

## **Campaspe Shire Council**

### **Ordinary Meeting**

**16 February 2022**

### **ERRATUM**

#### **Item 9.4. Quarterly Financial Report Page 46**

The following information is not correct 'A total of \$330,000 remains and is available for allocation by Council'.

The information should read 'A total of \$240,000 remains and is available for allocation by Council'.

#### **Attachment 9.4.1 Cash Flow Statement, Note 6 - Page 54**

The following information is not correct 'Note 6 (Interest received) - Interest is less than budget due to the interest on a number of investments being reinvested on rollover of term deposits. The budget does not take this into account'.

The information should read 'Note 6 (Interest received) - Interest is tracking slightly above budget. Reinvestment rates, on investments at rollover of term deposits, are not taken into account in the budget'.



# Council Agenda



**Campaspe**  
Shire Council

**Date:** 16 February 2022

**Time:** 6:00PM

**Venue:** Echuca Civic Centre

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

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For a meeting of the eighth Campaspe Shire Council meeting held on Wednesday 16 February 2022, commencing at 6:00 pm at the Council Chambers, Echuca Civic Centre.

## **Acknowledgement of Country**

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

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

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

## **Opening Prayer**

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

Amen

## **Meeting Procedures**

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

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

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

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

# 1 Apologies and Requests for Leave of Absences

## 1.1 Apologies

## 1.2 Leave of Absence

# 2 Confirmation of Minutes

## RECOMMENDATION

That the following minutes be confirmed:

- Campaspe Council Meeting held on 19 January 2022.

# 3 Changes to the Order of Business

Once an agenda has been prepared and sent to Councillors, the order of business for that meeting may only be altered by resolution of the Council. This includes the request for an item to be brought forward.

# 4 Declarations of Conflict of Interest

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

# 5 Responsible Authority Decisions

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

# 6 Planning Authority Decisions

Planning Authority – Defined under Section 12 of the *Planning & Environment Act 1987*. Responsible for implementing the objectives of planning in Victoria and reviewing and preparing amendments to a planning scheme.

# 7 Question Time

Question time will be available at every Ordinary Meeting to enable members of the public to address questions to Council. Questions must be received in writing, on the prescribed form from Council's website, by the Chief Executive Officer or other person authorised for this purpose by the Chief Executive Officer, no later than 12:00pm (noon) on the day of the Ordinary Meeting.

## 8 Acknowledgements / Councillor Reports

At each Ordinary Meeting, Councillors will have the opportunity to acknowledge significant community members and events. These may relate to notable achievements by community members and groups, and the offering of condolences to a person who has distinguished service in the local area.

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

Any acknowledgment intended to be raised by a Councillor at an Ordinary meeting must be notified to the Chief Executive Officer at least three (3) hours before the commencement of the meeting.

## 9 Council Decisions

### 9.1 Review Policy 135 – Drainage

Author	Department	Manager	General Manager
Manager Assets	Assets	Acting General Manager Infrastructure	Acting General Manager Infrastructure

#### SUMMARY

Council considered Policy 135 Drainage during their January Council meeting, resolving '***That Council defer Policy 135 Drainage to the next Council Meeting in February***'.

The deferral was based on further consideration being given to the discretionary nature of the policy with respect to Council's contributions to private works.

The Administration reviewed the Policy and recommends removing the discretionary element of the Policy so that any consideration of Council's contribution to works be the subject of individual reports to Council for decision, rather than at the exercise of Officer discretion.

#### RECOMMENDATION

**That Council adopt revised Policy 135 Drainage.**

#### PURPOSE

To provide Council with a recommendation to remove the element of Officer discretion to decide whether Council contributes to private works, instead referring the occasional request or Officer recommendation to Council for decision.

#### DISCUSSION

The purpose of Policy 135 Drainage is to enable Council, in consultation with the community, to set sustainable and affordable Levels of Service; to provide a framework to consider future drainage works and how they will be prioritised and funded and to assist Council manage its legal drainage obligations.

When the Administration reviewed the discretionary element of the Policy (section 4.5e) and further information sought from Officers, it was noted that circumstances that triggered the discretionary aspects of Policy 135 Drainage are exceedingly rare.

For this reason, it was determined that it would be better to amend section 4.5e of the Policy to remove that element of discretion and ensure that requests/recommendations regarding a contribution to meet drainage works, are directed to Council for a decision; rather than try to describe the circumstances under which Officers may decide to contribute or not, within a policy.

The Policy has been reproduced as presented to Council in January, with 4.5e showing the track changes.

## **OPTIONS**

### Option 1: Adopt Policy 135: Drainage as revised and presented

This option is recommended by officers.

### Option 2: Do not revise Policy 135: Drainage

This option is not recommended by officers.

## **CONSULTATION**

- 1 February 2022 review by the Executive Management Group.

### Previous with Councillors:

- 3 November 2021 Council Briefing Session.
- 19 January 2021 Council Briefing Session.
- 19 January 2021 Council Meeting.

## **POLICY AND LEGISLATIVE IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

## **FINANCIAL AND ECONOMIC IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

## **ENVIRONMENTAL IMPLICATIONS**

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

## **SOCIAL IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

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

Resilient protected and healthy natural environment  
Well managed resources for a sustainable future  
Sustainable water and energy use  
Protected natural environment

## **ISSUES AND RISK MANAGEMENT**

### **Issues:**

Apart from involvement in regional flood studies, Council does not proactively seek to identify drainage issues.



### **Risk:**

In the event of a large storm event (ie.100-year flood) generating many issues, there are potential impacts on public safety, damage to property, damage to environment, damage to reputation and effects on community wellbeing.

### **CONFLICT OF INTEREST**

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

### **CHARTER OF HUMAN RIGHTS**

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

### **INSTRUMENT OF DELEGATION**

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer is so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

### **CONCLUSION**

At the Executive Management Group (EMG) meeting on 1 February 2022, it was determined that Policy 135 Drainage be revised to excise discretionary elements.

This report seeks Council's endorsement to revise Policy 135: Drainage.

### **ATTACHMENTS**

1. 135 Drainage DRAFT with EMG updates from review [9.1.1 - 4 pages]
2. 135 Attachment PR145 Drainage approved EMG [9.1.2 - 10 pages]

# Drainage

<b>Council Policy Number</b>	<b>135</b>
Date adopted	16 February 2022
Scheduled for review	16 February 2026



Council Policy

Council Policy

Council Policy

Council Policy

## 1. Preamble

Campaspe Shire Council (Council) has overarching objectives to become 'Water Sensitive', to minimise flooding and nuisance, and to improve stormwater quality prior to discharge into our stormwater system and the environment.

## 2. Purpose

To enable Council, in consultation with the community, to set sustainable and affordable Levels of Service.

To provide a framework to consider future drainage works and how they will be prioritised and funded.

To assist Council manage its legal drainage obligations.

## 3. Definitions

Benefit Cost Ratio	An assessment based on the benefit in reducing or eliminating impacts of a drainage system by providing an upgrade of that system versus the costs of the upgrade works. The impacts to be included in the assessment may include direct infrastructure repair costs, environment, public health and safety, public image, liability for damage, business costs and/or loss of service to customers.
Dwelling	A structure in which people reside. This includes such structures as a house, a unit, residential accommodation but does not include sheds, garages, verandas whether or not they are attached or not to a structure in which people reside.
High or Extreme Risk	Is the risk resulting from an assessment against the Risk Assessment Methodology and is the combination of likelihood and consequence of a particular event occurring resulting in the risk rating "HIGH" (H) or "Extreme" (E).
Level of Service	For drainage refers to the actual Standard of Service provided, in a particular location or area.
Minor Drainage Projects	Projects meeting the criteria for works that have an estimated cost of less than \$10,000.
Risk Assessment Methodology	An assessment approach for drainage issues based on likelihood of an event occurring and the consequences of the event of that event occurring. Consequences potentially include public safety, damage to property, damage to environment, damage to reputation and affects on community wellbeing.
Standard of Service	Is the standard of service as defined by a 5 Star rating system with reference to a particular Annual Exceedance Probability as set out in Clause 4.1.
Table Drains	Open earthen drains alongside a road to provide drainage for the road and ensure the road formation does not adversely impact on drainage of the land in the area.

Urban Areas	For the purposes of this policy urban areas relate to all parts of the municipality zoned as residential, low density residential, business, industrial and township zones.
Water Sensitive	The knowledge and desire to make wise choices about water and an understanding of the value of our waterways and the value of fit for use water. It ensures that urban water management is sensitive to natural hydrological and ecological processes.
WSUD	Water Sensitive Urban Design is an approach to minimise harmful effects to the environment when designing drainage systems.

#### 4. Policy Statement

Council will meet its legal obligations in relation to drainage.

Council will use the powers provided to it under the *Local Government Act 2020* in the provision of drainage systems for the community.

The cost of new or upgraded drainage systems should be met by benefitting landowners.

Council has limited resources and therefore will investigate and resource works in accordance with a Risk Assessment Methodology and a Benefit Cost Ratio assessment to prioritise which drainage issues will be investigated.

##### 4.1. Council's Drainage Roles and Responsibilities

Council has three roles and/or responsibilities in drainage:

- a. Compliance  
Under Section 16 of the Water Act 1989 Council (as a landowner) is not to allow unreasonable water flow from its land (including infrastructure) that is likely to cause damage or loss to other persons.
- b. Provision of Drainage Systems  
Under the Local Government Act 2020, Council has powers to provide drainage systems for the benefit of the community. Typically, this applies to urban developed land.
- c. Statutory Responsibilities  
Council has statutory responsibilities to administer its planning scheme, which contains requirements that relate to drainage impacts (e.g. earthworks in rural land), development contributions and planning permit conditions to ensure that developers provide adequate drainage system. Under the Building Regulations 2018, Council has responsibilities for nominating drainage discharge points. Planning and building regulations have their own processes for Council to address those matters, they are not canvassed in this Policy.

##### 4.2. Standards of Service

Council will use a five-star rating system to define Standards of Service when it provides a drainage system to drain private land. Accordingly, this usually occurs in urban areas only as Council rarely provides drainage systems in rural areas.

##### 4.3. Table Drains

Council is committed to:

- a. Meeting its legal obligations, by considering each case brought forward by the community and responding accordingly.
- b. Reviewing the practice of allowing table drains to be constructed as part of the provision of infrastructure for low density residential developments.
- c. Informing the public about the purpose of table drains and Council's responsibilities.

#### 4.4. Assessment of Drainage Issues

An applicant may report any drainage issue to Council at any time and Council will register the issue, to be processed in accordance with this policy.

Should a significant number of drainage issues be reported to Council over a short period of time, Council will prioritise the order of required investigations.

Once a particular initial investigation is concluded, further consideration and/or action on the matter will only proceed when the impacts are related to Council's infrastructure.

#### 4.5. Funding

Funding for the provision and/or upgrade of drainage systems for the community will be through one or more of the following methods:

- a. Developers, through development contribution arrangements and planning permit requirements.
- b. Agreement by all parties to fund the works.
- c. A special rate or charge scheme, under the provisions of the Local Government Act 2020 and Council Policy 134 - Rates and Charges.
- d. Grants, if they become available.
- e. Funds that are specifically allocated by Council, to fully or partially fund works, after consideration of an Officer report Council allocated funds (full or partial) when-if it is not considered reasonable to only charge benefitting landowners.

The priority of drainage projects (and consequently the allocation of any Council funds) will be prioritised in accordance with each project's Benefit Cost Ratio.

Minor drainage projects will be fully funded by Council, also prioritised in accordance with each project's Benefit Cost Ratio.

#### 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

*Building Regulations 2018*

*Local Government Act 2020*

*Water Act 1989*

#### 8. Related Policies, Procedures and Strategies

Australian Rainfall and Runoff Engineering Handbook: is the code of practice for estimating and calculating rainfall when assessing drainage systems.

Preparing for Climate Change in the Shire of Campaspe: Council's adopted Climate Change Strategy.



**9. Attachments**

PR 145 Drainage

**10. Review Period**

Four years

**Responsible officer**

Manager Assets

**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.

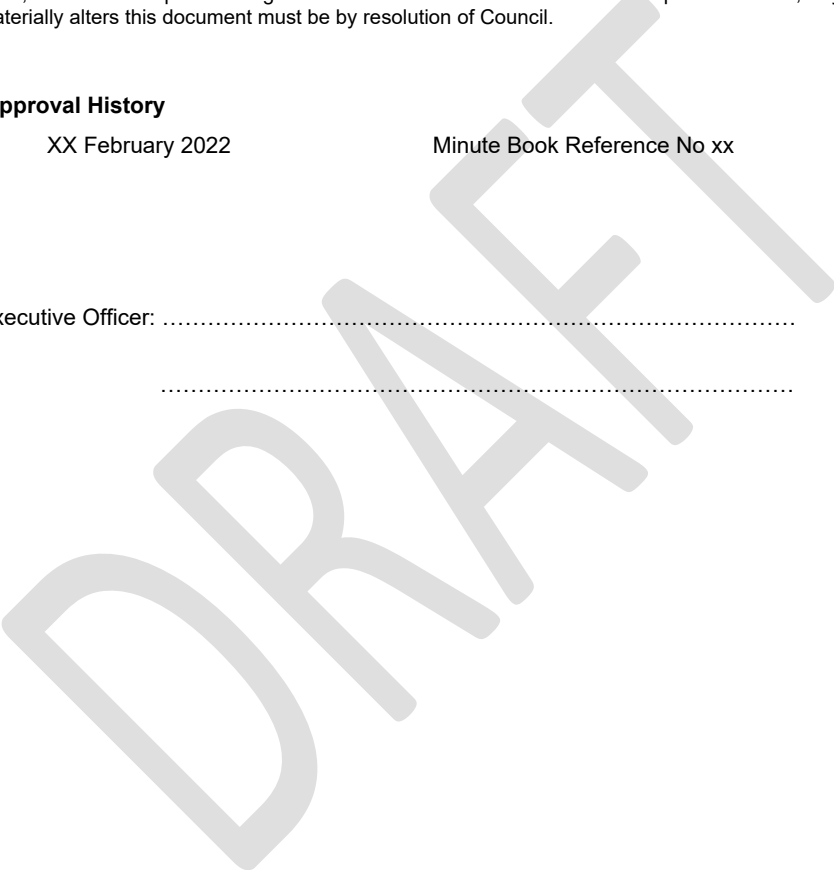
**12. Approval History**

Revised XX February 2022

Minute Book Reference No xx

Chief Executive Officer: .....

Date: .....



Council Policy

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## Procedure - Drainage

<b>Procedure Number</b>	<b>145</b>
Date adopted	.....
Scheduled for review	.....



Procedure

### Purpose

To provide a framework to consider future drainage works and how they will be prioritised and funded.

### Definitions

<b>Annual Exceedance Probability (AEP)</b>	Is the probability that a given discharge of stormwater is exceeded in any particular year. This is normally expressed in % terms i.e. 1% AEP means that the runoff resulting from a 100 year ARI has a 1% chance of being equalled or exceeded in any single year.
<b>Average Recurrence Interval (ARI)</b>	The average or expected value of the periods between exceedances of a given rainfall total accumulated over a given duration. For example, a 10 year flood has a $1/10 = 0.1$ or 10% chance of being exceeded in any one year and a 50-year flood has a 0.02 or 2% chance of being exceeded in any one year
<b>Commercial or Industrial premises</b>	Includes any structure in which a commercial or industrial business is conducted from including offices, shops, retail business, manufacturing areas that are located on appropriately zoned land for that use in the Campaspe Planning Scheme. This definition does not include a premise that is operating outside the Planning/Building framework.
<b>High Risk or Greater</b>	Is the risk resulting from an assessment against the Risk Assessment Methodology and is the combination of likelihood and consequence of a particular event occurring resulting in the risk rating "HIGH" (H) or "Extreme" (E).
<b>Risk Assessment Methodology</b>	An assessment approach for drainage issues based on likelihood of an event occurring and the consequences of the event of that event occurring. Consequences potentially include public safety, damage to property, damage to environment, damage to reputation and effects on community wellbeing.
<b>WSUD</b>	Water Sensitive Urban Design is an approach to minimise harmful effects to the environment when designing drainage systems.

Procedure

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**Procedure Statement**

This procedure must be read by staff in conjunction with Council's Policy 135 – Drainage.

As a general rule, the cost of new or upgraded drainage systems will be met by benefitting landowners.

Council has limited resources and therefore will investigate and resource works in accordance with a Risk Assessment Methodology and a Benefit Cost Ratio assessment in order to prioritise which drainage issues will be investigated. This policy will set the mark at which Council must consider action to improve drainage infrastructure.

**1. Compliance – Council and its legal responsibilities and obligations**

Section 16 of the *Water Act 1989* identifies the potential liability resulting from the unreasonable flow of water from land (including infrastructure) belonging to or under the management of Council onto any other land, where that flow causes or is likely to cause damage or injury to persons or property or causes a person to suffer economic loss.

Council is committed to ensuring compliance with legislation through:

- a. Ensuring that complaints and requests for service are assessed against compliance requirements of various Acts, Regulations and Codes of Practice and, if appropriate, a risk assessment of the issue will be undertaken. Council will utilise the Risk Assessment Methodology to determine whether works should be initiated.
- b. Ensuring that any new Council constructed roads and other infrastructure are designed and constructed so that any unreasonable drainage impacts on adjoining land and on the receiving waters is minimised.

Funding of remedial works to meet compliance obligations may be sourced by Council from grants, benefitting landowners, or direct Council funding as appropriate and approved by Council. Projects under this program will be prioritised using a Benefit Cost Ratio assessment.

**2. Provision of Drainage Systems**

Council provides and maintains drainage infrastructure mainly in urban areas, less commonly in rural areas. The types of drainage infrastructure provided includes

**Urban**

- a. Underground piped drains
- b. Open drains
- c. Pump stations
- d. Retardation basins
- e. Wetlands
- f. Gross Pollutant Traps
- g. Litter traps
- h. Outfall structures

**Rural**

- a. Open earthen drains in Council drainage reserves or easements.
- b. Outfall structures

Council will endeavour to achieve levels of drainage services that are sustainable, affordable and consistent with community expectations

It will pursue these objectives by:

- a. Developing Standards of Service using a Star Rating System.
- b. Developing targeted Levels of Service, in consultation with the community, taking into consideration the affordability of each Level of Service.
- c. Informing the community about Council and landowner drainage responsibilities.
- d. Developing a Risk Assessment model to determine when Council resources should be deployed.

Procedure

Procedure

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Procedure

- e. Developing a funding model and prioritisation process, based on a Benefit Cost Ratio assessment, for the provision of drainage upgrades.
- f. Considering the projected impacts of climate change in designing and maintaining drainage infrastructure, and in reviewing levels of service

**3. Standards of Service**

Council will use a five-star rating system to define Standards of Service when it has provided a drainage system to drain private land. This usually occurs in urban areas only; Council rarely provides drainage systems in rural areas.

The star ratings are based on the probability that a rainfall event will exceed a specified rainfall event. The Annual Exceedance Probability (AEP) is the probability of exceeding that specified event within any one year.

The Standards of Service in this policy are only applied to privately owned land and do not include roads or streets.

Procedure

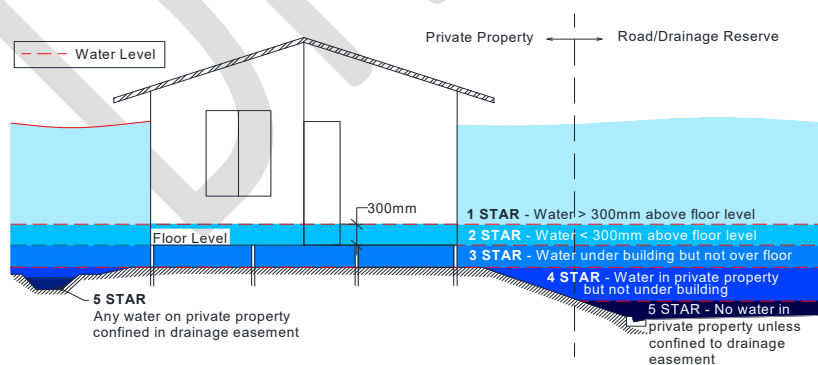
**Table 1: Standard of Service for Urban Areas**

Standard of Service	Urban Areas
<b>5 Star</b>	A 1% chance of property inundation in any year.
<b>4 Star</b>	A 1% chance of inundation of property but no water lapping or under a dwelling or commercial or industrial premises in any year
<b>3 Star</b>	A 1% chance of a dwelling or commercial or industrial premises having inundation below floor level in any year
<b>2 Star</b>	A 1% chance of inundation of dwelling or commercial or industrial premises up to 300mm above floor level in any year.
<b>1 Star</b>	A 1% chance of inundation of dwelling or commercial or industrial premises 300mm or higher above floor level in any one year.

Procedure

The above Standards of Service for dwelling and commercial and industrial premises are represented in Figure 1 Standards of Drainage Service.

**Figure 1: Standard of Service**



Procedure

Procedure

To assist understand the Standards of Service for dwellings, commercial and industrial premises are also shown by photographic examples in Figures 2 to 6 below. These photographs are provided for guidance purposes only.



**Figure 2: 5 Star Standard of Service** - No inundation of property in a 1% AEP (water contained within Road Reserve)



Procedure

**Figure 3: 4 Star Standard of Service** - Inundation of property but no water lapping or under dwelling or commercial or industrial premises in a 1% AEP



Procedure

**Figure 4: 3 Star Standard of Service** - Inundation of dwelling or commercial or industrial premises, water below floor level in a 1% AEP event



Procedure

Procedure

**Figure 5: 2 Star Standard of Service** - Inundation of dwelling or commercial or industrial premises, water up to 300mm above floor level in a 1% AEP event.



**Figure 6: 1 Star Standard of Service** - Inundation of dwelling or commercial or industrial premises, water greater than 300mm above floor level in a 1% AEP event.



#### 4. Current Levels of Service

Council has carried out a desktop analysis to estimate the current Levels of Service being provided in the particular urban areas of the Shire (Table 2).

This estimation has the purpose of providing context to assist in understanding the policy. The estimation is not based on modelling studies and is provided for guidance purposes only.

Procedure

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**Table 2: Estimated Current Level of Service – Urban Areas**

Urban Area	Level of Service for Urban Drainage Systems excluding Riverine Flooding		
	CBD areas (property)	Industrial areas (property)	Residential areas (property)
Echuca	4 Star	New areas 4 Star, isolated industrial premises 3 Star	New areas 4 Star old areas generally 4 Star, isolated dwellings 3 Star
Kyabram	Isolated commercial premises 1, 2 or 3 Star, remainder 4 Star	Isolated industrial premises 2 Star, others and newer Council areas 4 Star	9 dwellings 2 Star, isolated dwellings 4 Star, majority 5 Star
Rochester	4 Star	4 Star	Possibly isolated dwellings 3 Star, generally 4 Star
Tongala	N/A	5 Star within town boundary	5 Star
Rushworth	N/A	N/A	2 commercial premises 1 Star, isolated dwellings 3 Star, majority 4 Star
Stanhope	No data	No data	No data
Girgarre	N/A	N/A	5 Star
Lockington	N/A	N/A	4 Star
Colbinabbin	N/A	N/A	1 commercial premises 2 Star, remainder 4 Star
Gunbower	No data	No data	No data

**5. Levels of Service in Urban Areas**

Council undertakes that in the provision of drainage services for urban properties that:

- a. Existing Levels of Service will be maintained.
- b. It will target the achievement of a Level of Service of 4 Star for existing dwellings, commercial and industrial premises within its urban areas.

The Level of Service required for all new development within the municipality is 5 Star.

**6. Impact of Climate Change**

"Preparing for Climate Change in the Shire of Campaspe" ("Climate Change Strategy") prepared in 2009 identified the following impacts on Council's drainage system:

- a. Reduced rainfall in all seasons, with the greatest decrease expected to occur in spring and winter. Annual average rainfall is projected to fall between 6% and 11% by 2070 and occur on fewer rainy days.
- b. Extreme rainfall and other storm events that are more intense.
- c. Capacity of stormwater systems exceeded, with resulting damage to Shire and private assets.

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Council through the adoption of the Climate Change Strategy is committed to:

- a. Review stormwater management planning in light of projected climate change and the revised *Australian Rainfall and Runoff Engineering Handbook*.
- b. Revise infrastructure planning as required in light of changes to designs for predicted storm events.
- c. Prioritise investment to balance Level of Service expectations with resources.
- d. Incorporate WSUD to improve the quality of stormwater discharge to outfalls.

## 7. Assessment of Drainage Issues

Should a significant number of drainage issues be reported to Council over a short period of time then Council will prioritise the required investigations.

Once a particular initial investigation is concluded further consideration and/or action on the matter will only proceed where the impacts are related to Council infrastructure and:

- a. in an urban area, the existing Level of Service for the relevant dwelling, commercial or industrial premises is less than 4 Star

OR

- b. in a rural area, impacts are being experienced as follows:
  - i. Water under or over the floor of a dwelling.
  - ii. Crops, vineyards and similar inundated for periods in excess of 5 days (based on Goulburn-Murray Water design guidelines for its drainage system).
  - iii. Sole vehicular access to properties with dwellings, dairies, piggeries, rural industries, quarries, or similar denied for periods greater than 1 day.
- c. in other situations where Council infrastructure has caused scouring of public or private land.

Matters meeting these criteria will then be assessed in accordance with the Risk Assessment Methodology, and those rated as "High" or above will be actioned and prioritised according to a Benefit Cost Ratio.

The Risk Assessment Methodology is based around the matrix below:

LIKELIHOOD	CONSEQUENCES				
	Negligible	Minor	Moderate	Major	Catastrophic
Rare	L	L	L	M	H
Unlikely	L	L	M	H	H
Possible	L	M	M	H	E
Likely	M	M	H	E	E
Almost Certain	M	H	H	E	E

*E = Extreme, H = High, M = Medium, L = Low*

The process is outlined in more detail in the flow chart shown in Figure 7 Drainage Assessment Flowchart.

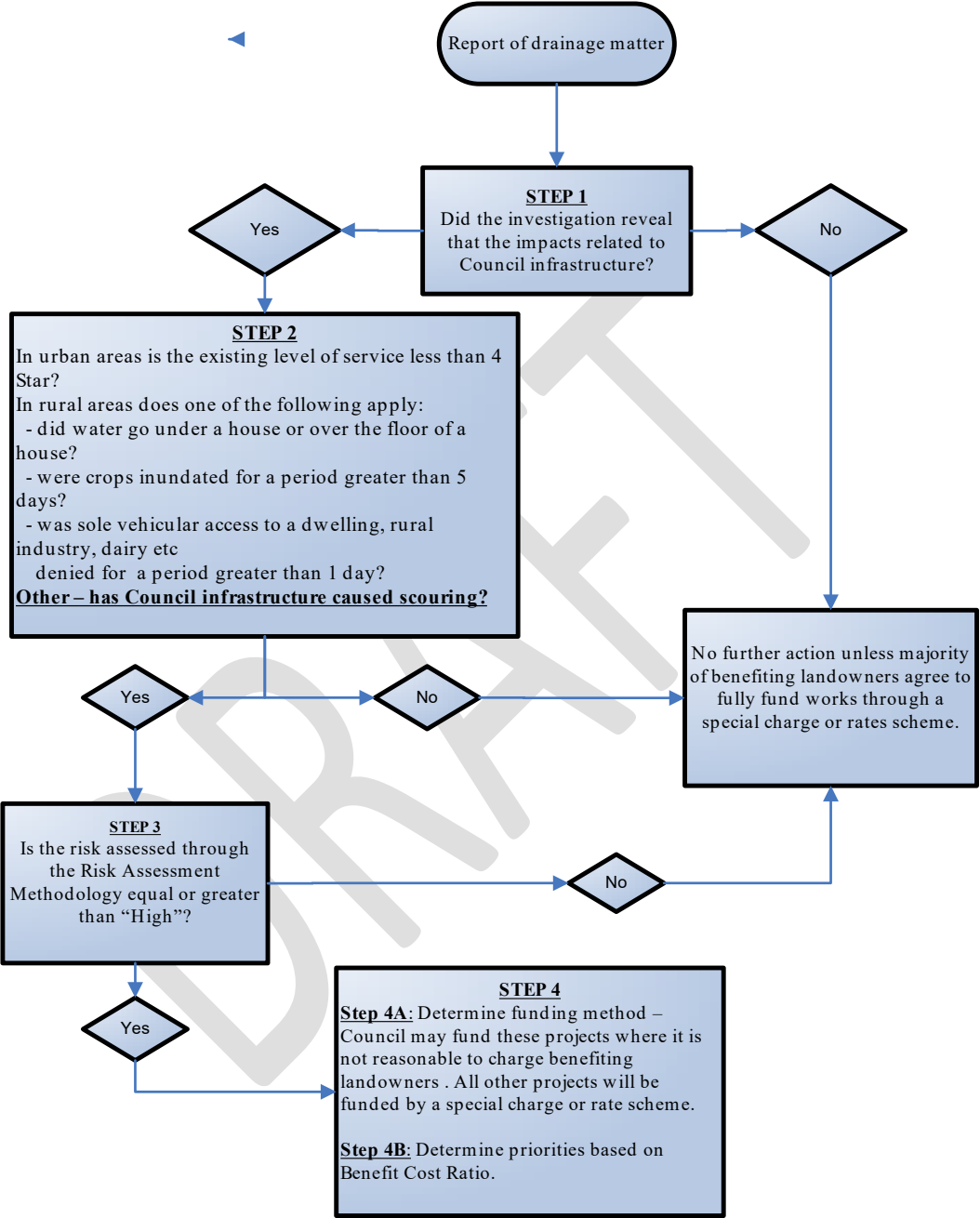
Procedure

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Figure 7: Drainage Assessment Flowchart



Procedure

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Procedure

Procedure

The response times for Council to process drainage issues are outlined below:

Completion of Step	Response Time
Acknowledgement of drainage issue being reported and registered with Council.	In accordance with response times laid out in Council's Customer Service Charter
Completion of Step 1 <ul style="list-style-type: none"> <li>Initial investigation</li> </ul>	30 days *
Completion of Step 2 and 3 <ul style="list-style-type: none"> <li>Assessment of impact of issue against intervention measure and Risk Matrix Analysis</li> </ul>	90 days *
Undertaking of Step 4 <ul style="list-style-type: none"> <li>Project/scheme implementation</li> </ul>	Inclusion of projects into the capital works program charter process.

\*Note: In the event of a large storm event generating many issues. Council may extend these timeframes. Response times are measured from the time a drainage issue is registered with Council.

#### Exclusions

Nil

#### Human Rights

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

#### Related Legislation

*Building Regulations 2018*

*Local Government Act 2020*

*Water Act 1989*

#### Related Policies, Procedures and Strategies

Policy 135 Drainage

#### Review Period

Four years

#### Responsible officer

Manager Assets

#### 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 procedure, 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.

Procedure

Procedure

Procedure

Procedure



**Approval History**

Adopted Executive Management Group

Chief Executive Officer:

Date:

Procedure

Procedure

Procedure

Procedure

DRAFT



## 9.2 Winter Blues Festival - Sponsorship Request

Author	Department	Manager	General Manager
Event Support Officer	Community Development	Community Development Manager	General Manager Community

### 1. SUMMARY

At the October 2021 Council meeting under item 9.11, Council requested Officers negotiate a draft Event Agreement with the Winter Blues Festival Committee.

This report seeks Council's approval to enter into a five-year sponsorship agreement with Winter Blues Festival Inc. supporting the delivery of the annual Echuca Moama Winter Blues Festival, and to consider a request for a one-off COVID cancellation adjustment payment of \$10,000 for the next event scheduled for July 2022.

### 2. RECOMMENDATION

**That Council:**

- Enter into a five-year sponsorship agreement with Winter Blues Festival Inc. for the delivery of the annual Echuca Moama Winter Blues Festival, including financial support of \$7,500 (GST exclusive) and in-kind support to the approximate value of \$15,000 (GST exclusive) and an annual CPI increase for the term of the agreement introduced in the second year of the agreement 2023.**
- Acknowledge that while it is anticipated that this agreement will commence in 2022, it may be held over until 2023, should the 2022 event be cancelled due to unforeseen circumstances.**

### 3. PURPOSE

The Echuca Moama Winter Blues Festival encourages visitors and locals alike, to explore the historic port of Echuca precinct whilst enjoying the hospitality, retail options and enjoying blues music without an entry fee. Organised by a not-for-profit incorporated association, local businesses can participate in the event by hosting a band/s at their premises. Prior to the festival commencing, this was typically a quiet time for visitation in Echuca Moama.

The event has become so popular that the last weekend in July is now cemented as a major four-day festival which provides a significant boost for the local economy. It is estimated that 22,000 people enjoyed 60 bands, at 22 venues in and around the historic port area in 2019. The event receives funding from the Victorian and NSW State Governments.

As this event has grown and evolved, Council has worked in partnership with the committee and entities such as Victoria Police and Regional Roads Victoria, to improve the safety and compliance of the event and access to amenities for patrons.

Campaspe Shire has been a long-standing supporter of this hallmark event, through cash and in-kind support.

Council entered into a three-year funding agreement with the Winter Blues committee in 2017, providing a cash contribution of \$5,000 (GST inclusive) per annum, plus relevant in-kind support. This agreement expired following the 2019 event.

COVID-19 has severely impacted the event with the 2020 and 2021 events being cancelled. Much of the preparatory work had been undertaken, in the anticipation that each could proceed, but many costs were not recoverable.

The Winter Blues Committee advises (Attachment two) that the two cancellations have depleted the small amount of capital that the committee had accumulated, and they are seeking an additional one-off payment of \$10,000.



#### 4. DISCUSSION

The Campaspe Shire Event Strategy 2019-2024 was adopted in May 2019 and notes that Council will consider multi-year agreements of up to 5-years for 'Hallmark events,' thus providing financial stability and security to event organisers. The extended agreement enables continuity and confidence in planning for the committee. A five-year agreement also highlights Council's commitment to the growth of annual hallmark events. The Winter Blues Festival Inc. has requested to enter into a five year as per the Event Strategy.

The 'Hallmark Events' category is for established events with a view to helping them to grow, diversify, build reputation and increase event success and yield. Council aims to build better brand awareness of the Shire, increase yield via occupancy nights and generate increased economic benefit to the Shire through support for these events.

Scorecard for Echuca Moama Winter Blues Festival			
Criteria	Description	Hallmark Event Score	Assessment Summary
Economic Benefit	Increase spending to retail, industry and accommodation, or enhancement of economic base.	40/40	<p>With an estimated direct economic impact of \$9 million*, the event supports a range of businesses such as accommodation, food &amp; beverage and retail providers. Held on the last weekend of July, traditionally a quiet weekend, the event provides a welcomed economic injection for local businesses.</p> <p>*This estimate is calculated from the event attendance figures and participant survey undertaken by Council and forecast utilising Remplan formulae.</p>
Event Sustainability	One off project/event. If ongoing, demonstrates ability to generate funds for future years. Proposed innovation.	28/30	<p>Held for 22 years, the organising committee have grown the event from an afternoon of music, to a four-day festival, hosting an estimated 22,000 people.</p> <p>In 2019 a new Winter Blues 'app' was introduced, allowing patrons to easily access the schedule and venue (including any last-minute changes), parking areas, shuttle busses etc. 60% of the audience surveyed downloaded the app. Which will continue to be developed.</p> <p>The committee hope to continue to work with Echuca Moama &amp; District Tourism association to market the event and the destination.</p> <p>Research has shown that blues music supporters are an older demographic, therefore the committee are taking steps to encourage a younger demographic to attend the event within the 25 – 40-year age group.</p>
Community / Social Benefit	Involvement of community members, cultural enrichment of Shire, and/or brings visitors to the Shire	9/10	<p>72% of patrons surveyed were from outside of the Campaspe &amp; Murray River Council areas.</p> <p>The event marketing budget is \$25,000 and this includes metro placement. The official launch will continue to be held in Melbourne, allowing it to be more accessible for Melbourne media.</p>

			<p>The Winter Blues is a free event and provides Campaspe residents access to high quality live music.</p> <p>An estimated 22,000 people attended the event, with the majority being from outside the region.</p>
Council Plan Alignment	Addresses strategies within the Council Plan, Community Plans or Place Based Plans.	8/10	<p>The event aligns with the following Council Plan Priorities:</p> <p>Flourishing local economy Stimulated economic activity that provides local jobs</p> <p>Growing quality of life Inclusive, connected, culturally diverse and safe</p>
Partnership	Contribution by group or others to the project either cash and/or in-kind, including project partnership participation (not just financial contribution).	9/10	<p>The event is supported by a number of organisations including Tourism Victoria, Murray River council and the Echuca Moama Accommodation Association.</p> <p>The committee consists of interested local members who assist voluntarily through providing expertise.</p>
		<b>94/100</b>	

Councils in-kind support varies for each event dependent on a variety of factors including traffic management requirements (vehicles & pedestrians), visitor numbers and anticipated changes (growth or decline), weather, increase in public amenity use, physical location and introduction of new rules & regulations or OH&S. This support is paramount to public safety for events and the overall visitor experience. In addition, Council officers' support and industry knowledge is important to community groups successfully delivering Hallmark events.

<b>Echuca Moama Winter Blues Festival in-kind support (from the 2019 event)</b>		
<b>In-kind Support</b>	<b>Description</b>	<b>Est. Cost</b>
Traffic Management	<p>Creation or update of Traffic Management Plan (TMP) as needed, engagement of traffic management company to implement the TMP.</p> <p>Parks &amp; Gardens engaged to implement components of TMP such as the closure of Murray Esplanade, Little Hopwood and Radcliffe St carparks.</p>	<p>\$860</p> <p>\$800</p>
Installation of Pedestrian Barriers and Event Banners	<p>Installation and removal of pedestrian barriers down High Street as part of the TMP which is a requirement enforced by VicRoads and Victoria Police. With the purchase of Council's new picket fencing the cost of hiring fencing may be saved, subject to VicRoads approval.</p> <p>Installation and removal of 'Proudly Supported by the Campaspe Shire Council' event banners on the pedestrian barriers increasing the brand awareness of Councils support.</p>	\$3,100
Waste Management	Provision of 10 x waste and 10 x recycle bins in High Street. The provision of four collections over the weekend, including two additional collections of the 60 existing bins in this zone.	\$1,000

Hire of Temporary Toilets	Additional temporary public toilets are installed over the festival weekend. These are placed in two locations and include installation/removal, protection through water filled barriers, lighting tower and general monitoring if the units need servicing.	\$3,300
Additional cleaning of toilets	Over the weekend Parks & Gardens include the cleaning of the temporary toilets in their general routine cleans. The cleaning of all public toilets in this area (Discovery Centre, Star Hotel & temporary) is increased from twice a day to four times a day on both Saturday and Sunday due to the high traffic volumes.	\$2,600
Echuca CBD Flag Poles	The installation and removal of 9 Winter Blues flags on the Echuca CBD Flag Poles in the lead up to the event.	\$340 hire fee
Event Evaluation	Creation of the event survey in Survey Monkey, two event evaluation staff for four hours at the event, and the collation of the post event report.	\$500
Environmental Health	Under legislation Councils' obligations are to inspect all fixed food premises that are registered with Campaspe and any mobile food vans that are registered with Campaspe. Council does not have any legal obligation to inspect any of these events outside of this scope, including temporary food stalls and vendors from other municipalities. Council chooses to do so to manage any potential risk to our community.  The Environmental Health Team also coordinates the Winter Blues Project Bulletin which is distributed to local businesses in the port precinct.	\$1,500
Communication	Minimal impact as the event manages their own promotion and communication. Council's support would include one or two social media posts.	\$100
Local Laws	Assistance with buskers, itinerant traders, delivery of Winter Blues Project Bulletin and completion of final event permit.	\$900
	<b>TOTAL</b>	<b>\$15,000</b>

Should a multi-year agreement be approved, a Sponsorship Agreement will be developed for both parties outlining the annual contractual obligations. Event organisers will provide Council with an annual acquittal to ensure good governance practices are met. The agreement will outline the full dollar value of Campaspe's commitment including cash and in-kind, and officers will continue to ensure that Campaspe is recognised as a sponsor for its total contribution.

Sponsorship support will continue to reflect the appropriate recognition for the level of contribution of both cash and in-kind support, and include items such as

- Council's logo in all advertising including event programs, apps etc.
- Invitation for Councillors to attend the official launch.
- Complimentary tickets for Councillors (if relevant);
- Council banners displayed at the event and official functions.

While sympathetic to the request for a \$10,000 one of payment, Sponsorships (or grants) are not intended to underwrite events or the organisers operations, if an event is cancelled the benefits for the Sponsor do not eventuate. Instead,

The Administration recommends to Council that it increase the cash component of the Sponsorship from \$5,000 p.a. to \$7,500 p.a. Over time and with ongoing prudent management, the Committee's financial position should be restored.

## 5. OPTIONS

### Option 1: Five (5) Year Funding Agreement

Enter into a five-year sponsorship agreement with Winter Blues Festival Inc. for the delivery of the annual Echuca Moama Winter Blues Festival, including financial support of \$7,500 (GST exclusive) and in-kind support to the approximate value of \$15,000 (GST exclusive and annual CPI increase) for each year for the term of the agreement.

Acknowledge that while it is anticipated that this agreement commences in 2022, it can be rolled over to 2023 should the event be cancelled due to unforeseen circumstances.

This option is recommended by officers.

### Option 2: Three (3) Year Funding Agreement

Enter into a three-year sponsorship agreement with Winter Blues Festival Inc. for the delivery of the annual Echuca Moama Winter Blues Festival, including financial support of \$7,500 (GST exclusive) and in-kind support to the approximate value of \$15,000 (GST exclusive and annual CPI increase) for each year for the term of the agreement.

Acknowledge that while it is anticipated that this agreement commences in 2022, it can be rolled over to 2023 should the event be cancelled due to unforeseen circumstances.

This option is not recommended by officers.

### Option 3: Cease Funding the event

Council ceases to sponsor the event.

This option is not recommended by officers.

## **6. CONSULTATION**

### Internal consultation:

- Economic Development Manager
- Manager Community Development
- General Manager Community

### External consultation:

- Echuca Moama Winter Blues Festival Committee meeting 9 November 2021

### Councillors:

- Nil

## **7. POLICY AND LEGISLATIVE IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

## **8. FINANCIAL AND ECONOMIC IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

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

## 9. ENVIRONMENTAL IMPLICATIONS

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

## 10. SOCIAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

## 11. RELEVANCE TO COUNCIL PLAN 2021-2025

Flourishing local economy  
Stimulated economic activity that provides local jobs

Growing quality of life  
Inclusive, connected, culturally diverse and safe

## 12. ISSUES AND RISK MANAGEMENT

### Issues:

#### Issue 1: Committee fatigue

87% of Campaspe's events are planned and coordinated by local volunteers as part of an organising committee. As events and compliance grow, volunteer time and risk increases, which becomes difficult for the volunteers to manage and justify. It is important that Council fosters and supports the enthusiasm of event committees, assisting with industry knowledge, skills and resources, allowing members to focus on growing the event and introducing new elements. Council's support for events and their respective committees is crucial.

#### Issue 2: Covid-19 restrictions & implications

Covid-19 restrictions and the ongoing implications are still a major risk for event organisers. Various elements of the Winter Blues Festival, such as the date, the types of venues, venue buy in and the ability for patrons to dance, could compromise the event or change it significantly.

#### Issue 3: Request for one of payment due to Covid-19 restrictions

While the group has made a request of Council for a supplementary payment of \$10,000 to assist in recovery following the implications that Covid19 has had in the previous two years, no documented justification for this amount has been provided and is outside the scope of the MOU. Given the significance of the event it is recommended that the annual cash sponsorship amount be increased to \$7,500 to assist in the re-establishment and marketing of the event.

### Risk:

Risk	Likelihood	Consequence	Rating	Mitigation action
Event may revert to less professional management practices if support is withdrawn.	Possible	Major, as it may provide interest for the media	High	Council assists the committee to secure alternative support for the levels of compliance required.

## 13. CONFLICT OF INTEREST

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

#### **14. CHARTER OF HUMAN RIGHTS**

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

#### **15. INSTRUMENT OF DELEGATION**

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer is so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

#### **16. CONCLUSION**

After two years of event cancellations due to circumstances out of their control, a five-year sponsorship will provide certainty and confidence for the Winter Blues Festival Committee.

The provision of an additional one off COVID cancellation adjustment payment to compensate for financial losses is not considered to be appropriate. It is proposed that an increase in the cash sponsorship to \$7,500 will assist the festival to re-boot in 2022 by maximising marketing opportunities and assist with stakeholder confidence.

#### **17. ATTACHMENTS**

1. 2022 Echuca Moama Winter Blues MOU [9.2.1 - 2 pages]
2. 2022 Letter to Campaspe Shire Council [9.2.2 - 1 page]
3. 2019 Echuca Moama Winter Blues Festival - Results [9.2.3 - 10 pages]



**Echuca Moama Winter Blues Festival  
Memorandum of Understanding**

This agreement is between:  
Campaspe Shire Council  
And

Winter Blues Festival Inc. for Echuca Moama Winter Blues Festival

Cnr Hare & Heygarth Streets  
Echuca VIC 3564

PO Box 35  
Echuca VIC 3564

**P:** 1300 666 535  
03 5481 2200

**E:** [shire@campaspe.vic.gov.au](mailto:shire@campaspe.vic.gov.au)  
[www.campaspe.vic.gov.au](http://www.campaspe.vic.gov.au)

ABN 23 604 881 620

**CAMPASPE SHIRE COUNCIL AGREES TO:**

1. Provide cash support of \$7,500 (excluding GST) per annum for the 2022, 2023, 2024, 2025 & 2026 years.
2. Provide a direct contact point in the lead up to the event, through the Event Support Officer;
3. Provide inkind support to the value of \$15,000 including:
  - Waste management,
  - Implementation of traffic management requirements, including barrier fencing;
  - Hire of temporary public toilets;
  - Supplementary cleaning of public toilets;
  - Erection of nine (9) Echuca Moama Winter Blues Festival flags in the Echuca CBD roundabouts as per the roster;
  - Installation of event flags on Echuca CBD flag poles;
  - Update, print and deliver Winter Blues event fact sheets for precinct traders.
4. Assist in the conduct of an event evaluation.
5. Provide the Campaspe Shire Council logo for use on promotional material for the event, relating to this funding;
6. Provide an annual final report and financial acquittal template for the event committees completion;
7. Provide a list of relevant Council contacts to be included in the Emergency Management Plan and/or Risk Assessment to ensure that if an emergency occurs the appropriate staff can be briefed for media engagements.

**WINTER BLUES FESTIVAL INC AGREES TO:**

1. Carry out the event as detailed within the Event Application;
2. Invite Campaspe Shire Councillors to all official functions;
3. Provide copies of all publicity materials produced for the event, including electronic media coverage, and ensure that the Campaspe Shire Council is recognised as a sponsor of the event to the value of \$22,500;
4. Obtain all required event permits annually, at least 60 days prior to the event;
5. Provide nine (9) Winter Blues Festival flags to Event Support Officer to be erected on the Echuca CBD flagpoles.
6. Annually submit an invoice for \$7,500 (plus GST) addressed to the Campaspe Shire Council prior to the event;

- 7. Complete a final report and financial acquittal by 30 November of the year in which the event is held;
- 8. Bear all financial responsibility for the event.

SIGNED by

for and on behalf of  
CAMPASPE SHIRE COUNCIL

Declan Moore  
Chief Executive Officer

Signature: \_\_\_\_\_

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

SIGNED by

for and on behalf of  
WINER BLUES FESTIVAL INC

Peter Williams  
Chair

Signature: \_\_\_\_\_

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





ECHUCA-MOAMA  
**WINTER BLUES**



20 January 2022

Mrs Chrissy Weller  
 Mayor  
 Campaspe Shire Council

Dear Mrs Weller

I am writing to you to seek Council's support for the ongoing running of the Winter Blues Festival.

The Winter Blues Festival Committee has shouldered the responsibility of instigating and activating this major event at the slowest time of the year for Echuca Moama businesses since 1999, transforming it from a casual Sunday afternoon blues performance to the major event it has become. The last weekend in July in Echuca Moama has become synonymous with the Blues Festival which in 2019 was running on Thursday night, all day Friday, Saturday and Sunday and packing out accommodation across the twin towns, bring more than 20,000 people to town.

The annual Festival budget is in the order of \$120,000 which goes towards paying our Music Programmer, some of the musicians, insurance, software licences, printing, tutors for the song writer's workshop, advertising etc. To cover these overheads, the Committee revenue comes from a surcharge on venues calculated as a percentage of their band costs and seeks sponsorship and support from local businesses. Moama Bowling Club provides substantial sponsorship. Murray River Council provides an annual allocation and Campaspe Shire Council's support has been both in the form of cash and in-kind support which has been much appreciated via a rolling three-year agreement. Without this support the Festival cannot be staged.

Campaspe annual support in the past has been in the order of \$5000 - \$8000 in cash grants plus in the order of \$13000 in in-kind for additional toilets, additional rubbish collection, road barriers.

To provide security beyond the three-yearly commitments from Council, the Committee would appreciate a five-year agreement.

We are seeking from Council an ongoing annual commitment of \$5000 in cash as well as a continuation of the current level of in-kind support. In addition, as a COVID cancellation adjustment, a one-off payment of \$10,000 in 2021-22.

The 2020 and 2021 Festivals were both cancelled as a result of COVID-19 although all the preparatory work and more had had to be undertaken in the hope that both Festivals could proceed, many costs not being recoverable. These cancellations have depleted the small amount of capital that the Committee had accumulated through prudent financial management in past years. This adjustment funding would allow the Committee to continue preparations for the 2022 Festival to go full steam ahead.

We appreciate the opportunity to make this request to Council and look forward to your support.

Yours sincerely,

Peter Williams

Chair

Winter Blues Festival, Inc

0427 083 286

[www.winterblues.com.au](http://www.winterblues.com.au)



**2019 Echuca-Moama Winter Blues Festival**  
**Thursday 25 – Sunday 28 July 2019**  
**Attendee Evaluation Results**  
**Conducted and evaluated by the Campaspe Shire Council**

**Prepared by:** Evaluation data collated by Event Support Officer.

**Background on Data:**

Event surveys were manually conducted by Event Evaluation staff between 10.00am and 2.00pm on Saturday 27 and Sunday 28 July 2019 in and around High Street, Echuca.

The Echuca-Moama Winter Blues survey link (through Survey Monkey) was promoted to attendees through various social media sites post event.

The total number of surveys completed- **1,025**.

**Overview of Results:**

- 56.5% of respondents were aged '55+,' 23.6% were aged between '45-54 years' while 8% were aged between '35-44 years;'
- 81.8% of respondents had attended the event previously, 18.2% were first time attendees;
- Top 4 promotion/marketing elements that influenced people to attend the event:
  - 44%- Just Come Every Year;
  - 38.7%- Word of Mouth/From a Friend;
  - 33.6%- Social Media;
  - 30.4%- Winter Blues Website;
- 59.5% of respondents downloaded the new Winter Blues app;
  - 20% rated the app 10/10;
  - 20% rated the app 9/10;
  - 35% rated the app 8/10;
- Top 4 Factors that influenced patrons to attend included:
  - Being a Music Enthusiast – 62.6%;
  - General Atmosphere- 49%;
  - Enjoyed all of the various elements that are brought together over the weekend – 47.5%;
  - Love Echuca-Moama as a Location – 38.5%;
- 51.2% of those surveyed were attending the event with 'Friends (Group),' 33.5% attended with their 'Partner,' 11.3% attended with their 'Immediate Family;'
- 49.5% visited the Winter Blues Merchandise Stand;

2019 Echuca-Moama Winter Blues Festival- Event Evaluation Data  
 The 1,025 surveys completed.  
 Page 1 of 10

- In rating the festival from 1 to 10 (with 10 being the highest), 33.4% rated it 10/10, 29% rated it 9/10 and 28.3% rated it 8/10;
- 72.1% of patrons surveyed were from outside Campaspe Shire & Murray River Council areas (non-local).

**Questions Answered by Non-Locals Only (72.1% of those surveyed)-**

- Non-Locals surveyed visited from:
  - VIC 88.4%
  - NSW 5.7%
  - SA 4.5%
  - QLD 0.7%
  - TAS 0.01%
  - WA 0.03%
  - International 0.01%
- 96.9% of non-locals came to Echuca-Moama specifically for the event;
- For 48.8% of the visitors surveyed, this is the only time they visit Echuca Moama for the year;
- 91.3% of non-locals stayed at least one night, while 8.7% visited for the day;
- The average length of stay for overnight visitors was 3.3 nights;
- 83.2% stayed in 'Paid Accommodation,' 11.5% stayed with 'Friends & Family' while 4.8% stayed in their 'Own Holiday House/Cabin;'
  - Of the 83.2% who stayed in 'Paid Accommodation;'
  - 40% stayed in Motel;
  - 32.6% stayed in Caravan/Holiday Park;
  - 18.9% stayed in Self Contained Unit/House;
- If the festival was extended, 51.3% of those surveyed said they would stay longer;
- 97.3% of respondents 'Ate Out' while visiting the region, 63.2% went 'Shopping,' while 46.8% went General Sightseeing and 41.5% visited 'Local Attractions';
- Non-locals spent an average of \$626 per person during their stay;
- Average local spend per person \$229 for the duration of the event.

**Economic Benefit:**

**Direct Spend**

Based on the approx number patrons of 19,000 (provided by Winter Blues Committee):

Estimated economic contribution of non-local money of those who stayed at least one night- \$7,829,499

Estimated economic contribution of local money and visitor day trippers- \$1,486,854

Estimated total economic contribution into the economy from the 2019 Echuca-Moama Winter Blues Festival- \$9,316,353

### Indirect Spend

Based on the data above and the estimated number of patrons, Gross Regional Product is estimated to increase by \$6 million. Contributing to this is a direct increase in output of \$7.8million, 53 additional jobs, \$2.1million more in wages and salaries and a boost in value-add of \$3.3million.

From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to output valued at \$3 million, 9 more jobs, \$647,000 more paid in wages and salaries, and a gain of \$1.2 million in value-added.

**Note:**

*\*Value Added represents the marginal economic value that is added by each industry sector in a defined region.*

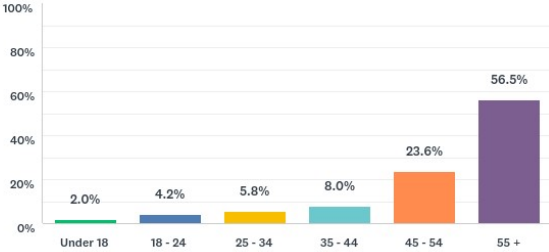
*\*\*Increase in jobs is anticipated to be part-time or casual positions given the short term nature of events.*

*\*\*\* Industrial effects are the flow-on effects, as servicing sectors increase their own output and demand for local goods and services in response to the direct change to the economy.*

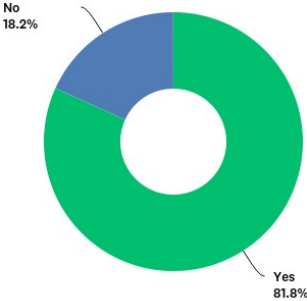
**Disclaimer:**

*All economic figures, data and commentary presented are based on data sourced using the REMPLAN software. The economic data sets utilise data from the Australia Bureau of Statistics (ABS), and was last updated in December 2016. An input / output methodology is used to estimate direct, indirect or flow on impacts for a direct change in the economy. The evaluation report and data analysis is provided in good faith with every effort made to provide accurate data and apply comprehensive knowledge. However, the Campaspe Shire does not guarantee the accuracy of data nor the conclusions drawn from this information.*

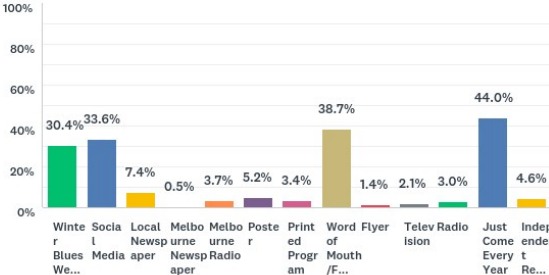
Q1 What is your age group?



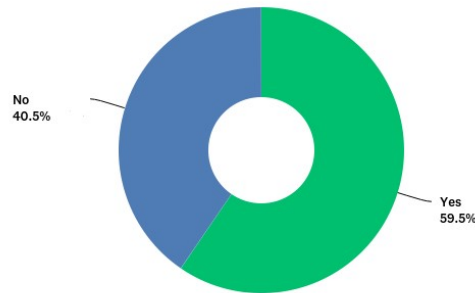
Q2 Have you attended this event before?



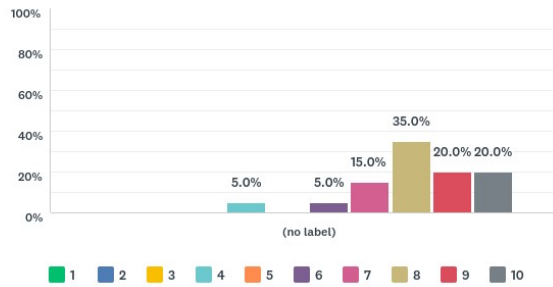
Q3 What promotion have you seen/heard that influenced you to attend?



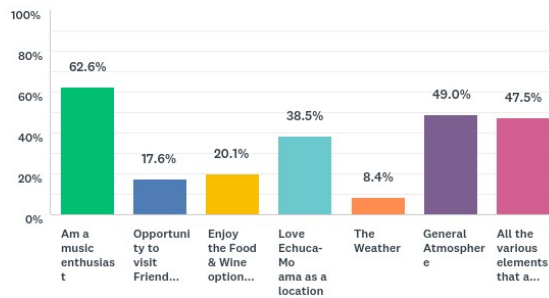
Q4 Did you download the NEW Winter Blues App?



Q5 On a scale from 1 - 10 how would you rate the new app? (with 1 being lowest and 10 being highest)



Q6 What other factors influenced you to attend the festival?

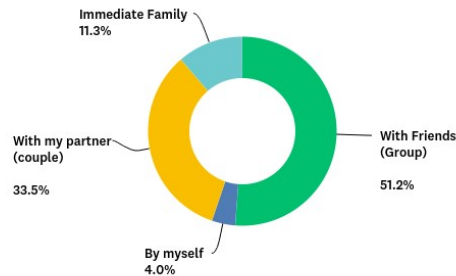


Other:

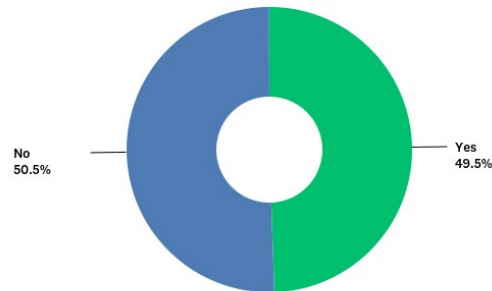
- 19 Twenty;
- Actual music acts I chose to follow to Echuca;
- Alcohol;
- All of the above were factors but mainly the first two;
- Am a photographer, usually Jazz, and recently taken to photographing Blues events;
- Beer;
- Beer;
- BLUES music specifically and a new experience - haven't been there before;
- Enjoy blues music;
- Family;
- Friend invited me up;

- Get away from the city to the country;
- Good food good venues a combination of things;
- Good fun;
- Great calibre of bands;
- Great to get away from the city and enjoy what the country has to offer food, wine and Echuca's hospitality;
- Guitars in windows;
- Shebanis food;
- I am a local interested in music;
- I am an events organiser (Gellibrand Blues and Blueberry Festival);
- I go up with a big group of friends;
- I live in Echuca and enjoy the entertainment;
- I love blues;
- I meet my boyfriend here so it's a bit of a romantic holiday also;
- I'm a musician;
- I'm local, not all are tourists;
- Its free;
- Its free to wander around;
- Just an awesome event;
- Just to pretend I'm 30 years old again;
- Kids activities;
- Kids Play area;
- live here;
- Live in the area;
- Lived in Moama for seven years;
- Local;
- Locals;
- Love live music;
- Love Rythem x Revival;
- Love that it is free & open to everyone;
- Love the way that we don't have to buy tickets, but are free to wander and enjoy. Fantastic!
- Love to Swing Dance and we knew Jules Bolte and the Redeemers would be there;
- Mixture of established & new artists;
- Most events are in walking distance of accommodation. Free entry;
- My son's band was playing;
- Nice day today;
- Not too busy/ popular. Free;
- Opportunity to swing dance;
- Participating musician;
- See new artists, experience great live music & love the whole atmosphere, 1st class acts this year. Especially being exposed to acts from SA & NSW & Gippsland;
- That it's free;
- This is despite NOT being blues music fans!
- Time away with my partner;
- To dance but wish the festival would cater to dancers by putting down a temporary dance floor where possible. Too hard to dance on concrete and bitumen...;
- We are live music SUPPORTERS;
- We have been attending for the past 5 years;
- We have kids 5 & 6, its become a family event;
- Well behaved crowds..... no trouble makers only music enthusiasts;
- Well run event. Thankyou for organising such a brilliant music event.

Q7 Who are you attending the event with?



Q8 Did you visit the merchandise stand?

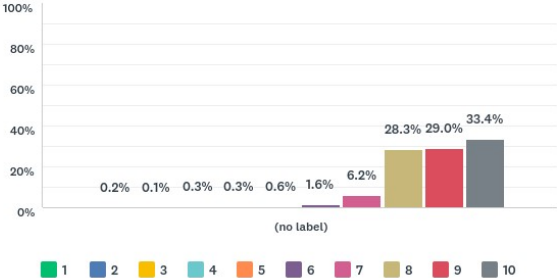


What other items would you like to see available for purchase? (overview)

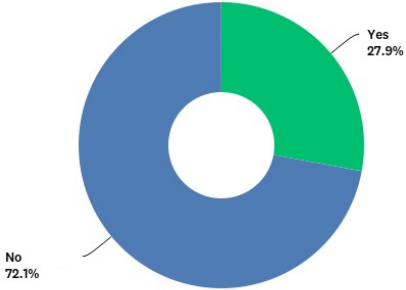
- Hoodie with zip;
- Truckers cap;
- Poster;
- Reusable wine tumbler;
- Scarf;
- Artist CDs and merchandise;
- Bamboo polo shirts, lightweight hoodies and light weight charcoal fedora;
- Fridge Magnet;
- Guitar picks;
- Wind and waterproof jacket;
- Keep cups with logo-too much plastic waste at festival;
- Key ring, pens, wine carrier;
- Phone cover;
- Socks;
- Stickers;
- Stubble holders;
- Tea towel;
- Umbrella;
- Bumper sticker;
- Winter jacket;
- Gloves!



Q10 On a scale from 1 - 10, how would you rate the overall festival?



Q12 Are you a resident of the Campaspe Shire Council or Murray River Council?



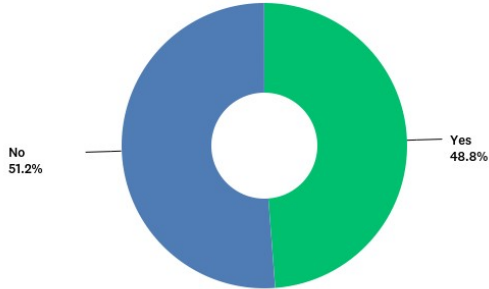
Q13- Non-Locals surveyed visited from:

- VIC 88.4%
- NSW 5.7%
- SA 4.5%
- QLD 0.7%
- TAS 0.01%
- WA 0.03%
- International 0.01%

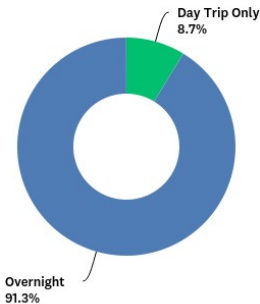
Q14 Did you come to Echuca-Moama today especially for the event?



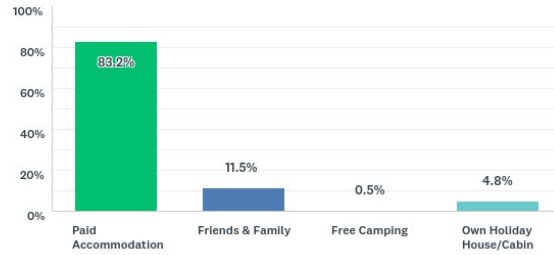
Q15 Is this the only time during the year that you come to Echuca Moama?



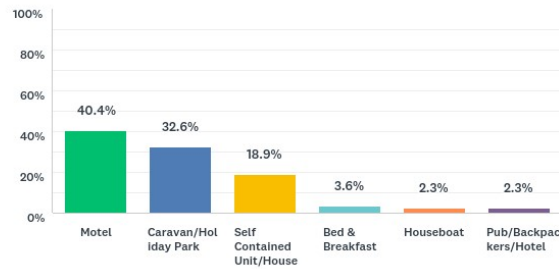
Q16 How long will you stay within the Campaspe Shire Council or Murray River Council?



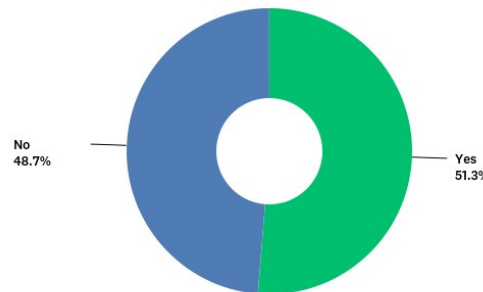
Q17 What type of accommodation are you using during your visit?



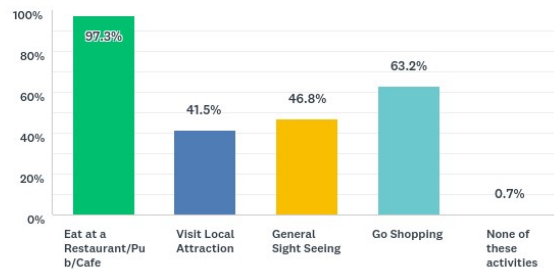
Q18 If you stayed in Paid Accommodation, what style of accommodation are you staying in?



Q19 Would you stay longer if the festival was extended?



Q20 Which of the following activities will you be undertaking during your visit?



### 9.3 Role of Local Government - funding school crossing supervision

Author	Department	Manager	General Manager
Manager Community Business	Community Business	Manager Community Business	General Manager Community

#### 1. SUMMARY

Council received correspondence from the City of Monash in December 2021 advising of a resolution from its November meeting, regarding their intention to review the City's future role in the funding of school crossing supervisors.

The issue of cost shifting from state to local government for the provision of programs and services has long been of concern to Campaspe Shire Council (CSC). Council has previously advocated to State Government that the responsibility for the provision of this service should rest with the Education Department and/or the Department of Transport.

#### 2. RECOMMENDATION

**That Council**

- Provide advice to the City of Monash about CSC's current school crossing responsibilities, costs and difficulties maintaining services (e.g. recruitment, backfilling for absences etc).**
- Receive an update on the City of Monash's consideration of the responses received from councils and their subsequent deliberations and decision.**

#### 3. PURPOSE

To advise Council of correspondence received from the City of Monash and to seek approval to provide information about Council's school crossing service to them.

#### DISCUSSION

A State Government subsidy, administered through VicRoads, is provided to councils under the Children's Crossing Supervisor Subsidy Scheme for the supervision of school pedestrian crossings.

Under the scheme guidelines, Council officers are required to review the eligibility of all crossings annually and provide VicRoads with a listing of eligible crossing locations, their associated data and the number of supervisors required at each crossing. VicRoads then undertake a review of the crossings to determine ongoing eligibility for funding warrants under the Children's Crossing Supervisor Subsidy Scheme.

Council currently has fifteen supervised school crossings throughout the municipality.

The actual cost of providing supervision at the crossings in 2020/2021 was \$255,875 this amount was offset by the subsidy of \$90,615 making the nett cost to Council \$165,258. Therefore, the average cost to Council per crossing, after the subsidy is applied is \$11,017.

#### 4. OPTIONS

Option 1: Provide information to the City of Monash.

Provision of the information will assist the City of Monash's deliberations.

This option is recommended by officers.

Option 2: Decline the offer to be involved in the City of Monash project

Council could choose not to provide the information in support of the City of Monash's deliberations.

This option is not recommended by officers.

## 5. CONSULTATION

### Internal consultation:

- Executive Management Group
- Local Laws Coordinator

### External consultation:

- Nil

### Councillors:

- 09/02/2022 Council Briefing Session.

## 6. POLICY AND LEGISLATIVE IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

## 7. FINANCIAL AND ECONOMIC IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

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

## 8. ENVIRONMENTAL IMPLICATIONS

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

## 9. SOCIAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

## 10. RELEVANCE TO COUNCIL PLAN 2021-2025

Resilient protected and healthy natural environment  
Well managed resources for a sustainable future  
Well planned places  
Ability to travel safely and easily by road and rail

## 11. ISSUES AND RISK MANAGEMENT

### Issues:

#### Issue 1: Cost shifting

The issue of cost shifting from state to local government for the provision of programs and services has long been of concern to Council. When Council is obliged to fund these services its ability to provide alternative

services to meet new and emerging community needs is diminished. Examples of cost shifting from state local government include but are not limited to:

- Maternal and Child Health Services
- Child Care Services
- Aerodrome Services
- Animal Pound and Shelter Services
- Maintenance of state roadside network within town boundaries
- Weed and pest animal control and management

Council's participation in a project such as the one forecast by the City of Monash may provide better options for the appropriate funding, implementation and management of school pedestrian crossings.

#### Issue 2: Safe routes to school

The provision of School Crossing Supervision Services assists children to get to school safely. It is important for local school communities that a sustainable and appropriate funding solution is developed to ensure future viability of their service.

#### **Risk:**

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

#### **12. CONFLICT OF INTEREST**

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

#### **13. CHARTER OF HUMAN RIGHTS**

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

#### **14. INSTRUMENT OF DELEGATION**

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer is so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

#### **15. CONCLUSION**

Officers recommend that Council agree to provide information to assist the City of Monash in their deliberations.

#### **16. ATTACHMENTS**

Nil

## 9.4 Quarterly Financial Report

Author	Department	Manager	General Manager
Manager Finance	Finance	Manager Finance	General Manager Finance

### 1. SUMMARY

This report presents the quarterly financial position compared to the adopted 2021/22 Budget. The financial position continues to be impacted by the COVID-19 pandemic, the impacts of the pandemic were difficult to predict given the uncertainty around restrictions.

### 2. RECOMMENDATION

That Council notes:

1. the December 2021 Quarterly Budget Report.
2. the Chief Executive Officer's opinion that a revised budget for 2021/22 is not required.

### 3. PURPOSE

To present to Council a quarterly income statement and additional financial reports to provide a summary of the financial position of Council for the quarter ended December 2021 and to consider the allocation of funds that were set aside in the budget along with identified savings from the quarterly financial reviews.

### 4. DISCUSSION

A pack of the financial statements that makes up the quarterly budget report is included and contains:

Income Statement	Comparison of 2021/22 budget, 2021/22 actuals and 2020/21 actuals for the six months ended 31 December 2021.
Balance Sheet	Comparison of 2021/22 budget, 2021/22 actuals and 2020/21 actuals for the six months ended 31 December 2021.
Cash Flow Statement	Comparison of 2021/22 budget, 2021/22 actuals and 2020/21 actuals for the six months ended 31 December 2021.
Statement of Capital Works	Comparison of 2021/22 budget, 2021/22 actuals and 2020/21 actuals for the six months ended 31 December 2021.

#### Income Statement

The major variations to budget for the six months ended 31 December 2021 are:

- Revenue is less than budgeted by \$2.4 million of this \$1.7 million is Local Roads and Community Infrastructure funds that were budgeted in the current year but were received in 2020/21. Restrictions related to Covid-19 have impacted revenue from tourism related services.
- Expenses are less than budgeted due to savings in employee expenses due to vacancies across the organisation and expenses related to services impacted by Covid-19 restrictions being less than budgeted. Part of the variance is also related to the timing of payments.

This financial position includes \$500,000 of genuine savings that were identified in the first quarter financial review, which were combined with the \$90,000 of funds set aside in the 2021/22 budget that remained unallocated for Council's consideration and allocation. Council resolved to allocate \$350,000 of these funds to progress two projects. These were the detailed design for the Victoria Park Multi-Use Community Facility and the design for the Lockington Recreation Reserve, including the netball courts.

A total of \$330,000 remains and is available for allocation by Council.

No further funds have been identified as savings in the December quarter. The variance to budget in employee costs are being utilised to fund external contractors or consultants to cover shortages in some skill sets (primarily engineering) due to resignations.

The variance in materials and services relates to the timing of receiving invoices for technology licences and waste services. The timing of the tree maintenance program has also contributed to the variance along with reduced costs associated with service closures relating to Covid 19 restrictions. This is offset by reduced revenue also related to service closures due to Covid 19 restrictions.

### Capital Works Statement

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

- Kerb and channel works (drainage) are progressing ahead of schedule.
- Works on Council's three paddlesteamers, PS Adelaide, PS Alexander Arbuthnot and PS Pevensey, budgeted in prior years, were carried out to ensure that the vessels would remain 'in survey'.
- Issue with the supply of plant and equipment has seen the 2020/21 program being carried over to the current year.
- Work on the Echuca East Community Precinct is progressing ahead of schedule.

## **5. OPTIONS**

### Option 1: Accept the quarterly financial report as recommended

#### Summary of option

By accepting the report, the requirements of the *Local Government Act 2020* sec 97 (1) and (2) will have been complied with. This option is recommended by officers.

### Option 2: Not accept the quarterly financial report

#### Summary of option

If the report is not accepted the requirements of the *Local Government Act 2020* sec 97 (1) and (2) will not have been complied with. Funds not allocated from the first quarter review will be tabled for consideration at the completion of the second quarter review.

This option is not recommended by officers.

## **6. CONSULTATION**

### Internal:

Executive Management Group  
Audit and Risk Committee – 10 February 2022

### Councillors:

16 February Council Briefing Session.

## **7. POLICY AND LEGISLATIVE IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

## **8. FINANCIAL AND ECONOMIC IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

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



## 9. ENVIRONMENTAL IMPLICATIONS

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

## 10. SOCIAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

## 11. RELEVANCE TO COUNCIL PLAN 2021-2025

Not applicable

## 12. ISSUES AND RISK MANAGEMENT

### Issues:

Nil

### Risk:

This is a quarterly report that monitors Council's performance against the budget, any major variances have been explained in the report and attached statements. There is no perceived risk that would prevent Council achieving budget targets in the 2021/22 financial year for maintenance projects.

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

## 13. CONFLICT OF INTEREST

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

## 14. CHARTER OF HUMAN RIGHTS

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

## 15. INSTRUMENT OF DELEGATION

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer is so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

## 16. CONCLUSION

It is recommended that the report be accepted as a summary of Council's financial position at the quarter ended December 2021. Acceptance of this report meets the requirements of the *Local Government Act 2020* sec 97 (1) and (2). Some genuine savings identified from the first quarter remain unallocated, totalling \$330,000.

## 17. ATTACHMENTS

1. Quarterly Statements Q 2 21-22 [9.4.1 - 8 pages]

**Campaspe Shire Council**  
**INCOME STATEMENT**  
For the period ended 31 December 2021

	Notes	Actuals	Budget	Actuals	Variances		Full Year Budget
		6 mths ended 31 Dec 2021 \$'000	6 mths ended 31 Dec 2021 \$'000	6 mths ended 31 Dec 2020 \$'000	Actual v Bgt \$'000	%	As at 30 Jun 2022 \$'000
<b>Revenue</b>							
Rates income	Note 1	39,768	39,673	38,734	95	0.2%	39,754
Waste charges	Note 2	5,944	6,018	5,915	(74)	(1.2%)	6,018
Statutory fees and fines	Note 3	612	747	638	(135)	(18.1%)	1,553
Grants commission	Note 4	3,255	3,413	2,925	(159)	(4.6%)	12,600
Other recurrent grants	Note 5	1,115	897	982	218	24.3%	1,871
Non-recurrent grants	Note 6	1,743	3,501	3,618	(1,758)	(50.2%)	5,965
Contributions - Capital		10	-	-	10	100.0%	-
User fees	Note 7	6,744	7,410	5,886	(667)	(9.0%)	14,441
Interest and other income	Note 8	566	517	537	49	9.4%	1,024
<b>Total revenue</b>		<b>59,755</b>	<b>62,176</b>	<b>59,235</b>	<b>(2,421)</b>	<b>(3.9%)</b>	<b>83,225</b>
<b>Expenses</b>							
Employee benefits	Note 9	14,447	15,714	13,895	1,267	8.1%	30,896
Materials and services	Note 10	10,454	15,053	9,332	4,599	30.6%	22,889
Depreciation	Note 11	10,103	10,505	10,177	402	3.8%	21,010
Depreciation leased assets		-	-	-	0	0.0%	558
Finance costs		46	47	60	1	2.5%	130
Other expenses	Note 12	1,930	2,302	1,911	372	16.2%	4,568
<b>Total expenses</b>		<b>36,980</b>	<b>43,622</b>	<b>35,376</b>	<b>6,642</b>	<b>15.2%</b>	<b>80,051</b>
Net gain (loss) on disposal of property, infrastructure, plant and equipment	Note 13	982	145	276	837	0.0%	290
<b>Surplus (deficit) for the year</b>		<b>23,758</b>	<b>18,699</b>	<b>24,135</b>	<b>5,058</b>	<b>27.1%</b>	<b>3,464</b>

**Campaspe Shire Council****INCOME STATEMENT****For the period ended 31 December 2021**

Note 1 (Rates income) - Revenue from rates is greater than budgeted due to supplementary rates being processed since the rates were raised that has increased rate revenue.

Note 2 (Garbage charges) - The increase in the number of services expected when setting the budget has not occurred.

Note 3 (Statutory fees and charges) - Less enforcement activities have been occurring due to Covid19 restrictions, car parking fines have been impacted the most.

Note 4 (Grants commission) - The amount of grants prepaid in 2020/21 was greater than the expected 50%, this means that the amount to be received quarterly will be less during 2021/22. The full amount of grants will be received, the timing is what has been effected.

Note 5 (Other recurrent grants) - School Crossing funding has been received ahead of what was expected when the budget was set and PCP has received funding greater than budgeted.

Note 6 (Non-recurrent grants) - Local Roads and Community Infrastructure funding was budgeted to occur in 2021/22, these funds were received in 2020/21.

Note 7 (User fees) - Revenue from user fees is less than budgeted due to closure of a number of services related to Covid19 restrictions.

Note 8 (Interest) - Interest revenue is slightly more than budgeted due to a rise in interest rates which was not expected when the budget was set.

Note 9 (Employee expenses) - Vacancies across the organisation and the closure of services due to Covid19 restrictions has seen savings in employee expenses.

Note 10 (Materials and services) - The timing of the payment of some invoices have resulted in the large variance, software licences \$601k, waste invoices are delayed by a month compared to budget \$970k, closure of services due to Covid19 restrictions \$795K and the timing of some maintenance programs, for example power line tree clearing \$229k.

Note 11 (Deprecation) - The depreciation expense is under budget due to the sale of the Paramount and disposing of a number of plant items.

Note 12 (Other expenses) - Costs related to the Animal Shelter vet services under budget \$52k, printing, office supplies, marketing and advertising \$105k and Community Grant funds are yet to be allocated \$110k.

Note 13 (Net gain on fixed assets) - Sale of the Paramount Theatre was not budgeted as it was unsure the sale would be completed and plant and machinery trade ins are not budgeted.

Campaspe Shire Council  
BALANCE SHEET  
As at 31 December 2021

	Note	Actuals	Budget	Actuals	Variances		Full Year Budget
		As at 31 Dec 2021 \$'000	As at 31 Dec 2021 \$'000	As at 31 Dec 2020 \$'000	Actual v Bgt \$'000 %		As at 30 Jun 2022 \$'000
<b>Current assets</b>							
Cash and cash equivalents	Note 1	6,003	6,330	10,216	(327)	(5.2%)	15,830
Trade and other receivables	Note 2	30,984	30,197	31,051	786	2.6%	3,197
Inventories		704	831	813	(127)	(15.2%)	831
Financial assets	Note 3	47,060	42,171	43,000	4,889	11.6%	42,171
Other assets	Note 4	1	1,178	1	(1,177)	(99.9%)	1,178
Non-current assets classified as held for sale	Note 5	850	-	-	850	0.0%	0
<b>Total current assets</b>		<b>84,752</b>	<b>80,706</b>	<b>85,082</b>	<b>4,046</b>	<b>5.0%</b>	<b>63,207</b>
<b>Non-current assets</b>							
Trade and other receivables		17	22	-	(5)	0.0%	22
Right of use assets		1,848	1,567	-	280	100.0%	1,567
Financial assets		18,500	14,329	10,000	4,171	29.1%	14,329
Property, infrastructure, plant and equipment	Note 7	719,336	708,316	702,772	11,020	1.6%	718,316
Investment property	Note 6	-	7,312	7,312	(7,312)	(100.0%)	7,312
Intangible assets	Note 8	3,721	3,811	3,811	(90)	(2.4%)	3,811
<b>Total non-current assets</b>		<b>743,422</b>	<b>735,357</b>	<b>723,895</b>	<b>8,064</b>	<b>1.1%</b>	<b>745,357</b>
<b>Total assets</b>		<b>828,174</b>	<b>816,064</b>	<b>808,977</b>	<b>12,110</b>	<b>1.5%</b>	<b>808,564</b>
<b>Current liabilities</b>							
Trade and other payables		904	1,098	425	194	17.7%	7,098
Trust funds and deposits	Note 10	1,980	2,171	1,440	191	8.8%	2,171
Unearned income		3,444	497	0	(2,947)	(593.2%)	497
Provisions		7,543	7,441	8,281	(103)	(1.4%)	6,541
Interest-bearing loans and borrowings	Note 11	459	1,090	518	631	57.9%	1,090
Lease liabilities		388	378	-	(10)	(2.6%)	778
<b>Total current liabilities</b>		<b>14,718</b>	<b>12,674</b>	<b>10,665</b>	<b>(2,044)</b>	<b>(16.1%)</b>	<b>18,176</b>
<b>Non-current liabilities</b>							
Trust funds and deposits	Note 10	18	20	20	2	10.0%	20
Provisions non current		485	519	721	35	6.7%	2,219
Interest bearing loans and borrowings non current	Note 11	2,322	8,958	3,331	6,636	74.1%	8,958
Lease liability - Non-Current		205	461	-	256	55.5%	1,461
<b>Total non-current liabilities</b>		<b>3,031</b>	<b>9,959</b>	<b>4,072</b>	<b>6,928</b>	<b>69.6%</b>	<b>12,658</b>
<b>Total liabilities</b>		<b>17,749</b>	<b>22,633</b>	<b>14,737</b>	<b>4,885</b>	<b>21.6%</b>	<b>30,834</b>
<b>Net assets</b>		<b>810,425</b>	<b>793,430</b>	<b>794,239</b>	<b>16,994</b>	<b>2.1%</b>	<b>777,730</b>
<b>Equity</b>							
Accumulated surplus		344,700	333,486	349,995	11,214	3.4%	333,486
Reserves		465,725	459,944	444,244	5,780	1.3%	444,244
<b>Total equity</b>		<b>810,425</b>	<b>793,430</b>	<b>794,240</b>	<b>16,994</b>	<b>2.1%</b>	<b>777,730</b>

**Campaspe Shire Council****BALANCE SHEET****As at 31 December 2021**

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

Note 2 (Trade and other receivables) - The collection of rates is above targets for the time of year, this may drop off as the year progresses, this was Councils' experience in 2020/21 with the amount of rates outstanding at year end greater than previous years.

Note 3 (Financial assets) - Additional term deposits have been purchased with funds received in advance (Grants Commission) these will be redeemed for cashflow purposes as the year progresses.

Note 4 (Other assets) - The assumptions made when setting the budget predicted greater accrued revenue than what has occurred. The actuals are in line with prior years.

Note 5 (Non-current assets classified as held for sale) - The Paramount Theatre was reclassified as asset held for sale at year end when it became certain that the sale would be completed in 2021/22 after the budget was set.

Note 6 (Investment property) - Investment properties were reclassified at the end of 2020/21 after reviewing why these were held by Council. The properties no longer met the criteria and were moved to building and land assets.

Note 7 (Property, infrastructure, plant and equipment) - The delivery of the capital program impacts on the actual versus budget, the budget is set based on delivering the full program of capital works each year. There has been works carried forward from prior years completed in the first half of the 2021/22 financial year which is impacting the variance.

Note 8 (Intangible assets) - The value of water rights reduced at the end of 2020/21 due to increased certainty around water supply due to storages levels increasing due to high levels of rainfall.

Note 10 (Trust funds and Deposits current & non-current) - The budget for receipt of trust funds and deposits is based on prior year, it is difficult to predict what might be received as it is dependent on what work is being carried out that requires the payment of bonds.

Note 11 (Interest-bearing loans and borrowings) - Loans have not been drawn down as yet for the works being carried out on the Echuca East Community Precinct and Gunbower Lions Park. The draw down has been adjusted to match staged completion of works. The first draw down will occur early in 2022.

## Campaspe Shire Council

## CASH FLOW STATEMENT

For the period ended 31 December 2021

	Notes	Actuals	Budget	Actual	Variances		Full Year Budget
		6 mths ended 31 Dec 2021 \$'000	6 mths ended 31 Dec 2021 \$'000	6 mths ended 31 Dec 2020 \$'000	Actual v Bgt \$'000	%	As at 30 Jun 2022 \$'000
<b>Cash flows from operating activities</b>							
Rates and charges	Note 1	20,827	20,723	18,359	104	0.5%	45,723
Statutory fees and fines	Note 2	612	653	-	(41)	(6.3%)	1,553
User fees and fines	Note 3	6,464	7,441	7,196	(977)	(13.1%)	14,441
Operating grants	Note 4	4,370	4,463	3,907	(93)	(2.1%)	14,463
Capital grants	Note 5	1,743	1,977	3,618	(234)	(11.8%)	5,977
Interest received	Note 6	460	455	537	5	1.0%	535
Other Receipts	Note 7	106	192	-	(86)	(44.9%)	392
Net GST (payment)/refund		910	-	1,211	910	0.0%	-
Proceeds/(repayment) of trusts and deposits	Note 8	(717)	-	(730)	(717)	0.0%	-
Payments to employees	Note 9	(14,591)	(14,911)	(13,788)	320	(2.1%)	(30,911)
Payments to suppliers	Note 10	(14,349)	(14,805)	(20,413)	456	(3.1%)	(22,805)
Other Payments		(2,123)	(2,568)	-	445	(17.3%)	(4,568)
<b>Net cash inflow (outflow) from operating activities</b>		<b>3,711</b>	<b>3,620</b>	<b>(104)</b>	<b>90</b>	<b>(1)</b>	<b>24,800</b>
<b>Cash flows from investing activities</b>							
Payments for property, infrastructure, plant and equipment	Note 11	(13,603)	(14,084)	(10,221)	481	3.4%	(33,522)
Purchase of financial assets	Note 12	(9,030)	-	(3,000)	(9,030)	0.0%	-
Proceeds from sale of financial assets	Note 12	10,000	5,000	9,000	5,000	0.0%	5,000
Proceeds from sale of property, infrastructure, plant and equipment	Note 13	982	-	276	982	0.0%	-
<b>Net cash inflow (outflow) from investing activities</b>		<b>(11,651)</b>	<b>(9,084)</b>	<b>(3,943)</b>	<b>(2,567)</b>	<b>(28.3%)</b>	<b>(28,522)</b>
<b>Cash flows from financing activities</b>							
Finance costs	Note 14	(46)	(130)	(60)	84	64.5%	(130)
Repayment of borrowings	Note 15	(550)	(1,041)	(546)	491	47.2%	(1,041)
Proceeds from borrowings		-	-	-	-	0.0%	7,758
<b>Net cash inflow (outflow) from financing activities</b>		<b>(596)</b>	<b>(1,171)</b>	<b>(606)</b>	<b>576</b>	<b>49.1%</b>	<b>6,587</b>
<b>equivalents</b>		<b>(8,536)</b>	<b>(6,635)</b>	<b>(4,653)</b>	<b>(1,901)</b>	<b>(28.6%)</b>	<b>2,865</b>
Cash and cash equivalents at the beginning of the year		14,539	12,965	14,869	1,574	12.1%	12,965
<b>Cash and cash equivalents at the end of the period</b>		<b>6,003</b>	<b>6,330</b>	<b>10,216</b>	<b>(327)</b>	<b>(5.2%)</b>	<b>15,830</b>

**Campaspe Shire Council****CASH FLOW STATEMENT****For the period ended 31 December 2021**

Note 1 (Rates and charges) - Cash collected from rates and charges is a reflection of the greater than predicted collection of rates at the end of the first quarter.

Note 2 (Statutory fees and fines) - Less enforcement activities have been occurring due to Covid19 restrictions, car parking fines have been impacted the most this is reflected in the cash position.

Note 3 (User fees and fines inclusive of GST) - Revenue from user fees is less than budgeted due to closure of a number of services related to Covid19 restrictions and this is reflected in the cash position.

Note 4 (Operational grants) - The payment of a number of State Government grants have not been received in line with prior years as expected as well as less than budgeted Financial Assistance Grants being paid due to early payment.

Note 5 (Capital grants) - Local Roads and Community Infrastructure funding was budgeted to occur in 2021/22, these funds were received in 2020/21 which is reflected in less than budgeted cash being received.

Note 6 (Interest received) - Interest is less than budget due to the interest on a number of investments being reinvested on rollover of term deposits. The budget does not take this into account.

Note 7 (Other receipts) - Property rent has been waived in some areas in accordance with Councils resolution in recognition of Covid19 restrictions.

Note 8 (Proceeds/(repayment) of trusts and deposits) - the cashflow from the proceeds of trusts funds and deposits is not budgeted as this is an unknown factor.

Note 9 (Payments to employees ) - Vacancies across the organisation and the closure of services due to Covid19 restrictions has seen savings in employee expenses.

Note 10 (Payments to suppliers (inclusive of GST) ) - The timing of the payment of some invoices have resulted in the variance and closure of services due to Covid19 restrictions.

Note 11 (Payments for property, infrastructure, plant and equipment) - the cash spend on capital works is largely in line with what was predicted when the budget was set.

Note 12 (Purchase of/Proceed from financial assets) - Investments are purchased or redeemed as required to meet cashflow needs.

Note 13 (Proceeds from sale of property, infrastructure, plant and equipment) - Sale of the Paramount Theatre was not budgeted for as it was not certain that the sale would occur.

Note 14 (Finance Costs) - the budget was set with the expectation that the loans for the Echuca East Community Centre and Gunbower Lions Park redevelopment would have been drawn down by the start of the financial year. This has not occurred, these loans will not be drawn down until the last half of the financial year.

Note 15 (Repayment of Borrowings) - the budget was set with the expectation that the loans for the Echuca East Community Centre and Gunbower Lions Park redevelopment would have been drawn down by the start of the financial year. This has not occurred, these loans will not be drawn down until the last half of the financial year.

Campaspe Shire Council  
 STATEMENT OF CAPITAL WORKS  
 For the period ended 31 December 2021

Capital Works Areas	Notes	Actuals	Budget	Variances		Full Year Budget
		6 mths ended 31 Dec 2021 \$'000	6 mths ended 31 Dec 2021 \$'000	Actual v Bgt \$'000 %		As at 30 Jun 2022 \$'000
<b>Infrastructure</b>						
Aerodromes		-	-	-	-	1,824
Bridges	Note 1	32	47	(15)	(46.9%)	56
Drainage	Note 2	1,349	961	388	28.8%	2,900
Footpaths and Cycleways	Note 3	43	36	7	16.3%	4,406
Other Infrastructure		-	-	-	0.0%	100
Parks, Open Space and Streetscapes	Note 4	480	20	460	95.8%	170
Recreational, Leisure and Community Facilities	Note 5	29	50	(21)	(72.4%)	1,180
Roads	Note 6	6,062	3,758	2,304	38.0%	9,591
Waste Management		-	-	-	0.0%	240
<b>Total Infrastructure</b>		<b>7,995</b>	<b>4,872</b>	<b>3,123</b>		<b>20,467</b>
<b>Equipment and other</b>						
Heritage Plant and Equipment	Note 7	734	-	734	100.0%	25
Plant, Machinery and Equipment	Note 8	1,053	214	839	79.7%	2,855
<b>Total Equipment and other</b>		<b>1,787</b>	<b>214</b>	<b>1,573</b>		<b>2,879</b>
<b>Property</b>						
Buildings	Note 9	4,049	487	3,562	88.0%	2,761
Land Improvements		31	44	(13)	(41.9%)	2,250
<b>Total Roads, Drains and Bridges</b>		<b>4,080</b>	<b>531</b>	<b>3,549</b>		<b>5,011</b>
<b>Total Capital Works</b>		<b>13,862</b>	<b>5,617</b>	<b>8,245</b>		<b>28,357</b>



**Campaspe Shire Council**  
**STATEMENT OF CAPITAL WORKS**  
**For the period ended 31 December 2021**

Note 1 - (Bridge) - Bridge works for this financial year is design only, these are progressing according to plan.

Note 2 (Drainage) - Kerb and channel works are progressing ahead of schedule and works carried over from prior year have been completed this year.

Note 3 (Footpaths and cycleways) - The program is progressing well, slightly ahead of schedule.

Note 4 (Parks, open spaces and streetscapes) - Prior year carryover project, Rochester Play Space has been progressing well, the variance can be attributed to this project.

Note 5 (Recreation, leisure and community facilities) - Projects related to swimming pools have been completed.

Note 6 (Roads) - Works on carryover projects from prior year are the reason for spend being greater than budget. The gravel road stabilisation project from 2020/21, \$1.06 mill, is the main project contributing to the variance.

Note 7 (Heritage plant and equipment) - Works on Council's three paddles teamers, the PS Adelaide, PS Alexander Arbuthnot and PS Pevensey, budgeted in prior years, were carried out. The work was essential to ensure all of the vessels obtained certification and remain 'in survey' so they can continue to operate.

Note 8 (Plant, machinery and equipment) - The additional spend is a carryover from the prior year. Issues with the supply of machinery and plant have delayed the delivery of the 2020/21 replacement program.

Note 9 (Buildings) - The construction of Echuca East Community Precinct, which is a carryover project from 2020/21 is progressing well with completion expected in the first quarter of the new year.

## 9.5 Domestic Animal Management Plan

Author	Department	Manager	General Manager
Manager Community Business	Community Business	Manager Community Business	General Manager Community

### 1. SUMMARY

Under the Domestic Animals Act 1994, a Domestic Animal Management Plan (DAMP) must be developed at four-year intervals, reviewed annually, and amended where appropriate. Council must provide a copy of the plan to the Government Secretary each year with any amendments. Council must also publish an evaluation of the plan's implementation within its annual report.

### 2. RECOMMENDATION

**That Council:**

- 1. Adopt the Domestic Animal Management Plan 2021 – 2025.**
- 2. Note that one submission was received during the community engagement period. The submission related to Council providing more dog off lead areas across the municipality. The submitter has been responded to and further information regarding dog off lead areas has been provided.**
- 3. Note that no amendments were made to the plan because of the submission**

### 3. PURPOSE

To have Council adopt the Domestic Animal Management Plan 2021 –2025.

The Domestic Animal Management Plan outlines the activities that Council will undertake over a 4-year period to support animal ownership and management. The DAMP supports and encourages responsible pet ownership across the municipality. It provides clear direction to the Animal Shelter staff, Community Rangers and Local Laws Officers, while assisting each in their roles to ensure that the community derives enjoyment from their pets ensuring that the potential for harm and nuisance is minimised.

### 4. DISCUSSION

As previously mentioned, the Domestic Animal Management Plan is a requirement under the Domestic Animals Act 1994. The plan is required to be developed at 4-year intervals. This plan was written in 2021 as per the timeline requirements of the state government. However, the state provided an extension of time for the plan's submission to the Animal Welfare Victoria due to impacts experienced by Council and communities during the Covid-19 Pandemic.

This extension allowed for an extended period of community consultation however, it does not change the 2021 -2025 date range of the plan.

The primary objective of the DAMP is to guide Council in the activities required to support responsible animal ownership and management within the community. To do this effectively, the DAMP provides an outline of intended programs, services, and strategies to:

- Improve animal management
- Educate the community about responsible pet ownership
- Ensure compliance with relevant legislation
- Maximise the benefits of animal ownership
- Minimise the number of animals that are brought into the Campaspe Animal Shelter
- Minimise the number of animals that are euthanised
- Create an environment where people and animals can coexist safely
- Protect the community and environment from feral and nuisance animals

- Promote a program for registration and identification of domestic animals
- Identify and control restricted breed, dangerous and menacing dogs
- Assist Domestic Animals Businesses to gain registration and meet their legislative requirements

Domestic animals are a significant part of many people's lives, and Council acknowledges the health and well-being outcomes that can be attributed directly to animal ownership.

Council understands the requirement to balance the aspirations of animal owners, the health needs of animals, and the expectations of the broader Campaspe community to produce a management framework that achieves positive outcomes for all stakeholders.

## 5. OPTIONS

### Option 1: Adopt the Domestic Animal Management Plan 2021 -2025

Council adopts the plan as presented.

This option is recommended by officers.

### Option 2: Not adopt the Domestic Animal Management Plan 2021 – 2025

Failure to adopt the plan will mean that Council is not meeting its obligations under the legislation.

This option is not recommended by officers.

## 6. CONSULTATION

### Internal consultation:

- EMG (Executive Management Group)
- Local Laws Coordinator
- Campaspe Animal Shelter Operations Manager

### External consultation:

- Community Engagement undertaken in accordance with Policy 059 Community Engagement

### Councillors:

- 3 November 2021 Council Briefing Session.

## 7. POLICY AND LEGISLATIVE IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

## 8. FINANCIAL AND ECONOMIC IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

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

## 9. ENVIRONMENTAL IMPLICATIONS

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

## 10. SOCIAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

## 11. RELEVANCE TO COUNCIL PLAN 2021-2025

Growing quality of life  
Effective and efficient services available locally

## 12. ISSUES AND RISK MANAGEMENT

### Issues:

The Plan has been developed in line with legislative requirements. There are no identified issues that would impact the operationalisation of the plan.

### Risk:

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

## 13. CONFLICT OF INTEREST

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

## 14. CHARTER OF HUMAN RIGHTS

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

## 15. INSTRUMENT OF DELEGATION

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer is so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

## 16. CONCLUSION

The Plan outlines the work that Council will undertake to promote responsible pet ownership and management over the next four years.

## 17. ATTACHMENTS

1. DAMP 2021 2025 [9.5.1 - 49 pages]



**Campaspe Shire Council**  
**Domestic Animal Management Plan**  
**2021 – 2025**



# Domestic Animal Management Plan



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# Domestic Animal Management Plan



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# Domestic Animal Management Plan



## 1. INTRODUCTION AND CONTEXT

### 1.1 Purpose of Domestic Animal Management Plan

Council plays an important leadership role in supporting and promoting responsible pet ownership and community safety, combined with active and healthy lifestyles.

After consultation with animal rescue groups, foster care networks, animal welfare organisations, volunteers, staff and interested community members, the Campaspe Shire Council is pleased to present its fourth Domestic Animal Management Plan 2021- 25 (DAMP). This plan builds on the work of previous plans and provides new initiatives and programs to be delivered over the next four years. This plan aims to develop and implement a range of initiatives that will:

- Improve animal management
- Educate the community about responsible pet ownership
- Ensure compliance with relevant legislation
- Maximise the benefits of animal ownership
- Minimise the number of animals that are brought into the Campaspe Animal Shelter
- Minimise the number of animals that are euthanised
- Create an environment where people and animals can coexist safely
- Protect the community and environment from feral and nuisance animals
- Promote a program for registration and identification of domestic animals
- Identify and control restricted breed, dangerous and menacing dogs
- Support Domestic Animal Businesses obtain registration and meet their legislative requirements

Domestic animals are a significant part of many people's lives, and Council acknowledges the health and well-being outcomes that can be attributed directly to animal ownership. Council understands the requirement to balance the aspirations of animal owners, the health needs of animals, and the expectations of the broader Campaspe community to produce a management framework that achieves positive outcomes for all stakeholders.

#### Statutory requirements

This DAMP has been prepared pursuant to the requirements of the Victorian Domestic Animals Act 1994.

Under Section 68A of the Domestic Animals Act, each Council must prepare a domestic animal management plan, every four years as follows:

#### **68A. Councils to prepare domestic animal management plans**

- (1) Subject to subsection (1A), each Council must, in consultation with the Secretary, prepare a domestic animal management plan on 4 December 2021 and at the end of each period of 4 years after that day.
  - (a) A Council may apply to the Secretary for an extension of time within which to prepare a domestic animal management plan.
  - (b) The Secretary may grant an extension of time under subsection (1A) if the Secretary believes that special circumstances exist that warrant the granting of an extension.



## Domestic Animal Management Plan



- (2) A domestic animal management plan prepared by a Council must—
- (a) set out a method for evaluating whether the animal control services provided by the Council in its municipal district are adequate to give effect to the requirements of this Act and the regulations; and
  - (b) outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of this Act in the Council's municipal district; and
  - (c) outline programs, services, and strategies which the Council intends to pursue in its municipal district—
    - (i) to promote and encourage the responsible ownership of dogs and cats;
    - (ii) to ensure that people comply with this Act, the regulations and any related legislation;
    - (iii) to minimise the risk of attacks by dogs on people and animals;
    - (iv) to address any over-population and high euthanasia rates for dogs and cats;
    - (v) to encourage the registration and identification of dogs and cats;
    - (vi) to minimise the potential for dogs and cats to create a nuisance; and
    - (vii) to effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and to ensure that those dogs are kept in compliance with this Act and the regulations;
  - (d) provide for the review of existing orders made under this Act and local laws that relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of dogs and cats in the municipal district are desirable;
  - (e) provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary;
  - (f) provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.
- (3) Every Council must—
- (a) review its domestic animal management plan annually and, if appropriate, amend the plan; and
  - (b) provide the Secretary with a copy of the plan and any amendments to the plan; and
  - (c) publish an evaluation of its implementation of the plan in its annual report.

### 1.2 Process Applied in Developing the Plan

This DAMP has been prepared through:






- Evaluating the Domestic Animal Management Plan 2017 – 2021 (what worked well and what could be improved).
- Analysing internally collected data (call centre data, animal nuisance complaints, animal registrations) to understand potential trends for consideration through research and Plan development.
- Conducting an internal review to ensure the Plan scope aligns with legislated responsibilities for local governments with regard to domestic animal management; and

## Domestic Animal Management Plan



- Community consultation on the draft Domestic Animal Management Plan 2021 – 2025.

Campaspe Shire Council is committed to capturing the input of the community and stakeholders wherever possible, to provide effective leadership and enhanced delivery of services to the residents of Campaspe. The following table is from Council's Community Engagement Policy.

	 Inform	 Consult	 Involve	 Collaborate	 Empower
<b>What Council will do</b>	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
<b>Level of Community Influence</b>	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

### 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.

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.

## Domestic Animal Management Plan



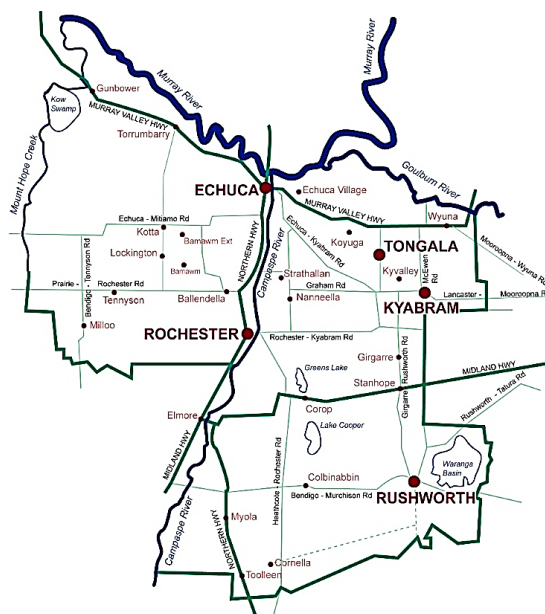
### 1.3 Council Profile

The Shire of Campaspe is located in north central Victoria, about 180 kilometres north of central Melbourne and covers an area of approximately 4,500 square kilometres. It is a popular tourist and retirement destination.

It had an estimated residential population of 37,675 in 2020. The median age is 46 years.

Most of the community reside in the townships of Echuca, Kyabram, Gunbower, Lockington, Rochester, Rushworth, Stanhope and Tongala; however, there are many people who live and work outside of these townships.

Localities include: Ballendella, Bamawm, Bamawm Extension, Burnewang, Campaspe West, Carag Carag, Colbinabbin, Cornella, Corop, Creek View, Diggora, Dingee, Drummartin, Echuca, Echuca Village, Echuca West, Elmore, Fairy Dell, Girgarre, Gunbower, Harston, Kanyapella, Kotta, Know Swamp, Koyuga, Ky Valley, Ky West, Kyabram, Lake Cooper, Lancaster, Lockington, McEvoy's, Milloo, Mitiamo, Moora, Mount Scobie, Murchinson, Muskerry, Myola, Nanneella, Patho, Piavella, Pine Grove, Redcastle, Rochester, Roslynmead, Runnymede, Rushworth, Simmie, Stanhope, Strathallan, Taripta, Tennyson, Terrick Terrick East, Terrick Terrick West, The Settlement, Timmering, Tongala, Toolleen, Torrumbarry, Wanalta, Waranga, Waranga Shores, Wharparilla, Whroo, Wyuna, Wyuna East and Yambuna.



The Shire of Campaspe is predominantly a rural area, the main industries include dairying, tourism, food processing, cereal cropping, tomatoes, sheep/wool, aquaculture, floriculture, vegetables, feed lotting, viticulture, beef cattle and rice.

## Domestic Animal Management Plan



### 1.4 Context and Current Situation

Campaspe Shire Council provides a range of programs and services to its community to promote responsible pet ownership and maintain the health and safety of domestic animals and community members alike.

Domestic animal management services sit within the Community Division of Council. The Community Business department is responsible for delivery of these services through two units:

- Local Laws – Responsible for the general management of domestic animal concerns within the community, including ensuring community and animal safety through animal collection and impoundment.
- Campaspe Animal Shelter – Responsible for the housing and management of impounded and surrendered domestic animals and their reunification with owners or subsequent rehoming.

The following table provides a summary of the key programs and services provided by Council in support of responsible and effective domestic animal management within the Shire.

Program/Service:	Description of Program/Service
Identification and Registration	Administration of annual registration program, with lifetime tags.  Animal registrations for 2020/2021 financial year included 7,881 dogs and 2,538 cats.
Identification Tags	Provision of animal identification tags (animal name and owner phone number) engraved onsite at Campaspe Animal Shelter for cost price, available 7 days a week.
Identification and Registration - Doorknock Campaigns	Community Rangers undertake visits to properties to check current registration of domestic animals and compliance with the Domestic Animals Act 1994 and Council's local laws, annually between June and October.
Domestic Animal Complaints	Response to community complaints regarding domestic animals. Community Rangers respond to complaints within 24 hours.
Dangerous Dogs Complaints	Response to community complaints regarding domestic animals. Community Rangers respond to dangerous dog complaints within 45 minutes.
Routine Street Patrols	Community Rangers are rostered to undertake town patrols daily with a target of patrols occurring on 95% of days.
Community Ranger – Home Safe Program	Community Rangers assess all domestic animals collected for identifying markers, such as, microchip, identification tags,

## Domestic Animal Management Plan



Program/Service:	Description of Program/Service
	<p>disease, temperament, and any obvious signs of injury.</p> <p>If a domestic animal can be identified and the owners contact details are current, the owner will be contacted as soon as possible and the animal returned home.</p>
After hours emergency service	On-Call Community Rangers are rostered to take calls between 5pm and 8am Monday – Friday, as well as weekends and public holidays.
Campaspe Animal Shelter	<p>Operates as a consolidated domestic animal pound and shelter.</p> <p>Open to the public via appointment system 45.25 hours per week spread across 7 days.</p>
Micro-chipping service	Provision of reduced fee micro-chipping services available to the public weekdays via appointment at the Campaspe Animal Shelter.
Reuniting Unidentified Domestic Animals	<p>Public advertising of lost domestic animals to encourage reunification with owners.</p> <p>All domestic animals that enter Campaspe's Animal Shelter have their photograph taken and uploaded on the webpage along with their description and area found.</p>
Volunteering and Foster Care	Administration of a community-based volunteering and foster-care program to support the wellbeing of domestic animals in the animal shelters care.
Work Experience and Industry Training	Campaspe Animal Shelter offers work experience opportunities for year 10 secondary school students and industry related course participants to support skills development in domestic animal management.
Community Foster Care Networks	Campaspe Animal Shelter has formal arrangements in place with independent animal rescue groups to facilitate the movement of animals for rehoming purposes, to improve local rehoming rates.
Domestic Animal Adoption Promotions	<p>Public promotion of domestic animals available for adoption to assist in increased rehoming rates.</p> <p>Methods used for promotion include:</p> <ul style="list-style-type: none"> <li>• Campaspe Animal Shelter Webpage</li> <li>• Campaspe Animal Shelter Facebook page</li> </ul>

## Domestic Animal Management Plan



Program/Service:	Description of Program/Service
	<ul style="list-style-type: none"> <li>• Pet Rescue subscription (national database for animals looking for homes)</li> <li>• Adoption boards at local vet clinic and pet shop</li> <li>• Animals of the week in local and regional newspapers</li> <li>• Reduced adoption fee promotion events</li> </ul>
Adoption and Micro-chipping Events	<p>Provision of community education events to improve local animal adoption and micro-chipping rates.</p> <p>Conducted by Council's animal shelter staff and Community Rangers in local pet shops to promote the benefits of registration, micro-chipping, adopting and responsible pet ownership</p>
Cat Trapping Service	<p>Delivery and pick-up of cat traps by Community Rangers to decrease the prevalence of feral and stray cats within the community.</p>
Domestic Animal Business Inspections	<p>Community Rangers conduct annual inspections of local Domestic Animal Businesses to ensure compliance with statutory requirements under the Domestic Animals Act 1994.</p>
Dangerous/Restricted Dog Inspections	<p>Community Rangers conduct regular inspections of residences holding declared dangerous dogs or restricted breeds to ensure compliance with statutory requirements under the Domestic Animals Act 1994.</p>
Additional Animal Permit Inspections	<p>Community Rangers conduct inspections of residences holding additional animals to ensure compliance with permit conditions, annually or when a complaint is received.</p>
Public Education	<p>Provision of public information to support responsible pet ownership, through a range of educational materials, including:</p> <ul style="list-style-type: none"> <li>• Barking dog booklet</li> <li>• Fact Sheets</li> <li>• Brochures</li> <li>• Council and Campaspe Animal Shelter Websites and Facebook pages</li> <li>• Local Laws provides support and advice to Domestic Animal Businesses through annual auditing</li> </ul>

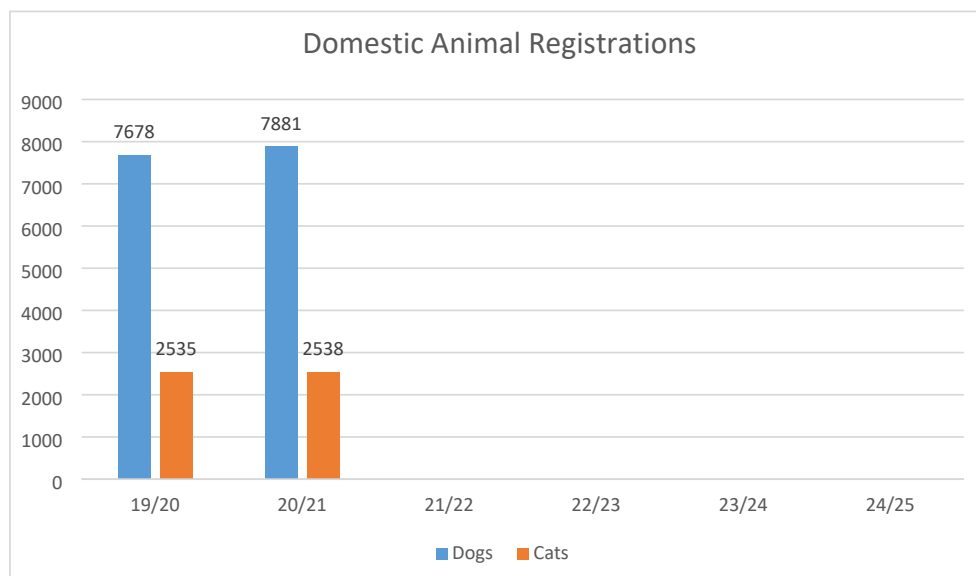
## Domestic Animal Management Plan



### 1.5 Domestic Animal Statistics

#### Number of registered dogs / cats

Domestic animal registration numbers for the 2020/2021 financial year as of July 2021 comprises 7,881 dogs and 2,538 cats, an increase in the number of paid animal registrations since 2019/20. The follow up of unpaid animal registration renewals on the telephone by Community Rangers has seen an increase in registration compliance.



#### Number of registered domestic animal businesses

Council currently has 9 registered Domestic Animal Businesses.

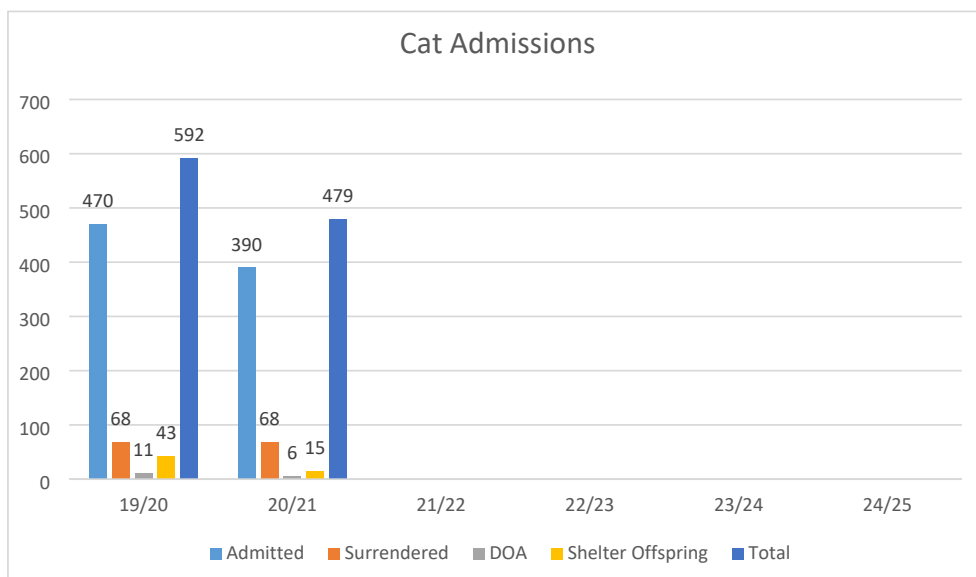
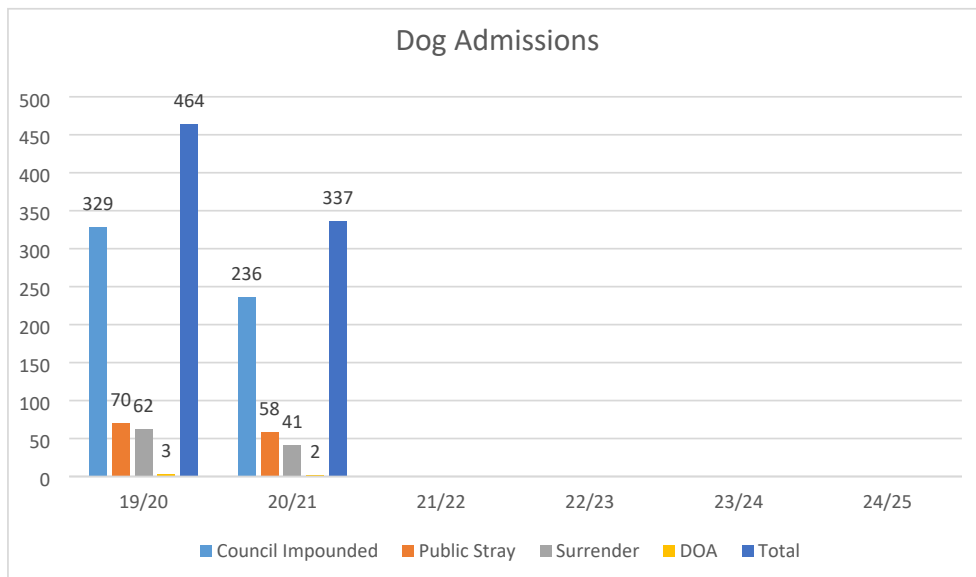
#### Number of animals seized/surrendered

The graphs below illustrate the number of animals seized/surrendered to the Campaspe Animal Shelter by Council Community Rangers impoundment and by direct public surrender.

2020/2021 financial year there was a reduction in domestic animals impounded overall, a decrease by 127 animals. Victorian COVID-19 stay at home orders are likely to have contributed to the decrease in stray animals.

Note: Feral animals not included

# Domestic Animal Management Plan



### Number of cats/dogs reclaimed/rehomed/euthanised

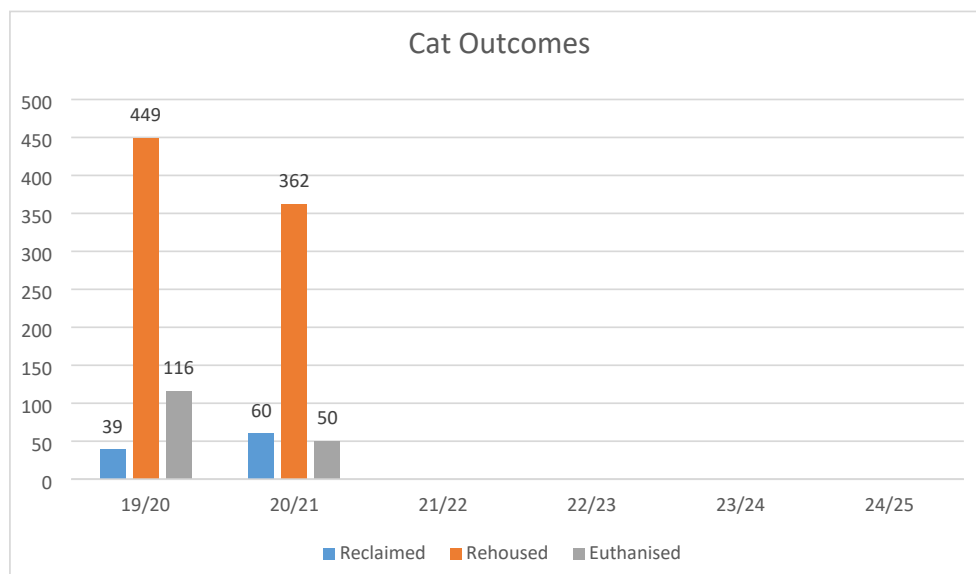
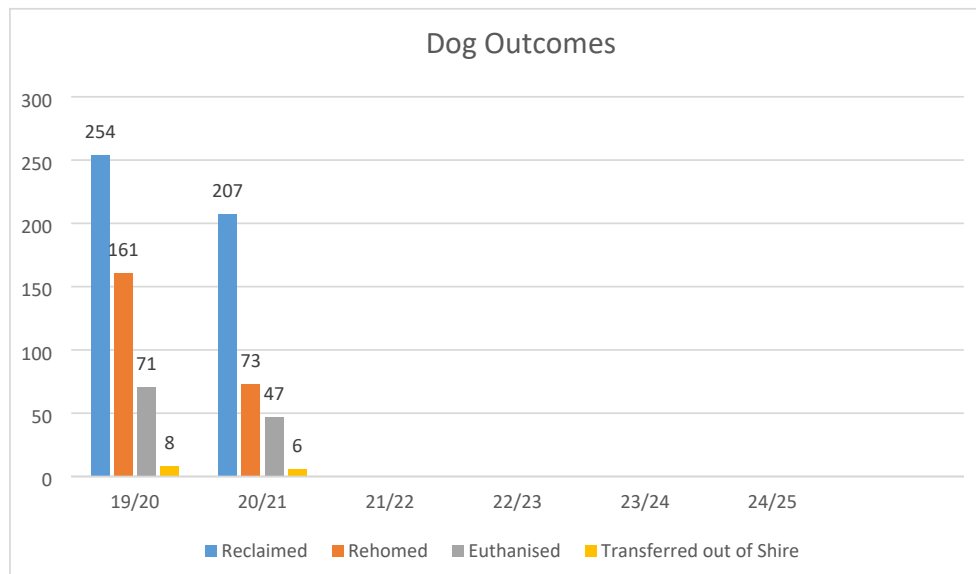
The graphs below illustrate the number of cats/dogs reclaimed, rehomed and euthanised through the Campaspe Animal Shelter.

2020/2021 Financial year reclaimed animals increased by 5%, rehoused animals decreased by 5% and euthanasia rates decreased by 6% compared to the 2019/2020 period.

Note: Dogs transferred out of Shire = dogs that were impounded but resided in Murray River Council, NSW. Feral animals not included.



## Domestic Animal Management Plan



### Number of complaints relating to cats and dogs

During the 20/21 financial year Community and On Call Rangers dealt with 1,226 complaints in relation to dogs and cats. These ranged from dogs at large, requests for cat traps, barking & nuisance dogs, dog attacks and surrender of animals.

## 2. TRAINING OF AUTHORISED OFFICERS

Council is responsible for providing a range of important services to the community in relation to the management of domestic animals within the municipality. In this regard it is vital that Council's front-line and support staff are equipped with the skills and knowledge to provide a responsive and professional service which additionally complies with Council's statutory obligations.

## Domestic Animal Management Plan



Council is committed to the training and development of all employees and recognises the complexity of managing often divergent community demands, opinions, and expectations in relation to domestic animals. Council provides training for authorised officers to ensure that they can properly administer and enforce the requirements of the Domestic Animals Act 1994.

Full time Community Rangers are required to hold (or be undertaking) the relevant statutory training of Certificate IV in Government and Certificate IV in Animal Control and Regulation.

### 2.1 Context and Current Situation

Council currently employs two full time Community Rangers who are Authorised Officers. Both have received their Certificate IV in Government & Animal Control.

Council also has 5 casual on-call Authorised Officers who perform their normal duties with other areas at Council.

The following table outlines Council's full-time Community Rangers current training and qualifications:

Training Activity	Schedule
Certificate IV in Government and Certificate IV in Animal Control and Regulation	As required for new Community Rangers
Conflict Resolution Training	Annually
Customer Service Training	Annually
Defensive Driving Training	As programmed
Department of Jobs, Precincts and Regions/Animal Welfare Victoria/information seminars	As programmed
First Aid	Annually
Animal Handling Training	As required
Animal Assessment Training	As required
Investigation and Prosecution Training	As required
Council e-learning - LMS (Learning Management System) training	As programmed
Firearm (bolt gun) Training	Upon commencement and as required
AIAM (Australian Institute of Animal Management) seminars	As programmed
AWV (Animal Welfare Victoria) seminars	As programmed
Restricted Breed Dog Identification	As programmed
Working in Remote Areas Training	As programmed
Pandemic (COVID-19) Training	Ongoing

Performance measures from Council's previous Domestic Animal Management plan and outcomes:

## Domestic Animal Management Plan



Activity	When	Evaluation	Outcomes
Identify minimum training requirements by consultation with management and staff	Annually	Training schedule developed, approved and incorporated into officer's induction and annual training plans	All Council learning management (LMS) completed.
Ensure all new Authorised Officers have completed the minimum training requirements within 12 months of appointment	12 months from commencement of new employment	Completion of induction reviews and annual reviews	All Council learning (LMS) completed at time of performance review.  New Authorised Officer and Animal Shelter Operations Manager completed Certificate IV Government and Certificate IV Animal Control and Regulation November 2020

### 2.2 Our Planned Training for Authorised Officers

Council has role specific compliance training plans in place for all departments. When developing annual performance objectives Council uses the SMART model, by using this model the objectives set can be specific, measurable, achievable, realistic, and timely.

The performance of staff and their attendance at the required training is measured on an annual basis.

Activity	Schedule
Identify minimum training requirements by consultation with management and staff	Annually
Ensure all new authorised officers have completed the minimum training requirements within 12 months of appointment	Annually
Conflict Resolution Training	Annually
Customer Service Training	Annually
Defensive Driving Training	As programmed
Department of Jobs, Precincts and Regions/Animal Welfare Victoria/information seminars	As programmed
First Aid	Annually
Animal Handling Training	As required
Animal Assessment Training	As required
Investigation and Prosecution Training	As required

## Domestic Animal Management Plan



Activity	Schedule
Council e-learning - LMS (Learning Management System) training	As programmed
Firearm (bolt gun) Training	Upon Commencement and as required
AIAM (Australian Institute of Animal Management) seminars	As programmed
AWV (Animal Welfare Victoria) seminars	As programmed
Restricted Breed Dog Identification	As programmed
Working in Remote Areas Training	As programmed
Pandemic (COVID-19) Training	Ongoing

### 2.3 Our Plan

Council plans to ensure that all staff are trained in the latest appropriate skills to meet the requirements of being Authorised Officers.

Council liaises with Animal Welfare Victoria and Agriculture Victoria in relation to the latest qualifications and/or opportunities that may be available to staff to further their learning and qualifications.

Council has a dedicated Training Coordinator who is notified or identifies what training is required by Authorised Officers. They then ensure that these training opportunities are offered to all relevant staff when they become available.

Council has not Authorised any non employees under Section 72A of the Domestic Animals Act.

Training objectives that Council will need to consider over the next four years in relation to new Authorised Officers who may come into the Local Laws Unit.

Activity	When	Evaluation
Identify minimum training requirements by consultation with management, staff and outside organisations i.e. Agriculture Victoria and Animal Welfare Victoria	Assessed as required or notified	To be added to HR training program as necessary.
Identify additional training opportunities by consultation with management, staff and outside organisations i.e., Agriculture Victoria and Animal Welfare Victoria	As identified	To be added to HR training program as identified as being a required training opportunity.

## Domestic Animal Management Plan



Activity	When	Evaluation
Animal Handling training	As new On Call staff come into the Local Laws Unit	Certified course
Certificate IV in Government and Certificate IV in Animal Control and Regulation	When new Community Rangers come into the Local Laws Unit	Certified Course – Pass/Fail

### 3. PROGRAMS TO PROMOTE AND ENCOURAGE RESPONSIBLE PET OWNERSHIP AND COMPLIANCE WITH LEGISLATION

#### 3.1 Context and Current Situation

The Department of Jobs, Precincts and Regions (DJPR) operate state-wide education programs and activities through Animal Welfare Victoria. They manage all school visitation programs.

Council provides information to support responsible pet ownership through a range of educational materials in the form of brochures, a barking dog booklet, fact sheets and posts on the Council and Campaspe Animal Shelter websites and Facebook pages. Refer to Appendix A.

#### 3.2 Our Orders, Local Laws, Council Policies and Procedures

##### Current Orders

Within the shire there are specific areas where dog/s must be on a lead, under control at all times or where no dogs are allowed. Refer to Appendix B.

There are also specific off-lead areas within the municipality where dog/s can be exercised with a lead, however, they must still be able to be controlled by calling its name or making a similar command.

Note: Although Council encourages dog exercise, it has banned dogs from children's playgrounds as it is not appropriate that users of these reserves encounter dog droppings. In areas such as the Aquatic Reserve, Echuca, where "dogs are to be under control at all times", the owner must:

- carry a chain, cord or leash sufficient to bring the dog under effective control if the dog behaves in a manner that threatens any person or animal.
- remain in effective voice or hand control of the dog so as to be able to promptly bring the dog under effective control by placing the dog on a chain, cord or leash if that becomes necessary.
- not allow the dog to worry or threaten any person or animal.

## Domestic Animal Management Plan



### Current Local Laws

#### Shire of Campaspe General Local Law No 8 2015

- 48. Adequate fencing to prevent the escape of animals  
An owner or occupier of land on which an animal is kept must ensure that the land is adequately fenced so as to prevent the escape of animal form the land. Penalty: 3 Penalty Units
- 49. Protection of other animals and native fauna and flora  
An owner of an animal, or an owner or occupier of land on which the animal is kept, must ensure that the animal does not harm, kill, or destroy, any native fauna or flora, or any other animal. Penalty: 3 penalty units.
- 50. Domestic animal nuisance to neighbours  
An owner or occupier of land must ensure that any animal or bird kept on the land does not cause a nuisance to surrounding or neighbouring landowners. Penalty: 3 Penalty Units.
- 51. Dog excrement  
A person in charge of a dog on a road or in a municipal place must:
  - a. Not permit the excrement of the dog to remain on that road or in that municipal place;
  - b. Carry a device suitable for the removal of any excrement that may be deposited by the dog; and
  - c. Produce the device on the request of an Authorised Officer.

### 3.3 Our Plan

Over the next four years, Council will continue strategies to decrease the number of domestic animal complaints and to increase community awareness and education. Council will continue to work with the community and relevant industry groups to promote responsible pet ownership.

**Objective** Increase education in relation to current and future programs that promote and encourage responsible pet ownership and compliance with legislation. Refer to Appendix A.

## 4. PROGRAMS TO ADDRESS OVER-POPULATION RATES AND ANY HIGH EUTHANASIA RATES

### 4.1 Context and Current Situation

Council policies and procedures are guided by the Domestic Animals Act 1994. The promotion of micro-chipping and registration of domestic animals has a strong emphasis on the return of lost pets to their owners as a key reason.

Council's Community Ranger – Home Safe Program aims to return any domestic animal to its owner whenever possible.

## Domestic Animal Management Plan



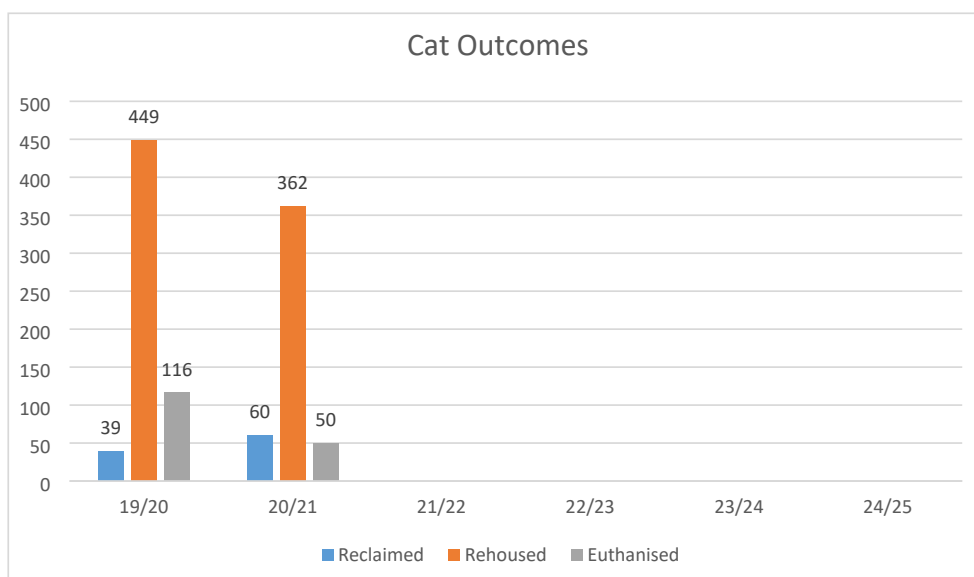
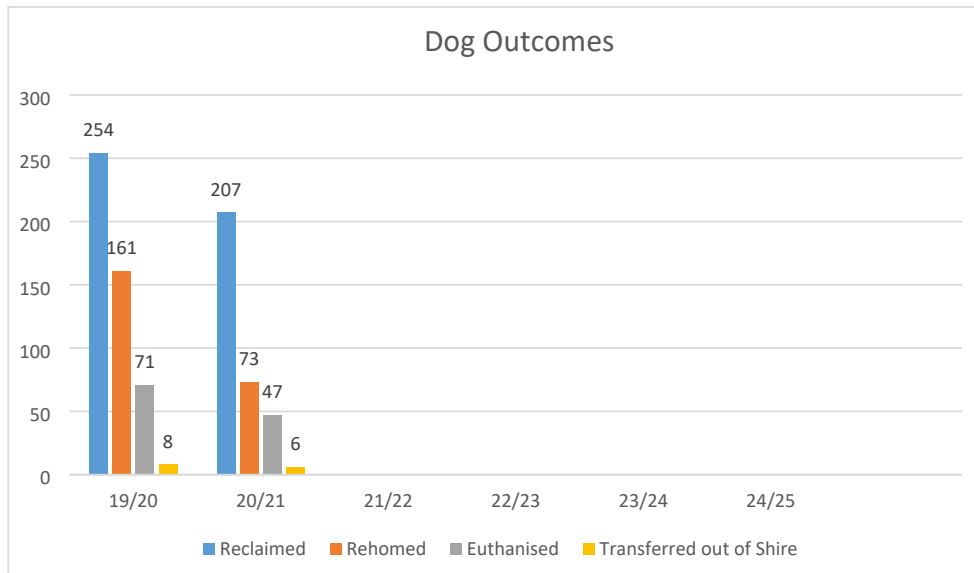
The Campaspe Animal Shelter has a successful re-homing program for domestic animals. In 2020/2021 financial year 61 % out of 232 dogs that were not reclaimed by their owners were rehoused, with 39% of dogs that were not reclaimed by their owners were euthanised.

Whereas with cats 86% out of 565 of those that were not reclaimed by their owners were rehoused and 12% were euthanised.

Those animals that were not reclaimed or rehoused were mostly reported to have significant health and/or temperament issues.

Dog euthanasia rates increased during the 2020/2021 financial year due to an increase in reported dog attacks within the community resulting in the dogs being surrendered to Council for euthanasia.

Cat euthanasia rates show a decrease in the 2020/2021 financial year as feral cat numbers are no longer required to be reported on.



## Domestic Animal Management Plan



Council's objective is to drive down euthanasia rates through responsible pet ownership that includes identification and registration. The key activities are:

- To continue to run animal adoption programs from the animal shelter and work with local businesses to run adoption days.
- Promote identification and registration of domestic animals and to continue to work with local businesses to run reduced price micro-chipping days.
- Continue to undertake door knocking program across the municipality to identify animals that are not micro-chipped or registered with Council.
- Investigate reports of unregistered breeders.
- Promoting the benefits of desexing.
- Promoting cat enclosures.
- Advertise all impounded pets online.
- Micro-chipping and registering of impounded animals prior to release to the owner.
- Continue to have limits on the number of animals that can reside in one household to ensure the health and well-being of domestic animals, and to minimise inappropriate practices such as hoarding domestic animals.

In Council's previous Domestic Animal Management Plan the key objective was to drive down euthanasia rates through responsible pet ownership that includes identification and registration. Refer to Appendix A.

### 4.2 Our Orders, Local Laws, Council Policies and Procedures

Related Council Policies and Documents:

- Shire of Campaspe General Local Law No 8 2015
- Local Laws – Animal Control – Policy & Procedure manual
- Local Law Policy & Procedure Manual
- Animal Control Work Service Plan
- Campaspe Animal Shelter – Animal Health Plan

#### Current Orders

Campaspe Shire Council does not have any current orders in place.

#### Current Local Laws

General Local Law No 8, 2015 – Part 4 – Animals

General Local Law No 8 enables officers to enforce the Domestic Animals Act and the requirements of the Local Law. This major review provides an opportunity for community consultation and involvement. Changes may be necessary to enable the best outcome for the Community and the animals within the Community. Until this review occurs the current local law stands. The following section outlines the current requirements of the local law.

#### Dogs and Cats

- (a) An owner or occupier of land must not, without a permit, keep or allow to be kept more than two dogs and / or two cats on that land.
- (b) For the purpose of calculating the maximum number of dogs or cats kept, any progeny may be lawfully kept, without a permit, for 12 weeks after birth; and



## Domestic Animal Management Plan



- (c) Council may by resolution exempt any class of dog or cat from the requirement to be kept with a permit under Clause 46(1).

### Keeping Animals in Residential Areas

- (a) An owner or occupier of land must not keep, or allow to be kept without a permit, more than four different types of animals on that land at any time or allow to be kept any more in number for each type of animal than as set out in the following table:

Type of Animal	Maximum Allowed in Residential Areas	Rural Living Areas	Rural Areas
<b>Dogs</b>	2	2 allowed except when otherwise determined by Council in each individual application for a permit	5
<b>Cats</b>	2	2 allowed except when otherwise determined by Council in each individual application for a permit	5
<b>Poultry (other than turkeys and geese)</b>	8 Fowl or 2 Ducks	8 Fowl or 2 Ducks allowed except when otherwise determined by Council in each individual application for a permit	No Local Law permit required
<b>Turkeys and Geese</b>	None allowed unless otherwise determined by Council in each individual application for a permit	None allowed unless otherwise determined by Council in each individual application for a permit	No Local Law permit required
<b>Pigs</b>	None Allowed	None allowed unless otherwise determined by Council in each individual application for a permit	No Local Law permit required
<b>Horses, Donkeys, Camels, Cattle, Sheep, Goats</b>	None Allowed	None allowed unless otherwise determined by Council in each individual application for a permit	No Local Law permit required
<b>Ferrets</b>	None allowed except when the block is larger than 2 hectare or it is otherwise determined by Council in each individual application for a permit	No Local Law permit required	No Local Law permit required
<b>Guinea Pigs</b>	6	6 allowed except when otherwise determined by	No Local Law permit required

## Domestic Animal Management Plan



Type of Animal	Maximum Allowed in Residential Areas	Rural Living Areas	Rural Areas
		Council in each individual application for a permit	
<b>Domestic Birds</b>	6	6 allowed except when otherwise determined by Council in each individual application for a permit	No Local Law permit required
<b>Pigeons</b>	50	50 allowed except when otherwise determined by Council in each individual application for a permit	No Local Law permit required
<b>Domestic Rabbits</b>	10	10 allowed except when otherwise determined by Council in each individual application for a permit	No Local Law permit required
<b>Any other livestock or agricultural animal</b>	0	Allowed except when otherwise determined by Council in each individual application for a permit	No Local Law permit required
<b>Roosters</b>	<p>a) None allowed except when otherwise determined by Council in each individual application for a permit.</p> <p>b) None allowed unless the person keeping the rooster(s) is a member of the Victorian Poultry Fanciers Association and complies with their Code of Practice.</p>	2 allowed except when otherwise determined by Council in each individual application for a permit	No Local Law permit required

- (b) Sub clause (1) does not apply if a planning permit has been obtained for land used for the purposes of animal boarding, breeding, keeping, or training.

### Keeping of Animals

4. In determining whether to grant a permit for the keeping of animals where the number exceeds that which is set out in the Table to clause 45 (1), the Council must take into account: -
- the zoning of the land;
  - the proximity of the area to adjoining properties;
  - the amenity of the area to that of adjoining properties;
  - the type and additional numbers of animals to be kept;

## Domestic Animal Management Plan



- (e) the area of land available for keeping the animals;
- (f) the likely effects on adjoining owners or occupiers;
- (g) whether the animals are being temporarily homed under an approved community foster care network;
- (h) the adequacy of animal shelters; and
- (i) whether the animals have been desexed; and
- (j) any other matter relevant to the circumstances associated with the application.

### Accommodation for Animals - Shelters

5. In determining what may be reasonable shelter, consideration should be given to:

- (a) the type of animal to be kept;
- (b) the height of the shelter;
- (c) the distance from the street frontage of the property;
- (d) the distance from any other street or road;
- (e) the distance from the boundary of any adjoining property; and
- (f) the distance from any dwelling.

in accordance with the *Animal Welfare Victoria – Code of Practice for Management of Dogs and Cats in Shelters and Pounds*.

6. All animal shelters must be constructed in accordance with the following standards:

- (a) The floor area of any animal shelter must be sized to allow 0.7 square metres of floor area for each head of poultry kept or be of a size approved by Council for keeping of any other animal.
- (b) An animal shelter must be located in a position approved by Council.
- (c) Animal shelters must be constructed of approved materials and be roofed so as to exclude all rainwater. Roof drainage is to be connected to an approved stormwater system.
- (d) The floor of an animal shelter shall be constructed in an approved material and the finished floor level shall be a minimum of 80mm above surrounding ground level.
- (e) Shelters for poultry and domestic birds shall be constructed so as to be rodent proof.
- (f) Poultry houses shall be constructed with a minimum 200mm plinth directly above and around the edge of the floor capable of holding a bed of litter of a minimum depth of 200mm.

7. All animal shelters must be maintained in accordance with the following standards so that:

- (a) All manure, litter and other waste is removed and / or treated as often as necessary so that it does not cause a nuisance or offensive condition;
- (b) All manure, litter and other waste to be stored in a fly and vermin proof receptacle until removed from the premises or otherwise disposed of to the satisfaction of the authorised officer;
- (c) The ground surrounding the shelter is drained to the satisfaction of the authorised officer;
- (d) The area of land within 3 metres of the area or structure in which the animal is kept must be kept free from dry grass, weeds, refuse, rubbish or other material capable of harbouring vermin;

## Domestic Animal Management Plan



- (e) All animal food, grain or chaff is kept in vermin proof receptacles; and
- (f) The area where animals are kept must be thoroughly cleaned and maintained at all times in a clean and sanitary manner so as not to give rise to any nuisance and to the satisfaction of the authorised officer.

### Keeping of Livestock

A person must not, without a permit, keep livestock on land which is less than one (1) hectare in area.

### Pigeons

A person must not in a residential area exercise pigeons other than during 2 hours after sunrise or 2 hours before sunset.

### Adequate Fencing

An owner or occupier of land on which an animal is kept must ensure that the land is adequately fenced so as to prevent the animal's escape from the land.

### Protection of Other Animals and Native Fauna and Flora

An owner of an animal, or an owner or occupier of land on which the animal is kept, must ensure that the animal does not harm or kill, or destroy, any native fauna or flora, or any other animal, other than on the animal owner's property.

### Nuisances

An owner or occupier of land must ensure that any animal or bird kept on the land does not cause a nuisance to surrounding or neighbouring landowners.

### Dog Excrement

A person in charge of a dog on a road or in a municipal place must:

- (a) Not permit the excrement of the dog to remain on that road or in that municipal place;
- (b) Carry a device suitable for the removal of any excrement that may be deposited by the dog; and
- (c) Produce the device on demand by an Authorised Officer.

### Horses on Reservations

- (a) A person must not, without a permit, ride or lead a horse on a footpath or nature strip in a residential area; and
- (b) Council or an Authorised Officer may exempt a person from the requirement under sub clause (a) to obtain a permit

### Current Policies and Procedures

- Shire of Campaspe General Local Law No 8 2015
- Local Laws – Animal Control – Policy & Procedure manual
- Local Law Policy & Procedure Manual
- Animal Control Work Service Plan
- Campaspe Animal Shelter – Animal Health Plan

## Domestic Animal Management Plan



### 4.3 Our Plan

Over the next four years Council will introduce strategies to decrease the number of domestic animal complaints, euthanasia rates, over population and to increase community awareness and education. Council will continue to work with the community and relevant industry groups to promote responsible pet ownership. Refer to Appendix A.

## 5. REGISTRATION AND IDENTIFICATION

The Victorian Domestic Animals Act 1994 requires the owner of a dog or cat to apply to register that dog or cat with the Council of the municipal district in which the dog or cat is kept, if the animal is over 3 months of age. The cat or dog must have been implanted with a prescribed permanent identification device (microchip) prior to being registered. Registered pets are also required to wear an identification marker issued by Council outside their premises.

Registration fees help to fund the animal management services provided by Council, the responsible pet ownership program and other educational programs run by the Victorian State Government.

### 5.1 Context and Current Situation

Council registration for domestic animals is not only a legislative requirement but it also importantly supports the reunification of pets with their owners, which in turn minimises the distress to the pet from being confined in an unfamiliar environment. A domestic animal found with a microchip and Council registration tag has a much higher chance of being reunited with its owner rather than being impounded at the Campaspe Animal Shelter.

The number of unregistered animals that enter the Campaspe Animal Shelter is still at a high rate, which suggests many unregistered pets exist within the municipality.

All domestic animals impounded must be microchipped and registered with their local Council prior to the animal being released back to its owner.

Reduced registration fees are available for categories of dogs and cats including those that are desexed, over 10 years old, used as a working dog and for pet owners who are pension concession card holders.

Lifetime registration tags are issued for each domestic animal registered with Council, and Council utilises post mail, email, and text messaging in the registration renewal process.

Council also provides a reduced fee microchipping service to ensure all domestic animals can be identified and registered with Council. The microchipping and Council animal registration can all be processed at Campaspe Animal Shelter.

In Council's previous Domestic Animal Management Plan, a key objective was to maintain the number of dog and cat registrations in line with population growth within the municipality. The outcomes for this objective are listed below. Refer to Appendix A.

### 5.2 Our Orders, Local Laws, Council Policies and Procedures

#### Current Orders

- Domestic Animals Act 1994 Part 2 – Registration of dogs and cats Division 1 – Registration Requirements.

#### Current Local Laws

- Shire of Campaspe General Local Law No.8 2015 Part 4 – Animals refer to chapter 4.2

## Domestic Animal Management Plan



### Current Policies and Procedures

- Shire of Campaspe General Local Law No 8 2015
- Local Laws – Animal Control – Policy & Procedure manual
- Local Law Policy & Procedure Manual
- Animal Control Work Service Plan
- Campaspe Animal Shelter – Animal Health Plan
- Application for registration & renewal of registration
- Council Fees & Charges schedule
- Animal Admission Form
- Surrender Form
- Euthanasia Form

### Our Current Compliance Activities

- Conduct door knocking program to identify unregistered domestic animals across the municipality
- Follow up with owner who fail to re-register their animals during the annual registration process
- All seized and impounded domestic animals are microchipped and registered prior to their release
- All animals made available for adoption are microchipped and desexed prior to adoption. Shire of Campaspe residents adopting a cat or dog register the animal with Council at the time of adoption.
- Email notification sent to Council's each week of animals that have been adopted from Campaspe Animal Shelter to enable them to follow up for registration
- Conduct routine patrols across the municipality
- Reduced fee microchipping service and events to encourage identification and registration

### 5.3 Our Plan

Over the next four years Council will introduce strategies to decrease the number of unregistered domestic animals and to increase community awareness and education. Council will continue to work with the community and relevant industry groups to promote responsible pet ownership.

**Objective** Increase education in relation to current and future programs that promote and encourage responsible pet ownership and compliance with legislation. Refer to Appendix A.

## 6. NUISANCE

The regulations for managing domestic animal nuisance, relating to noise, trespassing, and wandering at large are contained within the Victorian Domestic Animals Act 1994. Campaspe Shire Council has also introduced several Local Laws to help minimise and prevent nuisances.

## Domestic Animal Management Plan



### 6.1 Context and Current Situation

Nuisance domestic animals not only create disturbances in the community, but they also pose a risk to other animals and/or wildlife and can be the cause of disharmony between neighbours. Council therefore has a designated role under the Domestic Animals Act 1994 to respond to and manage nuisance animals.

The main types of nuisance complaints that Community Rangers deal with are trespassing, wandering at large and, to a lesser extent, barking dogs.

The number of animals seized and impounded at Campaspe Animal Shelter show that cats are the main nuisance animals within the municipality. Euthanasia of trapped feral cats remains a vexed issue, with the protection of wildlife in a rural environment necessitating that this service be provided.

Council provides on average 250 cat traps to the community each year

On average only 6-12% of cats impounded are reclaimed by their owners, whereas the percentages are much higher with impounded dogs averaging around 60% reclaimed by their owners.

Council seeks to reduce the potential for nuisance behaviours through a range of proactive initiatives, while ensuring that resources are in place to respond to instances of nuisance behaviour.

Current programs in place to minimise the incidence of nuisance domestic animals include:

- Routine patrols across the municipality
- Maximum 24-hour response time to nuisance complaints
- Provision of cat cages for trapping nuisance cats
- Media releases reinforcing responsible animal ownership
- Barking dog booklet
- Cat confinement brochures

In Council's previous Domestic Animal Management Plan the key objective was to support and encourage animal owners to manage their pets in a way that minimises the potential for nuisance complaints. Refer to Appendix A.

### 6.2 Our Orders, Local Laws, Council Policies and Procedures

#### Current Orders

- Domestic Animals Act 1994

#### Current Local Laws

- Shire of Campaspe General Local Law No.8 2015 Part 4 – Animals refer to chapter 4.2

#### Current Policies and Procedures

- Campaspe Animal Shelter Health Management Plan
- P01 Assessment for admission to the pound or shelter
- P05 Euthanasia
- P06 Assessing animals for rehoming
- P10 Long-term impoundment

## Domestic Animal Management Plan



- P11 Assessment of animals unfit for continued care
- P12 Essential care of animals
- P14 Transportation of animals
- P15 Trapped cats
- P16 Microchipping
- P19 Record keeping
- P20 Acceptable animal species and animal stocking rates
- P21 Receipt of animals after-hours
- P21 Safe handling of animals
- P22 Personal Protective Equipment

### Our Current Compliance Activities

- Routine patrols
- Door knocking program
- Investigate all nuisance complaints
- Issuing notices to comply (NTC) and infringements where necessary
- Prosecution of unresolved ongoing nuisance complaints
- Monitor social media websites and Pet Exchange Register for backyard breeding
- Auditing of Domestic Animal Businesses
- Auditing of properties where dangerous dogs are housed
- Maintain a register of complaints on Council's corporate information systems
- Provide cat traps to resident to reduce the number of unowned cats and responding to complaints about trespassing
- Ensuring microchip and Council registration records are up to date when releasing or adopting out an impounded or seized domestic animal.
- Promotion of responsible pet ownership through the media, social media, Council's website, and community microchipping events
- Review and include the designated dog restriction areas within Council's Local Laws
- Include fact sheets and brochures in adoption packs to improve public awareness on responsible pet ownership and containment of domestic animals

### 6.3 Our Plan

Over the next four years Council will introduce strategies to support and encourage animal owners to manage their pets in a way that minimises the potential for nuisance complaints. Council will continue to work with the community and relevant industry groups to promote responsible pet ownership. Refer to Appendix A.

## 7. DOG ATTACKS

Dog attacks are amongst the most serious of domestic animal issues as they can pose a risk to human health, and also to the health of other domestic and livestock animals. Council has a vital role to play in helping to minimise dog attacks in the community, predominately through enforcement and education activities.



## Domestic Animal Management Plan



### 7.1 Context and Current Situation

The number of dogs attacks reported annually has fluctuated over the past five years. There were 70 Rushing, Minor & Serious dog attacks reported to Council in the 2020/2021 financial year.

The increase in reported dog attacks may be attributed to the additional public education provided by Council.

Council provides resources to the community to assist residents in the understanding of the training needs of dogs, risk factors, as well as, how to interact with dogs in the home and in the community.

Campaspe Animal Shelter also ensures that dogs rehomed are temperament tested to ensure they are suitable for adoption.

Council takes dog attacks very seriously, reducing the risk of dog attacks will remain a high priority over the life of the plan. Authorised officers will promptly respond to all dog attack reports within targeted timeframes and will raise awareness amongst dog owners on how to reduce the risk of dog attacks.

The Department of Jobs, Precincts and Regions (DJPR) operate state-wide education programs and activities through Animal Welfare Victoria. They manage all school visitation programs.

Campaspe Shire Council provides information to support responsible pet ownership through a range of educational materials in the form of brochures, barking dog booklet, fact sheets and posts on the Council and Campaspe Animal Shelter websites and Facebook pages.

In Council's previous Domestic Animal Management Plan the key objective was to minimise the number of dog attacks across the municipality. Refer to Appendix A.

### 7.2 Our Orders, Local Laws, Council Policies and Procedures

#### Current Orders

- Domestic Animals Act 1994

#### Current Local Laws

- Shire of Campaspe General Local Law No.8 2015 Part 4 – Animals refer to chapter 4.2

#### Current Policies and Procedures

- Shire of Campaspe General Local Law No 8 2015
- Local Laws – Animal Control – Policy & Procedure manual
- Local Law Policy & Procedure Manual
- Animal Control Work Service Plan
- Campaspe Animal Shelter – Animal Health Plan
- Application for registration & renewal of registration
- Council Fees & Charges schedule
- Animal Admission Form
- Surrender Form
- Euthanasia Form

## Domestic Animal Management Plan



### Our Current Compliance Activities

- Routine patrols
- Door knocking program
- Investigate all dog attack complaints within 45 minutes 24 hours a day 7 days a week
- Provide afterhours service to respond to reports of aggressive or attacking dogs
- Seizing and holding dogs that have attacked pending investigation/prosecution outcome
- Issuing infringements for minor attacks where non serious injury was sustained
- Auditing of properties where dangerous, menacing and restricted breed dogs are housed
- Maintain a register of complaints on Council's corporate information systems
- Ensuring microchip and Council registration records are up to date when releasing an impounded or seized domestic animal.
- Promotion of responsible pet ownership through the media, social media, Council's website, and community microchipping events
- Include fact sheets and brochures in adoption packs to improve public awareness on responsible pet ownership and preventing dog attacks in the home and community

### 7.3 Our Plan

Over the next four years Council will introduce strategies to minimise the number of risks associated with dog attacks and increase the reporting of dog attacks across the municipality. Council will continue to work with the community and relevant industry groups to promote responsible pet ownership. Refer to Appendix A.

## 8. DANGEROUS, MENACING AND RESTRICTED BREED DOGS

Council is responsible for declaring a dog as dangerous, menacing or a restricted breed under the Domestic Animals Act 1994.

### Dangerous Dogs

A dangerous dog is one that Council has declared to be dangerous because it has bitten or attacked a person or animal, causing serious injury or death.

The Domestic Animals Act 1994 Division 3 Particular provisions for the control of dangerous dogs empowers council's to declare a dog to be 'dangerous' if (S.34):

- If the dog has caused the death of or serious injury to a person or animal by biting or attacking that person or animals; or
- If the dog is a menacing dog and its owner has received at least 2 infringement notices in respect of the offence in section 41E: or
- If the dog has been declared a dangerous dog under a law of another State or Territory of the Commonwealth that corresponds with this Division: or
- If there has been a finding of guilt or the serving of an infringement notice (which has not been withdrawn and the penalty has been paid under the Infringements Act 2006) in respect of 2 or more offences under section 29 (5), (6), (7) or (8) in respect of the dog; or
- For any other reason prescribed.

Serious injury to a person or animal is an injury requiring medical or veterinary attention in the nature of:

## Domestic Animal Management Plan



- a broken bone
- a laceration
- the total or partial loss of sensation or function in a part of the body
- an injury requiring cosmetic surgery.

### Menacing dog

A menacing dog is one that Council has been declared to be a menacing dog because it has caused a non-serious bite injury to a person or animal, or it rushes at or chases a person.

The Domestic Animals Act 1994 Division 3A – Particular provisions for the control of menacing dogs empowers Councils to declare a dog to be 'menacing' if (S.41A):

- the dog has rushed at or chased a person; or
- the dog bites any person or animal causing injury to that person or animal that is not in the nature of a serious injury; or
- the dog has been declared a menacing dog under a law of another State or Territory of the Commonwealth that corresponds with this Division.

### Restricted breed dogs

Restricted breed dogs are defined as dogs that fit the government Approved Standard for Restricted Breed Dogs in Victoria (standard). The standard is published in the Victorian Government Gazette which is the legal formatted document for use by enforcement agencies.

The Domestic Animals Act 1994 definition of a restricted breed dog is a dog that is any one of these breeds:

- Japanese Tosa;
- Fila Brasileiro;
- Dogo Argentino;
- Perro de Presa Canario (or Presa Canario);
- American Pit Bull Terrier (or Pit Bull Terrier)

## 8.1 Context and Current Situation

There is one Declared Dangerous dog in the Campaspe Shire Council area.

There are no registered menacing or restricted breed dogs.

Council does receive customer services requests each year to investigate potentially dangerous, menacing or restricted breed dogs. These are often matters involving a dog attack or a report of an aggressive dog.

Restricted breed declared dangerous or menacing dogs are not a significant issue within the Campaspe Shire Council. Council staff still regularly review and update the Victorian Declared Dog Registry (VDDR) and monitor recorded dogs to ensure the Domestic Animals Act 1994 requirements are being adhered to.

Council's objective is to ensure that those dogs that are declared dangerous, menacing and those of restricted breed are kept in accordance with Victoria legislation.

When restricted breed, declared dangerous or menacing dogs are recorded in the municipality Council will:

## Domestic Animal Management Plan



- Undertake regular patrols of industrial and commercial areas after hours to identify dangerous dogs on premises
- Conduct annual audits of premises where declared or restricted dogs are housed to ensure compliance
- Provide owners with restricted breed or declared dangerous or menacing dogs with up-to-date information regarding their responsibilities for housing and caring for the dog
- Record the declared dogs on the VDDR and Council's database

In Council's previous Domestic Animal Management Plan the key objective was to minimise the risks of dog attack to the community from dangerous dogs to ensure that those dogs that are declared dangerous, menacing and those of restricted breed are kept in accordance with the legislation. Refer to Appendix A.

### 8.2 Our Policies and Procedures

Campaspe Shire Council uses the legislation of the Domestic Animals Act 1994 to enforce Dangerous, Menacing & Restricted breed dogs.

#### Current Policies and Procedures

- Local Laws - Animal Control – Policy & Procedure manual
- Local Laws Policy & Procedure Manual

#### Current Compliance Activities

- Annual audits of properties housing declared dogs
- Community education regarding dangerous, menacing and restricted breed dogs
- Ensure all residents where declared dogs are housed are kept clearly identified to the public
- Respond to complaints regarding dangerous, menacing and restricted breed dogs as a matter of urgency
- Ensure all declared dogs are accurately registered on the VDDR
- Review policies and delegations in relation to declaring a dog dangerous, menacing or a restricted breed
- Inspect industrial properties where guard dogs maybe kept

### 8.3 Our Plan

Over the next four years Council will continue to monitor the properties where declared dangerous, menacing and restricted breed dogs are kept to ensure compliance with Council's statutory obligations with the aim of maintain public safety. Council will continue to work with the community and relevant industry groups to promote responsible pet ownership. Refer to Appendix A.

## 9. DOMESTIC ANIMAL BUSINESSES

Domestic Animal Business is defined by the Domestic Animals Act 1994 as:

- An animal shelter, Council pound or pet shop; or

## Domestic Animal Management Plan



- An enterprise which carries out the breeding of dogs (other than GRV greyhounds) to sell, if the enterprise has 3 or more fertile female dogs and the proprietor is not a recreational breeder; or
- An enterprise which carries out the breeding of cats to sell, if the enterprise has 3 or more fertile female cats and the proprietor is not a recreational breeder; or
- An enterprise which trains or boards dogs (other than GRV greyhounds) or cats for the purpose of profit; or
- An enterprise which rears or keeps dogs (other than GRV greyhounds) or cats –
  - For the purpose of profit or sale; or
  - For a fee or for exchange of services

### 9.1 Context and Current Situation

Council is responsible for overseeing registration and compliance of Domestic Animal Businesses under the Domestic Animals Act 1994.

All Domestic Animal Businesses must be registered and audited annually with Council and comply with the appropriate mandatory Victorian Code of Practice. The building premises must also comply with other Council requirements such as, building, health, planning, and Local Laws.

There are 9 registered Domestic Animal Businesses (DABs) within the Shire of Campaspe.

DAB Type	Number of DABs
Breeding and rearing	3
Pet shops	2
Dog training establishments	0
Animal shelters and pounds	1
Boarding establishments	3
<b>Total</b>	<b>9</b>

In Council's previous Domestic Animal Management Plan the key activities were to:

- Develop and run workshops for domestic animal business owners and operators to improve compliance with the Domestic Animals Act 1994 and regulations and promote responsible pet ownership
- Review Council website in relation to Domestic Animal Business to provide 'online' application forms and the latest information available from the Department of Jobs, Precincts and Regions – Animal Welfare Victoria
- Undertake annual inspection and registration for all businesses
- Ensure that all businesses comply with the Act through annual audits
- Inspect businesses as required or as complaints are received
- Seek compliance from businesses that are not currently registered

Refer to Appendix A.

## Domestic Animal Management Plan



Council aims to work in partnership with Domestic Animal Businesses to achieve Council's Domestic Animal Management goals and the requirements of all related legislation.

Fortunately, Council continues to have low non-compliance issues which allows the annual registration and audit programs to continue with low impact on regular animal management activities.

The Local Laws team continue to work with the Planning department team to ensure all new planning permit applications for animal related businesses are flagged with Local Laws for registration where required and assessed for the compliance with the relevant legislation.

### 9.2 Our Policies and Procedures

Campaspe Shire Council uses the legislation of the Domestic Animal Act 1994 and relevant State Government Codes of Practice to ensure that all Domestic Animal Businesses are compliant with legislation & Codes.

#### Current Policies and Procedures

- Shire of Campaspe General Local Law No 8 2015
- Local Laws – Animal Control – Policy & Procedure manual
- Local Law Policy & Procedure Manual
- Animal Control Work Service Plan
- Campaspe Animal Shelter – Animal Health Plan

### 9.3 Our Plan

Council aims to continue to work in partnership with Domestic Animal Businesses to achieve Council's Domestic Animal Management goals and the requirements of all related legislation.

**Objective** Ensure all domestic animal businesses comply with all Victorian legislative requirements, including any new requirements introduced by the Victorian Government. Refer to Appendix A.

## 10. OTHER MATTERS

### 10.1 Context and Current Situation

Campaspe Shire Council has the Campaspe Emergency Animal Welfare Plan and a Municipal Emergency Management Plan. Both these plans outline how Council can prevent, recover and respond to emergencies.

### 10.2 Our Policies and Procedures

#### Current Policies and Procedures

- Campaspe Emergency Animal Welfare Plan
- Municipal Emergency Management Plan

### 10.3 Our Plan

Both plans are reviewed every three years by Council's Emergency Management Planning Coordinator in conjunction with the Local Laws team including Community Rangers, the Campaspe Animal Shelter Operations Manager and animal attendant team members, to ensure up to date information is on hand.

## Domestic Animal Management Plan



These plans will be reviewed twice within the 2021 - 2025 DAMP's lifetime.

Activity	When	Evaluation
Campaspe Emergency Animal Welfare Plan	2021 & 2024	Review & update as required.
Municipal Emergency Management Plan		

### 11. ANNUAL REVIEW OF PLAN AND ANNUAL REPORTING

Under section 68A (3) of the Domestic Animals Act 1994, Council must review its Domestic Animal Management Plan (DAMP) annually and, if appropriate, amend the plan. Council must provide the Department of Jobs, Precincts and Regions' Secretary with a copy of the plan, including any amendments, and publish an evaluation of the plan's implementation in its annual report.

### 12. EVALUATION OF IMPLEMENTATION OF THE DOMESTIC ANIMAL MANAGEMENT PLAN

As required by the Domestic Animals Act 1994, Council's Domestic Animal Management Plan will be reviewed annually by the Local Laws Co-ordinator and Animal Shelter Operations Manager and any amendments necessary will be made. The amended version will be reported to the Manager Community Business and the General Manager Community, Executive Management Team and Council. The approved amended version will then be forwarded to the Secretary of the Department of Jobs, Precincts and Regions.

**Objective** To review and evaluate the plan in accordance with the requirements of the Domestic Animals Act 1994, amend where appropriate and complete required reports.

Activity	Schedule	Evaluation
Progress tracker implemented each year of the Plan and updated monthly by Council staff	Annually Monthly	Progress tracker available for comment by 10 July each year Council staff update progress tracker by the 30 of each month
Conduct annual review of Domestic Management Plan (DAMP)	August each year	DAMP reviewed by end of August each year throughout the lifetime of the Plan
Submit reviewed DAMP with progress tracker and proposed amendments to Council for approval	August each year	Review completed and submitted to Council for approval by the end of August each year
Submit Council approved amendments and new copy of the DAMP to the Secretary of the Department of Jobs, Precincts and Regions	October each year	Copy of the DAMP and amendments provided to the Secretary of the Department of Jobs, Precincts and Regions by 31 October each year
Publish an evaluation of the implementation of the DAMP in Council's annual report	Annually	Evaluation published in the Council's annual report

# Domestic Animal Management Plan



## APPENDIX A

Activity	Ongoing	Quarterly	Annual	As Required	As Programmed	2022	2023	2024	Evaluations	Outcomes
Animal Registration education through the media			X						Review media release types available to determine most effective advertising	Demonstrate an increase of numbers of domestic animal registrations on an annual basis by 2%
Information given to residents for addressing barking dog issues	X								Review complaints made to ensure Barking Dog procedures were followed	Review undertaken of procedures and updated as appropriate
Information given to residents for addressing cat trespass issues	X								Provide educational materials to cat owners and complainants about cat enclosures and nuisance issues	
Recording and investigating all nuisance complaints				X					All nuisance complaints investigated and followed up with animal owners and recorded on Council's database	
Issuing notice to comply	X								Continue door knocking program to identify unregistered animals across the municipality and ensure identification and registration	
Provision of cat cages and information given to ensure appropriate and human trapping of cats	X								Assist residents to manage cat trespass issues by providing traps.	All traps are accounted for and locations known
Information on responsible pet ownership available on Council's website	X								Communication plan implemented and actioned	
Distribution of responsible pet ownership brochures in adoption packs	X								All adoption packs contain responsible pet ownership brochures	



## Domestic Animal Management Plan



Activity	Ongoing	Quarterly	Annual	As Required	As Programmed	2022	2023	2024	Evaluations	Outcomes
Adoption and Micro-chipping days		X							Continue reduced rate microchipping services.	Increased adoption percentages
Discussions with dog owners when out on patrols about responsible pet ownership expectations	X								Rostering of Community Rangers to undertake town patrols daily	
Community Ranger – Home Safe Program	X								Increase number of animals returned to their owner without having to be impounded	
Identification and Registration - Doorknock Campaigns			X						Demonstrate increase of domestic animal registrations by 1% following annual door knocks	
Micro-chipping service at Campaspe Animal Shelter	X								Continue reduced rate microchipping services	
Distribute Safe Cat, Safe Wildlife education material throughout municipality	X								Less reports of wandering/nuisance cats within 12 months	
Education on identifying and reporting of dog attacks using social media	X								Compare the number of dog attack reports to previous year	
Promotion of the benefits of desexing, socialisation and training of pets using social media	X								Communication plan implemented and actioned	
Promotion of confinement of animals to owner's premises to prevent stray pets using social media	X								Promotes compliance to State and local government legislation	
Provide education material about cat enclosures and how to build your own	X								Provide educational materials to cat owners about cat enclosures and nuisance issues	

## Domestic Animal Management Plan



Activity	Ongoing	Quarterly	Annual	As Required	As Programmed	2022	2023	2024	Evaluations	Outcomes
Educate community of changes to State legislation	X								Communication plan implemented and actioned	
Produce information regarding micro-chipping, desexing, registration, and confinement requirements in multi-lingual formats						X			Develop and produce multi-lingual information sheets accessible to the public online and hard copy	Promote compliance to State and local government legislation
Explore options to offer free or reduced fee initial domestic animal registrations for cats and dogs under the age of 6 months						X			Communication report implemented and submitted to Executive Management Group for approval	
Explore options to offer free or reduced fee initial domestic animal registrations for cats and dogs adopted from an applicable rehoming organisation						X			Communication report implemented and submitted to Executive Management Group for approval	
Explore government funding for Council to provide discount desexing voucher options for low socio-economic groups within the community							X		Information obtained and proposal to apply for a grant submitted to Executive Management Group for approval	
Develop engaging factsheets and web content regarding legislative obligations							X		Reduce infringements issued by 5%	Reduction in unregistered animals
Develop a 'Welcome Pack' for first time pet registrations								X	Develop and implement Welcome Pack	
Education and door knocking programs			X						Reduction in the number/percentages of animals that are euthanised, year on year	Percentage of animals euthanised decreased by 10% over the lifetime of the plan
Foster Care Program	X								Foster carers increased from zero to thirteen over the lifetime of the plan	Increase the number of foster carers on the in-home program over the lifetime of the plan

## Domestic Animal Management Plan



Activity	Ongoing	Quarterly	Annual	As Required	As Programmed	2022	2023	2024	Evaluations	Outcomes
Community Foster Care Networks (CFCNs)	X								Increase the number of Community Foster Care Networks working with Council over the lifetime of the plan	CFCNs increased from zero to twelve over the lifetime of the plan.  CFCNs were not required to assist with adoptions for the last two years of the plan as Campaspe Animal Shelter successfully rehoused all houseable pets on their own
Promotion of responsible pet ownership through registration and identification	X								116 pets returned to owners when possible by Community Rangers with a Notice to Comply if un-registered	Decrease the percentage of unregistered animals detained year on year
Council Capital Works Project for new cat facility design to meet code of practice and increase number of holding pens at Campaspe Animal Shelter					X				Completion of cat facility design by Council's project management team submitted to Executive Management Group for approval to move to phase two in 22/23 financial year	Approval for cat facility build in 22/23 budget and completion of build by project management team
Consider introducing a cat curfew to reduce incidence of breeding to decrease the number of unwanted cat litters in the community							X		Review surrounding Council's local laws around cat curfew's and submit the considered new local law to Council	
Animal registrations mailed out via post and email, registration reminder notices			X						Number of animals re-registered after receiving the notice	Reduced number of unpaid registrations
Follow up letters for failure to re-register animals sent out to all owners			X						Completion of mail out by 10 May each year	Reduced number of unpaid registrations

## Domestic Animal Management Plan



Activity	Ongoing	Quarterly	Annual	As Required	As Programmed	2022	2023	2024	Evaluations	Outcomes
Follow up text messages for failure to re-register animals sent out to all owners			X						Completion of text messages out by 31 May each year	Reduced number of unpaid registrations
Door knocking to follow up for failure to re-register animals			X							Completion of site visits by 30 June each year
Provide reduced fees for desexed animals, working dogs, animals of the age of 10 years and pension concession card holders			X						Reduced fees advertised and provided to owners who qualify	
Ensure all seized and impounded animals are microchipped and registered to their owner prior to release	X								All animals reclaimed are microchipped and registered with their Council	Reduction in unregistered/microchipped animals
Ensure all pet shops, breeders, veterinary clinics and animal shelters are provided with information on registration and identification responsibilities	X								All Domestic Animal Business and Veterinary Clinics are provided with current registration and identification information	
Produce information regarding micro-chipping, desexing, registration, and confinement requirements in multi-lingual formats						X			Develop and produce multi-lingual information sheets accessible to the public online and hard copy	
Work with complainants to ensure that the appropriate steps including investigation, recording and communication of events are met				X					100% of notified nuisance complaints are investigated and closed out with return call to complainants	100% all notified nuisance complaints responded to and investigated
Continue to work with owners of identified nuisance animals to ensure that all compliance requirements are met				X					100% of notified nuisance complaints investigated 100% of complaints followed up with animal owners	100% of nuisance complaints investigated and followed up with animal owners

## Domestic Animal Management Plan



Activity	Ongoing	Quarterly	Annual	As Required	As Programmed	2022	2023	2024	Evaluations	Outcomes
Undertake routine patrols across the municipality	X								Rostering of Community Rangers to undertake town patrols on a daily basis Target: Patrols occurs on 95% of days	Community Ranger roster, including on-call staff rostered on every 24 hours
Maintain a register of complaints on Council's corporate information system	X								100% of complaints registered on Council's corporate information system	100% of complaints and hot spots are recorded
Maintain a register of cats traps and locations	X								100% of traps and locations recorded in the cat trap register	100% of traps are accounted for and locations known
Provide out of hours on call service for dog attacks	X								Respond to dog attack reports within 45 minutes 24 hours a day 7 days a week Target 95% within response time	95% reported dog attacks were responded to within 45 minutes
Targeted patrols	X								Undertake patrol following report of attack Target 100% of reports followed up with patrol	100% reported dog attacks were followed up with targeted patrols
Enhance our recording system that we are keeping data on the types of attacks that occur	X								Record keeping including the following additional information about the type of attack: <ul style="list-style-type: none"> <li>Reported dog on dog/cat</li> <li>Reported dog on people</li> </ul> Reported dog on livestock	100% reported dog attack information compiled through Dog Attack Report, Notice to Comply, Briefs, body cameras and pictures and uploaded on to Council's data system

## Domestic Animal Management Plan



Activity	Ongoing	Quarterly	Annual	As Required	As Programmed	2022	2023	2024	Evaluations	Outcomes
Promote responsible pet ownership through registration and identification of dangerous, menacing and restricted breeds			X						100% of identified dangerous, menacing and restricted breed dogs are kept in accordance with the Act	Community Rangers completed annual inspections on registered properties
Develop an online reporting platform for dog attacks and rushes via Council's website						X			Online reporting system develop	Online reporting system develop and in use
Annual audits of properties where dangerous, menacing or restricted breed dogs are housed and properties where a magistrate has imposed an order to contain	X								Number of audits completed	Number of audits completed
Review education material about dog attacks and how to report a dog attack on Council's website						X			Review completed and material easily accessible for residents	
Improve public awareness of what a dog attack is and how to report using social media	X								Communication plan implemented and actioned	Communication plan implemented and actioned
Promotion of the benefits of desexing, socialisation and training of pets using social media	X								Communication plan implemented and actioned	Communication plan implemented and actioned
Develop information pack for owners of attacking dogs and owners of attacked animal or person							X		Information packs developed	Information packs developed and in use
All locations where dangerous dogs are kept are identified on the GIS system				X					Councils Spectrum Spatial system updated to record the properties where dangerous dogs are kept	100% of declared dangerous dog's properties recorded on Council's Exponaire system
All declared dangerous dogs are reported to Council via a formal Council report				X					All dogs that officers declare as dangerous are reported to Council in accordance with the requirements of the Act	100% of declarations reported to Council

## Domestic Animal Management Plan



Activity	Ongoing	Quarterly	Annual	As Required	As Programmed	2022	2023	2024	Evaluations	Outcomes
Community education regarding dangerous, menacing and restricted breeds		X							Public dissemination of information	Campaspe Animal Shelter Facebook page implemented community education posts every few months
All residences where dangerous dogs are kept are clearly identified to the public				X					100% of properties identifiable to the public	100% of properties audited and identifiable to the public
Educate the community about what a declared dog is	X								Brochures and website utilised	Community education
Prosecute all breaches of the Act or Regulations in relation to declared dogs	X								All breaches of the Act and Regulations are prosecuted	
Provide owners with restricted breed or declared dangerous or menacing dogs with up-to-date information regarding their responsibilities for housing and caring for the dog	X								Information printed and handed to owners of declared dangerous, menacing and restricted breeds when declared and at each audit	100% compliance
Restricted breed training for Community Rangers	X								Community Rangers attend all available training sessions on restricted breeds	
Ensure all Domestic Animal Businesses (DAB) within the shire are registered and comply with the legislation			X						100% of known businesses registered by 30 June each year	All Domestic Animal Businesses registered by 30 June each year
Carry out annual audits of businesses			X						100% of registered businesses audited annually	All registered Domestic Animal Businesses audited by 1 August 2022 (COVID restrictions dependant)
Planning compliance information is provided to those applicants who require it in order to establish their business				X					Meeting conducted with permit applicants	100% of applicants provided with relevant Codes of Practice

## Domestic Animal Management Plan



Activity	Ongoing	Quarterly	Annual	As Required	As Programmed	2022	2023	2024	Evaluations	Outcomes
Ensure that all pet shops, breeders, shelters and pounds have current information regarding identification and registration	X								100% of businesses handed up to date information handouts regarding identification and registration at the time of audit	100% compliance
Identify all businesses that should be registered Domestic Animal Businesses in the municipality	X								Monthly Pet exchange register audits for persons keeping more than three entire females (without applicable organisation membership) completed and breaches investigated	100% compliance
Monitor Council's registration database for owners and properties of more than three fertile females	X								Owners and properties with more than three fertile females identified and investigated	100% compliance
Inspect properties with excess animal permits to ensure they are not a breeding business	X								All properties with excess animal permits inspected	100% compliance
Investigate and act upon public information about non-compliance	X								Investigate all complaints regarding non-compliance	100% compliance
Media campaigns to raise awareness of Domestic Animal Businesses			X						Evaluate number of complaints received	Properties inspected



## Domestic Animal Management Plan

### APPENDIX B – SPECIFIED AREAS FOR DOGS

#### Echuca Area

<b>Reserves</b>	<b>Responsibilities &amp; Signage that will apply</b>
Aquatic Wildlife Reserve	Dogs to be under control at all times
Scenic Drive	Dogs to be on leads at all times
Apex Park – High Street	No Dogs Allowed
Echuca Recreation Reserves: Victoria Park, East Oval, South Oval	Dogs to be on leads at all times
Rotary Park	Dogs to be under control at all times
Campaspe Esplanade	Dogs to be on leads at all times
Garden Crescent Playground	No Dogs Allowed
Leichardt Street Playground	No Dogs Allowed
McBride Place Playground	No Dogs Allowed
Pevensey Place Playground	No Dogs Allowed
Wilson Court Playground	No Dogs Allowed
Apex Park Playground	No Dogs Allowed
Echuca East Playground	No Dogs Allowed
Campaspe River Reserve	No Dogs Allowed
Alton Reserve Gardens	No Dogs Allowed
Civic Centre Gardens	No Dogs Allowed
Hopwood Gardens	No Dogs Allowed
Library Gardens	No Dogs Allowed
Paddlewheel Park	Dogs to be under control at all times

## Domestic Animal Management Plan

### Rochester Area

<b>Reserves</b>	<b>Responsibilities &amp; Signage that will apply</b>
All Rochester residential areas and Central Businesses District	Dogs to be on leads at all times
Lions Park – Campaspe Street	Dogs to be under control at all times
Lions Park – Echuca Road	Dogs to be under control at all times
Rotunda Park	Dogs to be on leads at all times
Rotary Park	Dogs to be under control at all times
Walking Track Campaspe Esplanade	Dogs to be under control at all times
Campaspe Park	Dogs to be under control at all times
Apex Park	Dogs to be under control at all times
Rankin Street Park	Dogs to be on leads at all times
RSL Park	No Dogs Allowed

### Lockington Area

<b>Reserves</b>	<b>Responsibilities &amp; Signage that will apply</b>
Apex Park	Dogs to be on leads at all times
Playground – Clare Avenue	No Dogs Allowed

### Gunbower Area

<b>Reserves</b>	<b>Responsibilities &amp; Signage that will apply</b>
Gunbower Lions Park & Toilets	Dogs to be under control at all times
Apex Park	Dogs to be under control at all times
Kow Swamp	Dogs to be under control at all times
Picnic Reserve	Dogs to be always under control

## Domestic Animal Management Plan

### Rushworth Area

Reserves	Responsibilities & Signage that will apply
Main Street & High Street	Dogs to be on leads at all times
Geyles Reserve	Dogs to be under control at all times
Lions Park Frontage	Dogs to be under control at all times

### Colbinabbin Area

Reserves	Responsibilities & Signage that will apply
Community Hall	Dogs to be on leads at all times

### Stanhope Area

Reserves	Responsibilities & Signage that will apply
Apex Park	No Dogs Allowed
McEwen Place	No Dogs Allowed
Lions Park	Dogs to be under control at all times
Ross Court Island	No Dogs Allowed
Ford Island	No Dogs Allowed
Blamey Road	No Dogs Allowed
Birdwood Avenue	No Dogs Allowed
Midland Highway	No Dogs Allowed

### Girgarre Area

Reserves	Responsibilities & Signage that will apply
Community Playground	No dogs allowed
Tree Plantations	Dogs to be under control at all times

## Domestic Animal Management Plan

Progress Park	Dogs to be under control at all times
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### Tongala Area

Reserves	Responsibilities & Signage that will apply
Centennial Park	Dogs to be under control at all times
Tongala Recreation Reserve	Dogs to be under control at all times
RK Brose Reserve	Dogs to be under control at all times
Lions Park	No Dogs Allowed
Apex Park	Dogs to be under control at all times

### Kyabram Area

Reserves	Responsibilities & Signage that will apply
Memorial Gardens and Walkway	No Dogs Allowed
Kyabram Recreation Reserve	Dogs to be under control at all times. No Dogs allowed on oval surface.
Northern Oval	Dogs to be under control at all times
Racecourse Reserve	Dogs to be under control at all times
Memorial Gardens	Dogs to be under control at all times
Civic Centre	No Dogs Allowed
John Pilley Reserve	No Dogs Allowed
Edis Park	Dogs to be under control at all times
Frederick Street Park	No Dogs Allowed
Alinjarra Park	No Dogs Allowed
Glass Court Park	No Dogs Allowed

## Domestic Animal Management Plan

<b>Reserves</b>	<b>Responsibilities &amp; Signage that will apply</b>
Crow Crescent Park	No Dogs Allowed
Dawes Road Reserve	No Dogs Allowed
Banyule Court Park	No Dogs Allowed
McEwan Reserve	No Dogs Allowed
Prunus Court Park	No Dogs Allowed
Bond Street Park	No Dogs Allowed
Poplar Park	No Dogs Allowed
WJ Woods Reserve	No Dogs Allowed

## 9.6 Local Government Culture Survey Submission

Author	Department	Manager	General Manager
Manager Governance & Strategy  Councillors (submission)			

### 1. SUMMARY

Poor Councillor behaviour can have profound impacts on the local government sector. Including increased difficulties in attracting and retaining a diverse pool of talented staff, impairing individual and Council performance and contributing to diminished public trust. In more extreme cases, poor Councillor behaviour and misconduct matters can result in the dismissal of a Council.

The Local Government Culture Project seeks to understand the factors influencing culture and conduct within local government and identify opportunities and initiatives the sector can implement to improve culture and conduct.

This report seeks endorsement of a submission prepared by the Campaspe Shire Councillors.

### 2. RECOMMENDATION

#### That Council

1. **Endorse the submission attached to this report for lodgement as a submission to the Local Government Culture Project on behalf of the elected representatives.**
2. **Note that the submission will be made available on Council's website.**

### 3. PURPOSE

To formally endorse the elected representative's submission to the Local Government Culture Project.

### 4. DISCUSSION

Local government is responsible for delivering many community services. Local governments consist of elected members (Councillors), and administration (Council employees). Councillors elect one of their own as a Mayor to lead their Council, and they also appoint a Chief Executive Officer, who is responsible for leading the administration of the Council.

Local communities rely on Councillors to act in their interests and deliver community services in a responsible and sustainable way.

While most Councillors behave in a professional manner, there have been many cases of poor Councillor behaviour across Victoria in recent times. Between 2016 and 2020, this poor behaviour required the State Government to become involved, including four anti-corruption investigations and five councils being dismissed.

Poor Councillor behaviour can take different forms, and these can be directed towards the Mayor, other Councillors, council staff or members of the local community. Examples of poor behaviour include:

- bullying and harassment
- sexual harassment
- discrimination
- corruption.

Poor Councillor behaviour can have a range of negative impacts, such as:

- seriously affecting the health and wellbeing of those subject to poor behaviour
- creating a toxic work culture making it difficult for councils to attract and retain talented staff
- impacting the ability of a council to effectively perform its role and serve the needs of its community
- financial costs to councils
- damaging a council's trust and reputation.

Therefore, to have a local government sector that is working effectively, an environment needs to be created where poor behaviour is unlikely to occur and is quickly addressed when it does occur. This would reduce the number of poor behaviour incidents, reduce the impact when such incidents do occur, and prevent incidents from getting worse.

In an effort to address this Local Government Victoria (LGV) engaged PricewaterhouseCoopers Consulting (PwC) to undertake the Local Government Culture Project (the Project). The Project aims to better understand the things that affect Councillor culture and conduct and develop approaches that could improve culture and conduct. As well as support creating a safer, more diverse, and representative local government sector.

LGV and PwC produced a Discussion Paper based on research and input from key stakeholders from the local government sector, that seeks to summarise the culture and conduct issues that the sector is experiencing and provide some initial views on the reasons for them. This Discussion Paper does not provide solutions to these issues. The Discussion Paper sets out 12 key questions across the three themes of:

1. Leadership experience and capability
2. Councillor journey
3. Early intervention and effective dispute resolution

The themes and questions seek to provide the sector with guidance on how to address the culture and conduct issues that exist.

Submissions have been sought by LGV from members of the public, organisations, and local government sector stakeholders in relation to the 12 questions raising in the discussion paper.

The submissions will be used to inform a final report that will propose actions and activities that will help address Councillor culture and conduct issues.

## **5. CONSULTATION**

Councillors:

- 09 02 2022 Council Briefing Session.

## **6. POLICY AND LEGISLATIVE IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

## **7. FINANCIAL AND ECONOMIC IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

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

## **8. ENVIRONMENTAL IMPLICATIONS**

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

## **9. SOCIAL IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

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

Not applicable

## **11. ISSUES AND RISK MANAGEMENT**

### **Issues:**

Nil

### **Risk:**

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

## **12. CONFLICT OF INTEREST**

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

## **13. CHARTER OF HUMAN RIGHTS**

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

## **14. INSTRUMENT OF DELEGATION**

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer is so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

## **15. ATTACHMENTS**

1. Campaspe Councillor Submission [9.6.1 - 4 pages]



Leadership experience and capability – these questions relate to how roles could be better defined and how leadership skills could be built and maintained	
Supporting leadership competencies and capabilities	Question 1: The Local Government Act 2020 defines leadership roles and responsibilities. Does this require further role clarity? If so, which aspects require clarification and how may this be achieved (including legislative and non-legislative mechanisms)?
	<ul style="list-style-type: none"> <li>▪ The role of Mayor, Councillors and CEO are already defined within the LG Act but how the role is enacted is open to individual interpretation.</li> <li>▪ Provision of additional information and support would help to provide clarity about the councillor role and associated leadership expectations, particularly in regard to:               <ul style="list-style-type: none"> <li>- where their role fits into the functioning of the whole of organisation</li> <li>- interaction with the organisation, community and other stakeholders</li> <li>- setting strategic direction; and</li> <li>- understanding how councillors can influence organisational culture (ie oversight of high level metrics)</li> </ul> </li> <li>▪ The use of non-legislative mechanisms (ie through practice notes) would be helpful, including provision of               <ul style="list-style-type: none"> <li>- more specific examples or case studies to explain the expected duties, functions and behaviours of councillors, CEO &amp; administration for different scenarios or situations.</li> </ul> </li> <li>▪ An overarching framework or guide for all 79 LG areas that enables consistency to be applied to the induction process for councillors outlining minimum need to know information, content on behaviour expectations, values and setting of a positive culture.</li> </ul>
	Question 2: Given the diversity and experience of candidates’ backgrounds, how can the local government sector improve leadership capability and better cultivate an environment of transparency, honesty, integrity and trust?
	<ul style="list-style-type: none"> <li>▪ Cultivating an environment of transparency and trust is a challenge for the local government sector given ratepayers generally have difficulty ‘trusting’ their council.</li> <li>▪ Genuine community engagement processes, mentoring and supporting community leaders and enabling community leadership/ownership in solving challenges are all avenues for improving relationships between councils and their community. This also helps to improve community understanding of how local government operates, create pathways into local government and in turn can help to attract candidates from diverse backgrounds with the right values and leadership qualities.</li> <li>▪ More access to community leadership programs and support for councils to foster community leadership pathways would be helpful. In the past, candidates who have been engaged with council programs and projects, and had the opportunity to work with staff have had a better understanding of how local government works and what the role of a councillor entails.</li> <li>▪ There is no real vetting process for candidates other than the eligibility requirements under the Act. It is left to the voter to conduct their own vetting process which is no different to any other level of government. Some improvements were made to the nomination process prior to the 2020 local government elections but further improvements are required to support</li> </ul>

	<p>candidate diversity and minimise stacking of ballot papers with non-genuine representatives.</p> <ul style="list-style-type: none"> <li>▪ Enhancing the candidate training will also assist to convey the role of a councillor as an advocate for community and that positive working relationships and respect are integral to achieving successful outcomes for the municipality. For those candidates who may have started out as the aggrieved ratepayer it helps them to realise that the role is much broader.</li> <li>▪ Once elected, there could be consideration for pairing a councillor with a member of the leadership team at the council, or a local government mentor from another municipality.</li> </ul>
	<p>Question 3: How successful have any existing initiatives been to promote strong leadership and build trust? Please provide case studies or examples of good practice that have worked well and could be considered for broader implementation.</p>
Operation of local government	<ul style="list-style-type: none"> <li>▪ Answered above.</li> <li>▪ The women’s mentoring program delivered through ALGWA has been very successful in supporting first time councillors.</li> </ul> <p>Question 4: Mention is made through consultation of local government being a ‘parliament of opposition as opposed to a diverse board of the community’. What needs to change to better align Councillors and Mayors to effectively achieve community-based objectives and better operate as a diverse board of the community?</p> <ul style="list-style-type: none"> <li>▪ The current term of councillors at Campaspe Shire is very much a diverse board of the community. This has been achieved through the councillors deciding to get together early on to agree upon group behavioural expectations, how to engage in respectful debate and to accept that diversity of views and skillset is important.</li> <li>▪ Councillors also worked with a facilitator (as part of the Council Plan development) to map councillor skills, areas of community interest and share strategic objectives/outcomes for the Shire. This enabled councillors to understand personal drivers, and aggregate into a group vision and the agreed community based objectives set out within the council plan. Completing this earlier on (ie at induction stage) could enable better alignment of councillors at the beginning of the council term.</li> <li>▪ Leadership from the Mayor and group accountability has also engendered good overall rapport and diverse input whilst also enabling councillors to continue moving towards a common goal. Regular catchups of the councillor group and a commitment from all councillors to participate in these sessions has enabled ongoing dialogue to support individuals and solve challenges together.</li> </ul>

Councillor journey – these questions relate to the support and training that could be offered to Councillors	
Training and professional development	<p>Question 5: How could the candidate and induction training support be improved to ensure genuine engagement and sustained understanding of the role and responsibilities of Councillors?</p>
	<ul style="list-style-type: none"> <li>▪ The candidate training needs to be significantly improved and well prescribed.</li> <li>▪ At a minimum a framework should be established for councillor inductions to be more thorough and to have a minimum scope on what should be included so there is consistency across the sector/state acknowledging there may be some nuance required for rural/regional, interface, and metro council settings.</li> <li>▪ The framework could include modules that consider the following aspects: <ul style="list-style-type: none"> <li>- gaining a better understanding of obligations, relationship to Act, and interface with community and staff.</li> <li>- baseline roles/responsibilities;</li> <li>- behaviour expectations (integral to culture) of both councillors and council leadership teams to enable establishment of council values, trust and respect.</li> <li>- Councillors completing a “vision for the shire” exercise at induction with administration so that everyone is working for the overall same goals and objectives</li> </ul> </li> <li>▪ Aspects of the training program could also be independently delivered statewide (ie by MAV or VLGA), and should involve both elected councillors and council leadership teams.</li> </ul>
	<p>Question 6: How can the local government sector work to formalise a structured professional development pathway for Councillors and Mayors?</p>
Social Media	<p>Question 7: How can awareness be raised on the best ways to harness social media to ensure a consistent management approach – covering monitoring, appropriate usage, and the consequences of negative usage?</p>
	<ul style="list-style-type: none"> <li>▪ For our council we believe these mechanisms are already in place as set by the code of conduct and media policies, but acknowledge this can be a difficult conversation for councils where there are opposing views from councillors on what is considered acceptable behaviour on social media.</li> <li>▪ If other behavioural and cultural aspects are addressed by a broader framework (as per the questions on leadership), harnessing social media for positive and constructive use should naturally follow.</li> </ul>

	<p>Question 8: Do you think that any amendments to the Local Government Act 2020 are required to deal with the usage of social media? How should social media harassment be defined and what mechanisms could be introduced into the Act?</p> <ul style="list-style-type: none"> <li>▪ Our Council does not consider that any amendments to the Act are required to deal with social media use.</li> <li>▪ This is covered (or should be covered) by other legislation at a commonwealth level and the same principles around social media harassment should apply to all citizens.</li> </ul>
Early intervention and effective dispute resolution – these questions relate to how poor behaviour can be dealt with when it arises	
Early intervention	<p>Question 9: In the context of leadership, what needs to change to empower elected representatives, CEOs, and Council staff, to call out poor Councillor behaviour and misconduct without fear of retribution?</p> <ul style="list-style-type: none"> <li>▪ A sector wide proforma or requirement to work on agreed behaviours, values and interaction protocols for the elected representatives, the CEO and management team, (ie at induction stage), may assist to set a framework that fosters positive workplace culture, expectations around governance processes to enable trust and transparency, and mechanisms for parties to call out poor behaviour and misconduct without fear of retribution.</li> </ul> <p>Question 10: What can be done to better support dispute resolution at Councils?</p> <ul style="list-style-type: none"> <li>▪ Consideration could be given to utilise the existing Dispute Settlement Centre of Vic – create an arm for LG which would enable centralised, consistent and independent process.</li> </ul>
Dispute resolution	<p>Question 11: What types of early intervention mechanisms can be formulated and when? What do you think is an acceptable duration or timeframe for this intervention to fairly resolve a matter?</p> <ul style="list-style-type: none"> <li>▪ Earliest intervention for any dispute resolution between any parties is the best as this sets the precedent. Cases studies/examples would assist all councillors, CEO and administration to identify these and work through as early as possible.</li> </ul> <p>Question 12: How can the process for misconduct and/or poor behaviour claims be improved, or more adequate penalties for misconduct and poor behaviour be incorporated in a more effective way.</p> <ul style="list-style-type: none"> <li>▪ Prior learning in the induction process could negate/reduce this.</li> </ul>

## 10 Council Information

### 10.1 Notes of Appreciation

The following have been received:

- Janice Hosking – thank you to the building department for the quick response to her pool registration.  
*“I really appreciate it.”*
- Rochester & Elmore District Health Service – thank you to Campaspe Regional Library for the ongoing support with the provision of ‘Library Smiles’ packs for residents while unable to deliver regular in-person programs during recent Covid restrictions.

*“They have been an invaluable source of information and activities.”*

- William Wilcher, IPSC competitor (Sydney) – thank you to Mayor Chrissy Weller, for taking the time to visit the Echuca Pistol Club range and see the real time operation of a level 2 IPSC match.

*“I wish to express my appreciation for your interest in our sport and particularly pleased with your interest in our emerging young athletes as well as your supportive attitude to our sport.”*

- Jan Smith, Girgarre Development Group Inc. – thank you to the building maintenance department for the kitchen renovations in the main hall, *“they are excellent and much appreciated”*.

*The committee would also like to recommend to you the efforts of Mark Miller, our local council worker who maintains the township - the community is indeed fortunate to have Mark looking after our public spaces.*

*A note of thanks also to JR Richards and Sons who delivered and collected the rubbish bins for the Girgarre Moosic Muster – it was amazing service.*

### RECOMMENDATION

**That Council acknowledge the notes of appreciation as listed.**

## 10.2 Council Plan Year 1 Action Update - Quarter 2

Author	Department	Manager	General Manager
Manager Governance & Strategy	Governance & Strategy		Chief Executive Officer

### 1. SUMMARY

The report provides an update on the implementation of the 56 actions funded under the 21/22 budget and listed as year 1 actions in the Council Plan to support the delivery of the Vision 'Our places are vibrant and sustainable, our people and supportive'. The range of initiatives reflect the diverse services that Council provide to the community. Progress in relation to the implementation of these initiatives are reported quarterly. This report provides the end of quarter two update.

### 2. RECOMMENDATION

**That Council note the progress towards the year 1 actions of the Council Plan supporting implementation of the Council Plan Vision.**

### 3. PURPOSE

To provide Council with the second quarter update on the progress of implementation of Council Plan Actions.

### 4. DISCUSSION

The Council Plan (Plan) is Council's key strategic document for the term of the Council, which reflects the outcomes of stakeholder and community engagement. The Plan describes Council's strategic objectives, strategies for achieving the objectives and how the outcomes will be measured.

This Plan sets a vision of 'Our places are vibrant and sustainable, our people are strong and supportive'.

The Plan is supported by 56 actions funded in the 2021/22 Budget. Progress in relation to the implementation of the initiatives are reported to Council and the community quarterly. This report is the second quarterly report and noted the following progress of implementation of actions:

Actions aligned to the 2017-21 Council Plan listed in the 2021/22 Budget

10 – Completed

14 – In progress

0 - Not Started

Year 1 Actions listed in the 2021-25 Council Plan

4 – Completed

26 – In progress

2 - Not Started

### 5. OPTIONS

Option 1: Council note the progress towards implementation of the Council Plan

This report seeks to provide Council and the community with an update in relation to the progress of implementation of actions that support the delivery of Councils Vision.

This option is recommended by officers.

Option 2: Council not note the progress towards implementation of the Council Plan

This option is not recommended by officers

## **6. CONSULTATION**

Internal consultation:

- General Managers and Department Managers from across the organisation have been consulted in relation to the progress of actions.

## **7. POLICY AND LEGISLATIVE IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

## **8. FINANCIAL AND ECONOMIC IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

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

## **9. ENVIRONMENTAL IMPLICATIONS**

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

## **10. SOCIAL IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

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

Not applicable

## **12. ISSUES AND RISK MANAGEMENT**

Issues:

The Plan outlines some of the key challenges that are facing not only Campaspe but also many other rural and regional communities. The key challenges include:

- Water security for the agricultural industry
- High costs of inputs for industry
- Transport connectivity and access
- After-hours health care
- An ageing population
- Substance abuse
- Availability of tertiary education and training

- Cross-border regulation
- Climate change
- Waste minimisation and sustainable disposal
- Energy self-sufficiency
- Water sustainability
- Digital connectivity

**Risk:**

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

**13. CONFLICT OF INTEREST**

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

**14. CHARTER OF HUMAN RIGHTS**

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

**15. INSTRUMENT OF DELEGATION**

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer is so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

**16. CONCLUSION**

This report seeks to provide Council and the community with an update in relation to the progress of implementation of actions that support the delivery of Councils Vision.

**17. ATTACHMENTS**

1. Council Plan Action Update Quarter 2 [**10.2.1** - 7 pages]



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## December 2021/22 End of Quarter 2 Council Plan Action Update Report

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 work with two local communities to support the development of community place based plans	Community Engagement	In Progress	Tongala Place Based Plan has commenced, a community based governance committee has been recruited. Work to select a suitable consultant will commence January 2022. Colbinabbin Place Based Plan has commenced, recruitment of the Community based governance committee is underway. The Community has engaged a consultant.
	We will provide a minimum of 70 immunisation sessions across the municipality	Community Health	In Progress	20 immunisation sessions were delivered in the quarter 2 reporting period.
	We will undertake a minimum of 200 (high risk) food safety assessments.	Community Health	In Progress	49 assessments undertaken in the quarter 2 reporting period.
Enable residents to be active and engaged in their community and support participation in artistic, cultural, sporting, and leisure opportunities	We will commence the implementation of the Echuca Arts Precinct Master Plan initiatives	Community Engagement	In Progress	A request for quote to facilitate a detailed design for the open spaces within the designated Echuca Arts Precinct has been circulated. No suitable applications were received. A second tender process will be facilitated in late February.

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
Facilitate and enable local enterprise, support existing businesses and develop stronger business networks	We will partner with industry and government in the develop a Workforce Development Strategy	Human Resources	In Progress	Council has entered into partnership with the City of Greater Shepparton and Moira Shire for the implementation of a Designated Area Migration Agreement with the Federal Government to address skill shortages. Council has also advocated to RDV to undertake a regional Workforce Strategy.
Support and develop Campaspe's tourism opportunities	We will commence replacement and upgrading to the electrical services at the Echuca Holiday Park	Community Business	Completed	Power capacity upgrade at Echuca Holiday Park is completed.
	We will seek funding to support the implementation of the wharf and aquatic reserve project	Recreation	In Progress	Council is awaiting the outcome of the Regional Development Victoria funding application for the Aquatic Reserve Project. Officers have completed a charter for the detailed design of the Wharf elements to progress to final costings and allow for funding applications.

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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 recommendations of the Planning Scheme Review.	Planning & Building	In Progress	The conditional information requested has been provided and DELWP have agreed that the amendment will be exhibited at the end of January 2022.
	We will exhibit a Planning Scheme Amendment that implements the Echuca West Precinct Structure Plan.	Planning & Building	Completed	Have resolved all outstanding submissions. No requirement for an independent panel. Will submit to the Minister of Planning in December, will wait for gazettal (approval).
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	Community Business	Completed	Audits complete, a full report of audit results was provided
Adopt, support and promote sustainable and affordable energy options	We will plant a minimum of 250 trees in streets and open spaces	Assets	Completed	Just over 200 street trees were planted. Through a partnership with schools and volunteer groups approximately 1200 trees were planted in open spaces.
	We will inspect a minimum of 480 properties to ensure fire prevention works have been completed.	Community Business	Completed	Reminder letters forwarded to previous non-compliant landowners in preparation for inspections. Fire inspection program completed across the municipality, after reminder notice clean up period. Only 50 properties remained unattended to. Fire prevention notices under the CFA Act were issued to these 50 properties.

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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.	Assets	Completed	This Project was for the prioritisation, design (where required) and construction of new concrete footpaths nominated by the community that filled gaps between existing footpaths across the municipality.
Plan and advocate for services and infrastructure to meet community need	We will determine a level of service for aquatic services	Recreation	In Progress	A report is included in the 19 January 2022 Council meeting regarding the future of aquatics across the municipality.
Maximise access and usage of assets through innovative design and partnership initiatives	We will commence construction of the redevelopment of the Echuca East Community Precinct.	Projects & Facilities	Completed	Construction of Stage 1 of the Echuca East Community Precinct commenced late July 2021 and is scheduled for completion Feb 2022. Stage 2 works to be tendered early 2022 with completion by the end of the FY.
	We will deliver the prioritised capital and operational works in line with the Asset Management Strategy and Plans.	Projects & Facilities	In Progress	The adopted 21/22 CWP has been developed and is being delivered in line with asset management strategy and plans.
	We will deliver the priority works to address Disability and Discrimination Actions of physical and natural environment projects from previous years.	Community Engagement	In Progress	Council has committed budget to continue to deliver identified DDA compliance and upgrades in the 21/22CWP.
	We will complete the redevelopment of Gunbower Lions Park.	Projects & Facilities	In Progress	Designs have been completed, tendered and a contract awarded for the redevelopment of the Gunbower Lion's Park. Construction works commenced 29/11/21.
Relinquish services and assets that no longer meet community need	We will progress sales of surplus Council land and facilities in line with the adopted policy	Projects & Facilities	In Progress	Council's Property Team continue to progress the sale of surplus Council Land and facilities in line with the adopted policy.

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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 adopt a community vision for Campaspe.	Community Engagement	Completed	Council formally adopted Community Vision following extensive community engagement.
Advocate for infrastructure and services where another level of government has responsibility, such as road and transport issues	We will develop an Asset Plan covering a period of at least 10 financial years in accordance with the requirements of the Local Government Act 2020	Assets	In Progress	Council is required to develop a Strategic Asset Management Plan and Asset Plans to meet the Local Government Act 2020 asset planning obligations. Council has contracted the services of a suitably qualified consultant and the project has commenced and the Asset Plan and Model development is underway.
Enable the delivery of services, facilities and programs to the community through sound corporate governance and fiscal responsibility	We will progress the requirements of the Gender Equity legislation	Human Resources	In Progress	The results of the workplace gender audit were submitted to The Commission for Gender Equality in the Public Sector (the Commission) in accordance with the nominated timeline of 1 December 2021. Work is progressing to develop the Gender Equality Action Plan which is required to be submitted to the Commission on 31 March 2022.
	We will develop a Workforce Development Plan in line with the requirements of the Local Government Act 2020	Human Resources	Completed	A Workforce Plan, required under the Local Government Act 2020, has been approved and is available on Council's website.
	We will monitor the Annual Compliance Training Plan to ensure Council's legislative accreditations are maintained.	Human Resources	Completed	The Annual Training Plan is developed on a calendar year basis and monitored by the Executive Management Team on a monthly basis to ensure compliance. The Annual Training Plan for 2022 has commenced implementation.

OFFICIAL

Strategic Priority Area: Flourishing local economy				
Desired Outcome: Flourishing local economy				
Strategy	Major Initiative	Responsible Department	Quarter 2 Status	Comment for Council
Flourishing local economy	Identify major economic development levers for the Shire (roads, planning, tourism, land allocation, education) & identify gaps	Community Engagement	In Progress	Work has commenced internally on the development of an Economic Development Strategy for the Shire. This work will provide Council data and analysis to identify the major economic drivers within the Shire.
	Partner with industry and government to produce a Workforce Development Strategy	Community Engagement	In Progress	Council has entered into a partnership with the City of Greater Shepparton and Moira Shire for the implementation of a Designated Area Migration Agreement with the Federal government to address skill shortages. Council has also advocated to RDV to undertake a regional Workforce Strategy.

Strategic Priority Area: Resilient protected and healthy natural environment				
Desired Outcome: Resilient protected and healthy natural environment				
Strategy	Major Initiative	Responsible Department	Quarter 2 Status	Comment for Council
Resilient protected and healthy natural environment	Audit a minimum of 200 kerbside waste, recycling and organics bins to establish contamination	Community Business	Completed	Audits complete, full report with audit results provided
	Encourage stormwater harvesting (in public spaces and households) and residential rain water capture and recycling of 'grey' water	Recreation	In Progress	Officers are incorporating the harvesting of storm water in public open spaces through design and integrated water management practices. Of particular note is the Echuca East recreation reserve where underground tanks hold storm water for reuse on the surrounding gardens
		Planning & Building	Completed	Where required planning permits for dwellings ensure onsite retention and appropriate discharge to comply with State provisions of Clause 53.18 Stormwater Management in Urban Development.
	Review Council policy and practice on use of raw vs treated water	Recreation	In Progress	Council is in the process of reviewing its policy on the sale and use of temporary raw water. The policy sets out the priority locations in each town that will be maintained using raw water in case of drought and how much water should be held as a minimum for use in the next year. Integrated water management for reuse is encouraged under the planning scheme however new housing developments where raw water is available may choose or not to provide this as an option. Access to treated water generated by the water authority is limited in Campaspe with all excess treated water provided to farms via agreements.
	Advocate for contemporary water use practices in agriculture	Governance & Strategy	In Progress	Review of Campaspe Advocacy Priorities has identified the following draft priorities for consideration in the 2021-2025 Plan. 'Securing Water for the Agricultural Sector' as an Enduring Challenge and 'Water supply for Agricultural Sector Colbinabbin-Toolleen-Corop Pipeline' as Support for Local Issues.
	Review energy use of Council /community facilities, including fleet	Finance	In Progress	Staff will review what data is available and then look to improve our data collection to be able to track, review and possibly reduce usage by installation of efficient products, solar panels etc.
	Meet legislative responsibilities in relation to the EPA regulatory framework, Catchment and Land Protection Act and support no net loss to biodiversity as a result of the removal, destruction or lopping of native vegetation	Planning & Building	Completed	All planning application are accessed in accordance with the DELWP Native Vegetation Guidelines, the 3 step process and Clause 52.17 Native Vegetation. All permits issued require appropriate offset to ensure no net loss of biodiversity.
	Consult community and develop plan to manage roadside weeds, pest and animals	Assets	In Progress	Internal review has commenced as part of the Strategic Asset Management Plan process. Deliberative engagement will help for part of the plan development.

OFFICIAL

Strategic Priority Area:		Well planned places		
Desired Outcome:		Well planned places		
Strategy	Major Initiative	Responsible Department	Quarter 2 Status	Comment for Council
Well planned places	Progress development of Echuca Aquatic Reserve	Recreation	In Progress	Officers have applied for funding through Regional Development Victoria for the entire project, and DEWLPs Integrated Water Management funding for the water quality component of the project.
	Progress development of Victoria Park precinct	Recreation	In Progress	Officers have initiated preliminary discussions with relevant stakeholders, proceeded to tender phase for the design of a multiuse facility and the review of the Victoria Park Master Plan and in the process of evaluating received submissions.
	Progress Bridge to Bridge development, including Arts & Culture Precinct	Office of the CEO	In Progress	Negotiations continue with MRPV to secure additional connected shared pathways within the precinct.
	Consult with community and publish a paper that identifies opportunities for committed investment	Community Engagement	Not Started	The development of the Campaspe Economic Development Strategy (which has commenced) will inform the components of this initiative.
	Prioritise specific localities: Implement Echuca South East Rural Living Precinct Structure Plan + Identify areas for Rural Living Zones	Planning & Building	In Progress	Prepared an RFQ and engaged a suitably qualified expert. Draft Supply and Demand Assessment for residential living opportunities in the municipality due Jan 2022.
	Identify and remove unnecessary red tape for residential and aged care developers	Planning & Building	In Progress	The department is always seeking to improve the level of service and ensure that we are efficient, timely and responsive. The department are working through the 27 recommendations from 'Turning Best Practice into Common Practice' prepared for the Red Tape Commissioner.
	Identify areas of opportunity	Planning & Building	In Progress	Preparing a Supply and Demand Assessment for residential opportunities for the nine identified townships within the municipality consistent with Clause 21.09 Local Areas of the Campaspe Planning Scheme.
	Determine current condition, gaps, and usage and develop plans in consultation with community	Recreation	In Progress	Officers have commenced the development of relevant Township Facility Plans to be incorporated into the Community Place Based Planning process, with the desired outcome being asset prioritisation and possible rationalisation. This has commenced with the Tongala and Colbinabbin Place Based Plan.
	Determine current condition, gaps, and usage and develop plans in consultation with community	Projects & Facilities	In Progress	"Review Council land holdings and identify those suitable for transfer to community control or divestment". This process is underway with numerous properties in various stages of the disposal process. A draft 'Property Disposals Plan' has been developed in consultation with Service Managers for Council's consideration.
	Continue to deliver footpath 'missing links' across the Shire while ensuring the Shire footpath renewal program is delivered	Assets	In Progress	This Project is for the replacement of sections of footpath and shared path across the municipality as set out in the attached Footpath Renewal Program that have been identified following an assessment of asset conditions.
	Contribute to advocacy efforts as a member of Loddon Campaspe Regional Partnership and the Murray River Group of Councils	Governance & Strategy	In Progress	Review of the Campaspe Advocacy Priorities Plan recommends ongoing advocacy support to Loddon Campaspe Regional Partnership and Murray River Group of Councils initiatives.
	Extend free wifi within Council-controlled sites	ICT	In Progress	Capital works project has commenced investigating options for public WiFi at Port of Echuca and onboard paddlesteamers.
	Partner with farmers to enable connectivity in rural locations	Community Engagement	In Progress	Council provided a letter of support to Telstra for a funding submission to bolster connectivity and reception for the Colbinabbin, Mt Came, Corop and Toolleen communities. Over \$2m of infrastructure will be installed if the application is successful.

OFFICIAL

Strategic Priority Area:		Growing quality of life		
Desired Outcome:		Growing quality of life		
Strategy	Major Initiative	Responsible Department	Quarter 2 Status	Comment for Council
Growing quality of life	Conduct Place Based Planning with two communities to guide Council's planning	Community Engagement	In Progress	Colbinabbin and Tongala Place Based Plans have commenced.  Colbinabbin have secured a consultant to commence engagement processes. The community is currently recruiting a governance committee with the support of Officers.  A community based Governance committee has been recruited for Tongala, work will now commence on the recruitment of a consultant to facilitate the project.
	Review the Campaspe Events Strategy	Community Engagement	In Progress	A review of both Events and Tourism will form part of Council's development of the updated Economic Development strategy.
	Determine a level of service for aquatic services	Recreation	In Progress	A report will be presented at the 19 January 2022 Council meeting regarding the future of aquatic services.
	Review council-owned businesses: Caravan park, aerodrome, sales yards, animal shelter, quarries	Assets Community Business	Completed	A review of Council owned businesses has taken place and presented to Council over November/December 2021 briefings.
	Continue to contribute to Campaspe Primary Care Partnership priorities and advocate on their behalf	Community Engagement Community Health	In Progress	Continue to support PCP priorities as funding auspice as well as level one membership organisation, and support the planned transition to Local Public Health Units in April 2022.  Officers from the Community Development Team and the Recreation Team are working closely with the Primary Care Partnership through forums and projects such as Healthy Heart Victoria, the Campaspe Health Promotion network, Campaspe Family Violence Action Group.
	Continue to support Healthy Hearts of Victoria program initiatives	Community Health	In Progress	The Healthy Heart of Victoria Initiative has been refunded a further term, 1 July 2021 - 30 June 2022. Campaspe Shire Council hosts a locally placed Health Broker (employed by City of Greater Bendigo) and a Local Project Group oversees project delivery.
	Progress the requirements of the Gender Equity legislation	Human Resources	In Progress	The results of the workplace gender audit were submitted to The Commission for Gender Equality in the Public Sector (the Commission) in accordance with the nominated timeline of 1 December 2021. Work is progressing to develop the Gender Equality Action Plan which is required to be submitted to the Commission on 31 March 2022.
	Engage with local Registered Aboriginal Parties around the development of a Reconciliation Action Plan	Community Engagement Governance & Strategy	Not Started	Development of a Reconciliation Action Plan has not commenced. Discussion with Dja Dja Wurrung has commenced on the development of a Statement of Intent for an MoU for engagement, similar to that currently held with Yorta Yorta Nations Aboriginal Corporation.  An initial meeting of an Internal working party to commence work in scoping the project will be facilitated in January 2022.
Carry out Year 2 actions from Access and Inclusion Strategy 2020 - 2026	Community Engagement	In Progress	Work on all 72 activities identified within the Access and Inclusion Action Plan is ongoing.  A status report is being prepared for April 2022 to update Councillors and the Community on the progress of the Action Plan.	

## 10.3 Half Year Audit & Risk Committee Report

Author	Department	Manager	General Manager
General Manager Corporate	Corporate		Chief Executive Officer

### 1. SUMMARY

The Audit and Risk Committee supports Council in discharging its governance oversight responsibility including financial management, risk management, risk management, fraud prevention, maintenance of a sound internal control environment and the assurance activities through internal and external audit.

The Audit and Risk Committee reports to Council twice per year under its Charter that was adopted by Council in July 2020. This Charter aligns with the requirements of the Local Government Act 2020.

The attached half yearly report, prepared by the Chair of the Committee reports on the activities undertaken by the Committee against the key responsibility areas defined in their Charter.

### 2. RECOMMENDATION

**That Council note the report from the Audit and Risk Committee and acknowledge the work of the Committee during the period of 1 July 2021 and 31 December 2021.**

### 3. PURPOSE

To receive and note the half yearly report from the Audit and Risk Committee, outlining the work of the committee during 1 July 2021 and 31 December 2021.

### 4. DISCUSSION

In accordance with the Audit and Risk Committee Charter, 'the Chairperson will prepare a report to Council through the Chief Executive Officer on the Committee's activities twice per annum. One of these reports will be prepared after the meeting at which the annual financial report and performance statement have been considered and recommended to Council for adoption, the report will indicate how the Committee has discharged its responsibilities as set out in the Charter for the previous year.'

On receipt of the report from the Committee the Chief Executive Officer is to table the report to the next available Council meeting. This report satisfies these requirements.

### 5. CONSULTATION

#### External consultation:

- The Audit and Risk Committee reviewed the half yearly report prepared in consultation with the Chair of the Committee at their meeting held on 10 February 2022.

#### Councillors:

- The Chairperson of the Audit and Risk Committee is scheduled to attend the Council Briefing session on the 16 February 2022 to talk to the half yearly report and provide an opportunity for Councillors to ask any questions.

### 6. POLICY AND LEGISLATIVE IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.



## **7. FINANCIAL AND ECONOMIC IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

## **8. ENVIRONMENTAL IMPLICATIONS**

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

## **9. SOCIAL IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

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

Not applicable

## **11. ISSUES AND RISK MANAGEMENT**

### **Issues:**

There are no issues identified in connection with this report.

### **Risk:**

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

## **12. CONFLICT OF INTEREST**

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

## **13. CHARTER OF HUMAN RIGHTS**

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

## **14. INSTRUMENT OF DELEGATION**

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer is so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

## **15. CONCLUSION**

The Audit and Risk Committee reports to Council twice a year to report on its activities and how it is fulfilling its responsibilities defined within the Audit and Risk Committee. This report outlines the activities of the Committee for the period 1 July 2021 to 31 December 2021.

## **16. ATTACHMENTS**

1. Audit & Risk Committee Half Yearly Report - July 21 - December 21 [**10.3.1** - 5 pages]



# AUDIT AND RISK COMMITTEE

Half Yearly Report.  
1 July 2021 – 31 December 2021



# Audit & Risk Committee Half Yearly Report

## 1. INTRODUCTION

The Campaspe Shire Council Audit and Risk Committee (the Committee) operates in accordance with the Audit and Risk Committee Charter (the Charter) that was adopted by Council at its meeting held on 21 July 2020.

The Charter, in alignment with the Local Government Act 2020, requires the Chairperson, through the Chief Executive Officer, to prepare a report to Council, twice per annum on the Committee's activities. The Committee has agreed that a report on activities will be prepared for July to December with a full year report covering July to June. Such reports will outline how the Committee has discharged its responsibilities contained in its charter.

The Committee reviewed the half yearly report for the reporting period 1 July 2021 to 31 December 2021 at its meeting held on 10 February 2022 and confirmed that it is an accurate reflection of the Committee's work.

During the reporting period, the Committee and Council recognised and thanked Mr Ray Warren for his contribution to the Committee as an Affiliate Independent Member for the past two and a half years.

Council appointed Mr Chris Gillard as a new Independent Member for four years and Council and the Committee welcomed him to his first meeting of the Committee on the 28 October 2021.

## 2. AUDIT AND RISK COMMITTEE ACTIVITIES

Within the reporting period, the Audit and Risk Committee met on three occasions, 6 September 2021, 28 October 2021 and 9 December 2021.

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><b>6 September 2021</b></p> <ul style="list-style-type: none"> <li>Reviewed the Annual Financial and Performance Statements for the 2020/21 year. The review included presentation and discussion of the Victorian Auditor General's Office (VAGO) drafts of the 2020/21 Management Letter and Closing Report. After review and consideration of all documentation, the Committee recommended to Council that the Annual Financial and Performance Statements be signed.</li> </ul> <p><b>28 October 2021</b></p> <ul style="list-style-type: none"> <li>Reviewed the Quarterly Financial Report for the period ended 30 September 2021.</li> </ul> <p><b>9 December 2021</b></p> <ul style="list-style-type: none"> <li>Received a cash reconciliation, following a request from the Committee in order to have greater awareness of council's cash position, restricted vs unrestricted and information relating to the use of council's cash reserves in council's strategic financial planning. The Committee noted the report and requested a further report be prepared for the May 2022 meeting, providing further clarification to some of the items contained within the cash reconciliation schedule.</li> </ul>
Internal Control Environment
<p><b>28 October 2021</b></p> <ul style="list-style-type: none"> <li>Provided feedback on a new Draft Procurement Policy and recommended the policy to Council for consideration and adoption subject to some minor changes to reflect greater clarity of GST references, the use of a probity advisor and the requirements surrounding anti-competitive conduct.</li> </ul>

## Audit & Risk Committee Half Yearly Report

- Received an update on the development of a Contract Management Framework (CMF), previously recommended through an Internal Audit. During the development, management instructed the CMF be separated into two documents, one related to contracts for goods and services and the other related to contracts for construction and works, which delayed the final approval.

### 9 December 2021

- Received the approved Contract Management Framework documents.
- Reviewed 'Policy 034 Investment' along with proposed changes made by officers. The Committee supported the proposed changes and recommended the policy be referred to Council for consideration and adoption.
- Received an update on the results of 'Penetration Testing' performed on Council's technology network and the action being taken in response to the findings.

### Risk Management

#### 6 September 2021, 28 October 2021, 9 December 2021

At all meetings the Committee:

- Reviewed the current strategic risk register of Council and the profile of these risks against the risk matrix. During the reporting period all strategic risks were classified at or below Council's current risk appetite of 'moderate'.

### Fraud Prevention Systems & Controls

#### 6 September 2021

- Reviewed the Fraud Policy and Fraud Minimisation & Reporting Procedure along with the changes proposed by staff. After review and consideration of all documentation, the Committee recommended to Council that the Fraud Policy and Fraud Minimisation Procedure be considered and adopted.

### Internal Audit

#### 6 September 2021

- Reviewed the status of the Annual Internal Audit Plan and the amended scope of internal audits. The Executive Management Team reviewed the proposed plan and suggested, based on current priorities of the organisation, that the Year 5 topics should be removed and consideration be given to the inclusion of:
  - Request and Complaint Management
  - Provision of Grants and Sponsorship
  - Procurement & Contract Management
  - Payment of Reimbursements to Staff and Councillors.

The Committee noted Management's feedback and requested the updated program to be circulated to the Committee.

- Reviewed the outcomes of one Internal Audit completed by the Internal Auditor on the topic of Asset Management Framework, noting that Management agreed with all 5 actions recommended by the Auditor.
- Reviewed the status of all actions recommended by the Internal Auditor from past Internal Audits that remain in progress and noted the closure of 10 actions by management.

#### 28 October 2021

- Reviewed the status of the Annual Internal Audit Plan and the scope for the upcoming Internal Audit on Risk Management.
- Reviewed the status of all actions recommended by the Internal Auditor from past Internal Audits that remain in progress and noted the closure of 6 actions by management.

## Audit & Risk Committee Half Yearly Report

<p><b>9 December 2021</b></p> <ul style="list-style-type: none"> <li>Reviewed the status of the Annual Internal Audit Plan and the scope for the upcoming Internal Audit on Building Maintenance.</li> <li>Reviewed the outcomes of the Past Issues Review issued in November 2021, noting that 11 recommendations were put forward for closure. Of the 11 recommendations put forward, all 11 were confirmed as closed by the Auditor.</li> <li>Reviewed the status of all actions recommended by the Internal Auditor from past Internal Audits that remain in progress and noted the closure of 5 actions by management.</li> </ul>
<p><b>External Audit</b></p>
<p><b>6 September 2021</b></p> <ul style="list-style-type: none"> <li>Reviewed the Draft Final Closing Report and Draft Management Letter issued by the Victorian Auditor General's Office (VAGO) and recognised the closure of all final management points raised in prior year audits.</li> </ul> <p><b>28 October 2021</b></p> <ul style="list-style-type: none"> <li>Received an overview of the VAGO report on Sexual Harassment in Local Government and noted that the recommendations within the report have links to Local Government's requirements under the Gender Equality Act 2020. The Committee noted the report and requested a report back at its May 2022 meeting, on Council's actions to address the recommendations and requirements.</li> </ul> <p><b>9 December 2021</b></p> <ul style="list-style-type: none"> <li>Received an overview of the VAGO independent assurance report, titled Council Waste Management Services that was tabled in Parliament on 2 December 2021.</li> </ul>
<p><b>Compliance Management</b></p>
<p><b>6 September 2021</b></p> <ul style="list-style-type: none"> <li>Reviewed the legislated Governance Checklist for inclusion in Council's 2020-21 Annual Report.</li> </ul> <p><b>28 October 2021</b></p> <ul style="list-style-type: none"> <li>Received a report on the Gender Equality Act 2020 and the obligations it places on Local Government.</li> </ul> <p>At all meetings the Committee:</p> <ul style="list-style-type: none"> <li>Reviewed the status of Council's compliance with implementing the requirements of the Local Government Act 2020.</li> </ul>
<p><b>Reporting to Council</b></p>
<p><b>6 September 2021</b></p> <ul style="list-style-type: none"> <li>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 15 September 2020.</li> </ul> <p><b>28 October 2021</b></p> <ul style="list-style-type: none"> <li>Noted the Audit and Risk Committee 2019-2020 Annual Report was reported to Council at the September 2021 Council meeting.</li> </ul> <p><b>9 December 2021</b></p> <ul style="list-style-type: none"> <li>The Chair handed over to the CEO to call for nominations from current independent members for the role of Chairperson. No nominations were received. In the absence of nominations for the position of Chairperson, the committee recommended to Council that Ms Linda MacRae be appointed as Chairperson for the 2022 year, notwithstanding that it would be for a third consecutive year. This</li> </ul>

## Audit & Risk Committee Half Yearly Report

<p>recommendation was tabled for Council consideration at its meeting held on 19 January 2022, when the Council agreed to the recommendation.</p>
<p><b>Review of Charter</b></p>
<ul style="list-style-type: none"> <li>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.</li> </ul>
<p><b>Other Matters</b></p>
<p><b>6 September 2021, 28 October 2021, 9 December 2021</b></p> <p>At all meetings the Committee:</p> <ul style="list-style-type: none"> <li>Reviewed the Annual Work Plan of the Committee.</li> <li>Received a report summarising Councillor expenses &amp; reimbursements received in accordance with Council's adopted Councillor Expenses Policy.</li> </ul>

## 10.4 Capital Works Program Quarterly Report

Author	Department	Manager	General Manager
Capital Works Coordinator	Projects and Facilities	Manager Projects and Facilities	Acting General Manager Infrastructure

### 1. SUMMARY

This report presents an overview of progress of the annual Capital Works Program (CWP), as of 31 December 2021. The 2021/2022 program consists of 90 new projects (included in the 2021/22 Capital Works budget), 20 additional projects and 31 carry-over projects totalling an initial overall adopted budget of \$38.9M.

The year to date (YTD) expenditure by 31 December was \$13.9M and \$8M had been committed providing a total actual and committed figure of \$21.9M.

Target spend for the year is \$35M. This target spend excludes any grant dependent projects where funding has not been confirmed. This report and the accompanying attachment provide a summary of delivery during Quarter 2.

### 2. RECOMMENDATION

**That Council note the contents of this report.**

### 3. PURPOSE

To provide Council with an update on the progress of the annual Capital Works Program to 31 December 2021.

### 4. DISCUSSION

#### Update Quarter 2 - Carry over Projects

During this quarter, the carried over 'PS Pevensey' works were completed along with the revised stage 1 of the Rushworth High Street Renewal. Kerb and the channel works in High Street Echuca were also finalised.

The installation of new storage facilities and demolition of old sheds at Lockington and Colbinabbin Recreation Reserve were both completed pending some minor works before project closure. Works at Grogan Bridge and Mitiamo Swamp bridge were completed.

Stage 3 of the McEwen Road Basin upgrades in Kyabram commenced with pump station survey works complete and earthworks continued. Rain early in the Quarter has resulted in some delays.

Design and approvals for Colbinabbin Groves bridge continued. Procurement activity for Gunbower Watson bridge and Dalton Road Floodway were completed with contracts to be awarded in February.

#### Update Quarter 2 – New and Multi Year Projects

Shire wide annual Gravel Road Resheeting and Kerb and Channel renewal programs are currently on track to be delivered to time and budget. Works on the Echuca East Recreation Reserve redevelopment continued with stage 1 on track for completion in February. Works on the Rochester Play Space project construction will be finalised in February with most works having been completed this Quarter.

Stage 2 of the column rectification works at the Echuca and District Livestock Exchange continued.

Construction of the following projects were completed; Shire Sealed Road Resurfacing Program, Kyabram Plaza Theatre Shop Renewal, Rushworth Lions Park Shade Sail Renewal, Swimming Pool Renewal (painting at Tongala and Lockington), Paroo street open drain in Echuca.

Echuca Sturt Street Drainage Upgrade and Road Rehabilitation, Torrumbarry Roslynmead Road Upgrade and the redevelopment of the Lions Park in Gunbower all commenced this quarter.

Contracts were awarded for Ash Street Drainage Upgrade, Kyabram Graham Road Rehabilitation and Corop Lake Cooper Rehabilitation with works planned in Quarter 3.

Design and approvals continued for Kyabram Breen Avenue Walking and Cycle Trail, Rushworth Murchison Rail Trail, Echuca Aerodrome Concept Plan and Cornella McEvoy's bridge removal. Road rehabilitation and bridge advance design works continued in preparedness for the 2022/23 capital program.

Following the extension of time for Local Roads and Community Infrastructure (LRCI) Phase 1 and 2 projects, works under this program continue to be prepared for delivery by June 2022. Revisions to Phase 2 were agreed in the December Council meeting to enable stage 2 of the Torrumbarry Roslynmead works to be completed under this program.

### **Progress**

Overall, this Quarter showed total spend of \$13.9M and a value of \$21.9M with the inclusion of commitments.

### **Activities for Quarter 3**

Construction will commence in Ash Street, Echuca, Graham Road, Kyabram, Corop Lake Cooper Road, Fenaughty Street, Kyabram and Dalton Road, Barnadown.

LRCI Phase 2 funded DDA Works, Netball Courts Resurfacing and Shire Wide Line marking to commence.

Contracts for Watson Bridge and Anstruther Street footbridge works to be awarded.

Tenders for stage 2 of the Echuca East Recreation Reserve Development, Cornella McEvoy Bridge Demolition, Shire Footpaths Renewal and Barnadown-Myola Road Rehabilitation will be advertised.

### **Projects achieving 'Practical Completion'**

The following projects were practically completed this Quarter. 'Practically Completed' (PC) means site works are completed and open for public use:

- Shire Sealed Road Resurfacing Program
- Kyabram Plaza Theatre Shop Renewal
- Rushworth Lions Park Shade Sail Renewal
- Echuca High St K&C (Pakenham-Anstruther)
- Echuca High St K&C (Pakenham-Motel Xing)
- Major Plant Replacement Program 19/20
- Rushworth, High Street Streetscape
- Swimming Pool Renewal (Tongala and Lockington pool painting)

### **Grant Dependent and Externally Funded Projects**

Several projects on the 2021/22 program are grant dependent and their commencement will be reliant on external funds being sourced:

- An application for match funding for the construction phase of the Echuca Aquatic Reserve project is outstanding with Regional Development Victoria. Confirmation has not been received at the date of this report.
- The following projects have been nominated under the Local Roads and Community Infrastructure Stage 3 grant funding as agreed by Council on 15th December 2021.
  - Kyabram Recreation Reserve - Netball Court and Lighting Upgrade



- Rushworth – Murchison Rail Trail Construction
- Shire Wide Community Solar Program
- Shire Wide Gravel Road Resheeting Program

As external funds are confirmed, target spend for these projects will be included in future Capital Works reports.

## **5. CONSULTATION**

### Internal consultation:

- Project Sponsors

## **6. POLICY AND LEGISLATIVE IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

## **7. FINANCIAL AND ECONOMIC IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

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

## **8. ENVIRONMENTAL IMPLICATIONS**

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

## **9. SOCIAL IMPLICATIONS**

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

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

Well planned places  
 Attractive and useable sites of importance  
 Land and underlying infrastructure suitable for growing populations  
 Quality, attractive recreational spaces  
 Improved walkability and cyclability within townships  
 Ability to travel safely and easily by road and rail

## **11. ISSUES AND RISK MANAGEMENT**

### **Issues:**

#### Issue 1:

Typical delays in receiving approvals from external organisations. The achievement of approvals from external bodies continues to be a source of delay in several projects resulting in the extension of project timelines. Mitigation measures have been put in place with projects being split over multiple years with a minimum of one year for design and approvals.

#### Issue 2:

Additional state and federal funding received due to Covid-19 stimulus packages has resulted in the program being larger than anticipated. Engagement of consultant Project Manager/s to deliver externally funded projects will reduce the impact.

Issue 3:

Some supplies/components are subject to delays due to extended lead times as a result of the Covid-19 pandemic.

**Risk:**

Risk	Likelihood	Consequence	Rating	Mitigation action
Non delivery of adopted program resulting in reputational damage and council assets not being renewed in a timely manner.	Likely	Moderate	High	Ongoing monitoring and monthly reporting of 'at risk' projects.  Delivery of projects over multiple years.

**12. CONFLICT OF INTEREST**

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

**13. CHARTER OF HUMAN RIGHTS**

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

**14. INSTRUMENT OF DELEGATION**

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer is so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

**15. CONCLUSION**

The annual Capital Works Program has progressed with a total spend of \$13.9M and a value of \$21.9M with the inclusion of commitments for Quarter 2 of the 2021/22 FY.

**16. ATTACHMENTS**

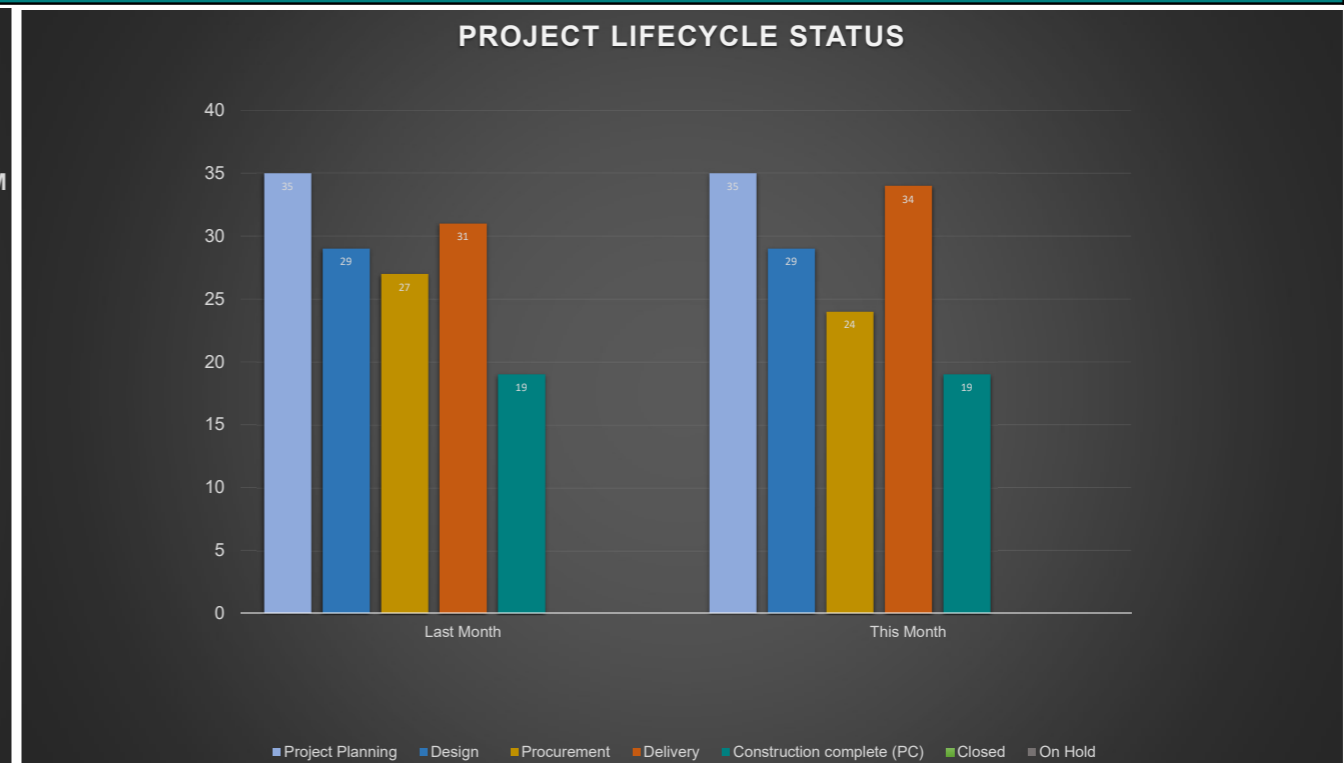
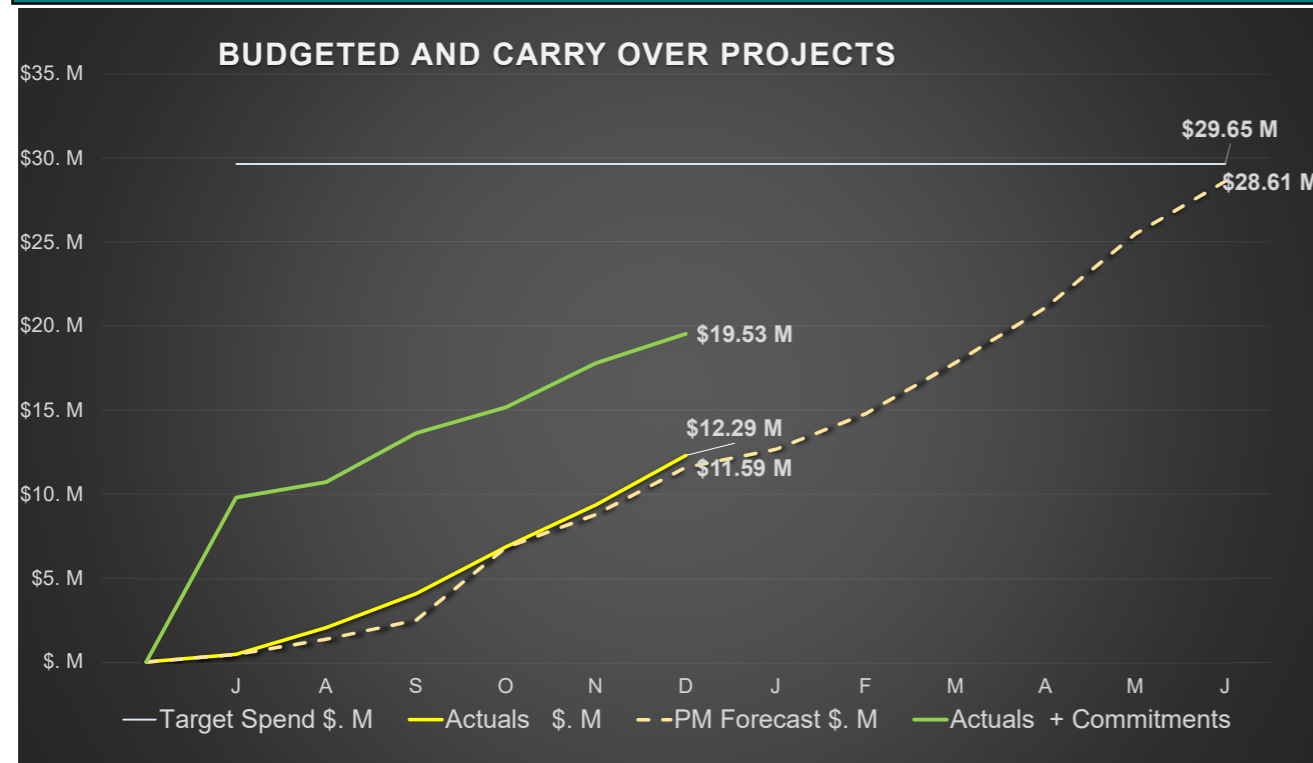
1. 202112 CWP Dashboard December 2021 [**10.4.1** - 2 pages]



2021/22 Capital Works Program - December 2021

Budgeted and Carry Over / Multi Year Projects \*

Asset Class	Budgeted New Works 21/22	Carry Over/Multi-Year Projects from 20/21	Grant Dependent spend	Revised Target Spend (Budget and Carry Over less Grant Dependent) *	Actual Spend as at 31/12/2021	% spend to annual target	Comments
Bridges	\$46,500	\$1,964,859		\$2,011,359	\$21,595	1%	Carry over bridge projects include Groves Weir and Anstruther Street Footbridge. Anstruther Street tender open (closes 23/12/21)
Building & Structures	\$2,764,500	\$3,688,913		\$6,453,413	\$4,033,634	63%	Multi year - Echuca East Redevelopment. Construction has commenced and is on track, stage 1 to be delivered by February.
Footpaths & Cycleways	\$2,973,500	\$0	\$1,800,000	\$1,173,500	\$32,989	3%	Grant dependent project - Rushworth Murchison trail (Building Better Regions grant application unsuccessful). Footpath renewal program in design - construction in 2022 calendar year.
Irrigation	\$100,000	\$0		\$100,000	\$3,687	4%	Works at Kyabram Northern Oval complete. Tongala irrigation works being scoped with construction planned in 2022.
Kerb & Channel	\$1,700,000	\$140,589		\$1,840,589	\$1,178,644	64%	21/22 Kerb program on track.
Land	\$2,200,000	\$0	\$2,200,000	\$0	\$31,260	0%	Grant dependent project - Echuca Aquatic Reserve (grant notification not received at the date of this report).
Marine Vessels	\$20,000	\$396,169		\$416,169	\$733,565	176%	All marine vessel works complete. Additional funds transferred to Pevensey project.
Open Spaces & Recreation Assets	\$765,000	\$129,944	\$470,000	\$424,944	\$133,663	31%	Carry Over Colbinabbin Storage Shed (works underway). Grant dependent - Kyabram Netball Courts (Building Better Regions grant application unsuccessful, proposed for LRCI3 funding).
Plant & Equipment	\$2,843,198	\$464,784		\$3,307,982	\$1,053,274	32%	Lead times are delayed for many plant and fleet items due to the pandemic.
Playgrounds	\$0	\$803,814		\$803,814	\$67,117	8%	Multi Year - Gunbower Lions Park Redevelopment. Works have commenced on site, construction due for completion in June 2022.
Roads	\$10,259,500	\$1,266,045	\$1,700,000	\$9,825,545	\$4,884,654	50%	Carry over works, Rushworth High Street (complete) and Seals (complete). Sturt Street Upgrade underway. Fenaughty Street rehabilitation to be tendered in December. Lake Cooper and Graham Road contracts awarded and works will commence in 2022. Grant dependent project - Echuca Aerodrome (Building Better Regions grant application unsuccessful).
Stormwater & Flood Control	\$670,000	\$2,574,522		\$3,244,522	\$189,246	6%	Carry over works - Echuca Ash Street drainage (awarded, construction to commence in February) and Kyabram McEwen Road Basins (in construction).
Swimming Pools	\$50,000	\$0		\$50,000	\$29,304	59%	Pool painting complete.
<b>Total</b>	<b>\$24,392,198</b>	<b>\$11,429,639</b>	<b>\$6,170,000</b>	<b>\$29,651,837</b>	<b>\$12,392,631</b>	<b>42%</b>	



\* Target spend excludes additional projects added to the program post budget (see page 2) and grant dependent projects (Aerodrome, Aquatic Reserve, Rushworth Murchison Trail, Kyabram Netball Courts). Target spend will be revised to include grant funded projects as funds are confirmed. As of 13/10/21 Building Better Region grant applications were unsuccessful. LRCI3 application pending for Rushworth Murchison Trail and Kyabram Netball Courts.

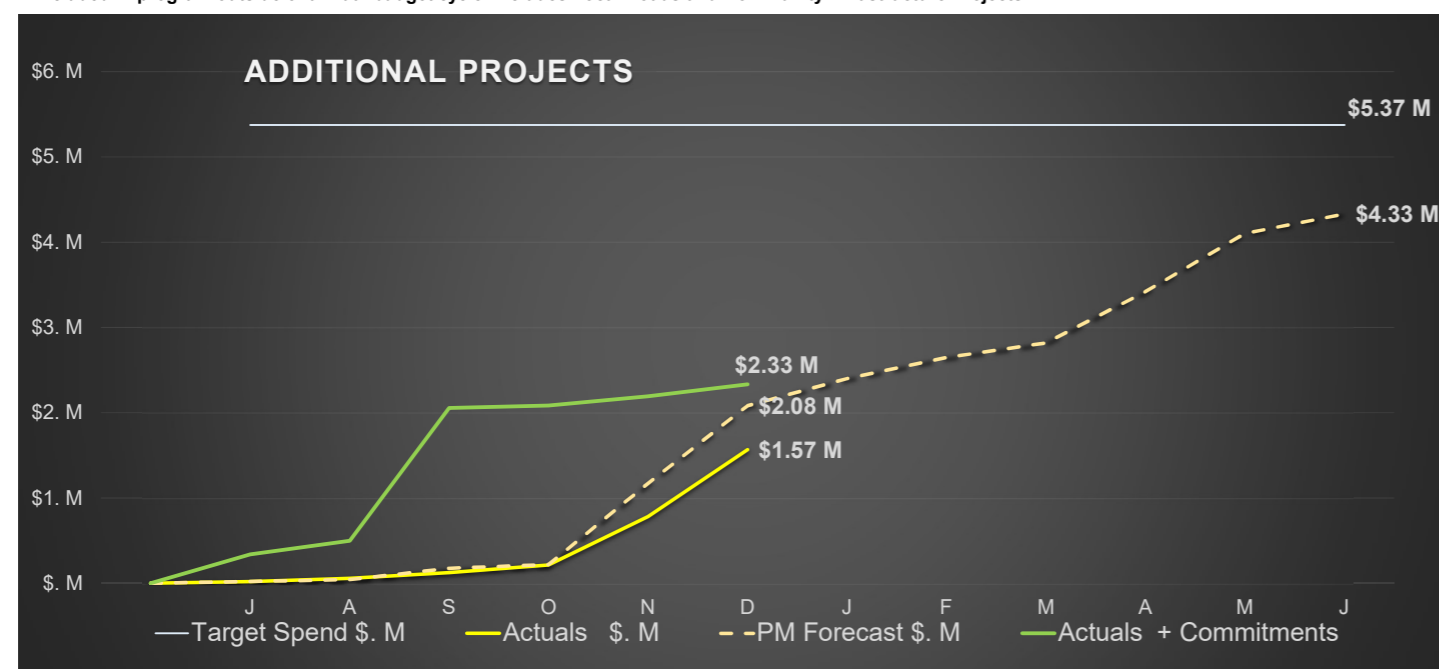


## 2021/22 Capital Works Program - December 2021

## Additional Projects \*\*

Asset Class	Additional Projects 21/22	Carry Overs from 20/21	Total Target Spend 21/22	Spend as at 31/12/2021	% spend to annual target	Comments
Bridges		\$127,207	\$127,207	\$10,171	8%	Wharf DDA (carry over from 20/21) - ramp is installed, further scope of works to be confirmed.
Building & Structures	\$388,889	\$582,240	\$971,129	\$15,602	2%	Log Slip (2 year program). FOGO Glass bunkers (new 21/22). Kyabram Fauna Park Reptile House (works underway)
Footpaths & Cycleways	\$1,290,000		\$1,290,000	\$9,683	1%	LRCI Phase 2 Footpaths (scoping underway) and DDA (due to be awarded)
Open Spaces & Recreation Assets	\$305,000		\$305,000	\$600	0%	LRCI Phase 2 Netball Court Resurfacing (Synthetic courts awarded, asphalt re-tendered)
Playgrounds		\$330,864	\$330,864	\$275,158	83%	Rochester Play Space (works almost completed)
Roads	\$561,282	\$1,598,723	\$2,160,005	\$1,259,149	58%	LRCI Phase 2 Torrumbarry Weir Road and Line Marking to be cancelled. Roslynmead Road Stage 2 to be included (pending LRCI confirmation). Carry over LRCI Phase 1 Shire Stabilising (works to be completed Feb)
Stormwater & Flood Control	\$190,000		\$190,000	\$120	0%	LRCI Phase 2 Culverts (detailed design almost complete)
<b>Total</b>	<b>\$2,735,171</b>	<b>\$2,639,034</b>	<b>\$5,374,205</b>	<b>\$1,570,483</b>	<b>29%</b>	

\*\* Included in program outside of annual budget cycle. Includes Local Roads and Community Infrastructure Projects.



Spend Summary	New Works 21/22 and Carry Overs /Multi Year Projects from 20/21	Additional Projects	Total
Budget 21/22	\$ 35,821,837	\$ 5,374,205	\$ 41,196,042
Target Spend 21/22*	\$ 29,651,837	\$ 5,374,205	\$ 35,026,042
Actual Spend 31/12/2021	\$ 12,392,630	\$ 1,570,483	\$ 13,963,113
Commitments 31/12/2021	\$ 7,235,568	\$ 769,728	\$ 8,005,296
Actuals Plus Commitments	\$ 19,628,198	\$ 2,340,211	\$ 21,968,409

\*Excluding grant dependant projects that have yet to receive funding

Project Manager Forecasts	New Works 21/22 and Carry Overs /Multi Year Projects from 20/21	Additional Projects	Total
Target Spend	\$ 29,651,837	\$ 5,374,205	\$ 36,026,042
PM Forecast December	\$ 28,610,750	\$ 4,330,176	\$ 32,940,926
Variance - Potential Savings (forecast only)	\$ 1,041,087	\$ -	\$ 1,041,087
Variance - At risk projects (forecast only)	\$ -	\$ 1,044,029	\$ 1,044,029

## Program Highlights - Achievements and Risks

In Budget and Carried Over Projects

To date, the program has consistently delivered above forecast spend due to good progress on projects such as Echuca East and the regular renewal programs (seals, resheeting and kerb and channel).

Additional Projects

The total forecast annual spend for projects included in the program outside of the capital budget is, at the time of reporting, predicted to be \$1m below target. This is due to LRCI2 delays.

To mitigate this, as agreed by Council, an application for variation to LRCI2 was submitted to the department on 20/12/2021.

When approval of the variation has been received from LRCI, Roslynmead Road Stage 2 forecast spend (c\$1m) will be included in ongoing monthly reports.

The LRCI3 nomination form was also submitted to the department on 4/01/2022 and once approved the projects will be included in the dashboard and monthly report.

Spend in December was under the original forecast as the Fauna Park Reptile works had been planned for completion. Works will be completed around April.

GeneralNon Council Assets/ Service Locations:

Despite dial before you dig completed as part of the Sturt Street Drainage Upgrade and rehabilitaton, a number of active and redundant non council assets have been uncovered none of which were shown in service location documentation. This has resulted in delays and variations to the contract price.

Lead times:

Some supplies / components are subject to delays due to extended lead times. In a number of cases orders have been placed but components will not arrive until later in the year.

Any risk of carry over as a result will be identified and highlighted in the coming weeks.

## 11 Petitions and Letters

- Petition – Homan Street, Echuca
- Joint Letter – Koala Court, Kyabram

## 12 Notices of Motion

## 13 Urgent Business

## 14 Confidential Business

### Closure of Public Meeting

#### RECOMMENDATION

That pursuant to the provisions of the *Local Government Act 2020* (the Act), the meeting will now be closed to members of the public in accordance with section 66(2)(a) of the Act to enable consideration to be given to items that contain confidential information as defined in section 3(1) of the Act as follows:

- a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.
- b) Security information, being information that if released is likely to endanger the security of Council property or the safety of any person.
- c) Land use planning information, being information that if prematurely released is likely to encourage speculation in land values.
- d) Law enforcement information, being information which if released would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person.
- e) Legal privileged information, being information to which legal professional privilege or client legal privilege applies.
- f) Personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.
- g) Private commercial information, being information provided by a business, commercial or financial undertaking that:
  - (i) relates to trade secrets; or
  - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.
- h) Confidential meeting information, being the records of meetings closed to the public under section 66(2)(a).
- i) Internal arbitration information, being information specified in section 145.
- j) Councillor Conduct Panel confidential information, being information specified in section 169.
- k) Information prescribed by the regulations to be confidential information for the purposes of this definition.
- l) Information that was confidential information for the purposes of section 77 of the Local Government Act 1989.

## Items

14.1 Award contract

14.2 Award contract

14.3 Award contract

## Resumption of Public Meeting

# 15 Close Meeting

Declan Moore

Chief Executive Officer