bring discredit upon the Council.
2. In performing the role of a Councillor, a Councillor must not deliberately mislead the Council or the public about any matter related to the performance of their public duties.

In observing Standard of Conduct 4, I commit to the following:

- Acting honestly and avoiding actions or conduct that will or are likely to mislead or deceive a person.
- Accepting each individual's differences, values, culture and beliefs.
- Always listen to the views and ideas of other people.

Prescribed Standard of Conduct 5 - Standards do not limit robust political debate

Nothing in these standards is intended to limit, restrict or detract from robust public debate in a democracy.

In observing Standard of Conduct 5, I commit to the following:

- Contributing to and debating items with respect in the Council Chamber.
- Accepting the final Council decision.

5. Specific Councillor Conduct Obligations

Handling and Use of Confidential and Personal Information

I acknowledge that I must comply with the obligations under Section 125 of the *Local Government Act 2020* in relation to confidential briefings or information, and recognise that this obligation extends to ensuring the safekeeping of confidential information.

I agree to maintain the confidentiality of complaints raised through the dispute resolution process during the investigation, and until such time as any outcomes or recommendations are required to be reported to Council for a decision in accordance with the Act or this Code.

I declare that I will not:

- a) Use information gained by virtue of being a Councillor for any purpose, other than to exercise my role as a Councillor;
- b) Release, discuss, distribute or allow to be communicated to another party or use information deemed 'confidential' in accordance with Section 125 of the Act; and
- c) Use information to cause harm or damage to any person, body or Council.

I understand that I must comply with the requirements of the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*, in relation to the management of personal information.

Personal information means '*information or an opinion (including information or an opinion forming part of a database), that is recorded in any form and whether true or not, about an individual whose identity is apparent, or can reasonably be ascertained, from the information or opinion, but does not include information of a kind to which the Health Records Act 2001 applies*'.

Appendix - Informal Interpersonal Dispute Resolution

Informal Interpersonal Dispute resolution supports maintaining the integrity of this Code. It provides equal support and mechanisms to resolve conflicts and disputes in a manner that enables all Councillors to move forward and maintain effective working relationships that are unduly affecting the operation of council.

The Procedure does not resolve:

- (a) Differences between Councillors in relation to policy or decision making, which are appropriately resolved through discussion and voting in Council meetings;
- (b) A complaint made against a Councillor or Councillors by a member or members of Council staff, or by any other external person;
- (c) A 'disclosure' made about a Councillor under the Public Interest Disclosures Act 2012, which can only be made to IBAC;
- (d) Allegations of criminal misconduct. Any allegation(s) of criminal misconduct will be immediately referred to Victoria Police or the relevant integrity authority.

The Procedure operates alongside, and does not replace, formal dispute resolution procedures outlined in the Act. The formal dispute resolution procedure applies to misconduct, serious misconduct and gross misconduct. The Act defines these in the following ways:

Misconduct means *'any breach by a Councillor of the prescribed standards of conduct included in the Councillor Code of Conduct'*.

Serious misconduct means any of the following:

- (a) The failure by a Councillor to comply with Council's internal arbitration process;
- (b) The failure by a Councillor to comply with a direction given to the Councillor by an arbiter under Section 147;
- (c) The failure of a Councillor to attend a Councillor Conduct Panel hearing in respect of that Councillor;
- (d) The failure of a Councillor to comply with a direction of a Councillor Conduct Panel;
- (e) Continued or repeated misconduct by a Councillor after a finding of misconduct has already been made by an arbiter or by a Councillor Conduct Panel under Section 167(1)(b);
- (f) Bullying by a Councillor of another Councillor or a member of Council staff;
- (g) Conduct by a Councillor which is conduct of the type that is sexual harassment of a Councillor or a member of Council staff;
- (h) The disclosure by a Councillor of information the Councillor knows, or should reasonably know, is confidential information;

- (i) Conduct by a Councillor that contravenes the requirement that a Councillor must not direct, or seek to direct, a member of Council staff;
- (j) The failure by a Councillor to disclose a conflict of interest and to exclude themselves from the decision making process when required to do so in accordance with this Act.

Gross misconduct means behaviour that demonstrates that a Councillor:

- (a) Is not of good character; or
- (b) Is otherwise not a fit and proper person to hold the office of Councillor, including behaviour that is sexual harassment and that is of a shocking nature.

Council **will not** bear the costs of legal or other representation for any Councillor in an informal dispute resolution process. Parties to a dispute may seek their own legal advice. If a party procures their own legal advice, the cost of that advice will not be borne by Council.

Roles and Responsibilities in the Application of the Procedure

The Mayor takes a central leadership role in the informal dispute resolution process, assisting the parties to resolve interpersonal disputes.

Councillors who wish to resolve an interpersonal dispute through the informal resolution process must progress through the following steps:

1. Conciliation Discussion;
2. Facilitated Discussion;
3. Mediation.

A Councillor using one of the informal resolution procedures to try and resolve an interpersonal dispute, and the resolution is unsuccessful, cannot later use the same informal resolution to try and resolve an interpersonal dispute, if the dispute is based on the same subject matter/behaviour.

If it is unclear if the subject matter/behaviour that forms the basis of the dispute has previously been subject to an informal dispute resolution option under this Code, the Mayor has sole discretion to determine whether the subject matter of a dispute is the same. No Council officer, including the CEO or the Councillor Conduct Officer, may exercise the discretion.

If the Mayor is a party to a dispute, the Deputy Mayor will assume the role of the Mayor and assist the parties to resolve the dispute.

Mayor

The Mayor has a responsibility to:

- (a) Establish and promote appropriate standards of conduct;
- (b) Support good working relations between Councillors;
- (c) Support Councillors in dispute resolution, including by ensuring, where appropriate, that they comply with the timeframes associated with each process in this Procedure;

- (d) Provide guidance to Councillors about what is expected in relation to the role of a Councillor under Section 28, and the observation of the Standards of Conduct and the Councillor Code of Conduct under Section 139 of the Act; and
- (e) Act as an honest broker between parties to a dispute, and try to resolve the issue fairly, impartially and confidentially.

The Mayor facilitates the informal resolution process, regardless of whether the Mayor may be perceived to be biased in respect of the issue or dispute, or whether his/her impartiality may be questioned.

The Mayor's role includes advising the CEO when to appoint an external mediator if a conciliation discussion or a facilitated discussion has not resolved the matter.

If the Mayor is a party to an issue or dispute, the Mayor must remove themselves from facilitating the process.

The Mayor will work closely with all parties involved, facilitate the informal resolution process in a timely manner, and will also advise the parties of the options available to them should one or both parties abandon the resolution process once commenced.

The Mayor has ultimate discretion to:

- (a) Determine whether the subject matter that forms the basis of the application for resolution, is the same as that which has previously been the subject of an informal dispute resolution option.
- (b) Direct the matter to mediation if one or more parties fails to act in good faith, or if the matter is unlikely to be resolved through conciliation discussion or facilitated discussion in a reasonable timeframe.

Councillors

Councillors have a responsibility to:

- (a) Participate in good faith, and in a timely manner in any dispute resolution process, including any initial informal steps to resolve interpersonal disputes;
- (b) Cooperate with any mediation of a complaint made under the Procedure;
- (c) Respect the parties involved, and 'natural justice' and 'procedural fairness' principles, to maintain confidentiality regarding any complaint, and any steps taken to resolve the complaint or interpersonal dispute;
- (d) Seek resolution of a dispute in a reasonably expeditious manner, whether as respondent or complainant;
- (e) Recognise that it is necessary to be open to constructive criticism and be self-aware; and
- (f) Comply with the prescribed time limits in the Procedure in respect of the progression and/or lapsing of actions available to Councillors to resolve issues and disputes.

Each Councillor, who is a party to a dispute, is to participate in the informal resolution process in good faith and in accordance with this Code.

There is no legal obligation for Councillors to participate in the informal dispute resolution process.

However, a Councillor who is not a party to the dispute is strongly encouraged and obliged under the spirit and intent of this Code, and the principle of collective responsibility, to assist the parties resolve the issues in dispute.

Chief Executive Officer

The Chief Executive Officer has a responsibility to:

- (a) Ensure that support and assistance is available to all Councillors when it is permitted, and in all cases, in accordance with the Procedure;
- (b) On request by the Mayor/Deputy Mayor, and when the corresponding application complies with relevant requirements, formally appoint an independent mediator, advise the relevant parties of the appointment, and facilitate any reporting on the process in accordance with the internal resolution procedure;
- (c) Comply with all relevant legislation as the senior officer within Council's administration.

The CEO is to appoint an external mediator at the request of the Mayor.

Thereafter the CEO and the Councillor Conduct Officer will keep the other updated on the status of each dispute being addressed under the informal resolution process, as advised by the Mayor /Deputy Mayor.

Councillor Conduct Officer

The Councillor Conduct Officer has a responsibility to:

- (a) Assist Council in the implementation and conduct of the internal resolution procedure;
- (b) Assist the Principal Councillor Conduct Registrar to perform the functions specified in Section 149(1) of the Act;
- (c) Assist the Principal Councillor Conduct Registrar in relation to any request for information to support the arbitral process.

Conciliation Discussion

An informal discussion between the parties involved in the dispute to try and resolve the matter (for example, an informal meeting over a coffee to discuss the issue) if the parties are comfortable to do so.

If one or both of the parties do not consider a conciliation discussion appropriate and wish to continue with the informal resolution process, they should advise the Mayor that they wish to proceed directly to a facilitated discussion or to mediation.

The Mayor will determine whether the matter proceeds to a facilitated discussion or mediation.

However, if the:

- (a) Mayor and Deputy Mayor are involved in the dispute; and
- (b) The parties have previously attempted to resolve the matter through conciliation discussion(s), and the matter has not been resolved; and

- (c) The Mayor, Deputy Mayor, or other party to the dispute wishes to continue using the informal resolution process in this Code,

the Mayor, Deputy Mayor, or other party to the dispute may apply to the CEO to appoint an external mediator. In this instance, the matter will proceed directly to mediation without a facilitated discussion taking place.

Conciliation Discussion Procedure

The Councillor requesting the conciliation discussion should contact the other party/parties to the dispute and communicate their concerns, in a constructive manner, to seek to resolve the dispute and allow all councillors to move forward and maintain an effective working relationship.

When one or both of the parties do not consider a conciliation discussion appropriate, and wish to continue using the informal resolution process, they may advise the Mayor that they wish to proceed directly to a facilitated discussion.

Facilitated Discussion

A facilitated discussion is a discussion between the parties, with the Mayor and/or Deputy Mayor facilitating. If the parties cannot resolve the dispute at the first facilitated discussion, the facilitator of the meeting may arrange two further facilitated discussions, to a maximum of three facilitated discussions.

The facilitator may choose to meet individually with a Councillor prior to the facilitated discussion.

All parties who agree to attempt to resolve a dispute via a facilitated discussion agree to:

- (a) Respect the parties involved, and 'natural justice' and 'procedural fairness' principles;
- (b) Maintain confidentiality regarding and during the facilitated discussion process; and
- (c) Cooperate with the dispute resolution process and provide reasonable assistance to the Facilitator.

If:

- (a) The maximum number of facilitated discussions is reached; or
- (b) The further facilitated discussions do not resolve the dispute; or
- (c) One or more of the parties do not agree to attend a further facilitated discussion; and
- (d) The matter remains unresolved,

the Mayor/Deputy Mayor will refer the matter directly to mediation and advise the CEO to appoint an external mediator.

The Mayor/Deputy Mayor do not select the mediator.

If:

- (a) The parties have previously attempted to resolve the matter through a facilitated discussion(s) and the matter has not been resolved; or
- (b) One or both of the parties do not consider a facilitated discussion appropriate; and
- (c) The parties to the dispute wish to continue using the informal resolution process;

the Mayor/Deputy Mayor will refer the matter directly to mediation and advise the CEO to appoint an external mediator.

The role of the CEO in respect of a facilitated discussion is limited to appointing an external mediator.

Facilitated Discussion Procedure

The Councillor requesting the facilitated discussion must:

- (a) Provide the facilitator (Mayor/Deputy Mayor) with the name of the other party/parties and the details of the dispute in writing via the Facilitated Discussion Request Form;
- (b) Notify the other party/parties of the request and the details of the dispute;
- (c) Provide a copy of the Facilitated Discussion Request Form and the details of the dispute to the other party/ parties; and
- (d) Provide the facilitator (Mayor/Deputy Mayor) with evidence that a copy of the Facilitated Discussion Request Form and the details of the dispute were provided to the other party/parties.

The facilitator (Mayor/Deputy Mayor) must, unless the parties have previously attempted to resolve the matter through a facilitated discussion(s) and the matter has not been resolved, or one or both of the parties do not consider a facilitated discussion appropriate:

- (a) Ascertain whether or not the other party is prepared to attend a facilitated discussion;
- (b) Advise the party seeking the facilitated discussion if the other party/parties is not prepared to attend the facilitated discussion. No further action is required of the facilitator; and
- (c) Hold up to a maximum of three confidential facilitated discussions between the parties, if the other party agrees to attend a facilitated discussion/further facilitated discussion.

The facilitator (Mayor/Deputy Mayor) must arrange the initial facilitated discussion within ten working days of receipt of the Facilitated Discussion Request Form. The facilitated discussion, or the first facilitated discussion when there is more than one meeting, must be held within one month of receipt of the Facilitated Discussion Request Form, subject to any approved leave of absence.

If, subject to any approved leave of absence, a month elapses from the date of the Facilitated Discussion Request Form being received without a facilitated discussion meeting taking place, the matter will be deemed to be the subject of an unsuccessful attempt to resolve the matter. If the parties to the dispute wish to continue using the informal resolution process, the Mayor/Deputy Mayor will refer the matter directly to mediation and instruct the CEO to appoint an external mediator.

The role of the facilitator (Mayor/Deputy Mayor) in respect of the facilitated discussion is to:

- (a) Assist the parties to resolve the dispute. In the process of doing this they may provide guidance about what is expected of a Councillor, including in relation to the role of a Councillor under Section 28 of the Act and the Code;
- (b) Document any agreed actions/commitments made by the parties as a result of the facilitated discussion, including any timeframes within which actions/commitments must be undertaken;
- (c) Provide, with the agreement of the parties involved, a copy of any agreed actions/commitments made by the parties as a result of the facilitated discussion, including any timeframes within which actions/ commitments must be undertaken to the parties to the facilitated discussion and the Councillor Conduct Officer;
- (d) Organise a series of check-in meetings with the parties involved (at the request of all parties), to support the implementation of any agreed actions/commitments made by the parties as a result of the facilitated discussion; and
- (e) If required, provide the parties to the dispute with guidelines in advance or at the facilitated discussion, to help facilitate the meeting.

When the parties have previously attempted to resolve the matter through a facilitated discussion and the matter has not been resolved, or one or both of the parties do not consider a facilitated discussion appropriate, and the parties to the dispute wish to continue using the informal resolution process, the Mayor/ Deputy Mayor will:

- (a) Refer the matter directly to mediation; and
- (b) Advise the CEO to appoint an external mediator.

Mediation

Is a mediation between the parties involved with an external mediator appointed by the CEO at the request of the Mayor/Deputy Mayor.

The mediation process will be determined by the external mediator and be agreed to by the parties involved in the dispute.

All parties to a mediation, including any support persons who are not Councillors permitted to attend by the mediator, agree to:

- (a) Respect the parties involved, and 'natural justice' and 'procedural fairness' principles;
- (b) Maintain confidentiality regarding the mediation process; and
- (c) Cooperate with the dispute resolution process.

All parties involved in a mediation to attempt to resolve an interpersonal dispute:

- (a) Recognise the importance of resolving the dispute in a timely manner; and
- (b) Acknowledge that an unnecessarily protracted mediation process has the potential to erode positive working relationships between Councillors.

Mediation – Procedure

A Councillor may request the Mayor/Deputy Mayor to refer the dispute to mediation, to be conducted by an external mediator.

If a group of Councillors requests that their dispute with one Councillor, or a group of Councillors, be referred to mediation, it is at the mediator's sole discretion whether to:

- (a) Conduct the mediation on a multiparty basis (that is, with multiple applicants and multiple respondents participating in the mediation) or a bilateral basis (that is, with a single applicant and a single respondent participating in the mediation);
- (b) Deal with joint parties or individual parties.

The Councillor requesting the mediation must:

- (a) Provide the Mayor/Deputy Mayor with the name of the other party/parties and the details of the dispute in writing via the Mediation Request Form;
- (b) Notify the other party/parties of the request and the details of the dispute;
- (c) Provide a copy of the Mediation Request Form and the details of the dispute to the other party/parties; and
- (d) Provide the Mayor/Deputy Mayor with evidence that a copy of the Mediation Request Form and the details of the dispute were provided to the other party/parties.

The Mayor/Deputy Mayor must, unless the parties have previously attempted to resolve the matter through mediation and the matter has not been resolved, or one or both of the parties do not consider mediation appropriate:

- (a) Ascertain whether or not the other party is prepared to attend mediation; and
- (b) Advise the party seeking the mediation if the other party/parties is/are not prepared to attend the mediation.

When a party declines to participate in the mediation, they must provide the Mayor/Deputy Mayor and Councillor Conduct Officer with reasons in writing for not doing so. These reasons may be taken into account if the matter is subsequently the subject of an application for a Councillor Conduct Panel.

If the other party agrees to participate in mediation, the Mayor/Deputy Mayor must advise:

- The party seeking the mediation;
- The Mayor/Deputy Mayor;
- The Councillor Conduct Officer; and
- The Chief Executive Officer.

When the parties agree to mediation, the Mayor/Deputy Mayor will:

- (a) Refer the matter directly to mediation; and
- (b) Advise the CEO to appoint an external mediator.

The external mediator may permit a support person(s) present at the mediation, unless the proposed support person is a Councillor, or is a party to the mediation, or has been identified by one of the parties to the mediation as a potential witness in the mediation.

The external mediator may provide 'in-progress' reporting to the Mayor/Deputy Mayor on the mediation process, unless the Mayor/Deputy Mayor is a party to the dispute.

If the parties cannot resolve the dispute at the mediation meeting, the mediator may convene two further meetings. The mediator must not convene more than a total of three mediation meetings, except with the consent of both parties, in which case any number of further meetings (as agreed) may be held.

At the conclusion of the mediation process, the external mediator will provide to the:

- (a) Parties involved and the Mayor/Deputy Mayor, a written report about the agreed actions/commitments made by the parties during the mediation process (if any), including any timeframes within which actions/commitments must be undertaken;
- (b) Parties involved and the Mayor/Deputy Mayor, a chronology of the mediation process, including details about dates and attendees at mediation meetings; and
- (c) Councillor Conduct Officer, a copy of the mediator's written report for record-keeping purposes.

The Mayor/Deputy Mayor may organise a series of 'check-in' meetings with the parties involved, to support the implementation of the agreed actions/commitments.

If, subject to any approved leave of absence, a month elapses from the date of the mediator being engaged by the CEO, without a mediation taking place, the matter will be deemed to be the subject of an unsuccessful attempt to resolve the matter through a mediation, and will be deemed to be abandoned with no further mediation meetings to take place.

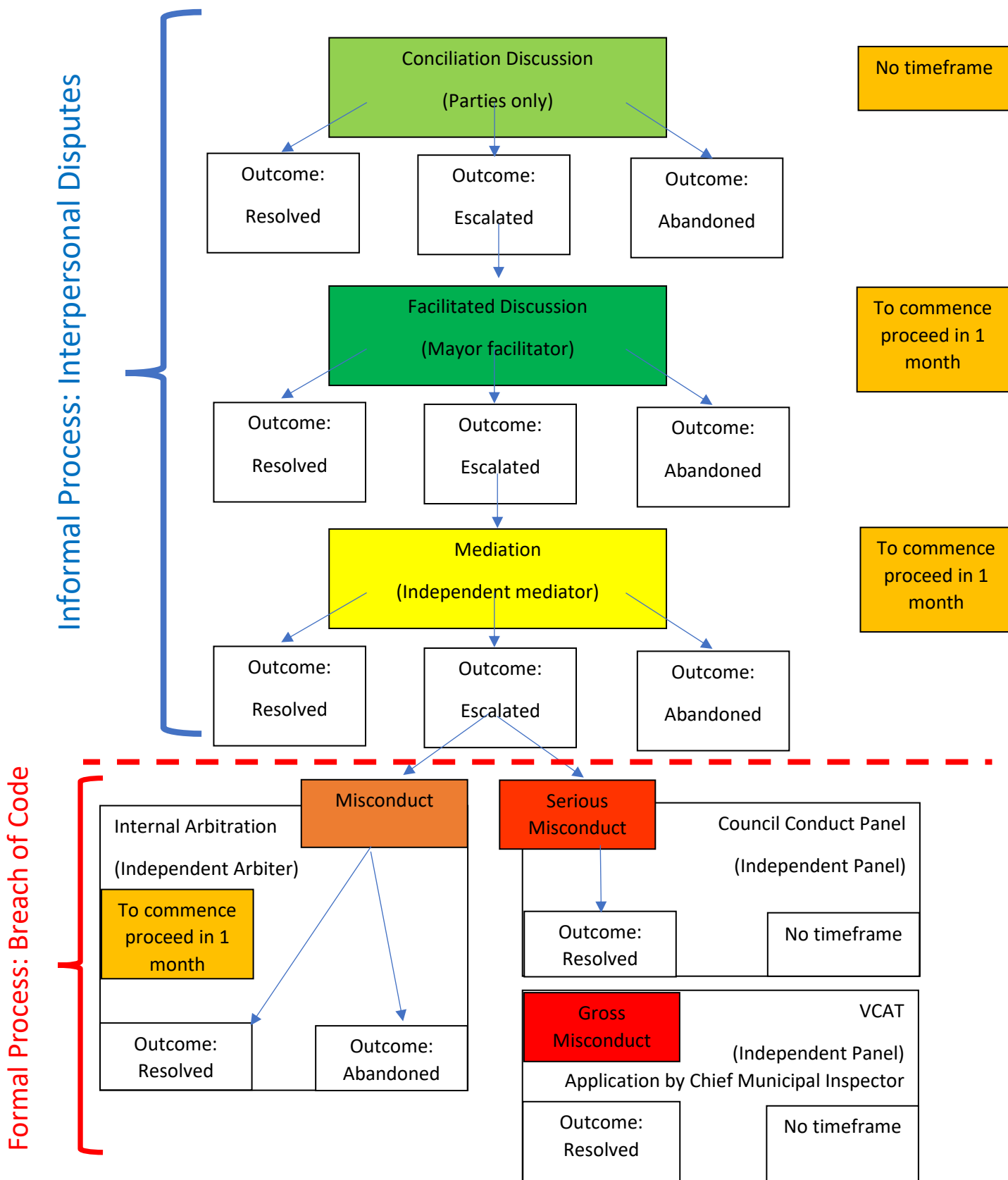
When:

- (a) A mediation process has been abandoned; and
- (b) The dispute remains unresolved;

the parties to the mediation may request the appointment of an arbiter where the dispute alleges misconduct by a Councillor.

As soon as practicable following receipt of the mediator's written report, the CEO will arrange for a presentation at a Council meeting open to the public. The CEO's report must detail the mediation costs incurred by Council, regardless of whether the mediation process has resolved the issue and/or the mediation process was abandoned, but not the allegations leading to the dispute or the parties involved.

Dispute Resolution Procedure Flowchart



Facilitated Discussion Form

Applicant's Name

Name(s) of other party/parties to the dispute

Have you sought a conciliated discussion with the other party/parties to the dispute?

Yes – Please provide details including the date and outcome(s) of the discussion.

No – The Code of Conduct states that a conciliated discussion is the first step in resolving any dispute - if the parties are comfortable to do so. Please provide details as to why a conciliated discussion has not taken place.

Please attach evidence that the other party/parties to the dispute has/have been notified of the request for facilitated discussion, and provided with a copy of this application?

Please provide details and evidence of the dispute

Applicant's Name	
Date	
Signature	

Mediation Request Form

Applicant's Name

Name(s) of other party/parties to the dispute

Have you sought a conciliated discussion with the other party/parties to the dispute?

Yes – Please provide details including the date and outcome(s) of the discussion.

No – The Code of Conduct states that a conciliated discussion is the first step in resolving any dispute if all parties are comfortable to do so.

Please provide details as to why a conciliated discussion has not taken place.

Have you sought a facilitated discussion with the other party/parties to the dispute?

Yes – Please provide details including the date and outcome(s) of the discussion.

No – The Code of Conduct states that a facilitated discussion is the second step in resolving any dispute if all parties agree. Please provide details as to why a facilitated discussion has not taken place.

Please attach evidence that the other party/parties to the dispute have been notified of the request for mediation and provided with a copy of this application?

Please provide details of the dispute

Applicant's Name	
Date	
Signature	

Definitions

Chief Executive Officer	The Chief Executive Officer of Council of the Campaspe Shire Council.
Chief Municipal Inspector	The Chief Municipal Inspector is responsible for investigating and prosecuting possible breaches and offences under the <i>Local Government Act 2020</i> , investigating allegations of Councillor misconduct, serious misconduct and gross misconduct, making an application for a Councillor Conduct Panel to make a finding of serious misconduct against a Councillor and making an application to the Victorian Civil and Administrative Tribunal for a finding of gross misconduct by a Councillor.
Conflict of Interest	A Councillor has a: general conflict of interest in a matter if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty. material conflict of interest in respect of a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter
Councillor	All references to 'Councillor' include the Mayor, Deputy Mayor and elected members of Campaspe Shire Council.
Councillor Conduct Officer	The person appointed by the Chief Executive Officer under Section 150 of the <i>Local Government Act 2020</i> to: <ul style="list-style-type: none"> Assist the Council in the implementation of, and conduct of, the internal arbitration process of a Council; Assist the Principal Councillor Conduct Registrar to perform the functions specified in Section 149(1); and Assist the Principal Councillor Conduct Registrar in relation to any request for information under Section 149(3).
Councillor Conduct Panel	A panel established under the <i>Local Government Act 2020</i> to hear applications and make findings of alleged serious misconduct by a Councillor.
Gross Misconduct	Behaviour that demonstrates that a Councillor: <ul style="list-style-type: none"> Is not of good character; or Is otherwise not a fit and proper person to hold the office of Councillor, including behaviour that is sexual harassment and that is of an egregious nature.
Misconduct	Any breach by a Councillor of the prescribed standards of conduct included in the Councillor Code of Conduct;
Principal Councillor Conduct Registrar	The person appointed by the Secretary under Section 148 of the <i>Local Government Act</i> to receive applications for the establishment of Councillor Conduct Panels.
Serious Misconduct	Serious misconduct means any of the following: <ul style="list-style-type: none"> The failure by a Councillor to comply with the Council's internal arbitration process; or The failure by a Councillor to comply with a direction given to the Councillor by an arbiter; or The failure of a Councillor to attend a Councillor Conduct Panel; The failure of a Councillor to comply with a direction of a Councillor Conduct Panel; or Continued or repeated misconduct by a Councillor after a finding of misconduct; or

	<ul style="list-style-type: none"> • Bullying by a Councillor of another Councillor or a member of Council staff; or • Conduct by a Councillor that is conduct of the type that is sexual harassment of a Councillor or a member of Council staff; or • The disclosure by a Councillor of information the Councillor knows, or should reasonably know, is confidential information; or • Conduct by a Councillor that contravenes the requirement that a Councillor must not direct, or seek to direct, a member of Council staff; or • The failure by a Councillor to disclose a conflict of interest and to exclude themselves from the decision making process when required to do so in accordance with this Act.
<i>The Act</i>	All references to 'the Act' are to the <i>Local Government Act 2020</i> .